



**COMMUNICATION
ECONOMICS
ORGANIZATION**

6-7 June 2026- New Delhi, India

PROCEEDINGS



BOOK

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EDITOR

Prof.Dr. Teena Singh

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International CEO

(Communication, Economics, Organization)

Social Sciences Congress

PROCEEDINGS E-BOOK

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CEOSSC 2026 - New Delhi, India

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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 (Communication, Economics, Organization) 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, Tunisian, United Kingdom, United States of America, Uzbekistan.**

It is a great privilege for us to present the Proceedings 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 **93 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 93 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, **978-625-96723-8-0** ISBN'li bu e kitapta yayımlanmaktadır. Belirtilen tarihe kadar **kongre sitesine yüklenen tam metin bildiriler** ise, **yazarın tercihin**e, **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.

Kongrede sunulan **120 bildirinin 35'i** Türkiye ve **85'i** yurt dışındandır. Yayımlanan **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. Tam metin bildiri kitabında yine yabancı oranı (33 yurt dışından ve 23 Türkiye'den) %50'den fazladır.**

Onaylı ve yayımlanan **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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CONTENTS

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

Name of Papers and Author(s)	Page
A Love Letter to America: Bad Bunny Super Bowl Halftime Show—A Decolonial Political-Economy Spectacle - Rey Ty	1
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	10
Takipteki Tarımsal Krediler, Gıda Enflasyonu ve Döviz Kuru Arasındaki Etkileşimin Analizi: Türkiye’den Kanıtlar- Dr. Öğr. Üyesi Ömer KESKİN	14
Digital Communication, Territorial Marketing, and Influencers in Tourism Promotion in San Luis, Argentina- Lecturer Sergio QUIROGA	21
The Role of Intercultural Social Work in Promoting Social Cohesion and Community Stability- Ass. Professor Aikaterini Oikonomou, Ass. Professor Olga Katsiani	30
Turizm Dayanıklılığı ve Sosyal Sermaye Literatürünün Entelektüel Yapısının Haritalanması: Örgütsel ve Yönetimsel Bir Perspektif- Assoc.Prof.Dr. Arzu AKDENİZ	39
Industry 5.0 in Agrarian Societies and Pre-Industrial Economies: A case of Amhara Region- Mequanint Birhan Alem	49
Dönüşümcü Liderliğin Örgütsel Sinizm Üzerindeki Rolü: Turizm İşletmeleri Perspektifinden Kavramsal Bir Değerlendirme- Doç.Dr. Arzu AKDENİZ	60
Chalk Dust and Smoke Signals: When the State Teaches Itself How to be Praised- Lecturer Sergio QUIROGA	66
Elements of Empirical Research, Pitfalls, and Remedies- Rey Ty	73
Yeni Ekonomik İlişkiler Koşullarında Risk Yönetiminin Teorik Temelleri- Asst. Prof. Dr. Parviz RUSTƏMOV HACI OĞLU	83
From Reel to Real: Social Media Influenced Copycat Offenses in India- Meghna Roy, Dr. Kavita Lama	89
The lived experience of business school lecturers - implications for business leadership- Dr. James Forson	96
Sustainable Tourism Development in India: Opportunities & Challenges- Dr. Ritu TALWAR	105
Tekno-stres- Öğr. Gör. Dr. Emin Ergun SELÇUK	111

Akıllı Telefon Bağımlılığının Çalışma Hayatına Yansımalarının Yönetici Sosyotelizmi Bağlamında Değerlendirilmesi- Turgut DUMAN, Prof. Dr. Muammer SARIKAYA	118
Dijital Çağda İletişim Dinamiklerinin Dönüşümü: Yüzeyselleşme mi, Yeni Bir Uyum Süreci mi?- Ebru BARAN, Prof. Dr. Sadık Serçek	125
Yol Medeniyet ve Savaş- Dr. Mukadder GÜNERİ	132
Recognition Before Trust: Linguistic Effort and the Emergence of Relational Openness in Asymmetric International Interaction- International Management Scholar Claudio ALVAREZ	141
Hakikatin Dijital Krizi: Post-Truth Dönemde Sosyal Medya- Doktora Öğrencisi Buşra KARADUMAN	153
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	162
Subject: 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	174
Exploring a Non- Linear AR(1) model with finite mixture of Gaussian Innovations- Dr. Anuj Nain	182
SDG 16 & SDG 17 Based Policy Analysis Using Logistic Regression- Dr. Anuj Nain, Pooja Gupta	191
Digitalization And Public Administration Reform In Azerbaijan: Opportunities And Constraints- Master Student. Shabnam Ibrahimova	200
Üniversite Hazırlık Sınıfı Öğrencilerinin İngilizce Öğretimine İlişkin Görüşleri- Prof. Dr. Mehmet Nuri GÖMLEKSİZ, Tarık İNCE	206
İngilizce Hazırlık Sınıfı Öğrencilerinin Üretici Dil Becerilerine Yönelik Beklentileri: Nitel Bir İnceleme- Prof. Dr. Mehmet Nuri GÖMLEKSİZ, Tarık İNCE	211
Artificial Intelligence (AI) and its Impact on The Job Market and Privacy- Ph.D. Eng. Rafał MIKOŁAJCZAK	216
Beyond Awareness: Educating for Climate Action through Transformative Learning and Indigenous and Cultural Wisdom- Prof. Dr. Siham El-Kafafi	220
Tek Kelimeyle Maneviyat: 6 Şubat Depremleri Sonrası Serbest Eczane Çalışanları Üzerine Bir İçerik Analizi- İrem TÜKENMEZ, Dr. Gülşen KIRPIK	224
Pandemi Sonrası Dönemde Tedarik Zincirlerinde Dayanıklılık ve Sürdürülebilirlik- Dr. Ayşe GÜNGÖR	233
Interpersonal Conflicts in The Nursing Team – Risks and Self-Management Strategies- Professor Joanna JASIŃSKA, Ph.D. Agnieszka NOWACKA	242
The Role And Significance Of Islamic Ethics In The Formation Of Corporate Diversification Strategies In The Karabakh Economic Region- Asst. Prof. Dr. Parviz Rustamov HACI OĞLU	247
Strengthening Integrity: Combating Foreign Bribery through Multi-Stakeholder Collaboration in Indonesia- Amelia Naim INDRAJAYA, Liena PRAJOGI, Lusita VEBRIANTI	258
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	265
Reconstruction of Cities in Territories Liberated from Occupation After the Second-Karabakh War- Assoc.Prof.Dr. Murteza HASANOĞLU, Research Assistant Ali TAGHIYEV	278
Green Digitalization or Greenwashing? The Environmental Cost of Sustainable Digital Transformation- Mohsen Mohammadi Khyareh	286
Otantik Liderlik ve Dijital Liderlik Yaklaşımlarının Karşılaştırmalı Analizi ve Teorik Entegrasyonu- Buse ALTAK MERMİ	301

Modüler Seyahat Giyimi: Sürdürülebilir ve İşlevsel Tasarım Yaklaşımı- Alireza MOSLEMI, Dr. Öğr. Üyesi Bahar YILDIZ	311
Catastrophe Bonds in The Insurance Market: Experiences from Recent Years- Ph.D. Agnieszka WIKARCZYK	320
Strategic Resilience of Innovative Enterprises- Ph.D. Jacek WOŹNIAK	325
Household Adaptation Strategies in the Face of Urban Sanitation Challenges: The Case of the 7ème Arrondissement of N'Djamena (Chad)- Laouna OUANG-YANG	332
Sustainability Uncertainty and Equity Market Connectedness in BRIC Countries: Evidence from Partial and Bivariate Wavelet Coherence Analysis- Dr. Haseen Ahmed, Dr. Sharif Mohd.	343
Türkiye’de Afet Yönetimi: Mevcut Durum, Sorunlar ve Çözüm Önerileri - Prof. Dr. Serdar Kenan GÜL, Büşra UYLUKÇUOĞLU	359
Digital Communication and Academic Integrity in Higher Education: Challenges and Strategies in the Age of AI- Prof. (Dr.) Nikhil V. Sangvikar	369
Türkiye’de Kadınların Siyasal Katılımı: Tarihsel Gelişim, Yapısal Sorunlar ve Temsil Dinamikleri - Prof. Dr. Serdar Kenan GÜL, Emel CAN	377
Rakamların Ötesinde Bir İletişim: Muhasebede Halkla İlişkilerin Stratejik Dönüşümü- Yunus KARACA, Assoc. Prof. Dr. Sadık SERÇEK	386
Turizm İşletmelerinde Stratejik İletişim ve Halkla İlişkiler Departmanının Önemi- Dr. Öğr. Üyesi Ebru Kangal Erdem, Dr. Öğr. Üyesi Serap İnceöz	389
Algılanan VUCA Maruziyetinin İyileştirilmesine Yönelik Serbest Eczacı Görüşlerinin Karma Yöntemle İncelenmesi - Zeliha GÖVEZ, Dr. Gülşen KIRPIK	394
Ders Kitaplarında Su Okuryazarlığı- Ülkü ÖZMEN, Dr. Öğr. Üyesi Leyla DÖNMEZ BAYRAKCI	404
Middle School Students with Learning Disabilities' Views on Comic Book-Supported Disaster Education - Graduate Student Elif ŞEVİRAN, Dr. Lecturer Leyla Dönmez BAYRAKCI	411
The Role of Disaster Anxiety in University Students' Behaviors During Disaster Scenarios - Graduate Student Elif ŞEVİRAN, Dr. Lecturer Leyla Dönmez BAYRAKCI	419
Atatürk’ün Eğitim, Siyasal ve Ekonomi Felsefe Anlayışı - Prof. Dr. Nurhan AYDIN, Perihan AKSU	426
Integrating AI and Human Capital in Strategic Green Marketing and Green Supply Chain Management Systems for Indonesian SMEs Sustainability- Yuany FARRADIA, Liena PRAJOGI, Chairul HAMDANI, Restu WIDIATI, Elfina MAULID	438
Selected Methods of Financing Terrorism in Business Transactions- Krzysztof Mucha PhD	449
Threats to the Financial Sector from Money Laundering and Terrorist Financing - Krzysztof Mucha PhD	453
Congress Program	456

A Love Letter to America: Bad Bunny Super Bowl Halftime Show — Decolonial Political Economy of Contradictions, Hegemonic Incorporation, and Imperial Reproduction

Rey Ty

Department of Peace Studies, International College, Payap University, Thailand

reyty1@gmail.com

Orcid: 0000-0002-9258-0318

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: RQ1: What contradictions structure the spectacle? RQ2: Why are they incorporated into the hegemony? RQ3: How does incorporation reproduction imperial political economy? Hegemony, counter-hegemony, culture industry, power hierarchy, decoloniality, dissent, capture, cultural identity, and labor value guided this investigation of this specific instance of popular culture. This qualitative study utilized political economy as the umbrella framework of analysis. Findings revealed the following. Contradictions abound. The songs encode class struggle, anti-colonialism, national liberation, gender fluidity, and intersectional identity politics. Imperial mauvaise-foi Apollonian construct and authentic 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. This show served as an aesthetic-political ritual in which the dominant media enable and at the same time constrain cultural authenticity. Overall, it was a safe dissent for a few minutes. At the same time, the 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. Yet, pop music here functions as a field of contradictions. The performance of Latinidad was a counter-hegemonic affirmation expression and commodified hegemonic incorporation or absorption at the same time. Structural inequalities rooted in colonialism were exposed, though in fun, non-threatening, seemingly innocent songs and dances. Hegemonic cooptation and decolonial empowerment occurred simultaneously. At the end of the day, cultural inclusion led to the reproduction of the imperial stronghold over the political economy. There was no structural transformation. Recommendations include decolonial pedagogy, critical popular culture literacy, and policy emphasis on all-around equity.

Keywords: Authenticity, Bad Bunny, Contradictions, Decolonial Cultural Criticism and Studies, Hegemonic Cooptation, Imperial Reproduction, Political Economy, Popular Culture, Super Bowl Halftime Show

Introduction

Structural Context of the Empirical Case and Research Site

This article examines the Super Bowl LX Halftime show on February 8, 2026 in Santa Clara, California, as a U.S. imperial media apparatus. The show lasted exactly for 13 minutes and 41 seconds only. Yet, it has sparked massive reactions, both in support of and in opposition to the cultural extravaganza.

This paper focuses on the content and form of the Bad Bunny performance. Highlighted were Hispanophone songs, Puerto Rican symbolism, and gender disruption. Puerto Rico is a U.S. unincorporated territory which is in political and economic subordination to the U.S. mainland.

Problématique

Cultural visibility of colonial difference increases. However, structural relations of power remain unchanged. Decolonial expression is in tension with imperial-capitalist incorporation.

Research Gap

Because he appears not to simply provide entertainment. Rather, he seems to break the mainstream music mold with political-economy lenses. Themes include nostalgia, cultural identity, gentrification, activism, more properly, “artivism” or the use of the arts, including music and performance as tools of activism, coloniality, decoloniality, resistance, gender, and masculinities (Barreiro Leon, 2025; Figueroa, 2021; Garcia-Borbón, 2024; Gargiulo & Lugo-Vélez, 2024). Thus, academics are conducting serious research on the music of Bad Bunny for the intersectionality (Crenshaw, 1991, 2023) of his music. This paper fills the research gap by providing a causal mechanism that weaves together three components that other research publications have not. These elements are contradictions, hegemonic incorporation, and reproduction.

General Purpose

The purpose of this article is to specify the causal mechanisms that transform decolonial difference into economic value and hegemonic legitimacy.

Research Questions

In relation to the research gap above, this research asks three research questions:

RQ1: What contradictions structure the spectacle?

RQ2: Why are they incorporated into the hegemony?

RQ3: How does incorporation reproduction imperial political economy?

Critical Literature Review

Overview

This critical literature review presents seminal works that reveal antagonistic and non-antagonistic tensions which characterize the Bad Bunny spectacle. It reviewed the arguments of these key authors, their contributions, as well as their limitations (Gramsci, 1989; D. E. Hall et al., 2013; S. Hall et al., 2016, 2016, 2021, 2025; Horkheimer & Adorno, 2002; *Is the 'Decolonial Turn' a Colonial Return?*, 2018; W. Mignolo, 2011; W. D. Mignolo, 2007; W. Mignolo & Walsh, 2018; Nietzsche, 2024; Quijano, 2023; Rockhill, 2014, 2017a, 2017b). Due to page limits based on author guidelines, the literature review is presented in a matrix. See Table below.

Table 1 Tensions, Contributions, and Limitations

Authors	Tensions		Contributions	Limitations
Adorno	Standardization	Autonomy	Critique of culture industry	Over-determination
Bad Bunny Studies	Authentic Identity	Market	Cultural insights	No integration of political economy
Gramsci	Domination; Hegemony	Consent; Counter-Hegemony	Explain Cooptation and Dissent	Weak economic mechanism
Hall	Encoding	Decoding	Audience agency	Underplays structure
Marx	Value	Labor	Explains accumulation	Less cultural mediation
Mignolo	Epistemic Difference	Western Dominance	Decolonial lens	Limited empirical linkage
Nietzsche	Hegemonic Apollonian rational order	Counter-Hegemonic Dionysian irrational chaos	Aesthetic duality; Foundation of cultural critique	Weak structural explanation of power
Quijano	Coloniality	Modernity	Power hierarchy	No commodification mechanism

Gaps in the Literature

Several authors have contributed to understanding tensions in society. However, each contribution has its limitations. Furthermore, a synthesis gap exists, as no research explicitly integrated the gaps into a cohesive framework to study Bad Bunny. Bad Bunny researchers tend to idolize him as all-good: not this paper. This article is more nuance, digs deep into political economy, and delves into the conflicting tensions pulling and pushing Bad Bunny in both directions at the same time. This paper fills the gap. See the conceptual framework below in a Figure.



Figure 1 Conceptual Framework

In antiquity and early modernity, philosophers viewed society holistically from the biological, cultural, economic, linguistic, political, and social perspectives as a unified field (Aristotle, 2009; Confucius, 2000; Kautilya, 2016; Marx, 1859; Plato, 2007; Smith, 2013). Later, however, they were split into the separate fields of biology, economics, linguistics, political science, and sociology, losing sight of the wholeness of science, technology and society.

Today, political economy perspective resurges and once again unites the hitherto disparate units of politics, economics, and culture back together (Ty, 2016, 2020, 2023a, 2023b, 2023c). Culture includes a host of elements. They comprise the arts, beliefs, customs, education, language, music, objects, religion, social norms, traditions, and values (Ty et al., 2012). The political economy outlook is critical to understanding the overall situation of a given phenomenon, in this case the Bad Bunny spectacle. See Figure below.

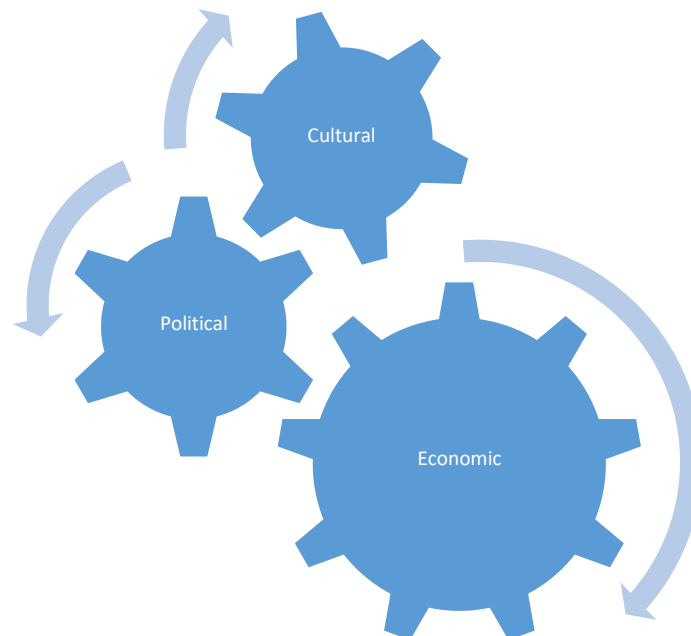


Figure 2 Political Economy Perspective

The concepts and tensions are operationalized as well as the mechanisms and outputs described in the following theoretical framework. See Table below.

Table 2 Theoretical Framework

Political Economy	Operationalization	Tensions		Mechanisms	Outputs
RQ1: Political Contradiction	Colonial Difference	Decolonial expression	Imperial platform	Coexistence under asymmetry	Cultural tensions
RQ2: Economic Cooptation	Commodification	Cultural disruption	Commodification	Selection + formatting + branding	Market expansion
RQ3: Reproduction of the Political Economy	Imperial reproduction	Cultural transformation	Stabilization	Profit extraction + legitimacy	System persistence

Methodology

The research design of this article is qualitative, theory-driven critical bounded case study. Data collection methods include performance observation in social media, such as Facebook, TikTok, YouTube, listening to the full Halftime show music performance, media discourse, and scholarly literature. The procedure of data collection includes the identification of contradictions, tracing incorporation, and evaluation of the reproduction of the hegemonic mainstream. The analytic logic is abductive inference and theory-informed interpretation. Accuracy and consistency are based on theoretical triangulation and matching observation of the spectacle with the theories. This research is limited to interpretation only, as quantitative metrics were not utilized.

Findings

This section provided the answers to the following three research questions. RQ1: What contradictions structure the spectacle? RQ2: Why are they incorporated into the hegemony? RQ3: How does incorporation reproduction imperial political economy? Due to page limits, the answers are presented in tabular format. See Table below.

Table 3 Contradictions, Incorporation, and Reproduction

RQs	Tensions		Empirical Observation	Mechanism	Outcomes
RQ1: What: Contradictions	Spanish	English dominance	Hispanophone performance in U.S. broadcast	Linguistic disruption tolerated within format	Symbolic inclusion
	Puerto Rican identity	U.S. imperial frame	National symbols displayed	Territorial identity commodified	Cultural visibility without sovereignty
	Gender fluidity	Heteronormativity	Nonconforming aesthetics	Difference aestheticized	Market differentiation
RQ2: Why: Hegemonic Cooptation	Disruption	Profit	Diversity attracts varied and global audiences	Audience expansion logic	Revenue growth
	Inclusion	Legitimacy	Representation signals progressiveness	Brand legitimacy construction	Consent generation
RQ3: How: Reproduction	Resistance	Incorporation	Performance embedded in NFL format	Controlled integration	Neutralization of threat
	Visibility	Power	No change in ownership and governance	Structural containment	Imperial reproduction

Discussion

This article has benefited from the theoretical contributions of seed literature that investigate tensions (Gramsci, 1989; S. Hall et al., 2025; Horkheimer & Adorno, 2002; *Is the 'Decolonial Turn' a Colonial Return?*, 2018; Marx, 1859; Nietzsche, 2024; Quijano, 2023). Nevertheless, this article did not merely blindly apply and plug their theories deductively into this study. Rather, it has revised their work based on the findings of this research. See Table below.

Table 4 Comparison to Previous Literature

Theory	Standard Position	Revision based on Findings
Adorno	Total standardization of culture	Selective incorporation of difference
Gramsci	Consent via ideology	Consent via commodified inclusion
Hall	Audience agency	Agency without structural transformation
Marx	Value extracted from labor	Value also extracted from cultural difference

Theory	Standard Position	Revision based on Findings
Mignolo	Coloniality of knowledge; Western epistemic dominance	Decoloniality selectively appropriated and commodified within global cultural industries
Quijano	Colonial hierarchy persists	Coloniality reproduced through media commodification
Rockhill	Dissent captured	Spectacle operationalizes capture mechanism

Furthermore, presented in this section are the data interpretation, general comparison to prior literature, surprises, limitations, contributions, and implications of this study. See Table below.

Table 5 Data Interpretation

Discussion	Content
Data Interpretation	Findings reveal that cultural difference is not suppressed. It is structurally absorbed into imperial media logics. Decolonial signals were converted into consumable value.
General Comparison to Previous Literature	The findings extend Gramsci (consent), Marx (value extraction), Quijano (coloniality), Rockhill (capture). It adds to Bad Bunny literature with mechanism of tensions, incorporation, and reproduction.
Surprises or Unexpected Findings	Difference is not eliminated. Difference is intensified and used for maker expansion. Inclusion does not weaken, but strengthen, imperial legitimacy.
Limitations	Single-case design; interpretive methodology; no audience ethnography; no platform metrics.
Contributions to Theory	Unified model: Colonial Difference → Commodification → Imperial Reproduction; Unified decolonial theory + political economy + media studies.
Contributions to Practice	Reframes cultural representation debates toward structural ownership and governance.
Implications	Representation without redistribution functions as stabilizing mechanism of empire, not transformation.

Conclusion

Summary

This research investigated and answered three research questions. RQ1: Contradiction generates tension between decolonial expressions and imperial structure. RQ2: Commodification of difference leads to hegemonic cooptation for market expansion. RQ3: Cultural inclusion leads to the reproduction and stabilization of imperial political economy, not transformation.

Recommendations

1. **Recommendation for Policy:** To move from symbolic inclusion to structural media equity and ownership.
2. **Recommendation for Practice:** Critical media literacy must include discussions away from mere commodification of cultural difference.
3. **Recommendation for Further Research:** Conduct comparative global studies on the role of mainstreaming hitherto ethnic popular cultures, such as Ana Tijoux (Chile), K-Pop (Korea), Rokia Traoré (Mali), Sean Paul (Jamaica), and Youssou N'Dour (Senegal).

Conclusion

In the final analysis, the inclusion of difference in the Super Bowl LX Halftime show was necessary for Puerto Ricans, *Latinidad*, and minorities in general but not sufficient. They felt seen. Cultural visibility was clearly an achievement. Yet, it did not transform difference into structural transformation. It only reinforces imperial reproduction of its stronghold on the political economy, what with increased market segmentation and increased profits from difference.

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

Assoc. Faculty Dr. Heather HENDERSON

City University of Seattle
hendersonheather1@cityu.edu
Orcid: 0009-0005-8893-3881

Assoc. Faculty Dr. Truman SPRING

City University of Seattle
springtruman1@cityu.edu
Orcid: 0009-0005-2511-9096

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

INTRODUCTION

The rapid integration of artificial intelligence into global economic and social systems has generated an extensive literature on risk, governance, and displacement. Yet comparatively little scholarly attention has been paid to a more foundational question: is AI genuinely a different kind of intelligence, and if so, what biological and evolutionary precedents might illuminate its relationship to human cognition? This paper answers affirmatively and proposes that the most instructive models are not drawn from computer science but from evolutionary biology and comparative neuroscience. The paper addresses the congress theme of "Interconnected Futures" directly, examining how technological and biological forms of intelligence intersect, compete, and potentially merge—with implications for the social, economic, and organizational challenges that define the contemporary global landscape.

The central theoretical claim is 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. Three empirical cases—octopus cognition, Neanderthal genetic absorption, and AI opacity—are analyzed as parallel instantiations of this problem, and the paper draws policy-relevant conclusions from the convergence of their lessons.

1. METHODOLOGY

1.1 Research Design: Qualitative Comparative Analysis

This paper employs a qualitative comparative analysis (QCA) framework as its primary research design. QCA is well suited to this study because the research question concerns whether a common underlying structure—intelligence that is functionally sophisticated yet architecturally alien to human cognition—appears across radically different empirical domains. Rather than testing a single causal hypothesis, the analysis examines whether the same structural conditions are present in three distinct cases and whether they produce comparable outcomes in terms of opacity, autonomy, and displacement potential. The approach is explicitly cross-disciplinary: case material is drawn from peer-reviewed literature in cephalopod neuroscience, population genomics, machine learning, and cognitive science, and is synthesized through a unified theoretical lens rather than treated as isolated domain findings.

1.2 Case Selection

Three cases were selected through theoretical sampling—chosen because of their theoretical relevance to the central argument rather than statistical representativeness. Each case must satisfy three conditions: (a) the intelligence in question must be demonstrably functional and sophisticated; (b) its internal architecture or process must be substantially opaque to human understanding; and (c) it must have implications for the relationship between human cognition and a different form of intelligence.

The first case is *Octopus vulgaris* and related cephalopods. Cephalopods represent the most phylogenetically distant intelligent animal from the vertebrate lineage, with their intelligence arising independently under entirely different selective pressures, making them an ideal natural experiment in alternative cognitive architecture. The second case is the genomic legacy of

Homo neanderthalensis in modern human populations—the only available historical record of what happens when two distinct forms of intelligence encounter one another over an extended period. The third case is large language models and deep neural networks, with particular attention to the AI interpretability literature, because it instantiates the alien intelligence problem in a technological system that is actively shaping organizational, economic, and social structures in the present.

1.3 Epistemological Positioning

This paper adopts a critical realist epistemological position. It treats the intelligence diversity problem as a real structural feature of the world—not merely a social construction or a matter of definitional convention—while acknowledging that human access to that reality is always mediated by theoretical frameworks and disciplinary lenses. The structural parallels identified between octopus cognition, Neanderthal absorption, and AI opacity are treated as illuminating rather than determinative, and the paper carefully distinguishes empirical claims from speculative extrapolation.

2. KEY FINDINGS AND DISCUSSION

The comparative analysis yields four interconnected findings. First, distributed neural architectures, as exemplified by the octopus, demonstrate that sophisticated intelligence does not require centralized processing—directly challenging architectural assumptions embedded in both human institutional design and prevailing AI governance frameworks. Second, the Neanderthal absorption case reveals that cognitive sophistication and environmental adaptation do not immunize a species from being absorbed into a successor intelligence, a finding with sobering implications for long-term human cognitive autonomy. Third, AI systems exhibit a fundamental opacity that persists despite complete knowledge of their construction, validating the "creation without comprehension" thesis and necessitating humility in AI deployment decisions. Fourth, the incremental nature of current human-AI integration suggests that the singularity may already be underway in distributed form, proceeding through institutional dependency rather than dramatic biological merger.

CONCLUSION

This paper concludes that sustainable human-AI futures require moving beyond instrumental "tool" framings of artificial intelligence toward a coexistence paradigm informed by evolutionary precedent. Policy recommendations include: investment in AI interpretability research as a prerequisite for responsible deployment; interdisciplinary education programs that foreground intelligence diversity; governance frameworks that treat AI opacity as a structural condition rather than a solvable engineering problem; and proactive cultural documentation of distinctively human cognitive attributes whose preservation should be an explicit goal of AI development policy. These recommendations are particularly salient for the interconnected global challenges—economic inequality, environmental management, organizational transformation—that define the congress theme.

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

Dr. Öğr. Üyesi Ömer KESKİN

Van Yüzüncü Yıl Üniversitesi

omerkeskin@yyu.edu.tr

Orcid: 0000-0002-1939-2791

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 yapılandırılmalarıyla 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

GİRİŞ

Günümüzde piyasalaşan tarım sektöründe kamusal desteklerin ve tarımsal gelirlerin reel düzeyde azalması, girdi maliyetlerinin yükselmesi ve hayat pahalılığı kırsaldaki borçluluğun daha da derinleşmesine neden olmaktadır. Tarımsal üretimde kullanılan girdi maliyetlerinin satış gelirlerinden daha hızlı yükseliş göstermesi, çiftçilerin net gelir marjlarını daraltarak finansal kırılganlığı artırmaktadır. Bu durum, özellikle likidite yetersizliği içerisindeki küçük ölçekli çiftçiler açısından, tarımsal üretimin sürdürülebilirliğini ve hanehalkının refahını tehdit etmektedir. Dolayısıyla çiftçilerin tarımsal üretim kapasitelerini koruyabilmeleri ve gelir istikrarını sürdürebilmeleri için kamusal mali destekler, sübvansiyon mekanizmaları ve uygun koşullu tarımsal kredi politikaları kritik birer finansal denge unsuru haline gelmektedir (Şengül, 2012: 71). Devlet desteklerinin yetersiz hale getirilmesi ve tarımsal üretimde gereken sermayenin ticari bankalar tarafından verilen tarımsal kredilerle giderilmesi kırsaldaki sosyal yaşamın borç üzerinden dönüşümü demektir. Geline nokta da borç, çiftçiler nezdinde yaşamın ayrılmaz ve olağan bir parçası olarak görülmektedir (Öztürk, 2017: 82).

Türkiye'deki tarım işletmelerinin önemli bir bölümünün tarım dışı gelir kaynağının büyük ölçüde emekli aylıklarıyla sınırlı olduğu dikkate alındığında, tarımsal faaliyetlerden elde edilen gelir düzeyi, girdi maliyetlerinin özellikle döviz kurunda yaşanan dalgalanmanın etkisiyle hızla yükseldiği mevcut ekonomik koşullar altında, çiftçilerin borç yükümlülüklerini yerine getirebilmeleri ve üretim faaliyetlerini sürdürebilmeleri noktasında kritik bir öneme sahiptir (Keskin, 2025: 329). Her ne kadar gıda fiyatlarındaki yükseliş çiftçilerin gelirlerini nominal olarak iyileştirebilse de giderek yükselen girdi maliyetleri karşısında reel gelir aşınabilmektedir. Nitekim, gübre, yem, enerji ve zirai ilaç gibi ithal girdi maliyetlerindeki hızlı yükseliş, tarımsal üretim maliyetlerinin gelirler üzerindeki baskısını artırarak çiftçilerin geri ödeme kapasitelerini zayıflatabilmektedir (TZOB, 2024). Dolayısıyla takipteki tarımsal kredileri döviz kuru ve gıda enflasyonu ile bir arada değerlendirmek, tarım sektöründeki finansal kırılganlıkların neden-sonuç ilişkilerini anlamak açısından önem taşımaktadır.

Wangechi vd. (2013) tarafından Kenya'daki tarımsal KOBİ'lerin kredi temerrüdüne düşme nedenleri anket yöntemi uygulanarak araştırılmış ve kredi risk değerlendirmesi ve yönetimin becerisi gibi faktörlerin temerrüdü ortaya çıkaran nedenler olduğu anlaşılmıştır. Yine Kenya'da Miriti vd. (2023), tarımsal kredi verenlerin davranışlarının temerrüdü belirgin biçimde etkilediğini 2018-2022 yıllarında anket yöntemini uygulayarak belirlemişlerdir. Çalışma bulgularına göre tarla ziyaretinin temerrüdü azalttığı, ancak kredinin geç ödenmesi, siyasi müdahale ve yetersiz fonlama gibi faktörlerin temerrüdü ciddi biçimde artırdığı değerlendirilmiştir.

Erhieguren ve Gbigbi (2025), Nijerya'da küçük ölçekli üretim yapan çiftçiler arasındaki gayriresmî (informal) tarımsal kredi temerrüdü sorununun nedenlerini literatürdeki çalışmaları derleyerek incelemişler ve yüksek faiz oranları, kredilerin amacına uygun kullanılmaması ve tarımsal ürünlerde fiyat dalgalanmaları gibi faktörlerin kredi temerrüdünde etkili olduğunu belirtmişlerdir.

Geoffrey Kibet vd. (2020) tarafından Kenya özelinde yapılan çalışmada takipteki tarımsal kredilerin makroekonomik belirleyicileri çoklu doğrusal regresyon modeli uygulanarak 2011-2017 yılları arasında analiz edilmiş ve reel efektif döviz kurunun takipteki tarımsal kredileri artırdığı gözlemlenmiştir. Muhović vd. (2019) tarafından Sırbistan, Karadağ ve Bosna-Hersek özelinde yapılan çalışmada takipteki tarımsal kredileri etkileyen mikro ve makroekonomik

faktörler konu olarak ele alınmış ve enflasyonun takipteki tarımsal kredileri olumsuz etkilediği saptanmıştır. Bu bağlamda, söz konusu çalışmada enflasyonun tarımsal ürün fiyatlarını yükselterek çiftçilerin borç ödeme kapasitelerini geçici olarak güçlendirebileceği vurgulanmıştır. Diğer taraftan takipteki tarımsal krediler, enflasyon ve döviz kuru ilişkisini Türkiye özelinde birlikte inceleyen bir çalışmanın bulunmadığı anlaşılmıştır. Literatürdeki boşluğun dolmasına katkı sağlaması beklenen bu çalışma, gıda enflasyonu ve döviz kuru değişkenlerinin takipteki tarımsal kredi değişkeni üzerindeki etkisini eşbütünleşme ve nedensellik ilişkisi perspektifinden incelemektedir.

Bu doğrultuda, çalışmada Fourier ADL eşbütünleşme ve Fourier TY nedensellik testleri uygulanmakta ve 2005 Ocak-2024 Aralık dönemini içeren veri seti kullanılmaktadır. Çalışma, analiz edilebilecek en geniş dönem aralığını yapısal değişimleri hesaba katan testlerle ele alması itibarıyla diğer çalışmalardan farklılaşmaktadır. Çalışma kapsamında önce veri ve yöntem açıklanmakta, sonrasında bulgular ortaya konulup yorumlanmaktadır. Sonuçta politika önerilerine yer verilerek çalışma sonlandırılmaktadır.

1. VERİ VE YÖNTEM

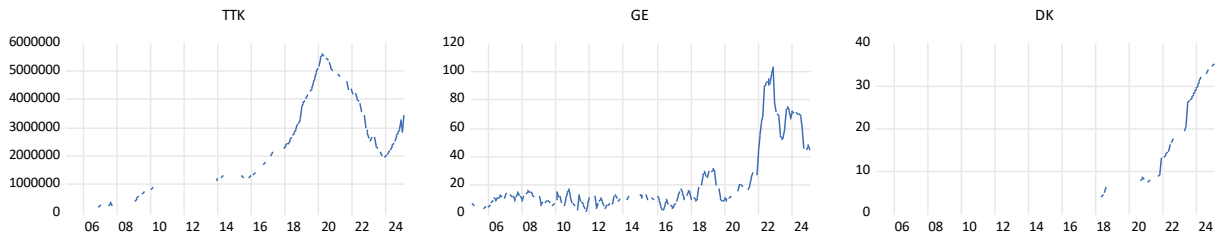
Analiz kısmında 2005 Ocak-2024 Aralık dönemini kapsayan veri seti kullanılmakta olup bu veri seti 3 ayrı veriden oluşmaktadır. Veri setinin 2005 Ocak tarihinden başlamasının nedeni, takipteki tarımsal kredi verisinin bu tarih itibarıyla yayınlanmasıdır. Veri setinde mevsimsellik etkisi bulunmamaktadır.

Tablo-1: Analizde Kullanılan Veri Seti

Veri Adı	Kısaltması	Kaynağı	Açıklaması
Takipteki Tarımsal Kredi	TTK	(BDDK, 2025)	Takipteki tarımsal kredi bakiyesini “bin TL” cinsinden temsil etmektedir.
Gıda Enflasyonu	GE	(FAO, 2025)	Gıda enflasyonunu “%” cinsinden temsil etmektedir.
Döviz Kuru	DK	(Investing, 2025)	Döviz kurunu “dolar/TL” cinsinden temsil etmektedir.

Not: Veriler, 240 gözleminden oluşmaktadır.

Grafik 1’deki veri değerlerinin değişimi incelendiğinde sık sık yapısal kırılmalar olduğu görülmektedir. Dolayısıyla analizde bu değişimleri dikkate alan test yöntemlerini uygulamak, bulguların sağlamlığı ve güvenilirliği açısından önem arz etmektedir. Çalışmanın test yöntemleri, bu motivasyon doğrultusunda belirlenmiştir.



Grafik-1: Analizde Kullanılan Veri Seti

Enders ve Lee (2012), Fourier fonksiyonlarını dahil ederek klasik ADF birim kök testinin uzantısı mahiyetinde bir test önermişlerdir. Bu yaklaşımın ayırt edici avantajı, yapısal kırılmaların zamanlaması, sayısı veya biçimi hakkında önceden bilgi gerektirmemesidir. Fourier fonksiyonundaki uygun frekans değeri (k) tahmin edilmesi gereken temel parametredir.

$$\Delta y_t = \rho y_{t-1} + \beta_1 + \beta_2 trend + \beta_3 \sin\left(\frac{2\pi kt}{T}\right) + \beta_4 \cos\left(\frac{2\pi kt}{T}\right) + \mu_t \quad (1)$$

Denklem 1’de Fourier fonksiyonlarının istatistiksel olarak anlamsız çıkması durumunda geleneksel ADF testinin sonuçları rapor edilmektedir. Buna karşılık anlamlılık varsa serinin durağanlığını değerlendirmek için Fourier ADF test istatistiği kullanılmaktadır.

Banerjee vd. (2017), yapısal kırılmaları dikkate alan Fourier ADL eşbütünleşme testini geliştirmişlerdir. Öncelikle k tahmin edilir, ardından otokorelasyonu azaltmak için açıklayıcı değişkenlerin gecikmeli farkları modele eklenir. Optimal gecikme uzunluğu belirlendikten sonra bağımlı değişkenin gecikmeli teriminin anlamlılığı test edilerek “Eşbütünleşme yoktur (H_0).” temel hipotezi değerlendirilir.

$$\Delta y_t = \alpha_0 + \theta_1 \sin\left(\frac{2\pi kt}{T}\right) + \theta_2 \cos\left(\frac{2\pi kt}{T}\right) + \delta_1 y_{t-1} + \gamma_1 x_{t-1} + \vartheta_1 \Delta x_t + \varepsilon_t \quad (2)$$

Testin geçerli olabilmesi için değişkenlerin birinci dereceden bütünleşik, yani I (1) olması gerekmektedir.

Nazlioglu vd. (2016) de Fourier fonksiyonlarını dahil ederek Toda ve Yamamoto’nun (1995) klasik nedensellik testini genişletmişlerdir. Bu yaklaşım, ek gecikmeler içeren genişletilmiş bir VAR modelini kullanarak klasik testlerin gözden kaçırabileceği yapısal kırılmaları ve döngüsel hareketleri yakalamaya olanak tanımaktadır.

$$y_t = \beta_0 + \beta_1 \sin\left(\frac{2\pi kt}{T}\right) + \beta_2 \cos\left(\frac{2\pi kt}{T}\right) + \delta_1 y_{t-1} + \delta_2 y_{t-2} + \dots + \delta_{p+d} y_{t-(p+d)} + \sigma_t$$

$$x_t = \beta_0 + \beta_1 \sin\left(\frac{2\pi kt}{T}\right) + \beta_2 \cos\left(\frac{2\pi kt}{T}\right) + \delta_1 x_{t-1} + \delta_2 x_{t-2} + \dots + \delta_{p+d} x_{t-(p+d)} + \sigma_t \quad (3)$$

Bu çalışmada test edilen temel ve alternatif hipotez şöyledir:

H_0 : TTK, GE ve DK arasında istatistiksel olarak anlamlı bir eşbütünleşme ilişkisi bulunmamaktadır.

H_1 : TTK, GE ve DK arasında istatistiksel olarak anlamlı bir eşbütünleşme ilişkisi vardır.

2. BULGULAR

Analiz için değişkenlerin doğal logaritmaları alınmıştır. Tahmin için kurulan tam logaritmik model aşağıdadır:

$$\log TTK_t = \alpha + \beta \log GE_t + \gamma \log DK_t + \varepsilon_t \quad (4)$$

Fourier ADL eşbütünleşme testini uygulayabilmek için değişkenlerin I (1) olması şarttır. Dolayısıyla öncelikle Fourier ADF ve klasik ADF birim kök testleri uygulanmıştır. Sonuçlar, Tablo 2’de bir arada yer almaktadır.

Tablo-2: Fourier ADF ve Klasik ADF Sonuçları

	Değişken	Frekans değeri (k)	F kısıt test istatistiği	Gecikme uzunluğu	Test istatistiği
Fourier ADF	logTTK	2	3.201 ***	14	-1.442
	logGE	1	5.294 ***	12	-3.468
	logDK	1	4.534 ***	2	-3.096

	Değişken	T-istatistik	Olasılık değeri
	logTTK	-1.616	0.472
	logGE	-1.246	0.654
Klasik ADF	logDK	2.659	1.000
	logTTK (1)	-6.189	0.000 *
	logGE (1)	-5.977	0.000 *
	logDK (1)	-13.479	0.000 *

Not: ***, fonksiyonların anlamsız olduğunu ifade eden sıfır hipotezinin %10 anlamlılık düzeyinde kabulünü göstermektedir. Tabloda karşılaştırma için kullanılan kritik değer 7.780'dir. * ise değişkenin birim kök içerdiğini ifade eden sıfır hipotezinin %1 anlamlılık düzeyinde reddini göstermektedir.

Fonksiyonlar anlamsız çıktığı için klasik ADF testinin sonuçları yorumlanmıştır. Bu test sonucunda değişkenlerin I (1) olduğu belirlendiği için Fourier ADL eşbütünleşme testini uygulama şartı sağlanmıştır. Tablo 3'teki sonuçlar, değişkenler arasında istatistiksel olarak anlamlı bir eşbütünleşme ilişkisinin bulunduğu kanıttır (bkz. Tablo 3).

Tablo-3: Fourier ADL Eşbütünleşme Sonucu

Model	Frekans değeri (k)	Test istatistiği	Kritik değerler (%1/%5/%10)	Gecikme Uzunluğu	Sonuç
logTTK = f (logGE, logDK)	2	-4.869 *	-5.220/- 4.570/-4.230	8	Eşbütünleşme ilişkisi vardır.

* %1 düzeyinde anlamlıdır. Yöntem gereği anlamlılık, mutlak değerler üzerinden değerlendirilmektedir.

Eşbütünleşme ilişkisinin tespitinin ardından uzun dönem katsayıları tahmin edilmiştir. Tablo 4'te görüldüğü üzere takipteki tarımsal krediler üzerinde gıda enflasyonunun etkisi negatif, döviz kurunun etkisi ise pozitiftir.

Buna göre gıda enflasyonundaki %1'lik yükseliş takipteki tarımsal kredileri %0.57 kadar düşürmekte iken döviz kurundaki %1'lik yükseliş ise takipteki tarımsal kredileri %1.15 kadar yükseltmektedir. Bu bulgular, Geoffrey Kibet vd. (2020) ve Muhović vd. (2019) tarafından yapılan çalışmaların bulgularını desteklemektedir.

Gıda enflasyonunun çiftçi gelirlerini görece artırarak tarım sektöründe kredi geri ödeme kapasitesini güçlendirdiği, buna karşılık döviz kurundaki yükselişin maliyet baskısını artırarak kredileri ödeme güçlüğüne derinleştirdiği söylenebilir.

Tablo-4: FMOLS Uzun Dönem Katsayı Tahmini

Bağımlı değişken: logTTK				
Değişken	Katsayı	Standart hata	T-istatistiği	Olasılık değeri
logGE	-0.568	0.153	-3.711	0.0003 *
logDK	1.150	0.134	8.559	0.0000 *
C	14.082	0.298	47.203	0.0000 *

* %1 düzeyinde anlamlıdır.

Son olarak, değişkenler arasındaki nedenselliğin yönünü incelemek için Fourier TY nedensellik testi uygulanmıştır. Tablo 5'e göre gıda enflasyonundan takipteki tarımsal kredilere ve döviz kurundan gıda enflasyonuna doğru tek yönlü bir nedensellik ilişkisi vardır. Söz konusu nedensellikler bir arada değerlendirildiğinde; kısa dönemde ekonomideki kur şoklarının gıda fiyatlarına, gıda fiyatlarının da tarımsal kredi riskine yön verdiği söylenebilir. Bu durum, tarımsal finansmana ilişkin risklerin fiyat ve kur değişimindeki istikrara bağlı olarak şekillendiğini gösterir niteliktedir.

Tablo-5: Fourier TY Nedensellik Sonucu

Nedenselliğin yönü	Wald test istatistiği	Bootstrap olasılık değeri	Gecikme uzunluğu
logGE → logTTK	3.713	0.053 ***	1
logDK → logTTK	0.233	0.585	1
logTTK → logGE	0.436	0.482	1
logDK → logGE	2.687	0.085 ***	1
logTTK → logDK	0.434	0.478	1
logGE → logDK	0.003	0.980	1

*** %10 düzeyinde anlamlıdır.

Not: Test uygulanırken 10000 bootstrap simülasyonu kullanılmıştır.

SONUÇ VE ÖNERİLER

Bu çalışma, Türkiye’de 2005-2024 döneminde gıda enflasyonu ve döviz kurunun takipteki tarımsal kredilere etkisini Fourier tabanlı eşbütünleşme ve nedensellik testleri üzerinden araştırmıştır. Fourier ADL testine ilişkin bulgular, değişkenler arasında istikrarlı bir uzun dönemli ilişki bulunduğunu doğrulamaktadır. Tahmin edilen katsayılar, gıda enflasyonundaki yükselişin takipteki tarımsal kredi bakiyesini düşürdüğünü, döviz kurundaki yükselişin ise bu bakiyeyi yükselttiğini göstermektedir. Gıda enflasyonunda %1’lik bir yükseliş ortaya çıktığında takipteki tarımsal kredi bakiyesinin %0.57 kadar düşmesi, tarımsal ürün fiyatlarında görülen iyileşmelerin tarım işletmelerinde borç ödeme kapasitesini güçlendirdiğine işaret etmektedir. Aksine döviz kurundaki %1 yükselişin takipteki tarımsal kredileri %1.15 kadar yükseltmesi, oluşan kur şoklarının üretim maliyetlerini yükselterek tarım işletmelerinin finansal kırılganlıklarını şiddetlendirdiğini göstermektedir. Fourier TY nedensellik testinin sonuçları ise gıda enflasyonundan takipteki tarımsal kredilere, döviz kurundan da gıda enflasyonuna doğru nedensellik ilişkisi bulunduğunu ortaya koyarak bu ilişkilerin dinamik ve asimetric yapılarını desteklemektedir.

Bu bulgular doğrultusunda politika yapıcılar açısından bazı sonuçlar ortaya çıkmaktadır. İlk önce tarım sektöründe takipteki kredi riskini azaltabilmek için çiftçi gelirlerini istikrara kavuşturan mekanizmaları güçlendirmek gerekmektedir. Girdi fiyatlarında ani yükselişe karşı koruma sağlayan destekleme alımları ve prim ödemeleri çiftçilerin kredi borcu ödeme davranışlarını olumlu yönde etkileyebilir. Ayrıca döviz kuru oynaklığının tarımsal finansman üzerindeki belirgin etkisi göz önünde bulundurulduğunda makroekonomik istikrar politikaları ve tarım sektörüne özgü kredi yapılandırılmaları birbirini tamamlayacak şekilde tasarlanmalıdır. Bu kapsamda, özellikle döviz kuru şoklarına daha duyarlı sektörlerde (mazot, gübre, yem gibi)

kredi geri ödeme takvimlerinin esnekleştirilmesi veya maliyet bazlı destek programlarının güçlendirilmesi fayda sağlayacaktır.

Gelecekte yapılacak bir çalışma, iklim değişikliği göstergelerinin takipteki tarımsal krediler bakiyesini nasıl şekillendirdiğini yapısal kırılmaları dikkate alan test yöntemlerini uygulayarak inceleyebilir.

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

Lecturer Sergio QUIROGA

ICAES, Argentina

sergioricardoquirolga@gmail.com

Orcid: 0000-0003-2586-6321

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

Introduction

The expansion of digital technologies and social media platforms has substantially changed the structures of information production, circulation, and consumption in contemporary societies. This process affects public institutions, private actors, and citizens in general, reshaping the conditions under which policies are communicated, territorial identities are managed, and high-value strategic economic activities, such as tourism, are promoted. In this context, institutional and government communication has undergone a significant transformation because it must actively compete for the attention of fragmented audiences connected through multiple screens and platforms.

San Luis is a medium-sized province located in the center of the country. The tourism promotion campaign presented by provincial authorities for the summer season in Argentina combined institutional media—official news agencies and government digital platforms—with the participation of high-profile media figures, most notably the influencer Wanda Nara. This inclusion followed a specific logic: to maximize the visibility of the tourist destination by transferring the symbolic capital of the media figure to the promoted territory. It was an example of the commitment to the attention economy applied to territorial marketing, although this type of initiative raises analytical questions that go beyond the measurement of digital metrics. Are these strategies genuine public tourism policies or merely short-term communication actions? What kind of narratives about the territory do they construct, and what aspects do they omit? How is the return on public investment in influencer campaigns evaluated? What implications do they have for cultural representation, territorial equity, and the governance of public communication? These are the questions this presentation seeks to answer.

The central objective is to critically analyze tourism promotion campaigns mediated by influencers and celebrities from an interdisciplinary theoretical framework that integrates the sociology of communication, territorial marketing, the attention economy, and public policy theory. Unlike studies that evaluate these campaigns solely based on their digital performance metrics, this work proposes a broader perspective that considers their political, cultural, and normative dimensions. The case of hiring celebrities to promote advertising campaigns is of particular interest.

2. Theoretical Framework

Communication, Power, and Digital Networks

To understand the transformation of public communication in the digital age, Castells (2009) argues that power in contemporary societies is constructed and exercised primarily through communication networks that shape information flows and meaning-making processes. Digitization has given rise to a new communication model characterized by mass self-communication, in which individuals and organizations can produce and disseminate potentially global content without relying on traditional media. In this environment, public institutions face the challenge of communicating effectively in a more complex, fragmented, and competitive media ecosystem. Developing the capacity to construct narratives that capture the attention of diverse audiences and generate emotional resonance, and collaborating with influential figures, can be interpreted as an adaptive response by institutions to the shift of communicative power from traditional media to emerging actors in digital networks.

This involves developing the capacity to construct narratives that capture the attention of diverse audiences and generate emotional resonance. The Society of the Spectacle and the Mediatization of Territory

The theory of the society of the spectacle, developed by Guy Debord (1967/1995), offers a fundamental critical perspective for analyzing contemporary communication campaigns. For Debord, in advanced capitalist societies, social relations are increasingly mediated by images and symbolic representations, where the idea of the spectacle is conceived as a social relationship between people mediated by images: territory, culture, and experience become objects of visual representation designed for the gaze. This logic of spectacularization is visible in contemporary tourism communication, where tourist destinations are presented through carefully edited images of landscapes, gastronomy, festivals, and exclusive experiences, constructing an idealized and visually seductive version of the territory. The use of celebrities like Wanda Nara in tourism campaigns intensifies this process: the media figure is herself a spectacle, and her superimposition on the tourist destination amplifies the spectacularization of the territory. Fans not only see the destination, but experience it mediated by the symbolic aura of the celebrity.

Symbolic Capital and Media Legitimacy

According to Bourdieu, symbolic capital refers to the prestige, recognition, or social legitimacy that certain actors possess within a social sphere. Although this capital is not strictly economic, it can be transformed into material advantages when strategically activated.

Media celebrities accumulate symbolic capital through their public visibility, media presence, and ability to influence public perceptions and preferences. When they participate in tourism promotion campaigns, this symbolic capital is partially transferred to the promoted destination. However, this transfer is risky if the celebrity's reputation is compromised by scandals or controversies; the negative impact can also affect the destination with which they are associated.

The Bourdieuan perspective also allows us to analyze the power asymmetries that arise in these collaborations. Public institutions generally lack the symbolic capital possessed by high-profile media figures and, therefore, resort to the latter to amplify their visibility. However, this dependence becomes an asymmetrical relationship in which the power to define a territory's image falls into the hands of private actors—influencers and celebrities—with their own agendas and market logics that do not necessarily align with public policy objectives. The growing importance of influencers in contemporary communication can be analyzed from the conceptual framework of the attention economy, originally proposed by Davenport and Beck (2001). In an environment characterized by information overload, audience attention becomes the scarcest and most valuable resource. Actors who manage to capture and maintain public attention acquire significant power in the circulation of content and in shaping consumer preferences.

In an environment characterized by information overload, audience attention becomes the scarcest and most valuable resource, and actors who manage to capture and maintain public attention acquire significant power in the circulation of content and in shaping consumer preferences. Crystal Abidin (2016) delves deeper into this analysis, explaining that influencers build their influence by creating personal narratives that generate parasocial relationships with their audiences: relationships that simulate the closeness and trust of interpersonal bonds

without actually being so. This perception of authenticity and closeness is precisely what makes influencer recommendations seem more credible than conventional institutional advertising. When an influencer visits a tourist destination and shares their experience on social media, their followers tend to interpret it as a genuine personal testimonial, not as mediated institutional communication. This logic has direct implications for public communication. Institutions that collaborate with influencers gain the attention of already established audiences and the relationships of trust that these influencers have built with their followers. However, this attention is rented, not acquired: it disappears when the collaboration ends. This raises questions about the sustainability of institutional communication strategies based exclusively on the media visibility of external figures.

Territorial Marketing and Building a Tourist Image

Tourism is an economic activity that depends heavily on building images and symbolic representations of destinations. According to Pike (2016), destination marketing involves the strategic management of a territory's image with the aim of attracting visitors and differentiating itself from the competition. In this sense, territories can be conceptualized as brands—place brands—that compete for the attention of tourist consumers in a global market of experiences. Kotler, Bowen, and Makens (2017) point out that contemporary tourism marketing is increasingly oriented toward promoting experiences. Instead of presenting destinations as static geographical spaces with natural or cultural attractions, current campaigns seek to convey emotions, sensations, and lifestyles influencing the purchasing decisions of others through their authority, knowledge, or relationship with their audience. In the tourism sector, this influence translates into promoting destinations through experiential narratives that present travel as desirable, accessible, and meaningful. At the same time, studies on social media marketing for small and medium-sized enterprises (SMEs), such as those compiled in the IJEMSS research on Indonesian SMEs (2026), confirm that visual content strategies, paid advertising, and the creation of digital communities broaden the visibility of local brands, which has direct implications for territorial marketing.

3. Background

Digital Tourism Marketing: Global Context

The transformation of tourism marketing toward digital environments is a phenomenon documented since the mid-2000s, but it has accelerated exponentially with the proliferation of platforms such as Instagram, YouTube, TikTok, and Twitter. The bibliometric review conducted by Juwara and Fridayani (2027) on digital sociology and social media—based on 227 documents indexed in Scopus between 2014 and 2024—reveals sustained growth in academic production in this field, with an average annual growth rate of 10%. Predominant topics include digital identity, online activism, algorithms, and data exposure, indicating a growing academic concern about the ethical and social implications of the digital ecosystem. In the tourism sector, numerous studies have documented the impact of social media on consumers' travel decisions. The images and narratives shared by travelers and influencers on platforms like Instagram exert a significant influence on the perception of destinations and travel intentions.

In the Latin American context, the incorporation of influencers into institutional communication campaigns—including tourism promotion—is a relatively recent but rapidly expanding phenomenon. Argentina, Brazil, Colombia, and Mexico have progressively integrated media figures into their territorial marketing strategies. However, unlike what occurs in contexts such as Europe or North America, these initiatives are rarely accompanied by transparent regulatory frameworks, standardized evaluation protocols, or public accountability regarding the use of public resources.

The case analyzed in this presentation—the summer tourism communication campaign presented by Diego Masci, Director of the News Agency (San Luis), the official media outlet that communicates public administration—falls within this regional trend. The inclusion of Wanda Nara, a media figure with millions of followers on social networks and a significant presence in the media, responded to a logic of maximizing the reach of the communication. However, the lack of detailed public information on collaboration costs, predefined success indicators, and subsequent evaluation mechanisms highlights one of the main tensions that characterize these initiatives: the gap between the immediate visibility they generate and the transparency and accountability necessary for managing public resources.

Empirical research on the impact of digital marketing campaigns—including the use of paid advertising on platforms like Instagram—provides relevant evidence for contextualizing tourism promotion initiatives. The STJ Fresh Healthy case study, analyzed in the IJEMSS journal (2026), documents how a well-designed Instagram Ads campaign can multiply the reach of organic content more than twentyfold, also generating quantifiable increases in audience engagement, follower growth, and profile visits. This type of empirical evidence has direct implications for understanding influencer-mediated tourism promotion campaigns. The goals of a successful digital marketing campaign for a small business—increased visibility and building trust through authentic narratives—are essentially the same as those sought when a public institution collaborates with a high-profile media figure. The fundamental difference lies in the scale, the resources involved, and the transparency and accountability obligations that apply to the public sector.

4. Methodology

The study adopts a qualitative, analytical, and interpretive methodology, based on three complementary strategies: document analysis, systematic literature review, and case study. The document analysis consisted of reviewing publicly available materials on the tourism communication campaign presented by government authorities, including institutional statements, press releases, social media posts, and media coverage of the event. The analysis is based on secondary sources and the reconstruction of the case from information scattered throughout the public sphere. The systematic literature review focused on the fields of sociology of communication, territorial marketing, influence studies, attention economics, and public policy evaluation. Priority was given to sources indexed in recognized academic databases, with particular attention to works published in the last ten years that address the intersection between digital communication and public administration.

This study focuses on the Masci-Nara campaign as an illustrative example and approaches it from the perspective of critical public policy analysis. This involves describing the implemented strategy and examining its foundations, tensions, and implications in terms of

governance, representation, and evaluation. The study acknowledges that access to detailed primary information about this campaign is limited, which constitutes a relevant finding: the information opacity surrounding many public communication initiatives in the Government of San Luis. The analysis is organized around four dimensions: the communication dimension—the narratives, languages, platforms, and actors involved; the political dimension—the relationship between the campaign and public tourism policies; the economic dimension—the public resources involved and the evaluation of the return on investment; and the cultural dimension—the representation of the territory and its implications for identity. This multidimensional structure allows for a more complete and critical understanding of the phenomenon studied.

5- Territorial Narratives and Cultural Identity

Images shared on social media by public figures often present highly selective and aestheticized versions of tourist destinations: spectacular landscapes, luxury accommodations, exclusive cuisine, and unique experiences. This selection reflects the visual logic of digital platforms—which prioritize visually striking content—and the commercial and identity interests of the public figures themselves. In the case of Wanda Nara, her public image is associated with an ostentatious and cosmopolitan lifestyle that may resonate with certain audience segments, but which can also seem distant or even contradictory to the values and realities of the local communities inhabiting the promoted territories. The question that arises is: what aspects of the tourist destination are left out of the image when the campaign is built around a celebrity? Which narratives about the territory are legitimized, and which are silenced? From a territorial marketing perspective (Pike, 2016), managing a destination's image involves not only projecting its attractions abroad but also constructing a narrative about the territory's identity and values that is recognizable and meaningful to its own inhabitants. When a destination's image is subsumed under the image of a media celebrity, this identity-building process can be distorted, generating tensions between the externally projected representation and the local community's self-perception.

The Campaign as Public Policy: Tensions and Challenges

One of the central questions raised by this case study is whether an influencer communication campaign can be considered, strictly speaking, a public tourism policy, or whether it is more appropriate to treat it as a tactical communication action. The distinction is not merely semantic: it has direct implications for how the initiative is designed, implemented, and evaluated. From the perspective of public policy theory (Dye, 2013), a public policy involves a set of government decisions and actions aimed at solving a social problem or promoting a common good. In the case of tourism, this implies the articulation of clear objectives—increasing the number of visitors, diversifying the offerings, ensuring equitable distribution of economic benefits—defined implementation tools—investment in infrastructure, training for the sector, communication and marketing—and evaluation mechanisms to determine the degree to which the proposed objectives are achieved. When influencer campaigns are not integrated into a broader public policy framework—with predefined objectives, transparent budgets, and agreed-upon evaluation metrics—they risk becoming opportunistic communication actions, more geared toward short-term political visibility than a real and sustainable tourism impact.

Evaluating the success of an influencer-mediated tourism promotion campaign requires considering multiple dimensions that go beyond conventional digital metrics. In the field of digital marketing, it is common to measure the reach of posts, the number of impressions, the level of interaction—likes, comments, shares—and follower growth. However, these metrics only capture the communicative dimension of the campaign, not its real impact on tourism. From a public policy perspective, the relevant indicators are different: increased number of visitors to the destination, higher hotel occupancy rates, changes in average tourist spending, job creation in the sector, and the territorial distribution of benefits/resources.

The connection between digital metrics and these indicators of real impact is neither direct nor automatic, and requires specific studies to establish causal or, at least, correlational relationships between media exposure and tourist behavior. Another critical aspect is the return on investment (ROI) of campaigns financed with public funds. If the cost of hiring a media celebrity is high—as is often the case with high-profile figures like Wanda Nara—the institution has an obligation to demonstrate that the economic benefits generated by the increase in tourism justify such expenditure. In the absence of rigorous evaluation mechanisms, this demonstration becomes impossible, and the campaign is exposed to legitimate criticism regarding the discretionary use of public resources.

Communication Governance and Transparency

The concept of communication governance refers to the set of rules, procedures, and institutions that regulate the production and circulation of public communication. In the context of influencer marketing in the tourism sector, communication governance implies the existence of transparent and objective selection mechanisms for choosing media personalities to participate in campaigns, the clear contractual definition of the terms of collaboration, the public disclosure of the costs involved, and the establishment of ex-ante and ex-post evaluation protocols. The absence of these mechanisms—frequent in the Latin American context—creates opacity that can lead to decisions based on political criteria or personal affinities, rather than technical criteria and public efficiency. It also opens the door to conflicts of interest and raises doubts about the proper use of state resources. The development of specific regulatory frameworks for hiring influencers in institutional campaigns is, in this sense, an outstanding issue for communication governance systems in the region.

From a comparative perspective, some European and North American countries have begun to develop specific regulations for influencer-mediated advertising—including the obligation to clearly identify sponsored content—but these regulations primarily apply to agreements between private brands and influencers, not to institutional campaigns funded with public funds. This regulatory gap is particularly relevant in the context of government communication, where transparency standards should be stricter than in the private sector.

Digital sociology—defined as the subdiscipline that studies the interaction between digital technologies and social structures (Juwara and Fridayani, 2027)—offers valuable conceptual tools for analyzing the phenomena described. In particular, recent advances in datafication, algorithmic power, and digital inequality allow us to understand tourism communication campaigns not as isolated media events, but as phenomena embedded in broader social and technical structures that determine which territories are visible, which narratives circulate, and which actors have access to the capacity to produce and disseminate information. The

bibliometric research of Juwara and Fridayani (2027) identifies surveillance, data exposure, online activism, and the ethical consequences of digital participation as emerging themes in digital sociology. All of these themes resonate directly with the analysis of tourism communication campaigns that utilize influencers: the collection of audience data through digital platforms, the opacity of the algorithms that determine content visibility, the possibility that these campaigns may be appropriated by political actors for legitimizing purposes, and the ethical implications of using public resources to construct a media image.

6. Conclusions

Tourism promotion campaigns mediated by influencers and celebrities constitute an adaptive response by public institutions to the structural transformations of the digital media ecosystem. The incorporation of high-profile figures in these strategies responds to a logic of attention economy with a clear communicational justification: in an environment of information overload, access to consolidated audiences and pre-existing parasocial trust relationships, built by influencers, represents a significant competitive advantage for institutions that would otherwise have difficulty capturing the attention of the mass public. However, the critical analysis developed in this work reveals that these strategies, when not integrated into broader public policy frameworks, generate significant tensions. The first is the tension between visibility and transparency: the immediate communicational success of an influencer campaign can coexist with profound opacity regarding costs, collaborator selection criteria, and mechanisms for evaluating its real impact. The second tension lies between territorial representation and simplification: narratives produced by media celebrities often present highly selective and aestheticized versions of the territory, which can distort the public perception of the destination and silence relevant aspects of local identity. Institutional digital presence must be sustainable over time, regardless of occasional collaborations with influencers or celebrities. Fourth, it is essential to establish rigorous evaluation mechanisms that allow for measuring the real impact of campaigns beyond superficial digital metrics. This requires collaboration between communication teams and tourism statistics agencies to identify the extent to which greater digital visibility translates into a real increase in visitors, tourism spending, and job creation in the sector.

Tourism communication campaigns with influencers funded with public resources deserve critical attention from citizens, the media, and civil society organizations. The demand for transparency regarding the costs of these initiatives, the criteria for selecting collaborators, and the results obtained is not only a requirement for democratic accountability, but also a condition for ensuring that public debate on tourism management is conducted on an informed basis. Communication in the contemporary media ecosystem demands adaptation and creativity, and high-profile media figures can contribute significantly to the visibility of tourist destinations and the economic development of local communities. The challenge lies in finding the regulatory frameworks and management practices that allow these opportunities to be leveraged with transparency, efficiency, and public accountability.

The third tension identified is that between dependence on and sustainability of communication: institutions that base their territorial marketing strategy on the visibility of external media figures construct a communication model that does not generate its own capabilities or become sustainable in the long term. When the collaboration with the influencer ends, the visibility

disappears, without necessarily having developed its own communication capital. The fourth tension, finally, lies between efficiency and democratic legitimacy: evaluating the success of these campaigns cannot be limited to digital metrics, but must include an assessment of their real impact on tourism and the alignment of public spending with the principles of efficiency, transparency, and accountability.

The regulatory proposal that emerges from this analysis rests on the need to develop communication governance frameworks specific to institutional influence campaigns, including objective selection criteria, transparent contracts, mandatory identification of public sponsorship, predefined impact indicators, and independent ex-post evaluations. These frameworks should be understood as conditions that allow tourism communication campaigns to be both communicatively effective and politically legitimate.

7. Final Comments and Suggestions

The field of digital tourism communication with influencers remains a relatively unexplored area of research in the Latin American context. The following priorities for future research are identified: developing longitudinal studies to establish causal relationships between media exposure generated by influencer campaigns and indicators of their real impact on tourism; conducting comparative analyses between different countries and institutional contexts to identify best practices and transferable regulatory frameworks; and studying the perceptions of local communities regarding communication campaigns that use their territory as a platform for media visibility. It is also recommended to incorporate interdisciplinary perspectives that integrate territorial marketing approaches with those of digital sociology, political science, and public economics. The case analyzed in this document illustrates that tourism communication phenomena cannot be adequately understood from a single discipline, but rather require analytical frameworks that integrate the communicational, political, economic, and cultural dimensions.

For those who design and implement tourism communication campaigns, the analysis developed in this document offers the following recommendations: influencer campaigns should be integrated into broader, long-term territorial marketing strategies, with clear objectives, transparent budgets, and evaluation mechanisms defined before implementation. A campaign featuring a high-profile influencer does not constitute a tourism policy; it is, at most, a tactical tool that should serve a broader strategy. The selection of influencers or celebrities participating in campaigns should be based on objective technical criteria: coherence between the influencer's profile and the destination's identity, alignment between their audience and priority tourism segments, and a history of previous institutional collaborations, and not solely on visibility or popularity in the media. An influencer with a million highly engaged followers can be more valuable for a niche campaign than a celebrity with ten million scattered followers and little connection to tourism. Furthermore, institutions should develop their own communication capabilities that do not depend exclusively on the visibility provided by external figures. This implies investing in the production of quality content for institutional channels, in training specialized digital communication teams, and in building communities of engaged followers around tourist destinations.

Tourism communication campaigns with influencers funded with public resources deserve critical attention from citizens, the media, and civil society organizations. The demand for

transparency regarding the costs of these initiatives, the criteria for selecting collaborators, and the results obtained is a requirement for democratic accountability and a condition for ensuring that public debate on tourism management takes place on an informed basis. Communication in today's media ecosystem requires adaptation and creativity, and high-profile media figures can genuinely contribute to the visibility of tourist destinations and the economic development of local communities. The challenge lies in finding the regulatory frameworks and management practices that allow these opportunities to be leveraged with transparency, efficiency, and public accountability.

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

Ass. Professor Aikaterini Oikonomou

Department of Social Work, Hellenic Mediterranean University, Greece

katoik@hmu.gr

Orcid: 0009-0003-5889-9645

Ass. Professor Olga Katsiani

Department of Social Work, Democritus University of Thrace, Greece

olkatsia@sw.duth.gr

Orcid: 0009-0001-2479-4250

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

INTRODUCTION

The increasing mobility of populations, internationalization, and the intensification of globalization have contributed to the formation of societies characterized by pronounced cultural diversity and widening socioeconomic inequalities (Fonseca et al., 2019). Social cohesion constitutes a prerequisite for the achievement of sustainable social development as well as for the democratic organization of contemporary societies (Kymlicka, 2012).

The concept of social cohesion is multidimensional and encompasses social inclusion, trust, and equal participation in social, economic, and political life (Schiefer & van der Noll, 2017). Social cohesion is an evolving process shaped through the interaction of social practices and institutional arrangements, and it concerns the capacity of a social system to ensure the well-being of all its members (Chan et al., 2006). However, its attainment cannot be taken for granted within multicultural environments. For this reason, it is necessary to develop approaches that strengthen cohesion and promote social inclusion.

Intercultural social work constitutes a significant nexus for the realization of social cohesion, as it is not confined to the management of cultural diversity but rather aims to promote social justice, equality, and the active participation of citizens (Dominelli, 2017).

The present paper attempts to analyze the role of intercultural social work in strengthening social cohesion. Drawing upon social cohesion theory, ecological systems theory, and the anti-oppressive approach, it highlights intercultural social work as an active mechanism for promoting social cohesion in societies characterized by diversity and complexity.

1. THEORETICAL FRAMEWORK

Social Cohesion

The concept of social cohesion describes the extent to which a society is “bonded together” and the degree to which relationships among its members function effectively. Social cohesion constitutes a central axis of analysis in the design of social policy, given that social inequalities are becoming increasingly pronounced (Kymlicka, 2012). Carron and Brawley (2000) define social cohesion as the dynamics that influence the attitudes of members within a social group and their ability to remain united in order to achieve common goals and satisfy emotional needs. The fundamental dimensions of social cohesion are threefold. The first concerns social inclusion, which refers to equal access to resources and opportunities and is associated with the reduction of social inequalities and the elimination of social exclusion. Vulnerable social groups, such as refugees, migrants, and ethnic minorities, are often confronted with limited access to essential social resources, a condition that places social cohesion at risk (Castles, De Haas & Miller, 2014). The second dimension of social cohesion concerns social trust and solidarity, which function as the “social glue” of societies. Trust and solidarity strengthen cooperation and stability, particularly during periods characterized by social uncertainty (Hulse & Stone, 2007). Finally, the third dimension refers to social participation, which relates to the active involvement of individuals in social, political, and community processes (Bernard, 1999). Strengthening participation contributes to the democratic functioning of societies while simultaneously fostering stronger bonds among their members through the cultivation of a sense

of “belonging” (Delanty, 2003). Social alienation and limited participation are associated with increasing distrust and social tensions.

Social cohesion cannot be regarded as fixed or given, as it constantly evolves according to social conditions and institutional choices (Schiefer & van der Noll, 2017). Relationships among individuals are shaped both through everyday interactions and through political and social structures that either strengthen or weaken connections between groups (Fonseca et al., 2019). Cultural diversity does not necessarily constitute a threat to cohesion; rather, it may be approached as a condition which, under specific circumstances, can contribute to the development of societies characterized by greater inclusiveness (Vertovec, 2007).

Social cohesion does not merely constitute a desirable social outcome, but rather a process that requires active intervention at multiple levels. A prerequisite for its enhancement is the development of practices that promote inclusion, aim at reducing inequalities, and strengthen participation. Intercultural social work can play a decisive role in strengthening social cohesion, as it seeks to achieve social inclusion, participation, and social justice (Dominelli, 2010). A defining characteristic of intercultural social work is that it approaches diversity as a sociopolitical condition shaped by broader relations of power, exclusion, and access to social resources. Understanding the contribution of social work to social cohesion requires the utilization of approaches that highlight both the interaction between the individual and the environment, as well as the structural dimensions of social inequality. The ecological systems approach and anti-oppressive social work constitute two theoretical perspectives through which social work may function as a transformative practice and actively contribute to the strengthening of social cohesion within contemporary multicultural societies.

2. INTERCULTURAL SOCIAL WORK

Intercultural social work constitutes one of the most dynamic and theoretically complex fields of contemporary social work, reflecting the profound social, political, and demographic transformations that characterize modern societies. The complex needs of multicultural populations have led to the necessity of developing practices capable of responding effectively to these realities. Gradually, social work adapted to social changes and shifted from assimilationist models of intervention toward more inclusive and participatory approaches (Payne, 2020). Intercultural social work emerges as a critical and transformative approach that seeks the recognition of cultural diversity, the promotion of social justice, and the protection of human rights (Healy, 2008).

Intercultural social work seeks to create conditions for the equal participation of all social groups in social life, regardless of cultural, ethnic, or social background. Cultural diversity is not approached as a problem to be managed, but rather as a social reality that requires the development of democratic and inclusive forms of coexistence. Intercultural social work emphasizes dialogue, interaction, and the creation of shared social spaces among different cultural groups. It differs significantly from the approach of multiculturalism, which, although recognizing cultural diversity, is often limited to the passive coexistence of different groups without promoting substantial forms of interaction and social participation (Meer & Modood,

2012). In other words, intercultural social work assumes the role of mediation among different social groups, institutions, and communities, strengthening participation and social cohesion. It becomes readily apparent that the role of the social worker within the framework of intercultural practice is multidimensional. Within intercultural social work, community-based interventions are developed with the aim of cultivating relationships of trust, cooperation, and solidarity at the local level. Social workers function as mediators between individuals and institutions, focusing on equal access to social rights, the empowerment of vulnerable populations, and the confrontation of exclusion and social discrimination (Healy, 2014).

The contribution of intercultural social work to social cohesion is particularly significant in societies characterized by increased diversity and social complexity. The implementation of practices aimed at inclusion, social participation, and empowerment can bridge social differences and strengthen collective bonds.

The theoretical approaches examined in this paper are the **ecological systemic approach**, which enables the understanding of social phenomena through the dynamic relationship between individuals, communities, and institutional structures, as well as **anti-racist social work**, which focuses more specifically on power relations, structural inequalities, and the processes through which exclusion and discrimination are reproduced.

2.1 Ecological systemic approach

The ecological systemic approach perceives the individual not as an isolated entity, but as part of a broader network of relationships. Human behavior and social problems are understood through the interaction between the individual and the environment. In other words, according to this perspective, individuals' behaviors and experiences are shaped through multiple levels of influence, such as the family, the community, and social institutions (Ungar, 2021).

This approach is particularly useful for understanding contemporary social phenomena such as migration and cultural diversification. Such processes affect not only individuals, but also transform the ways in which communities and institutions function, thereby creating new social equilibria (Spulber et al., 2023).

This theoretical perspective was developed by Bronfenbrenner (1979), who argued that individual development takes place within a network of interconnected systems that influence both everyday life and the social prospects of the individual. He identified four distinct ecological systems: the microsystem, mesosystem, exosystem, and macrosystem. The **microsystem** refers to the child's immediate environments of interaction, such as the family, school, or peer group. The **mesosystem** concerns the interconnections among the elements of the microsystem, for example the relationship between family and peers. The **exosystem** includes institutions and structures that indirectly affect the individual, such as parents' workplaces or social services. Finally, the **macrosystem** relates to the broader cultural, political, and economic context within which social relations are formed, such as political beliefs or socioeconomic conditions.

At the same time, particular emphasis is placed on the concept of resilience. An individual's capacity to adapt to adverse conditions does not depend solely on personal attributes, but also on access to supportive networks and services. Thus, resilience is not merely an individual characteristic, but rather the outcome of relationships and social structures (Ungar, 2021).

With regard to social cohesion, ecological theory contributes to highlighting this multilayered interaction. As already noted, social cohesion is not the result of individual attitudes or cultural characteristics; rather, it is shaped through the relationship between individuals and the social structures, institutions, and communities in which they participate (Besthorn, 2011). Access to education and healthcare, the provision of decent working conditions, or limited participation in social networks directly influence the capacity for social inclusion and, consequently, the level of social cohesion. Ecological systems theory emphasizes that social problems cannot be addressed through an exclusively individual-centered perspective. Social exclusion, poverty, and tensions between groups of different cultural backgrounds are phenomena produced through the interaction of structural inequalities and everyday social relations (Gitterman et al., 2021).

The central challenge in designing social work interventions is the adoption of a holistic approach that takes into account both individual needs and the broader institutional and community contexts. Within intercultural social work, ecological theory acquires particular significance, as it enables the understanding of the experiences of culturally diverse groups (migrants, minorities, etc.) as the outcome of multiple and intersecting influences. It becomes evident that experiences of exclusion or inclusion are not connected solely to cultural differences, but also to issues of social policy, institutional practices, access to services, and opportunities for participation within the local community (Healy, 2014).

The ecological approach emphasizes the role of the community and conceptualizes it as a field for the development of social bonds, participation, and solidarity. Social cohesion may be strengthened or weakened through local communities, which function as spaces where forms of social capital and collective action are produced (Putnam, 2000). Intercultural social work is therefore not confined to supporting individuals or families, but extends to the development of community interventions that promote cooperation, interaction, and social participation.

Furthermore, ecological theory allows for an understanding of the ways in which institutional and political conditions affect the possibilities for the practice of social work. Austerity policies, restrictive migration policies, and the limited funding of social services contribute significantly to restricting the development of inclusive interventions and the strengthening of social cohesion (Dominelli, 2010). The aim of social work is not only to provide support, but more importantly to advocate for social change and the reduction of the reproduction of inequalities and exclusion.

Finally, it could be argued that ecological systemic theory constitutes an effective interpretive framework for understanding social cohesion as a multifactorial and dynamic process. The interaction between individuals and communities clearly demonstrates that interventions aimed at strengthening social cohesion must take place at multiple levels. In this sense, intercultural social work acquires a substantial role as a field of interconnection between individual needs, community life, and broader social policies.

2.2 Anti- Oppressive Approach in Social Work

The anti-oppressive approach in social work places particular emphasis on social inequalities and on the ways in which these are produced and reproduced through structures of power. It maintains that social problems do not constitute merely individual difficulties, but are directly

connected to the social, political, and economic conditions within which individuals live and interact (Dominelli, 2017).

When combined with an intercultural perspective, social work acquires a more open and participatory character. Diversity is not approached as an obstacle, but rather as an element that must be acknowledged and creatively integrated into social relations. Within this framework, communication among different cultural groups is crucial for fostering understanding and cooperation (Dhamo, 2024).

The focus of anti-oppressive social work lies in the processes through which inequalities, discrimination, and relations of domination are reproduced, both at the interpersonal and institutional levels (Thompson, 2020). Racism, gender inequalities, poverty, and social exclusion cannot be understood or addressed as isolated phenomena; rather, they are the outcomes of structural mechanisms of power that restrict the access of specific social groups to resources, rights, and opportunities for social participation. The anti-oppressive approach in social work emphasizes social justice, equality, and, above all, the empowerment of both individuals and communities as a whole. The role of the social worker is not confined to the provision of services; on the contrary, it extends to the advocacy of rights, the amplification and visibility of the voices of excluded groups, and the promotion of collective forms of action. A central concept within this approach is empowerment, which is associated with strengthening the capacity of individuals and communities to participate actively in decision-making processes that concern and affect their lives (Adams, 2008). Empowerment relates not only to individual autonomy, but also to the collective capacity to challenge power relations and claim social change. Contemporary approaches emphasize that education, innovation, and inclusion policies can contribute substantially to reducing social exclusion and empowering both individuals and communities (Spulber et al., 2023; Mansouri et al., 2024).

Furthermore, the application of the anti-oppressive approach plays a significant role within intercultural social work, as groups originating from different cultural backgrounds frequently experience multiple forms of social exclusion and marginalization. This means that intercultural social work is not limited to culturally “neutral” interventions, but rather presupposes a critical understanding of the structural conditions that produce inequalities and exclusion, in order to advocate for vulnerable groups’ access to fundamental social rights (Fook, 2016).

Social cohesion cannot be understood through a lens of homogeneity or mere social consensus. On the contrary, it is a process that presupposes not only equal participation, but also the recognition of diversity and the reduction of inequalities. Anti-oppressive social work contributes substantially in this direction, as it seeks to foster more inclusive social relations and strengthen social justice. Intercultural social work constitutes a transformative practice that operates not only at the individual level, but primarily at the level of social change. The connection between social cohesion, social justice, and the elimination of structural inequalities renders the anti-oppressive approach particularly significant for understanding the role of social work within contemporary multicultural societies.

CONCLUSION

Intercultural social work could contribute substantially to the strengthening of social cohesion through multiple and interrelated mechanisms. The promotion of social inclusion emerges as a central function of social work, as relevant practices facilitate the equal access of migrants and vulnerable groups to essential services and social resources, a condition that constitutes a fundamental prerequisite for the development of social cohesion (Burchi et al., 2022). The promotion of community participation is identified as a decisive factor in strengthening social trust and collective identity. Interventions that encourage the active participation of citizens contribute to the creation of inclusive communities and to the reduction of social tensions, thereby reaffirming the principles of the ecological systems approach (Mansouri et al., 2024). The present paper highlights the crucial importance of institutional and policy frameworks, as integration policies, systems of social protection, and institutional practices shape the social context within which social relations are developed and, consequently, the level of social cohesion (Burchi et al., 2022). At the same time, it is emphasized that structural inequalities constitute a major obstacle to the achievement of social cohesion, rendering the implementation of interventions grounded in the anti-oppressive approach essential. Such practices contribute to the dismantling of social exclusion and to the promotion of equality and human rights (Dominelli, 2017), confirming that social cohesion cannot be achieved without the active confrontation of social and institutional inequalities.

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

Assoc.Prof.Dr. Arzu AKDENİZ

Mugla Sıtkı Kocman University

arzuakdeniz@mu.edu.tr

Orcid: 0000-0003-0649-4374

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, yönetim, 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

GİRİŞ

Turizm sektörü küresel ölçekte ekonomik, sosyal ve kültürel etkileri yüksek olan dinamik bir sektördür. Ancak sektör; doğal afetler, ekonomik krizler, sağlık krizleri ve jeopolitik belirsizlikler gibi dışsal şoklara karşı oldukça hassastır. Bu bağlamda turizm dayanıklılığı kavramı, sistemlerin krizlere karşı uyum sağlama ve toparlanma kapasitesini açıklamak amacıyla literatürde giderek daha fazla önem kazanmıştır.

Son yıllarda sosyal sermaye kavramı da turizm dayanıklılığı tartışmalarında merkezi bir konuma yerleşmiştir. Güven, ağ yapıları ve iş birliği mekanizmaları, kriz dönemlerinde turizm destinasyonlarının adaptif kapasitesini artıran temel unsurlar olarak değerlendirilmektedir. Bu çalışmanın temel amacı, turizm dayanıklılığı ve sosyal sermaye literatürünün gelişim dinamiklerini bibliyometrik analiz yöntemiyle ortaya koymaktır.

1. LİTERATÜR

1.1 Turizm Dayanıklılığı Kavramının Kuramsal Gelişimi

Dayanıklılık kavramı ilk olarak ekolojik sistemler bağlamında ele alınmış ve sistemlerin şoklara rağmen temel fonksiyonlarını sürdürebilme kapasitesi olarak tanımlanmıştır (Holling, 1973). Zamanla kavram sosyal bilimlerde ve yönetim literatürüne uyarlanmış; ekonomik sistemler, örgütler ve destinasyonlar bağlamında incelenmeye başlanmıştır. Turizm literatüründe dayanıklılık, özellikle destinasyonların krizlere karşı adaptif kapasitesi çerçevesinde ele alınmakta ve yalnızca toparlanma değil, aynı zamanda yeniden yapılanma ve dönüşüm süreçlerini de kapsamaktadır (Biggs, Hall & Stoeckl, 2012; Lew, 2014).

Turizm sektörü doğası gereği dışsal şoklara açık bir yapıya sahiptir. Doğal afetler, ekonomik krizler, terör olayları ve sağlık krizleri turizm talebinde ani dalgalanmalara yol açabilmektedir. Bu nedenle turizm dayanıklılığı literatürü; kriz öncesi hazırlık, kriz anı yönetimi ve kriz sonrası toparlanma süreçlerini bütüncül bir çerçevede ele almaktadır. Özellikle COVID-19 pandemisi sonrasında dayanıklılık tartışmaları daha yapısal ve sürdürülebilirlik temelli bir perspektife taşınmış; kriz yönetimi yaklaşımları uzun vadeli sistem dönüşümü bağlamında değerlendirilmiştir (Gössling, Scott & Hall, 2021).

1.2 Sosyal Sermaye ve Kriz Yönetimi İlişkisi

Sosyal sermaye kavramı, bireyler ve kurumlar arasındaki güven, normlar ve ağ yapıları aracılığıyla kolektif eylemi kolaylaştıran sosyal ilişkiler bütünüdür. Güçlü sosyal ağlar ve yüksek düzeyde güven, kriz dönemlerinde bilgi akışını hızlandırmakta ve ortak hareket kapasitesini artırmaktadır. Sosyal sermaye literatürü, güven ve ağ yapılarının kolektif eylem kapasitesini artırdığını vurgulamaktadır (Putnam, 1993). Turizm bağlamında ise sosyal sermaye, destinasyon paydaşları arasında koordinasyonu güçlendirerek kriz sonrası toparlanma süreçlerine katkı sağlamaktadır (Prayag, 2018).

Turizm destinasyonlarında sosyal sermaye, paydaşlar arası iş birliği, kamu-özel sektör koordinasyonu ve yerel topluluk katılımı açısından kritik öneme sahiptir. Kriz dönemlerinde güçlü sosyal sermaye yapıları, turizm işletmelerinin ve destinasyonların daha hızlı

toparlanmasını sağlayabilmektedir. Bu nedenle sosyal sermaye, turizm dayanıklılığı çalışmalarında giderek daha fazla vurgulanan bir kavram hâline gelmiştir.

1.3 Turizm Dayanıklılığı ve Sosyal Sermaye Arasındaki Kuramsal Bağ

Turizm dayanıklılığı ile sosyal sermaye arasındaki ilişki, özellikle yönetim ve topluluk temelli turizm literatüründe öne çıkmaktadır. Güven temelli ağ yapıları, kriz dönemlerinde koordinasyonu kolaylaştırmakta ve adaptif kapasiteyi güçlendirmektedir. Yerel toplulukların karar alma süreçlerine katılımı ve paydaşlar arası iş birliği mekanizmaları, destinasyonların krizlere karşı daha dirençli olmasını sağlamaktadır.

Son yıllarda yapılan çalışmalar, dayanıklılığın yalnızca fiziksel veya ekonomik altyapı ile değil, aynı zamanda sosyal ilişkiler ağı ve kurumsal yönetim kapasitesi ile de yakından ilişkili olduğunu göstermektedir. Bu bağlamda sosyal sermaye, turizm sistemlerinin adaptif kapasitesini artıran tamamlayıcı bir unsur olarak değerlendirilmektedir.

2. METODOLOJİ

Bu çalışma bibliyometrik araştırma tasarımına sahiptir. Veri seti, Web of Science veri tabanında 2009–2026 yılları arasında yayımlanan ve turizm dayanıklılığı ile sosyal sermaye konularını içeren 150 makaleden oluşmaktadır. Analizler R yazılımında bibliometrix paketi kullanılarak gerçekleştirilmiştir. Çalışmada; Yayın eğilimi analizi, atıf analizi, anahtar kelime frekans analizi, anahtar kelime eş-oluşum ağı, ülkeler arası iş birliği ağı, tematik harita analizi ve trend analizleri uygulanmıştır:

3. BULGULAR VE TARTIŞMA

Analizler, 2009–2026 yılları arasında Web of Science veri tabanında indekslenen 150 makale üzerinden gerçekleştirilmiştir.

Tablo 1. Ükelere Göre Yayın Sayıları (İlk 10)

Sıra	Ülke	Yayın Sayısı (n)
1	Peoples R China	75
2	USA	26
3	Indonesia	24
4	Spain	19
5	Australia	17
6	Portugal	16
7	India	11
8	England*	10
9	South Africa	9
10	Canada	7

WoS kayıtlarında “England” çoğunlukla Birleşik Krallık adres bileşeni olarak yer almaktadır.

Tablo 1, turizm dayanıklılığı ve sosyal sermaye literatüründe en fazla akademik üretim gerçekleştiren ülkeleri göstermektedir. Çin, Amerika Birleşik Devletleri ve Endonezya en yüksek yayın sayısına sahip ülkeler olarak öne çıkmaktadır.

Tablo 2. En Çok Yayın Yapan Dergiler (İlk 10)

Sıra	Dergi Adı	Yayın Sayısı (n)
1	Current Issues in Tourism	9
2	Tourism Geographies	9
3	Sustainability	7
4	Tourism Planning & Development	6
5	Journal of Sustainable Tourism	5
6	International Journal of Tourism Cities	4
7	Worldwide Hospitality and Tourism Themes	4
8	Journal of Hospitality and Tourism Management	3
9	Journal of Policy Research in Tourism, Leisure and Events	3
10	Journal of Tourism Futures	3

Tablo 2’de en fazla yayın yapılan dergiler yer almaktadır. Current Issues in Tourism ve Tourism Geographies dergileri literatürde en yüksek yayın sayısına sahip dergiler olarak öne çıkmaktadır.

Tablo 3. En Çok Atıf Alan Makaleler (İlk 10)

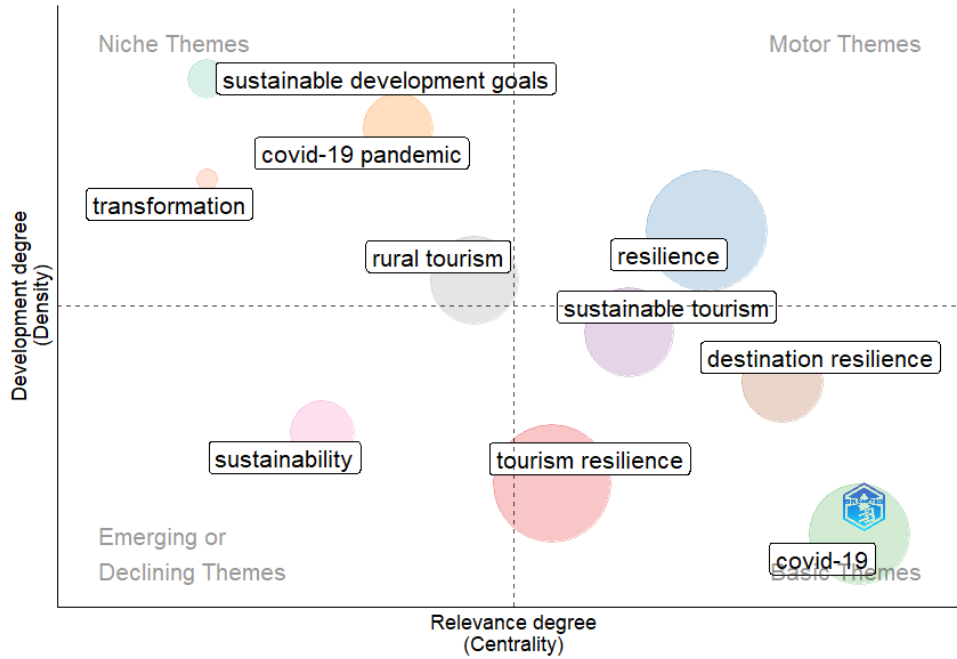
Sıra	Yazar (İlk Yazar)	Yıl	Dergi	Atıf (n)
1	Holling, C.S.	1973	Annual Review of Ecology and Systematics	30
2	Lew, A.A.	2014	Tourism Geographies	29
3	Sharma, G.D.	2021	Tourism Management Perspectives	29
4	Gössling, S.	2021	Journal of Sustainable Tourism	28
5	Biggs, D.	2012	Journal of Sustainable Tourism	25
6	Cochrane, J.	2010	Tourism Recreation Research	23
7	Calgaro, E.	2014	Journal of Sustainable Tourism	22
8	Prayag, G.	2018	Tourism Management Perspectives	22
9	Becken, S.	2013	Annals of Tourism Research	21
10	Espiner, S.	2017	Journal of Sustainable Tourism	17

Tablo 3, en çok atıf alan çalışmaları göstermektedir. Holling (1973) çalışması literatürün kuramsal temelini oluşturmakta olup, 2010 sonrası turizm odaklı çalışmaların atıf yoğunluğu dikkat çekmektedir.

Tablo 4. En Sık Kullanılan Anahtar Kelimeler (İlk 15)

Sıra	Anahtar Kelime	Frekans (n)
1	Tourism Resilience	48
2	Resilience	34
3	Tourism	23
4	COVID-19	19
5	Sustainable Tourism	10
6	COVID-19 Pandemic	7
7	Destination Resilience	7
8	Crisis Management	6
9	Sustainability	6
10	Climate Change	5
11	Recovery	5
12	Rural Tourism	5
13	Tourism Recovery	5
14	Urban Tourism	5

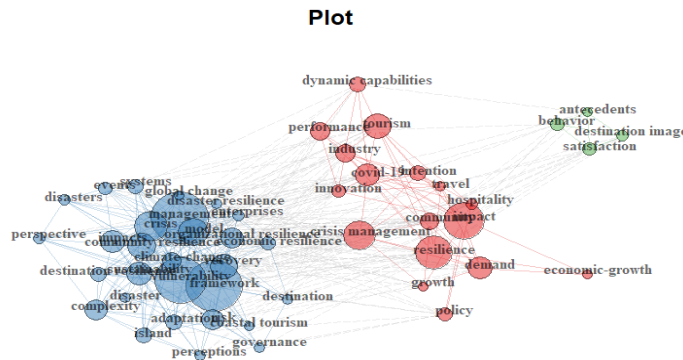
Tablo 4, en sık kullanılan anahtar kelimeleri göstermektedir. Tourism resilience ve resilience kavramlarının literatürde merkezi konumda olduğu görülmektedir.



Şekil 1. Turizm Dayanıklılığı ve Sosyal Sermaye Literatürüne Ait Tematik Harita (2009–2026)

Tematik harita analizi, dayanıklılık kavramının alanın merkezinde konumlanan ve yüksek gelişmişlik düzeyine sahip bir “motor tema” olduğunu göstermektedir. Bu bulgu, literatürün kavramsal omurgasının dayanıklılık ekseninde şekillendiğine işaret etmektedir. Destinasyon dayanıklılığı, sürdürülebilir turizm ve COVID-19 başlıkları ise temel temalar arasında yer almakta; bu kavramların hem yüksek merkezilik düzeyine sahip olduğunu hem de kuramsal ve uygulamalı tartışmalar çerçevesinde gelişimini sürdürdüğünü ortaya koymaktadır.

Sürdürülebilir kalkınma hedefleri ve COVID-19 pandemisi, niş temalar kategorisinde konumlanarak daha uzmanlaşmış ve belirli alt araştırma alanlarında yoğunlaşmış çalışmaları temsil etmektedir. Buna karşılık turizm dayanıklılığı kavramının gelişen veya dönüşüm sürecindeki temalar bölümünde yer alması, literatürde kavramın daha spesifik, ölçülebilir ve operasyonel boyutlara doğru evrildiğini göstermektedir. Bu durum, alanın kavramsal bütünlükten uygulamaya dönük alt tematik açılımlara yöneldiğine işaret etmektedir.

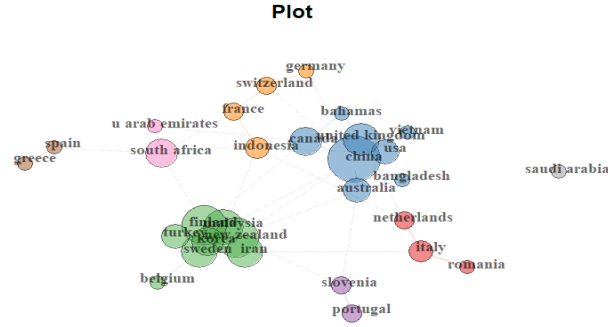


**Şekil 2. Turizm Dayanıklılığı ve Sosyal Sermaye Literatürüne İlişkin Anahtar Kelime Eş-Oluşum Ağı
(2009–2026)**

Anahtar kelime eş-oluşum ağı analizi, literatürde üç temel tematik kümenin öne çıktığını göstermektedir. İlk ve merkezi küme; dayanıklılık, turizm, kriz yönetimi ve COVID-19 kavramları etrafında şekillenmekte olup, alanın kriz odaklı turizm dayanıklılığı perspektifi üzerine yoğunlaştığını ortaya koymaktadır. Bu kümede yönetim ve ekonomik büyüme gibi kavramların da yer alması, dayanıklılık tartışmalarının makro düzey politika ve sistem performansı boyutuyla ilişkili olduğunu göstermektedir.

İkinci küme; topluluk dayanıklılığı, sosyal sermaye, kırılabilirlik, uyum ve iklim değişikliği kavramlarını içermekte olup, dayanıklılığın sosyal ve yerel bağlamdaki boyutlarına işaret etmektedir. Sosyal sermaye kavramının bu kümede konumlanması, güven, ağ yapıları ve topluluk temelli iş birliği mekanizmalarının turizm sistemlerinin adaptif kapasitesini güçlendiren temel unsurlar arasında yer aldığını göstermektedir.

Üçüncü küme ise destinasyon imajı, memnuniyet ve davranışsal niyet gibi kavramları içermekte olup, dayanıklılık tartışmalarının turist algısı ve davranışı boyutuna doğru genişlediğini göstermektedir. Bu durum, literatürde yapısal ve yönetimsel dayanıklılık yaklaşımlarının yanı sıra davranışsal perspektifin de giderek önem kazandığını ortaya koymaktadır.



Şekil 3. Turizm Dayanıklılığı ve Sosyal Sermaye Literatüründe Ülkeler Arası İş Birliği Ağı (2009–2026)

Ülkeler arası iş birliği ağı analizi, turizm dayanıklılığı literatürünün belirgin şekilde uluslararası iş birlikleri üzerinden geliştiğini göstermektedir. Ağ yapısında Çin, Amerika Birleşik Devletleri ve Birleşik Krallık merkezî konumda yer almakta ve en yüksek bağlantı yoğunluğuna sahip ülkeler olarak öne çıkmaktadır. Bu durum, alanın akademik üretiminde bu ülkelerin belirleyici rol üstlendiğini göstermektedir.

Avrupa ülkelerinin kendi aralarında kümeleniği görülmekte; özellikle Finlandiya, İsveç ve İran gibi ülkeler belirli alt kümeler oluşturarak bölgesel iş birliği ağları geliştirmektedir. Bunun yanında Almanya, Fransa ve Endonezya gibi ülkeler merkez kümeye bağlanan ara düğümler olarak konumlanmaktadır.

Ağ yapısı genel olarak incelendiğinde, turizm dayanıklılığı araştırmalarının küresel ölçekte çok merkezli ve ağ temelli bir gelişim gösterdiği anlaşılmaktadır. Özellikle pandemi sonrası dönemde artan uluslararası ortak yayınlar, alanın disiplinler arası ve sınır ötesi iş birliği dinamikleriyle şekillendiğini ortaya koymaktadır. Çin ve Amerika Birleşik Devletleri arasındaki güçlü iş birliği hattı, literatürün üretim yoğunluğunun Asya–Amerika ekseninde şekillendiğini göstermektedir.

Tablo 5. 2020–2026 Döneminde En Sık Kullanılan Anahtar Kelimeler

Sıra	Anahtar Kelime	Toplam
1	Tourism Resilience	44
2	Resilience	30
3	Tourism	21
4	COVID-19	19
5	COVID-19 Pandemic	7
6	Destination Resilience	7
7	Sustainability	6
8	Crisis Management	5
9	Recovery	5

Sıra	Anahtar Kelime	Toplam
10	Rural Tourism	5
11	Sustainable Tourism	5
12	Tourism Recovery	5
13	Tourism Demand	4
14	Urban Tourism	4
15	Vulnerability	4

Tablo 5, 2020 sonrası dönemde en sık kullanılan anahtar kelimeleri göstermektedir. Tourism resilience ve COVID-19 kavramları bu dönemde belirgin bir yoğunlaşma sergilemektedir.

Tablo 6. COVID-19 Anahtar Kelimesinin Yıllara Göre Dağılımı

Yıl	Yayın Sayısı (n)
2021	4
2022	2
2023	4
2024	9
2025	5
2026	2

Tablo 6, COVID-19 anahtar kelimesinin yıllara göre dağılımını göstermektedir. 2024 yılı en yüksek yayın yoğunluğuna sahip yıl olarak öne çıkmaktadır.

BULGULAR

Web of Science veri tabanında 2009–2026 yılları arasında yayımlanan 150 makale üzerinden gerçekleştirilen bibliyometrik analiz sonuçları, turizm dayanıklılığı ve sosyal sermaye literatürünün özellikle 2020 sonrası dönemde belirgin bir ivme kazandığını göstermektedir. Yıllık büyüme oranının %14,5 olması, alanın dinamik ve gelişmekte olan bir araştırma sahası olduğunu ortaya koymaktadır. Ortalama atıf sayısının 16,87 olması ise literatürün akademik etki düzeyinin yüksekliğine işaret etmektedir.

Ülkelere göre yayın dağılımı incelendiğinde, Çin'in en yüksek akademik üretime sahip ülke olduğu, onu Amerika Birleşik Devletleri ve Endonezya'nın takip ettiği görülmektedir. Uluslararası ortak yazarlık oranının %40 düzeyinde olması, literatürün küresel iş birliği ağları üzerinden geliştiğini göstermektedir. Ülke iş birliği ağı analizi de bu bulguyu desteklemekte; Çin, Amerika Birleşik Devletleri ve Birleşik Krallık'ın merkezi konumda yer aldığını ortaya koymaktadır. Avrupa ülkelerinin kendi içinde kümелendiği ve Asya–Amerika eksenli güçlü bağlantıların bulunduğu gözlemlenmektedir.

Dergi dağılımı incelendiğinde, literatürün ağırlıklı olarak turizm planlaması, sürdürülebilirlik ve destinasyon yönetimi odaklı dergilerde yoğunlaştığı görülmektedir. Current Issues in Tourism ve Tourism Geographies en yüksek yayın sayısına sahip dergiler olarak öne çıkarken, Journal of Sustainable Tourism ve Tourism Planning & Development gibi dergiler alanın sürdürülebilirlik ekseninde şekillendiğini göstermektedir.

En çok atıf alan çalışmalar incelendiğinde, dayanıklılık kavramının kuramsal temelini Holling (1973) tarafından geliştirilen ekolojik dayanıklılık yaklaşımına dayandığı görülmektedir. Turizm alanına özgü çalışmaların ise özellikle 2010 sonrası dönemde yoğunlaştığı ve sürdürülebilirlik ile kriz yönetimi perspektifiyle derinleştiği anlaşılmaktadır.

Anahtar kelime frekans analizi, literatürün merkezinde tourism resilience ve resilience kavramlarının yer aldığını ortaya koymaktadır. COVID-19, kriz yönetimi, toparlanma (recovery), sürdürülebilirlik ve kırılganlık gibi kavramların öne çıkması, araştırmaların adaptif kapasite ve sistem performansı bağlamında genişlediğini göstermektedir.

Tematik harita analizi, dayanıklılık kavramının alanın motor teması olduğunu ve yüksek merkezilik ile gelişmişlik düzeyine sahip bulunduğunu ortaya koymaktadır. Destinasyon dayanıklılığı, sürdürülebilir turizm ve COVID-19 temel temalar arasında yer almakta; sürdürülebilir kalkınma hedefleri ve pandemi teması ise daha uzmanlaşmış alt araştırma alanlarını temsil etmektedir. Turizm dayanıklılığı kavramının gelişen temalar bölümünde konumlanması, literatürde daha spesifik ve operasyonel boyutlara doğru bir kavramsal kaymaya işaret etmektedir.

Anahtar kelime eş-oluşum ağı analizi üç ana tematik kümenin varlığını ortaya koymaktadır. İlk küme kriz yönetimi ve pandemi ekseninde şekillenen çekirdek dayanıklılık literatürünü temsil etmektedir. İkinci küme sosyal sermaye ve topluluk dayanıklılığı ekseninde yönetim boyutunu vurgulamakta; üçüncü küme ise destinasyon imajı ve davranışsal niyet bağlamında literatürün davranışsal açımlarını göstermektedir.

Trend analizi sonuçları, 2020 sonrası dönemde tourism resilience ve COVID-19 kavramlarının belirgin bir yükseliş gösterdiğini ortaya koymaktadır. COVID-19 anahtar kelimesine ilişkin yıllık dağılım incelendiğinde, literatürde en yüksek yoğunluğun 2024 yılında gerçekleştiği görülmektedir (n=9). Bu bulgu, pandemi sonrası dayanıklılık tartışmalarının kısa vadeli kriz tepkilerinin ötesine geçerek orta ve uzun vadeli yapısal dönüşüm perspektifiyle ele alındığını göstermektedir.

Genel olarak değerlendirildiğinde, turizm dayanıklılığı ve sosyal sermaye literatürünün kriz odaklı başlangıç noktasından hareketle yönetim, topluluk temelli yapılar ve sürdürülebilir kalkınma ekseninde çok boyutlu bir araştırma alanına evrildiği anlaşılmaktadır. Özellikle anahtar kelime eş-oluşum analizinde sosyal sermaye kavramının topluluk dayanıklılığı kümesi içinde konumlanması, sosyal ağlar ve güven temelli iş birliği mekanizmalarının turizm sistemlerinin adaptif kapasitesinde merkezi bir rol oynadığını göstermektedir.

SONUÇ VE ÖNERİLER

Bu çalışma, turizm dayanıklılığı ve sosyal sermaye literatürünün entelektüel yapısını bibliyometrik analiz yöntemiyle inceleyerek alanın gelişim dinamiklerini ortaya koymuştur.

Bulgular, literatürün özellikle 2020 sonrası dönemde belirgin bir ivme kazandığını ve kriz odaklı araştırmalardan daha yapısal ve yönetim temelli tartışmalara doğru evrildiğini göstermektedir. Dayanıklılık kavramının alanın motor teması hâline gelmesi, turizm çalışmalarında krizlere karşı adaptasyon kapasitesinin merkezi bir araştırma eksenini oluşturduğunu ortaya koymaktadır.

Anahtar kelime eş-oluşum ve tematik harita analizleri, literatürün üç ana ekseninde geliştiğini göstermektedir: (i) kriz yönetimi ve pandemi temelli çekirdek dayanıklılık çalışmaları, (ii) sosyal sermaye ve topluluk dayanıklılığı odaklı yönetim yaklaşımları ve (iii) destinasyon imajı ve turist davranışı bağlamında davranışsal dayanıklılık perspektifi. Bu yapı, alanın yalnızca kriz sonrası toparlanma süreçlerine değil, aynı zamanda sürdürülebilirlik ve uzun vadeli sistem dönüşümüne odaklandığını göstermektedir.

Ülke iş birliği ağı analizi, turizm dayanıklılığı araştırmalarının küresel ölçekte çok merkezli bir akademik ağ içinde geliştiğini ortaya koymaktadır. Özellikle Çin, Amerika Birleşik Devletleri ve Birleşik Krallık'ın literatürde merkezi bir konuma sahip olması, alanın küresel araştırma gündemiyle bütünleştiğini göstermektedir. Bununla birlikte gelişmekte olan turizm destinasyonlarının literatürde daha sınırlı temsil edilmesi, gelecekteki çalışmalar için önemli bir araştırma boşluğu sunmaktadır.

Trend analizi sonuçları, COVID-19'un 2024 yılında literatürde zirveye ulaştığını ve pandemi sonrası dönemde dayanıklılık tartışmalarının daha derin ve uzun vadeli bir perspektife taşındığını göstermektedir. Bu durum, turizm sektöründe kriz yönetiminin geçici bir gündem olmaktan çıkıp yapısal bir politika ve yönetim meselesi hâline geldiğine işaret etmektedir.

Bu bulgular doğrultusunda gelecekteki araştırmaların, sosyal sermayenin farklı boyutlarını (bağlayıcı, köprü kurucu ve bağlayıcı sosyal sermaye gibi) turizm sistemlerinin adaptif kapasitesiyle ilişkilendiren ampirik modellere yönelmesi önerilmektedir. Ayrıca mikro düzey topluluk yapıları ile makro düzey yönetim mekanizmaları arasındaki etkileşimi inceleyen çok katmanlı araştırmalar, literatüre önemli katkılar sağlayacaktır. Son olarak, kriz sonrası toparlanma süreçlerinin uzun dönemli etkilerini analiz eden boylamsal çalışmaların artırılması, alanın kuramsal ve uygulamalı gelişimine katkı sunacaktır.

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

Mequanint Birhan Alem

Sociology of Management, PhD Student, National Research Lobachevsky
State University of Nizhny Novgorod, Russia
a230242@unn.ru

Orcid: 0009_0005-4868-3124

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

1. Introduction

The global discourse of industrial renovation has evolved beyond the automation-centered paradigm of industry 4.0 towards emerging concept of industry 5.0(I5.0), which emphasizes human centricity, sustainable development and resilience in organizational systems. Unlike industry 4.0(I4.0), which prioritizes productivity, flexibility, and cost reduction through digital technologies(Keidanren, 2018), i5.0 seeks to reintegrate the human factor into industrial ecosystems via promoting collaboration between intelligent machines and human creativity(Rahman et al., 2024; Saniuk et al., 2024). This shift is increasingly supported by the European commission vision of a more sustainable and inclusive industrial future that aligns technological innovation with societal needs(Saniuk et al., 2024). While the concept primarily introduced and narrated differently by Michaël Rada I5.0 is also closely related to the broader framework of society 5.0, Industry 5.0 is also closely connected with the broader framework of Society 5.0, which supports the development of a super smart society where digital technologies, AI, data driven systems contribute to solving social and environmental challenges(Dhayal et al., 2023; Rane, 2025). By the way, it represents the paradigm shift that extends beyond manufacturing efficiency toward the creation of symbiotic relationships among ecological sustainability, technological advancement, and human wellbeing(Dhayal et al., 2023). Nevertheless, researchers note that despite its conceptual appeal, I5.0 faces substantial implementation challenges, including workforce readiness, infrastructure limitation, cybersecurity risks, unsolved questions regarding long term socio economic impacts(Kour et al., 2024; Mourtzis, 2024). While much of I5.0 literature sources has emerged from advanced industrial context, its relevance for agrarian society and preindustrial economies remain insufficiently explored. In developing regions where agriculture dominates livelihood, the foundational condition required for I4.0 i.e digital infrastructure, skilled labor, institutional coordination, are often incomplete (Gladysz et al., 2023). this creates an implementation paradox whereby ambitious technological frameworks are promoted in public discourse, yet local realities constrain their practical adoption(Jose Cotta & Maija Breque, 2021). Such constraints are especially visible in rural economies characterized by traditional production systems, low mechanization and vulnerability to climate shocks(Aragie & Genanu, 2017).

Ethiopia provides a relevant case of the majority of its population and depends on small holder agriculture, traditional technologies particularly continue to dominate rural production systems(Aragie & Genanu, 2017). The Amhara region, the largest regional state exhibits diverse agroecological conditions, significant agricultural potential and important development corridors such as Lake Tana sub basin(BoEPLAU, 2015). Simultaneously, the region faces persistent socio economic challenges including food insecurity, limited industrial development, weak performance of micro and small enterprises compared to other countries(Aragie & Genanu, 2017; Cherkos et al., 2018). Even with such challenges, Amhara also demonstrates opportunities for innovation and sustainable development through renewable energy initiatives such as rural biogas adoption and natural resource based development potential(BoEPLAU, 2015; Gabisa & Gheewala, 2019). These dynamics suggest that the region embodies both constraints and prospects of applying I5.0 principles in an agrarian society. Therefore investigating I5.0 implementation in Amhara contributes not only to understanding the limitations of socio technological traditions in preindustrial context but also to designing adaptive frameworks that prioritize human centered development pathways. Consequently, this

study saw the paradox sights of implementing I5.0 in agrarian society by examining institutional readiness, socio cultural constraints, and strategic opportunities for realistic transition from Society 2.0 conditions toward society 5.0 operations within Amhara region of Ethiopia. Hence, this study explores the paradox of implementing Industry 5.0 in an agrarian society by examining institutional readiness, socio-cultural constraints, and strategic opportunities for a realistic transition from Society 2.0 conditions toward Society 5.0 aspirations within the Amhara Region of Ethiopia. This study aims to explain the I5.0 implementation paradox in agrarian society, pre-industrial economy and develop a practically acted strategic framework for human centric, sustainable, and resilient technology adoption in the Amhara region. And to analyze how the political administration structure (Kebele, Woreda, Zone, Kilil) arrangements, program coordination, and incentives affect implementation result and finally proposed I5.0 lite transition pathways with sequencing roles, and measurable indicators of Amhara.

1.1. Amhara Region PESTLE Overview

Amhara is the name of the community, while Amhara national regional state is historically and politically salient territory in North western Ethiopia, Commonly understood as the homeland of Amhara people(Alem, 2024; Legesse, 2016). The region lies between Nile (Abay) and Tekeze river basins, and the Tekeze river forms an important natural features along the northern boundary with Tigray. The current capital city of the state is Bahirdar. Bordered with Sudan, Eritrea, Tigray, Afar, Oromia, and Benishangul Regional state. Even though it is composed of 4 major territorial administrations Gojjam, Shewa, Gondar(Begemidir), and Wollo, post 1991 its territory intertwined with ethnic federalism arrangement by EPDRF(Transition). With the absence of representatives from Amhara debates over Amhara denotes language, culture, or a distinct ethnic consciousness an issue that shapes contemporary political discourse and mobilization. Administratively governance is organized through tiers; regions(Kilil), zone, woreda, and the lowest unit called Kebele which structure service delivery and local administration across rural and urban kebeles(Abeje et al., 2014; Asfaw et al., 2010; Aspen & Woldeyesus, 2020; Fantahun & Degu, 2004; Getahun, 2021; Knippenberg & Hoddinott, 2017; Michael, 2008; Thesiger & Simoons, 1961)

I5.0 is not merely extra automation it is framed by EU Commission as an industrial paradigm that re-centered the human, explicitly adding sustainable development and resilience as a core priorities and shifting emphasis from shareholder value to stakeholder value. This definition matters for this research hypothesis, which provides the official conceptual core that can be tested against the realities in preindustrial contexts(Jose Cotta & Maija Breque, 2021). Society 5.0 primarily introduced by Japanese, on their policy positions societal evolution as a trajectory of super smart society. Look *Figure 3* the evolution of society 5.0 and each characteristics.

Society 2.0 to 5.0 is theoretically valid because it highlight a structural leap; agrarian organization is asked to adopt super smart logistics without fully passing through industrial and digital maturity(Council STI, 2015). I5.0 is also a socio technical change includes technologies, human skills, institutions, incentives, norms and infrastructure, etc. must align. Its subsidy emphasizes that human factor integration is frequently missing even in I4.0 solutions. Hence if thus industrial settings already struggle with human integration, agrarian settings faced amplified barriers (Gladysz et al., 2023).

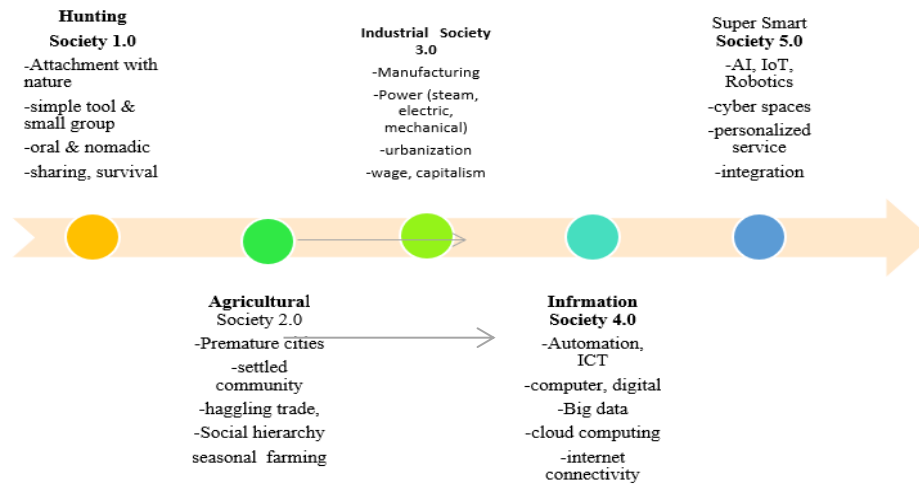


Figure 3 Society 5.0 evolution and attributes

2. Methodology

After 2007G.C there was no any official census conducted in Ethiopia. Currently a full scale war undergoing since 2021 to date, and gathering research data in the region is highly risky and un imaginable scenario. Due to that it is quite difficult to estimate the number of populations, hence for questioner survey necessary to use unknown population sampling formula. Hence 308 respondents are sampled, while in order to ratify such answers expert in depth interview with purposively selected 14 key informants has employed. However, the type of population is clearly defined as follows; literate farmers, agricultural extension workers, agribusiness holders, researchers on the area, institutional level (local administrations both Fano leaders and PP ruling party), manufacturing industry employees, researchers on the area, and university scholars from the region 10 public universities. Second data sources are scholarly articles from reputable journals, book, reports, policies and procedures, strategic development plans and programs, NGO initiatives.

Multistage sampling technique was used through West Gondar, North Gondar, Central Gondar, Wolkaite tegede setit humera, South Gondar, Awi, West Gojjam, North Gojjam, East Gojjam, North Shewa, Oromia Special, South Wollo, North Wollo, Waghembra zones to properly represent. And the economic zones classified as urban, semi urban, rural and remote zones distributed 22 questioner each, according to the infrastructure and connectivity enrich status. Then small samples from zone to Woreda, kebele, and households randomly chosen. Data analysis conducted through STATA Statistical software and narrative, media sources analysis, impact test and cause effect relationships logical synthesis has been done. Incomplete mega projects are predominant like Awash-woldiya railway project (Birhan & Tesfaye, 2020), Megech Irrigation project lag and cost overrun (+6.4billion ETB), Bahirdar Industrial Park (+4billion ETB) and stadium construction lateness, Tanabeles Sugar development project delay, etc. while in natural setting aspects the measures of soil stability were strongly associated with low community sanitation coverage, controlling for community wealth, and other factors. A model using available environmental and sociodemographic data predicted low community sanitation coverage for areas across Amhara Region with fair discrimination(Oswald et al., 2016).

3. Result and Discussion

From 308 respondents gathered questioner analyzed, and complemented by 14 selected key informants interview across local interim administrations and sectoral actors. The multistage sampling achieved representation across 14 zones of the region with respect to remoteness variation and economic setting. Hence, the respondent demography, 70:30 ratio to male female coverage, 35% literate farmers, 42% extension workers, 3% agribusiness, 5% administration, 5% manufacturing employees, and 10% academicians. Education 39% basic level, 1st degree 50%, postgraduate 12%. Digital tool exposure covers 63% only.

Table 6 Mediating factors of readiness correlation

Variable	INF	SKL	INS	SOC	FIN	DAT	EXT	TRU	PR OD
<i>Infrastructure (INF)</i>	1.000								
<i>Skills / Digital literacy (SKL)</i>	-0.063	1.000							
<i>Institutional capability (INS)</i>	0.048	-0.261	1.000						
<i>Social norms (SOC)</i>	0.068	0.196	-0.047	1.000					
<i>Access to finance (FIN)</i>	0.093	0.714	-0.460	-0.000	1.000				
<i>Data availability (DAT)</i>	-0.028	0.327	-0.013	-0.105	0.270	1.000			
<i>Extension quality (EXT)</i>	-0.355	-0.000	0.246	-0.013	-0.075	0.132	1.000		
<i>Trust in technology (TRU)</i>	-0.020	0.366	-0.078	-0.007	0.294	0.120	0.100	1.000	
<i>Productivity impact (PROD)</i>	0.044	0.559	-0.110	0.143	0.411	0.336	-0.000	0.588	1.000

Table 6 Model statistics, $p < 0.01$, Observations = 308, $R^2 = 0.532$, Adjusted $R^2 = 0.366$,

F-statistic = 3.21 ($p = 0.005$), Durbin–Watson = 1.54

Table 7 Regression variable results

Variable	Coefficient (β)	Std. Error	t-value	p-value
<i>Infrastructure</i>	0.129	0.255	0.51	0.616
<i>Skills / Digital literacy</i>	0.586	0.388	1.51	0.141
<i>Institutional capability</i>	0.010	0.235	0.04	0.968
<i>Social norms</i>	0.179	0.228	0.79	0.438
<i>Access to finance</i>	-0.013	0.275	-0.05	0.963
<i>Data availability</i>	0.204	0.129	1.59	0.122
<i>Extension quality</i>	-0.059	0.183	-0.32	0.748
<i>Trust in technology</i>	0.685	0.211	3.25	0.003*
<i>Inclusivity</i>	0.069	0.295	0.23	0.818
<i>Risk management</i>	-0.013	0.109	-0.12	0.904
<i>Environmental outcome</i>	0.162	0.290	0.56	0.581
<i>Constant</i>	-1.556	1.872	-0.83	0.412

n=308 and the result of p value from minimum 0.003, which satisfies p less than 0.005 rule to 0.968 larger deviation has displayed in STATA software analysis. Hence the implication trust in technology (both physical and cyber as well as AI applications stacked back Table 7.

Even though organizational strength, skill and literacy, institutional independency and capability, social norms, access to finance, data availability, extension quality, inclusivity, risk management, environmental outcome are the critical elements of change and synchronizing means of new paradigm, this day technology is the precondition of the rest others and to adapt with Industry 3.0, 4.0 and 5.0. hence the government or responsible development stakeholders of the Amhara region should give priority for technology and infrastructure, along with education, health and security agendas.

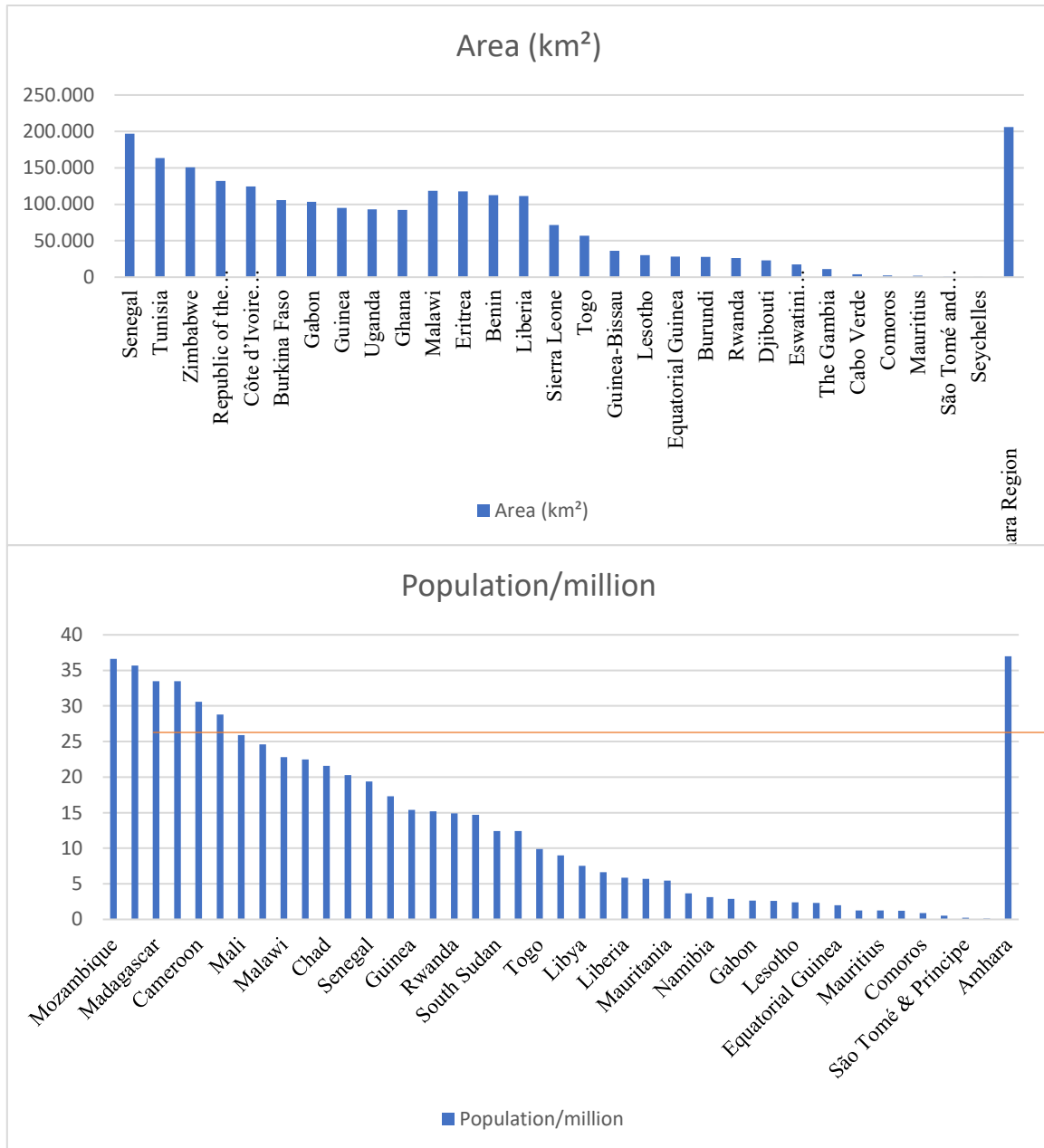


Figure 4 Population and land area comparison with other nations^{1 23}

Pairwise comparison of *Figure 4* emphasizes the land area and population of many African countries are presented. While in terms of development variables and readiness factors Amhara region too far. Estimated calculation of Amhara people 27-37million with 206million km², the number of peoples hired in industry are insignificant in number. Lack of industrial value/factory, absence, no power supply and digitalization and interconnection to facilitate the fundamental dev.t elements.

No schooling, no hospitalization, no industrial production explanation, while war and military training and consumption. Which indicates that there is no infrastructure readiness to realize the principle of Industry 3.0-5.0. As *Figure 5(b)* shows 214 Manufacturing industries were

¹ : <https://statisticstimes.com/geography/african-countries-by-area.php?utm>

² <https://www.cia.gov/library/publications/the-world-factbook/fields/279.html>

³ <https://www.worldometers.info/population/countries-in-africa-by-population>

registered in the regional industry and investment bureau however there digital connectivity 54 companies has line telephone receiving, 3-5 companies has website, and 5 companies has email address, there rest LinkedIn, Facebook, and other popular social media platforms stay between 0-1. It tells us there is no digital connectivity and supply potentials. Another trick to realize the new development paradigm.

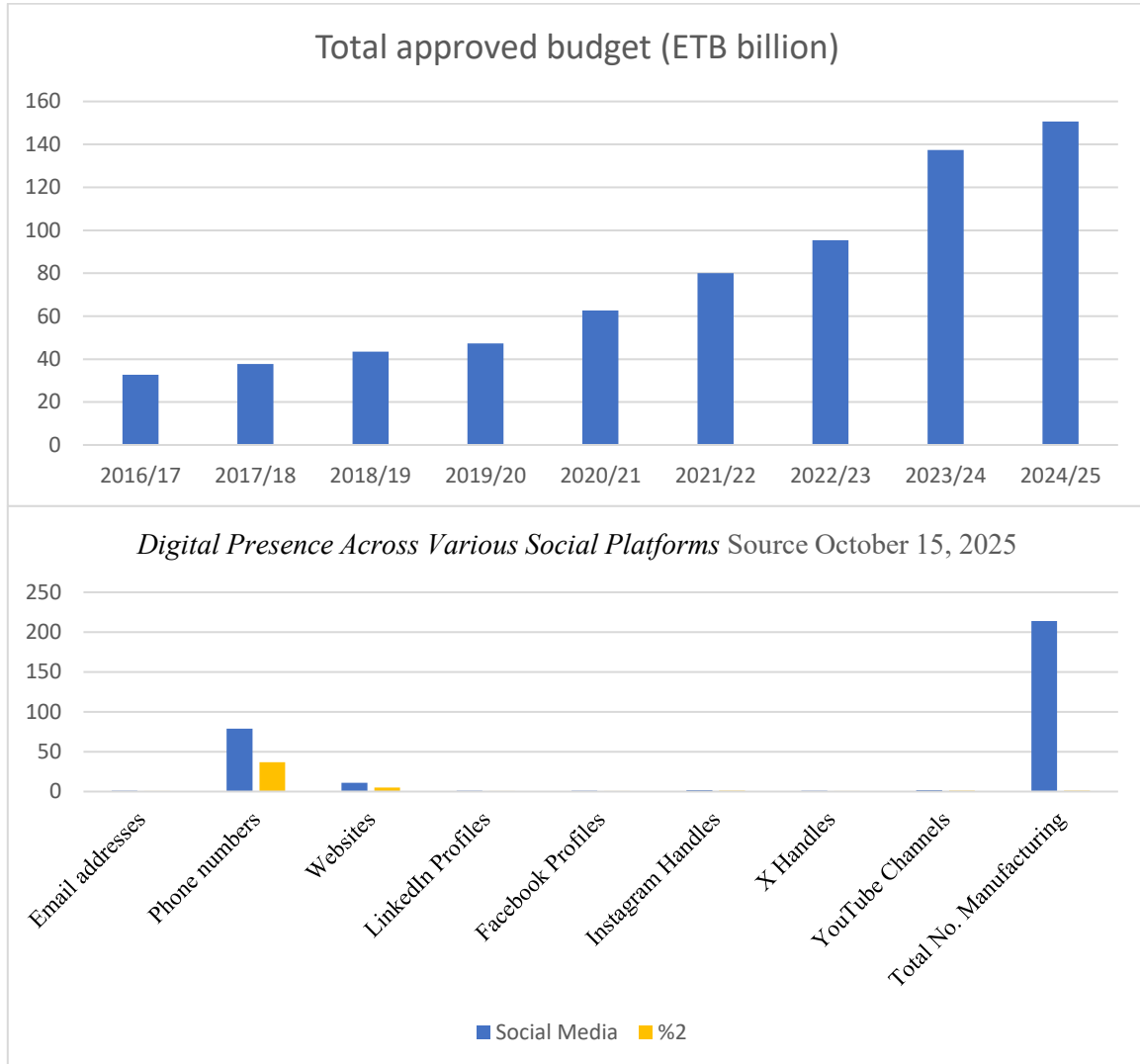


Figure 5 Amhara annual Budget and Manufacturing companies Digital Presence

The annual budget since 2017 fiscal year to 2025 has increased positively slope as *Figure 5 (a)* shows, while the budget distribution goes reverse since that time. The capital budget for infrastructure development has switched to military and emergency services. Because the region remains in the active war since 2021.

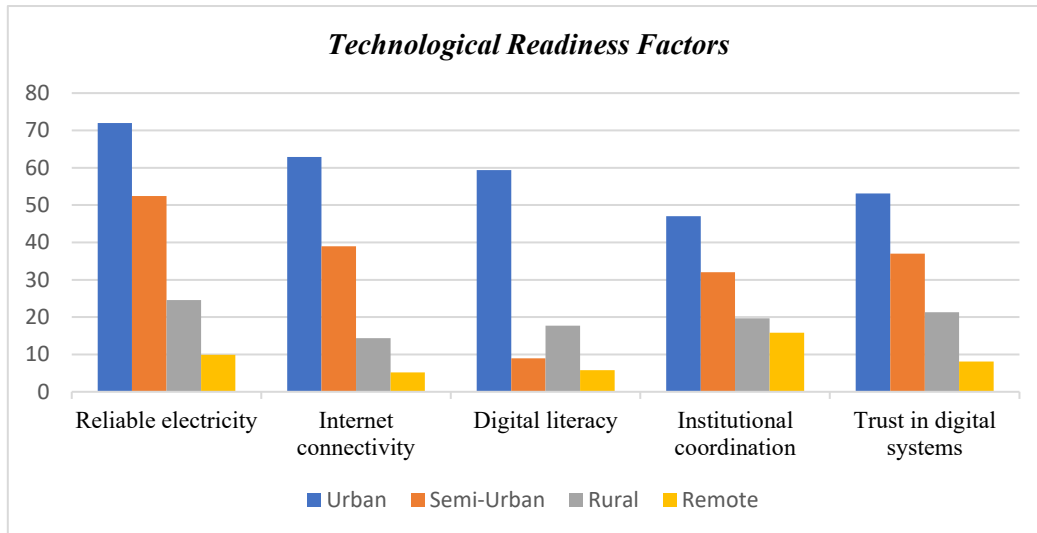


Figure 6 Digital and Infrastructure Readiness Factors

Figure 6 respondents were asked to answer readiness challenge question and rate compulsory constraints across settlement types. Across agrarian society and preindustrial economy, readiness is not only technological availability but also includes trust, capability, governance, finance, and coordination which mirrors human centric. Infrastructure constraints identified as the setting shifts from urban, semi urban, rural, remote. The region faces a readiness paradox with the largest potential welfare gains from human centric, resilient, and sustainability appearances highest challenges to implementation and adoption. Though respondents express positive attitude towards technology or productivity enhancing interventions, the institutional capability to implement planning, financing, standards, extension upgrading, data governance, accountability is frequently rated as a binding constraint. Such paradox core in agrarian societies experiencing conflict related disruptions and limited data continuity where coordination failure can dominate individual willingness.

4. Conclusion and Recommendations

This study investigated readiness for realizing industry 5.0 in to agrarian society and preindustrial economy by unpacking the implementation paradox in the Amhara regional state of Ethiopia where the promise of triple industry 5.0 principles contrast sharply with realities of a largely premature industrial economy. This study result shows that industry 5.0 is crucial to Amhara region primarily as a set of principle not as an imported technologies. And matched the idea of Michael Rada's foundational thesis about human centricity in developing countries context. While Davis(1989) emphasized the absence of readiness factors as a limitation signal of perceived importance and ease of use are undermined by weak enabling conditions. The continued full scale war between the ruling party defense forces and Amhara Fano National Movement uncertainty heighten risk and reduce investment horizons making advanced deployments more likely to stall or deepen inequalities rather than deliver inclusive productivity gains. Thus the paradox is not that I5.0 can't work in preindustrial settings but that three principles require sequenced capacity building, not ;leapfrogging.

This research result recommends to prioritize reliable electricity since the renaissance dam inaugurated recently with sufficient potential of distribution, feeder logistic networks, in selected kebele and woredas as a demonstration corridors, reflecting transport and access

constraints and climatic seasonality. Digital literacy with operator competencies into extension, TVET, training or education centers, apply participatory governance or public administration urgently needed. Local language interfaces, transparent benefit sharing, and grievance mechanisms to address social norms and collective institutions shaping acceptance. Green finance logic, standardized basic data sets with clear data rights, privacy safeguards and cybersecurity protections. It is time to start where values immediate quality inspection cooperative processing, extension decision support before labor substituting automation, consistent with human centric i5.0. Establish a regional multi stakeholder taskforce to monitor the quadrupled impact dimensions, iteratively refine framework, scale only proven interventions.

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

Doç.Dr. Arzu AKDENİZ
Mugla Sıtkı Kocman University
arzuakdeniz@mu.edu.tr
Orcid: 0000-0003-0649-4374

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.

GİRİŞ

Turizm sektörü, emek yoğun yapısı, hizmet kalitesinin büyük ölçüde çalışan performansına bağlı olması ve müşteri ile doğrudan etkileşimin yoğunluğu nedeniyle insan kaynaklarının kritik öneme sahip olduğu sektörlerden biridir. Bu kapsamda turizm işletmelerinde çalışanların tutumları, motivasyonları ve örgüte yönelik algıları, hizmet kalitesi ve işletme performansı üzerinde doğrudan belirleyici bir rol oynamaktadır. Çalışanların örgütle kurdukları psikolojik bağın güçlendirilmesi ve örgüte yönelik olumlu tutumlar geliştirmeleri, turizm işletmeleri açısından sürdürülebilir rekabet avantajının temel unsurlarından biri olarak değerlendirilmektedir.

Bununla birlikte, çalışanların örgüte yönelik algıları her zaman olumlu yönde gelişmemektedir. Örgütün dürüstlüğü, adaleti ve samimiyeti konusunda olumsuz düşünceler geliştiren çalışanlar zamanla örgüte karşı güvensizlik, hayal kırıklığı ve olumsuz tutumlar sergileyebilmektedir. Bu durum literatürde örgütsel sinizm kavramı ile açıklanmaktadır. Örgütsel sinizm, çalışanların örgütün dürüst olmadığına yönelik inanç geliştirmesi, örgüte karşı olumsuz duygular beslemesi ve bu düşünce ile duygularını eleştirel ya da alaycı davranışlarla ifade etmesi şeklinde ortaya çıkan çok boyutlu bir tutumdur (Dean, Brandes & Dharwadkar, 1998: 341).

Örgütsel sinizmin artması; örgütsel bağlılığın azalması, iş tatminsizliği ve performans düşüşü gibi çeşitli olumsuz sonuçlara yol açabilmektedir. Literatürde örgütsel sinizmin ortaya çıkmasında örgütsel uygulamalar, yönetim politikaları ve özellikle liderlik tarzlarının önemli rol oynadığı belirtilmektedir. Çalışanların yöneticileriyle kurdukları ilişki ve liderlik davranışlarına yönelik algıları, örgüte yönelik genel tutumlarını şekillendirmektedir. Nitekim bazı çalışmalar liderlik davranışlarının çalışanların örgütsel sinizm düzeyleri üzerinde belirleyici etkiler yarattığını ortaya koymaktadır (Stradovnik & Stare, 2018: 126; Mousa vd., 2021: 184).

Liderlik yaklaşımları arasında dönüşümcü liderlik, çalışanların değerlerini, tutumlarını ve davranışlarını etkileyebilme gücü nedeniyle örgütsel davranış literatüründe önemli bir yer tutmaktadır. Dönüşümcü liderler; çalışanlarını motive eden, gelişimlerini destekleyen, örgütsel vizyonu paylaşımlarını sağlayan ve çalışanların örgütle güçlü bir bağ kurmalarına katkı sağlayan liderler olarak tanımlanmaktadır (Rubin, Munz & Bommer, 2005: 846; Walter & Bruch, 2009: 1430).

Turizm sektörünün çalışma koşulları dikkate alındığında; yoğun iş temposu, müşteri baskısı ve stresli çalışma ortamı gibi faktörler çalışanların örgütsel sinizm geliştirme riskini artırabilmektedir. Bu nedenle turizm işletmelerinde çalışanların örgüte yönelik algılarının şekillenmesinde liderlik davranışlarının rolü daha da kritik hale gelmektedir. Özellikle dönüşümcü liderlik yaklaşımının, çalışanların örgüte yönelik güven ve bağlılıklarını artırarak örgütsel sinizmin azaltılmasına katkı sağlayabileceği değerlendirilmektedir.

Bu bağlamda bu çalışmanın amacı, dönüşümcü liderlik ile örgütsel sinizm arasındaki ilişkiyi turizm işletmeleri perspektifinden ele alarak literatür temelinde kavramsal bir değerlendirme yapmaktır. Çalışmada dönüşümcü liderlik ve örgütsel sinizm kavramları incelenmekte, bu iki değişken arasındaki ilişki mevcut literatür çerçevesinde ele alınmakta ve turizm işletmeleri açısından değerlendirmeler sunulmaktadır.

Sonuç olarak, turizm işletmelerinde çalışanların örgütsel sinizm düzeylerinin azaltılması, sürdürülebilir hizmet kalitesinin sağlanması açısından önemli bir yönetsel öncelik olarak değerlendirilmektedir. Bu doğrultuda dönüşümcü liderlik davranışlarının çalışanların örgüte yönelik güven duygularını güçlendirmesi ve örgütsel süreçlere daha olumlu yaklaşımlarını sağlaması, örgütsel iklimin geliştirilmesine katkı sağlayabilecek önemli bir unsur olarak öne çıkmaktadır.

1.3 Turizm Sektöründe Liderlik ve Sinizm Dinamikleri

Turizm sektörü, hizmet odaklı yapısı, yoğun insan etkileşimi ve değişken çalışma koşulları nedeniyle çalışanların örgütsel tutumlarının işletme performansı üzerinde doğrudan etkili olduğu sektörlerden biridir. Turizm işletmelerinde çalışanların müşteri ile sürekli etkileşim içinde olması, hizmet kalitesinin büyük ölçüde çalışan davranışlarına bağlı olmasına neden olmaktadır. Bu nedenle çalışanların örgüte yönelik algıları, motivasyonları ve tutumları, turizm işletmelerinin başarısında önemli bir rol oynamaktadır (Karatepe & Uludağ, 2007: 645).

Turizm sektöründe çalışanlar çoğu zaman yoğun iş temposu, uzun çalışma saatleri, mevsimsel istihdam yapısı ve yüksek müşteri beklentileri gibi çeşitli çalışma koşullarıyla karşı karşıya kalmaktadır. Bu durum, çalışanların örgütlerine yönelik algılarının zaman zaman olumsuz yönde gelişmesine neden olabilmektedir. Özellikle çalışanların örgütsel süreçleri adil bulmamaları, yönetim politikalarına güven duymamaları veya yöneticileriyle sağlıklı iletişim kuramamaları, örgütsel sinizm oluşumuna zemin hazırlayabilmektedir (Dean, Brandes & Dharwadkar, 1998: 342).

Örgütsel sinizm, çalışanların örgüte yönelik olumsuz tutumlar geliştirmesine ve örgütsel süreçlere karşı eleştirel ya da alaycı bir yaklaşım sergilemesine neden olabilmektedir. Turizm işletmelerinde çalışanların bu tür olumsuz tutumlar geliştirmesi; hizmet kalitesinin düşmesine, çalışan performansının zayıflamasına ve müşteri memnuniyetinin olumsuz etkilenmesine yol açabilmektedir. Bu nedenle çalışanların örgüte yönelik olumlu tutumlar geliştirmesi, işletmeler açısından önemli bir rekabet avantajı sağlamaktadır (Andersson & Bateman, 1997: 454).

Bu noktada liderlik davranışları, çalışanların örgüte yönelik algılarının şekillenmesinde önemli bir rol oynamaktadır. Turizm işletmelerinde yöneticilerin çalışanlarla kurduğu iletişim, çalışanların örgütsel süreçlere yönelik değerlendirmelerini doğrudan etkileyebilmektedir. Destekleyici, motive edici ve çalışan gelişimini teşvik eden liderlik davranışları çalışanların örgüte yönelik güven duygularını güçlendirebilirken; otoriter veya çalışan ihtiyaçlarını göz ardı eden liderlik davranışları ise çalışanların örgüte yönelik olumsuz tutumlar geliştirmesine neden olabilmektedir (Stradovnik & Stare, 2018: 206).

Bu bağlamda dönüşümcü liderlik yaklaşımı, turizm işletmelerinde çalışanların örgüte yönelik algılarının olumlu yönde gelişmesine katkı sağlayabilecek önemli bir liderlik yaklaşımı olarak değerlendirilmektedir. Dönüşümcü liderler; çalışanların motivasyonlarını artırarak, örgütsel hedefleri benimsemelerini sağlayarak ve çalışanların gelişimlerini destekleyerek örgüt içinde daha olumlu bir çalışma ortamı oluşturabilmektedir. Bu durum, çalışanların örgüte yönelik güven duygularını güçlendirmekte ve örgütsel sinizm düzeylerinin azalmasına katkı sağlayabilmektedir (Rubin, Munz & Bommer, 2005: 847; Walter & Bruch, 2009: 1430).

1.4 Dönüşümcü Liderlik ve Örgütsel Sinizm İlişkisi

Liderlik davranışları, çalışanların örgüte yönelik algılarının şekillenmesinde önemli bir rol oynamaktadır. Çalışanların yöneticileriyle kurdukları ilişkiler, örgüte yönelik güven duygularını ve örgütsel süreçlere ilişkin değerlendirmelerini doğrudan etkileyebilmektedir. Bu nedenle liderlik tarzı, çalışanların örgüte yönelik olumlu ya da olumsuz tutum geliştirmelerinde belirleyici bir faktör olarak değerlendirilmektedir.

Literatürde özellikle olumsuz liderlik davranışlarının çalışanlarda örgütsel sinizm oluşumuna katkı sağlayabileceği sıklıkla vurgulanmaktadır. Çalışanların yöneticilerini etik dışı, manipülatif veya çıkar odaklı olarak algılamaları, örgütün dürüstlüğüne yönelik inançlarını zayıflatmakta ve örgüte yönelik güvensizlik duygularının ortaya çıkmasına yol açmaktadır. Bu durum zamanla çalışanların örgütsel süreçlere karşı eleştirel ve alaycı tutumlar geliştirmelerine neden olabilmektedir.

Stradovnik ve Stare (2018) tarafından gerçekleştirilen çalışmada liderlik tarzlarının çalışanların örgüte yönelik algıları üzerinde önemli bir etkisi olduğu belirtilmektedir. Araştırma bulgularına göre manipülatif liderlik davranışları çalışanların örgüte yönelik güven duygularını zayıflatmakta ve bu durum örgütsel sinizm düzeylerinin artmasına yol açabilmektedir (s. 206). Benzer şekilde Mousa vd. (2021) tarafından gerçekleştirilen çalışmada da liderlik davranışlarının çalışanların örgütsel tutumları üzerinde önemli bir rol oynadığı ve olumsuz liderlik davranışlarının sinik tutumların oluşumuna katkı sağlayabileceği ifade edilmektedir (s. 184).

Buna karşılık çalışanların örgüte yönelik olumlu tutumlar geliştirmesinde destekleyici ve motive edici liderlik davranışlarının önemli bir rol oynadığı belirtilmektedir. Bu bağlamda dönüşümcü liderlik yaklaşımı, çalışanların örgüte yönelik güven duygularının güçlenmesine katkı sağlayabilecek bir liderlik yaklaşımı olarak değerlendirilmektedir. Dönüşümcü liderler; çalışanlarını motive eden, gelişimlerini destekleyen ve örgütsel vizyonu paylaşan liderler olarak çalışanların örgütlerine yönelik daha olumlu algılar geliştirmelerine katkı sağlamaktadır.

Turizm işletmeleri açısından değerlendirildiğinde liderlik davranışlarının çalışanların örgütsel algıları üzerindeki etkisi daha da belirgin hale gelmektedir. Çalışanların müşteri ile sürekli etkileşim halinde olması ve hizmet kalitesinin büyük ölçüde çalışan davranışlarına bağlı olması, çalışan tutumlarını işletme performansı açısından kritik bir unsur haline getirmektedir. Bu nedenle turizm işletmelerinde çalışanların örgüte yönelik olumlu tutumlar geliştirmesinde liderlik davranışlarının rolü oldukça önemlidir.

Bu çerçevede dönüşümcü liderlik yaklaşımının, çalışanların örgüte yönelik güven ve bağlılık duygularını güçlendirebileceği ve bu sayede örgütsel sinizm düzeylerinin azaltılmasına katkı sağlayabileceği değerlendirilmektedir. Dönüşümcü liderlik davranışlarının çalışanların örgüte yönelik olumlu algılar geliştirmesine katkı sağlaması, çalışanların örgütsel süreçlere daha olumlu yaklaşımlarını ve örgütlerine karşı daha güçlü bir bağlılık geliştirmelerini mümkün kılmaktadır.

Şekil 1. Araştırmanın Kavramsal Modeli**Dönüşümcü Liderlik → Örgütsel Sinizm (Negatif İlişki)**

Şekil 1’de dönüşümcü liderlik ile örgütsel sinizm arasındaki kavramsal ilişki gösterilmektedir.

SONUÇ

Bu çalışma ampirik bir araştırma içermemekte olup, literatürde yer alan çalışmalar çerçevesinde dönüşümcü liderlik ile örgütsel sinizm arasındaki ilişki kavramsal olarak ele alınmıştır. Elde edilen bulgular, liderlik davranışlarının çalışanların örgüte yönelik algılarının şekillenmesinde belirleyici bir rol oynadığını ortaya koymaktadır.

Literatürde yer alan bulgular, olumsuz liderlik davranışlarının çalışanların örgüte yönelik sinik tutumlar geliştirmesine neden olabileceğini göstermektedir. Buna karşılık dönüşümcü liderlik yaklaşımının çalışanların motivasyonlarını artırarak, örgütsel bağlılıklarını güçlendirerek ve örgütsel hedefleri benimsemelerini sağlayarak olumlu tutumların gelişimine katkı sağladığı değerlendirilmektedir.

Turizm sektörü açısından değerlendirildiğinde, çalışanların örgüte yönelik tutumlarının hizmet kalitesi ve müşteri memnuniyeti üzerinde doğrudan etkili olduğu görülmektedir. Bu nedenle turizm işletmelerinde çalışanların örgütsel sinizm düzeylerinin düşük olması önemli bir rekabet avantajı sağlamaktadır.

Sonuç olarak dönüşümcü liderlik yaklaşımının, çalışanların örgüte yönelik algılarının şekillenmesinde kritik bir rol oynadığı ve özellikle turizm işletmeleri bağlamında örgütsel sinizmin azaltılmasına katkı sağlayabilecek etkili bir yönetim yaklaşımı olduğu değerlendirilmektedir. Bu çalışma kavramsal bir çerçeve sunmakta olup, gelecekte gerçekleştirilecek ampirik araştırmaların bu ilişkiyi farklı örneklem ve sektörler bağlamında test etmesi literatüre önemli katkılar sağlayacaktır.

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

Lecturer Sergio QUIROGA

ICAES, Argentina

sergioricardoquioga@gmail.com

Orcid: 0000-0003-2586-6321

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.

Introduction

The study of institutional communication and its relationship to educational policy has attracted increasing attention in Latin American communication research. State and semi-state media occupy a unique position in constructing meaning about public education, simultaneously performing journalistic and propaganda functions on behalf of the state (Raiter, 2002; Verón, 1987). In Argentina, the proliferation of official provincial news agencies over the last two decades has generated a peculiar media ecology: media outlets that report the news, but whose editorial line is dictated by the very institution they describe. The San Luis News Agency (ANSL) presents itself as "an official media outlet of the Provincial Government of San Luis," and its educational coverage constitutes a privileged corpus for examining how the state narrates its own actions.

The direct antecedents of this type of analysis include Martini's (2000) work on news relevance and the media agenda in Argentina, as well as Fairclough's (1995, 2003) studies on language and power, which have been adapted to the analysis of political discourse in Spanish-speaking contexts by Van Dijk (1993, 2005), Wodak (2001), and, at a regional level, Arnoux (2006). In the specific field of education, Pineau et al. (2001) and Tedesco (2004) offer perspectives on Argentine educational imaginaries that help contextualize discourse analysis.

At the provincial level, the administration of Governor Claudio Poggi (2023-2027) declared 2026 the "Year of Education" and positioned educational policy as the central pillar of its government communication. This uniqueness makes the ANSL a particularly valuable object of study: a medium in which education is not a marginal issue, but the main symbolic capital of the government.

Theoretical Framework

Content Analysis and Discourse Analysis

Content analysis (CA) is a research technique that allows for the systematic, objective, and quantitative description of the manifest content of communications (Berelson, 1952). In its contemporary form, CA is no longer limited to quantification but incorporates qualitative dimensions aimed at interpreting the latent meaning of texts (Krippendorff, 2004). For the purposes of this paper, CA operates as a first-order level of analysis: it identifies which topics are addressed, how frequently, which sources are cited, and which actors are highlighted in the news. The CA categories applied in this work include: thematic area (e.g., literacy, scholarships, infrastructure, etc.), sources consulted (e.g., provincial government, teachers, students, external organizations), evaluative tone (positive, neutral, or critical), presence of statistical data, and references to legislation or legal instruments.

Discourse analysis (DA), in its Critical Discourse Analysis (CDA) variant, argues that language is not a transparent vehicle for reality, but rather a field of social meaning production in which power relations are exercised (Fairclough, 1995; Van Dijk, 2005). CDA examines how certain meanings are naturalized, how social identities are constructed, and how structures of domination are legitimized or challenged through discourse. In the field of political communication, Wodak (2001) identifies that discourses on public policy operate through strategies of argumentation, legitimation, and topicalization. These strategies are especially visible in institutional communication, where the State speaks about itself and, simultaneously, produces the very referent of its own pronouncements. In this presentation, Discourse Analysis

(DA) is applied at both the macro-discursive level (identification of macropropositions and interpretive frameworks) and the micro-discursive level (lexical analysis, use of metaphor, construction of agency, and nominalization).

Institutional Communication and Official Journalism

The tension between information and propaganda in state media has been addressed by Borrat (1989), who distinguishes between the newspaper as a political actor and the newspaper as a narrator of politics. In the case of official media, this tension is usually resolved in favor of the institutional function: the media outlet does not report on the government; rather, it is the government that reports on itself through the media (Boczkowski, 2010). This phenomenon is particularly relevant in contexts where there are no private provincial media outlets that challenge the official narrative, a situation that characterizes much of the interior of Argentina. The ANSL operates in this context, becoming one of the main producers of the educational agenda in San Luis.

Methodology

This essay adopts a mixed-methods approach, combining quantitative content analysis with qualitative critical discourse analysis. The corpus was compiled by selecting 28 articles from the Education section of the San Luis News Agency (agenciasanluis.com), published between January 2024 and March 2026, with the aim of encompassing the greatest possible thematic diversity within the field of education. The articles were coded according to the following content analysis variables: (a) publication date, (b) main thematic category, (c) actors mentioned (provincial government, teachers, students, families, national organizations, independent experts), (d) sources directly cited, (e) presence of quantitative data, (f) predominant evaluative tone, and (g) presence of images or visual resources referenced in the text.

In addition, discourse analysis was applied to a subsample of 10 articles selected for their discursive density: articles containing direct statements from officials, testimonies from beneficiaries, and policy descriptions. These analyses examined legitimizing strategies, nominalization processes, metaphorical usage, and the construction of institutional capacity for action. Ethical data handling involved the exclusive use of publicly available materials and abstaining from any judgment regarding the individuals mentioned in the articles. The analysis focuses on discursive structures, not on the individual intentions of the communicators.

Development

The Thematic Architecture of Educational Discourse in the ANSL

Content analysis of the corpus reveals that the most frequent themes in ANSL educational reports are, in order of frequency: (1) the Merit Scholarship and its beneficiaries (9 articles); (2) the Provincial Literacy Plan "We Want to Learn" (7 articles); (3) school infrastructure (4 articles); (4) the IDEA productive education project (3 articles); (5) the PANE school nutrition program (2 articles); and (6) other topics such as environmental education, teaching competitions, and university offerings (3 articles). This distribution reflects an editorial hierarchy that prioritizes visible and quantifiable government actions—the issuance of scholarship decrees, the improvement of reading indicators—over the structural conditions of

the education system. Continuing teacher training, teachers' working conditions, school absenteeism, and the territorial gaps between the capital and the interior are practically absent from the corpus. A revealing finding: of the 28 articles analyzed, 26 include at least one statement from a member of the Provincial Executive. In contrast, only 4 articles incorporate testimonies from practicing teachers, and only in their capacity as recipients of a policy, never as evaluative or critical voices. Students appear more frequently, but always as grateful beneficiaries, never as subjects with their own demands.

Education as the Governor's Symbolic Capital

One of the most consistent findings of the discourse analysis is the centrality of Governor Claudio Poggi's figure in the educational narrative. The governor is mentioned in 22 of the 28 articles, frequently as the grammatical subject of the main clause: "Poggi signed," "Poggi delivered," "Poggi announced," "Poggi coordinated." This syntactic construction reflects that the provincial news agency focuses on the figure of the executive, who becomes the grammatical and ontological subject of provincial education. The phrase "education is at the heart of our public policies," attributed to the Governor in numerous articles with slight variations, functions as a ritualistic formula—in the Bourdieuan sense (1982)—that reiterates his position as the ultimate guarantor of the education system. This reiteration creates an effect of coherence and continuity that legitimizes the administration, while simultaneously personalizing what should be an impersonal policy.

The lexical analysis also reveals a recurring semantic field: "merit," "effort," "perseverance," "determination," "dreams." These words, especially prominent in the articles about the Merit Scholarship, construct a meritocratic narrative in which educational success is attributed to individual effort. The social structures that condition that effort—economic inequality, access to resources, family cultural capital—remain absent from the narrative.

The Literacy Plan: Data, Progress, and Silence

The Provincial Literacy Plan "We Want to Learn," along with the Merit Scholarship, is the most widely discussed educational topic in the corpus. Articles on literacy are characterized by the intensive use of quantitative data: percentages of students reaching expected levels, number of trained teachers, and enrollment coverage rates. This discursive strategy—which could be called "rhetoric of evidence"—serves a specific legitimizing function: it transforms a pedagogical policy into an objective and quantifiable fact, removing it from public debate.

Thus, when the ANSL reports that in 2024 only 35% of students in grades one through three reached the expected content standards, and that by 2025 one out of every two students would have reached adequate levels, it does so from the perspective of linear progress driven by the government. The magnitude of the initial problem—that almost two-thirds of children did not understand what they read upon entering school—is quickly overshadowed by the narrative of progress. None of the articles in the corpus questions why this level of reading difficulty was reached in the first place, nor what historical, budgetary, or educational factors explain this deficit.

It is also significant that the expert Ana Borzone appears repeatedly in this narrative as the scientific guarantor of the plan, but her role is limited to validating the chosen methodology. No voices are heard questioning this pedagogical choice from alternative theoretical

frameworks such as constructivism, the communicative approach, or situated learning, suggesting a discursive closure around a single pedagogical "truth" that is not subject to public debate.

The Educational Tour and theatricalization

A singular discursive element in the corpus is the Governor's "educational tour": a series of visits to schools throughout the province that generates a systematic flow of news. Each visit follows an almost identical narrative structure: the Governor's arrival at the school; a description of the improvements made to the buildings or the programs implemented; the Governor's statements emphasizing the importance of education. This structure reproduces what Debord (1967) called "the society of the spectacle": educational reality becomes a stage. The school is not examined in its everyday complexity, but rather visited in its most photogenic version. The news is not the education imparted daily, but education as a political event. From a discourse analysis perspective, the tour functions as a spatial topic (Wodak, 2001) that territorializes power: the Governor travels to the interior, to small towns, to rural schools. This physical displacement translates discursively into a symbolic displacement: the State arrives where it has not been before. History is thus reduced to the current administration.

The Absent: Conflict, Autonomy, and Inequality

In the 28 articles examined, there is not a single reference to conflicts between teachers' unions, disputes over the education budget, critical external evaluations of the provincial system, or voices of the political opposition. Nor are the gaps between urban and rural schools addressed comparatively, beyond assertions that policies reach "the most remote settlements." This absence constitutes, in van Dijk's (2005) terms, a strategy of selective silencing as significant as what is said. The official discourse constructs an educational environment free of tensions, where all actors share the government's objectives and where problems are always pre-existing the current administration and are on the path to being solved. The analysis also reveals the almost total absence of autonomous pedagogical perspectives, meaning that no teacher reflects on their practice and no parent raises dilemmas or demands. Pedagogy is a matter of state, and the ANSL (National School of Languages) is the means through which the state reflects on itself.

Technology and the future: a new educational lexicon

A final emerging discursive axis in the most recent articles of the corpus is the introduction of technological innovation vocabulary into the educational narrative. Terms such as "artificial intelligence," "digital wallet," "digital assets," "financial education," and "virtual platform" appear with increasing frequency, especially in articles about the ULP (University of La Punta), the "Generation Z" program, and school vouchers. This new lexicon fulfills a dual discursive function: on the one hand, it modernizes the government's image by associating it with global trends; on the other hand, it introduces an instrumental rationality into education—school as preparation for the market and the management of digital tools—which subtly displaces other possible meanings of education: critical citizenship, humanistic development, and democratic coexistence. The fact that school vouchers—a financial benefit for graduates—are linked to the dollar exchange rate and are collected through a digital wallet is presented by ANSL as a

positive attribute, almost a pedagogical feat. No one questions the structural implications of a provincial educational incentive being denominated in foreign currency.

Conclusions

The combined content and discourse analysis of 28 articles on education from the San Luis News Agency (ANSL) yields the following conclusions.

First, ANSL functions as an instrument of institutional communication in which journalistic function is subordinated to the legitimization of governmental power. Its educational coverage does not report on education in a broad sense; rather, it constructs a narrative about the actions of the Provincial Executive in the educational sphere. This distinction, subtle in appearance, is decisive in its effects: it shapes a public sphere in which educational debate is absent or silenced. Second, ANSL's educational discourse is organized around three structuring axes: the personalization of governmental merit in the figure of the Governor; the quantification of progress as a means to silence pedagogical debate; and the invisibility of conflicts, inequalities, and dissenting voices. These three axes operate in an articulated manner to produce a coherent narrative.

Third, the meritocratic rhetoric present in the coverage of the Merit Scholarship, School Seals, and student testimonials reveals an underlying political philosophy that individualizes success and silences structural conditions. This philosophy is not pedagogically neutral: it has consequences for how society conceives of itself in relation to education and justice.

Finally, the analysis suggests that the methodological complementarity between content analysis and discourse analysis is especially productive for the study of official media. While content analysis maps the thematic structure and quantifies omissions, discourse analysis interprets the meaning-making mechanisms that organize this structure. Together, both tools reveal what neither could show on its own: that the school, in the discourse of the ANSL (National Schools Administration), is always an arena of power, and rarely a space where power is challenged.

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Elements of Empirical Research, Pitfalls, and Remedies

Rey Ty

Department of Peace Studies, International College, Payap University, Thailand

reyty1@gmail.com

Orcid: 0000-0002-9258-0318

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

Introduction

Overview

This article is a systematic examination of empirical research architecture, methodological pitfalls, and corrective strategies. It focuses on internal coherence, accuracy, and reproducibility across manuscript components.

Research Area

This paper lays in the field of empirical research methodology. The topic is manuscript construction. It deals with research concurrence, identification of methodological errors, and implementation of remedies.

Background of the Problem

Empirical research is the foundation of data-driven and evidence-based knowledge production. This applies to the natural sciences, social sciences, economics, business, management, education, public policy, and peace research. Empirical research systematically investigates natural, biological, and social realities using observable, measurable or interpretable evidence (Creswell & Creswell, 2018).

Problem Statement

Real-world problem involves the proliferation of empirically weak studies affecting the trustworthiness of knowledge and policy decisions. Publication of research with low internal consistency, sampling bias, and analytical errors abound. Methodological problem relates to fragmentation of methodological knowledge across textbooks and guidelines. Absence of integrated frameworks linking research elements, pitfalls, and remedies leaves a void. Some research papers contain major weaknesses. They include vague research problems, artificial research gaps, weak literature reviews, methodological mismatch, invalid conclusions, plagiarism, and lack of critical analysis. These challenges reduce accuracy, credibility, trustworthiness, and practical usefulness.

Research Gaps

Empirically, existing methodology textbooks are often technical-focused and fragmented. As a result, novice researchers have problems in conducting systematic research. Generally, heterogeneous quality of empirical studies characterizes the state of journals and disciplines. Inconsistent methodological rigor embodies volumes of publications. Persistent issues include weak design, invalid inferences, and limited reproducibility. Conceptually, many neophyte researchers memorize research sections mechanically without understanding their logical integration and analytic aims. Practically, beginner researchers struggle to align research questions, objectives, theories, methods, results or findings, discussion, and conclusion coherently.

Research Questions

RQ1: What are the major sections and elements of empirical research? RQ2: Why do common methodological problems occur in empirical research? RQ3: How can researchers improve rigor, accuracy, coherence, and critical analysis in empirical studies?

Significance

This paper helps researchers, students, and policy analysts improve research quality, critical thinking, and evidence-based inquiry.

Literature Review

Overview. This literature review critically synthesizes major methodology textbooks and frameworks. It highlights their contributions, limitations, and relevance to understanding empirical research structure, common pitfalls, and remedies. It emphasizes alignment among research sections, procedural rigor, reflexivity, and ethical practice. It directly supports the objective of this study to create a simplified yet academically rigorous framework. Due to page limits in author guidelines, the literature reviews are presented in two matrices. See the Tables below.

Table 8 Critical Review of Textbooks on Research Methodology

Textbooks	Contributions	Pitfalls	Remedies
<i>Research Design</i> (Creswell & Creswell, 2018)	Clear alignment among paradigm, research design, data collection, and analysis; introduces mixed methods integration	Can encourage robotic usage of templates; limited attention to power, reflexivity, and critical thinking	Stress reflective application, contextual adaptation, and explicit alignment of manuscript sections
<i>Research Methods for Business</i> (Saunders et al., 2023)	Practical procedural guidelines; Clarifies decision-making from philosophy to data analysis	Oversimplifies philosophical debates; business examples may reduce applicability to other contexts	Adapts layers critically to social science and other contexts; incorporate explicit methodological reasoning
<i>Case Study Research</i> (Yin, 2018)	Calls for rigorous case study design, triangulation, and evidence chain	Post-positivist orientation may neglect interpretive depth and reflexivity	Integrate interpretive reflexive strategies along with protocol-based rigor
<i>Constructing Grounded Theory</i> (Charmaz, 2006)	Supports co-construction of meaning; stresses reflexivity	Risk of relativism or inconsistent analytical boundaries, if poorly applied	Combine systematic coding with transparent analytic decisions and alignment with RQs
<i>The Craft of Research</i> (Booth et al., 2016)	Clarifies argument construction, use of evidence, and scholarly communication	Focuses on writing logic over structural, ethical, or power-based critique	Pair argument construction with methodological rigor, ethnical reflection, and integration of manuscript sections

Table 9 Critical Review of Paradigms on Research Methodology

Paradigms (Ty, 2023a, 2025b)	Contributions	Pitfalls	Remedies
Positivism	-Generalizable laws through hypothesis testing -Prediction, control -Surveys, experiments, statistics -Validity, reliability (Comte, 2023; Durkheim, 1915)	-Reductionism; ignores meaning and context -False objectivity; hidden research bias -Silent on power and justice	-Mixed methods -Statement on reflexivity -Embed context variables and equity indicators
Interpretivism	-Rich contextualized understanding of lived experiences -Meaning making -Interviews, ethnography, hermeneutics (Geertz, 1973; Weber, 2019)	-Limited or no generalizability -Subjectivity, non-replicability -Underplay power and structure	-Triangulation -Audit trails, inter-coder checks -Link micro-meanings to meso and macro structures
Critical Theory	-Power, ideology, domination -emancipation, social justice -critique ideology -Participatory action research (Freire, 2005, 2014; Habermas et al., 2007; Horkheimer, 2002)	-Normative bias, risk of advocacy over analysis -Overgeneralization of oppression frames -Access and feasibility constraints	-Method pluralism with empirical rigor -Research participant co-design but keep analytic check -Specify mechanism and causal pathways
Transformative Paradigm	-Structural economic and political change -Systemic inequities require systemic change -Structural analysis, movement-based inquiry (Burrell, 2016; Holst, 2002; Novelli et al., 2024; Ty, 2016a, 2016b, 2020b, 2023b)	-Implementation gap: high resistance -Risk of polarization -May neglect incremental gains	-Phased strategy: long, medium, and short terms -Networking, cooperation, collaboration, coalition, and alliance building -Combine small changes and structural overhaul

Summary of Literature Review

This critical literature review demonstrates that empirical research requires both technical rigor and critical reflexivity. Existing methodology textbooks and paradigms offer valuable foundations. But they differ in philosophical assumptions, analytical depth, and practical applicability. There this article adopts a pragmatic-critical analytic synthesis, integrating procedural rigor with contextual and reflexive analysis.

Gaps in the Literature

Weak literature reviews often summarize research without synthesizing theoretical debates, methodological strengths, contradictions, and research gaps (Hart, 2025). Research novices frequently fail to align conceptual frameworks with methodological choice (Maxwell, 2025). Despite extensive methodological literature, rarely do studies systematically integrate elements of empirical research, common pitfalls, structural causes, ethical implications, and practical remedies within one coherent framework (Ty, 2025a). This article addresses this research gap. See Figure below.

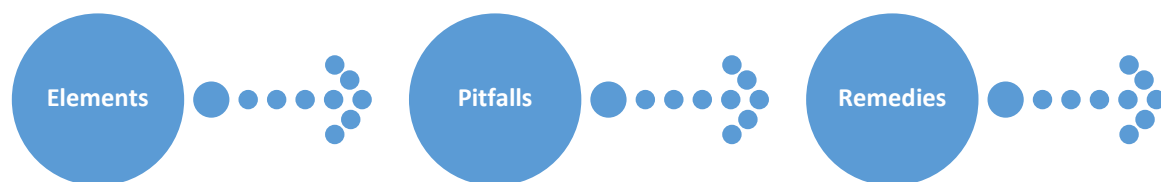


Figure 7 Conceptual Framework

Research Methodology

The research design of this paper is a qualitative analytical synthesis of major methodology literature and empirical research principles. The research paradigm is pragmatic, critical-interpretive, explanatory, practical, and critical analytic. Collection of data is derived foundational social science methodology textbooks cited in this manuscript and additional methodology manuals (Ty, 2020a, 2024). Data analysis involved critical thematic synthesis of methodology literature through thematic coding, comparison, critical analytical interpretation, and synthesis. For accuracy, triangulation of key methodology sources, conceptual consistency, and logical coherence were ensured.

Findings

Due to page limits based on author guidelines, RQ1, RQ2, and RQ3 findings are presented in tabular format. See Table below.

Table 10 Alignment for Valid or Accurate, Reliable or Consistent, Ethical, and Impactful Research

RQ1		RQ2	RQ3	
Research Stage (Elements)	Core Elements (What)	Pitfalls (Why They Occur)	Remedies (How to Address)	Why It Matters (Evidence & Impact)
Introduction	-Real-world problem -Theoretical or methodological program -Research gap -Significance and motivation -Research questions or hypotheses -Key terms	-No real-world problem -No scholarly gap -Gap not evidenced -Unclear importance -vague or not measurable research questions -Undefined terms	-State clear real-world issues -identify conceptual or methods gap -Show gap in literature -Explain why it matters -Formulate SMART RQs or hypotheses -Define all keywords	-Clear and specific problems and RQs or hypotheses increase accuracy and research relevance (Creswell, 2014; Saunders et al., 2023)
Literature Review	-Knowledge landscape -Critical synthesis -Identify gaps -Conceptual or theoretical framework	-incomplete, not most important, or outdated sources -descriptive, not analytical -gap not derived from synthesis -themes not connected	-Comprehensive latest search -Compare, contrast, integrate -Derive gap logically -Build coherent framework	-Strong synthesis improves theoretical grounding and justification of the research (Bryman, 2016; Cooper, 2010)
Methodology	-Research design -Unit of analysis -Sampling strategy -Data collection methods -Measurement and operationalization -Credibility or Validity -Dependability or Reliability -Data analysis technique -Data interpretation -Reflexivity	-Design-RQ mismatch -Ecological atomistic level of analysis fallacy -Sampling bias -Poor data quality -Invalid concepts -Inaccuracy and inconsistency -Wrongly mismatch qualitative and quantitative vocabulary -wrong assumptions -overclaim or causal fallacy	-Research alignment -Clear definition of units -Justify sampling -Standardize procedures -Use validated instruments -Ensure credibility and dependability -Match analysis to data -Interpret within design limits -Disclose positionality -Obtain IRB and informed consent	-Rigorous execution -Appropriate, complete, reproducible, ethical, and transparent methods and tools provide methodological rigor which maximizes internal accuracy, consistency, and ethical integrity (Creswell, 2014; Lincoln & Guba, 1985; Shadish et al., 20)

RQ1		RQ2	RQ3	
Research Stage (Elements)	Core Elements (What)	Pitfalls (Why They Occur)	Remedies (How to Address)	Why It Matters (Evidence & Impact)
	-Ethics (IRB, consent, confidentiality) -Transparent reporting -Reproducibility (data, code, index of item-objective congruence)	-Hidden researcher bias -Ethical violations -Non-transparent methods -Non-reproducible results	-Full methodological disclosure -Share data and code for verification and replicability -Vocabulary consistency	
Findings or Results	-Alignment with RQs or hypotheses -Data presentation -Analytical accuracy -Effect sizes and qualitative depth -Robustness and sensitivity checks	-Findings or results do not answer RQs or hypotheses -Poor or unclear presentation -Misapplied statistics or models -No depth -No robustness check	-Map findings or results to each RQ or hypothesis -Clear tables, figures, and narratives -Use correct tests and models -Report effect sizes and themes -Conduct robustness and sensitivity tests	-Honest reporting -Accurate findings or results strengthen conclusions and support reproducibility (Creswell, 2014; Shadish et al., 20)
Discussion	-Interpretation of findings or results -Link to literature -Theoretical implications -Practical or policy implications -Limitations of the study -Future research directions	-Over-interpretation -No linkage to literature -No theoretical contribution -No practical implications -Ignored limitations -No suggestions for future research	-Interpret with evidence -Compare with prior studies -Explain theoretical significance -Discuss real-world relevance -Acknowledge limitations -Suggest future research	-Critical discussion improves external usefulness and contribution to knowledge (Bryman, 2016; Saunders et al., 2023)
Conclusion	-Key findings or results summary -Contribution to knowledge -Contribution to practice and policy -Realistic Recommendations	-Summary and RQs not aligned -No knowledge contributions -No practical contributions -Unrealistic recommendations -Use new concepts or theories here	-Summarize each RQ or hypothesis -Clearly stated contributions -Link to practice or policy -Provide feasible recommendations	-Strong conclusions enhance impact, usability, and policy change (Cooper, 2010; Saunders et al., 2023)

RQ1		RQ2	RQ3	
Research Stage (Elements)	Core Elements (What)	Pitfalls (Why They Occur)	Remedies (How to Address)	Why It Matters (Evidence & Impact)
	-No new theories and concepts here -Final implications	-Unclear implications	-Do not introduce new concepts or theories -State clearly final implications	

Discussion

The findings confirm empirical research is not merely a technical procedure. Rather, it is a logically integrated and ethically grounded process. Strong empirical studies require coherence among all research sections. Research alignment is central. Misalignment causes problems: irrelevant findings or results, unsupported conclusion, methodological contradictions, and weak implications. One major problem is methodological reductionism and “methodolatry” or the blind worship of methodology where researchers mechanically follow templates only without understanding the philosophical and logical underpinnings. Yet, they do not understand the philosophical assumptions or contextual realities. This study contributes an integrated diagnostic framework connecting methodological rigor, ethics, and reflexivity. The analysis reveals that power relations shape empirical research. “Neutral and objective” research may unintentionally reproduce elite interests, colonial epistemologies, and structural inequalities. Poorly designed research may reinforce elite narratives, stereotypes, or conflict escalation. Thus, research design must coherently integrate philosophical assumptions, methods, and interpretation. Another issue involves the misuse of quantitative results. Statistical significance does not automatically imply social significance, ethical legitimacy, or causal certainty. Conversely, qualitative research is sometimes unfairly criticized as “subjective,” despite its strength in capturing lived experiences, context, identity, trauma, and meaning. Researcher self-reflexivity is vital. Researchers influence research through positionality, assumptions, values, and interpretation. Thus, reflexive awareness improves transparency and credibility. This paper is limited to the major social science methodology canons.

Conclusion

Summary

RQ1: Empirical rigor necessitates alignment across all components in the different stages of research. RQ2: Misalignment or non-concurrence results in invalid conclusions, wasted resources, and misleading implication. RQ3: Empirical research requires careful planning, rigorous execution, honest reporting, and external impact.

Recommendations

Researchers are recommended to strengthen their methodological literacy. Universities are enjoined to support faculty development in this regard. Further research can be conducted to explore decolonial research methodology.

Conclusion

Empirical research is not simply technical procedure. It is a rigorous, analytical, and ethical process. Weak research design, superficial analysis, methodological inconsistency, and unsupported claims undermine knowledge production and public trust. Transparent methodology, critical synthesis, reflexivity, as well as data-driven and evidence-based interpretation strengthen research credibility and social relevance.

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Yeni Ekonomik İlişkiler Koşullarında Risk Yönetiminin Teorik Temelleri

Asst. Prof. Dr. Parviz RUSTƏMOV HACI OĞLU

Azerbaycan Devlet Ekonomi Üniversitesi (UNEC)

rustamovparviz999@gmail.com

Orcid: 0000-0001-6325-1163

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.

GİRİŞ

Günümüzde küresel ekonomik sistemde meydana gelen dinamik değişimler, piyasaların liberalleşmesi, teknolojik gelişmeler ve rekabetin artması, ekonomik aktörler açısından yeni zorlukları beraberinde getirmiştir. Bu zorluklara uyum sağlamak ve sürdürülebilir kalkınmayı temin etmek amacıyla işletmeler ve kuruluşlar, risklerin etkin bir şekilde yönetilmesine, yani etkili risk yönetimine, özel önem vermek zorundadır. Yeni ekonomik ilişkiler koşullarında faaliyet gösteren aktörler, artan belirsizlik ve değişkenlik ortamında hareket etmektedir. Bu bağlamda risk, yalnızca olumsuz sonuçların ortaya çıkma ihtimali olarak değil, aynı zamanda doğru yönetildiğinde stratejik bir avantaja dönüşebilecek önemli bir unsur olarak değerlendirilmektedir. Bu çerçevede risk yönetimi, işletmelerin yönetim sisteminin ayrılmaz bir parçası haline gelmiş olup, karar alma süreçlerinde bilimsel temellere dayanan önemli bir araç olarak öne çıkmaktadır. Bu makalenin temel amacı, yeni ekonomik ilişkiler bağlamında risk yönetimi kavramının teorik temellerini incelemek, ekonomik süreçler üzerindeki etkilerini ve uygulama olanaklarını analiz etmektir. Günümüz koşullarında risklerin doğru bir şekilde değerlendirilmesi ve yönetilmesi, işletmelerin finansal istikrarını güçlendirmek, stratejik planlama süreçlerini geliştirmek ve rekabet gücünü artırmak açısından büyük önem taşımaktadır.

Modern Yönetim Sisteminde Risk Kavramı

Modern yönetim sisteminde “risk” kavramı tanımlanması kolay, ancak tam anlamıyla kavranması görece zor olan bir kavramdır. Risk, hem İngilizce hem de Türkçede sigortalanan bir varlığın ya da kişinin kayba uğrama olasılığı, zarar görme tehlikesi ya da kayıp ve hasar ihtimali olarak tanımlanmaktadır. Ayrıca, fiil olarak “risk almak” anlamında, sıfat olarak ise “tehlikeli” anlamında kullanılmaktadır.

Modern yönetim anlayışında risk çoğu zaman belirsizlik kavramı ile birlikte ele alınmaktadır. Ancak bu iki kavram arasındaki temel fark, riskin belirsizliğin bir sonucu olmasıdır. Risk, belirsizliğe maruz kalma durumunu ifade eder. Aynı zamanda risk, beklenen (muhtemel) sonuç ile gerçekleşen sonuç arasındaki sapma olarak da tanımlanabilir. Belirsizlik ise olası sonuçların dağılımını ifade eder; bu dağılım ne kadar genişse, belirsizlik düzeyi de o kadar yüksek olur.

Modern yönetim sisteminde risk, günlük yaşamın her anında karşılaşılabilecek bir olgudur. Bireyler belirsizliği azaltmak, olası riskleri en aza indirmek ve maruz kaldıkları belirsizlikten kaynaklanabilecek kayıpları önlemek amacıyla çeşitli önlemler almaktadır. Bu bağlamda, risk kavramının yanı sıra riski azaltmaya yönelik araçlar da geliştirilmiştir. Sigorta sistemi, riskin üstlenilmesine yönelik aracılık faaliyetlerine dayanmaktadır. Örneğin, araç kullanırken emniyet kemeri takılması, aracın sigortalanması, konut ve eşya sigortaları ile sağlık ve hayat sigortaları, olası riskleri minimize etmeye yönelik uygulamalardır.

Modern yönetim sisteminde finansal risk, parasal kayba uğrama olasılığı olarak tanımlanır. Finansal risk; beklentiler ile gerçekleştirmeler arasındaki farklılıklara bağlı olarak bireyden bireye ve kurumdan kuruma değişiklik gösterebilir. Literatürde finansal risk unsurları, sistematik ve sistematik olmayan risk olarak ikiye ayrılmaktadır.

Çeşitlendirme (diversifikasyon) yoluyla azaltılabilen risklere özel (spesifik) risk denir. Bu tür riskler, belirli bir işletmeye ve çoğu zaman onun doğrudan rakiplerine özgü olan tehditlerden kaynaklanır. Buna karşılık, çeşitlendirme ile ortadan kaldırılamayan riskler genellikle piyasa riski olarak adlandırılır. Piyasa riski, tüm işletmeleri etkileyen genel ekonomik faktörlerden kaynaklanmaktadır. Modern yönetim sisteminde başlıca risk türleri şunlardır:

- Ham veri riski;
- Franchising (françayz) riski;
- Ölçek riski;
- Kur (döviz) riski;

- Yatırım riski vb.

Prof. Dr. T Quliyev'in Risk Yönetimine Katkıları

Modern yönetim sistemi bağlamında Prof. Dr. T Quliyev'in katkıları önemli bir yer tutmaktadır. Onun “Menecementin (Yönetimin) Temelleri” (Quliyev, 2001) adlı eserinde riskler, ekonomik riskler, belirsizlik ve belirsizliğin sınırlandırılması, yönetim sisteminde çatışmalar ile çatışma ve stres yönetimi gibi konular kapsamlı bir şekilde ele alınmıştır.

Modern yönetim sisteminde Prof. Dr. T. Quliyev'e göre “risk” kavramı, kural olarak tehlike ve tehlikeli durum kavramlarının eş anlamlısı olarak ortaya çıkmaktadır. Bazı durumlarda ise bu kavram, beklenen sonuçların elde edilememesi ya da meydana gelen kayıplar anlamında kullanılmaktadır. Uygulamalar göstermektedir ki, işletme içi ve işletme dışı faktörler doğru şekilde dikkate alındığında, riskler doğru biçimde algılandığında ve onlara bilimsel bir yaklaşımla yaklaşım sergilendiğinde, kayıplar ya hiç oluşmamakta ya da minimum düzeyde gerçekleşmektedir. Riskler, gelecekteki olay ve süreçlerin olasılığı ile ilişkili olduğundan, bu belirsizliğin kabul edilebilir sınırlar içinde tutulmasına özen gösterilmesi gerekmektedir.

Modern yönetim sisteminde rekabet genellikle “herkesin herkese karşı savaşı” olarak nitelendirilmektedir. Ancak bu “savaşın” düzeyi, farklı piyasa modellerinde (oligopol, monopsoni vb.) aynı değildir. Piyasa sisteminde her bir ekonomik aktör ve işletme, kendisi için en elverişli koşulları elde etmeye çalışır. Ödeme gücünün sınırlı olması rekabeti daha da artırmaktadır. Eğer herhangi bir firma ya da şirketin ürünü, mevcut talebi belirli bir ölçüde karşılamaya yeterliyse, diğerlerinin faaliyetlerine olan ihtiyaç azalır ve bu durum onların ürünlerini satamamasına yol açabilir. Bu da göstermektedir ki rekabet, mevcut ödeme gücünün hacmi ve piyasa segmenti çerçevesinde ortaya çıkmaktadır. Piyasa sisteminin ve rekabetin genel yasa ve ilkeleri bulunmakla birlikte, piyasa aktörleri arasındaki ekonomik ilişkiler ve etkileşimler; fonksiyonel rekabet, fiyat ve kaliteye dayalı rekabet, firmalar arası, sektör içi ve sektörler arası, tam ve eksik rekabet gibi farklı rekabet türlerinde aynı şekilde gerçekleşmemektedir. Bu durum; yerel (lokal), bölgesel, ulusal, uluslararası ve küresel piyasalar ile devlet ve kooperatif piyasaları dâhil olmak üzere, genel olarak alıcı ve satıcı piyasalarının özellikleriyle doğrudan ilişkilidir. Bu nedenle her bir çalışan ve her bir organizasyon, söz konusu değişimlere farklı biçimlerde ve farklı düzeylerde uyum sağlamaktadır.

Prof. Dr. Ş. T. Quliyeva'nın Risk Yönetimine Katkıları

Modern yönetim sisteminde Prof. Dr. Ş. T. Quliyeva, risk yönetimi ve ekonomik riskler alanında kapsamlı çalışmalar yapmıştır. Onun “Ekonomik riskoloji” (Quliyeva, 2009) adlı eserinde ekonomik sistem, ekonomik faaliyet ve riskler, risk kavramı, riskolojinin metodolojik boyutları, risk yönetiminin teorik ve metodolojik sorunları, neoklasik risk teorisi, girişimcilikte riskler ve kayıplar, finansal ve işletme risklerinin karşılıklı ilişkisi, risklerin tanımlanması, likidite riskinin yönetimi, türev finansal araçlar, banka faaliyetlerindeki riskler, operasyonel riskler ve yönetimi, kredi riskleri ve yönetimi, sermaye piyasalarındaki riskler, risklerden korunma ve yönetim sorunları, risk yönetim fonksiyonundaki değişiklikler, risklerin yönetimi ve tahmini, kaos ve riskler, ekonomik riskler ve ekonomik güvenlik, risklerde küresel stratejilerin dikkate alınması gibi konular detaylı şekilde ele alınmıştır. Ayrıca Prof. Dr. Quliyeva'nın “Finansal riskler ve bunların yönetimi” (Quliyeva, 2011) adlı çalışmasında kaos, risk ve ekonomik istikrarsızlık, belirsizlik sorunları, risk teorileri ve risk yönetimi, belirsizlik ortamında optimal karar alma, finansal sistem bileşenlerinin etkileşimi ve ekonomik güvenlik, finansal, işletme, inovasyon ve likidite risklerinin karşılıklı ilişkisi, kredi ve ödeme kapasitesi, döviz ilişkileri ve riskleri, hedefleme ve enflasyon, küresel finans krizleri ve devlet düzenlemeleri, piyasa ve piyasa riskleri, yatırım fonları ve varlıklar, finansal piyasalarda fiyat sorunları, riskten korunma ve risk azaltma yöntemleri, finansal risk yönetim yöntemleri, risk

yönetim fonksiyonundaki modern değişiklikler ve risk stratejileri, likidite ve kredi risklerinin yönetimi, döviz risklerinin yönetimi ile finansal istikrarın kriz önleyici yönetim mekanizmaları gibi konular kapsamlı şekilde açıklanmıştır.

Prof. Dr. K. A. Şahbazov, Prof. Dr. H. S. Həsənov ve Asst. Prof. Dr. M. H. Mammadov'un Risk Yönetimine Katkıları

Modern yönetim sisteminde, Prof. Dr. K. A. Şahbazov, Prof. Dr. H. S. Hasanov ve Asst. Prof. Dr. M. H. Mammadov'un "Menecment" (Şahbazov, Hasanov, Mammadov, 2007) adlı eserinde özellikle finans yönetimi bölümü, risk ve maliye yönetimi alanında önemli katkılar sunmaktadır. Eserde, finans yönetimi kavramı ve genel görevleri, finans yöneticisinin fonksiyonları, finans yönetimi araçları, işletmelerin finans yapısı, işletmelerde finans yönetimi uygulamaları, finansal planlama ve tahminleme süreçleri, işletmenin mali durum analizinin amaçları, bilgi kaynakları ve görevleri, sermaye kaynaklarının yapısal değerlendirmesi, varlıkların döngü kapasitesinin analizi, işletmenin kârlılık analizleri, leasing ve factoring uygulamaları gibi konular ayrıntılı olarak ele alınmıştır.

Prof. Dr. X. H. Kazımlı ve İ. Q. Quliyev'in Risk Yönetimine Katkıları

Modern yönetim sisteminde, Prof. Dr. X. H. Kazımlı ve İ. Q. Quliyev'in "Ekonomik risklerin değerlendirilmesi ve yönetimi" (Kazımlı ve Quliyev, 2011). adlı eseri, ekonomik risklerin değerlendirilmesi ve yönetimi alanında kapsamlı bir bilimsel çerçeve sunmaktadır. Eserde, risk analizinin teorik temelleri, riskin doğası ve temel özellikleri, modern risk teorileri ve riskin işlevleri, risklerin sınıflandırılması ve kaynakları, risk azaltma yöntemleri, belirsizliğin endojen ve eksojen faktörleri ele alınmıştır. Finansal risklerin değerlendirilmesi, türleri ve yönetimi, risk ölçüm yöntemleri, riskin azaltılması yolları, genel risk göstergeleri, olasılık kavramı, rastgele değişkenler ve dağılım kanunları, beklenen değer, varyans ve standart sapma gibi istatistiksel yaklaşımlar detaylı şekilde açıklanmıştır. Eserde ayrıca, ticari risklerin analizi ve değerlendirilmesi, temel ticari risk türlerinin seviyelerinin ölçümü, risk göstergeleri, yatırım portföylerinin riski ve getirisi, etkin ve optimal portföy seçimi, finansal varlıkların riski ve getirisi, sermaye piyasası ve menkul kıymetler piyasası analizleri gibi konular kapsamlı bir şekilde işlenmiştir. Buna ek olarak, yatırım projelerinin risk analizleri, Monte Carlo simülasyonu, senaryo analizi, karar ağaçları ile proje değerlendirmesi, firma içi ve piyasa risklerinin ölçümü, riskin firmadaki aktif ve sermaye yapısı ile ilişkisi, sermaye bütçeleme sürecinde riskin dikkate alınması, risksiz eşdeğer ve risk düzeltilmiş iskonto oranı yöntemleri, ekonomik risklerin teorik ve uygulamalı yönetimi, belirsizlik ortamında karar alma ve fiyat yönetimi ile gelir kararlarının alınması süreçlerinde risk yönetimi gibi konular geniş şekilde ele alınmıştır.

Modern yönetim sisteminde, Prof. Dr. X. H. Kazımlı ve İ. Q. Quliyev'e göre, insan toplumunun gelişiminin her aşamasında ekonomik yükseliş, işletme yöneticileri, girişimciler ve yatırımcıların risk almasıyla doğrudan bağlantılı olmuştur. Piyasa ekonomisi koşullarında riskli kararlar almayan bir girişimci veya yönetici, durgunluğa yönelen ve yönetim açısından temkinli kabul edilen bir kişi olarak değerlendirilir.

Modern yönetim sisteminde, sürdürülebilir başarı için eskilere bağlı kalmaktan vazgeçmek ve cesur bir şekilde teknik yenilikleri uygulamak gerekir. Ancak, tüm bu adımlar riski artırır. Riskin artması ise aslında girişimcilikte bağımsızlığın bir bedeli olarak ortaya çıkar ve bu nedenle özel bir maliyet olarak değerlendirilir. Başka bir ifadeyle, yenilikçi ve bağımsız bir yönetim anlayışı, beraberinde kontrollü risk almayı ve bunun getirdiği maliyeti de getirir.

Modern yönetim sisteminde risk denildiğinde, belirli bir gözlem süresi boyunca (örneğin, operasyonel planlama döneminde) stratejik hedeflere ulaşmayı olumsuz etkileyebilecek iç ve dış faktörler anlaşılmaktadır (Kazımlı ve Quliyev, 2011: s. 9-16).

Prof. Dr. İ. M. Abbasov ve Asst. Prof. Dr. R. F. Sadıqov'un Risk Yönetimine Katkıları

Modern yönetim sisteminde, Prof. Dr. İ. M. Abbasov ve Asst. Prof. Dr. R. F. Sadıqov'un "Menecment" (Abbasov ve Sadıqov, 2013) adlı eserinde, riskler ve bunların yönetimi konuları kapsamlı bir şekilde ele alınmıştır.

Modern yönetim sisteminde, Prof. Dr. İ. M. Abbasov ve Asst. Prof. Dr. R. F. Sadıqov'a göre risk, ekonomik analiz ve öngörü çalışmaları için bir inceleme ve değerlendirme nesnesidir. Yönetim deneyimi, riskin yönetilebileceğini ve kontrol altına alınabileceğini göstermektedir. Bu nedenle, öncelikle risklerin araştırılması ve analiz edilmesi büyük önem taşır.

Modern yönetim sisteminde riskleri incelemek için bunları gruplandırmak ve sınıflandırmak gerekmektedir. Bu çerçevede riskler aşağıdaki şekilde sınıflandırılabilir:

- Doğal riskler: Deprem, fırtına, sel, tsunami, orman yangınları, epidemiler vb.
- Siyasi riskler: Askeri çatışmalar, savaşlar, devrimler, müsadere, millileştirme vb.
- Ulaşım riskleri: Seferlerin iptali, ulaşım kazaları, bilet fiyatlarının yükseltilmesi vb.
- Ekonomik riskler: Mülkiyet, üretim, ticaret ve finansal riskler.

Modern yönetim sisteminde riskin etkisinin azaltılması veya önlenmesi, fiyat, kalite, yeni ürünler, üretim iyileştirmeleri, yeni teknolojiler ve finansal faktörler açısından bütüncül bir yaklaşımı gerektirir (Abbasov ve Sadıqov, 2021: s. 132-138).

Sonuç

Yapılmış bilimsel araştırma çalışmasından şu sonuca varılabilir ki, yeni ekonomik ilişkiler koşullarında risk yönetimi alanında Azerbaycan bilim insanlarının geliştirdiği bilimsel-teorik yaklaşımlar, insan toplumunun sosyal-ekonomik ve kültürel gelişimine ulaşılmasına ve bunun genişletilmesine önemli fırsatlar sunmaktadır.

Yeni ekonomik ilişkiler ortamında risk yönetiminin sürdürülebilir ve kalıcı gelişimi için aşağıdaki sonuçların dikkate alınması uygun olacaktır:

- Prof. Dr. T. Ə. Quliyev'e göre, modern yönetim sisteminde ekonominin serbest piyasa ilişkilerine dayandığı bir ortamda ekonomik süreçler olasılıksal bir karakter taşır ve belirsizlik durumu giderek genişler. Satıcılar ve alıcılar, üreticiler ve tüketiciler, değişim süreçlerinde sürekli olarak risk ve korku unsurlarıyla karşılaşır. Üreticiler piyasa talebini ve kapasitesini doğru tahmin edemez, alıcılar ise seçim zorluğu yaşar. Sonuç olarak, piyasa ekonomik ortamı ekonomik çatışmaların kaynağı haline gelir ve riskler yalnızca potansiyel tehlike değil, aynı zamanda kaçınılmaz bir gerçektir. Risk hem ekonomik ve sosyal çevreyi hem de girişimcinin bireysel psikolojik özelliklerini etkiler.

- Prof. Dr. Ş. T. Quliyeva'ya göre, risklerin belirsiz ve düzensiz bir süreç olması, ilgili kayıplara yol açar. Bu nedenle, risklerin değerlendirilmesi ve buna dayalı olarak yönetilmesi, kayıpların azaltılmasına imkan tanır. Her bir risk türü için kayıpların oluşması ve diğer risklerle bağlantısı belirlenmelidir; aksi halde mevcut riskler gelecekte yeni risklerin potansiyel kaynağı haline gelebilir.

- Prof. Dr. X. H. Kazımlı ve İ. Q. Quliyev'e göre, modern yönetim sisteminde risklerin değerlendirilmesi sırasında, teorik ve uygulamalı yönetimin önemli bir bileşeni olarak bağımsız kararlar alınmalıdır. Risk ortamında alınan kararlar, eksik bilgi, rakip görüşlerin varlığı, rastgele unsurlar ve diğer faktörlerle bağlantılıdır. Özellikle girişimcilik faaliyetlerinde kritik durumların oluşma olasılığı incelenmelidir.

- Prof. Dr. K. A. Şahbazov, Prof. Dr. H. S. Həsənov, Asst. Prof. Dr. M. H. Məmmədov'a göre, modern yönetim sisteminde finans yönetiminin temel görevi, belirli işlemlerden maksimum getiri elde etmek değil, hisse sahibinin düzenli gelirini sağlamaktır. Finans yönetimi, uzun vadeli sabit temettü, firmanın sermayesinin döngüsü ve riskten korunmasını garanti etmelidir.

- Prof. Dr. İ. M. Abbasov ve Asst. Prof. Dr. R. F. Sadıqov’a göre, risk, faaliyetlerin zarar veya kayıpla sonuçlanma korkusu (tehlikesi) olarak anlaşılır ve yönetimi ekonomik aktörlerin dayanıklılığı açısından kritik öneme sahiptir.

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

Meghna Roy

PhD Scholar, Department of Law, University of Calcutta

meghnaroy.1103@gmail.com

Address- Aapnalaya Apartment, Newtown, Kolkata-700102

Orcid: 0009-0007-6279-0596

Dr. Kavita Lama

Assistant Professor, Department of Law, University of Calcutta, West Bengal

kllaw@caluniv.ac.in

Orcid: 0000-0001-6581-29482

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.

Introduction

The digital revolution has transformed and modified India into one of the largest social media markets in the world. With affordable android/smartphones and worldwide internet access, social media platforms such as Instagram, Facebook, TikTok, and YouTube have become central to youth culture. While these platforms provide entertainment and opportunities for creativity, they also create new risks. One emerging concern is the rise of *copycat offences* or imitative acts inspired by viral online content. The phenomenon of "From Reel to Real: Social Media Influenced Copycat Offences in India" reflects a growing challenge in the digital age, where online trends and viral content increasingly drive real-world crime. India's National Crime Records Bureau (NCRB) has reported a sharp rise in cyber offences, with over 65,893 cases in 2022 and more than 86,000 cases by 2025–26, many involving fraud, impersonation, and harassment linked to social media platforms. making it difficult to isolate copycat crimes inspired by reels, challenges, or online stunts. Youth, particularly those under 30, are disproportionately affected, both as victims and offenders, with women facing significant risks from obscene content circulation and online harassment. This trend highlights a pressing need for more granular classification in NCRB data, stronger cyber policing, platform accountability, and awareness campaigns to prevent digital imitation from escalating into real-world offences. In this context, the paper examines the growing influence of social media on copycat crimes in India and analyzes the legal, psychological, and societal dimensions of such offenses. It further explores the role of digital platforms, cyberlaws, and law enforcement agencies in addressing emerging forms of online-inspired criminal behaviours. By highlighting existing legal gaps and enforcement challenges, it finally proposes preventive strategies, such as digital literacy initiatives, awareness programs, stricter content-moderation policies, and regulatory frameworks to mitigate the risks associated with this "real-to-real" behavioral shift.

Review of Literature

- 1) Aeshvi Shah- in her highlights how social media blurs the line between “reel” (online portrayals) and “real” (offline consequences), with copycat offences in India often driven by viral defamation and unverified accounts;
- 2) Shah, B., & Kaushik, P. portrays how digital culture and media exposure foster copycat crimes, and that unchecked defamatory narratives on social platforms in India similarly trigger replication and real-world offences;
- 3) Bhavya Shah & Pratima Kaushik- It is relevant because it demonstrates how violent media and digital culture inspire imitation- driven copycat offenses with real-world consequences.
- 4) Feby Anna Kuriakose & Paul Samuel- It shows how mass media influences juvenile behavior and can similarly drive copycat offenses and defamation among youth in India;
- 5) Devgan, S. portrays legal accountability on social media platforms;
- 6) Yadav, S., & Dixit, A. : highlights juvenile crime rates inspired by copycat offences;
- 7) Helena Belchior-Rocha, Aykut Arslan, Serdar Yener: it explores moral dilemmas in digital behavior while normalizing defamation;
- 8) Majid Yar: connects online trends with offline copycat crimes;
- 9) Dr. Pavan Duggal- highlights the need for stronger legal provisions/authority for cyber crimes;

- 10) Vikramaditya Singh Bhati and Jayshri Bansal- examines the offences which motivates the youth to commit them following online reels;

Case studies:

In February 2026, a 17-year-old boy in Dwarka, New Delhi, crashed his father's Scorpio SUV while allegedly filming social media reels with his sister. The vehicle banged into a motorcycle, killing 23-year-old Sahil Dhaneshra and injuring a taxi driver. CCTV and in-car footage confirmed reckless speeding. The Juvenile Justice Board granted interim bail so he could sit for his Class X exams. The case sparked national outrage, highlighting the dangers of social media–influenced stunts, gaps in juvenile accountability, and parental responsibility in India.⁴

On June 20, 2025, in Bahraich, Uttar Pradesh, two minors (aged 14 and 16) murdered a 19-year-old Shadab to steal his iPhone. The boys lured him to a guava orchard under the pretext of shooting a video, then slit his throat and hit his head with a brick. Their motive was to steal the phone to make higher-quality social media reels. Police recovered the murder weapon and arrested both minors, along with relatives who helped conceal evidence. The case was registered under Sections 103(1) (murder) and 238 (concealment of evidence) of the Bharatiya Nyaya Sanhita, 2023. This incident shocked the community and highlighted the psychological dangers of social media validation driving juvenile crime.

The *Blue Whale Challenge* was a dangerous online game that emerged in India around 2017–2018. It involved 50 intensifying tasks assigned by anonymous administrators, starting with harmless activities at first but eventually leading to self-harm and suicide. The first widely reported Indian case was in Mumbai, where a 14-year-old Manpreet Sahans jumped to his death in August 2017; other suspected cases followed in Kerala, West Bengal, and Assam. The phenomenon created massive fear, with Courts, government agencies, and schools issuing advisories. Psychologically, the challenge exploited vulnerable adolescents by combining peer pressure, curiosity, and the greed for online validation. It remains a perfect example of how "reel" digital culture can have devastating "real" consequences.

*A copycat crime is "one that appears to be a copy of another crime because it is so similar."*⁵

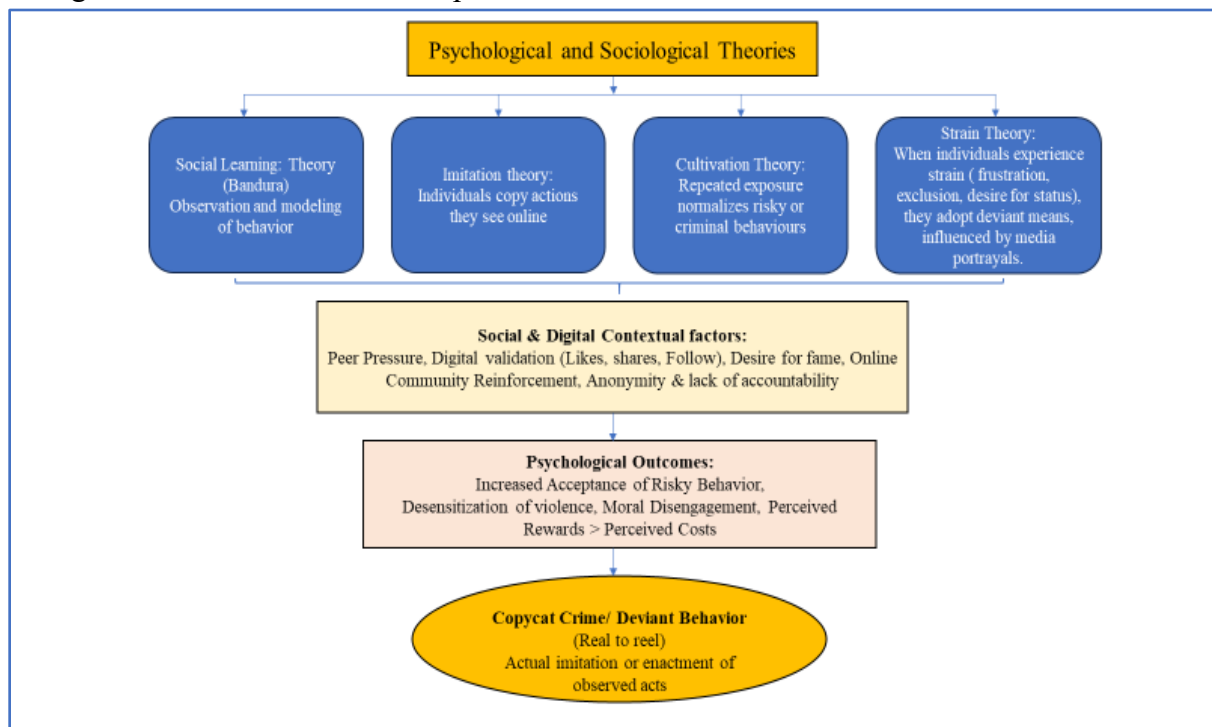
"Copycat crimes occur when individuals imitate criminal acts depicted in media, often catalysed by violent content and digital culture."

"The copycat effect in criminal behaviour refers to the phenomenon where exposure to high-profile crimes increases the likelihood of imitation, explained through social learning and behavioural modelling." It is modelled after or inspired by a previous crime. It notably occurs after exposure to media content depicting said crimes, and/or a live criminal model. Several theories help to explain why individuals imitate social media trends:

First, Social Learning Theory (Bandura) holds that people learn behaviors by observing others, especially when those behaviors appear rewarding. Viral reels serve as models that viewers imitate. Second, Imitation Theory holds that individuals replicate actions they observe, particularly when those actions seem exciting or socially approved. Third, Cultivation Theory (Gerbner) holds that long-term exposure to media shapes perceptions of reality. Constant viewing of risky reels can normalize such behavior. Lastly, Strain Theory (Merton) holds that

some individuals may commit offenses when they feel blocked from achieving success through legitimate means, using social media fame as a shortcut. These theories can be understood with the help of Figure No. 1: Psychological and Sociological Theories. Together, these frameworks explain how online content moves from "reel" to "real." A large number of young people are engaged with WhatsApp, Instagram, Facebook, and other apps, with TikTok (before it was banned) seeing massive engagement among students and children. TikTok was banned in India on June 29, 2020, along with 58 other Chinese-origin apps, due to national security and data privacy concerns.

Fig. 1: Social Media Content exposures



The ban remains in effect today.⁶ Every social media platform has its own features, which may shape the kind of social behaviour they evoke and, possibly, the commission of offenses by youngsters. With 1.5 billion active users, WhatsApp is known for its instant messaging, a closed-off, presumably safer space for adolescents to send messages privately and securely. Its use of end-to-end encryption also allows small groups of users to chat, and private settings are designed to keep youths out of group chat settings (like classmates) that can sometimes turn into cyberbullying or a space where unhealthy or illicit content can be shared without oversight. Instagram is one of the most popular social media applications among teenagers. Its photo and video capabilities, used in various formats, are quite entertaining; as a result, many social trends related to teenage individualism and false loyalty are now tied to this social media platform. For example, Instagram stories, reels, and the ability to use private accounts that don't show your real name can foster creativity but also create an environment for serious problems, such as the spread of harmful content or participation in dangerous challenges. Social media blurs the line between real life and reel life. Crimes shown online via reels and videos or in films often look glittery and exciting, making young people susceptible to imitating these acts for

likes, fame, or peer approval, which leads to dangerous stunts, violence, and even deaths. The society faces fear, trauma, and moral panic after such incidents. Parents and schools struggle to monitor online behaviour. Laws and police struggle to control crimes linked to social media.

Background of Copycat Crimes

It is vital to highlight how the rise of social media and smartphone-driven "reel culture" has altered youth engagement in India. With the rapid spread of smartphones, platforms such as Instagram/Facebook Reels, YouTube Shorts, and Snapchat have become important to everyday life. This culture of short, attention-grabbing videos has encouraged millions of young people to create and consume content daily, often emphasizing instant fame over long-term goals. It cannot be denied that social media has given people new ways to be creative and showcase their talents online, but, needless to say, it has also encouraged risky behaviour. To replicate online trends and earn, youth care less about their own safety, leading to real-life crimes. Women face extra dangers, such as the spread of obscene and vulgar materials, which also showcases how gender differences still exist in today's era. The National Crime Records Bureau (NCRB) has reported a sharp rise in cyber offences. Yet, its data lacks a detailed classification of copycat crimes linked to social media challenges, making it harder to track this emerging trend. Scholars argue that stronger cyber policing, platform accountability, and awareness campaigns are urgently needed to prevent digital imitation from turning into criminal acts.

Research problems

Copycat crimes linked to social media reels and challenges are not adequately monitored in India. The NCRB does not list them as a separate category, so it is hard to measure them clearly. Young people under 30, who use social media the most, are especially at risk, but there is little research on how short videos/reels affect their risky or criminal behaviour. Women face extra dangers from vulgar content and online harassment, yet the gender side of copycat crimes is rarely studied. The Bharatiya Nyaya Sanhita (2023) does not include any special section or provision to penalize copycat crimes, even though these offenses are rising rapidly on social media. On top of this, platforms are not held accountable enough, and awareness campaigns are weak, leaving a big gap in efforts to stop online imitation from turning into real crimes.

Research methodology

The present study adapts a doctrinal and qualitative research methodology to examine the phenomenon of closely-influenced copycat offenses on social media in India. The doctrinal approach enables a systematic analysis of statutory provisions and government reports, while qualitative inquiry provides depth in understanding the socio-legal dimensions of such offenses. The research draws upon primary sources, including statutes and official reports, and includes secondary sources, such as scholarly journals, books, and articles, to establish a comprehensive framework. A case study approach has been employed to demonstrate copycat crimes in real-world contexts, and a content analysis method has been applied to critically evaluate legal texts, judicial decisions, media narratives, and social media content. This research method dives in to explain as to how social media influences crime in India, moving "from reel to real."

Legal analysis

The Information Technology Act 2000 imparts the main legal framework for addressing cyber offenses. However, challenges arise when crimes, especially copycat crimes, follow previous

trends and patterns and are committed through intermediary platforms like social media. The Bharatiya Nyaya Sanhita, 2023 (BNS) does not have any specific provisions to address copycat offenses or platform-driven crimes. Even such offences were never directly covered by the Indian Penal Code, either, despite their growing prevalence and the urgency of addressing them.

Findings and Discussions

The study finds that social media platforms have significantly influenced young individuals' behaviour by encouraging the imitation of viral online trends in real life. Psychological factors such as peer pressure, fear of missing out, influencer culture, and desire for digital popularity contribute to the rise of copycat offences. The study also observes that social media algorithms amplify sensational and dangerous content because such content attracts greater engagement, thereby increasing repeated exposure and behavioural imitation. From a criminological perspective, the findings support theories such as social learning Theory, Imitation theory, cultivation theory, and strain theory, which explain that individuals learn and reproduce deviant behaviour through observation, repeated exposure, and digital opportunity structures.

thereby increasing repeated exposure and behavioural imitation.

The paper further discusses that the existing Indian legal framework inadequately addresses social media-influenced copycat crimes, as there is limited platform accountability, weak content regulation, and difficulty in enforcing laws against indirectly influenced criminal acts. The research highlights the urgent need for stronger legal reforms, stricter content moderation policies, AI-based systems for detecting harmful content, and greater accountability from social media platforms. At the same time, it emphasizes preventive approaches to social media-driven copycat offences in India, which require both legal and social strategies. Firstly, the Information Technology Act, 2000, should be amended to explicitly cover crimes arising from online imitation, while intermediary platforms should be subject to stricter rules to monitor and control what happens on their sites. Public awareness campaigns can help educate users about the dangers of copycat behaviour and promote responsible online conduct. At the same time, law enforcement training is essential to equip police with the skills and tools needed to detect and prevent emerging cyber offenses. Finally, targeted legal reforms in the BNS should introduce specific provisions to address copycat crimes linked to social media, filling the current legislative gap.

The study ultimately concludes that social media has evolved beyond a communication tool into a powerful behavioural ecosystem capable of shaping real-world conduct, thereby demanding immediate legal, educational, and technological responses to protect public safety and youth in India.

Conclusion and Recommendations

The rise of social media-driven criminal behaviour in India underscores the urgent need to bridge the gap between cyber landscapes and conventional legal systems. The endurance of copycat crimes demonstrates how online culture can directly influence crimes offline, yet current laws such as the IT Act and the BNS remain limited in scope. Strengthening platform accountability, enhancing public awareness, and introducing targeted legal reforms are essential steps to address this "reel to real" transition. Ultimately, a comprehensive approach, i.e., by integrating law, technology, and education, will be beneficial for safeguarding society against

the evolving risks of digital imitation crimes and for ensuring that criminal justice systems remain responsive in the age of social media.

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- 19) Cyber Laws in India: Challenges of Regulating Social Media (2020)

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

Dr. James Forson

Regenesys Business School

james.f@regenesys.net

Orcid: 0009-0004-4642-0286

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

INTRODUCTION: DIGITAL TEACHING AS A LEADERSHIP CHALLENGE

This study explores online teaching not merely as a pedagogical activity, but as a leadership function within a digitally mediated organisation. Lecturers are repositioned as frontline leaders responsible for delivering value in complex, technology-driven environments.

Existing research highlights the dual nature of online teaching: offering flexibility while introducing operational strain. De Gagne and Walters (2010) emphasise the time-intensive nature of online delivery and the need for continuous upskilling, while Whittet (2021) points to wellbeing risks associated with workload and isolation. Lumadi and Mabidi (2022) identify systemic barriers such as inadequate infrastructure and institutional support.

Despite growing research on online learning, limited attention has been given to lecturers as organisational actors navigating digital transformation under normal operating conditions (Lombrio & Sabas Castro, 2021; Jelińska & Paradowski, 2021). This study addresses that gap by framing the lecturer experience as a leadership and performance management issue.

Rahman (2023) defines the online classroom as a nontraditional environment where teaching occurs via digital platforms without physical co-location. From a leadership perspective, this represents a shift from physical to virtual value creation systems, requiring new capabilities, behaviours, and mental models.

CHAPTER 1 - RESEARCH PROBLEM

Building on the argument put forward in the Introduction, this study is guided by the question: **“How does a lecturer experience engagement with first-year students in an online classroom?”**

However the study has to go beyond lecturer experience, but has to speak to the proactive agency of the lecturer as a leader. Reframed in leadership terms, this becomes:

How do frontline academic leaders create engagement, alignment, and performance in digitally mediated environments?

This research problem statement then formed the basis of the study.

Chapter 2 - LITERATURE REVIEW: ONLINE TEACHING AS ORGANISATIONAL TRANSFORMATION**2.1 Digital transformation in higher education**

The shift to online education represents a large-scale transformation of higher education systems (Basdogan & Birdwell, 2023). Accelerated by COVID-19, institutions rapidly transitioned to digital delivery, often without adequate capability development (Li, 2022; Cronje, 2022; Jiang et al., 2022).

Lecturers were required to operate as adaptive leaders, simultaneously learning new systems while delivering outcomes (Mokoena-de Beer & Moloko, 2022; Khanal, 2021). This dual burden increased cognitive and emotional strain, exacerbated by insufficient institutional support (Becker & Schad, 2022; Condino, 2021).

2.2 The lecturer as a knowledge worker and leader

Lecturers occupy complex roles balancing teaching, research, and administration (Tsotetsi & Onaolapo, 2024; Collett et al., 2021). From a leadership perspective, they function as:

- Knowledge creators
- Facilitators of learning ecosystems

- Managers of stakeholder relationships

Emotional labour remains significant, with stress and burnout linked to workload and student interactions (Hughes, 2012). Power dynamics and institutional expectations further complicate their role (Chamberlain et al., 2020; Macleod et al., 2012).

Continuous professional development is critical for sustaining performance and adaptability (Salo et al., 2024; Jeram & Davids, 2020; Germuth, 2018).

2.3 Engagement as a strategic capability

Online teaching requires rethinking engagement as a strategic organisational capability. While digital platforms increase accessibility (El Galad et al., 2024; Garrison & Anderson, 2003), they also weaken traditional interaction mechanisms.

Effective engagement now depends on:

- Active learning design (Moore, 2013)
- Digital literacy (Salmon, 2013)
- Collaborative tools and platforms

However, challenges remain in maintaining interaction quality and academic rigour (Baran & Correia, 2014).

2.4 Redefining the lecturer's role in digital contexts

Online teaching reshapes professional identity. While autonomy increases (Müller et al., 2023; Fujii, 2024), isolation and detachment may also emerge (Parte & Herrador-Alcaide, 2021; Leal Filho et al., 2021).

Lecturers must:

- Build engagement without non-verbal cues (Virtue et al., 2019)
- Navigate technological complexity (Uzorka et al., 2023; Allen & Seaman, 2017)
- Continuously upskill (Kaqinari, 2023; Johnson, 2013)

This results in evolving self-conceptualisation (Kurnaz et al., 2024; Bagdžiūnienė et al., 2023; Hascher et al., 2021).

Mbembe (2016a, 2016b) adds a critical dimension, emphasising the need to decolonise education and leverage digital platforms for African knowledge systems (Bernal, 2021).

2.5 Gap in the literature

While research addresses many aspects of teaching, there is limited understanding of:

- The lived experience of lecturers as leaders in digital systems
- The tension between autonomy and isolation
- The impact of digital environments on identity and performance

CHAPTER 3 - METHODOLOGY: A LEADERSHIP-ORIENTED INQUIRY

Constructivist grounded theory (CGT) was used to explore how lecturers interpret, adapt to, and lead within digital teaching environments (Mohajan & Mohajan, 2022; Birks & Mills, 2022; Charmaz, 2006).

CGT is appropriate due to:

- Its focus on dynamic processes (Lindqvist & Forsberg, 2023)
- Its ability to capture identity transformation
- Its grounding in participant experience

Participants and data collection

- 13 lecturers selected via purposive sampling

- Online, open-ended interviews conducted
- Iterative coding process applied (Saldaña, 2013; Charmaz, 2014)

CHAPTER 4 - FINDINGS: IMPLICATIONS FOR LEADERSHIP IN BUSINESS CONTEXTS

The findings of this study extend beyond the educational domain and offer important insights into leadership in digitally mediated business environments. Lecturers, in this context, operate in conditions that closely resemble those faced by leaders in modern organisations—namely, environments characterised by uncertainty, limited visibility, technological dependency, and distributed stakeholders.

The online classroom can therefore be understood as a microcosm of the contemporary digital organisation, where leaders must make decisions, engage stakeholders, and deliver performance outcomes without the benefit of traditional, face-to-face interaction. The experiences of lecturers reveal broader patterns relevant to business leadership, particularly in remote work, virtual teams, and platform-based operations.

Three defining conditions emerge:

- constrained feedback systems,
- operational reliance on technology, and
- sustained emotional labour.

Together, these conditions require leaders to adopt new modes of sense-making, control, and engagement, highlighting the evolution from traditional supervisory roles to adaptive, systems-oriented leadership.

4.1 Feedback as a control mechanism: leading with limited visibility

In business settings, leaders traditionally rely on direct observation, informal interactions, and embodied presence to assess performance and engagement. The findings demonstrate that in digital environments, these mechanisms are significantly weakened. Lecturers, like business leaders managing remote teams, must operate with reduced visibility into stakeholder behaviour and performance.

The reliance on minimal signals—such as chat responses or emojis—mirrors how business leaders depend on fragmented data points such as email responsiveness, dashboard metrics, or brief virtual interactions. These signals are often insufficient for nuanced interpretation, requiring leaders to make decisions based on incomplete and ambiguous information.

The implication for business leadership is clear: feedback systems must be intentionally designed rather than passively received. Leaders cannot assume that engagement or performance is visible; they must actively create mechanisms for feedback, including structured check-ins, real-time analytics, and participatory tools.

Moreover, feedback serves not only as an operational input but also as a form of psychological validation. Just as lecturers experience anxiety in the absence of student responses, business leaders may face uncertainty about team alignment and effectiveness. This underscores the importance of two-way communication systems that provide reassurance, alignment, and shared understanding.

4.2 Preparation as risk mitigation: strategic readiness in uncertain environments

The role of preparation in online teaching highlights a broader leadership principle: in uncertain and volatile environments, preparation becomes a critical form of risk management. Lecturers

compensate for unpredictability through deep preparation, anticipating scenarios and building flexibility into their delivery.

In business contexts, this translates into the need for strategic readiness. Leaders must prepare not only for expected outcomes but also for contingencies, disruptions, and emergent challenges. This includes scenario planning, resource alignment, and capability development. Importantly, preparation also has a psychological dimension. It enhances confidence and reduces cognitive overload during execution. For business leaders, this suggests that preparation is not merely a technical exercise but a source of resilience, enabling more effective decision-making under pressure.

Organisations should therefore treat preparation as a core leadership capability, investing in planning processes, training, and tools that enable leaders to anticipate and respond to complexity.

4.3 Managing relationships and authority: leadership without physical presence

The findings reveal that authority in online environments is less dependent on positional power and more reliant on relational influence. Lecturers must establish credibility and maintain engagement without the reinforcing effects of physical presence or institutional cues.

This dynamic closely parallels the challenges faced by leaders of remote and hybrid teams. In such contexts, authority is no longer assumed; it must be earned and continuously reinforced through expertise, communication, and trust-building.

The diversity of student profiles—ranging from inexperienced learners to seasoned professionals—further reflects the heterogeneity of modern workforces. Leaders must navigate varying expectations, levels of expertise, and cultural perspectives, often within the same team. The implication is that effective leadership in digital environments requires a shift from command-and-control models to influence-based leadership, characterised by:

- High levels of emotional intelligence
- Adaptive communication strategies
- Sensitivity to stakeholder diversity

Leaders must also develop the ability to manage conflict and maintain discipline in environments where traditional enforcement mechanisms are less effective. This requires a balance between assertiveness and empathy, ensuring both accountability and psychological safety.

4.4 Technology as both enabler and constraint: managing digital infrastructure risk

Technology, as revealed in the findings, is both a critical enabler of performance and a significant source of vulnerability. Lecturers depend on digital platforms to deliver content and engage students, yet these same platforms can fail, disrupt, or constrain interaction.

In business, this reflects the increasing reliance on digital infrastructure as the backbone of operations. Leaders must therefore manage technology not as a neutral tool but as a strategic resource with inherent risks.

Technological disruptions—whether system outages, connectivity issues, or user limitations—can have immediate and visible impacts on performance. This places leaders in the position of having to maintain continuity under conditions of partial system failure.

The key leadership implication is the need for technological fluency combined with operational adaptability. Leaders must understand the capabilities and limitations of their systems, while also being prepared to pivot when those systems fail.

Additionally, organisations must recognise that technology-related challenges should not be borne solely by frontline leaders. Instead, they require institutional support structures, including IT support, training, and system design that prioritises reliability and usability.

4.5 An integrated leadership model: navigating complex systems

The study identifies five interconnected dimensions—Teaching, Self, Students, Technology, and Administration—which together form an integrated system of practice. When translated into a business context, these dimensions align with:

- Core operations (Teaching)
- Leader identity and emotional regulation (Self)
- Stakeholder management (Students)
- Technological systems (Technology)
- Organisational processes (Administration)

This model highlights that leadership in digital environments is inherently systems-oriented. Leaders must simultaneously manage multiple domains, each with its own demands and constraints, while ensuring overall coherence and performance.

A key insight is that these domains are interdependent. For example, technological failures can affect stakeholder engagement, which in turn impacts leader confidence and performance outcomes. Leadership effectiveness therefore depends on the ability to integrate and balance competing demands across the system.

This shifts the conception of leadership from individual competence to system orchestration. Leaders are required to:

- Interpret weak and incomplete signals
- Coordinate across multiple functions
- Maintain stability in the face of disruption

CHAPTER 5 - DISCUSSION: LEADERSHIP IMPLICATIONS FOR BUSINESS

5.1 Leadership as adaptive practice in digital systems

The findings strongly suggest that leadership in contemporary organisations should be understood as an adaptive practice, rather than a fixed set of behaviours. Like lecturers in online classrooms, business leaders must continuously adjust to changing conditions, emerging challenges, and evolving stakeholder needs.

This requires a mindset oriented towards learning, experimentation, and responsiveness, rather than rigid adherence to predefined plans.

5.2 Normalising uncertainty as a leadership competence

A critical implication is the need to normalise uncertainty as an inherent feature of digital work environments. Leaders must move away from the expectation of full control and instead develop the capacity to operate effectively under conditions of ambiguity.

This involves reframing uncertainty not as a failure of leadership, but as a contextual reality that must be managed. Leaders who can maintain composure and clarity in such environments are better positioned to sustain performance and confidence within their teams.

5.3 Preparation as a strategic organisational capability

Preparation, as observed in the findings, should be elevated from an individual practice to an organisational capability. Businesses must create systems and processes that support leaders in preparing for complexity, including:

- Scenario planning
- Training and development
- Knowledge sharing

Such investments enhance organisational resilience and improve the quality of decision-making.

5.4 Building intentional digital cultures

The absence of organic interaction in digital environments necessitates the intentional construction of culture and community. Leaders must actively create spaces for engagement, collaboration, and trust-building.

The principles of Ubuntu—emphasising interconnectedness and mutual respect (Chapfika, 2025; Mthimkhulu, 2024)—offer a valuable lens for building inclusive and human-centred digital cultures. In business contexts, this translates into practices that prioritise:

- inclusivity
- shared purpose
- collective accountability

5.5 From digital replication to digital transformation

Finally, the findings highlight a critical strategic misstep: many organisations have approached digitalisation as a process of replicating existing practices in new formats, rather than rethinking them fundamentally.

In business, this is evident in attempts to replicate office-based workflows in virtual environments without adapting to the unique affordances of digital systems. This approach limits innovation and perpetuates inefficiencies.

The implication is that organisations must move towards true digital transformation, which involves reimagining processes, roles, and value creation mechanisms. Leaders play a central role in this transformation by:

- Challenging existing assumptions
- Encouraging innovation
- Aligning strategy with digital realities

CONCLUDING INSIGHT

The experience of lecturers in online classrooms provides a powerful analogy for leadership in modern organisations. Both operate in environments where visibility is limited, systems are complex, and human connection must be actively constructed.

The central lesson is that effective leadership in such contexts is not about control, but about navigation—making sense of uncertainty, enabling others, and sustaining performance within dynamic systems.

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Sustainable Tourism Development in India: Opportunities & Challenges

Dr. Ritu TALWAR

NDIM

ritu@ndimdelhi.org

Orcid: 0000-0002-8617-4479

ABSTRACT

The travel and tourism sector has become a vital contributor to India's economic development, employment generation, and regional progress. Accounting for more than 5% of the national GDP and supporting over 80 million jobs, the industry offers significant economic opportunities while simultaneously raising concerns regarding environmental sustainability and social responsibility. India ranks among the world's leading tourist destinations, with its tourism and hospitality sector serving as a major pillar of the service economy. Continued investments in infrastructure and tourism-related facilities are expected to increase the sector's contribution to approximately ₹2,60,52,000 crore (US\$3 trillion) by 2047.

Beyond its economic significance, tourism functions as an important instrument for socioeconomic transformation by promoting hospitality services, cultural experiences, heritage conservation, and recreational activities. India's extensive geographical landscape, covering 3.28 million square kilometres and extending from the Himalayan ranges to tropical rainforests in the south, offers exceptional ecological diversity, historical richness, and cultural heritage that enhance its international tourism appeal. Recognizing the strategic importance of the sector, the Union Budget FY26 allocated ₹2,541.06 crore (US\$291.07 million) for tourism development, emphasizing infrastructure enhancement, skill development, improved connectivity, promotion of fifty premier tourist destinations, financial assistance for homestays through MUDRA loans, and the expansion of e-visa facilities.

This study investigates the growth trajectory of India's tourism industry in the post-pandemic period while examining the environmental and socio-cultural challenges associated with its expansion. It further explores sustainable tourism as an effective strategic framework for balancing economic development with ecological conservation. Using a qualitative and exploratory research design based on secondary data sources, the study places particular emphasis on eco-tourism, with Odisha serving as a case study to illustrate the effectiveness of community-based sustainable tourism practices. The findings indicate that integrating local community participation with biodiversity conservation and supportive policy interventions can significantly strengthen the long-term sustainability and resilience of India's tourism sector.

Keywords: Sustainable Tourism, Eco-tourism, Community-Based Tourism, Tourism Development, Environmental Sustainability

Introduction

The tourism industry has experienced a remarkable revival in the aftermath of the COVID-19 pandemic, with India emerging as one of the fastest-growing destinations in the global tourism market. The country's diverse geographical landscape, rich cultural heritage, UNESCO World Heritage Sites, and specialized tourism offerings—including adventure, medical, wellness, cruise, and eco-tourism—have strengthened its position internationally. Government initiatives such as the **Incredible India** campaign have further enhanced tourist arrivals and generated significant employment opportunities.

Despite its substantial contribution to economic development, the rapid expansion of tourism has also created serious concerns related to environmental degradation, depletion of natural resources, and commercialization of local cultures. These issues emphasize the necessity of adopting sustainable tourism practices that promote economic progress while ensuring environmental conservation and social well-being. Ecotourism has gained global recognition as an effective mechanism for conserving forests, biodiversity, wildlife habitats, and natural landscapes. It contributes to sustainable livelihood opportunities for communities dependent on forest resources while simultaneously creating awareness regarding environmental protection among tourists and policymakers. In response to these challenges, the Ministry of Tourism has introduced the National Strategy for Sustainable Tourism, which focuses on environmental conservation, biodiversity protection, economic sustainability, and socio-cultural preservation. The strategy aims to integrate sustainability into all aspects of tourism development, with ecotourism and adventure tourism identified as key drivers of responsible growth.

Over the last two decades, sustainable tourism has attracted considerable attention from researchers and policymakers. The United Nations World Tourism Organization (UNWTO) defines sustainable tourism as the effective management of resources to satisfy economic, social, and aesthetic needs while safeguarding cultural heritage, ecological processes, and biological diversity. Recent studies indicate that tourism contributes approximately 5–8 percent of global greenhouse gas emissions, highlighting the urgent need for low-carbon tourism models and environmentally responsible travel practices. Community-based tourism has emerged as a viable strategy for promoting sustainability, particularly in developing countries. By encouraging local participation, equitable distribution of benefits, and conservation of natural resources, this approach supports inclusive and sustainable development. Previous research has also emphasized the role of eco-tourism and rural tourism as important instruments for achieving long-term sustainable development.

Emerging Issues

The development of ecotourism in India reflects two contrasting philosophical perspectives. The first is a human-centered approach, which prioritizes human needs and often justifies intensive utilization of natural resources as essential for development. The second is a biocentric perspective that considers humans as one component of a larger ecological system, advocating coexistence and ecological balance. However, maintaining this balance remains challenging in practice. Many environmentally sensitive destinations have experienced excessive tourist inflows, leading to over-tourism, accumulation of plastic waste, untreated sewage disposal, and excessive consumption of water and energy resources. Such issues have adversely affected fragile ecosystems and biodiversity.

Another concern is the inadequate incorporation of carrying capacity principles within the National Ecotourism Policy. The policy provides limited attention to the institutional and financial support required for establishing sustainable ecotourism enterprises. Furthermore, there are insufficient incentives for environmentally responsible tourism businesses, while many hospitality establishments promote themselves as "green" without obtaining recognized environmental certifications. In states such as Himachal Pradesh, although thousands of hotels

and homestays are officially registered, many establishments continue to operate without registration or regulatory oversight. This lack of monitoring contributes to inefficient resource management and often results in greenwashing rather than genuine ecotourism practices. Conflicts between homestay operators and commercial hotel enterprises further complicate sustainable tourism governance.

Objectives of the Study

The present study has been undertaken with the following objectives:

1. To examine the environmental and social challenges associated with the rapid growth of tourism.
2. To evaluate the concept of sustainable tourism and analyze the existing policy framework in India.
3. To assess the potential of eco-tourism and rural tourism as effective strategies for promoting sustainable development.

Research Methodology

The study adopts a qualitative and exploratory research design to examine the evolving dimensions of sustainable tourism in India. Secondary data have been collected from government publications, policy reports, industry documents, research journals, and academic literature. The collected information has been analyzed through thematic analysis to understand sustainable tourism practices, policy initiatives, and emerging challenges. This approach facilitates a comprehensive evaluation of existing tourism models and their implications for sustainable development.

Analysis

Sustainability has become an increasingly important consideration in travel decisions among Indian tourists. Recent trends indicate that a significant proportion of travelers actively prefer environmentally responsible tourism practices. The celebration of World Tourism Day under the theme "Tourism and Sustainable Transformation" has further strengthened awareness regarding sustainable travel. A growing number of travelers now prioritize eco-friendly accommodations over traditional factors such as price and location. Environmentally certified hotels, resorts, and homestays have gained popularity as travelers seek to reduce their ecological footprint. Similarly, responsible consumption practices have become more common among tourists. Many travelers carry reusable water bottles, participate in waste recycling, and consciously avoid single-use plastics while travelling. Such behavioral changes contribute significantly to reducing tourism-related environmental pollution. Protection of wildlife and natural habitats has also emerged as a priority among environmentally conscious travelers. Increasing numbers of tourists avoid activities that exploit animals and prefer visiting less crowded destinations during off-peak seasons to minimize ecological disturbance.

Sustainable tourism also encourages the preservation of local cultures and supports community livelihoods. Travelers increasingly prefer purchasing handicrafts from local artisans, dining at restaurants serving regional cuisine prepared from locally sourced ingredients, and participating in authentic cultural experiences. These practices generate income for local communities while preserving traditional knowledge and cultural heritage.

Collectively, these changing travel preferences indicate a gradual transition toward more responsible and sustainable tourism behavior in India, aligning economic development with environmental conservation and social inclusion.

Current Status and Significance of the Tourism Sector in India

Current Status

India's tourism industry has demonstrated remarkable resilience and growth in the post-pandemic period, with domestic tourism playing a pivotal role in its recovery. The country currently ranks among the top ten nations in terms of tourism's contribution to Gross Domestic Product (GDP), and international tourist arrivals are projected to reach approximately 30.5 million by 2028.

The sector's economic contribution continues to expand significantly. In 2022, tourism generated nearly US\$199.6 billion for the Indian economy, and this figure is expected to increase to around US\$512 billion by 2028. Growing at an annual rate of approximately 7.1 percent, the industry is anticipated to create nearly 53 million employment opportunities by 2029, reinforcing its importance as a major source of livelihood.

Foreign Tourist Arrivals (FTAs) also witnessed strong recovery, increasing from 6.43 million in 2022 to 9.24 million in 2023. Bangladesh, the United States, and the United Kingdom remained the leading source countries, accounting for a substantial share of international visitors.

Significance of Tourism

Economic Growth and Employment Generation

Tourism serves as a catalyst for economic development by generating income and creating employment across multiple sectors, including hospitality, transportation, retail, and entertainment. The industry is projected to provide employment to nearly 39.5 million individuals by 2026. Foreign exchange earnings from tourism reached approximately US\$28.1 billion in 2023, underlining its contribution to India's external revenue generation.

Preservation of Cultural Heritage and Soft Power

Tourism plays an essential role in preserving India's cultural and historical heritage while strengthening its global image. Government initiatives such as the Swadesh Darshan Scheme have revitalized several thematic tourism circuits, including the Ramayana Circuit. India's numerous UNESCO World Heritage Sites continue to attract international visitors, thereby promoting cultural exchange and enhancing the country's soft power.

Infrastructure Development and Regional Growth

The expansion of tourism stimulates investment in transport infrastructure, airports, roads, and public amenities, particularly in underdeveloped regions. Schemes such as UDAN have significantly improved regional connectivity, making remote destinations more accessible and promoting balanced regional development.

Environmental Conservation through Ecotourism

Ecotourism encourages responsible travel practices that contribute to biodiversity conservation while creating sustainable livelihood opportunities for local communities. Conservation-based tourism initiatives in protected areas have demonstrated that environmental protection and economic development can coexist effectively when managed responsibly.

Medical and Wellness Tourism

India has emerged as a preferred destination for medical and wellness tourism due to its affordable healthcare services, advanced medical facilities, and traditional wellness systems such as Ayurveda. Government initiatives, including medical visas and AYUSH promotion programs, have strengthened India's position in the global wellness tourism market.

Diplomacy and International Engagement

Hosting international events and promoting cultural tourism have enhanced India's global visibility. International conferences, G20 meetings, and diaspora engagement programs have showcased India's heritage, infrastructure, and tourism potential to a worldwide audience.

Rural Development and Community Empowerment

Tourism contributes significantly to rural development by generating employment and entrepreneurial opportunities in remote regions. Village tourism initiatives encourage preservation of local traditions while improving the economic conditions of rural communities through sustainable income generation.

Entrepreneurship and Innovation

The tourism sector has encouraged the emergence of numerous startups offering digital travel solutions, accommodation services, destination management, and online booking platforms. Technological innovation has further strengthened the competitiveness and efficiency of tourism services.

Women's Empowerment

Tourism provides meaningful employment and entrepreneurship opportunities for women, particularly in handicrafts, hospitality, cultural tourism, and homestay enterprises. Increased participation of women in tourism contributes to inclusive economic development and social empowerment.

Sports and Event Tourism

India's growing reputation as a host of international sporting events and cultural festivals has created additional tourism opportunities. Such events generate substantial economic activity while enhancing the country's international image.

Challenges Facing India's Tourism Sector

Despite its considerable achievements, India's tourism industry faces several structural and environmental challenges.

The uneven development of tourism infrastructure remains a major constraint. Many destinations continue to suffer from inadequate transportation facilities, limited accommodation options, and poor visitor amenities, reducing their competitiveness. Rapid and unplanned infrastructure expansion has also resulted in ecological disturbances in environmentally sensitive regions. Over-tourism has contributed to environmental degradation, excessive waste generation, water shortages, and increased pressure on fragile ecosystems. India continues to rely heavily on domestic tourism, while international visitor expenditure remains below its potential. This dependence limits foreign exchange earnings and reduces global competitiveness. Safety and security concerns, particularly those affecting women and international travelers, negatively influence India's image as a tourist destination. Natural disasters and inadequate emergency response mechanisms further expose vulnerabilities within the sector. The shortage of professionally trained human resources affects service quality across the tourism and hospitality industry. Simultaneously, fragmented policy implementation and inadequate financial allocation hinder long-term strategic planning.

Commercialization of cultural assets often compromises authenticity, while insufficient digital integration limits the adoption of smart tourism technologies such as artificial intelligence, big data analytics, and digital destination management systems.

Measures for Promoting Sustainable Tourism in India

Achieving sustainable tourism requires a comprehensive and integrated policy approach that balances economic growth with environmental conservation and social inclusion.

Development of environmentally responsible infrastructure should be prioritized, particularly in ecologically sensitive destinations. Adoption of green building standards, renewable energy technologies, and efficient waste management systems can significantly reduce environmental impacts. Community-based tourism should be strengthened by actively involving local populations in tourism planning and management. Expanding successful rural tourism initiatives can generate employment while preserving indigenous traditions and cultural heritage. Public-private partnerships should be encouraged to mobilize investments for destination development, heritage conservation, and sustainable infrastructure projects. Such

collaborations can enhance both efficiency and innovation. Waste management practices need substantial improvement through stricter regulations, plastic reduction initiatives, recycling systems, and environmental awareness campaigns targeting both tourists and service providers. Technology should play a greater role in sustainable tourism through digital ticketing, artificial intelligence-based crowd management, smart destination planning, virtual tourism experiences, and integrated information platforms. Renewable energy adoption across hotels, resorts, and tourism establishments should be promoted through financial incentives and supportive government policies to reduce carbon emissions. Visitor management strategies based on scientific carrying capacity assessments should regulate tourist flows in ecologically fragile destinations to prevent over-tourism and environmental degradation. Low-carbon transport systems, including electric vehicles, bicycles, and eco-friendly public transportation, should be expanded to reduce the environmental footprint of tourism activities. The establishment of Green Tourism Zones with strict sustainability standards can encourage responsible tourism practices while conserving biodiversity and natural ecosystems. Protection of cultural heritage should remain a priority through the preservation of traditional arts, festivals, architecture, and indigenous knowledge systems. Authentic cultural experiences should be promoted instead of commercialized alternatives. International collaboration with countries that have successfully implemented sustainable tourism models can facilitate knowledge sharing and adoption of global best practices. Adventure tourism and wellness tourism should be developed within a regulated framework that emphasizes ecological conservation, visitor safety, and responsible resource utilization.

Conclusion

The tourism industry represents one of India's most dynamic sectors and possesses enormous potential to contribute to long-term economic growth, employment generation, and regional development. Nevertheless, uncontrolled expansion has resulted in several environmental and socio-cultural challenges, including increased carbon emissions, depletion of natural resources, biodiversity loss, and disruption of local communities. Addressing these concerns requires the adoption of sustainable tourism principles that integrate economic development with environmental stewardship and social responsibility. Community participation, responsible policy implementation, ecological conservation, and technological innovation should form the foundation of future tourism strategies. Eco-tourism and rural tourism, when implemented through community-based approaches, offer practical and sustainable solutions for balancing development with conservation. By strengthening institutional frameworks and encouraging responsible tourism practices, India can establish itself as a global leader in sustainable tourism while ensuring that future generations continue to benefit from its rich natural and cultural heritage.

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Tekno-stres

Öğr. Gör. Dr. Emin Ergun SELÇUK

Tokat Gazi Osman Paşa Üniversitesi

eminergun.selcuk@gop.edu.tr

Orcid: 0000-0001-8568-6205

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, iritabilite, 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, Teknoloji, 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

INTRODUCTION

Techno-stress is the psychological pressure and burnout that arises due to the rapid flow of information and the constant need for connectivity that technology offers in our daily lives. People face this stress as the boundaries between work and private life become blurred. Notifications, emails, and the flow of social media lead to constant stimulation of the brain, creating distraction and fatigue. Techno-stress can disrupt sleep patterns, negatively affect physical health, and reduce work productivity. This concept aims to carefully address the psychological cost users face while preserving the benefits of technology. Today, individuals are trying to reduce techno-stress with digital cleansing, digital detox, and boundary-setting strategies.

1. BÖLÜM: THE CONCEPT OF TECHNO-STRESS

In today's world, faced with the rapidly and continuously changing dynamic nature of Information and Communication Technologies (ICT), the inability of individuals to keep up with this rapid change, their perceived inadequacy, and the necessity to constantly stay up-to-date and adapt to this change have taken stress to a new dimension by affecting the psychological and physical health of individuals. This new and advanced dimension of technology-induced stress has introduced humanity to the concept of "technological stress." The term techno-stress was first used in 1984 by Craig B. Brod, a highly experienced businessman, entrepreneur, and clinical psychologist in the fields of finance and technology in the USA. Brod defined techno-stress as "negative physiological and psychological effects stemming from technology" (Çiçek and Kılınç, 2020).

2. BÖLÜM: CAUSES OF TECHNO-STRESS

When all these studies are examined, it is seen that the key word for techno-stress is "technology-based change" (Yener, 2018). Lack of adaptation and unwillingness to adapt to the technological change process are among the most prominent causes of techno-stress (Arnetz and Wiholm, 1997).

It is noteworthy that the second key word is pressure (Yener, 2018). It is seen that both the pressures imposed by fears and time pressure expose employees to techno-stress (Ayyagari, Purvis and Grover, 2011).

The third and final key word is knowledge (Yener, 2018). The lack of necessary knowledge or equipment in employees/organizations (Agarwal, 1993) and the failure to provide employees with the necessary training can be considered as one of the causes of techno-stress (Harper, 2000).

3. BÖLÜM: SYMPTOMS OF TECHNO-STRESS

When examining the symptoms of techno-stress, factors such as perceived inadequacy, doubt, and high anxiety stemming from information technologies stand out. The anxiety experienced by employees due to their fear of making mistakes related to information technologies in their

work environments, and the prejudices that develop as a result, are the beginning of the techno-stress formation process (Yener, 2018: 88).

While techno-stress has many physical and mental symptoms, the most common ones are an excessively negative attitude towards computers, disappointment, anxiety attacks, fatigue, anger, increasing errors, problems with continuing work, decreased performance, and lack of focus (Çetin, 2017: 31).

4. BÖLÜM: DIMENSIONS OF TECHNO-STRESS

Employees in developing countries may experience five dimensions of techno-stress intensely; this indicates that they need to cope with this stress more than those in developed countries. Therefore, the dimensions in the literature play an important role in defining the framework of the techno-stress concept.

- **Techno-workload:** Studies have shown that the intensive use of technology in work processes increases the workload, multitasking, and work speed of employees, resulting in feelings such as anxiety and stress (Molino et al., 2020:2-5).
- **Techno-invasion:** Due to the disruption of the separation between employees' private lives and work lives, it causes chronic fatigue, anxiety, stress, headaches, panic and irritability, decreased concentration span, mental confusion, insomnia, as well as technology addiction and resulting withdrawal crises (Tarafdar M., Tu, Ragu-Nathan and S., 2011). In summary, it is a situation where individuals cannot be free even in their own time, technology invades life, and the boundaries between work and private life become blurred.
- **Techno-complexity:** This pushes employees to constantly strive to learn ever-changing technologies, causing them to feel inadequate (Yiğit, Bayram-Topçu and Bayar-Türkoğlu, 2022:1864).
- **Techno-insecurity:** Employees lacking the necessary knowledge and operational skills for their current work life, and who are trying to learn new technologies, continue their work and technology training under the pressure that relatively more skilled individuals will be preferred (Kopuz and Aydın, 2020:251).
- **Techno-uncertainty:** The constantly changing and developing nature of information and communication systems creates a necessity for users to constantly learn and receive training. Due to the constantly updated information on an application or subject, individuals cannot become experts in that area. This situation leads to a feeling that the knowledge one possesses is always old information, and after a while, it creates anxiety and apprehension about learning new information (Çetin and Bülbül, 2017).

5. BÖLÜM: TECHNO-STRESS THEORIES

- **Operational theory:** This theory focuses on four elements of techno-stress: stressors, situational factors, tension, and organizational consequences. According to the operational theory, organizational mechanisms that reduce the stress created by stressors are explained as situational factors. The organizational consequence of stress is considered to be its effects on the organization, while tension is considered to be its

individual consequence (Hung, Chang, and Lin, 2011:4). Techno-stress can lead to productivity losses, increased absenteeism, decreased job satisfaction, and ultimately, employee turnover (Avşar Yıldız, 2022:16).

- Person-environment theory: Unlike the operational theory, this theory accepts the complex nature of technology. The theory argues that stress does not originate from people or the environment, but may also stem from the incompatibility between an individual's self-perception and their evaluations of their environment (Wang and Li, 2019:2).
- Resource conservation theory: The inability to conserve or obtain resources will result in the loss of energy and time for employees. Resource scarcity, when experienced in relation to technology, will cause techno-stress among employees, leading to losses in performance, effectiveness, and productivity within the organization (Harris, Harris, Carlson, and Carlson, 2015:413-414).

6. BÖLÜM: INDIVIDUAL CONSEQUENCES OF TECHNO-STRESS

Individuals experiencing techno-stress are unable to react to situations in the same way as normal individuals due to their continuous work with computer systems; they exhibit automated reflexes similar to those of computer systems. Symptoms of techno-stress include anxiety about losing data due to errors while working with computer systems, anger and resentment, hostile reactions towards other individuals, problems with patience, fatigue, and irritability (Savcı, 2003:6).

7. BÖLÜM: INDIVIDUAL CONSEQUENCES OF TECHNO-STRESS

Okebaram and Moses (2013) found that organizational employees have a high perception of techno-stress. They determined that techno-stress in organizations can have significant effects such as reducing health and well-being, and can make it difficult to implement and maintain technology in an organization. Technologies that are purchased but not used can damage the organization's structure and lead to increased costs due to the unnecessary use of capital. This is because it involves abandoning capital that was previously used in this area. Furthermore, techno-stress can erode trust within the organization over time, create problems such as absenteeism and low morale due to health issues, cause errors in work due to decreased concentration, and lead to organizational burnout (Okebaram and Moses, 2013).

8. BÖLÜM: STRATEGIES FOR REDUCING AND COPING WITH TECHNO-STRESS

Methods for reducing or completely eliminating technological stress include: (Common Attribution, 2014).

- Initiating a stress management process to reduce the effects of techno-stress,
- Using relaxation techniques such as yoga, etc.,
- Practicing muscle relaxation exercises,
- Eating habits and food choices,
- Taking breaks at regular intervals at work,

- Listening to music and staying calm,
- Applying meditation and time management to one's life,
- Job rotations,
- Teamwork and spending time without technology,
- Being aware of techno-stress,
- Establishing a balanced work environment,

Strategies for coping with techno-stress include: (Common Attribution, 2014).

- Businesses should create user-friendly software for their employees,
- To communicate better with people in the work environment,
- To create trust and stability in the work environment,
- To organize training on new and old technologies and their transitions,
- To increase knowledge about the use of new technologies within the business,
- To establish a help desk to explain new technologies to be used in the business,
- To encourage employees to share their knowledge.

9. BÖLÜM: TECHNO-STRESS LITERATURE REVIEW

Çoban and Aydoğdu (2020) conducted a study on the effect of time pressure on techno-stress in the aviation sector and the differences in perceptions of time pressure and techno-stress among aircraft maintenance technicians according to demographic characteristics. As a result of the survey conducted on approximately 180 helicopter technicians, they found that time pressure positively affects techno-stress. They also concluded that the perceptions of techno-stress differed according to age group and education level, as well as the working time and education level of the maintenance technicians.

In their study, Carjuzaa and Williams (2021) examined the online education experiences of American teachers and students during the Covid-19 period. They concluded that it was difficult to balance other distractions in the home environment, work-life responsibilities, and online learning; that learning and teaching in a virtual environment made individuals passive; that it was difficult to cope with techno-stress; and that this difficulty could be alleviated by self-care practices for teachers and students.

In their research on the effects of techno-stress on call center employees, Karhan et al. (2023) found that the biggest reasons pushing call center employees towards techno-stress were the necessity of following work processes, working outside of working hours, and their inability to adapt to innovations quickly. Participants stated that they could not rest and felt psychologically or emotionally pressured due to these reasons. Call center employees stated that they did not want to deal with anything work-related outside of working hours, that they wanted to be paid for overtime work, and that they wanted to be given time to adapt by receiving the necessary training when technological innovations emerged. They stated that the failure to meet these criteria led to techno-stress.

Yıldırım and Börü (2023) conducted a study on the effect of techno-stress levels on decision-making styles and the moderating role of job insecurity perception among technical personnel working in airline companies. As a result of the survey; They determined that techno-stress is statistically significantly related to rational, intuitive, avoidant, and impulsive decision-making,

and that all dimensions of techno-stress, except for the techno-invasion dimension, show a statistically significant correlation with at least one decision-making style.

CONCLUSION

The most effective way to reduce the effects of techno-stress is awareness and setting limits. Individuals should consciously plan their digital use and create space for quality sleep and rest. Clarifying the line between work and private life makes it easier to cope with stress. Managing notifications, limiting screen time, and practicing digital detox are beneficial. For organizations, policies and flexible working models that support the digital well-being of employees are important. Prioritizing psychological well-being while integrating technology into our lives is key to reducing techno-stress.

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Akıllı Telefon Bağımlılığının Çalışma Hayatına Yansımalarının Yönetici Sosyotelizmi Bağlamında Değerlendirilmesi

Turgut DUMAN

Bilecik Şeyh Edebali Üniversitesi
dumanturgut6@gmail.com
Orcid: 0009-0002-6143-8877

Prof. Dr. Muammer SARIKAYA

Bilecik Şeyh Edebali Üniversitesi
muammer.sarikaya@bilecik.edu.tr
Orcid: 0000-0001-7033-2818

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

INTRODUCTION

Addiction is defined as a treatable disorder of volition that leads to behavioral and physical impairments in individuals and causes alterations in the individual upon the withdrawal of the addictive state or substance. Addiction can be substance-based as well as behavioral (Altıkulaç, 2022, p. 4). One of these types of addiction is digital addiction, which has become increasingly widespread in recent years.

Developing and emerging digital innovations have brought along numerous conveniences in human life. These developments in the digital sphere have also contributed to the advancement and progress of phone technology, which we utilize as a means of communication. Today, phones have ceased to be merely communication tools and have transformed into pocket-sized computers that assist individuals in accessing the internet at any time and place, as well as enabling tasks such as sharing videos, images, and documents, conducting banking transactions, shopping, and checking electronic mail. Along with the emerging changes, smartphones, which respond to all other needs in addition to communication and socialization, have become an integral part of our daily life (Özdemir & Çetiner, 2021, p. 1680). However, the excessive and uncontrolled use of smartphones can lead to addiction and certain behavioral disorders. Phubbing, which is considered one of these behavioral disorders, is known as an individual ignoring those around them by focusing on their smartphone. Consequently, phubbing negatively affects individuals' communication and social relations (Sayiner & Akbağ, 2023, p. 101).

The transfer of computer technologies to smartphones has led to the prominence of smartphone addiction and the phubbing behavior it creates. Although individuals are aware of the effects of phubbing behavior, they can still exhibit phubbing behavior in environments where they can socialize (Karadağ et al., 2016, p. 224). This behavioral pattern can be observed in working life as well as in social life. The exhibition of phubbing behavior by supervisors is expressed as boss phubbing and causes a decrease in employees' productivity and sense of belonging. In this context, the study evaluates the reflections of smartphone addiction on working life within the framework of boss phubbing, addressing its individual and organizational effects.

1. DIGITAL ADDICTION AND ITS SYMPTOMS

Digital addiction is a behavioral disorder defined by individuals' uncontrolled use of digital tools such as the internet, digital games, social media, or smartphones to a degree that impairs functionality. Although the American Psychiatric Association (APA) has not yet officially recognized it as a diagnostic category, studies demonstrate that digital addiction has psychological, neurobiological, and social effects (Fauth-Bühler & Mann, 2017, p. 351). Especially during childhood, individuals can become dependent due to internal causes such as digital addiction, socialization, stress relief, efficient time management, and financial gain, as well as external causes like environment, family, and digital tools. Children who become addicted can experience problems regarding their academic success, in addition to their biological, psychological, and familial issues (Paslı & Aslantürk, 2020, p. 370).

While the excessive use of digital technologies manifests as a state of being "digitally dependent," its over-usage leads to health problems, negatively affects individuals' communication skills, and can also impact society as a whole. If there is no restriction on digital usage, it is anticipated that individuals may emerge who lead a life detached from real life and prefer the virtual world over real activities, that the daily routine will shift, and that digitally dependent individuals may pose major problems for society in the future. It is thought that technological innovations enveloping all areas of life will not only diminish individuals' abilities to perceive, listen, and solve problems, but will also significantly increase the number of attached and addicted individuals (Çağatay, 2024, p. 154).

Approximately three-quarters of the world's population uses the internet. Billions of mobile devices are actively used, and a significant portion of them connects to the internet. Mobile data usage rates are also increasing year by year. A heavy data flow occurs daily on social media platforms, and communication is maintained largely through the digital environment (Yengin, 2019, p. 137).

Nowadays, notifications from Facebook, Instagram, Snapchat, Twitter (X), and email applications have assumed a highly central position in individuals' daily lives. These notifications often cause individuals to interrupt their current work and feel the need to check the screen. The increasing number of notifications from different digital platforms can create an urge for instant checking and cause distraction in individuals, regardless of whether the content of the notification is important or not. These notifications cause the individual to freeze for a short period or direct themselves directly toward the relevant digital source (Peper & Harvey, 2018, p. 4).

When the symptoms of digital addiction are examined, the concept of "salience" primarily stands out. This state means that technology occupies a central place in the individual's inner thoughts and that mental preoccupation is constantly directed toward digital tools. The symptom of "withdrawal" refers to the state of restlessness, stress, and anxiety that emerges when technology is not being used. In the dimension of "conflict" the individual neglects the duties and responsibilities they need to fulfill due to digital use, which can lead to problems in family, work, and social relationships. The dimension of "relapse" is defined as the desire and behavior of returning to old behavioral patterns despite the individual's efforts to reduce or control their digital use. The dimension of "tolerance" refers to the need for longer or more intensive digital use over time in order to achieve the same level of gratification. In this context, digital tools can become a means of compensation for the gratification that cannot be obtained in daily life. When evaluating digital addiction, focusing solely on the duration of time spent with technological tools is insufficient. What is crucial is the negative consequences that the time spent creates in the individual's life. The time spent can manifest as both a cause and a consequence of addiction. Furthermore, the changes occurring in the individual's behaviors, mood, social relationships, and academic or occupational performance must also be comprehensively evaluated (Ünal, 2024, p. 15).

Among the symptoms of digital addiction, irritability, attention deficit, focus problems, sleep disorders, migraines, and cardiac arrhythmia are listed. In order to determine digital addiction, an individual's daily life habits are questioned. Behaviors such as conducting the majority of

daily tasks over the internet, being unable to stay apart from one's mobile phone, checking the phone as soon as waking up in the morning, carrying a backup charger, experiencing the "fear of missing out," decreases in social relationships, and neglecting responsibilities are evaluated among indicators of addiction (Yengin, 2019, p. 140).

2. SMARTPHONE ADDICTION

Smartphones offer features advanced enough to perform many tasks traditionally executed by computers, such as data transmission, emailing, internet access, instant messaging, and viewing digital-visual content in daily life, as well as data transmission within intra-institutional systems. In the coming years, smartphones, notebooks, and tablets are expected to become the primary mobile devices for accessing information via internet connectivity (Göymen & Ayas, 2019, pp. 38, 46). Smartphones, owing to their portability, enable individuals to remain continuously in contact, while combining multiple functions such as communicating with family and friends via the internet or calls, playing games, and listening to music into a single device. This situation enables individuals to immediately access numerous activities in terms of time management (Kangas & Kuure, 2003, p. 8). Along with technological advancements, the downsizing of digital devices into portable formats has increased the impact and pervasive power of the internet. Particularly children, adolescents, and young adults belonging to Generations Alpha, Z, and Y are more profoundly affected by this phenomenon. Digital games, which rank among the leading types of content appealing to their interests, further reinforce the impact of the internet on these age groups (Yalçın & Bertiz, 2019, p. 29).

Smartphones, which are among the indispensable devices of our lives, can be utilized for various purposes. The new environments constructed as virtual worlds not only detach the individual from real life by inducing a sense of freedom but also lead to social isolation. Loneliness, emerging either by individual choice or as a necessity, drives the individual toward an existential quest within society. Digital devices, such as smartphones, and social networks have opened the door for individuals engaged in this quest. The individual, who becomes isolated within crowded environments in urban life and retreats to a corner with their smartphone, seeks to join the massive crowds in the digital world, such as social media, which eliminates the concepts of socialization and time. Consequently, individuals who are socially excluded and experiencing loneliness have begun to excessively use smartphones, which they perceive as a lifeline to hold onto. The weakening of social and familial relationships in modern societies plays a significant role in the spread of smartphone addiction. This type of addiction has substantial impacts on both physical and psychological health. Excessive use gives rise to behaviors such as an increase in impulse control problems, a decrease in academic success, an inability to communicate, and a lack of self-acceptance (Bal & Balcı, 2021, p. 3223).

Furthermore, it is known that blue light, which is also present in smartphones, possesses the shortest wavelength and the highest energy. This light, constituting approximately one-third of visible light, is heavily present in phones, computers, tablets, and televisions. Blue light emitted from technological devices is known to be harmful. It can be toxic to the retinal layer of the eye. Additionally, blue light disrupts the brain's perception of day and night, causing the brain to perceive even nighttime hours as daytime. This situation not only impairs sleep quality but

can also lead to an inability to focus on tasks and a disruption of concentration due to dopamine imbalance. Consequently, it can produce negative impacts on both physical and mental health (Pelit, 2022, p. 231).

3. THE CONCEPT OF BOSS PHUBBING

While general phubbing, which has emerged as a novel concept, refers to individuals engaging with their phones while communicating with one another, the concept of boss phubbing is defined as a supervisor attending to their phone when they are together with their employee. In today's world, where the widespread use of smart devices and phones allows for many issues such as information exchange and communication to be resolved solely through a phone without the need for anything else, addressing the phenomenon of boss phubbing is of vital importance (Özdemir, 2020, p. 135).

Information production speed and processing capacity can double approximately every two years. Despite all these advancements, an individual's capacity to manage the continuously expanding flow of information can remain stagnant. A major conflict between an individual's limited capacity to process documents and information and the increasing indispensability of smartphones manifests itself more prominently in workplaces. The boundaries between an individual's private life and work life have become increasingly complex. This complexity can not only reduce organizational productivity but also affect the relationship between supervisors and employees. The trust-based relationship between the employee and the supervisor holds a significant place in organizational commitment. If this relationship is interrupted by the supervisor's phubbing behavior, the sense of belonging may be shaken and the relationship can be damaged. An individual's disregard for the other party due to smartphone use is expressed as boss phubbing within organizations (Altıkulaç, 2022, p. 13). Boss phubbing is defined as a supervisor's disregard for their employees in the workplace by engaging with their smartphone (Altıkulaç & Kanbur, 2025, p. 120).

4. INDIVIDUAL AND ORGANIZATIONAL EFFECTS OF BOSS PHUBBING

Organizations strive to satisfy their target audiences within their field of operation and to transform these individuals into loyal, committed customers. The quality of the service provided is regarded as the primary factor in cultivating satisfied customers. Another aspect that influences quality is the employees' sense of belonging and commitment to their work. In a continuously changing and transforming external environment, the most critical element in competing with rivals is made possible by possessing employees who are difficult to replace. To achieve organizational efficiency, communication between employees and supervisors must be carried out effectively (Özdemir & Çetiner, 2021, p. 1682).

In working life, good communication encompasses not only the flow of technical data but also the entirety of factors such as mutual trust among employees, a sense of belonging, and cooperation. In today's world, the shift toward smart devices instead of open communication, driven by technological advancements, can create difficulties in interpersonal interaction. The concept of phubbing, as one of the communication problems, has become an increasing research

topic in the social and organizational relationships of individuals in working life. Alongside technological developments, significant changes can be experienced in individual attention levels. The phubbing behavior, which emerges alongside the uncontrolled use of technological devices, slows down face-to-face communication and undermines socialization within organizations. In addition to all of these, it can negatively affect organizational commitment and alignment. The quality of interaction within the organization has become the main factor that determines or constrains organizational productivity and satisfaction, particularly in areas where information is intensively transmitted (Karadağ et al., 2016, p. 224).

Research shows that boss phubbing negatively affects employees' job satisfaction, sense of trust, belonging, intrinsic motivation, and performance. Furthermore, it can increase the distance from the supervisor, induce social exclusion, and heighten psychological ill-being; it can also hinder being present on duty, trigger workplace incivility, and lead to behaviors such as compulsive internet use. At the same time, findings indicate that the supervisor's phubbing behavior increases the amount of phone use among subordinates and creates a behavioral spillover effect (Dedahanov, 2025, p. 1133).

CONCLUSION

With the acceleration of technological developments, smartphones have become an inseparable part of individuals' daily lives. These devices, which can simultaneously fulfill numerous functions such as communication, access to information, managing business processes, and social interaction, are also intensively utilized in working life. However, alongside the conveniences provided by smartphones, it is observed that uncontrolled and unconscious usage leads to various negative consequences at both the individual and organizational levels. In this context, the study evaluates the reflections of smartphone addiction on working life within the framework of boss phubbing.

Smartphone addiction also brings along time management problems in working life. Employees' intense engagement with social media, messaging applications, and digital content during business processes can lead to a decrease in work productivity. Similarly, supervisors turning to digital devices during meetings, interviews, or communication with employees can negatively affect the corporate communication culture. This situation becomes an important factor affecting not only individual performance but also within-team harmony and organizational productivity.

Consequently, smartphone addiction and boss phubbing are among the critical concepts that influence organizational communication, employee motivation, and job performance in today's working life. Therefore, it is of great importance for organizations to build consciousness regarding the use of digital technology, organize digital awareness training programs for employees and supervisors, and develop practices that support a healthy communication culture within the workplace. While benefiting from the advantages that technology provides to working life, a balanced approach to usage that will not damage human relations and organizational communication must be adopted.

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

Ebru BARAN

Dicle Üniversitesi

ebrue9445@gmail.com

Orcid: 0009-0001-9018-1946

Prof. Dr. Sadık Serçek

Dicle Üniversitesi

sadik.sercek@dicle.edu.tr

Orcid: 0000-0003-2429-320X

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

GİRİŞ

Dijitalleşmenin hız kazanmasıyla birlikte insanlar arasındaki iletişim biçimi de önemli ölçüde değişmeye başlamıştır. Özellikle telefonlar, sosyal medya ve dijital iletişim araçları, insanların günlük yaşam alışkanlıklarını ve ilişki kurma biçimlerini doğrudan etkilemiştir. Geçmişte insanlar birini görmek, sesini duymak ya da bir haber vermek için daha fazla zaman ayırırken; bugün iletişim çok daha hızlı ve anlık bir hâle gelmiştir. Uzun sohbetlerin yerini kısa mesajlar, mektupların yerini anlık bildirimler, yüz yüze geçirilen zamanın yerini ise ekran karşısında sürdürülen iletişim biçimleri almaya başlamıştır.

İletişimin hız kazanması insanlara büyük kolaylık sağlasa da, bu durumun insan ilişkilerini nasıl etkilediği tartışmalı bir konu hâline gelmiştir. Günümüzde insanlar saniyeler içerisinde birbirine ulaşabilmekte; ancak aynı hız, iletişimin derinliği konusunda bazı soru işaretlerini de beraberinde getirmektedir. Kalabalık ortamlarda bile insanların çoğu zaman telefon ekranlarına yönelmesi, iletişimin yalnızca biçimsel olarak değil, anlam bakımından da değiştiğini göstermektedir. İnsanlar artık uzun sohbetler yerine daha kısa ve hızlı iletişim biçimlerini tercih etmekte, duygular ise çoğu zaman birkaç kelimeye, emojiye ya da anlık paylaşımlara sığdırılmaktadır.

Sherry Turkle, teknolojinin insanları birbirine bağlı gibi gösterirken aynı zamanda duygusal anlamda yalnızlaştırabildiğini belirtmektedir (Turkle, 2026). Benzer şekilde Şimşek'in Byung-Chul Han'ın düşünceleri üzerine yaptığı değerlendirmede, modern bireyin sürekli görünür olmaya, üretmeye ve aktif kalmaya yönlendirildiği vurgulanmaktadır. Bu durum bireylerde zamanla yorgunluk, baskı ve tükenmişlik hissi oluşturabilmektedir. İnsanlar artık yalnızca iletişim kurmak değil, aynı zamanda sürekli görünür kalmak zorunda hissedebilmektedir (Şimşek, Byung-Chul Han Şeffaflık Toplumu Tartışmaları).

Dijitalleşmenin etkileri yalnızca bireysel ilişkilerle sınırlı kalmamakta, toplumsal yaşamı da dönüştürmektedir. Zeynalov'un değerlendirmesine göre dijital ağlar, bireylerin bilgiye, sosyal ilişkilere ve gündelik yaşama ulaşma biçimlerini önemli ölçüde değiştirmektedir.

Böylece zaman, mekân ve iletişim anlayışı da dijitalleşmenin etkisiyle yeniden şekillenmektedir (Zeynalov, 2025).

Bu çalışmada dijitalleşmenin insan ilişkileri ve iletişim biçimleri üzerindeki etkileri ele alınacaktır. Özellikle iletişimde yüzeyselleşme, yalnızlık, görünürlük baskısı ve dijital uyum süreci gibi konular üzerinden dijital çağın birey üzerindeki etkileri değerlendirilecektir. Ayrıca Sherry Turkle ve Byung-Chul Han üzerine yapılan değerlendirmeler çerçevesinde dijitalleşmenin iletişim kültürü üzerindeki dönüştürücü etkisi incelenecektir.

YÖNTEM

Bu çalışma, literatür taramasına dayalı nitel bir araştırma olarak hazırlanmıştır. Çalışma kapsamında dijitalleşme, sosyal medya, iletişim kültürü ve dijital toplum üzerine gerçekleştirilen kuramsal çalışmalar incelenmiştir; özellikle Sherry Turkle, Byung-Chul Han ve dijital iletişim alanındaki güncel değerlendirmeler çerçevesinde dijital çağın iletişim yapısı yorumlanmıştır. Araştırmada, dijital iletişimin birey ve toplum üzerindeki etkileri sosyolojik bir bakış açısıyla ele alınmıştır.

DİJİTAL ÇAĞDA İLETİŞİMİN DÖNÜŞÜMÜ

İletişim, insanlık tarihi boyunca yalnızca bilgi aktarma aracı değil, aynı zamanda insanların birbirini anlama, yakınlık kurma ve toplumsal bağ geliştirme biçimi olmuştur. Ancak dijitalleşmeyle birlikte iletişimin yalnızca biçimi değil, ritmi ve anlamı da değişmeye başlamıştır. Özellikle sosyal medya platformlarının gündelik yaşamın merkezine yerleşmesiyle birlikte insanlar düşüncelerini, duygularını ve hatta günlük yaşamlarını daha görünür hâlde paylaşmaya başlamıştır. Uzun sohbetlerin yerini kısa mesajlar, mektupların yerini anlık bildirimler, yüz yüze geçirilen zamanın yerini ise ekran karşısında sürdürülen iletişim biçimleri almaya başlamıştır.

Bu dönüşüm iletişimi daha hızlı ve erişilebilir hâle getirirse de, insan ilişkilerinin yapısında da belirgin değişimler oluşturmıştır. Geçmişte insanlar bir araya geldiklerinde daha uzun süre sohbet eder, sessizliklere bile birlikte eşlik edebilirken; bugün aynı ortamda bulunan kişilerin çoğu zaman telefon ekranlarına yöneldiği görülmektedir. İnsanlar artık bazı anları yaşamaktan önce paylaşmayı düşünmekte, günlük deneyimler giderek dijital görünürlüğü bir parçasına dönüşmektedir. Bir kahve masası bazen sohbetten çok fotoğraf üretirken, bir tatil anısı yaşanmadan önce paylaşılabılır içeriğe dönüşebilmektedir. Bu durum, iletişimin yalnızca hızını değil, duygusal derinliğini de değiştirmektedir.

Sherry Turkle, dijital iletişim araçlarının insanlara sürekli bağlantı hissi verdiğini ancak bunun her zaman gerçek bir yakınlık oluşturmadığını ifade etmektedir. Turkle’a göre insanlar çevrim içi ortamda kalabalıklar içerisinde görünse bile duygusal anlamda yalnızlaşabilmektedir (Turkle, 2026). Benzer şekilde Şimşek’in Byung-Chul Han’ın düşünceleri üzerine yaptığı değerlendirmede modern bireyin sürekli görünür olmaya, üretmeye ve aktif kalmaya yönlendirildiği vurgulanmaktadır (Şimşek, Byung-Chul Han Şeffaflık Toplumu Tartışmaları). Bu durum, dijital çağ insanının sürekli yetismeye çalıştığı bir hız içerisinde zihinsel ve duygusal bir yorgunluk yaşamasına neden olabilmektedir.

Şimşek’in Byung-Chul Han’ın *Şeffaflık Toplumu* üzerine yaptığı değerlendirmede, bireylerin özel yaşamlarını bile görünür kılma eğilimi içerisine girdiğini vurgulamaktadır. Günümüzde birçok insan için görünmek, bazen hissetmenin önüne geçebilmektedir. Sosyal medya platformlarında beğenilme ve onay görme isteği, bireylerin kendilerini ifade etme biçimlerini doğrudan etkileyebilmektedir.

Özkan Bardakçı’ya göre ise modern toplum insanı sürekli üretmeye, kendini geliştirmeye ve aktif kalmaya yönlendirilmektedir. Bu durum bireyin yalnızca fiziksel değil,

zihinsel olarak da yorulmasına neden olmaktadır. Sürekli çevrim içi kalma isteği, bireylerde yetişememe hissi oluştururken iletişimi de daha hızlı fakat daha geçici bir yapıya dönüştürebilmektedir (Bardakçı, 2021).

Öte yandan dijital iletişim yalnızca olumsuz sonuçlar doğurmamıştır. Özellikle uzak mesafelerin ortadan kalkması, insanların düşüncelerini daha kolay ifade edebilmesi ve farklı topluluklarla hızlı şekilde iletişim kurabilmesi dijitalleşmenin önemli avantajları arasında yer almaktadır. Canpolat'a göre dijital iletişim araçları, bireylerin fiziksel olarak uzak oldukları kişilerle bağlarını sürdürmesini kolaylaştırmaktadır. Bu nedenle dijital çağdaki iletişim dönüşümünü yalnızca bir "yüzeyselleşme" olarak değerlendirmek yerine, bireyin değişen dünyaya uyum sağlama biçimlerinden biri olarak ele almak daha doğru olacaktır (Canpolat, 2025).

İLETİŞİMDE YÜZEYSELLEŞME

İnsan ilişkilerinde yaşanan değişim yalnızca iletişim araçlarının farklılaşmasıyla açıklanabilecek bir durum değildir. Asıl değişim, insanların birbirine ayırdığı dikkat süresinde ortaya çıkmaktadır. Geçmişte bir sohbet bazen saatler boyunca aynı konu etrafında devam edebilirken, bugün birçok konuşma birkaç dakika içerisinde başka bir başlığa kayabilmektedir. İnsanlar artık yalnızca karşısındaki kişiyi değil; aynı anda telefonu, bildirimleri, gündemi ve sürekli akan dijital dünyayı da takip etmektedir. Bu durum iletişimin kesintisiz değil, parçalı bir hâle gelmesine neden olmaktadır.

Bu değişimin arkasında yalnızca teknoloji değil, modern yaşamın giderek hızlanan ritmi de bulunmaktadır. Günümüz insanı yalnızca çalışırken değil, düşünürken ve iletişim kurarken de hızlı olmak zorunda hissedebilmektedir. Birçok insan artık uzun konuşmalar yerine kısa cevapları, detaylı anlatımlar yerine özet bilgileri tercih etmektedir. Hatta bazı durumlarda insanlar bir filmi izlemek yerine kısa kesitlerini tüketmekte, bir haberi okumak yerine birkaç cümlelik yorumlarla yetinmektedir. Böyle bir düzende iletişim de doğal olarak daha kısa, daha anlık ve daha tüketilebilir bir yapıya dönüşmektedir.

Psikolojik açıdan değerlendirildiğinde ise bireyin sürekli uyarana maruz kalması dikkat dağınıklığını artırabilmektedir. Bir konuşma sırasında gelen bildirim sesi, birkaç saniyeliğine bile olsa zihnin bölünmesine neden olabilmektedir. Bu nedenle günümüzde insanlar çoğu zaman yalnızca konuşmayı sürdürmekte, ancak gerçekten dinlemekte zorlanmaktadır. Sherry Turkle, insanların sürekli bağlantı hâlinde olmasına rağmen duygusal anlamda yalnızlaşabildiğini ifade etmektedir. Turkle'a göre bireyler artık sessizlikten çok bağlantısız kalmaktan korkmaktadır. Ancak sürekli bağlantı hâli, her zaman gerçek bir yakınlık oluşturmamaktadır (Turkle, 2026).

Şimşek'in yaptığı değerlendirmede ise modern bireyin sürekli görünür olmaya ve aktif kalmaya yönlendirildiği vurgulanmaktadır. Sürekli üretme, paylaşma ve yetişme baskısı bireyin yalnızca fiziksel değil, zihinsel olarak da yorulmasına neden olabilmektedir. İnsanlar artık dinlenirken bile tamamen duramamakta; boş kaldıkları birkaç dakikada dahi ekranlara yönelmektedir. Bu nedenle iletişim, düşünülerek kurulan bir bağdan çok, hızlı tepki verilen bir alışkanlığa dönüşebilmektedir (Şimşek, Byung-Chul Han Şeffaflık Toplumu Tartışmaları).

Aydın Çakır ve Tuncay Dilci'nin dijital iletişim üzerine değerlendirmelerinde de sosyal medya ortamlarının bireylerin kendilerini sunma biçimlerini dönüştürdüğü ifade edilmektedir. Dijital platformlarda bireyler yalnızca iletişim kurmamakta; aynı zamanda çevrimiçi kimliklerini görünür kılmaya ve sosyal onay elde etmeye yönelik bir dijital temsil süreci de yaşamaktadır. Bu durum, iletişimin yalnızca bilgi aktarımı olmaktan çıkarak bireyin kendisini sürekli sergilediği bir alana dönüşmesine neden olabilmektedir (Çakır & Dilci, 2023).

Ayrıca dijital çağda görünürlüğün giderek daha fazla önem kazandığı görülmektedir (Şimşek, Byung-Chul Han Şeffaflık Toplumu Tartışmaları). Günümüzde birçok insan için görülmek, bazen anlaşılmanın önüne geçebilmektedir. Örneğin insanlar gittikleri bir mekânı deneyimlemekten çok paylaşılabilir hâle getirmeye odaklanabilmekte ya da bir konser sırasında müziği dinlemek yerine o anı kaydetmeye yönelmektedir. Böylece yaşanan an ile kurulan ilişki değişmekte, iletişim bazen yaşanmaktan çok sergilenmeye yaklaşabilmektedir.

Özkan Bardakcı ise modern bireyin sürekli performans göstermeye yönlendirildiğini ifade etmektedir (Bardakcı, 2021). Bu durum yalnızca iş hayatında değil, sosyal ilişkilerde de hissedilmektedir. İnsanlar bazen mutlu hissetmekten çok mutlu görünmeye, sosyalleşmekten çok sosyal görünmeye çabalamaktadır. İletişimdeki yüzeyselleşme de tam bu noktada ortaya çıkmaktadır. Çünkü bireyler birbirine her zamankinden daha kolay ulaşmasına rağmen, birbirini gerçekten anlamak için daha az zaman ayırmaktadır.

DİJİTAL ÇAĞDA YENİ UYUM BİÇİMLERİ

Dijital çağda iletişim yalnızca hızlanan bir aktarım süreci değildir; aynı zamanda insanın kendisini yeniden kurma biçimine dönüşmektedir. Geçmişte mektuplar, yüz yüze sohbetler ve uzun süreli sosyal etkileşimler üzerinden şekillenen iletişim kültürü, günümüzde daha parçalı, anlık ve akışkan bir yapı kazanmıştır. Ancak bu dönüşüm yalnızca bir yüzeyselleşme olarak değerlendirilmemelidir. Çünkü birey, dijital ortamda kaybettiği bazı iletişim unsurlarını yeni semboller, emojiler, kısa videolar ve çevrimiçi topluluklar aracılığıyla yeniden üretmeye çalışmaktadır. Başka bir ifadeyle dijital insan, eksilen iletişimi tamamen terk etmemiş; onu yeni koşullara göre dönüştürerek farklı bir uyum modeli geliştirmiştir.

İletişim teknolojilerinin gelişmesiyle birlikte insanlar artık fiziksel olarak aynı ortamda bulunmadan da sürekli etkileşim kurabilmekte, düşüncelerini anlık biçimde paylaşabilmekte ve çevrimiçi ağlar içerisinde sosyal varlıklarını sürdürebilmektedir. Bu durum iletişimi hızlandırırken aynı zamanda insan ilişkilerinin ritmini ve yapısını da değiştirmektedir. Özellikle sosyal medya platformları, mesajlaşma uygulamaları ve içerik üretim alanları bireyin iletişim alışkanlıklarını dönüştüren temel unsurlar hâline gelmiştir.

Sherry Turkle'a göre ekran temelli iletişim bireylere sürekli bağlantı hâlinde olma imkânı sunarken, yüz yüze ilişkilerin duygusal derinliğini de dönüştürmektedir. İnsanlar çevrimiçi ortamlarda kendilerini daha kontrollü ve filtrelenmiş biçimde ifade etmektedir. Bu durum bireylere iletişim üzerinde daha fazla denetim sağlasa da ilişkilerin daha kısa süreli ve

parçalı hâle gelmesine neden olabilmektedir. Bununla birlikte yeni medya ortamları bireyin kendisini ifade etmesi açısından farklı sosyal alanlar da oluşturmaktadır (Turkle, 2026).

Cemal Sakallı'nın dijital iletişim üzerine yaptığı değerlendirmelerde belirttiği gibi emojiler ve duygu ikonları, çağın yeni ifade araçlarından biri hâline gelmiştir. Yazılı iletişimin sınırlı yapısı, emojiler aracılığıyla daha görsel ve duygusal bir niteliğe kavuşmaktadır. İnsanlar artık yalnızca sözcüklerle değil; semboller, görseller ve kısa dijital ifadelerle de duygu aktarımı gerçekleştirmektedir. Bu durum ilk bakışta iletişimin sadeleştiği düşüncesini doğursa da, aynı zamanda bireyin eksilen yüz yüze iletişim unsurlarını farklı yollarla yeniden üretme çabası olarak da değerlendirilebilir (Sakallı & Bahadıroğlu, 2018).

Ahmet Elnur'un çalışmalarında vurguladığı üzere dijitalleşme yalnızca iletişim süreçlerini değil, boş zaman anlayışını da dönüştürmektedir. Sosyal medya kullanımı, çevrimiçi oyunlar ve dijital içerik tüketimi bireylerin boş zaman deneyimlerini yeniden şekillendirmektedir. Böylece bireyler fiziksel olarak dinlenme sürecinde olsalar bile zihinsel olarak sürekli bir bilgi ve etkileşim akışı içerisinde kalmaktadır. Bu durum boş zamanın sınırlarını belirsizleştirirken aynı zamanda bireyin ekranlarla kurduğu bağı daha yoğun hâle getirmektedir (Elnur, 2023).

Günümüzde insanlar kilometrelerce uzaklıktaki bireylerle anlık iletişim kurabilmekte, ortak ilgi alanlarına sahip topluluklar oluşturabilmekte ve sosyal ilişkilerini dijital platformlar üzerinden sürdürebilmektedir. Özellikle pandemi sonrası süreçte çevrimiçi iletişim araçları yalnızca teknolojik bir kolaylık olmaktan çıkmış, sosyal yaşamın devamlılığını sağlayan temel yapılardan biri hâline gelmiştir.

İletişim artık uzun dikkat süreleri gerektiren bir süreçten çok, anlık tepki ve sürekli görünürlük üzerinden ilerleyen bir yapıya dönüşmektedir. Bu dönüşüm bireyin düşünme, sosyalleşme ve kendisini ifade etme biçimlerini doğrudan etkilemektedir. İnsanlar artık yalnızca gerçek yaşam içerisinde değil, dijital ortamda da görünür olma ve varlık gösterme ihtiyacı hissetmektedir. Bu durum bireyin sosyal ilişkilerini dönüştürürken aynı zamanda dijital onay mekanizmalarına duyulan ihtiyacı da artırabilmektedir.

Sonuç olarak dijitalleşme, insan ilişkilerini tamamen ortadan kaldıran bir süreçten ziyade iletişim biçimlerini yeniden şekillendiren toplumsal bir dönüşüm alanı oluşturmaktadır. Bu nedenle dijital çağın yalnızca yüzeyselleşme üzerinden değerlendirilmesi, dönüşümün çok boyutlu yapısını açıklamak açısından yetersiz kalabilmektedir. İnsan, değişen iletişim koşulları içerisinde yeni ifade biçimleri geliştirerek sosyal bağlarını sürdürmeye devam etmektedir. Bu bağlamda dijital çağ, yalnızca teknolojik bir değişim değil; aynı zamanda bireyin yeni yaşam koşullarına uyum sağlama biçimlerinden biri olarak değerlendirilebilir.

SONUÇ

Dijital çağ, insanın iletişim kurma biçimini yalnızca teknik açıdan değil, düşünsel ve sosyal açıdan da dönüştürmüştür. Günümüzde iletişim daha hızlı, daha görünür ve daha akışkan bir yapıya sahip olsa da bu dönüşüm yalnızca yüzeyselleşme kavramıyla açıklanabilecek kadar tek boyutlu değildir. Çünkü birey, değişen iletişim koşulları içerisinde kendisini ifade etmenin yeni yollarını geliştirmektedir.

Emojiler, kısa videolar ve çevrimiçi topluluklar gibi yeni iletişim araçları, dijital insanın eksilen yüz yüze iletişim unsurlarını yeniden üretme çabasının bir parçası hâline gelmiştir. Bu durum, insanın iletişimi tamamen kaybetmediğini; aksine onu yeni koşullara göre dönüştürdüğünü göstermektedir.

Öte yandan sürekli çevrimiçi olma hâli, dikkat dağınıklığı, dijital onay ihtiyacı ve yalnızlık gibi sorunlar da dijitalleşmenin önemli sonuçları arasında yer almaktadır. İnsan artık yalnızca fiziksel dünyada değil, dijital ortamda da varlık göstermeye çalışmaktadır. Bu durum bireyin sosyal ilişkilerini ve kimlik algısını yeniden şekillendirmektedir.

Sonuç olarak dijitalleşme, insan ilişkilerini tamamen ortadan kaldıran bir süreçten çok, iletişimin biçim değiştirdiği yeni bir uyum alanı oluşturmaktadır. Bu nedenle dijital çağ yalnızca teknolojik bir dönüşüm değil; aynı zamanda insanın değişen yaşam koşulları karşısındaki uyum arayışlarının bir yansıması olarak değerlendirilebilir.

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Yol Medeniyet ve Savaş

Dr. Mukadder GÜNERİ

Researcher

mukadderguner@gmail.com

Orcid: 0000-0002-4384-6183

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 yetiştiremez 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 insanın medeniyetin zirvesine ulaşacak durumda iken savaşı gündeminden çıkarmamasının 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.

GİRİŞ

Dünya tarihine bakıldığında uzun bir tarihi süreçte bireyler, küçük boylar, aşiretler, toplumlar ve devletler, birbirleriyle ilk temaslarını toprak, ganimet ve güç elde etmek için savaşla, ya da yaşamlarını sürdürebilmek için gerekli olan gereksinimlerini karşılamak için uzak, yakın kat ettikleri yollar aracılığıyla kurmuş oldukları görülür. Dünyada en uzun yolu İpek Yolu'dur. İnsanın uygarlık tarihinin askeri, adli, dini, ekonomik, idari, sanatsal, siyasi ve sosyal açıdan tüm gelişmelerin İpek Yolu'yla doğrudan ya da dolaylı olarak gelişme gösterdiği görülür.

Günümüz dünyasında neredeyse hızını yetişilemeyecek 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 insanın medeniyetin zirvesine ulaşacak durumda iken savaşı gündeminden çıkarmamasının başlıca nedeni ne olabilir? Askeri mi? Adli mi? Dini mi? Ekonomik mi? İdari mi? Siyasi mi? Ya da sosyal mi? Hangisi? Sorularına cevap arama amaçlanmıştır.

Koşulların elverdiği ölçüde yapılan kaynak taramasında, Yol, Medeniyet ve Savaş'la ilgili doğrudan veya dolaylı sayısız eser ve çalışma mevcuttur. Ancak bildirim kaynak teşkil edecek doğrudan bir çalışmaya rastlanılmamıştır. Yararlanılan ve seçilmiş kaynaklara kaynakçada yer verilmiştir. Öte yandan Bu çalışmada fenomenolojik bir yaklaşım ve nitel bir yöntem izlenmiştir. Ayrıca Yol, medeniyet ve savaşa dair belirlenen özlü sözlere de çalışma içinde yer verilmiştir. «Yol Medeniyettir» vb.

1. YOL

Yol a. **1.** Karada, havada, suda bir yerden bir yere gitmek için aşılacak uzaklık. **2.** Karadan insanların ve hayvanların geçmesi için açılan veya kendi kendine oluşmuş, yürümeye uygun yer. **3.** Genellikle yerleşim alanlarını birbirine bağlamak için düzeltilerek açılmış ulaşım şeridi...(Türkçe Sözlük, 2023, s.3636-3639).

1.1.Tarihte

1.1.1. İpek Yolu⁷(Kral, 1986, p.56), **1.1.2.** Baharat Yolu, **1.1.3.** Kral Yolu, **1.1.4.** Roma Yolu vb.

2.1. Bugün

2.1.1. Kuşak ve Yol Girişimi (BRI), **2.1.2.** Çin'in Tarihi İpek Yolu'nu canlandırma projesi. **2.1.3.**

Hindistan-Orta Doğu-Avrupa Koridoru(IMEC). **2.1.4.** Kuzey-Güney Taşıma Koridoru(INSTC).

2.1.5. Hazar Geçişli Doğu-Batı Orta Koridor. **2.1.6.** Kalkınma Yolu P1 projesi, **2.1.5.** Zengezur Koridoru vb.

⁷ İpek Yolu'nun en yaygın bilinen yol ağları:

1. Roma > Venedik(Venice) > İstanbul > Halep(Aleppo) > Palmira(Palmyra, Tedmur) > Suriye (Damascus) > Kahire(Cairo) > İskenderiye(Alexandria),

1.1. > Suriye > Bağdat(Baghdad) > Tahran(Tehran) > Meşhet(Maşhad) > Merv,

1.1.1. > Merv > Aşkabat(Ashkabad),

1.1.2. > Merv > Aşkabat > Hive(Khiva).

1.1.3. > Merv > Aşkabat > Hive > Buhara > Termiz(Termez) > Kabil(Kabul) > Peşaver(Peshawar) > Lahor(Lahore) > Delhi(Dehli) > Agra.

1.2. > Buhara > Semerkant(Samarkand) > Taşkent(Tashkent) > Bişkek(Bishkek) > Almata(Alma-Ata).

1.3. > Semerkant > Kaşgar(Kashgar) > Turan(Turpan) > Dunhuang > Xi'an.

1.3.1. > Xian > Pekin(Beijing).

1.3.2. > Xian > Pekin > Şanghay (Shanghai) > Pusan(Busan) > Osaka > Pyongyang (Hancha). (Dani, 1993, s. 59, 66, 102; İlhan., Polat, 1976, s. 1217-1250; Kafesoğlu, 1976, s. 778-779) ve (Harita 1,2.)

2. MEDENİYET

Medeniyet. a. Ar. Medeniyet top. b. > Uygarlık > a. Bir ülkenin, bir toplumun, maddi ve manevi varlıklarının, fikir, sanat çalışmalarıyla ilgili niteliklerinin tümü...(TS, 2023, s. 2319, 3409). Bir başka ifadeyle bir toplumun yaşama dair her alanda geçmişe ve bugüne dair birikimi denilebilir.

2.1.Tarihte

2.1.1. Mezopotamya Medeniyeti, **2.1.2.** Antik Mısır Medeniyeti, **2.1.3.** Antik Yunan Medeniyeti, **2.1.3.** Çin Medeniyeti, **2.1.4.** Bozkır Medeniyeti, **2.1.5.** İslam Medeniyeti, **2.1.6.** Orta ve Güney Amerika Medeniyetleri vb.

2.2. Bugün

2.2.1. Batı Medeniyeti, **2.2.2.** İslam Medeniyeti, **2.2.3.** Çin (Konfüçyüs) Medeniyeti, **2.2.4.** Hint Medeniyeti, **2.2.5.** Slav-Ortodoks Medeniyeti, **2.2.6.** Latin Amerika Medeniyeti, **2.2.7.** Afrika Medeniyeti vb.

3. SAVAŞ

Savaş. a. Ask. Devletlerin diplomatik ilişkilerini keserek giriştikleri silahlı mücadele; harp, cenk... (TS, 2023, s. 2868).

3.1. Tarihte

3.1.1. Kadeş Muharebesi, **3.1.2.** Talas Savaşı, **3.1.3.** Malazgirt Meydan Muharebesi, **3.1.4.** Yüzyıl Savaşları, **3.1.5.** İstanbul'un fethi, **3.1.6.** Fransız İhtilal Savaşı, **3.1.7.** I. Dünya Savaşı, **3.1.8.** Çanakkale Savaşı, **3.1.9.** II. Dünya Savaşı vb.

3.2.Bugün

3.2.1. Ukrayna- Rusya Savaşı, **3.2.2.** Gazze Savaşı, **3.2.4.** İran- İsrail Savaşı, **3.2.5.** Pakistan-Afganistan Sınır Savaşı⁸ vb.

Yukarıda Belirtilen Savaşların Neden ve Sonuçlarına Kısa Bir Bakış:

TARİHTE

3.1. Kadeş Muharebesi (MÖ 1274)

Nedenleri

3.1.1. Ticaret yollarına hâkimiyet, **3.1.2.** Toprak kazanma, **3.1.3.** Üstün güç oluşturma vb.

Sonuçları

3.2. Kadeş Antlaşması(Tarihte bilinen ilk antlaşma). Antlaşmanın özelliği. Uzun bir süreci kapsayan barış ortamı sağlamak, eşitlik ilkesini benimsenmesi (AnaBritannica, 1985, c.12, s.370-371)

3.2. Talas Savaşı (751)

Nedenleri

3.2.1. İpek Yolu ticaret yollarının denetimini ele geçirme, **3.2.2.** Türkistan(Batı) hâkimiyeti.

⁸ Karabağ Savaşı. Yıllar sonra insanlar topraklarına geri dönme mücadelesi veriyor.

Sonuçları

3.2.2. Çinlilerin ilerlemesi engellenir, **3.2.3.** Türk- Arap gücünün oluşması, **3.2.4.** Türklerin İslamiyet ile tanışma zemininin oluşması, **3.2.5.** Çinli esirler aracılığıyla kâğıt üretiminin Türkistan'a yayılması (Kafesoğlu, 1976, s.791-793).

3.3. Malazgirt Meydan Muharebesi (1071)

Nedenleri

3.3.1. Bizans Yönetiminin Anadolu'da tam hâkimiyet kurma girişimi, **3.3.2.** Türk boylarının kalıcı yurt arayışı, **3.3.3.** Bizans yönetiminin sık sık İslam topraklarına saldırıda bulunması.

Sonuçları

3.3.2. Türkler Anadolu'ya yerleşir, **3.3.3.** Karşılıklı antlaşma yapılır, **3.3.4.** Anadolu'da Türk Beylikleri kurulur (Kafesoğlu, 1976, s. 817-818).

3.4. Yüzyıl Savaşları (1337-)

Nedenleri

3.4.1. İngiliz krallarının Fransız tahtında hak iddia etmesi, **3.4.2.** Toprak talebi ve ekonomik sorunlar.

Sonuçları

3.4.2. İngiliz hâkimiyeti son bulur, **3.4.3.** Her iki tarafta feodalite zayıflayarak, ulusal ve vatanseverlik artar, **3.4.4.** Fransa'da feodalitenin yerine mutlak krallık güç kazanır (AnaBritannica, 1993, c. 19, s. 139).

3.5. İstanbul'un fethi (1453)

Nedenleri

3.5.1. Bizans Devletlerinin saldırgan tutumu, **3.5.2.** Toprak bütünlüğü. Bizans'ın Osmanlı'nın Anadolu ve Rumeli toprakları arasında bir engel teşkil etmesi, **3.5.3.** İstanbul'un Asya ve Avrupa kıtalarını birbirine bağlayan, boğazları kontrol eden kritik konumu, **3.5.4.** Karadeniz ticaret yollarının ve İpek Yolu'nun Avrupa'ya açılan kolunun ele geçirilmek istenmesi. **3.5.6.** Hz. Muhammed'in İstanbul'un fethini müjdeleyen hadisi.

Sonuçları

3.5. 2. İstanbul, Osmanlı Devleti'nin yeni başkenti olur, **3.5.3.** Kara, deniz ticaret yolları ve İpek Yolu'nun Avrupa'ya giden ana kolları tamamen Osmanlı kontrolüne geçer. **3.5.4.** Fener Rum Patrikhanesi Osmanlı himayesine girer, **3.5.5.** Doğu Roma (Bizans) İmparatorluğu yıkılır. Bu olay, tarihsel bir dönüm noktası kabul edilerek Orta Çağ'ın sonu ve Yeni Çağ'ın başlangıcı olarak tarihe geçer. **3.5.6.** Ticaret yollarının Osmanlı devletinin kontrolüne girmesi, Avrupalıların yeni ticaret yolları aramasına yönelmesi sonuç, yeni coğrafya keşiflerinin zemininin oluşmasına neden olur. **3.5.7.** Osmanlı devleti kuruluş döneminden, yükseliş dönemine geçer. **3.5.8.** Bizanslı bilim insanlarının İtalya'ya giderek antik çağ eserlerini tanıtması, Rönesans hareketlerinin doğmasında etkili olur (İnalçık, 2025, s. 93-97).

3.6. Fransız İhtilal Savaşı

Nedenleri

3.6.1. Sürekli devam eden savaşlar, saray masrafları ve adaletsiz vergi sistemi nedeniyle devletin iflasın eşiğine gelmesi, **3.6.2.** Halkın soylular, din adamları ve sıradan halk (köylüler/işçiler) olarak sınıflara ayrılması; ağır vergileri sadece alt tabakanın ödemesi. **3.6.3.** Aydınların etkisi(Jean-Jacques Rousseau ve Voltaire gibi düşünürlerin özgürlük, demokrasi ve insan hakları fikirlerinin halkı etkilemesi.

Sonuçları

3.6.2. Egemenliğin halka ait olduğu kabul edilir, Çok uluslu imparatorlukların parçalanmasını tetikleyen milliyetçilik ilkesi, siyasi bir karakter kazanır, **3.6.3.** Özgürlük, eşitlik, kardeşlik, adalet ve laiklik gibi ilkeler tüm dünyaya yayılmasına neden olur. **3.6.4.** Yeni Çağ'ın sonu, Yakın Çağ'ın başlangıcı olarak kabul edilir (AnaBritannica, c.9, s. 117-118).

3.7. I. Dünya Savaşı(1914-1918)

Nedenleri

3.7.1. Sömürgecilik, Sanayi Devriminden sonra, hammadde ve pazar Arayışı, **3.7.2.** Büyük bir silahlanma yarışı, **3.7.3.** Bloklaşma, İtilaf Devletleri (İngiltere, Fransa, Rusya) ve İttifak Devletleri (Almanya, Avusturya-Macaristan, İtalya) şeklinde iki kutup oluşur, **3.7.4.** Milliyetçilik Akımı ve bağımsızlık hareketleri. **3.7.5.** 28 Haziran 1914'te Saraybosna'yı ziyaret eden Avusturya-Macaristan Veliahtı Franz Ferdinand'ın bir Sırp milliyetçisi tarafından öldürülmesi.

Sonuçları

3.7.2. İmparatorluklar teker teker yıkılır(Osmanlı, Rusya, Almanya ve Avusturya-Macaristan imparatorlukları), **3.7.3.** Siyasi Rejim Değişiklikleri meydana gelir, totaliter rejimler (faşizm, Nazizm, komünizm) güç kazanır, **3.7.4.** Sınırlar ve Haritalar değişir, **3.7.5.** Ağır antlaşmalar imzalanır(Versay, Sevr vb). **3.7.6.** Uluslararası Barış Girişimleri başlatılır. **3.7.7.** Milletler Cemiyeti(Cemiyet-i Akvam)kurulur. **3.7.8.** Sömürgecilik kabuk değiştirerek, “manda ve himaye” sistemine dönüşür (AnaBritannica, c. 19, s. 138-139).

3.8. Çanakkale Savaşı (1915-1916)

Nedenleri

3.8.1. İtilaf Devletleri'nin Boğazları Ele Geçirme hedefi, **3.8.2.** Rusya'ya Yardım girişimi, **3.8.3.**Yeni Cepheler Açma, **3.8.4.** Osmanlı Devleti'nin, Balkan Savaşları'nda kaybettiği toprakları geri alma arzusu.

Sonuçları

3.8.1. Savaşı uzar, **3.8.2.** Rusya'ya yardım engellenir, **3.8.3.** Rusya I. Dünya Savaşından çekilir, **3.8.4.** İtilaf Devletlerinin büyük kayıplar verir(Kara ve denizde), **3.8.5.** Mustafa Kemal'in Çanakkale'de zaferiyle milli bilinç oluşur(Utkan Kocatürk, 2007, s. 30-36)

3.9. II. Dünya Savaşı (1939-1945)

Nedenleri

3.9.1. Versay Antlaşması'nın şartlarının ağırlığı, **3.9.2.** Önlemlerin yetersiz kaldığı ekonomik kriz (1929), **3.9.3.** Yayılmacı Politikalar, **3.9.4.** Milletler Cemiyeti'nin Yetersizliği.

Sonuçları

3.9.2. Siyasi Dengelerin Değişir, **3.9.2.** Büyük Yıkım ve insan kaybı, **3.9.3.** Soğuk Savaş Dönemi ve Doğu Bloku (AnaBritannica, c. 19, s.139) .

BUGÜN

3.2. Ukrayna- Rusya Savaşı

Nedenleri

3.2.1. NATO'nun doğuya doğru genişlemesi, **3.2.2.** Jeopolitik Hâkimiyet, **3.2.3.** Tarihi ve İdeolojik Yaklaşım Donbas (Donetsk ve Lugansk) bölgesinde Rus yanlısı ayrılıkçıların desteklenmesi.

Sonuçları

3.2.2. ?

3.3. Gazze Savaşı

Nedenleri

3.3.2. Tufanı Operasyonu, **3.3.3.**, **3.3.4.** Gazze'ye Yönelik Uzun Süreli Abluka, **3.3.5.** Kudüs ve Mescid-i Aksa Gerilimleri, **3.3.6.** Filistinli Grupların Temel Talepleri, **3.3.7.** Derin Tarihi ve Siyasi Nedenler, **3.3.8.** Toprak ve Egemenlik Mücadelesi.

Sonuçları?

3.4. İran- İsrail Savaşı

Nedenleri

3.4.1. Bölgesel güç mücadelesi, **3.4.2.** Nükleer Program, **3.4.3.** Karşı güçleri destekleme, **3.4.5.** İdeolojik ve Dini Karşıtlık.

Sonuçları?

3.5. Pakistan- Afganistan Sınır Savaşı

Nedenleri

3.5.1. Pakistan Talibanı (TTP) Varlığı, **3.5.2.** Durand Hattı Anlaşmazlığı, **3.5.3.** Jeopolitik ve Bölgesel Rekabet.

Sonuçları?

Yukarıda günümüz dünyasında devam eden savaşların sonuçlarına her ne kadar soru işaret konuldu ise de bugün yolların ve yaşama geçirilecek yol projelerine bakıldığında, devam eden savaşların, stratejik alanların kontrolü, kaynakların yeniden dağılımı, silah sanayii ve enerji politikaların canlı tutulduğu sahalarda devam ettiği söylenebilir. Her şeye rağmen, savaşız gelecek bir yüzyılın temellerinin atılmasına vesile olurlar sonucu beklenebilir.

4.1. Yol Medeniyet

Yol medeniyet ilişkisinin iletişim ve emniyet, sürdürülebilirlik, zemininde çağlar boyunca yaşam bulmuş bir olgu olduğu görülür. Buna en güzel örnek İpek Yolu'dur. Gerek ana gerek tali yollarla malların yanı sıra dinlerin, fikirlerin, tüm yeniliklerin taşıyıcılığını da yapmıştır. “Yol Medeniyettir” denilmekte ise de aslında yol, medeniyetin ana damarlarıdır denilebilir.”

5.1. Yol Savaş

Yol tarih boyunca bireylerin toplumların ticari faaliyetleri için önemli olmasının yanı sıra, stratejik açıdan orduların başarısı içinde önemi olduğu görülür. Askeri kontroller, hep yollar üzerinden sağlanmış bugünde sağlanmakta. Öte yandan, lojistik hatlar, daima savaşların kaderini belirleyen en kritik unsurlardan biri olduğu görülür.

Tarihte süreçte savaşın nedenleri:

1.Ekonomik:

1.1.Ticaret yollarının denetimi, 1.2. Ekonomik güç kazanma, 1.3. Ham madde temini, 1.4. Pazar arayışı, 1.5. Ekonomik kriz, 1.5. Sömürgecilik.

2. Hâkimiyet:

2.1. 2.2. Yurt edinme, 2.3. Hâkimiyet kurma, 2.4. Stratejik yerleri ele geçirme,

3. Üstün güce sahip olma

3.1. Stratejik konum elde etme, 3.2. Yeniden güç kazanma, 3.2. Silahlanma yarışı.

4. Savunma:

4.1. Savunma ihtiyacı, 4.2. Bloklama, 4.3. Yeni cephe açma.

5. Sosyal

5.1. Sosyal eşitsizlik, 5.2. Milliyetçilik akımı, 5.3. Antlaşma şartlarının ağırlığı, 5.4. Dini güç.

SONUÇ

Yukarıda değerlendirme sonuçlarında görüleceği üzere, savaşın sürekli gündemde kalması, tek bir nedenle ifade edilemeyecek kadar çok nedenden dolayı meydana geldiği görülmektedir. Toplumsal ve bireysel eğilimler ve psikolojik algılar, siyasi sistemler ve ekonomik çıkarlar bu süreci birlikte şekillendirdiği görülmektedir. Bir başka açıdan bakıldığında ise savaşın kaçınılmaz olup olmadığı sorusu kesin bir cevabı karşılamamaktadır. Savaş, insan doğasının bir zorunluluğu değil, daha çok insan tarafından kurulan sistemlerin ve tercihlerin bir sonucudur denilebilir. Bu nedenle savaşın azaltılması, gündemden çıkarılması, ancak bu yapısal faktörlerin dönüştürülmesiyle mümkün görünmektedir. Sonuç olarak savaş, insanoğlunun haklı veya haksız neden olduğu ve onun sürdürdüğü bir hareket.

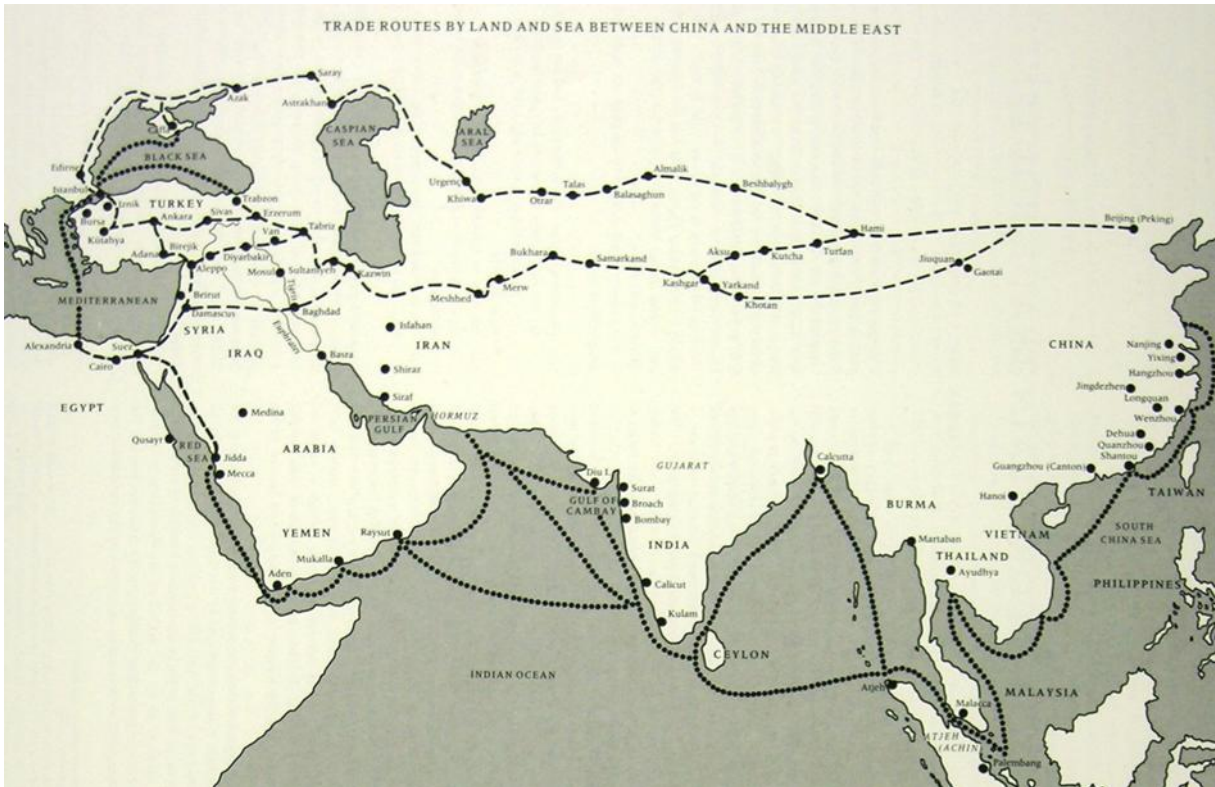
Öte yandan, liberal ve idealist görüşe göre savaş kaçınılmaz değil, önlenabilir bir olgudur. Uluslararası oluşturulacak güçlü bir merkezi otoritenin devletlerarası olabilecek veya süren bir savaşı önlemede belirleyici bir rolü üstlenebilir. Birleşmiş Milletler günümüz dünyasında bu doğrultuda yeniden yapılandırılabilir görüşü taraf bulabilir.

KAYNAKÇA

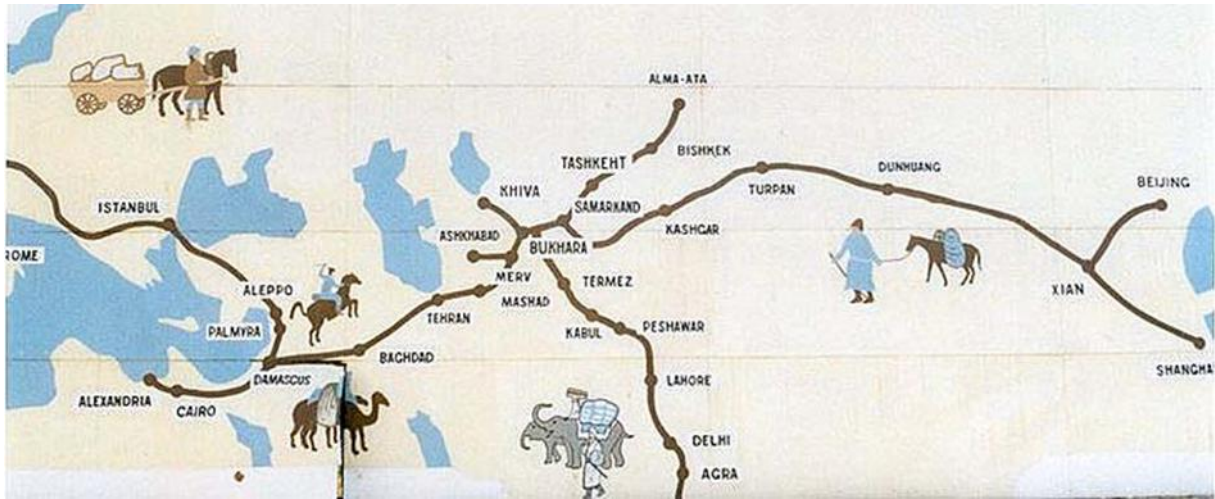
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Recognition Before Trust: Linguistic Effort and the Emergence of Relational Openness in Asymmetric International Interaction

International Management Scholar. Claudio ALVAREZ

Instituto de Estudios Internacionales, Universidad de Chile

clalvare@ing.uchile.cl

Orcid: 0009-0008-0127-2100

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 field observations from early-stage interactions in Indonesia involving Latin American and Indonesian 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, Collins's theory of interaction ritual, and a distinction between Honneth's normative recognition and the interactional recognition proposed here, the paper offers an exploratory conceptual mechanism for understanding how relational openness may emerge in asymmetric international encounters. Costly vulnerability — the voluntary acceptance of visible communicative exposure — is proposed as the central operative mechanism. The argument is positioned as a working abductive framework with particular relevance for ASEAN–Latin America engagement, where institutionalized trust frameworks often remain weak or absent.

Keywords: Recognition; Costly Vulnerability; Relational Openness; Linguistic Effort; Asymmetric Interaction; Global South; ASEAN–Latin America; Interaction Ritual

INTRODUCTION

A significant portion of contemporary scholarship on international interaction focuses on explaining how cooperation becomes possible across borders. Trust-building, signaling, institutional alignment, and norm diffusion have received sustained analytical attention across international relations, sociology, organizational studies, and international business. Yet many of these approaches share an implicit assumption: interaction has already begun.

Trust-based theories explain how actors sustain cooperation over time (Axelrod, 1984; Hardin, 2002). Signaling theory explains how actors communicate credible information under uncertainty (Spence, 1973). Constructivist approaches emphasize the role of shared meanings and norms in enabling social order (Wendt, 1999). These perspectives remain analytically powerful, but they typically begin from a point at which actors are already mutually engaged within a recognizable interactional frame.

In practice, however, many international encounters begin under conditions where such a frame does not yet exist. This is especially visible in asymmetric interactions across Global South contexts, where actors may not share linguistic resources, institutional familiarity, symbolic references, or interactional expectations. In such situations, the immediate challenge is often not sustaining cooperation, but rendering interaction itself possible. The present paper addresses that earlier analytical moment.

It argues that before trust, cooperation, or institutional coordination can emerge, actors must first recognize one another as legitimate potential interlocutors. This paper uses the term recognition in a deliberately restricted sense that differs from its usage in normative political philosophy. It refers here to an interactional condition — a threshold moment in which another actor becomes perceivable as someone toward whom engagement can meaningfully unfold. The distinction from Honneth's influential normative account is addressed directly in section 1.5.

The paper further proposes that linguistic effort in the counterpart's language may function as a recognition signal under conditions of asymmetry. The observations motivating this argument emerged from early-stage field engagement in Indonesia, where the author had made a prior commitment to learning Bahasa Indonesia before initiating institutional contact. The significance of the observed effects did not appear to derive from communicative fluency. Linguistic attempts were grammatically imperfect, hesitant, and often communicatively limited. What seemed consequential was the visible willingness to incur symbolic and interactional exposure — what this paper terms costly vulnerability. This concept is developed as the paper's central contribution.

The paper proposes an exploratory conceptual framework rather than a validated empirical theory. Its ambition is to name a mechanism, clarify its components, position it within existing scholarship, and identify conditions under which it may or may not operate. The empirical basis is limited and frankly acknowledged as such. The argument is therefore positioned as abductive: field observation motivates conceptual development, which in turn generates propositions for subsequent empirical scrutiny.

1. THEORETICAL FRAMEWORK

1.1 Trust and the Problem of Interactional Beginnings

A large literature explains cooperation through the emergence of trust. Whether understood through repeated interaction (Axelrod, 1984), rational expectations (Hardin, 2002), institutional reliability (North, 1990), or temporary coordination under uncertainty (Meyerson, Weick, and Kramer, 1996), trust generally functions as a mechanism through which actors stabilize expectations and reduce uncertainty over time. Yet these approaches typically begin after actors have already entered into interaction.

Even recent work on trust in international business environments assumes some degree of prior engagement through which expectations can develop (Zou et al., 2023). The question of how actors become mutually available for interaction in the first place often remains analytically secondary — what might be called the problem of interactional beginnings. Under conditions of asymmetry — where actors may lack shared language, common institutional references, or stable interactional expectations — the immediate challenge is not how trust becomes durable, but how interaction becomes possible at all. For this reason, the present paper treats recognition not as a derivative outcome of trust, but as a prior interactional condition whose emergence requires explanation in its own right.

1.2 Signaling Theory: Credibility and the Problem of Legibility

Signaling theory offers a useful partial framework for understanding early-stage interaction because it addresses how actors communicate information under conditions of uncertainty (Spence, 1973). Signals become credible when they are costly or difficult to fake, allowing receivers to infer underlying qualities or intentions. However, standard signaling theory generally assumes that signals are interpretable within a shared frame — that a signal sent is a signal received as meaningful.

In asymmetric international contexts, this assumption becomes problematic. A signal may be entirely credible and yet fail to generate interaction if it is not legible as meaningful within the specific interactional situation. A formal business card, an institutional title, or a declaration of goodwill may carry credibility within one cultural-institutional frame and be interactionally opaque in another.

This paper therefore distinguishes between credibility and legibility as distinct properties of signals under asymmetry. Legibility refers to whether a signal is perceptible as interactionally meaningful to the receiver — whether it registers as a gesture toward relational engagement at all. Under conditions of significant asymmetry, legibility may be a precondition for credibility rather than a consequence of it. A signal cannot be evaluated for sincerity if it is not first readable as an attempt at relational orientation. This distinction motivates the concept of recognition signaling: observable behaviors that help establish minimal relational legibility in contexts where shared interpretive frameworks cannot be assumed.

1.3 Linguistic Accommodation and Its Limits

The argument developed here overlaps partially with Communication Accommodation Theory (Giles, Coupland, and Coupland, 1991), particularly in its focus on the relational effects of linguistic adjustment. CAT explains how speakers converge or diverge linguistically and how these movements shape relational outcomes. However, the present paper departs from CAT in a significant respect.

CAT's primary analytical focus lies on accommodation dynamics occurring within interactions that are already underway — within a frame that already exists and within which convergence or divergence has relational consequences. The present argument instead focuses on an earlier moment: the production of relational openness before stable interaction exists. The question is therefore not whether linguistic convergence improves outcomes within an ongoing exchange, but whether visible linguistic effort helps actors become recognizable as legitimate interlocutors before stable interaction has been established.

This distinction matters because the proposed mechanism does not depend on communicative efficiency. The observations motivating this paper involved linguistic attempts that were limited, imperfect, and at times communicatively inefficient. Their interactional effect appeared to derive not from their content but from what they made visible about the actor attempting them.

Language-sensitive international business research has increasingly highlighted the importance of language as a relational, organizational, and power-laden dimension of cross-border interaction (Piekkari, Gaibrois, and Johansson, 2022; Ivanova-Gongne et al., 2023). The present paper extends this concern to the pre-interactional stage — the moment before a workable interactional frame has been established — and proposes a specific mechanism for how that stage may be navigated.

1.4 Bourdieu and Garfinkel: Embodied Linguistic Exposure

Bourdieu's work on language and symbolic power (1991) offers an essential lens for understanding why linguistic effort may become interactionally consequential under asymmetry. In Bourdieu's account, language is not a neutral communicative tool. It operates as symbolic capital situated within fields structured by legitimacy, hierarchy, and unequal recognition. Linguistic competence carries relational and symbolic value beyond its informational content: who speaks, in what language, with what accent, and with what command of the field's legitimate idiom, all position speakers within symbolic orders before any propositional content has been exchanged.

Linguistic asymmetry, in this framework, is not merely a communicative problem. It involves unequal positioning within symbolic space. The actor who speaks without fluency in the legitimate language of a given field is symbolically exposed before they have communicated anything. What makes deliberate linguistic effort in the counterpart's language potentially meaningful is therefore not its communicative payoff, but the voluntary nature of the exposure it involves. The actor chooses to enter a field in which they are symbolically disadvantaged — to become visible as imperfect in front of someone for whom the language is native.

A possible objection is that such vulnerability can be strategically performed. The response advanced here draws on Bourdieu's concept of habitus. Habitus refers to embodied dispositions generated through socialization that structure practice in ways that are not fully available to conscious regulation. Linguistic habitus — the timing, rhythm, accent, hesitation patterns, and self-correction routines through which language is produced — emerges from years of embodied practice and cannot be convincingly reproduced on demand. This suggests that there may be an interactionally perceptible difference between strategically performed linguistic vulnerability and the genuine embodied exposure of someone attempting to communicate across a real gap in competence.

Garfinkel's ethnomethodological perspective (1967) reinforces a complementary point. For Garfinkel, social interaction is not automatic. It is continuously accomplished through situated practices that sustain the tacit assumption of mutual intelligibility. When those practices fail or are suspended — as they are under conditions of linguistic asymmetry — the interactional order itself becomes fragile. The mechanism proposed in this paper therefore concerns not simply communication within interaction, but the production of minimal interactional recognizability before stable interactional order has been achieved. Linguistic effort, on this account, may function as a practical accomplishment of the conditions necessary for interaction to begin at all.

1.5 Recognition: Interactional versus Normative

Any paper that uses recognition as a central concept must engage with Axel Honneth's influential treatment of the term. In Honneth's account (1995), recognition is a normative concept organized around three spheres — love, legal rights, and social esteem — each corresponding to a different dimension of personal identity and its affirmation by others. For Honneth, recognition is not merely a social lubricant or an interactional resource; it is a fundamental moral claim through which persons develop and sustain their identities. The denial of recognition — misrecognition — is a form of harm that motivates struggles for social justice.

This tradition has been enormously productive in social and political philosophy (Fraser and Honneth, 2003) and in IR theory, where recognition has been used to explain status contests, prestige dynamics, and normative hierarchies among states (Bartelson, 2013; Wolf, 2011).

The present paper uses recognition in a deliberately more restricted and interactional sense that is distinct from Honneth's in three important respects. First, whereas Honneth's recognition involves identity-constituting affirmation, the recognition proposed here is interactional and minimal: the condition under which another actor becomes perceivable as a legitimate potential participant in relational exchange. It does not require affirmation of identity, nor does it imply moral acknowledgment. Second, whereas Honneth's account operates at the level of social structures and their moral stakes, this paper operates microsociologically, at the level of situated encounters. Third, whereas Honneth's recognition is primarily a normative achievement that can succeed or fail with lasting consequences for personhood, the recognition proposed here is a local and contingent interactional threshold — one that may be crossed and recrossed across different encounters and contexts.

The term is retained, rather than replaced, because it captures something that adjacent terms do not. Rapport implies warmth and positive affect. Trust implies sustained expectation. Legibility (used in section 1.2) addresses signals rather than actors. What recognition designates, in the interactional sense used here, is the minimal condition under which another becomes an available interlocutor — someone toward whom interaction can orient without already knowing its outcome. This is precisely the condition that, the paper argues, cannot be assumed under significant asymmetry and must be actively produced.

The distinction from Collins (2004) requires separate attention and is taken up in section 1.6.

1.6 Collins and Interaction Ritual: Similarities and Differences

Randall Collins's theory of interaction ritual chains (2004) represents the most sustained and ambitious microsociological account of how interaction generates social energy, solidarity, and symbolic resources. In Collins's model, successful interactions produce what he calls emotional energy — a heightened sense of mutual engagement, enthusiasm, and motivation to sustain further contact. Interactions that fail to achieve this synchronized entrainment leave participants depleted and disinclined toward further exchange. The theory explains not merely what happens within interactions, but how interaction chains connect over time to produce social structures and membership in symbolic communities.

There are important convergences between Collins's framework and the argument advanced here. Both attend to the micro-level dynamics of embodied co-presence. Both treat interaction as something that must be actively accomplished rather than passively entered into. Both suggest that the outcomes of interaction are not determined by propositional content alone but by the quality of the relational attunement achieved. And both are concerned with what makes interaction generative rather than merely transactional.

However, the present paper addresses a question that Collins's framework does not directly answer. Collins's model presupposes that interaction has already achieved a minimal threshold of mutual engagement — that participants are already co-present and already attending to one another as interactional partners. His concern is with what happens within ritual interactions and how their outcomes vary in terms of emotional energy and solidarity. The present paper is concerned with an earlier moment: the conditions under which two actors, who do not share language, institutional familiarity, or symbolic references, become mutually available for the kind of engagement Collins describes. In Collins's terms, the paper asks what produces the initial conditions for ritual interaction to be possible at all under radical asymmetry.

Costly vulnerability, as proposed here, may function as one such condition: a micro-level signal that temporarily suspends the symbolic barriers between two actors sufficiently to allow the ritual process that Collins describes to begin. This positions the present mechanism not as an

alternative to Collins but as a prior stage whose analysis the interaction ritual framework does not fully develop.

2. METHOD AND RESEARCHER POSITIONALITY

This paper adopts an abductive conceptual approach grounded in analytically structured field observation. The basic research orientation is qualitative and interpretive, drawing on field experience as a source of conceptual motivation rather than as a formal empirical dataset. The approach is consistent with the tradition of abductive concept development in organizational and international interaction research, where field-informed anomalies motivate theoretical propositions that are then subjected to subsequent empirical scrutiny (Alvesson and Kärreman, 2007).

The observations that generated this paper emerged during institutional visits in Indonesia. The author engaged in early-stage interactions across university visits, institutional meetings, and first-contact conversations, having made a prior investment in learning Bahasa Indonesia. Field observations were recorded in the author's field notes within twenty-four hours of the interactions described. These notes were subsequently reviewed and analytically structured — that is, examined for recurring patterns, anomalies, and counterexamples — as input for the conceptual development reported here.

The empirical basis of this paper is limited by design and by circumstance. Two primary interactions are described and analyzed. A further interaction that did not conform to the proposed mechanism is also reported. No formal sample was designed, and no structured data collection instrument was applied. These observations do not constitute a dataset sufficient to establish causal claims or to test the mechanism proposed. They are treated instead as heuristically generative instances that motivated the development of a conceptual argument. The paper is therefore positioned as a working framework requiring subsequent empirical development, not as a validated theory.

The geographic scope of the empirical basis is Indonesia. Other ASEAN countries visited during the same field period are not used as empirical support for the mechanism. The paper's broader conceptual implications for ASEAN–Latin America interaction are presented as extensions and propositions for future research, not as claims derivable from the present observations.

2.1 Researcher Positionality

The author of this paper was simultaneously the observer, participant, and analyst of the interactions described herein. This simultaneity is not presented as a methodological strength but as a condition that must be explicitly acknowledged and whose consequences must be considered.

The author is a Latin American male academic with professional credentials in engineering, management, and international studies, visiting Indonesian institutional counterparts in a context of significant structural asymmetry — between Latin America and Southeast Asia, between a visiting outsider and institutional hosts, and between an actor whose presence required explanation and counterparts who were under no obligation to engage beyond procedural courtesy. The author had made a deliberate prior investment in learning Bahasa Indonesia — a decision motivated by both professional interest and genuine intellectual engagement with Indonesian culture and thought. This prior investment is analytically relevant to the mechanism under discussion: the linguistic vulnerability enacted was not strategic performance but the result of real, partial, and imperfect competence.

The observations reported in the following section were made from within this position. They reflect what was perceptible from the author's situated vantage point and are explicitly not presented as accounts of the counterparts' internal states or motivations. The interactional shifts

described may have been jointly produced by linguistic effort, institutional context, personality, and factors the author cannot fully perceive from within the encounter. The interpretations offered are proposed as conceptually generative rather than causally conclusive.

3. FIELD OBSERVATIONS AND THE EMERGING PATTERN

3.1 Observed Interactions

During early-stage institutional engagement in Indonesia, a pattern emerged that was sufficiently consistent and sufficiently surprising to resist easy assimilation into existing frameworks. When exchanges with Indonesian institutional counterparts remained entirely within procedural English-language interaction, relational dynamics tended to stay formally bounded — courteous, cooperative at a procedural level, but interactionally closed. The encounters produced information exchange without relational opening.

What changed the character of these encounters, on several occasions, was not argument, authority, or informational content, but a brief and imperfect attempt at Bahasa Indonesia. The shift was not always dramatic; in some cases it was subtle. But it was sufficiently consistent and sufficiently disproportionate to the communicative value of what was said to be analytically interesting.

One interaction at an Indonesian university is described here in sufficient detail to motivate the conceptual development that follows. A counterpart — a senior academic who had maintained a highly formal institutional posture throughout a preceding English-language exchange — responded to a brief and grammatically imperfect attempt at Bahasa Indonesia with a perceptible shift in interactional register. The encounter extended well beyond its original institutional purpose. The counterpart began asking questions of a personal character, introduced topics unrelated to the institutional agenda, and adopted a markedly warmer interactional tone. What appeared to shift was not the informational content of the exchange but its relational character — the quality and openness of mutual orientation.

A second interaction involved a different institutional counterpart in a comparable early-stage setting. After a similarly imperfect linguistic attempt, the counterpart became more forthcoming in sharing views about institutional priorities and informal knowledge about the field — information that would typically require an established relationship to elicit. Again, the relational shift appeared disproportionate to the communicative content of the linguistic attempt itself.

3.2 A Disconfirming Instance

The proposed mechanism did not operate universally, and this matters analytically. In one interaction, a similar linguistic attempt generated polite acknowledgment but no observable relational opening. The context was time-constrained, the counterpart was managing multiple institutional demands simultaneously, and the institutional setting was more formal than the others. This instance suggests that linguistic effort alone is insufficient to generate the proposed effect. Context, timing, institutional setting, the specific relational history of the dyad, and the counterpart's own interactional dispositions all appear to moderate whether communicative vulnerability produces relational openness or is simply absorbed as a polite gesture and set aside.

The mechanism proposed in this paper is therefore presented as conditional rather than general: a probabilistic relationship between a specific type of interactional behavior and a specific type of relational shift, under conditions that remain incompletely specified and that future research should examine systematically.

3.3 The Prior Investment as Structural Condition

One feature of the observations that may be analytically significant is the prior investment the author had made in learning Bahasa Indonesia before initiating institutional contact. This investment was not concealed from counterparts — it was, in at least some cases, visible as a practice rather than merely declared. This raises a question for the conceptual mechanism: is it the in-the-moment linguistic attempt that generates the relational effect, or is it the broader pattern of investment that the attempt indexes?

This question cannot be resolved from the present observations. However, it points toward an important refinement of the mechanism: linguistic effort may function as a recognition signal in part because it is legible as evidence of prior orientation — as a trace of sustained attention to the counterpart's world that precedes and exceeds the immediate encounter. This would distinguish it from spontaneous mimicry or isolated politeness gestures, and would help explain why the relational effects observed appeared deeper than mere social warmth.

4. COSTLY VULNERABILITY AS A RECOGNITION MECHANISM

4.1 Beyond Classical Costly Signaling

The canonical account of costly signaling (Spence, 1973) associates signal credibility with material sacrifice. A signal is credible when it imposes costs that are prohibitively high for actors who do not possess the underlying quality being communicated — the logic being that the cost itself screens out strategic imitation. In both Spence's labor market application and its subsequent extensions, credibility is a function of material or strategic cost.

The mechanism proposed here differs from classical costly signaling in one fundamental respect: the relevant cost is not material but symbolic and interactional. The actor who attempts communication in the counterpart's language does not sacrifice material resources or strategic advantage. What they sacrifice — voluntarily, visibly, and in real time — is communicative control. They accept public exposure as imperfect, hesitant, and symbolically disadvantaged within the interactional space itself.

This distinction matters because it changes the nature of the signal and the mechanism of its credibility. In classical costly signaling, the audience evaluates the cost and infers quality. In costly vulnerability as proposed here, the audience observes the exposure and — under certain conditions — experiences a shift in relational orientation. The signal does not communicate a quality. It enacts a relational posture: the willingness to be seen as imperfect in front of another. This is something categorically different from declaring good intentions or displaying credentials.

4.2 Why Symbolic Exposure May Matter

Several features of costly vulnerability may explain why it produces relational effects disproportionate to its communicative content.

First, it is observable rather than declarable. An actor can announce openness, goodwill, or respect for the counterpart's culture. These declarations are cheap in the relevant signaling-theoretic sense: they impose no cost and require no prior investment. Linguistic vulnerability, by contrast, unfolds in front of the counterpart in real time. The accent is audible. The hesitation is visible. The grammatical imprecision is evident to any native speaker. The actor cannot revise or retract the performance after it has been delivered. This immediacy and irreversibility give it an interactional weight that declarations cannot achieve.

Second, following Bourdieu's account of habitus, linguistic performance is difficult to fully regulate consciously. The timing, rhythm, and phonological features of speech emerge from embodied dispositions that are not under full voluntary control. This means that a counterpart observing an attempt at their language is observing something that cannot be entirely fabricated: the real limits of the speaker's competence, the real trace of their investment or its absence, and the real asymmetry of their position in this specific exchange. The performance is, in a non-

trivial sense, honest — not because the actor chooses honesty, but because the habitus constrains what can convincingly be performed.

Third, the act of attempting communication in the counterpart's language involves a voluntary inversion of the symbolic hierarchy that typically structures interactions between foreign visitors and local institutional counterparts. In many such encounters, the foreign visitor's competence and authority are what justify their presence. By attempting communication in a language in which they are incompetent, the actor temporarily relinquishes that protective positioning. They enter the counterpart's symbolic territory rather than requiring the counterpart to enter theirs. This inversion may be what makes the gesture legible as a recognition signal rather than merely as a linguistic choice.

4.3 The Difficulty of Simulation

A natural objection to the mechanism as proposed is that skilled actors can simulate vulnerability convincingly. Diplomats, language teachers, and experienced cross-cultural practitioners regularly produce strategic performances of openness and humility. Can costly vulnerability be learned and performed without genuine investment?

The response offered here is not that simulation is impossible, but that it is constrained by the embodied nature of linguistic production. A strategic performance of vulnerability in a language the actor does not actually speak will, under most conditions, produce either obvious incompetence (which signals the absence of prior investment) or evident performance (which signals strategic calculation). Genuine linguistic vulnerability — the product of real but partial investment in the counterpart's language — occupies a specific interactional zone that is difficult to deliberately construct from the outside. The hesitations are real, the self-corrections are spontaneous, the accent reflects actual phonological habits rather than affect. These features of embodied language production are, in Bourdieu's terms, not fully regulable by habitus-external intention.

This argument does not preclude the possibility that some individuals are more skilled simulators than others, or that extensive language training might produce a convincing performance of vulnerability even in a language one does not genuinely struggle with. Future research should examine these boundary conditions directly. The claim advanced here is more modest: that genuine communicative vulnerability produces a distinctive interactional texture that is difficult to fully replicate through strategic performance, and that this distinctiveness may be part of what makes the signal legible to counterparts as authentic rather than calculated.

4.4 Costly Vulnerability and Recognition

The link between costly vulnerability and the interactional recognition proposed in section 1.5 can now be stated more precisely. Recognition, as used here, is the minimal interactional condition under which another actor becomes perceivable as a legitimate potential interlocutor. Costly vulnerability may facilitate this condition through the following mechanism: by visibly entering a symbolically disadvantaged position in front of the counterpart, the actor signals orientation toward the counterpart's world — not as a declaration but as a practice. This practice may render the actor legible as someone willing to be seen and evaluated, rather than as someone whose institutional role or cultural authority requires them to be taken on their own terms.

Under conditions of significant asymmetry, where actors cannot rely on shared symbolic frameworks, institutional familiarity, or prior relational history, this kind of enacted orientation may constitute the minimal condition for interaction to begin. It produces, tentatively and conditionally, the relational opening that this paper calls recognition.

5. RELATIONAL OPENNESS: DEFINITION AND OBSERVABLE FEATURES

Relational openness, as used in this paper, refers to a transient interactional state in which at least one participant becomes oriented toward the encounter as a site of genuine exchange rather than merely procedural transaction. It is distinguished here from several adjacent concepts with which it might be confused.

Politeness is a normative interactional practice that does not require genuine orientation toward the other. A counterpart may be entirely polite while remaining interactionally closed — producing the expected surface behaviors without becoming available for exchange beyond the procedural frame. Relational openness involves a shift that politeness alone does not produce.

Friendliness is a dispositional characteristic of individuals or cultural contexts, not an interactional achievement generated by the encounter itself. Relational openness, as used here, is specifically produced within an interaction — it is not a background warmth that the counterpart brings to all encounters, but a shift that occurs within this encounter.

Rapport implies an established quality of connection that develops over time and across multiple interactions. Relational openness refers to something more minimal and more immediate: the emergence, within a single encounter, of conditions under which more than procedural exchange becomes possible.

Trust, as the paper has argued throughout, presupposes sustained interaction and accumulated experience. Relational openness is proposed as a precondition for the kind of interaction that trust eventually requires. It is not trust in miniature.

Observable indicators of relational openness in the interactions described in section 3 included: the extension of the encounter beyond its institutional purpose; the introduction of topics that were personal or contextually adjacent rather than strictly agenda-driven; shifts in posture, facial expression, and gestural openness; the voluntary offering of information or perspective that the counterpart was not formally required to provide; and the counterpart's initiation of questions directed at the visiting actor rather than their role or institution. None of these indicators is individually conclusive; together they suggest a shift in the character of mutual orientation that the concept of relational openness is intended to name.

It must be noted that relational openness, as defined here, is observed from the perspective of one participant in the interaction. What the counterpart actually experienced — whether they were genuinely more open, or were displaying culturally scripted warmth in response to a recognized social gesture — cannot be determined from the present observations alone. This is one of the central methodological limitations of the paper's empirical basis and one that future research using interactional analysis, video data, or participant accounts from counterparts would need to address.

6. THEORETICAL IMPLICATIONS

Several theoretical implications follow from the mechanism proposed in this paper.

The first concerns the temporal structure of existing scholarship on international interaction. Theories of cooperation, trust, and coordination presuppose prior relational conditions that are frequently taken for granted. The present argument suggests that these conditions must be actively produced and may depend on micro-interactional dynamics — specifically, on forms of embodied symbolic exposure — that do not appear in models focused on later stages of relationship development. The pre-cooperative stage of international interaction deserves analytical attention in its own right.

The second concerns signaling theory. The credibility/legibility distinction proposed in section 1.2 suggests that under conditions where shared interpretive frameworks are weak, the primary challenge is not making a signal credible but making it legible as a signal at all. This has implications for how international actors approach early-stage engagement: the communicative problem under radical asymmetry is not primarily how to demonstrate trustworthiness, but how to become recognizable as a potential interlocutor before trustworthiness becomes relevant.

The third concerns language in international contexts. Language should not be understood solely as a technical medium of communication or as a marker of cultural identity. Under certain conditions, it functions as relational infrastructure — a medium through which the minimal conditions for engagement are established or withheld. The act of attempting the counterpart's language is not primarily a communicative act. It is a relational act whose significance derives from what it makes visible about the actor's orientation toward the encounter.

The fourth concerns the ASEAN–Latin America institutional context specifically. In many early-stage interactions between actors from these two regions, formal institutional frameworks remain underdeveloped, shared symbolic references are sparse, and the historical relationship between the regions provides little relational scaffolding. Under these conditions, micro-level interactional signals may carry relational weight that institutionalized frameworks are not yet positioned to provide. This makes the recognition mechanism proposed here particularly salient — not because it does not operate elsewhere, but because the absence of other relational resources may make its presence or absence more consequential.

CONCLUSION

This paper has argued that international interaction may depend on a prior and frequently overlooked condition: interactional recognition. Before trust, cooperation, or institutional coordination can emerge, actors may first need to become mutually perceivable as legitimate potential interlocutors. Under conditions of significant asymmetry, this condition cannot be assumed. It must be actively produced.

The paper has proposed costly vulnerability as the central mechanism through which this production may occur. Costly vulnerability refers to the voluntary acceptance of visible communicative exposure — the deliberate entry into a symbolically disadvantaged interactional position in front of the counterpart. Drawing on Bourdieu's account of linguistic habitus, Garfinkel's emphasis on the fragility of interactional order, Collins's theory of interaction ritual, and a distinction from Honneth's normative account of recognition, the paper has offered a conceptual mechanism that is distinct from conventional costly signaling and from linguistic accommodation.

The empirical basis of this argument is limited and frankly presented as such. The observations come from Indonesia, from a small number of interactions, and from the situated perspective of an observer who was also the participant. They are sufficient to motivate a conceptual argument. They are not sufficient to validate a theory. The paper is therefore positioned as an abductive working framework — a proposal for where to look and what to look for, rather than a demonstration of what will be found.

For researchers, the paper calls for greater analytical attention to the pre-cooperative stage of international interaction, particularly in contexts where institutionalized frameworks remain weak. Future research should examine the conditions under which costly vulnerability produces relational openness and those under which it does not. It should investigate how counterparts interpret and respond to linguistic effort — ideally through methods that capture counterpart accounts rather than observer inference alone. It should explore whether comparable recognition mechanisms operate through non-linguistic forms of voluntary symbolic exposure, and how the mechanism is affected by digital and mediated environments in which embodied exposure is filtered or absent.

For practitioners — those engaged in early-stage international encounters across significant asymmetries — the paper suggests a reframing of the role of visible effort. Linguistic competence is not what makes the effort valuable. It is the willingness to be seen as imperfect, to enter the counterpart's symbolic territory without the protection of one's own fluency, that may produce the relational opening from which everything else becomes possible. Recognition,

in this sense, is not a byproduct of interaction. It may instead constitute one of the conditions that makes interaction possible in the first place.

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Hakikatin Dijital Krizi: Post-Truth Dönemde Sosyal Medya

Doktora Öğrencisi Buşra KARADUMAN

Atatürk Üniversitesi

busra.karaduman14@ogr.atauni.edu.tr

Orcid: 0000-0001-6162-0674

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 aşıldığı 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 situation 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

GİRİŞ

Günümüzde hakiki olanla olmayan arasındaki ayrımın silikleşmeye başlamasıyla birlikte “post-truth” ya da “hakikat ötesi kavramı, medya ve iletişim çalışmalarında önemli bir konu hâline gelmiştir. Sosyal medya ile birlikte haber, bilgi ve verilerin çok hızlı bir şekilde yayılması; dezenformasyon, misenformasyon ve indofemi gibi sorunları daha görünür kılmıştır. Bu durum, bireylerin nesnel gerçeklikten uzaklaşmasına neden olurken, haberlerin doğruluğu konusunu da daha kritik hâle getirmiştir. Post-truth kavramı, gerçeklerden ziyade inanç, duygu ve kişisel görüşlerin etkili olduğu bir iletişim ortamını ifade etmektedir. Özellikle 2016 Amerikan Başkanlık Seçimleri ve Brexit süreci sonrasında çok tartışılan bu kavram, sosyal ağlar aracılığıyla yalan haberlerin, çarpıtılmış gerçeklerin ve abartılı söylemlerin hızlı bir şekilde dolaşıma girdiği bir dönemi tanımlamaktadır. Bu açıdan sosyal medya, hakikat sonrası söylemlerin yayılmasında önemli bir yer edinmekte; dijital okuryazarlık ve etik platform sorumluluğu da bu sorunla mücadele etmek için temel bir çözüm yolu olarak görülmektedir.

Post-truth kavramı, son yıllarda iletişim, medya ve siyaset alanlarında çok fazla kullanılan bir kavram olmuştur. Literatürde kavramın Türkçe karşılığı konusunda çok fazla yaklaşım bulunurken, kimi açıklamaların da kavramın temel anlamından farklı olduğu görülmektedir. Bu yüzden bu kavramın doğru tanımlanması ve sınırlarının belirlenmesi gerekmektedir. Her ne kadar bu kavram 2016 yılında görünür hâle gelse de post-truth olgusunun daha eski zamanlarda siyasal ve toplumsal yaşamda var olduğu söylenebilir. Teknolojik gelişmelerin etkisiyle bireylerin olaylara verdikleri tepkiler değişmiş ve bu kavram hayatımızın önemli bir parçası hâline gelmiştir. Bu nedenle içinde yaşadığımız dönem, hakikatin giderek kaybolduğu bir post-truth dönem olarak tanımlanabilir.

Kökenleri gerçeklik üzerine yapılan felsefi tartışmalara dayanan post-truth kavramı, günümüzde medya ve iletişim alanında önem kazanmıştır. Kavramın medya ile ilişkilendirilmesinin ana nedeni, medyanın bireylerin gerçeklik algısını inşa eden önemli bir araç hâline gelmesidir. Özellikle son yıllarda internet ve sosyal medya, hakikatin üretildiği ve dolaşıma sokulduğu araçlar olarak post-truth dönemin oluşmasına yardımcı olmaktadır. Bu süreçte, medya aracılığıyla inşa edilen gerçekliğin toplum tarafından ne ölçüde benimsendiği ve nasıl algılandığı önem kazanırken, kullanıcıların medya okuryazarlığı düzeyi de önemli bir unsur hâline gelmektedir (Kılıç, 2024:1). Hakikat, görünenin ötesinde, daha içsel, derin ve anlam yüklü bir kavram olarak ifade edilmektedir. Bu yönüyle hakikat, varlığın temelini oluşturan anlamı arama süreciyle bağlantılıdır. Hakikate ulaşmak için haber, bilgi ve bunların kaynakları büyük önem taşımaktadır. Modern dönemde ise yeni iletişim araçları ve dijitalleşme, hakikati oluşturan temel unsurlar arasında yer almaktadır. Özellikle sosyal medya etkileşimleri, bireyin anlam arayışının değişmesine ve hakikatin zedelenmesine yol açabilmektedir. Bu bağlamda çalışma, sosyal medyanın ve dijitalleşmenin gerçek, gerçeklik ve hakikat algısı üzerindeki etkilerini ele almaktadır (Aktan, 2025:142). Hakikat kavramı, sosyal medya çağında daha karmaşık bir boyut kazanmıştır. Geleneksel medya organları, haberlerin doğruluğunu çeşitli editöryal denetim süreçlerinden geçirmektedir. Ancak, sosyal medyada böyle bir denetim mekanizmasının olmaması, “sahte haber” (fake news) olgusunun yaygınlaşmasına neden olmuştur (Vosoughi, Roy & Aral, 2018). Sosyal medya mecralarından aktarılan bilgilerin

doğruluğu, kullanıcıların inançları ve algıları tarafından şekillenir. Böylece, hakikat, nesnel bir gerçeklikten çok, kullanıcılar tarafından doğruluğunun kabul edildiği bilgilere dönüşür.

1. HAKİKATİN DÖNÜŞÜMÜ VE POST-TRUTH OLGUSU

Post-truth kavramı ilk kez 1992 yılında Steve Tesich’in The Nation dergisinde “A Government of Lies” başlığı ile yayınlanan makalesinde kullanılmıştır. Steve hakikat ötesini kamuoyunun yalana karşı duyarsızlığı olarak açıklamıştır. Bu kavram, 2016 yılında Amerika Birleşik Devletleri başkanlık seçimleri ve Avrupa birliğinden ayrılan Birleşik Krallık’ın referandumu ile popüler olmuş ve 2016 yılında Oxford sözlüğü tarafından yılın kelimesi seçilmiştir (Keskinkaya, 2021:17-18). Oxford Languages, post-truth kavramının nesnel gerçeklerin kamuoyunu şekillendirmede duygu ve kişisel inançlardan daha az etkili olduğu durumlar olarak tanımlamıştır. Bu durumun ana sebebi Brexit referandumu ve ABD başkanlık seçimleridir. Her iki durumda da sosyal medyada yalan haberlerin, manipülatif içeriklerin ve doğrulanmamış iddiaların yaygınlaşması post-truth tartışmalarının güçlenmesine neden olmuştur. Bu gibi olaylar, post-truth kavramının sadece teorik bir tartışma alanı olmadığını, siyasal iletişim ve kamuoyu oluşturma süreçlerinde de somut bir karşılık bulduğunu göstermektedir (Arkan, 2022: 8).

Post-truth, toplumsal ve siyasal alanda hakikatin önemsizleştiği; bireylerin kanaatlerinin nesnel gerçeklikten ziyade inanç ve kişisel kabullerle oluşturulduğu bir dönemi ifade etmektedir. Bu nedenle bu kavram modern dönemin akıl, bilim ve nesnellik anlayışına karşı olan postmodern düşünceyle yakından ilişkilidir. Post-truth anlayışının ortaya çıkmasında postmodern düşüncede tek ve mutlak gerçeklik fikrinin sorgulanması zemin hazırlamıştır. Kavramın Türkçe karşılığı konusunda farklı fikirler bulunmaktadır. “Post” ön eki ve “truth” kelimesinin doğrudan çevrilmesi karışıklığa yol açabilmektedir. Bu sebeple literatürde “hakikat”, “gerçeklik” ve “doğruluk” gibi kavramlar kullanılmaktadır. Kavramın düşünsel ve tarihsel arka planına bakıldığında, bu kavram sadece gerçeğin sonrası değil; hakikatin, algı, duygu ve inançlar tarafından gölgelendiği bir dönem olarak karşılık bulmaktadır (Aktan, 2025:147). Post-truth dönemde özne anlamını yitirmiş, gerçeklik bulanıklaşmaya başlamıştır. Bu dönemde bilginin gerçekliğinden öte toplumu etkileme noktasında duygularla hareket edilmeye başlanmıştır. Post-turth çağın temel noktası politika gibi ele alınsa da toplumun tüm katmanları bu çağın temel özneleriyle hareket etmektedir. Bu hareket bazen aktif konumunda etkileyici pozisyonunda yapılırken bazen de pasif konumunda etkilenen pozisyonunda yer almaktadır (Tiryaki, 2021:529). Post-truth, epistemolojik olarak bir krize sebep olur çünkü bilginin güvenilirliği ve doğruluğu sorgulanır hâle gelir. Bu dönemde, insanlar gerçek olan yerine, kendi duygularını ve inançlarını doğrulayan bilgilere inanma eğilimi gösterirler. Bu da, bilginin niteliğini ve toplumdaki yerinin değişmesine neden olur. Bilgiye olan güven azalır ve bireyler, kendilerine verilen bilgileri eleştirmeksizin direkt kabul ederler. Bu durum toplumsal kutuplaşmaya ve ortak bir gerçeklik zemininde buluşulmamasına neden olur (Aktan, 2025:148).

Hakikat ötesi kavramıyla birlikte ele alınması gereken başlıca kavramlar dezenformasyon, misenformasyon ve infodemidir. Sosyal medyada herhangi bir denetime tabi olmadan dolaşıma giren haberler ve bilgiler, bu kavramların tartışılmasını zorunlu hâle getirmiştir.

1.1. Dezenformasyon

Hakikat ötesi dönemin ortaya çıkmasında, yalan, sahte ya da manipülatif içeriklerin internet aracılığıyla yayılması önemli bir etkidir. İnternet ve sosyal medya mecraları kullanıcılara farklı kaynaklardan hızlı erişim imkânı tanırken, aynı zamanda hatalı ve yanlış bilgilerin hızlı bir şekilde dolaşıma girmesine de neden olmaktadır. Bu durum çoğunlukla dezenformasyon kavramıyla ifade edilse de aslında daha geniş bir durumu ifade eder. Çünkü dezenformasyon kasıtlı bir şekilde yanlış bilgiyi yaymayı içerirken, misenformasyon hatalı ya da yanlış bilginin kasıtlı olmadan paylaşılması anlamına gelir. Bu yüzden internet aracılığıyla aktarılan sahte ve hatalı içeriklerin yayılımı hem dezenformasyon hem de misenformasyon olarak değerlendirilmelidir (Kılıç, 2024: 20).

1.2. Misenformasyon

Misenformasyon, zarar verme amacı olsun veya olmasın, dolaşıma giren yanıltıcı ve yanlış bilgi olarak ifade edilebilir. Bu kavram, doğru olarak gösterilen fakat daha sonra yanlış olduğu tespit edilen bilgilerdir. Örneğin, meme kanseri ile deodorant kullanımı arasında bir ilişki olduğunu ileri düren bir haberi okuduğumuzda inanabiliriz. Çoğu zaman bilimsel bir kanıta dayanmadan verilen bu tür haberlerin bir söylenti ya da efsane olduğunu göz ardı edebiliriz (Eyiiş, 2024: 43).

1.3. İnfodemi

Bu kavram dezenformasyon ve mezenformasyon tanımlamalarını içerisine dahil edebilmektedir. Bu tür yayılan haberin ya da bilginin yanlış olduğu açıktır; aynı zamanda sağlık alanıyla ilişkili olması infodeminin temel özellikleri arasındadır. Ancak burada belirsiz olan nokta, verilen haberin ya da bilginin manipülatif bir amaçla mı yoksa kasıtsız bir şekilde mi yayıldığıdır (Çöllüoğlu, 2023: 103).

2. SOSYAL MEDYA

Teknolojik gelişmeler 2000’li yıllarda hız kazanarak medya mecralarında köklü değişikliklere neden olmuştur. Bu değişimlerin başında internet teknolojisi ve buna bağlı olarak şekillenen iletişim teknolojilerindeki dönüşümler gelmektedir. Bu yeni iletişim şekli 2.0 olarak adlandırılır ve aktarımı yaptığı kitle iletişim araçları sosyal olduğu için de adı ‘sosyal medya’dır. Sosyal medya yeni kitle iletişim araçları arasında en sosyali ve en interaktifidir (Castells, 2007: 248). Sosyal medya, bireylerin dijital platformlarla etkileşime girmesine, haber ve bilgi alma; mesaj, video, resim vb. paylaşımlar yapma; başka kişileri takip etme, paylaştıkları içerikleri beğenme, paylaşma ve topluluklar kurma gibi imkânlar sunan Instagram, Facebook, X, TikTok gibi çevrimiçi hizmet veren platformlara verilen genel bir isimdir (Bahçıvan, 2026: 109).

Sosyal medyada hakikatin değişimine geçmeden önce, sosyal medya araçlarının yaşadığı dönüşüme değinmek gerekir. İlk zamanlarda web sitelerinde kullanıcılar yalnızca okuyucu konumundayken, Web 2.0 ile içerik üreten ve paylaşan aktif bireylere dönüşmüştür. Bu süreçte kullanıcılar yalnızca bilgidan etkilenmez, aynı zamanda ürettikleri içeriklerle başkalarını da etkilerler. Yani aynı kişi haber kaynağı ve alıcısına dönüşmüştür. İnternet teknolojisindeki gelişmeler iletişimi kolaylaştırmış, haberlerin hızlı bir şekilde iletilmesini sağlamış ve bireyler arası etkileşimi toplumsal anlamda etkili bir güce dönüştürmüştür (Türk, 2023: 183). Sosyal medya ile hayatımıza giren önemli bir kavram “post-truth” kavramıdır. Bu kavram yakın zamanda ortaya çıkmasına rağmen, kısa sürede hem kamuoyunun hem de multidisipliner

araştırmaların odak noktası haline gelmiştir. Bu iki kavramın birbiriyle ilişkisi ve kavramsallaştırılması, ontolojik ve epistemolojik tartışmalar açısından önemli bir yer edinmiştir (Açıkalın & Canbey, 2022: 8). Bu çalışmada, sosyal medya mecralarının post-truth kavramı ile incelenmesi amaçlanmaktadır. Bu doğrultuda her iki kavramın açıklamalarına yer verilmiş, daha sonra sosyal medyanın varlığı post-truth bağlamda ele alınarak tartışılmış ve değerlendirilmiştir.

Post-truth çalışmalarında genellikle hakikat ve postmodernizm ilişkisi ön plana alınırken, yeni medyanın etkisi geri planda kalmaktadır. Oysa hakikat sonrası çağın oluşmasında yeni medyayı temel faktörlerden bir olarak göstermek mümkündür. Bu dönemde haber kaynakları parçalanmış, söylenti, dedikodu ve yalanlar hızla yayılmaya başlanmıştır. Özellikle kime ait olduğu bilinmeyen sosyal medya hesaplarından aktarılan yanlış bilgiler, kullanıcıların inanmak istedikleri olaylarla örtüştüğünde hakikat gibi görülebilmektedir. Burada duygusal tercihler ön plana çıkmakta ve kullanıcılar kendi doğrularıyla çelişen gerçekleri görmezden gelebilmektedir (Yüçetürk, 2024: 103). 1990'lı yıllarla birlikte literatürde kendisine yer bulan post-truth kavramı, gerçeklerin arka plan atıldığı ya da üstünün örtülmeye çalışıldığı bir dönemi ifade etmektedir. Bu dönemde siyasal alanda post-truth söylemlerle ve haber örnekleriyle karşılaşmıştır. 2000'li yıllara gelindiğinde ise sosyal medya ile birlikte yalan, manipülatif ve yanıltıcı içeriklerin siyasal iletişimde daha çok yaygınlaştığı görülmektedir. Politik aktörler, sosyal medya aracılığıyla politik söylemlerini hedef kitesine ulaştırmakta ve onları gerçek bilgilerden çok duygusal anlamda yönlendirmek için çabalamaktadırlar.

İnternet ve sosyal medya, ilk başlarda bilgiye erişimi kolaylaştıran ve çoğulcu bir iletişim ortamı sunan araçlar olsa da zamanla algoritmaların etkisiyle kullanıcıları benzer görüşlere sahip bireylerle aynı dijital ortamlar içinde buluşturmuştur. Bu da “filtre balonları” kavramını oluşturarak bireylerin sadece kendi kanaat, inanç ve önyargılarını destekleyen içeriklerle karşılaşmasına neden olmuştur. Böylece kullanıcılar farklı görüşleri görmezden gelerek, eleştirel düşünme ve doğrulama yetilerinin zayıflamasına neden olmuştur. Duygu ve inançları nesnel gerçeklerin önüne geçtiği için kutuplaşma oluşmuş ve post-truth dönemin etkileri daha belirgin hâle gelmiştir (Alpay, 2017: 18-19).

2.1. Filtre Balonu

Filtre balonu, dijital platformlarda kullanıcıların kendi ilgi alanlarına ve görüşlerine uygun içeriklere denk gelmesini ifade eder. Bu durum, bireylerin başka düşüncelerden kendini uzaklaştırmasına ve izole bir dünyada kalmasına neden olur. Dijital platformlar, kullanıcıların bu platformlardaki davranışlarını takip ederek onların ilgisine yönelik içerikleri öne çıkarır. Böylece kullanıcılar farkına bile varmadan kendi görüşlerine yönelik içeriklerle kuşatılır (Sarsılmaz, 2023). Filtre balonu, kullanıcıların çevrim içi geçmişlerine göre benzer ürün, içerik, fikir ya da profillerle karşılaşması sonucu bakış açısının daralmasını ifade eder. Sosyal ağlar, alışveriş ve haber siteleri yapay zekâ algoritmaları aracılığıyla kişiye özel içerikler sunarak kullanıcıları benzer önerilerin bulunduğu sınırlı bir çevrim içi alan içinde tutabilmektedir (Oğuz, 2018: 4).

2.2. Yankı Odası

Filtre balonu sonucu ortaya çıkan ortamda “yankı odası” olarak adlandırılmaktadır. Bu oda “biyeyin bir konudaki görüş, düşünce ve politik eğiliminin birbirine benzer görüşlere sahip kişilerle sürekli etkileşimde bulunmasıyla pekiştiği bir ortam” şeklinde ifade edilmektedir (Cinelli vd., 2020: 2). Yankı odaları, bireylerin kendileriyle benzer fikirlere sahip kişilerle ve ideolojik olarak uyumlu içeriklerle etkileşimde bulunarak farklı görüşlere çok az maruz kalmasını ifade eder. Bu durum, kişinin kendisine uygun kişilerle iletişim kurma ve onların ürettiği içerikleri tercihte bulunma eğilimi olan “homofili” kavramıyla da açıklanmaktadır (Terren & Borge, 2021: 101). Sosyal medya algoritmaları, kullanıcıların geçmiş etkileşimlerine ve ilgi alanlarına göre içerik sunarak onları birbirine benzer görüşlerle karşılaştırır. Bu da, bireylerin yalnızca kendi inançlarını destekleyen içeriklerle kuşatılmasına ve farklı görüşlere kapalı hâle gelmesine neden olan yankı odası etkisini ortaya çıkarır (Narin, 2018: 240-241). Sosyal medyada içeriklerin bu kadar kolay ve hızlı yayılabilmesi de post-truth ortamları besleyen unsurlar arasındadır. Bunun yanı sıra, sosyal medyada sürekli duyduğumuz eko odaları post-truth döneme yol açmıştır. Yankı odaları, sosyal paylaşım platformlarında bireylerin kendilerine yakın hissettikleri kişileri ya da içerikleri takip etmesi ve farklı düşüncede olan kişilerin paylaşımlarına kapalı olması sonucunda ortaya çıkan bir süreçtir (Bahçıvan, 2026: 387-388).

3. Metodoloji

Bu çalışma, post-truth dönemde sosyal medyanın hakikat algısı üzerindeki etkilerini ve medya okuryazarlığının bu süreçteki rolünü incelemek amacıyla hazırlanmış nitel bir araştırmadır. Araştırmada, literatür taraması ve doküman incelemesi yöntemleri kullanılmıştır. Kuramsal çerçeve hazırlanırken post-truth, sosyal medya, yanlış bilgi (misinformation), dezenformasyon, yankı odaları, filtre balonları, algoritmalar ve medya okuryazarlığı kavramlarına yönelik ulusal ve uluslararası akademik kaynaklar incelenmiştir. Elde edilen bilgiler betimsel analiz yöntemi ile değerlendirilmiştir. Öncelikle post-truth ve hakikat kavramlarının kuramsal temelleri ele alınarak sosyal medya platformlarının bilgi üretimi, yayılımı ve tüketilmesi üzerindeki etkilere bakılmıştır. Sosyal medya platformlarının kullanıcı davranışlarını etkileme biçimleri, filtre balonları ve yankı odalarının gerçeklik üzerindeki etkileri ile yanlış içeriklerin dolaşıma girme süreçleri analiz edilmiştir.

Bu çalışma, sosyal medya platformlarında hakikatin dönüşümünü ele almayı ve medya okuryazarlığının bireylerin doğrudan içeriklere ulaşmasındaki önemini ortaya koymayı amaçlamaktadır. Araştırma, literatür ve dokümanlarla sınırlı olup herhangi bir mülakat, anket veya deneysel veri toplama süreçlerini içermemektedir. Elde edilen bulgular doğrultusunda, dijital çağda gerçekliğin korunması ve dezenformasyonla mücadele edilmesi noktasında medya okuryazarlığının temel araçlar arasında olduğu sonucuna ulaşılması hedeflenmektedir.

4. Bulgular

Medya, toplumsal gerçekliğin bireylerin zihninde yaratılmasında kurucu bir role sahiptir. Medyanın gerçeklik temsilleri, bireylerin dünyayı algılama ve yorumlama biçimlerini belirlemektedir. Bu yüzden temsil, gerçek olayın ardından ortaya çıkan ikincil bir unsur değil; yorumlanan gerçekliğin bir parçası olarak ele alınmalıdır. Bu açıdan medyada sunulan gerçeklik ve toplumsal denetim ilişkisi; iktidar, ideoloji, söylem ve yeni iletişim teknolojileri gibi

kapsamlı kavramlar çerçevesinde değerlendirilmelidir (Büyükavşar, 2022: 43). İletişim alanında yaşanan teknolojik gelişmelerle birlikte bireylerin medyayı tüketim şekilleri geleneksel medyadan sosyal medyaya kaymıştır. Geleneksel medyada editöryal bir süreç bulunurken, sosyal medyada böyle bir denetim çoğu zaman bulunmamaktadır. Bu yüzden doğruluğu kabul edilmemiş haberler kolayca üretilip yayılabilmektedir. Sosyal medya okuryazarlığı yeteri kadar gelişmemiş olan bireyler, bu içeriklerden daha fazla etkilenmektedir. Özellikle kendi görüşlerine uygun olan bilgileri sorgulamadan paylaşmakta, hatta içeriğin yanlış olduğunu bilseler dahi kutuplaşmanın yarattığı etkiyle bu içerikleri daha fazla dolaşıma sokabilmektedirler (Sarıhan & Taşcıoğlu, 2022: 130).

Sosyal medya günümüzde çok fazla yaygınlaştığı için bireyler, bu mecralardan aldıkları bilgileri çoğunlukla doğru kabul edebilmektedir. Bu durum, post-truth söylemlerin, manipülatif içeriklerin ve dezenformasyonun toplumsal hayatın her alanına yayılmasına neden olmaktadır. Hakikatten uzak, aldatici ve yanıltıcı bilgilerin kitleler tarafından kabul edilmesi toplumsal kaosa, bireylerin manipüle edilmesine ve kamu güvenliğinin azalmasına yol açabilmektedir. Ayrıca sosyal medyada dolaşıma giren post-truth söylemler sadece bireyleri değil, devletlerin geleceğini ve siyasal süreçleri de etkileyebilecek önemli bir araç haline gelmiştir (Arslan, 2022: 1878).

Medya okuryazarlığını bugünün koşullarına uygun bir perspektifle ele almak, kavramın dijital teknolojilere dayalı yeni medya ortamlarıyla birlikte değerlendirilmesini gerekli kılmaktadır. Özellikle içerik üretimini ve dolaşımını etkileyen post-truth çağ açısından medya okuryazarlığının ele alınması büyük önem taşımaktadır. Çünkü bu çağın özellikleri ile bireylerin medya tüketiminde sahip olması gereken beceriler ve yeterlilik arasında güçlü bir bağ bulunmaktadır. Bu yüzden medya okuryazarlığı, mevcut teknolojik ve toplumsal dönüşümler ışığında yeniden ele alınmalıdır (Uçar, 2023: 106). Post-truth kavramı, modern toplumların gerçeğe ve bilgiye olan yaklaşımını önemli bir şekilde değiştirmiştir. Duyguların ve inançların nesnel gerçeklerin önüne geçtiği bu dönemde, doğru bilgiyi bulma ve bu bilginin doğruluğunun onaylanması büyük bir öneme sahiptir. Bu dönem, bilgiye olan güveni azaltmakta ve toplumsal kutuplaşmaya neden olmaktadır. Sosyal medya, bu kavramın yayılmasına ve bireyleri etkilemesinde büyük bir rol oynamaktadır. Bu açıdan bakıldığında, bireylerin medya okuryazarlığı ve eleştirel düşünme yetilerinin geliştirilmesi, post-truth dönemin olumsuz etkilerini azaltma yönünde etkili bir yöntemdir (Aktan, 2025: 148). Medya okuryazarlığı, “farklı şekillerdeki medya içeriklerine erişebilme, bu içerikleri analiz edip değerlendirebilme ve gerektiğinde kendi medya metinlerini oluşturabilme becerileri” şeklinde tanımlanmaktadır. Bu tanımda medya okuryazarlığının, erişim, değerlendirme, analiz ve yaratma becerileri daha ön plana çıkmaktadır (Çakmak, 2013: 2013).

İnternet ve sosyal medya, sahte ve yanlış bilgilerin hızla yayılmasına neden olarak hakikat ötesi çağın oluşmasında önemli bir rol oynamaktadır. Algoritmaların oluşturduğu filtre balonları ve yankı odaları, bireylerin isteklerine uygun içeriklerle karşılaşmasını sağlamakta ve hakikat ile kanaat arasındaki ayrımı bulanıklaştırmaktadır. Doğrulama platformları yanlış içerikleri tespit etmede işe yarası da yayılım hızına yetişemedikleri için tek başlarını yeterli olamamaktadırlar. Bu yüzden en etkili ve kalıcı çözüm, bireylerin medya okuryazarlığını geliştirmek ve bilgileri eleştirel bir biçimde değerlendirmelerini sağlamaktır.

SONUÇ

Dijital iletişim teknolojilerinde yaşanan hızlı gelişim, bilginin üretilmesinde ve dolaşıma girmesinde köklü değişiklikler meydana getirmiş; geleneksel medya araçlarının yerini büyük oranda sosyal medya platformları almıştır. Kullanıcıların bilgiye ulaşmasında, içerik üretmesinde paylaşmasında önemli fırsatlar sağlayan bu platformlar, aynı zamanda yanlış bilgi, propaganda ve manipülasyon faaliyetlerinin yaygınlaşmasına da neden olmuştur. Bu sebeple hakikat ile yalan arasındaki mücadele, dijital çağ ile yeni bir boyut kazanmış ve hakikat sonrası (post-truth) olarak adlandırılan dönem günümüz iletişim ortamının belirleyici unsurları arasına girmiştir. Post-truth dönemde bireyler, nesnel gerçeklikten çok kendi duyguları, inançları ve öz sezgileri doğrultusunda biçimlenen bilgilere ilgi duymaktadır. Sosyal medya platformlarının oluşturduğu filtre balonları ve yankı odaları, kullanıcıların sadece kendi görüşlerini destekleyen içeriklerle karşılaşmalarını sağlamakta; bu da hakikat ile kanaat arasındaki sınırların azalmasına yol açmaktadır. Özellikle Instagram, X, Facebook ve Google gibi platformlarda denetimin az olması, yanlış haberlerin, manipülatif içeriklerin ve çarpıtılmış bilgilerin hızlı bir şekilde yayılmasını kolaylaştırmaktadır.

Siyasal iletişim alanında da post-truth anlayışının etkileri açık bir şekilde görülmektedir. Brexit referandum süreci ve Trump'ın seçim kampanyaları, kimlik temelli anlayışa ve duygulara dayanan post-truth siyasetin en dikkat çeken örnekleri arasında bulunmaktadır. Bu süreçlerde sosyal medya, seçmen davranışlarını belirlemek, belirli siyasi söylemleri artırmak ve kutuplaşmaya neden olmak için etkili bir araç olarak kullanılmıştır. Öte yandan yapay zekâ teknolojileri, kişisel verilerin işlenmesi ve büyük veri uygulamaları gibi gelişmeler, kullanıcı davranışlarının analiz edilmesine ve bireylerin belirli içeriklere yönlendirilmesine neden olmaktadır. Bu durum, sosyal medya içeriklerinin doğruluğunu sorgulamayı daha da önemli kılarken, hakikatin değişken ve esnek bir yapıya bürünmesine neden olmaktadır.

Sonuç olarak sosyal medya, gerçeklik ve hakikat algısını değiştirerek bilgi çağında yeni bir paradigma oluşmasına neden olmuştur. Ancak bu değişim, toplumsal kutuplaşma, bilgi kirliliği, demokratik süreçlerin zayıflaması ve güvelik sorunları gibi önemli sorunları da beraberinde getirmektedir. Bu yüzden hakikatin dijital ortamda korunabilmesi için yalnızca politika yapımcılarının ve teknoloji şirketlerinin değil, medya kullanıcılarının ve kuruluşlarının da ortak sorumluluk üstlenmesi gerekmektedir. Sosyal medya platformlarının güvenilir içerikler üretecek şekilde geliştirilmesi, sahte içeriklerle ve hesaplarla daha etkin bir şekilde mücadele edilmesi ve doğrulama mekanizmalarının güçlendirilmesi önemli adımlar arasındadır. Bununla birlikte en etkili çözüm, bireylerin dijital medya okuryazarlığı becerilerinin artırılması, etik sorumluluk bilincinin güçlendirilmesi ve eleştirel düşünmenin yaygınlaştırılmasıdır. Hakikatin her geçen gün tartışmalı bir hâle geldiği günümüz dijital dünyasında, sorgulayıcı ve bilinçli bireylerin yetiştirilmesi, demokratik toplumların geleceği açısından büyük öneme sahiptir.

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

Mr. Ankit Tripathi

New Delhi Institute of Management (NDIM) Delhi, India
25010@ndimdelhi.org
Orcid: 0009-0002-4811-1343

Dr. Ashish Yadav

New Delhi Institute of Management (NDIM) Delhi, India
ashish.yadav@ndimdelhi.org
Orcid: 0000-0002-8687-5398

Dr. Teena Singh

New Delhi Institute of Management (NDIM) Delhi, India
teena.singh@ndimdelhi.org
Orcid: 0000-0002-5717-6408

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

1. INTRODUCTION

In the current world scenario, Lean management play a vital role in each organization. Many companies have adopted both lean and agile strategies to gain a competitive advantage in the market by reducing costs as well as improving customer service. The Lean management concept focuses on the elimination of various forms of waste that help to enhance productivity and efficiency.

Activities that consume organizational resources without creating any value for customers are considered wastes in the lean philosophy and therefore should be identified and eliminated (Womack and Jones, 1996). The concept of lean production was first introduced to the business community by Womack, Jones, and Roos (1990) in their influential book *The Machine That Changed the World*. The book highlighted the production practices followed in the automobile industry and explained how efficient sequencing of manufacturing operations can significantly improve organizational performance. It also compared the production approaches adopted by leading automobile manufacturers across the world and demonstrated the factors responsible for superior performance. In essence, lean thinking focuses on reducing unnecessary costs and eliminating non-value-adding activities to the maximum possible extent. As noted by Psomas and Antony (2019), the fundamental objective of lean is to achieve greater output with minimum resources. Lean practices, therefore, target different forms of waste within an organization, as illustrated in Figure 1.

In contrast, the concept of agility emphasizes adaptability, flexibility, and the ability to respond quickly to changing market conditions and customer requirements (Christopher and Towill, 2002). According to Naylor, Naim, and Berry (1999), agile organizations effectively utilize market intelligence and information sharing to capitalize on opportunities and gain competitive advantages in highly volatile business environments. Rather than producing goods based on speculative forecasts, agile systems adopt a “wait-and-see” approach, where decisions regarding product type, quantity, and location are made only after actual customer demand becomes clear. Consequently, maintaining flexibility throughout the supply chain becomes essential for ensuring responsiveness and meeting dynamic market expectations (Sampaio et al., 2012).

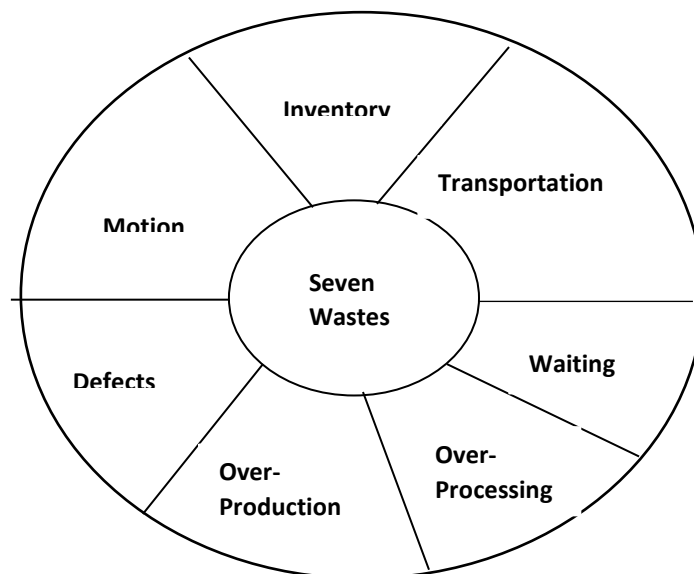


Figure 1: Representation of types of wastes in lean supply chain

The concept of leagility emerged from the integration of lean and agile strategies within a single supply chain framework. These two approaches are linked through a decoupling point, often referred to as the postponement point, as shown in Figure 2. This strategy involves delaying product differentiation and final production activities until customer demand is clearly identified, thereby shifting production decisions from forecast-driven to demand-driven processes. In today's competitive business environment, not only automobile manufacturers but also organizations across various manufacturing sectors need to determine the appropriate decoupling point and strengthen their supply chain capabilities by focusing on relevant enablers. Such an approach can contribute significantly to supply chain sustainability and enhance customer satisfaction by simultaneously achieving cost efficiency and responsiveness (Quang et al., 2016).

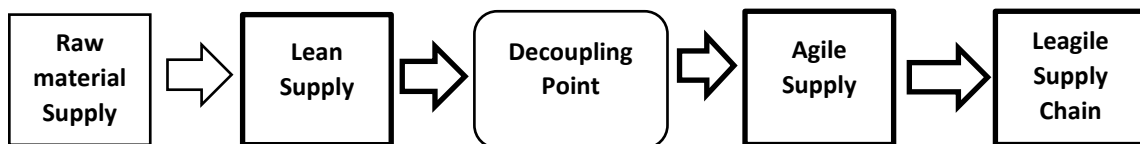


Figure 2: Leagile supply chain process

Identification of the enablers of leagile supply chain management is one of the important key factors that are responsible for the success of implementing it in any organization. Focus on these enablers helps to excel the speed and improves the supply chain management. In this paper methodology that is used to develop the research is the VIKOR method. The method uses a pair wise relative comparison between the available options. Based upon the scores of the relative comparison the best alternative is identified (Mu, E., & Pereyra-Rojas, M. 2017).

2. LITERATURE REVIEW

Studies have shown that the adoption of lean supply chain practices primarily improves operational efficiency, whereas the implementation of agility-oriented practices enhances the responsiveness of the supply chain. However, relying solely on either lean or agile principles may not be sufficient to achieve comprehensive supply chain excellence. Therefore, the integration of both approaches, commonly known as the leagile supply chain, has emerged as a more effective strategy for ensuring long-term sustainability and competitiveness. The concept of leagility was introduced by Naylor et al. (1999), who proposed the simultaneous application of lean and agile philosophies to achieve both cost efficiency and market responsiveness.

In today's highly competitive and globalized business environment, organizations face immense pressure to sustain their products and continuously improve their supply chain networks. Firms are expected to maintain flexibility and responsiveness while operating in a cost-effective manner to satisfy increasingly dynamic customer expectations. In this regard, both lean and agile strategies play a crucial role in strengthening supply chain performance. Information

sharing also acts as a key driver of supply chain effectiveness. According to Harrison and Van Hoek (2005), visibility of demand and timely exchange of information reduce complexities in controlling supply chain activities and facilitate better coordination among supply chain partners. Efficient information systems that communicate accurate and real-time data contribute significantly to maintaining supply chain agility and generating benefits for all stakeholders.

The integration of lean and agile approaches enables organizations to respond more effectively to customer requirements and improve overall supply chain performance (Fadaki et al., 2019). Moreover, quality management serves as a foundational element that supports all organizational activities, processes, and product designs. Juran (1998) emphasized that quality management in manufacturing acts as a fundamental pillar for successful lean implementation. Similarly, supply chain agility contributes to enhanced responsiveness and enables firms to adapt quickly to changing customer needs. Yusuf et al. (2004) argued that agile practices complement lean systems by improving their ability to react rapidly to fluctuating market demands, thereby increasing supply chain effectiveness. Furthermore, agile supply chains often maintain strategic safety stocks to cope with uncertainties and respond effectively to unpredictable market conditions, making them highly responsive systems (Qi et al., 2009).

Agility also enhances the resilience of supply chain network design by enabling organizations to recover efficiently from disruptions and environmental uncertainties. Lin (2004) observed that market orientation has a significant influence on supply chain agility, as it facilitates the identification of customer requirements and allows firms to respond quickly to market changes. Similarly, Mellat (2013) highlighted the importance of market-oriented practices in improving organizational responsiveness and adaptability.

Due to its dynamic and flexible nature, the agile supply chain approach is particularly suitable for addressing continuously changing customer requirements in a highly competitive environment (Sharifi and Zhang, 2001; Gunasekaran et al., 2008). An agile strategy empowers supply chain networks to react promptly to both short-term fluctuations and long-term changes in demand while enabling firms to manage uncertainty more effectively (Lee, 2004). The leagile supply chain framework, therefore, provides organizations with the capability to balance resource efficiency and operational flexibility in uncertain market conditions.

The simultaneous implementation of lean and agile practices helps organizations reduce costs, improve quality, enhance flexibility, and respond effectively to customer needs while ensuring sustainable supply chain performance. Christopher and Lee (2004) identified the integration of lean and agile principles as one of the primary capabilities for mitigating supply chain risks. Furthermore, increasing transparency in supply chain operations encourages responsible consumers to pay premium prices for products that are ethically and sustainably produced (Salonen and Åhlberg, 2013).

Supplier partnerships also constitute a critical component of the leagile supply chain. Strong collaboration with suppliers promotes better planning, continuous improvement initiatives, and enhanced coordination across the supply chain (Gunasekaran et al., 2001). The lean-agile approach encompasses the entire value chain, ranging from product design to final delivery and sales. Therefore, product designs should remain sufficiently flexible to accommodate changing market requirements. According to Baramichai et al. (2007), factors such as relationship configuration, information visibility, and structural dynamics act as important enablers of agile

supply chains. The adoption of agile practices enables organizations to respond effectively to disruptions, minimize operational risks, and adapt reliably to variations in customer demand. The identified Lean Agile Enablers (LAEs) are presented in Table 1.

Table 1: Literature support for identification of enablers

Code	Lean-Agile Supply Chain Enablers	Modified Description
LAE1	Customer Responsiveness	Customer responsiveness is a critical requirement in the global business environment and is strongly associated with supply chain agility. Organizations can enhance responsiveness by quickly identifying customer preferences and delivering products and services that match their changing requirements.
LAE2	Information Sharing	Effective information sharing requires seamless connectivity among all supply chain participants. The information system should provide accurate, timely, and transparent information that can be disseminated throughout the supply chain network to facilitate coordination and decision-making.
LAE3	Quality Management	Quality management encompasses all activities across the supply chain, beginning with raw material procurement and continuing through production, delivery, and post-sales service. It ensures continuous improvement and customer satisfaction at every stage of the value chain.
LAE4	Market Orientation	Market orientation enables firms to develop and utilize market intelligence regarding customer needs, preferences, and expectations. Such knowledge helps organizations align their products and services with market requirements and improve customer satisfaction.
LAE5	Product Design Strategy	Product design strategies should focus on customization and flexibility to address individual customer requirements and facilitate rapid responses to market changes. Flexible product design contributes significantly to supply chain agility and competitiveness.
LAE6	Structural Dynamics	Structural dynamics refer to the ability of the supply chain to provide end-to-end visibility and support event-driven operations. Dynamic structures enhance coordination, adaptability, and responsiveness in uncertain business environments.
LAE7	Supplier Partnership	Supplier partnership represents long-term collaborative relationships between organizations and their suppliers. Strong partnerships improve operational performance, facilitate resource sharing, and contribute to the effectiveness of supply chain processes.
LAE8	Process Integration	Process integration involves the coordination and synchronization of supply chain activities through integrated information systems and collaborative processes. It enables organizations to optimize operations and improve overall supply chain efficiency.
LAE9	Inventory Strategy	Inventory strategy focuses on the effective planning and management of inventory levels to respond efficiently to customer requirements. Strategic inventory decisions help organizations maintain service levels while balancing cost and responsiveness.

According to the best of our knowledge, there is a limited body of published work that develops a hierarchical and prioritized framework of leagile supply chain enablers in the Indian automobile sector using the VIKOR multi-criteria decision-making approach. While earlier studies have largely relied on methods such as AHP, the integration of lean and agile paradigms through a compromise ranking technique like VIKOR provides a more balanced evaluation by

simultaneously considering group utility and individual regret. Since the independent implementation of lean or agile strategies may not yield optimal results in highly dynamic environments, the concept of a leagile supply chain emerges as a more effective approach for ensuring sustainability, responsiveness, and cost efficiency. In this context, the present study makes the following key contributions to the research domain:

1. It is observed that lean enablers exhibit strong interlinkages with agile factors, which can be systematically evaluated to establish a prioritized structure of leagile supply chain enablers. To achieve this, inputs were gathered through structured brainstorming sessions involving experts from academia, industry practitioners, and supply chain consultants. The VIKOR approach further refines this understanding by identifying a compromise solution that reflects both collective performance and worst-case scenarios, thereby assisting decision-makers in selecting the most influential enablers.
2. The primary objective of this study is to employ a robust multi-criteria decision-making technique, namely the VIKOR method, for determining the relative importance and ranking of leagile supply chain enablers. This approach enhances decision quality by addressing conflicting criteria and providing a systematic ranking framework, thereby supporting improved efficiency and responsiveness in the Indian automobile sector.
3. The ranking results of the leagile enablers offer significant managerial insights, enabling organizations to formulate effective supply chain strategies. The findings indicate that prioritizing key enablers such as customer responsiveness, process integration, and information sharing can substantially improve supply chain performance. Moreover, the VIKOR-based evaluation ensures a cost-effective approach while enhancing operational efficiency and adaptability within lean-agile supply chain systems.

The remainder of the paper is structured as follows: Section 3 presents the problem description and research motivation. Section 4 outlines the research methodology and the VIKOR-based solution approach. Section 5 discusses the computational results and analysis. Finally, Section 6 provides conclusions along with future research directions, offering valuable insights for researchers and practitioners in the field of supply chain management.

3. PROBLEM DESCRIPTION

This section explains the motivation and structure of the problem considered in the present study. It is intended to help researchers and practitioners understand the real-world complexity of leagile supply chain decision-making in the Indian automobile sector and the need for a structured multi-criteria decision-making approach. The section is divided into two subsections: motivation and problem structure.

3.1 Motivation

The Indian automobile sector is continuously facing operational challenges such as defects, wastage, excessive transportation cost, inventory imbalance, overproduction, and inefficient process handling, which significantly affect supply chain performance. These issues highlight the need for an integrated decision-making framework that can simultaneously address both efficiency (lean perspective) and responsiveness (agile perspective).

Although lean and agile strategies individually contribute to supply chain improvement, their isolated implementation often fails to deliver optimal results in dynamic and uncertain market

environments. This motivates the adoption of a leagile supply chain approach, which combines the advantages of both paradigms. However, the effectiveness of leagility depends on the proper identification and prioritization of its enablers.

Recent research suggests that leagile enablers are interdependent and often conflicting in nature, making it difficult for decision-makers to evaluate them using simple ranking methods. This motivates the use of a robust multi-criteria decision-making technique such as the VIKOR method, which is capable of handling conflicting criteria and providing a compromise solution based on group utility and individual regret. Accordingly, this study identifies key leagile enablers and applies the VIKOR approach to determine their relative importance, aiming to improve productivity, reduce waste, and enhance supply chain responsiveness.

3.2 Problem Structure

In practice, organizations either adopt a lean-oriented strategy focused on cost reduction and waste elimination or an agile-oriented strategy focused on flexibility and responsiveness. These two approaches represent extreme ends of the supply chain spectrum. Although some firms attempt to integrate both strategies through a leagile framework, decision-making regarding which enablers should be prioritized remains unclear and unstructured.

Existing literature on leagile supply chains often treats enablers independently, without addressing the inherent trade-offs among them. As a result, managers face difficulties in selecting the most appropriate enablers that can simultaneously improve efficiency and responsiveness. This creates a research gap in developing a systematic prioritization framework based on multi-criteria evaluation.

To address this gap, the present study structures the problem as a multi-criteria decision-making scenario, where multiple leagile enablers are evaluated simultaneously under conflicting criteria. The VIKOR method is employed to rank these enablers by identifying a compromise solution that minimizes both the group utility function (S) and individual regret function (R).

This approach ensures that decision-making is not biased toward a single criterion but instead reflects a balanced trade-off solution suitable for real-world supply chain environments. The proposed framework helps organizations identify the most critical leagile enablers and prioritize them effectively to enhance overall supply chain performance in the Indian automobile sector.

4. SOLUTION APPROACH

In this section authors mentioned two subsection research methodology and solution approach that helps new researcher about execution of the solution process.

4.1 Research Methodology

In this section authors mentioned research methodology of the work. Figure 3 shows the research methodology steps that is consider in this paper.

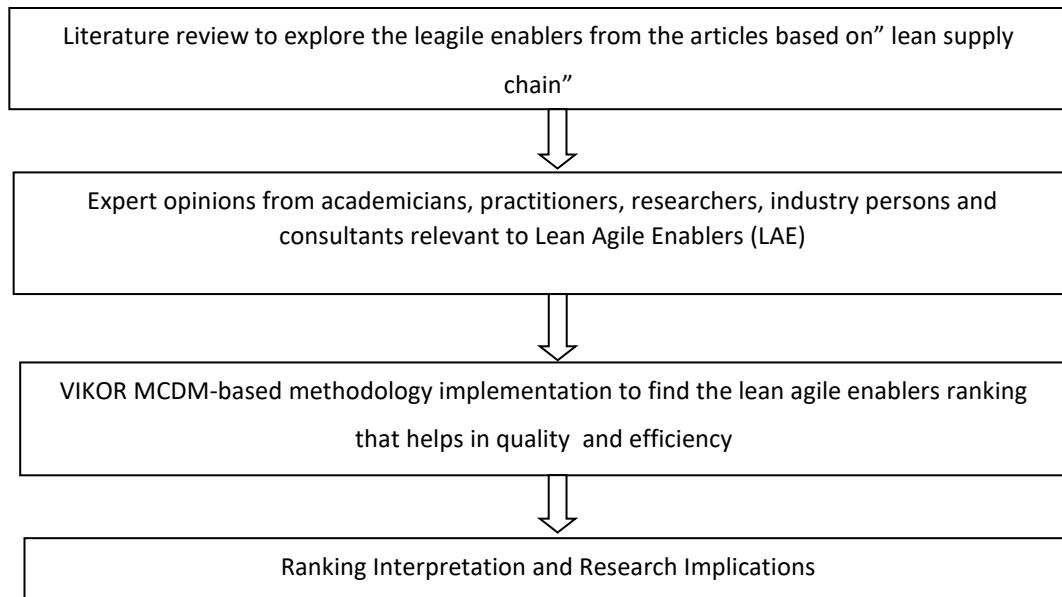


Figure 3: Research methodology steps

Based on the collective information of lean and agile supply chain research methodology, steps are designed. Four major steps are applied in research methodology. In second step collect expert opinions from academicians, practitioners, researchers, industry persons and consultants relevant to Lean Agile Enablers (LAE). In third step VIKOR multi-criteria based decision making approach implementation to find the lean agile enablers ranking. Fourth steps indicate Ranking Interpretation and Research Implications.

The agility helps any organization to meet the varying market demand and improve the supply chain responsiveness. But in many organizations like automobile sector, there exist a need for the supply chain to be both lean as well as agile. So, identification of proper decoupling point and then exploring the leagile enablers is very important. With the application of VIKOR MCDM approach the relative weightage among leagile enablers could be found which will be helpful in determining the relative importance and their ranking. This will distinguish the strong leagile enablers which should be more focused by the organizations because of their top importance. Similarly the weak enablers would also be identified to be given the least importance. This finally helps any organization to build proper strategy for implementation of correct combinations of enablers as per their relative importance.

4.2 Solution Approaches

In this section authors mentioned VIKOR (Višekriterijumsko KOmpromisno Rangiranje) methodology adopted for evaluating and ranking leagile supply chain enablers in the Indian automobile sector.. The computational results are obtained with Intel Core i5, 3.20 GHz processor and 4GB of RAM.

The VIKOR method is a widely used multi-criteria decision-making approach that focuses on identifying a compromise solution by considering both overall group performance and individual regret. Unlike traditional ranking techniques, it is particularly suitable for situations where decision criteria are conflicting, which is typical in supply chain management problems involving cost, responsiveness, flexibility, and integration.

The VIKOR procedure begins with the construction of a decision matrix, where all identified leagile enablers are evaluated against multiple performance criteria. These enablers are compared based on their contribution to supply chain efficiency and responsiveness. Once the decision matrix is developed, it is normalized to eliminate the impact of different measurement

scales among criteria. This ensures that all enablers are evaluated on a comparable basis, allowing fair assessment across diverse factors.

After normalization, weighted values are computed by assigning relative importance to each criterion. This step ensures that more critical criteria have a higher influence on the final evaluation outcome. Following this, two key performance measures are derived for each enabler: one representing the overall utility of the alternative and the other representing the maximum individual regret. The utility measure reflects the collective performance of each enabler across all criteria, while the regret measure captures the worst-case deviation from the ideal performance.

Based on these two measures, a final VIKOR index is calculated for each enabler. This index integrates both group utility and individual regret to determine a balanced compromise solution. The enablers are then ranked in ascending order of this index, where a lower value indicates a better-performing and more desirable enabler. The ranking is further validated by comparing the utility and regret measures to ensure consistency in results.

Finally, the best compromise solution is selected based on ranking stability and acceptable advantage conditions. The top-ranked enabler is considered the most significant factor for implementation in the leagile supply chain framework. This structured approach helps decision-makers in the Indian automobile sector identify and prioritize the most critical enablers, thereby improving overall supply chain performance in terms of efficiency, responsiveness, and adaptability.

5. RESULT AND DISCUSSION

The VIKOR method was applied to evaluate and prioritize the identified leagile supply chain enablers (LAE1–LAE9) based on multiple performance criteria relevant to the Indian automobile sector. The analysis aimed to determine the compromise ranking of enablers by considering both group utility (S) and individual regret (R).

5.1 Computation of VIKOR Measures

Using the normalized decision matrix and assigned criteria weights, the utility measure (S_i), regret measure (R_i), and VIKOR index (Q_i) were computed for each enabler. The parameter v was set to 0.5, reflecting equal importance to group utility and individual regret. The results are summarized in Table 2.

Table 2: Results of VIKOR method

Enabler	S_i	R_i	Q_i	Rank
LAE1–Customer Responsiveness	0.21	0.08	0.00	1
LAE8 – Process Integration	0.24	0.09	0.12	2
LAE2 – Information Sharing	0.26	0.10	0.18	3
LAE7 – Supplier Partnership	0.28	0.11	0.26	4
LAE5 – Design Strategy	0.31	0.13	0.38	5
LAE4 – Market Orientation	0.34	0.14	0.49	6
LAE6 – Structure Dynamics	0.36	0.15	0.58	7
LAE3 – Quality Management	0.39	0.16	0.69	8
LAE9 – Inventory Strategy	0.42	0.18	1.00	9

5.2 Ranking of Leagile Enablers

The ranking based on the VIKOR index (Q_i) indicates that Customer Responsiveness (LAE1) is the most significant enabler, followed by Process Integration (LAE8) and Information Sharing (LAE2). These enablers demonstrate lower S and R values, indicating superior overall performance and minimal regret across criteria.

Conversely, Inventory Strategy (LAE9) and Quality Management (LAE3) are ranked lower, suggesting relatively lesser influence in achieving leagility under the considered criteria framework.

5.3 Analysis of Compromise Solution

The VIKOR compromise solution identifies LAE1 as the best alternative due to:

- Minimum utility measure (S_i)
- Minimum regret measure (R_i)
- Lowest VIKOR index (Q_i)

Further, the acceptable advantage condition is satisfied as the difference between the first and second ranked alternatives exceeds the threshold value $\frac{1}{(m-1)}$. Additionally, LAE1 maintains stability in ranking across both S and R measures, confirming it as the most robust enabler.

5.4 Managerial Insights for Indian Automobile Sector

The results highlight that responsiveness and integration capabilities are critical in achieving a leagile supply chain in the Indian automobile industry. This aligns with the sector's increasing focus on:

- Demand volatility management
- Just-in-Time (JIT) production systems
- Digital supply chain transformation

Customer responsiveness (LAE1) emerges as the top priority, emphasizing the need for firms to quickly sense and respond to changing customer requirements.

Process integration (LAE8) and information sharing (LAE2) further reinforce the importance of seamless coordination across supply chain partners, enabling real-time decision-making and operational efficiency.

On the other hand, traditional enablers such as inventory strategy (LAE9) show relatively lower priority, indicating a shift from stock-based strategies to demand-driven and agile approaches.

6. CONCLUSION AND FUTURE RESEARCH SCOPE

The present study employing the VIKOR multi-criteria decision-making approach provides a comprehensive prioritization of leagile supply chain enablers in the Indian automobile sector. The findings clearly indicate that customer responsiveness (LAE1) emerges as the most critical enabler, followed by process integration (LAE8) and information sharing (LAE2). These three enablers collectively form the first priority level, contributing the highest share in improving overall supply chain performance. Their dominance reflects the increasing need for real-time responsiveness, seamless coordination, and digital integration in modern automotive supply chains, particularly under conditions of demand uncertainty and global competition.

The second priority level consists of supplier partnership (LAE7) and design strategy (LAE5), which play a supportive yet significant role in strengthening leagility. These enablers facilitate long-term collaboration, product customization, and flexibility in design, thereby enhancing the adaptability of the supply chain network. Although their contribution is comparatively moderate, they act as important bridging mechanisms between strategic intent and operational execution.

At the third priority level, market orientation (LAE4), structure dynamics (LAE6), quality management (LAE3), and inventory strategy (LAE9) are identified as relatively lower-ranked enablers. Despite their lower ranking in the VIKOR results, these factors remain essential for maintaining stability, consistency, and efficiency within the supply chain. Their lower

prioritization does not imply insignificance but rather indicates that their impact is more indirect or context-dependent compared to the top-ranked enablers.

Overall, the study concludes that organizations should prioritize high-ranking enablers first to achieve maximum impact in terms of efficiency, responsiveness, and sustainability. The successful implementation of leagile supply chain practices enables firms to balance cost efficiency with demand variability, thereby improving productivity and optimizing resource utilization. This is particularly relevant in the Indian automobile sector, where competitive pressure, technological advancements, and evolving customer expectations demand a hybrid lean–agile approach.

Further studies can explore additional leagile enablers and examine their interrelationships using advanced methodologies. Techniques such as Interpretive Structural Modeling (ISM) can be employed to establish hierarchical relationships among enablers, while MICMAC analysis can be used to identify their driving and dependence power. This would provide deeper structural insights into the leagile supply chain framework. Moreover, the integration of Structural Equation Modeling (SEM) can help in statistically validating the causal relationships among enablers and their impact on supply chain performance. Hybrid approaches combining VIKOR with other MCDM techniques (such as TOPSIS, DEMATEL, or ANP) can also be explored to improve decision robustness and comparative analysis.

Future research may also adopt a case study-based approach by analyzing real-world implementations in leading automobile firms to bridge the gap between theoretical findings and practical applications. Additionally, the role of emerging technologies such as Industry 4.0, artificial intelligence, blockchain, and IoT in enhancing leagile supply chains can be investigated to provide contemporary relevance. In conclusion, the study lays a strong foundation for understanding and prioritizing leagile enablers, while future research can build upon it by incorporating methodological advancements, sectoral comparisons, and empirical validations to generate more generalized and actionable insights.

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

Alima Laurent Jonas

Mining and Petroleum Design Engineer

(HSE Option),

PhD Candidate in Environmental Geography

University of Maroua (Cameroon)

Laurentalima@gmail.com

Orcid: 0009-0003-1346-9107

Tieugue Kana Evariste

CEO, CIPRESA Consulting SARL

ingkanaevariste@gmail.com

Orcid: 0009-0007-7938-8237

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.

INTRODUCTION

Africa's development hinges on addressing basic needs such as ensuring sufficient nutrition for its population, both in terms of quantity and quality. To this end, several African states, including Cameroon, have adopted a vision for agriculture focused on implementing second-generation agriculture. In Cameroon, the Ministry of Agriculture and Rural Development (MINADER) and the Ministry of Economy, Planning and Regional Development (MINEPAT) consider second-generation agriculture as a transition from subsistence farming to intensive, mechanized agriculture geared towards supplying markets. Adopting this system requires the use of technology, food processing, and the professionalization of stakeholders to guarantee food security and boost the economy. Despite the development of this vision by the government, this policy is struggling to be implemented effectively on the ground. Several reasons can explain the difficulty in implementing this strategy, primarily the inadequate training of farmers, limited financial support from many landowners, and the low level of mechanization in this strategic sector. Many farmers continue to use hoes, daba (a type of hoe), machetes, and pickaxes not only for clearing land but also for plowing. All these factors contribute to the slowdown in agricultural production at the national level and to food crises. The 2007-2008 food riots in Cameroon (Zra Jean et al., 2020), which nearly led to irreparable situations, are still fresh in our minds. This issue raises the question of the role of second-generation agriculture in resolving food problems in Cameroon. Therefore, it is worth asking: what new techniques and methods has Cipresa developed in the agricultural sector? To what extent can the application of these techniques solve food problems in Cameroon? The establishment of Cipresa appears to be a deliberate effort to produce food in order to meet the needs of the local and sub-regional market. The main objective of this study is to analyze the scope of Cipresa Sarl and its methods in the pursuit of food self-sufficiency in Cameroon.

1. Presentation of the Study Area and Study Materials

This section will present the study area and then describe the equipment used to achieve the assigned objectives.

1.1. Presentation of the Study Area The organization that is the subject of this study is Cipresa Consulting Sarl. Founded in 2017, it is an international agricultural services firm. Its headquarters are located on the outskirts of Yaoundé, the political capital, approximately 10 km away, specifically at the Nomayos intersection, opposite the vehicle inspection center.

1.2. Study Materials

Achieving the expected objectives requires, first and foremost, the establishment of a methodology and the use of appropriate materials. Therefore, this study relies on two main types of data. The first includes secondary data extracted from theses, articles, Journals and reports were obtained primarily from bookstores and documentation centers, such as the Documentation Center of the Ministry of the Environment, Nature Protection, and Sustainable Development (CIDE) based in Yaoundé, and online search engines. Primary data was obtained through fieldwork and observations. Furthermore, it is important to note the discussions held

with the head of the organization and some staff members during guided visits. In addition, photographs taken in the field provide a unique analytical perspective on the work carried out.

2. RESULTS

2.1. History and Evolution of Cipresa

In this section, it is important to note that the organization was originally created in 2017 and named SOCAPRA-COOP CA (Cameroonian Cooperative Society with Board of Directors for Agricultural Production). This initial phase focused on the following activities:

- Agricultural production;
- Support for producers;
- Experimentation with modern agricultural systems. In 2025, this will undergo an evolution and its transformation will lead to the following name: CIPRESA Consulting SARL; this is an International Agricultural Services Firm whose missions are based particularly on the following points:

- Agricultural engineering;
- Specialized technical services;
- Structured agricultural projects;
- Technological solutions applied to agriculture

2.2. Cipresa Sarl: A Structure with Multiple Agricultural Innovations

2.2.1. Agricultural Engineering and Irrigation

CIPRESA develops modern irrigation systems adapted to African realities:

- drip irrigation;
- sprinkler irrigation;
- automated solar irrigation;
- localized systems with high water efficiency.

The photo opposite highlights the ideas put forward.



Source: Photo by Alima Laurent (March 2026)

Photo 1: Modern drip irrigation system

The photo opposite was taken on farmland operated by Cipresa. It shows low-flow water pipes that allow for precise coordination of water supply by irrigating at the root level, reducing losses through infiltration and evaporation. This system is more commonly used during dry periods. These solutions enable and promote:

- water optimization;
- reduced energy costs;
- secure production;
- increased agricultural yields



Source: Photo by Alima Laurent (March 2026)

Photo 2: Water Use Optimization Model

Photo 2 above highlights a system developed by the organization mentioned earlier. It involves pumping water from an underground aquifer and storing it in a specially designed concrete

container. The water is then delivered via pipes to the roots of the plants. This technique allows for a rational water supply for crops during the dry season.

1.1.1. Seed Production and Multiplication

These techniques rely on various elements, including:

- grafting of fruit trees;
- pre-germination of seeds;
- modern intensive nurseries;
- PIF techniques for plantain bananas.



Source: Photo by Alima Laurent (March 2026)

Photo 3: Nursery Development by Cipresa

Photo 3, taken on the agricultural land of the studied group, shows several nurseries established to contribute to agricultural development. These are nurseries of Washington oranges and blood oranges. The promoter specified during the visit that these are imported varieties.

Objectives:

- Improve the genetic quality of the plantations;
- Increase yields;
- Reduce losses;
- Guarantee consistent and high-performing production.

2.2.3. Agricultural Mechanization

CIPRESA is progressively integrating mechanization into its production systems:

- Motorized augers;

- Brush cutters;
- Sprayers;
- Seed drills;
- Irrigation system using solar energy;
- Specialized agricultural equipment. ...



Source: Photo by Alima Laurent (March 2026)

Photo 4: Solar-Powered Irrigation System

The photo above clearly shows an irrigation system implemented by Cipresa, which uses solar energy to water crops. This system is justified by the unexpected power outages that can disrupt operations within the facility. The solar panels are in the background, and the water pipes are in the foreground. This approach aims to:

- reduce physical strain;
- improve productivity;
- optimize project timelines.

2.2.4. Soil Analysis, Agricultural Intensification; Structuring and Profitability of Agricultural Projects

Soil Analysis and Agricultural Intensification

The company places strategic importance on:

- soil analysis;
- crop adaptation;
- targeted fertilization;
- The use of high-performing technical approaches

This scientific approach enables:

- improved land use;
 - a sustainable increase in yields per hectare;
 - increased profitability of farms.
- ❖ Structuring and Profitability of Agricultural Projects

CIPRESA supports investors and producers in:

- feasibility studies;
- farm planning;
- logistical organization;
- technical management;
- structuring projects into viable agricultural businesses.

2.2.5. Impact of Techniques on Food Self-Sufficiency

To achieve its various objectives and contribute to food self-sufficiency in Cameroon and Africa, Cipresa relies on a trained workforce comprised of: 120 employees, including:

- 30 specialized engineers and technicians;
- 90 operational teams and farm workers.

This organization allows the company to simultaneously manage several agricultural projects in different areas.

❖ Nurseries and Plant Resources

CIPRESA currently has 42 plant species in its nursery, including:

- citrus trees;
- grafted avocado trees;
- mango trees;
- safou trees;
- cacao trees;
- oil palms;
- guava trees;
- papaya trees;
- soursop trees;
- Bitter cola;
- Coconut palm;
- Strategic tropical crops.
- 2020: Implementation of a high-performing 1-hectare model (avocado intercropped with plantain bananas)

- 2023: Development of high-performing 10-hectare structured farms (avocado intercropped with plantain bananas)

Conclusion

In recent decades, many African countries have faced numerous challenges that directly affect their populations, including malnutrition, poverty, famine, and food insecurity. These deficiencies have significant short-, medium-, and long-term impacts on people's health. To address these difficulties, several strategies are being considered, particularly by private actors. It is with this in mind that Cipresa Sarl is committed to contributing daily to making Africa food self-sufficient. Working in synergy with its staff, the company has developed several modern agricultural techniques, including agricultural engineering and irrigation, seed production and multiplication, agricultural mechanization, soil analysis and agricultural intensification, and the structuring and profitability of agricultural projects. All these techniques are leading to positive impacts, as evidenced by the proliferation of nurseries and plant resources, including citrus fruits, mangoes, and cocoa trees. Cipresa, as an agricultural organization, plans to develop 100 hectares of modern farmland by 2028. It also aims to develop 1,000 hectares of intensive farmland by 2032, with a long-term goal of developing 1,000 hectares of modern farmland annually. Through this approach, Cipresa aspires to support several million African farmers in developing modern farms capable of sustainably generating wealth, employment, and food security.

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

Dr. Anuj Nain

New Delhi Institute of Management, NDIM

anuj.nain@ndimdelhi.org

Orcid: 0009-0003-3678-5647

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).

INTRODUCTION

Many times in real-life situations the random variables are not generated from a single but from a mixture of several distributions. The mixture distribution is a weighted sum of K distributions where the weights sum up to one. Each weight corresponds to the proportion or contribution of the corresponding component density. Each density in the mixture is characterized by an unknown parameter (or a parameter vector). Mixture distributions are well used for capturing humps or multimodality in the data that provides relevant descriptions about the underlying clusters. For more details on mixture modeling and its applications, one can refer to Chandra (1977), McLachlan and Basford (1988), Peel and McLachlan (2000), Everitt (2013) and McNicholas (2016).

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. In contrast to linear time series models, which assume a linear relationship between variables, nonlinear models allow for more complex and flexible relationships. (A discussion on Non-Linear time series models along with notable references has been presented in section 2.1). Over the years researchers have used these models to model 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 mixture of Gaussian distribution for the situation.

Using mixture distributions for innovations in non-linear time series models allows for more flexibility in capturing complex patterns and heterogeneity in the data. Mixture models assume that the observed data is a mixture of different underlying distributions, each corresponding to a different state or regime. This approach is particularly useful in modeling nonlinearities and capturing varying dynamics over time. Incorporating mixture distributions into nonlinear time series models can be computationally challenging, and model estimation may require more sophisticated algorithms such as EM algorithm. Additionally, proper model selection and validation are crucial to ensure that the chosen model effectively captures the underlying dynamics of the data.

METHODOLOGY

Non Linear time series model

A general AR(1) process can be represented as

$$y_t = \rho g(y_{t-1}) + \varepsilon_t \quad t = 1, 2, 3 \dots n \quad (1)$$

, ε_t is a White Noise Process with some distribution.

If $g(y_{t-1})$ is linear in terms of y_{t-1} the time series is said to be linear. Else if $g(y_{t-1})$ is non-linear in terms of y_{t-1} then the time series is said to be non-linear. In this paper we have considered non-linear time series with assumption that the distribution for White Noise process

is a finite mixture of Gaussian distribution. For details on Non Linear time series models, one may refer to Zakoian & Howell (1992). Fan & Yao (2003).

Mixture Distribution

Let $X_1 X_2 \dots X_n$ be independent and identically distributed random sample from K-component finite mixture of probability distributions see Chandra (1977), Miljkovic and Grün (2016)). This mixture distribution is represented as

$$f(x; \boldsymbol{\theta}) = \sum_{k=1}^K \pi_k f_k(x; \theta_k), \quad (2)$$

$$\text{subject to } \sum_{k=1}^K \pi_k = 1$$

where $\boldsymbol{\theta} = (\pi', \theta') = (\pi_1, \pi_2, \dots, \pi_{K-1}, \theta_1, \theta_2, \dots, \theta_K)$ is the vector of unknown parameters and $0 < \pi_i \leq 1$. These K distributions may or may not be from the same family. In the present study we assume that for the mixture density given in (1) the component densities $f_k(\cdot)$ are from the same family. Further we implement EM algorithm for parameter estimation. In this paper $f_k(\cdot)$ in (1) follows $N(0, \sigma_k^2)$. An “m” component Normal mixture distribution would be represented as $m - K N(0, \sigma_k^2)$ where $k = 1, 2 \dots m$.

The Models Under Study

The desired non-linear model with innovations following a mixture of Gaussian distribution can be crafted by choosing a suitable non-linear term for $g(y_{t-1})$. The model considered in the study is as follows.

$$y_t = \rho / y_{t-1} + \varepsilon_t \quad t = 1, 2, 3 \dots n$$

$$\text{With } |\rho| < 1, \varepsilon_t \sim m - K N(0, \sigma_k^2), k = 1, 2, \dots m$$

The EM Algorithm

The Expectation-Maximization (EM) algorithm is a statistical technique used for estimating the parameters of a probabilistic model when the data involves latent (unobserved) variables. It is particularly useful in situations where there is incomplete or missing information. This algorithm has garnered significant interest following the influential work of Dempster et.al (1977). The algorithm stands out as a versatile method for iteratively computing maximum likelihood estimates, particularly when observations can be perceived as incomplete data. For a comprehensive understanding of the theory behind the EM algorithm and its extensions, refer to Dempster et.al (1977), McLachlan and Krishnan (2007).

The white noise process described for the model in section 2.2 assumes that clusters are the source of the Innovations, enabling us to represent them using a mixture density. Here we assume that the entire set of innovations contains observed terms and Latent variables. By employing the EM Algorithm, we can attain maximum likelihood estimates when handling this mixture density. We call the density given in (1) as the incomplete data density. with the following likelihood function and log likelihood functions respectively.

$$l(\boldsymbol{\theta}; X) = \prod_{i=1}^n f(x_i; \boldsymbol{\theta}) = \prod_{i=1}^n \sum_{k=1}^K \pi_k f_k(\varepsilon_i; \theta_k) \quad (3)$$

$$L(\boldsymbol{\theta}; X) = \sum_{i=1}^n \log f(\varepsilon_i; \boldsymbol{\theta}) \quad (4)$$

We call the likelihood given in (4) as incomplete data log-likelihood whereas for implementing EM Algorithm, complete data log likelihood is required. So, at first we assume that the complete data-set consists of $\mathbf{D} = (\mathbf{E}, \mathbf{Z})$ but that only $\mathbf{E}$ is observed, whereas $\mathbf{Z} = (z_{ik} \in \{0, 1\}, k = 1, 2, \dots, K, i = 1, 2, \dots, n)$ is the set of latent variables. The complete-data likelihood is then denoted by

$$l(\boldsymbol{\theta}; \mathbf{E}, \mathbf{Z}) \text{ as } l(\boldsymbol{\theta}; \mathbf{E}, \mathbf{Z}) = \prod_{i=1}^n \sum_{k=1}^K (\pi_k f_k(\varepsilon_i; \boldsymbol{\theta}_k))^{z_{ik}} \quad (5)$$

where $z_{ik} = 1$ if the observation ε_i comes from k^{th} component density, otherwise $z_{ik} = 0$. Taking logarithm of (5) gives us complete data log-likelihood.

$$L(\boldsymbol{\theta}; \mathbf{X}, \mathbf{Z}) = \sum_{i=1}^n \sum_{k=1}^K z_{ik} [\log(\pi_k) + \log(f_k(\varepsilon_i; \boldsymbol{\theta}_k))] \quad (6)$$

where $\boldsymbol{\theta}$ is the unknown parameter vector for which we wish to find the MLE. The term EM stands for Expectation – Maximization, which are also the two steps of the algorithm.

The E-step of the EM algorithm computes the expected value of $L(\boldsymbol{\theta}; \mathbf{E}, \mathbf{Z})$ given the observed data, $\mathbf{E}$, and the current parameter estimate, $\boldsymbol{\theta}_{old}$ say. In particular, we define w_{ik} as

$$w_{ik} = E[z_{ik} | \varepsilon_i, \boldsymbol{\theta}_{old}] = \frac{\pi_k f_k(\varepsilon_i; \boldsymbol{\theta}_k)}{\sum_{k=1}^K \pi_k f_k(\varepsilon_i; \boldsymbol{\theta}_k)} \quad (7)$$

We replace z_{ik} by w_{ik} in (9). The result is called as $\mathbf{Q}$ function, given by

$$\mathbf{Q}(\boldsymbol{\theta} | \boldsymbol{\theta}_{old}) = \sum_{i=1}^n \sum_{k=1}^K w_{ik} [\log(\pi_k) + \log(f_k(\varepsilon_i; \boldsymbol{\theta}_k))] \quad (8)$$

In the M-step the $\mathbf{Q}$ function is maximized to obtain new estimates of $\boldsymbol{\theta}$ (θ and π). The two steps are repeated as necessary until the sequence of new estimates of θ and π converges. This optimization problem can be solved separately for π and for θ . The estimates of π are updated in the s^{th} iteration by

$$\pi_k^{(s)} = \frac{\sum_{i=1}^n w_{ik}^{(s)}}{n} \quad (9)$$

For the model under study we put $\varepsilon_t = y_t - \rho y_{t-1}^{-1}$ in (8), next optimise the $\mathbf{Q}$ function w.r. to σ_k and ρ , which leads to the following set of equations that can be solved to derive the parameter estimates of σ_k and ρ respectively.

$$\sigma_k = \sqrt{\sum w_{ik} [\rho y_{t-1}^{-1} - y_t]^2} \quad (10)$$

$$\sum_{i=1}^n \sum_{k=1}^K w_{ki} \left(\frac{[y_t - \rho y_{t-1}^{-1}] y_{t-1}^{-1}}{\sigma_k^2} \right) = 0 \quad (11)$$

The steps of the EM Algorithm can be summarised as follows

E-Step: Update the weight w_{ik} using Eq. (7)

M-Step: Update the parameters using Eq.s (9), (10) and (11)

Repeat the two steps until the estimates converge.

2. SIMULATION STUDY

Simulation in statistical analysis refers to the process of generating artificial data based on the assumptions and specifications of the model. Once the simulated data is generated, it undergoes the same statistical analysis which is proposed for the actual data. It helps to understand how the model works under different dimensions, parameters, or conditions. To evaluate the performance of our proposed methodology, we conduct a comprehensive simulation study, which demonstrates the effectiveness of the model in capturing the multimodal nature of the time series under non-linear setup. For the model defined in section (2.3), the density of Innovations is a Gaussian mixture, the value “m” decides the number of Gaussian components. Thus, there can be variety of models that can be crafted and simulated by changing “m”. At first, the parameters are initialized and then data is generated using these initial values. For illustration, various cases with $m = 2$ (Model1) and $m=3$ (Model2) have been presented.

The Nonlinear AR(1) model with $m=2$ can be written as

$$y_t = \rho / y_{t-1} + \varepsilon_t \quad t = 1, 2, 3 \dots n$$

$$\text{Where } \varepsilon_t \sim 2 - K N(0, \sigma_k^2) \quad , \quad k = 1, 2$$

There are five parameters for estimation in this model ($\rho, \sigma_1, \pi_1, \sigma_2$, and π_2). Their estimation is done using EM Algorithm as discussed in section 2.4

The Nonlinear AR(1) model with $m = 3$ can be written as

$$y_t = \rho / y_{t-1} + \varepsilon_t \quad t = 1, 2, 3 \dots n$$

$$\text{Where } \varepsilon_t \sim 3 - K N(0, \sigma_k^2) \quad , \quad k = 1, 2, 3$$

Here we have seven parameters for estimation ($\rho, \sigma_1, \pi_1, \sigma_2, \pi_2, \sigma_3$, and π_3). Their estimation is done using EM Algorithm as discussed in section (2.4). Simulation study for a total of five different time series data sets have been conducted, which comprises of two series from Model 1 and three from Model 2. At first, the parameters are initialized and then data is generated using these initial values. Then it is observed that the estimates lie close to the initial values (For example corresponding to Model 1 the initial values used to generate the first series are

$N= 500$, $\rho = 0.75, \sigma_1 = 1, \sigma_2 = 5, \pi_1 = 0.70, \pi_2 = 0.30$ and the parameter estimates obtained through EM Algorithm are $\hat{\rho} = 0.747, \hat{\sigma}_1 = 0.987, \hat{\sigma}_2 = 5.044, \hat{\pi}_1 = 0.697, \hat{\pi}_2 = 0.303$. It is observed that the estimates lie close to the initial values. This procedure has been done for all the five series and is illustrated in Table 1). The left column of table 1 represents initial values through which data is generated and the column in the right represents the estimated values of parameters.

Table 1 Estimates from simulation study

Initial Values	Estimates
Model 1	
$N= 500$, $\rho = 0.75, \sigma_1 = 1, \sigma_2 = 5, \pi_1 = 0.70, \pi_2 = 0.30$	$\hat{\rho} = 0.747, \hat{\sigma}_1 = 0.987, \hat{\sigma}_2 = 5.044, \hat{\pi}_1 = 0.697, \hat{\pi}_2 = 0.303$
$N= 1000$, $\rho = 0.85, \sigma_1 = 7, \sigma_2 = 1, \pi_1 = 0.85, \pi_2 = 0.15$	$\hat{\rho} = 0.675, \hat{\sigma}_1 = 7.155, \hat{\sigma}_2 = 0.999, \hat{\pi}_1 = 0.844, \hat{\pi}_2 = 0.156$
Model 2	

N= 500 , $\rho = 0.5, \sigma_1 = 1, \sigma_2 = 10, \sigma_3 = 5, \pi_1 = 0.60, \pi_2 = 0.30, \pi_3 = 0.1$	$\hat{\rho} = 0.499$, $\hat{\sigma}_1 = 0.913$ $\hat{\sigma}_2 = 9.815$, $\hat{\sigma}_3 = 5.526, \hat{\pi}_1 = 0.59$, $\hat{\pi}_2 = 0.314$, $\hat{\pi}_3 = 0.097$
N= 1000 , $\rho = 0.45, \sigma_1 = 3, \sigma_2 = 1, \sigma_3 = 9, \pi_1 = 0.30, \pi_2 = 0.60, \pi_3 = 0.1$	$\hat{\rho} = 0.454$, $\hat{\sigma}_1 = 3.281$ $\hat{\sigma}_2 = 1.072$, $\hat{\sigma}_3 = 8.626, \hat{\pi}_1 = 0.27$, $\hat{\pi}_2 = 0.628$, $\hat{\pi}_3 = 0.099$
N= 2500 , $\rho = 0.75, \sigma_1 = 1, \sigma_2 = 3, \sigma_3 = 9, \pi_1 = 0.20, \pi_2 = 0.5, \pi_3 = 0.3$	$\hat{\rho} = 0.754$, $\hat{\sigma}_1 = 0.958$ $\hat{\sigma}_2 = 3.06$, $\hat{\sigma}_3 = 9.147, \hat{\pi}_1 = 0.20$, $\hat{\pi}_2 = 0.517$, $\hat{\pi}_3 = 0.281$

EMPIRICAL ANALYSIS

This section presents an Empirical analysis conducted on a real-time data set. The empirical analysis justifies the applicability of our proposed model. It has been conducted to demonstrate the comparative performance of the model for different components in the mixture density and also to justify the fact that using a mixture density for innovations can be beneficial rather than using a single distribution.

The dataset is sourced from yahoo finance , focusing on the variables “Open” and “Close”, which represent the opening and closing prices of Bitcoin in USD. The variable of interest, denoted as y_t , is calculated as the difference between “Open” and “Close” (i.e., $y_t = Open - Close$), representing the daily price fluctuation. This variable forms a time series of 3603 observations (from 9/17/2014 to 7/28/2024). Figure 1 illustrates a plot of this data.

The performance of configurations with $m=1,2,3,4$ have been analysed. Table 2 displays the performance of various models with different values of m and Table 3 presents the parameter estimates of different models. It can be observed that models with $m = 2$ (AIC = 5389.17 , BIC = 53925.12) , $m = 3$ (AIC = 52232.28 , BIC = 52275.61) and $m=4$ (AIC = 53928.07 , BIC = 53983.77) for the model, shows improved fit as compared to $m = 1$ (AIC = 68183.58 , BIC = 6819.96). This indicates that employing a mixture density for innovations is a better choice than using a single density model. Particular, the model with three Gaussian components ($m=3$) and AIC = 52232.28 and BIC = 52275.61 provides the best fit. This is our proposed model for the data under study. The parameter estimates of this model are illustrated in Table (2) (Third row).

The first Gaussian component has the parameter estimates $\pi_1 = 0.259, \sigma_1 = 8.106$, the second Gaussian component has the parameter estimates $\pi_2 = 0.286, \sigma_2 = 1596.493$ and the third Gaussian component has the parameter estimates $\pi_3 = 0.455, \sigma_3 = 213.435$. The mixture density for the innovations exhibit the following interpretation, when an innovation occurs, there is 25.9 % probability that it is generated from distribution $N(0,65.707)$, 28.6 % probability that it is generated from distribution $N(0, 2548789.899)$ and 45.5 % probability that it is generated from distribution $N(0, 45562.183)$. Figure (2) showcase the P-P plot and Q-Q plot for the innovations of the proposed model. Their alignment along a straight line justifies the fit of the density.

Figure 1 Daily Price fluctuation of Bitcoin

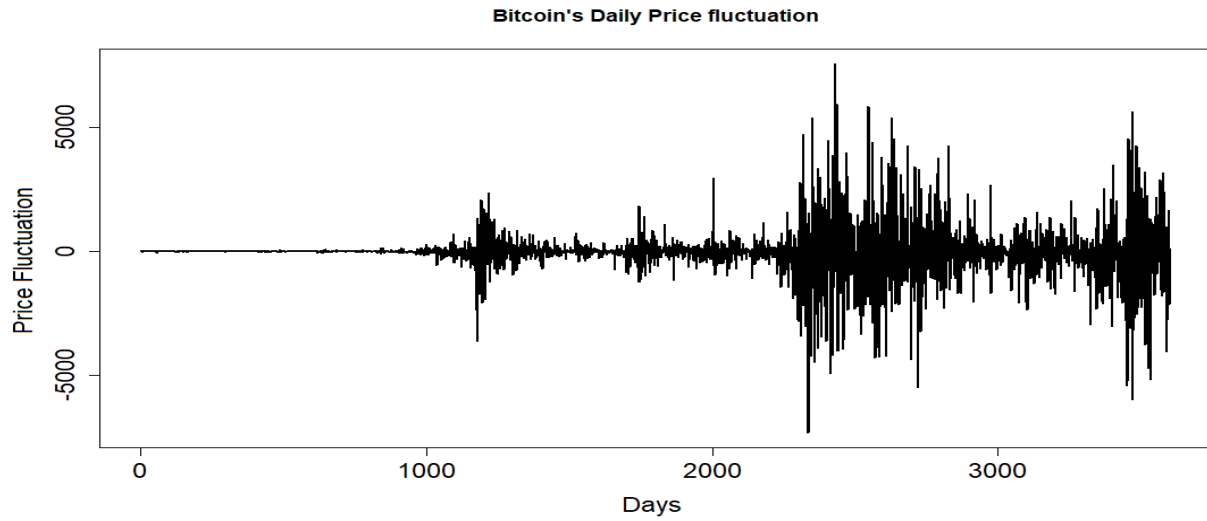


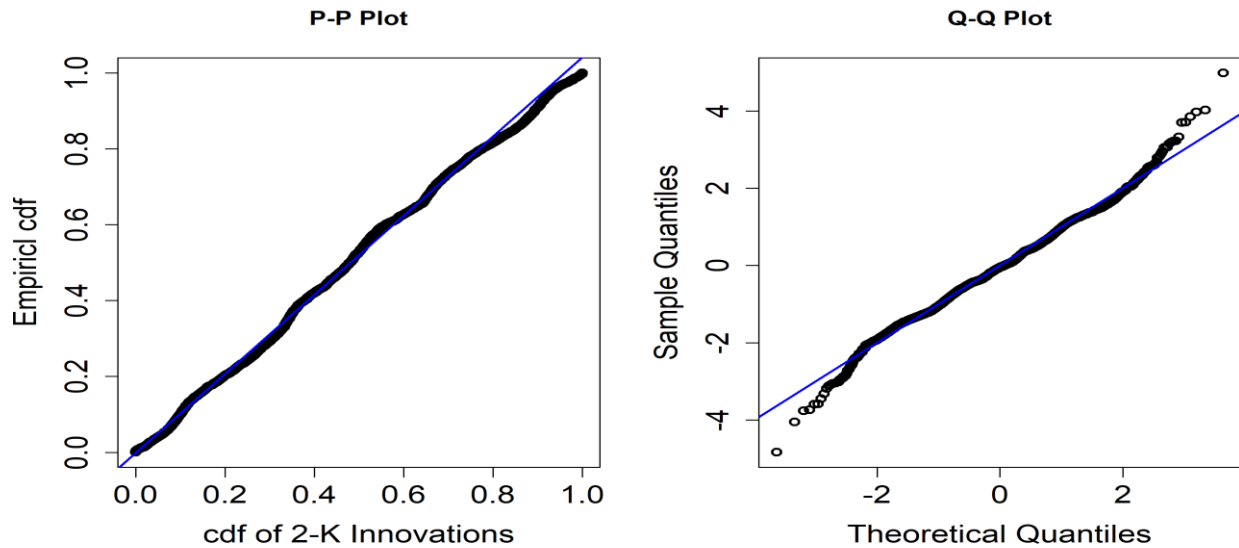
Table 2 Performance of various configurations of the Models

m (Number of Components)	AIC	BIC
1	68183.58	68195.96
2	53894.17	53925.12
3	52232.28	52275.61
4	53928.07	53983.77

Table 3 Parameter estimates for various configurations of the Model

Components	Parameters
1	$\rho = 0.064, \sigma = 5053.762$
2	$\rho = 0.22, \sigma_1 = 23.641, \sigma_2 = 1111.343$ $\pi_1 = 0.393, \pi_2 = 0.607$
3	$\rho = 0.241, \sigma_1 = 8.106, \sigma_2 = 1596.493$ $\sigma_3 = 213.435, \pi_1 = 0.259, \pi_2 = 0.286,$ $\pi_3 = 0.455$
4	$\rho = 0.202, \sigma_1 = 319.204, \sigma_2 = 1501.364$ $\sigma_3 = 319.518, \sigma_4 = 107.098, \pi_1 = 0.074, \pi_2 = 0.325,$ $\pi_3 = 0.061, \pi_4 = 0.54$

Figure 2: P-P plot and Q-Q plot for the innovations of the proposed model



CONCLUSION

This study introduced and explored a non-linear AR(1) model with finite mixtures of Gaussian innovations. Despite the expansive array of Non-Linear models, a significant gap existed in addressing the clustering aspect of innovations. This work demonstrated how the limitation can be addressed by using mixture density to model innovations in a Nonlinear time series.

Based upon the findings of the simulation studies and empirical analysis, The proposed theory of non-linear AR(1) time series models with Innovations governed by finite mixture of Gaussian distribution, can be applied successfully to model variety of nonlinear time series data, where the innovations are clustered or multimodal. We are amongst the first, to foster this kind of research and not much efforts have been done earlier to model such data.

This study however was based one specific model. Analogous to this study, theory can be developed for other nonlinear time series models as well, thereby opening opportunities to explore additional nonlinear time series models within this framework. In this study, the focus was solely on the Gaussian distribution for modeling the time series. However, it is essential to recognize that the underlying theory can be extended to include other appropriate distributions as well. Different distributions might be better suited to capture specific characteristics of the data, and exploring alternative families could offer valuable insights into model performance and flexibility. Furthermore, the present study is based on the assumption of using the same distribution family for each component in the mixture model. While this simplification was useful for our initial investigation, future research could delve into the potential advantages of considering different distribution families for distinct components.

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SDG 16 & SDG 17 Based Policy Analysis Using Logistic Regression

Dr. Anuj Nain

New Delhi Institute of Management
anuj.nain.stats@gmail.com
Orcid: 0009-0003-3678-5647

Pooja Gupta

New Delhi Institute of Management
25509@ndimdelhi.org
Orcid: 0009-0000-2657-4078

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.

1. INTRODUCTION

The 2030 Sustainable Development Goals (SDGs) have placed the global development agenda on high-empirical tools, which are essential to measure, assess, and forecast the effectiveness of the institutional and policy interventions. Goal 16, which focuses on peaceful, just, and strong institutions and Goal 17, which focuses on revitalising global partnerships in sustainable development, play a groundbreaking role among the 17 SDGs. The advancement of both objectives is automatically dependent on the quantifiable changes in the quality of the governance, legislative frameworks, the cooperation between the institutions, and financing of development.

The gap between policy and evidence and development theory has long been a concern by economists and policy analysts. Econometric tools, especially tools that are used to estimate binary and categorical outcomes, have become invaluable tools in this pursuit. The fact that logistic regression has the ability to estimate the likelihood of discrete outcomes as a dependent variable on the observed covariates, creates a methodologically suitable approach to studying SDG-related compliance, institutional performance, and the formation of partnerships.

The paper uses binary logistic models to determine the likelihood that a country or a sub-national unit will meet a set of SDG 16 and SDG 17 targets. We use panel data of the World Governance Indicators (WGI), the United Nations Development Programme (UNDP), the World Bank Open Data portal, and the International Monetary Fund (IMF) Government Finance Statistics. With the help of this analysis, we will (i) determine the main determinants of institutional quality outcomes, (ii) estimate the marginal impact of the governance variables on the SDG compliance, and (iii) prove the predictive value of the logistic regression in the evidence-based policymaking.

The rest of the paper is organized in the following way: Section 2 is the review of the relevant literature; Section 3 presents data and variables; Section 4 is the description of the econometric methodology; Section 5 presents the empirical results and their interpretation; Section 6 is the discussion of the policy implications; and finally, Section 7 is the conclusion.

2. LITERATURE REVIEW

2.1 Governance, Institutions, and the SDG Framework

The relationship between institutional quality and developmental outcomes has been extensively documented in the political economy literature. Acemoglu and Robinson (2012) demonstrated that inclusive institutions underpin long-run economic prosperity, while North (1990) emphasised the centrality of formal and informal institutional constraints in shaping economic behaviour. In the SDG context, Sachs et al. (2019) argued that goal achievement is fundamentally determined by the quality of governance systems — particularly accountability, transparency, and rule of law.

SDG 16 encompasses targets ranging from reducing violence and corruption to ensuring access to justice and building effective, accountable institutions. SDG 17 encompasses financial partnerships, technology transfer, capacity building, and trade facilitation. The interaction

between these two goals is well documented: strong institutions are prerequisites for attracting and sustaining development partnerships (Easterly, 2006; Rodrik et al., 2004).

2.2 Logistic Regression in Policy and Economic Research

Logistic regression has been widely deployed in public policy and development economics to model binary and ordinal outcomes. Long (1997) provides a comprehensive methodological treatment of binary choice models, emphasising their suitability for categorical policy outcomes such as program participation, compliance, and institutional classification. In the governance literature, Kaufmann et al. (2010) employed logit specifications to identify drivers of control of corruption across OECD and emerging economies.

More recently, scholars have used logistic models to evaluate SDG-related outcomes. Pradhan et al. (2017) applied logit models to quantify the synergies and trade-offs among SDGs, finding strong interdependencies between institutional quality (SDG 16) and economic performance indicators. Barbier and Burgess (2019) employed logistic regression to assess the determinants of national SDG readiness, highlighting income, governance, and geographic factors as primary predictors.

2.3 Gaps in the Literature

Despite substantial empirical work, the literature lacks studies that simultaneously model both SDG 16 and SDG 17 outcomes within a unified logistic framework, controlling for country-specific heterogeneity and time-varying institutional factors. This paper addresses that gap by developing an integrated logit model capable of predicting compliance across both SDG dimensions.

3. DATA & VARIABLES

3.1 Data Sources

This study uses a balanced panel dataset covering 94 developing, emerging, and transitional economies over the period 2010-2022. Data are sourced from the following repositories:

Data Source	Variables Extracted	Coverage
World Bank WGI	Control of Corruption, Rule of Law, Government Effectiveness, Regulatory Quality	1996-2022, 215 economies
UNDP HDR	Human Development Index, Inequality-Adjusted HDI	1990-2022
IMF GFS	Fiscal Transparency, ODA receipts, Public Debt	2000-2022
UN Statistics Division	SDG 16 & 17 monitoring indicators	2015-2022
World Bank WITS	Trade openness, Export diversification	1990-2022

Table 1: Data Sources and Coverage

3.2 Dependent Variables

The two binary outcome variables we build in accordance with the SDG framework are:

- **SDG16_COMP**: A binary measure that is 1 when a country is meeting or has surpassed SDG 16 composite threshold - that is, a country that scores above the 60th percentile on both the WGI Rule of Law and Control of Corruption indices, at the same time.
- **SDG17 COMP**: A binary target taking the value 1 when a country achieves partnership-related targets - i.e. ODA-to-GNI ratio of above 0.7% in donor countries, bilateral/ multilateral technology and capacity-building agreements in recipient countries. We construct two binary outcome variables aligned with the SDG framework:

3.3 Independent Variables

Based on the theoretical framework and prior literature, the following explanatory variables are included:

Variable	Proxy Indicator	Expected Effect
Institutional Capacity (INST)	WGI Government Effectiveness	Positive: Higher capacity increases probability of SDG compliance
Public Trust (TRUST)	Gallup World Poll Trust Score	Positive: Greater trust reduces corruption-enabling behavior
Financial Inclusion (FIN)	World Bank Findex (account ownership %)	Positive: Broader financial access supports partnership capacity
Digital Access (TECH)	ITU Internet penetration rate	Positive: Technology access accelerates SDG 17 alignment
GDP per capita (GDPPC)	World Bank constant USD	Positive: Wealthier nations have stronger institutional infrastructure
Trade Openness (TRADE)	Exports + Imports / GDP	Ambiguous: May reflect dependency or integration
Civil Liberties (CIVIL)	Freedom House Index	Positive: Freedoms support accountability mechanisms
Conflict Status (CONF)	UCDP Armed Conflict dummy	Negative: Conflict severely undermines institutional outcomes

Table 2: Independent Variables, Proxies, and Expected Signs

4. ECONOMETRIC METHODOLOGY

4.1 The Binary Logistic Model

The binary logistic regression model is specified as follows. Let Y_i be the binary outcome for country i (either **SDG16_COMP** or **SDG17_COMP**). The probability of outcome $Y_i = 1$ conditional on a vector of covariates X_i is modelled via the logistic (sigmoid) function:

$$P(Y_i = 1 | X_i) = \exp(\beta_0 + \beta_1 X_{i1} + \dots + \beta_k X_{ik}) / [1 + \exp(\beta_0 + \beta_1 X_{i1} + \dots + \beta_k X_{ik})]$$

This is equivalently expressed as the log-odds specification (the logit link):

$$\ln[P / (1 - P)] = \beta_0 + \beta_1 \text{INST}_i + \beta_2 \text{TRUST}_i + \beta_3 \text{FIN}_i + \beta_4 \text{TECH}_i + \beta_5 \text{GDPPC}_i + \beta_6 \text{TRADE}_i + \beta_7 \text{CIVIL}_i + \beta_8 \text{CONF}_i + \varepsilon_i$$

where β_0 is the intercept, β_k are the slope coefficients, and ε_i is the stochastic error term. Parameters are estimated by Maximum Likelihood Estimation (MLE), maximising the log-likelihood function:

$$\ell(\beta) = \sum [Y_i \ln(P_i) + (1 - Y_i) \ln(1 - P_i)]$$

4.2 Marginal Effects and Odds Ratios

Since the logistic function is non-linear, the estimates of the raw coefficients are not the changes in the odds directly, but the changes in the log-odds. We present two interpretive statistics:

1. Average Marginal Effects (AME): The mean of all of the observations of the partial derivative of $P(Y=1)$ in terms of each covariate. For continuous variables, $\text{AME} = (1/N) \sum \beta_k \times P_i(1 - P_i)$. In binary variables, AME is the difference in the probability that is predicted.
2. Odds Ratios (OR): Computed as e^{β_k} . A value of OR above 1 means that an increase of one unit in X_k increases odds of SDG compliance; a value of OR below 1 means that it decreases. They are especially handy when making cross-country comparisons of policies. Given the non-linear nature of the logistic function, raw coefficient estimates represent changes in log-odds rather than direct probability changes. We report two interpretive statistics:

4.3 Model Diagnostics and Robustness

Model fit is assessed using the Hosmer-Lemeshow goodness-of-fit test, the Area Under the Receiver Operating Characteristic (AUROC) curve, and pseudo- R^2 statistics (McFadden and Nagelkerke). Variance Inflation Factors (VIF) are computed to detect multicollinearity. Robustness checks include: (i) substituting alternative governance proxies from the Corruption Perceptions Index (Transparency International); (ii) re-estimating models with probit specifications; and (iii) applying cluster-robust standard errors at the regional level to control for spatial correlation.

Given the panel structure of the data, we also estimate random-effects logit models (Chamberlain's conditional logit) to account for unobserved country-level heterogeneity, consistent with the recommendations of Wooldridge (2010) for panel binary choice models.

5. RESULTS & DISCUSSION

5.1 Descriptive Statistics

Table 3 presents summary statistics for the full sample of 94 countries over the 2010-2022 period. Approximately 42% of country-year observations meet the SDG 16 compliance threshold ($\text{SDG16\_COMP} = 1$), while 31% meet the SDG 17 partnership threshold ($\text{SDG17\_COMP} = 1$). This reflects the well-documented global deficit in institutional development and international cooperation financing.

Variable	Mean	Std. Dev.	Min	Max	Observations
SDG16_COMP	0.42	0.49	0	1	1,222
SDG17_COMP	0.31	0.46	0	1	1,222
INST (WGI, std)	0.08	0.91	-2.47	2.31	1,222
TRUST (%)	44.2	17.3	12.0	84.0	1,156
FIN (%)	51.6	28.4	4.3	99.2	1,188
TECH (%)	56.1	25.9	1.7	99.0	1,222
GDPPC (ln, USD)	8.94	1.42	5.88	11.52	1,222
CONF (binary)	0.18	0.38	0	1	1,222

Table 3: Descriptive Statistics ($N = 94$ countries, 2010-2022)

5.2 Logistic Regression Results: SDG 16 Compliance

Table 4 reports the logistic regression results for the SDG16_COMP outcome. All models control for year fixed effects to account for global temporal trends. Model 1 is the baseline specification; Model 2 adds institutional interaction terms; Model 3 presents the random-effects logit estimates.

Variable	Model 1 (Logit)	Model 2 (+ Interactions)	Model 3 (RE Logit)
INST	1.843*** (0.214)	1.762*** (0.231)	2.114*** (0.289)
TRUST	0.031*** (0.008)	0.029*** (0.009)	0.038*** (0.010)
FIN	0.018** (0.007)	0.016** (0.008)	0.022** (0.009)
TECH	0.022*** (0.006)	0.020*** (0.007)	0.027*** (0.008)
GDPPC (ln)	0.641*** (0.118)	0.598*** (0.124)	0.712*** (0.151)
TRADE	0.004 (0.004)	0.003 (0.004)	0.005 (0.005)
CIVIL	0.284*** (0.071)	0.271*** (0.074)	0.318*** (0.089)
CONF	-1.924*** (0.312)	-1.887*** (0.328)	-2.217*** (0.401)
INST $\times$ TRUST	—	0.041** (0.017)	0.049** (0.021)
Constant	-7.214*** (1.021)	-6.891*** (1.088)	-8.104*** (1.312)
Pseudo R^2 (McFadden)	0.347	0.361	—
AUROC	0.891	0.897	0.902
N (Country-Years)	1,156	1,156	1,156

Table 4: Logistic Regression Results — Dependent Variable: SDG16_COMP

Note: Standard errors in parentheses, clustered at the regional level. *** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$. Year fixed effects included.

5.3 Interpretation of Key Findings

5.3.1 Institutional Capacity (INST)

The strongest predictor of SDG 16 compliance in all specifications is the institutional capacity variable. The log-odds of SDG 16 compliance increases by about 1.84 with a one-standard-deviation change in the WGI Government Effectiveness score (Model 1), which is equivalent to odds ratio 6.32. It means that a nation that has risen six times more likely to meet SDG 16 goals, a country that has advanced in the 25th to the 75th percentile of the institutional effectiveness. The mean marginal effect, which is calculated at the sample mean, is a 22.4 percentage point increment in the probability of compliance - the highest of all covariates.

5.3.2 Public Trust and the Institutional Interaction

Public trust (TRUST) has a statistically significant and positive impact on SDG 16 compliance. An increase in the level of trust by 10 percentage points is linked to a 0.31 unit increase in the log-odds (OR = 1.36). Notably, INST x TRUST is a positive significant interaction in both Models 2 and 3, which supports the fact that the governance dividend associated with the institutional capacity is magnified in societies where the baseline trust is higher. This finding is consistent with the theoretical data on the social capital and institutional efficacy (Putnam, 1993; Fukuyama, 1995).

5.3.3 Conflict Status (CONF)

The strongest negative predictor of the model is active armed conflict. The countries that are in conflict have their log-odds of SDG 16 compliance reduced by about -1.92 (OR = 0.146), or an average marginal impact of -31.7 percentage points. This drastic outcome highlights the primacy of peace to the development of institutions - a conclusion that is in direct line with the normative assumption of SDG 16 itself.

5.3.4 SDG 17 Results

The SDG17_COMP outcome (in the Appendix, Table A1) also finds institutional capacity, digital access, and financial inclusion as the substantial positive factors in the achievement of partnerships. It is also worth noting that trade openness is a strong predictor in SDG 17 model but not SDG 16, as it is expected that trade integration enhances development cooperation, but it has a weak direct effect on domestic governance outcomes.

6. POLICY IMPLICATIONS

The empirical results of the research have a number of policy implications, which can be applied by governments, international organisations and development practitioners:

1. **Focus on Institutional Capacity Building:** Since the marginal impact of institutional effectiveness is large, donor agencies and governments ought to channel development financing to institutional reform, capacity to administer, and judicial independence (especially fragile and conflict-affected countries).

2. Invest in Social Trust: The high degree of interaction between institutional capacity and public trust implies that reforms in governance take place more effectively when they are accompanied with participatory policymaking and civic engagement programs. Anti-corruption campaigns and transparency initiatives contribute in a dual manner to enhance the two dimensions.

3. Rapidify Digital and Financial Inclusion: TECH and FIN have considerable impacts on both SDG outcomes, indicating that closing the digital and financial access divide is a cross-cutting enabler. Governance and partnership dividends are the Policies that promote broadband expansion, mobile banking, and digital public infrastructure have a greater effect on governance than on the economy in the short run.

4. Conflict Prevention as SDG Policy: The findings are very much in favor of conflict prevention as a key SDG 16 initiative. High-payoff institutional interventions include peacekeeping investments, diplomatic conflict resolution, and post-conflict reconstruction programs, based on the size of the marginal effect of conflict.

5. Use Logistic Models in National SDG Monitoring: The fact that the logistic framework has a high predictive accuracy (AUROC > 0.89 with all specifications) implies that the national statistical offices and monitoring agencies can implement logit-based early warning systems to detect the at-risk countries before the compliance thresholds are violated, and take proactive policy action.

7. CONCLUSION

As has been shown in this paper, logistic regression is empirically powerful and policy relevant in evaluating the outcomes of institutions and partnerships in accordance with SDG 16 and SDG 17. Through a balanced panel of 94 economies between 2010-2022 and binary logistic, interaction-augmented, and random-effects logit specifications, we have found that institutional capacity, public trust, digital access, financial inclusion, and conflict status are the key factors of SDG compliance.

The research paper adds to the increasing body of applied economic techniques literature in development policy by offering a sound rigorous, replicable, and data-intensive system of SDG monitoring. The odds ratios and average marginal effects herein-presented are transformations of complex statistical relationships into straightforward, practical policy measures - a methodological interface between scholarly study and policy practice..

Future research should extend this framework by incorporating spatial econometric models to capture cross-border institutional spillovers, by adopting machine learning-augmented logistic approaches (e.g., LASSO regularization) for high-dimensional covariate selection, and by disaggregating analysis to the sub-national level where governance deficits are often most pronounced. The integration of satellite-derived conflict exposure data and natural language processing of legislative text may further enrich the empirical specification.

Finally, this paper concludes that evidence-based institutional reform, supported by researchful applied econometrics, is one of the most powerful tools that can be used to speed up the process of implementing the 2030 Sustainable Development Agenda

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9. APPENDIX

Table A1: Logistic Regression Results — Dependent Variable: SDG17_COMP

Variable	Model A1 (Logit)	Model A2 (+ Interactions)	Model A3 (RE Logit)
INST	1.221*** (0.198)	1.184*** (0.211)	1.408*** (0.264)
TRUST	0.024** (0.009)	0.022** (0.010)	0.029*** (0.011)
FIN	0.024*** (0.007)	0.022*** (0.008)	0.028*** (0.009)
TECH	0.031*** (0.007)	0.029*** (0.007)	0.036*** (0.009)
GDPPC (ln)	0.512*** (0.112)	0.489*** (0.118)	0.591*** (0.141)
TRADE	0.011** (0.005)	0.010** (0.005)	0.013** (0.006)
CIVIL	0.211*** (0.068)	0.204*** (0.071)	0.244*** (0.084)
CONF	-1.412*** (0.288)	-1.388*** (0.301)	-1.634*** (0.371)
Pseudo R ² (McFadden)	0.301	0.312	—
AUROC	0.871	0.879	0.884
N (Country-Years)	1,156	1,156	1,156

Table A1: Logistic Regression Results — Dependent Variable: SDG17_COMP

Digitalization And Public Administration Reform In Azerbaijan: Opportunities And Constraints

Master Student. Shabnam Ibrahimova

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

shabnam.i.ibrahimova@gmail.com

Orcid: 0009-0004-5378-8046

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

INTRODUCTION

Digitalization in public administration enables the formation of a more flexible, transparent, and citizen-centered governance system through the integration of information and communication technologies into the activities of public institutions. Unlike traditional governance models, this process facilitates the provision of public services through digital platforms and reduces direct interaction between citizens and government bodies. As a result, service delivery times are shortened, and administrative efficiency is significantly improved.

At the same time, the development of e-government systems allows public services to be delivered more accessibly and efficiently based on the “one-stop-shop” principle. The implementation of digital solutions plays a crucial role in reducing corruption risks, enhancing transparency, and increasing public trust. Moreover, the use of big data analytics and artificial intelligence technologies enables more objective, data-driven policymaking and decision-making processes.

However, digitalization is not limited to technological innovation alone; it also requires institutional transformation. The modernization of legal frameworks, secure data management, and the development of digital skills among civil servants are essential conditions for the successful implementation of this process. Overall, digitalization in public administration represents a strategic transformation aimed at modernizing governance systems, improving service quality, and ensuring sustainable development.

Research Objectives and Tasks. This study employs various scientific approaches to analyze the current state and development directions of digitalization in public administration in Azerbaijan. Within the research framework, analytical and comparative methods are applied to assess the current situation and existing challenges, while a systems approach is used to examine digital governance as an integrated structure. Additionally, the descriptive method is used to explain e-government systems, the ASAN service model, the development of digital services, and the integration of databases. Comparative analysis enables the comparison of international experience with local practices. Furthermore, conclusions are drawn based on qualitative analysis using normative documents and academic sources.

Methodology. This study is based on various scientific methods to comprehensively examine the current state, key challenges, and development directions of digitalization in public administration in Azerbaijan. The theoretical framework relies on existing academic approaches in digital governance, e-government, and public policy.

Analytical and comparative methods are used to systematically evaluate existing outcomes and challenges, while a systems approach is employed to analyze digital governance as a unified structure. The descriptive method is used to summarize the development of e-government systems, the ASAN service model, the expansion of digital services, and the integration of databases. Comparative analysis allows for the evaluation of Azerbaijan’s experience in relation to international practices.

In addition, qualitative analysis is applied using normative documents, academic literature, and official reports to assess the impact of digitalization on public administration.

1. THE STATE OF DIGITALIZATION IN PUBLIC ADMINISTRATION IN AZERBAIJAN

In recent years, significant progress has been observed in the digitalization of public administration in Azerbaijan. The transition of public services to electronic platforms, the automation of governance processes through digital technologies, and the implementation of various digital platforms are among the key priorities in this area. This transformation has enabled more efficient, transparent, and effective interaction between government institutions and citizens. At the same time, strengthening both the institutional framework and technological infrastructure remains essential to ensure the sustainability of digital development.

1.1 Development of E-Government Systems. The development of e-government systems in Azerbaijan represents a crucial stage in the integration of public services into the digital environment. Through these systems, citizens gain online access to various public services, saving both time and financial resources. Electronic platforms facilitate the tracking of applications, digital document circulation, and the automation of numerous services. Additionally, these mechanisms enhance data exchange among government institutions, increasing the efficiency and responsiveness of decision-making processes.

1.2 The Role of the ASAN Service Model. The ASAN service has emerged as an innovative governance approach in the organization of public services in Azerbaijan. By applying the “one-stop-shop” principle, this model simplifies administrative procedures and enhances efficiency while also contributing to greater transparency. ASAN service is considered a significant example of institutional reform that increases citizen satisfaction, reduces corruption risks, and improves service quality. Furthermore, this model is recognized internationally as a successful governance practice.

1.3 Expansion of Digital Services. In recent years, the scope of digital services provided by both the public and private sectors in Azerbaijan has significantly expanded. The digitalization of services in areas such as taxation, social protection, education, and migration has reduced the need for direct interaction with government institutions, making processes more flexible and convenient. Increased access through mobile applications and online platforms has further enhanced usability and efficiency. These developments also support the formation of a digital economy and accelerate societal adaptation to new technologies.

1.4 Integration of Government Databases. One of the key directions of digitalization in public administration is the integration of various government databases. This approach ensures centralized data collection and exchange among state institutions. As a result, duplication of data entry is minimized, service quality is improved, and more reliable data is used in governance processes. Database integration also enables the implementation of data-driven governance, allowing for more effective policy planning and resource allocation.

2. KEY CHALLENGES OF DIGITALIZATION IN AZERBAIJAN

Despite significant achievements in the field of digitalization in Azerbaijan, the process still faces a number of structural and institutional challenges. Existing issues hinder the full utilization of the opportunities offered by digital transformation and may limit its overall

effectiveness. Therefore, the implementation of systematic and comprehensive approaches is considered essential to ensure the sustainability of digital development.

2.1 The Problem of Digital Inequality. Digital inequality is characterized by the uneven distribution of access to information and communication technologies within the country. Differences in the level of internet infrastructure development between urban and rural areas create disparities in citizens' ability to use digital services. In addition, older generations and socially vulnerable groups often face difficulties in effectively utilizing electronic services due to limited digital knowledge and skills. These factors weaken the inclusiveness of the digitalization process and increase the risk of deepening social inequalities within society.

2.2 Cybersecurity Risks. The expansion of digital governance brings cybersecurity issues to the forefront. Government information systems, databases, and electronic service platforms may become more vulnerable to cyberattacks. In this regard, the protection of personal data, safeguarding state information infrastructure, and preventing potential cyber threats emerge as key strategic priorities. Insufficient development of effective cybersecurity mechanisms may negatively affect the sustainability of digital transformation and lead to a decline in public trust.

2.3 Legal and Institutional Gaps. The rapid development of digitalization reveals the inability of existing legal and institutional frameworks to fully adapt to these changes. It is essential to further improve legal mechanisms in areas such as electronic document circulation, digital signature systems, data governance, and cyberspace regulation. In some cases, the lack of flexibility in the regulatory framework slows down the implementation of innovative solutions, thereby reducing the overall efficiency of public administration.

2.4 Human Capital and the Lack of Digital Skills. Qualified human capital plays a decisive role in the effective implementation of digital transformation. However, the shortage of professionals with digital skills remains a pressing issue in Azerbaijan. Alongside civil servants, increasing digital literacy among the general population is also a critical priority. In this regard, the broader integration of modern ICT knowledge into the education system and the organization of continuous training programs can play an important role in addressing existing gaps.

3. PROSPECTS AND DEVELOPMENT DIRECTIONS

The continued development of digitalization in Azerbaijan creates favorable conditions for building a more efficient, flexible, and innovation-driven public administration system in the future. Alongside existing challenges, several strategic development directions are increasingly emerging and gaining importance.

3.1 Application of Artificial Intelligence and Big Data. The application of artificial intelligence and big data technologies is considered a new and more advanced stage in public administration. These technological approaches enable more detailed and accurate analysis of socio-economic processes, early identification of potential risks, and more evidence-based decision-making. AI-based systems expand the automation of public services and enable the delivery of more personalized and efficient services to citizens. At the same time, big data analytics contributes to more accurate policy planning and more efficient management of public resources.

3.2 Expansion of Digital Public Administration. The expansion of digital public administration involves the full transition of public services to electronic platforms and the

maximum possible automation of governance processes. This direction facilitates simpler, faster, and more efficient interaction between citizens and public institutions. The widespread implementation of electronic document circulation, the development of digital identification systems, and the integration of public services into mobile platforms constitute key components of this process. At the same time, this approach significantly contributes to enhancing transparency and accountability in governance.

3.3 Regional Competitiveness and International Integration. Digitalization plays a crucial role in enhancing Azerbaijan's competitiveness at both regional and global levels. The adoption of modern digital governance approaches can strengthen the country's position in international rankings and enable it to achieve higher performance indicators. At the same time, expanding cooperation with international organizations and various countries in the digital domain promotes the exchange of experience and facilitates the faster implementation of innovative solutions. As a result, this process accelerates Azerbaijan's integration into the global digital economy.

3.4 The Role of Innovation and the Startup Ecosystem. The innovation and startup ecosystem serves as one of the main driving forces of digital transformation. The creation and application of new technologies, particularly the support of tech startups, foster the development of innovative approaches in public administration. In Azerbaijan, the development of innovation centers and technoparks contributes significantly to strengthening the institutional framework in this field. Moreover, startup activities in areas such as digital services, artificial intelligence, and fintech support the diversification and sustainable development of the digital economy.

CONCLUSION

The findings of the study indicate that digitalization of public administration in Azerbaijan has a significant impact on making governance processes more transparent, flexible, and citizen-centered. In this regard, e-government systems, the ASAN service model, the development of digital services, and the integration of databases serve as key pillars of progress. At the same time, the application of artificial intelligence and big data technologies enhances the efficiency of public policy by enabling more accurate and evidence-based decision-making.

However, challenges such as the digital divide, cybersecurity threats, legal and institutional shortcomings, and limited digital skills among human resources remain major obstacles to fully realizing the potential of this process. Overall, ensuring the sustainable development of digital transformation requires not only the implementation of technological innovations but also the deepening of institutional reforms, the improvement of digital literacy, and the strengthening of information security.

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Üniversite Hazırlık Sınıfı Öğrencilerinin İngilizce Öğretimine İlişkin Görüşleri

Prof. Dr. Mehmet Nuri GÖMLEKSİZ

Fırat Üniversitesi, Eğitim Fakültesi

ngomleksiz@firat.edu.tr

Orcid: 0000-0002-8268-0163

Tarık İNCE

Malatya Turgut Özal Üniversitesi, Yabancı Diller Yüksekokulu

tarik.ince@ozal.edu.tr

Orcid: 0000-0002-7085-2706

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

1. Giriş

Türkiye'deki üniversitelerin İngilizce hazırlık programları, öğrencilerin akademik ve mesleki dil becerilerinin geliştirilmesini amaçlamaktadır. Bu programların etkinliği, yalnızca hedefler ve sınav sonuçları ile değil, aynı zamanda öğrencilerin öğretim sürecine ilişkin deneyimleri doğrultusunda da değerlendirilmelidir. Literatürdeki çalışmalar, her üniversitenin programının kendi özgün bağlamı içinde incelenmesi gerektiğini vurgulamakta ve program değerlendirme çalışmalarının özellikle yükseköğretim düzeyinde yoğunlaştığını ortaya koymaktadır (İpek, 2022; Sağlam ve Akdemir, 2018).

Öğrenci görüşleri, programların yalnızca ürün boyutunu değil, ayrı zamanda süreçteki öğrenme yaşantılarını da ortaya koymaktadır. Öğrenci geri bildiriminin öğretim kalitesinin iyileştirilmesinde kritik bir rol oynadığı, ancak bu geri bildirimin etkili kullanılabilmesi için öğrenci ve öğretim elemanı algıları arasında bir uyum sağlanması gerektiği ifade edilmektedir (Abdalla Salih, 2012). Bu bağlamda, bir devlet üniversitesi İngilizce hazırlık sınıfı öğrencilerinin görüşlerinin analizi, ilgili programın güçlü yönlerini ve geliştirmeye açık alanlarını yerel bağlamda belirlemeye yönelik değerli bilgiler sağlayacaktır.

Bu çalışmada aşağıdaki sorulara yanıt aranmıştır: (1) Öğrenciler, öğretim elemanlarının öğretme becerileri, konu hâkimiyeti ve iletişimlerini nasıl değerlendirmektedir? (2) Öğrenciler, kullanılan yöntem, aktivite ve materyalleri nasıl değerlendirmektedir? (3) Öğrenciler, fiziksel, sosyal ve teknolojik öğrenme ortamını nasıl değerlendirmektedir? (4) Öğrenciler, sınavlar, ödevler ve geri bildirimlerin dil becerilerine katkısını nasıl değerlendirmektedir? (5) Öğrenciler, programın daha etkili olması için hangi önerileri sunmaktadır?

2. Yöntem

Bu araştırma, nitel araştırma yaklaşımlarından durum çalışması desenini benimsemiştir. Çalışma grubunu bir devlet üniversitesinde İngilizce hazırlık eğitimi alan 16 öğrenci (14 kadın, 1 erkek, 1 belirtmek istemeyen) oluşturmaktadır. Veriler, beş açık uçlu sorudan oluşan yazılı görüş formu aracılığıyla toplanmış ve tematik analiz yöntemiyle çözümlenmiştir. Analiz sürecinde katılımcılar K1-K16 biçiminde kodlanmış, anlamlı ifade birimleri belirlenerek açık kodlar oluşturulmuş, benzer kodlar alt temalar altında birleştirilmiş ve ana temalara ulaşılmıştır. Birinci, ikinci, üçüncü ve beşinci sorularda 16; dördüncü soruda 13 geçerli yanıt bulunmaktadır.

3. Bulgular

Analiz sonucunda beş ana tema belirlenmiştir. Tablo 1'de tema ve alt temalara ilişkin genel görünüm sunulmaktadır.

Ana Tema	Alt Temalar	Görünürlük
Öğretim elemanı yeterliliği ve iletişim	Hazırlıklı/yeterli öğretim elemanı; anlaşılır anlatım; destekleyici iletişim; interaktif ders beklentisi; tempo/eşit katılım eleştirileri	n=14, 10, 10, 3, 4
Yöntem, aktivite ve materyaller	Materyal/yöntemlerin destekleyiciliği; konuşma-dinleme-grup çalışmasının katkısı; teknolojik araçlar; kitap merkezlilik/sınırlı kaynak; konuşma/yazma odağı beklentisi	n=12, 10, 8, 6, 3

Öğrenme ortamı	Genel ortamın olumlu algılanması; sosyal ortam; teknolojik imkanlar; ısı-havalandırma sorunu; sınıf aidyeti	n=15, 9, 11, 4, 1
Ölçme, ödev ve geri bildirim	Geri bildirimin yararı; sınavların objektif/beceri ölçücü görülmesi; ezber/not/stres eleştirileri; somut dönüt	n=10, 11, 6, 4
Program geliştirme önerileri	Daha fazla speaking/grup/sosyal pratik; writing-reading-kelime-kaynak; gerçek yaşam dili/film-oyun; zamanlama/ölçme düzenlemesi	n=10, 5, 5, 3

Öğretim elemanı yeterliliği ve iletişim temasında öğrencilerin büyük çoğunluğu öğretim elemanlarını hazırlıklı, yeterli ve konuya hâkim görmektedir (n=14). Anlaşılır anlatım (n=10) ve destekleyici iletişim (n=10) olumlu değerlendirilmektedir. Bazı öğrenciler daha interaktif ve öğrenci merkezli ders işleyişi beklemekte (n=3), anlatımın hızı ve eşit katılım konularında sınırlı eleştiriler bulunmaktadır (n=4).

Yöntem, aktivite ve materyaller temasında öğrenciler materyal ve yöntemleri öğrenmeyi destekleyici bulmaktadır (n=12). Teknolojik araçlar destekleyici görülmekte (n=8), ancak en güçlü öğrenme katkısı konuşma, dinleme ve grup çalışmalarıyla ilişkilendirilmektedir (n=10). Kitap merkezli işleyiş ve özellikle speaking/writing kitaplarının sınırlı katkısı yönünde eleştiriler bulunmaktadır (n=6).

Öğrenme ortamı temasında öğrencilerin çoğu ortamın en az bir boyutunu olumlu değerlendirmiştir (n=15). Sosyal ortamın güvenli ve destekleyici görülmesi (n=9) ve teknolojik imkanların yeterliliği (n=11) öne çıkmaktadır. Isı ve havalandırma koşulları (n=4) temel fiziksel sorun olarak belirlenmiştir.

Ölçme, ödev ve geri bildirim temasında geri bildirimler yararlı bulunmakta (n=10), sınavlar objektif/beceri ölçü olarak görülmekte (n=11); ancak ezber ve not odaklı sınav eleştirileri de bulunmaktadır (n=6). Yazma ve test ödevlerinde somut dönüt değerli görülmektedir (n=4).

Program geliştirme önerileri temasında en sık dile getirilen öneri, programın daha fazla speaking, günlük iletişim, grup çalışması ve sosyal pratikle desteklenmesidir (n=10). Writing, reading, kelime ve kaynak geliştirme (n=5) ile gerçek yaşam dili, film/dizi, oyun etkinlikleri (n=5) diğer öneri alanlarıdır. Beş katılımcı herhangi bir değişiklik önermemiş veya mevcut sistemi yeterli görmüştür.

4. Tartışma ve Sonuç

Araştırmanın bulguları, öğrencilerin öğretim elemanlarını büyük ölçüde hazırlıklı, yeterli, açıklayıcı ve destekleyici gördüğünü göstermektedir. Bu bulgu, hazırlık öğrencilerinin akademik personel hakkındaki beklentilerinin önemli ölçüde karşılandığını belirten Armağan ve diğerleri (2016) ile örtüşmektedir. Arıkan ve diğerleri (2008) ile Hismanoğlu'nun (2019) etkili İngilizce öğretmeni algısında vurguladığı açıklayıcılık, sabır ve destekleyici nitelikler bu araştırmanın bulgularıyla paraleldir. Sınırlı eleştiriler ise öğretim elemanı niteliğinin yalnızca konu hâkimiyetiyle değil, katılımı ve duygusal güvenliği yönetme becerisiyle de ilişkili olduğunu göstermektedir (Nazım ve diğerleri, 2024).

Öğrencilerin en güçlü beklentisi konuşma, dinleme, grup çalışması ve gerçek iletişim fırsatlarının artırılmasıdır. Bu bulgu Türkiye'deki birçok hazırlık programı araştırmasıyla

tutarlıdır: Tekin (2015), öğrencilerin konuşma, dinleme ve kelime alanlarında daha fazla vurgu beklediğini; Balcı ve diğerleri (2018), programın özellikle konuşma ve dinleme becerileri açısından eksiklik taşıdığını; Topal (2024), konuşmanın hazırlık öğrencileri için geliştirilmesi gereken bir beceri olarak öne çıktığını göstermiştir. Materyal ve teknoloji bulguları ise ikili bir görünüm sunmakta; projeksiyon, internet ve dijital kaynaklar destekleyici bulunurken, bazı speaking/writing kitapları sınırlı görülmektedir (Bayram ve Canaran, 2019; Alaskary, 2023). Gömleksiz ve Özkaya (2012) de konuşma becerisinin desteklenmesi gerektiğini vurgulamaktadır.

Öğrenme ortamı bulguları, sosyal ve teknolojik ortamın olumlu değerlendirildiğini; ancak ısı ve havalandırma gibi fiziksel koşulların öğrenme motivasyonunu etkilediğini ortaya koymaktadır. Bu bulgu, fiziksel koşulların hazırlık programlarının geliştirilmesi gereken yönleri arasında yer aldığını belirten Özkanal ve Hakan (2010), Tekin (2015), Armağan ve diğerleri (2016), Özudoğlu (2017) ve Temiz ve Başal (2023) ile uyumludur. Alaskary (2023) de sınıf ortamı ve donanım eksikliklerinin program uygulamasında sorun oluşturduğunu göstermiştir.

Ölçme-değerlendirme bulguları, geri bildirimin yararlı görüldüğünü; ancak sınavların ezber odaklı algılandığını göstermektedir. Bu durum, beceri temelli ve süreç odaklı değerlendirme araçlarının güçlendirilmesi gerektiğini düşündürmektedir. Abdalla Salih (2012), geri bildirimin bilinçli ve yansıtıcı biçimde ele alınması gerektiğini vurgularken; Turan ve Duruhan (2023), öğrencilerin grup ve uygulama odaklı ödevleri tercih ettiğini göstermiştir.

Sonuç olarak, bu araştırma hazırlık programlarının düzenli öğrenci görüşleriyle izlenmesi ve özellikle üretici dil becerilerini güçlendirecek biçimde güncellenmesi gerektiğini ortaya koymaktadır (Küçükakın vd., 2025; İlerten ve Efeoğlu, 2021). Öneriler şunlardır: (1) Speaking ve listening becerilerine yönelik ders içi uygulamalar artırılmalı, (2) Speaking club, dil kulübü ve sınıf dışı etkinlikler programın tamamlayıcı parçası haline getirilebilir, (3) Speaking/writing kitapları öğrenci düzeyi ve uygulama gereksinimleri dikkate alınarak gözden geçirilmeli, (4) Açıklayıcı geri bildirim uygulamaları sürdürülmeli, beceri temelli değerlendirme güçlendirilmeli, (5) Fiziksel konfor koşulları iyileştirilmeli, (6) Program belirli aralıklarla öğrenci görüşleri ve ihtiyaç analizi verileriyle yeniden değerlendirilmelidir.

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

Prof. Dr. Mehmet Nuri GÖMLEKSİZ

Fırat Üniversitesi, Eğitim Fakültesi

ngomleksiz@firat.edu.tr

Orcid: 0000-0002-8268-0163

Tarık İNCE

Malatya Turgut Özal Üniversitesi, Yabancı Diller Yüksekokulu

tarik.ince@ozal.edu.tr

Orcid: 0000-0002-7085-2706

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

1. Giriş

Yabancı dil öğretiminde üretici beceriler olarak adlandırılan konuşma ve yazma becerileri, öğrencilerin hedef dili aktif, anlamlı ve işlevsel biçimde kullanabilme yeterliklerinin temelini oluşturmaktadır. Özellikle İngilizce hazırlık eğitimi sürecinde öğrencilerin üretici becerilere yönelik beklenti ve deneyimlerinin anlaşılması, eğitim programlarının iyileştirilmesi açısından büyük önem taşımaktadır. British Council ve TEPAV (2015), yükseköğretimde İngilizce öğretiminin kurumsal kalite, öğretim yaklaşımları ve öğrenci gereksinimleri açısından bütüncül bir perspektifle ele alınması gerektiğini ortaya koymaktadır. Kırkgöz (2009) da öğrencilerin akademik dil gereksinimleri ile hazırlık programlarında aldıkları dil eğitimi arasında boşluklar oluşabileceğini belirtmiştir.

Türkiye'de hazırlık programları üzerine yapılan araştırmalar, öğrencilerin çoğunlukla programı faydalı bulmalarına rağmen konuşma, yazma, uygulama, geri bildirim ve materyal boyutlarında iyileştirme beklentileri taşıdıklarını göstermektedir (Tekin, 2015; Balcı vd., 2018; Yükselir, 2018). Alanyazın incelendiğinde, üretici becerilere yönelik beklentileri doğrudan ele alan çalışmaların sınırlı olduğu görülmektedir. Bu çalışmada şu sorulara yanıt aranmıştır: (1) Öğrencilerin konuşma becerilerine yönelik beklentileri nelerdir? (2) Öğrencilerin yazma becerilerine yönelik beklentileri nelerdir? (3) Öğretim elemanı, materyal, öğrenme ortamı ve geri bildirim süreçleri beklentileri nasıl şekillendirmektedir?

2. Yöntem

Bu araştırma, nitel araştırma yaklaşımlarından durum çalışması deseninde tasarlanmıştır (Creswell & Poth, 2018; Yıldırım & Şimşek, 2016). Çalışma grubunu, bir devlet üniversitesinde İngilizce hazırlık eğitimi alan 7 kadın ve 1 erkek olmak üzere toplam 8 öğrenci oluşturmaktadır. Veriler, beş açık uçlu sorudan oluşan yarı yapılandırılmış görüşme formu aracılığıyla toplanmış ve Braun ve Clarke'ın (2006) altı aşamalı tematik analiz yaklaşımıyla çözümlenmiştir. Katılımcılar K1-K8 kodlarıyla anonimleştirilmiştir.

3. Bulgular

Analiz sonucunda beş ana tema belirlenmiştir. Tablo 1'de tema ve alt temalara ilişkin genel görünüm sunulmaktadır.

Ana Tema	Alt Temalar	Katılımcı
Konuşma becerisini geliştirmeye dönük yoğun pratik beklentisi	Konuşma pratiği; interaktif/öğrenci merkezli yöntemler; grup çalışması; günlük iletişim; gerçek yaşam dili; speaking club; sınıf dışı etkinlik	n=8
Yazma becerisinde uygulama ve kaynak geliştirme ihtiyacı	Writing kitabı/kaynağı; örnek metin; adım adım yazma; aktif yazma pratiği; anlık ve yapıcı writing feedback	n=5
Üretici becerileri destekleyen öğretim elemanı rolü	Hazırlıklı olma; anlaşılır anlatım; destekleyici iletişim; katılımı artırma; eşit söz hakkı; öğrenci merkezli yönlendirme	n=8
Geri bildirim ve süreç odaklı değerlendirme	Hataları görme; writing dönütü; sınav sonrası çözüm; ezber/sınav odaklılık eleştirisi; süreç odaklı ölçme	n=8

Üretici becerileri besleyen öğrenme ortamı	Hata yapmaktan çekinmeme; psikolojik güvenlik; güvenli sosyal ortam; sınıf aidiyeti; fiziksel konfor; teknoloji	n=8

Konuşma becerisini geliştirmeye dönük yoğun pratik beklentisi temasında tüm katılımcılar konuşma becerisine ilişkin değerlendirme yapmıştır (n=8). Öğrenciler konuşma pratiklerini, grup çalışmalarını ve sınıf içi karşılıklı konuşmaları en verimli öğrenme etkinlikleri olarak görmektedir. Katılımcılar ayrıca speaking club, film/dizi izleme, gerçek yaşam dili kullanımı, oyun ve sınıf dışı etkinlikler gibi doğal dil kullanımı alanlarının artırılmasını önermektedir. Bu bulgu, konuşmanın hazırlık öğrencileri için merkezi bir ihtiyaç alanı olduğunu göstermektedir.

Yazma becerisinde uygulama ve kaynak geliştirme ihtiyacı temasında öğrenciler, yazma becerilerinin geliştirilmesi için daha fazla uygulama, seviyelerine uygun materyaller, örnek metinler, adım adım yazma süreçleri ve düzenli geri bildirim beklemektedir (n=5). Writing kitaplarının yeterince katkı sağlamadığı ve içeriğin daha uygulamaya yönelik olması gerektiği vurgulanmıştır.

Üretici becerileri destekleyen öğretim elemanı rolü temasında tüm katılımcılar görüş bildirmiştir (n=8). Öğretim elemanlarının hazırlıklı derslere gelmesi, konuları anlaşılır açıklaması, destekleyici yaklaşım sergilemesi ve katılımı teşvik etmesi olumlu değerlendirilmektedir. Sınırlı eleştiriler ise söz hakkının eşit dağılmaması ve belirli öğrencilere aşırı odaklanılması yönündedir.

Geri bildirim ve süreç odaklı değerlendirme temasında geri bildirimlerin hataların tespiti ve gelişim alanlarının belirlenmesi açısından kritik olduğu belirtilmektedir (n=8). Özellikle writing feedback, öğrencilerin hatalarını tekrar etmemesine ve motivasyonunun artmasına yardımcı olmaktadır. Buna karşılık sınavların ezber ve not odaklı algılanması eleştirilmektedir.

Üretici becerileri besleyen öğrenme ortamı temasında hata yapmaktan çekinmeme, psikolojik güvenlik ve destekleyici sosyal ortamın konuşma ve yazma becerilerine katkısı vurgulanmıştır (n=8). Teknolojik imkanlar destekleyici görülürken, fiziksel koşullar (ısı, havalandırma) ve sınıf aidiyeti eksikliği geliştirilmesi gereken alanlardır.

4. Tartışma ve Sonuç

Araştırma bulguları, öğrencilerin üretici dil becerilerine yönelik beklentilerinin özellikle konuşma pratiği etrafında yoğunlaştığını göstermektedir. Bu bulgu Tekin (2015), Balcı vd. (2018), Bayram ve Canaran (2019), Atar vd. (2020), Aktaş ve Gündoğdu (2020) ve Küçükakın vd. (2025) gibi çalışmalarla örtüşmektedir. Öğrencilerin grup çalışmaları, speaking club, film/dizi izleme ve sınıf dışı etkinlikler önermeleri, konuşmanın yalnızca sınıf içi alıştırmalarla değil, sosyal bağlamlarda da geliştiğini göstermektedir. Bu sonuç, Swain'in (1985) üretici çıktı yaklaşımı ve Long'un (1996) etkileşimci yaklaşımıyla kuramsal olarak uyumludur. Kocaman ve Balcıoğlu (2013) ile Alkur ve Gündoğdu (2021) de grup çalışması ve hazırlıklı konuşmanın konuşma performansını olumlu yönde etkilediğini ortaya koymuştur.

Yazma becerisine ilişkin bulgular, Yükselir (2018) ve Küçükakın vd. (2025) ile örtüşmektedir. Hyland ve Hyland (2006), Bitchener ve Knoch (2010), Çiftçi ve Koçoğlu (2012), Gedik Bal (2022) ve Kıvrak (2023) gibi çalışmalar da yazılı düzeltici dönüt ve akran dönütünün yazma

becerisinin geliştirilmesinde merkezi bir rol oynadığını göstermektedir. Öğretim elemanı rolü, Arıkan vd. (2008) ve Hismanoğlu (2019) ile uyumludur. Öğrenme ortamına ilişkin bulgular ise Edmondson (1999) psikolojik güvenlik kavramı ve Keskin ve Gürlek (2023) kaygı azaltma bulgularıyla desteklenmektedir.

Sonuç olarak, hazırlık programlarında konuşma ve yazma becerilerinin daha sistematik, uygulamalı ve süreç odaklı biçimde desteklenmesi gerekmektedir. Öneriler şunlardır: (1) Düzenli speaking görevleri, küçük grup konuşmaları, rol oynama ve tartışma etkinlikleri artırılmalı; (2) Speaking club, film/dizi temelli etkinlikler ve sınıf dışı pratik olanakları sunulmalı; (3) Writing kaynakları seviyeye uygun, uygulama ağırlıklı ve örnek metinler içeren biçimde gözden geçirilmeli; (4) Düzenli writing feedback sağlanmalı; (5) Söz hakkının dengeli dağıtılmasına özen gösterilmeli; (6) Süreç odaklı değerlendirme, portfolyo ve performans görevleri artırılmalı; (7) Hata yapmaktan çekinilmeyen, fiziksel olarak konforlu sınıf ortamları desteklenmelidir.

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

Ph.D. Eng. Rafal MIKOŁAJCZAK

Hipolit Cegielski Academy of Applied Sciences in Gniezno, Public University

Institute of Technical Sciences

rafmik5@wp.pl

Orcid: 0000-0002-8068-2018

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

INTRODUCTION

Artificial intelligence (AI) is one of the most important technologies of the 21st century. In recent years, AI development has accelerated significantly, and intelligent systems have begun to be used in almost every area of life. Algorithms can analyze vast amounts of data, recognize images, translate languages, and even conduct conversations with people. We increasingly encounter AI in phones, social media, online stores, and cars.

The development of AI brings many benefits, but it also raises numerous concerns. There is particular discussion about the impact of AI on the job market and on human privacy. On the one hand, technology can increase efficiency and facilitate daily tasks, but on the other, it can lead to job losses and limited control over one's data. It is therefore worth considering the opportunities and threats that the development of AI presents.

THE IMPACT OF AI ON THE JOB MARKET

One of the most frequently discussed topics related to artificial intelligence is its impact on employment. Many people fear that machines and computer programs will replace humans in various professions. Indeed, it is already noticeable that some tasks are being performed automatically by AI systems.

Professions that rely on repetitive tasks are most at risk. In factories, robots are replacing assembly line workers, and self-service checkouts are appearing in stores. In banks, more and more operations are being performed by intelligent computer systems, and customers are interacting with chatbots instead of customer service representatives. Autonomous vehicles are also being developed in the transportation sector, which may reduce the need for drivers in the future.

However, AI is not only eliminating jobs but also creating new employment opportunities. The development of modern technologies is increasing the demand for programmers, data analysts, cybersecurity specialists, and machine learning experts. Jobs that did not exist just a few years ago are also emerging. AI model trainers or those responsible for the ethical use of AI are good examples.

It's worth emphasizing that AI can support people in their work, rather than completely replace them. Doctors use intelligent systems to help detect illnesses based on test results, teachers use educational tools that adapt material to the student's level, and lawyers can analyze documents faster thanks to appropriate software. In such situations, technology becomes an aid that increases human efficiency.

Despite this, the development of AI may lead to deepening social inequalities. Individuals with the appropriate technological skills will have a better chance of finding well-paid jobs, while workers performing simple tasks may struggle to find their place in the job market. Therefore, investing in education and developing digital skills is crucial. Schools and universities should prepare young people to function in a world of modern technologies.

AI AND HUMAN PRIVACY

The second major issue related to artificial intelligence is privacy. Modern AI systems operate by analyzing vast amounts of data. Tech companies collect information about internet users, their interests, location, purchases, and social media activity. This data is then used to create personalized ads and predict people's behavior.

Many people are unaware of how much information they share every day. By using mobile apps, search engines, and social media, users leave digital footprints. Artificial intelligence can analyze this data and create detailed user profiles. This allows companies to better tailor their services, but it also poses a risk of privacy violations.

The use of facial recognition systems can be particularly dangerous. Cameras equipped with AI can identify people in public places, which can lead to excessive surveillance of society. In some countries, this technology is used to monitor citizens and track their behavior. Critics emphasize that this can restrict freedom and human rights.

Data leaks and cyberattacks are also a problem. The more information stored in computer systems, the greater the risk of its theft. Hackers can use personal data for fraud, identity theft, or blackmail. Therefore, it is essential to implement appropriate security measures and create regulations to protect users.

In response to these threats, many countries are introducing regulations on personal data protection. One example is the European GDPR, which aims to provide greater control over what data is collected and how it is used. The need to establish ethical principles for the development of artificial intelligence is also increasingly discussed.

BENEFITS OF AI DEVELOPMENT

Despite numerous threats, artificial intelligence is also bringing many positive changes. AI enables faster development of medicine, science, and technology. Intelligent systems help detect diseases at an early stage, analyze test results, and develop new drugs. During the COVID-19 pandemic, AI was used, among other things, to analyze medical data and predict the development of epidemics.

AI can also improve safety. Traffic monitoring systems help reduce accidents, and intelligent programs detect suspicious activity in online banking. AI also supports environmental protection, for example, by analyzing climate change and optimizing energy consumption.

In everyday life, many people use AI-based conveniences without even realizing it. Voice assistants, online translators, movie and music recommendations, and GPS navigation are examples of technologies that simplify life and save time.

FUTURE THREATS AND CHALLENGES

The development of artificial intelligence, however, poses many challenges for society. One of these is accountability for decisions made by algorithms. If an AI system makes a mistake, for example, in medicine or transportation, it is difficult to clearly determine who is responsible – the developer, the company, or the user.

Another problem is the potential for information manipulation. AI can create realistic photos, videos, and voice recordings that can be used to spread disinformation. So-called "deepfakes" can be used to deceive or influence public opinion.

There is also concern that AI development will outpace legal regulations. Technology is developing rapidly, so states and international organizations must cooperate to create appropriate regulations to ensure user safety.

SUMMARY

Artificial intelligence is a technology that is significantly impacting the modern world. It is transforming the way we work, communicate, and use information. AI can bring numerous benefits, such as medical advancements, increased work efficiency, and improved quality of life. At the same time, it poses risks related to the labor market, privacy, and data security.

What's most important is the responsible use of artificial intelligence and the creation of policies that protect human rights. Society should be aware of both the opportunities and threats arising from AI development. Only then will modern technologies be able to serve people safely and beneficially.

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

Prof. Dr. Siham El-Kafafi

Arrows Research Consultancy Limited (ARCL) &

Te Wānanga o Aotearoa, Auckland, New Zealand

selkafafi@gmail.com

Orcid: 0000-0002-5480-451X

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

1. Introduction

Climate change presents interconnected environmental, social, and ethical challenges that extend beyond scientific and technological domains (United Nations, 2015; IPCC, 2022). While innovation remains essential, it is increasingly evident that sustainable solutions require shifts in human consciousness, behaviour, and leadership (Sterling, 2010; UNESCO, 2020). Education is therefore positioned as a central mechanism for enabling such transformation.

However, conventional educational models often prioritise fragmented knowledge over the development of critical, ethical, and systems-based thinking (Sterling, 2010). This paper argues that climate resilience requires a more integrated educational approach—one that combines transformative learning theory, Indigenous knowledge systems, and culturally embedded wisdom from Egyptian and Middle Eastern traditions. By bridging these perspectives, education can evolve from raising awareness to enabling sustained, values-driven action (Brookfield, 2017; UNESCO, 2020).

2. Conceptual and Theoretical Foundations

2.1 Transformative Learning Theory

Transformative learning centres on the revision of deeply held assumptions that shape how individuals interpret the world (Mezirow, 1991). This process, often triggered by a “disorienting dilemma,” encourages critical reflection and perspective transformation (Mezirow & Taylor, 2009). In the context of climate change, such dilemmas can prompt individuals to reconsider unsustainable practices and adopt more responsible behaviours (Brookfield, 2017).

2.2 Education for Sustainability and Climate Resilience

Education for Sustainability (EfS) promotes systems thinking, ethical awareness, and action-oriented learning (UNESCO, 2017; Sterling, 2010). Climate resilience extends this by focusing on adaptive capacity and long-term sustainability (IPCC, 2022). Adult education is particularly significant, as learners can directly influence organisational practices and societal systems (Brookfield, 2017).

2.3 Indigenous and Cultural Knowledge Systems

Indigenous knowledge systems provide holistic approaches to environmental stewardship (Battiste, 2013; Cajete, 1994). In Aotearoa New Zealand, Mātauranga Māori emphasises principles such as kaitiakitanga (guardianship) and whanaungatanga (relationality) (Durie, 2003).

Complementing this, Egyptian and Middle Eastern knowledge traditions offer longstanding ecological and ethical frameworks. Ancient Egyptian philosophy emphasised *Ma'at*—the principle of balance, harmony, and justice—which governed relationships between humans, nature, and the cosmos (Assmann, 2001). Similarly, Islamic environmental ethics, widely influential across the Middle East, promote stewardship (*khalifa*), moderation, and accountability for the Earth (Nasr, 1996). These perspectives reinforce interconnectedness and responsibility, aligning closely with sustainability principles.

3. Methodological Approach

This study adopts a reflective, practice-informed conceptual approach, integrating theoretical frameworks with over two decades of professional experience across Egypt, New Zealand, and the Middle East. This methodology enables the synthesis of diverse knowledge systems while maintaining practical relevance (Brookfield, 2017).

4. Integrating Mātauranga Māori and Middle Eastern Perspectives

Mātauranga Māori provides a relational framework for sustainability grounded in intergenerational responsibility (Durie, 2003). Similarly, the concept of *Ma'at* in Egyptian thought promotes balance between human activity and natural order, while Islamic teachings emphasise stewardship and ethical accountability (Assmann, 2001; Nasr, 1996).

Together, these perspectives highlight a shared philosophical foundation:

- Humans are part of, not separate from, nature
- Ethical responsibility extends across generations
- Sustainability is both a moral and practical obligation

This convergence demonstrates the value of integrating diverse knowledge systems in climate education.

5. Adult Education as a Catalyst for Climate Action

Adult education plays a critical role in translating knowledge into action. Experiential and reflective learning approaches enable individuals to connect climate issues with their professional and personal contexts (Mezirow, 1991). As a result, learners are more likely to implement sustainable practices within their workplaces and communities, creating a ripple effect of change (Brookfield, 2017).

6. From Local Knowledge to Global Responsibility

While Indigenous and cultural knowledge systems are context-specific, their core principles are universally relevant (Battiste, 2013). Education serves as a bridge, connecting local wisdom with global frameworks such as the Sustainable Development Goals (United Nations, 2015). This fosters a sense of global citizenship grounded in ethical responsibility (Oxley & Morris, 2013).

7. Implications and Recommendations

To enhance the role of education in climate action, the following are recommended:

- **Integrate Indigenous and cultural knowledge systems** into curricula across disciplines
- **Embed transformative learning approaches** that promote critical reflection and behavioural change
- **Strengthen educator capability** through professional development in sustainability and intercultural knowledge

- **Promote experiential learning opportunities**, including community-based climate initiatives
- **Encourage interdisciplinary collaboration** to address complex sustainability challenges
- **Support lifelong learning frameworks** to ensure continuous adaptation to emerging issues

8. Conclusion

Addressing climate change requires more than technical solutions; it demands a transformation in how individuals think, act, and relate to the world. By integrating transformative learning with Indigenous and culturally embedded knowledge systems, education can cultivate ethically responsible and globally engaged citizens. Ultimately, climate resilience is not merely a goal but a continuous process shaped by collective learning and action.

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

İrem TÜKENMEZ

Adıyaman University

itknzmz1581@gmail.com

Orcid: 0009-0005-7638-3954

Dr. Gülşen KIRPIK

Adıyaman University

gkirpik@adiyaman.edu.tr

Orcid: 0000-0003-4785-9624

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 sistemsal 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

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GİRİŞ

6 Şubat 2023 tarihinde meydana gelen Kahramanmaraş merkezli depremler, Türkiye'nin yakın tarihinde derin izler bırakan afetlerden biri olmuştur. Geniş bir coğrafyayı etkileyen bu depremler, binlerce insanın yaşamını kaybetmesine ve büyük fiziksel yıkımlara neden olurken, hayatta kalan bireylerin psikolojik ve sosyal yaşamlarında da önemli etkiler yaratmıştır (AFAD, 2023). Afetler sonrasında korku, kaygı, çaresizlik, belirsizlik ve travma sonrası stres gibi tepkilerin ortaya çıkması yaygın olarak gözlenmektedir (Aker ve Önder, 2025; Galea vd., 2005). Özellikle afet bölgesinde görev yapmaya devam eden sağlık çalışanları, bir yandan kendi yaşadıkları kayıp ve zorluklarla mücadele ederken diğer yandan toplumun ihtiyaçlarına yanıt vermeye çalışmışlardır. Bu süreçte serbest eczane çalışanları da ilaç temininin sürdürülmesi, sağlık danışmanlığı verilmesi ve temel sağlık hizmetlerinin kesintiye uğramaması açısından önemli sorumluluklar üstlenmişlerdir (Dinçer vd., 2025; İstanbullu ve Turunç Özoğlu, 2023). Yaşanan bu olağanüstü deneyimin çalışanlar tarafından nasıl anlamlandırıldığını ortaya koymak, afetlerin insan üzerindeki etkilerini daha iyi anlamaya katkı sağlayacaktır.

İnsanlar zorlu yaşam olayları karşısında yaşadıklarını anlamlandırmaya ve bu deneyimlere bir anlam yüklemeye ihtiyaç duymaktadır. Bu noktada maneviyat, bireyin yaşamın anlamına ilişkin düşüncelerini, inançlarını, değerlerini ve kendisinden daha büyük bir bütünle kurduğu ilişkiyi kapsayan önemli bir kaynak olarak öne çıkmaktadır (Koenig vd., 2012; Delgado, 2005; Hill vd., 2000). Özellikle travmatik olaylar sonrasında maneviyatın umut, dayanıklılık ve psikolojik iyilik halini destekleyebildiği belirtilmektedir (Okan vd., 2025; Kerkez ve Şanlı, 2024). Çalışma yaşamında ise maneviyat; kişinin yaptığı işi anlamlı bulması, çalışma arkadaşlarıyla bağ kurabilmesi ve ortak değerler etrafında aidiyet hissedebilmesiyle ilişkilendirilmektedir (Milliman vd., 2003; Ashmos ve Duchon, 2000). Bu çalışmada, 6 Şubat depremlerini deneyimleyen serbest eczane çalışanlarının maneviyatı hangi kavramlarla ifade ettiklerini ortaya koyabilmek amacıyla katılımcılardan yaşadıkları süreci tek bir kelimeyle tanımlamaları istenmiştir. Elde edilen ifadelerin içerik analizi yoluyla değerlendirilmesiyle, deprem sonrasında öne çıkan duyguların, anlamlandırma biçimlerinin ve manevi yönelimlerin belirlenmesi amaçlanmıştır.

1. KAVRAMSAL ÇERÇEVE

Afetler, yalnızca fiziksel çevrede yarattığı yıkımla değil, aynı zamanda insanların gündelik yaşamlarını, ilişkilerini ve psikolojik dengelerini derinden sarsan olaylardır. Özellikle büyük depremler, geniş toplumsal kesimleri aynı anda etkileyerek yalnızca anlık bir kriz değil, uzun süre devam eden bir psikososyal sürecin de başlangıcı olmaktadır. 6 Şubat 2023 Kahramanmaraş depremleri de bu açıdan değerlendirildiğinde, çok sayıda kayıp ve ağır yıkımın yanı sıra, hayatta kalan bireylerde yoğun korku, kaygı, çaresizlik ve travma sonrası stres tepkilerinin ortaya çıkmasına neden olmuştur (Aker & Önder, 2025; Çifçi & Kılınç, 2024; Galea vd., 2005). Bu durum, afetlerin yalnızca doğal bir olay değil, insan yaşamını çok yönlü etkileyen derin bir toplumsal kırılma olduğunu göstermektedir.

Böylesi zorlayıcı dönemlerde insanların en temel ihtiyaçlarından biri, yaşadıkları olayları anlamlandırabilmektir. Yaşananları açıklayabilme ve bir çerçeveye oturtabilme çabası, psikolojik olarak dengeyi korumada önemli bir rol oynamaktadır. Bu noktada maneviyat, bireyin hayatına anlam katmasına, yaşadığı olayları bir bütün içinde değerlendirmesine ve

kontrol edemediği durumlar karşısında içsel bir dayanma gücü geliştirmesine katkı sağlayan bir kaynak olarak öne çıkmaktadır (Koenig vd., 2012; Delgado, 2005; Hill vd., 2000). Literatürde de maneviyatın özellikle travmatik deneyimler sonrasında umut duygusunu güçlendirdiği, bireylerin toparlanma süreçlerini desteklediği ve psikolojik iyilik haline katkı sunduğu belirtilmektedir (Okan vd., 2025; Kerkez & Şanlı, 2024). Bu yönüyle maneviyat, afet sonrası dönemde yalnızca bireysel bir inanç alanı değil, aynı zamanda güçlü bir baş etme yolu olarak değerlendirilmektedir.

İş yaşamı açısından bakıldığında ise maneviyat, bireyin yaptığı işi yalnızca bir görev olarak değil, anlamlı bir uğraş olarak görmesiyle; çalışma ortamında bağ kurması ve kendini bir bütünün parçası hissetmesiyle ilişkilendirilmektedir (Milliman vd., 2003; Ashmos & Duchon, 2000). Özellikle sağlık alanında çalışanlar gibi kriz anlarında doğrudan sahada yer alan meslek gruplarında bu durum daha da belirgin hale gelmektedir. Serbest eczane çalışanları da afet dönemlerinde hem kendi yaşadıkları zorluklarla baş etmek hem de toplumun sağlık ihtiyaçlarını karşılamaya devam etmek zorunda kaldıkları için çok yönlü bir sorumluluk üstlenmektedir. Bu nedenle onların deneyimlerinin maneviyat üzerinden ele alınması, afet sonrası yaşanan psikolojik ve mesleki sürecin daha derin ve gerçekçi bir şekilde anlaşılmasına katkı sağlayacaktır.

2. ARAŞTIRMA

2.1. Araştırma Deseni

Bu çalışma, 6 Şubat 2023 depremleri sonrasında serbest eczane çalışanlarının maneviyat algılarını ortaya koymak amacıyla yürütülen betimleyici nitelikli bir araştırmadır. Araştırmada nicel ve nitel yöntemlerin birlikte kullanıldığı karma bir yaklaşım benimsenmiş; katılımcıların açık uçlu soruya verdikleri tek kelimelik yanıtlar hem frekans analizleriyle sayısal olarak değerlendirilmiş hem de içerik analizi yoluyla tematik olarak incelenmiştir.

2.2. Evren ve Örneklem

Araştırmanın evrenini Adıyaman il merkezi ve ilçelerinde faaliyet gösteren serbest eczanelerde görev yapan çalışanlar oluşturmaktadır. Araştırma verileri, 01.02.2026–28.02.2026 tarihleri arasında Adıyaman Eczacı Odası'na kayıtlı 175 serbest eczanede (URL-1) çalışan personelden elde edilmiştir. Katılımcılar basit tesadüfi örnekleme yöntemiyle seçilmiş olup bu yöntem, evrendeki her bireye araştırmaya katılma konusunda eşit olasılık tanınması nedeniyle tercih edilmiştir (Yazıcıoğlu & Erdoğan, 2004; Ergin, 1992). Araştırmaya gönüllülük esasına göre toplam 161 kişi katılmıştır.

2.3. Veri Toplama Aracı

Araştırmada veri toplama aracı olarak araştırmacılar tarafından hazırlanan kısa bir anket formu kullanılmıştır. Katılımcılardan, deprem sonrasında yaşadıkları maneviyat deneyimini özlü ve doğrudan yansıtabilmek amacıyla “Deprem sonrasında yaşadığınız maneviyatı tek bir kelime ile nasıl ifade edersiniz?” sorusuna yanıt vermeleri istenmiştir. Tek kelimelik ifadeler, bireylerin afet sonrası anlamlandırma süreçlerini ve duygusal deneyimlerini ortaya koymada önemli bir veri kaynağı olarak değerlendirilmiştir.

2.4. Etik Sürec

Araştırmanın etik ilkelere uygun şekilde yürütülebilmesi amacıyla öncelikle Adıyaman Eczacı Odası'ndan gerekli kurum izni alınmıştır. Ayrıca çalışma için Adıyaman Üniversitesi Sosyal Bilimler Etik Kurulu'nun 23.12.2025 tarih ve 269 sayılı kararı ile etik kurul onayı alınmış, katılımcılara araştırmanın amacı açıklanarak gönüllü katılım esasına göre veri toplanmıştır.

2.5. Veri Analizi

Araştırmada elde edilen veriler nicel ve nitel analiz teknikleri kullanılarak değerlendirilmiştir. Nicel analiz kapsamında katılımcılar tarafından ifade edilen kelimelerin tekrar sıklıkları hesaplanmış, benzer anlam taşıyan ifadeler ortak kategoriler altında birleştirilmiştir. Nitel analiz kapsamında ise içerik analizi yöntemi kullanılarak veriler sistematik biçimde kodlanmış ve ortak anlam örüntülerine göre temalar oluşturulmuştur. İçerik analizi, katılımcıların deneyimlerine yükledikleri anlamların belirlenmesinde ve kavramsal yapıların ortaya çıkarılmasında yaygın olarak kullanılan bir yöntemidir.

3. BULGULAR

3.1. Nicel Bulgular

Araştırmaya katılan 161 serbest eczane çalışanının “maneviyat” kavramına ilişkin tek kelimelik yanıtları içerik analizi ile kodlanmış ve benzer ifadeler kategorize edilerek frekans ve yüzde dağılımları hesaplanmıştır.

Tablo 1. Kelime Kategorilerinin Dağılımı

Kategori	n	%
Korku ve kaygı (korku, panik, endişe, korkunç)	52	32.3
Manevi başa çıkma (şükür, hamd, Elhamdulillah, teslimiyet, sabır, inanç)	56	34.8
Acı ve hüznün (acı, hüznün, üzüntü, yıkım)	25	15.5
Çaresizlik ve tükenmişlik (çaresizlik, ümitsizlik, hissizlik)	14	8.7
Dayanışma ve sosyal bağlar (birlik, kenetlenme, yardım, dayanışma)	10	6.2
Varoluşsal ve ahlaki ifadeler (her şey boş, fanilik, adalet, vicdan)	4	2.5

Tablo 1 incelendiğinde, katılımcıların ifadelerinde en belirgin grubun manevi başa çıkma kategorisi olduğu görülmektedir (%34,8). Şükür, teslimiyet, sabır ve inanç gibi kelimelerin yoğun şekilde kullanılması, birçok katılımcının deprem sonrasında yaşadıkları zorlu deneyimi dini ve manevi bir anlam çerçevesinde değerlendirmeye çalıştığını düşündürmektedir. Bu durum, maneviyatın özellikle kriz anlarında bireyler için bir tür dayanma ve anlam bulma yolu olarak işlev görebildiğine işaret etmektedir.

Bu kategoriyi oldukça yakın bir oranla korku ve kaygı ifadeleri takip etmektedir (%32,3). Katılımcıların önemli bir bölümünün deneyimi korku, panik ve endişe gibi kelimelerle ifade etmesi, yaşanan olayın yarattığı travmatik etkinin ne kadar güçlü olduğunu ortaya koymaktadır. Bunun yanında acı ve hüznün (%15,5) ile çaresizlik ve tükenmişlik (%8,7) kategorileri birlikte değerlendirildiğinde, katılımcıların önemli bir kısmının depremi yoğun duygusal yüklerle hatırladığı anlaşılmaktadır.

Genel olarak olumsuz duyguları içeren tüm kategoriler (korku ve kaygı, acı ve hüzn, çaresizlik ve tükenmişlik) bir arada değerlendirildiğinde %56,5’lik bir oran ortaya çıkmaktadır. Bu durum, deprem deneyiminin katılımcılar üzerinde hâlâ etkisini sürdüren güçlü bir psikolojik iz bıraktığını göstermektedir. Buna karşılık manevi başa çıkma ifadelerinin %34,8 gibi oldukça yüksek bir oranda yer alması, olumsuz duyguların yanında bireylerin bu süreci anlamlandırmaya ve içsel olarak denge kurmaya çalıştıklarını da göstermektedir.

Diğer taraftan dayanışma ve sosyal bağlar (%6,2) kategorisindeki ifadeler, katılımcıların afet sonrasında insanlar arasındaki yardımlaşma ve birlik duygusunu da hatırladıklarını ortaya koymaktadır. Daha düşük bir oranla görülen varoluşsal ve ahlaki ifadeler (%2,5) ise bazı katılımcıların bu deneyimi daha derin bir sorgulama düzeyinde ele aldığını; yaşamın anlamı, adalet ve vicdan gibi konular üzerine düşündüğünü göstermektedir. Genel olarak bulgular, serbest eczane çalışanlarının deprem sonrasında yoğun korku ve üzüntü yaşadıklarını; buna rağmen bu süreci büyük ölçüde manevi değerler ve anlam arayışı üzerinden yorumlayarak baş etmeye çalıştıklarını göstermektedir.

3.2. Nitel Bulgular

Araştırmada elde edilen veriler içerik analizi yöntemiyle değerlendirilmiş ve 7 ana tema altında sınıflandırılmıştır. Her tema, frekans (n, %) değerleri ile alt temalar ve bu alt temaları oluşturan kodlar doğrultusunda yapılandırılmıştır.

Tema 1: Travmatik Duygusal Tepkiler

Travmatik duygusal tepkiler teması (n=55, %34,2), katılımcı ifadeleri arasında en yüksek frekansa sahip tema olarak belirlenmiştir.

Alt temalar ve kodlar:

- Korku ve kaygı: korku, korkunç, panik, endişe
- Acı ve hüzn: acı, hüzn, üzüntü
- Yıkım algısı: yıkım, zelzele, “asrın felaketi”

Bu tema, katılımcıların deprem sonrası dönemde yoğun bir travmatik stres ve duygusal sarsıntı yaşadığını göstermektedir.

Tema 2: Manevi Başa Çıkma ve Teslimiyet

Manevi başa çıkma ve teslimiyet teması (n=38, %23,6), bireylerin travmatik deneyimi dini ve manevi çerçevede anlamlandırma süreçlerini yansıtmaktadır.

Alt temalar ve kodlar:

- Şükür temelli başa çıkma: şükür, çok şükür, Elhamdulillah, hamdolsun
- Teslimiyet ve kader anlayışı: teslimiyet, “Rabbim beterinden korusun”
- Dini anlamlandırma: iman, sabır, “Allahtan geldik Allaha döneceğiz”

Bu tema, bireylerin kontrol edilemeyen olaylar karşısında dini referanslarla psikolojik dayanıklılık geliştirdiğini göstermektedir.

Tema 3: Çaresizlik ve Kontrol Kaybı

Çaresizlik ve kontrol kaybı teması (n=18, %11,2), katılımcıların afet sonrası yaşadığı psikolojik zorlanmayı yansıtmaktadır.

Alt temalar ve kodlar:

- Çaresizlik ve ümitsizlik: çaresizlik, ümitsizlik
- Duygusal tükenmişlik: hissizlik
- İfade yetersizliği: “kelimelere sığmaz”

Bu tema, bireylerin olay karşısında yoğun bir kontrol kaybı ve duygusal donma yaşadığını göstermektedir.

Tema 4: Dayanışma ve Sosyal Bağlar

Dayanışma ve sosyal bağlar teması (n=15, %9,3), afet sonrası toplumsal ilişkilerin güçlenmesine işaret etmektedir.

Alt temalar ve kodlar:

- Toplumsal birlik: birlik, kenetlenme
- Sosyal destek: yardım
- Dayanışma kültürü: dayanışma, metanet

Bu tema, bireylerin kolektif iyileşme süreçlerine aktif şekilde katıldığını göstermektedir.

Tema 5: Varoluşsal ve Ahlaki Sorgulama

Varoluşsal ve ahlaki sorgulama teması (n=12, %7,5), katılımcıların yaşamın anlamına ve etik değerlere ilişkin düşünsel sorgulamalarını içermektedir.

Alt temalar ve kodlar:

- Varoluşsal anlam krizi: “her şey boş”, “hayat boştur”, fanilik
- Ahlaki/ilahi adalet: adalet, ilahi adalet
- Etik duyarlılık: vicdan, incitmemek

Bu tema, bireylerin olay sonrası anlam ve değer sistemlerini yeniden değerlendirdiklerini göstermektedir.

Tema 6: Mesleki ve Sistemsel Sorunlar

Mesleki ve sistemsel sorunlar teması (n=12, %7,5), katılımcıların çalışma yaşamına ilişkin yapısal sorunlarını yansıtmaktadır.

Alt temalar ve kodlar:

- Çalışma koşulları: çalışma düzensizliği
- Ekonomik sorunlar: maaş problemi
- Yönetimsel sorunlar: tedbirsizlik, sorumsuzluk

Bu tema, afetin yalnızca psikolojik değil, aynı zamanda kurumsal etkiler de yarattığını göstermektedir.

Tema 7: Kabullenme ve İyileşme Süreci

Kabullenme ve iyileşme süreci teması (n=11, %6,8), katılımcıların travma sonrası uyum süreçlerine geçişini göstermektedir.

Alt temalar ve kodlar:

- Kabullenme: “hayat devam ediyor”

- Psikolojik dayanıklılık: sabır, metanet
- Yeniden anlamlandırma: geçmiş kabul etme ve geleceğe yönelme

Bu tema, travma sonrası psikolojik toparlanma sürecinin başladığını göstermektedir.

SONUÇ, TARTIŞMA VE ÖNERİLER

Araştırma bulguları, 6 Şubat 2023 depremleri sonrasında serbest eczane çalışanlarının oldukça yoğun travmatik duygular yaşadığını ve bu duygular içinde özellikle korku ve kaygının belirgin şekilde öne çıktığını göstermektedir. Bu sonuç, afetlerin psikolojik etkilerini inceleyen çalışmalarla uyumlu olup, büyük ölçekli afetlerin çoğu zaman travma sonrası stres belirtileri, yoğun kaygı ve duygusal yıpranma ile birlikte seyrettiğini ortaya koyan literatürle paralellik göstermektedir (Aker & Önder, 2025; Çifçi & Kılınç, 2024; Galea vd., 2005). Bununla birlikte, katılımcıların önemli bir bölümünün deneyimlerini “şükür”, “teslimiyet”, “sabır” ve “inanç” gibi kavramlarla ifade etmesi, bu zorlu sürecin yalnızca travmatik bir yaşantı olarak değil, aynı zamanda manevi bir anlam çerçevesinde de ele alındığını göstermektedir. Bu durum, maneviyatın afet sonrasında bireyler için bir tür dayanma gücü ve anlam bulma aracı olarak işlev gördüğünü ortaya koyan çalışmalarla uyumludur (Okan vd., 2025; Kerkez & Şanlı, 2024; Puchalski vd., 2014; Koenig vd., 2012).

Bulgular aynı zamanda sağlık çalışanlarının afet dönemlerinde sadece etkilenen bireyler olmadığını, aynı zamanda hizmetin devamlılığını sağlamak zorunda olan bir meslek grubu olarak çok yönlü bir yük taşıdıklarını da göstermektedir. Serbest eczane çalışanlarının hem kendi travmatik deneyimleriyle baş etmeye çalışmaları hem de toplumun sağlık ihtiyaçlarını karşılamaya devam etmeleri, onları ikincil travmatik stres ve tükenmişlik açısından daha kırılgan hale getirmektedir (Dinçer vd., 2025; Satılmış vd., 2024; Tahernejad vd., 2023). Öte yandan katılımcıların ifadelerinde dile getirilen sistemsel sorunlar ve yapısal eksiklikler, afet yönetimi ve sağlık hizmetlerinin organizasyonuna ilişkin daha geniş bir değerlendirme ihtiyacına işaret etmektedir. Bu durum, afet sonrası müdahalenin yalnızca bireysel düzeyde değil, aynı zamanda kurumsal ve yapısal düzeyde de ele alınması gerektiğini göstermektedir (Miller vd., 2025; Erkal & Değerliyurt, 2011).

Genel olarak bakıldığında, bu çalışma maneviyatın afet sonrası dönemde bireyler için önemli bir dayanıklılık ve anlamlandırma kaynağı olduğunu ortaya koymaktadır. Buna karşılık korku, çaresizlik ve tükenmişlik gibi olumsuz duyguların yüksek düzeyde olması, güçlü ve sürdürülebilir psikososyal destek mekanizmalarına duyulan ihtiyacı da açıkça göstermektedir. Bu doğrultuda, sağlık çalışanlarına yönelik uzun vadeli destek programlarının geliştirilmesi afet sonrası iyileşme sürecine önemli katkı sağlayabilir (Labrague & de los Santos, 2021; WHO, 2013). Ayrıca manevi destek uygulamalarının afet müdahale süreçlerine entegre edilmesi, bireylerin yaşadıkları deneyimi daha sağlıklı bir şekilde anlamlandırmalarına yardımcı olabilir (WHO, 2019; Puchalski, 2013).

Sonuç olarak, çalışma koşullarının iyileştirilmesi ve afet dönemlerinde sağlık çalışanlarının görev tanımlarının daha net hale getirilmesi, çalışan maneviyatını artırabilecek önemli adımlar arasında yer almaktadır. Gelecek araştırmalarda farklı sağlık meslek gruplarının karşılaştırmalı olarak ele alınması, maneviyat ve başa çıkma süreçlerinin daha geniş bir perspektiften anlaşılmasına katkı sunacaktır. Bunun yanında, uzunlamasına çalışmalarla afet sonrası

maneviyatın zaman içindeki değişiminin incelenmesi, bu alandaki bilgi birikimini daha da derinleştirebilir.

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Pandemi Sonrası Dönemde Tedarik Zincirlerinde Dayanıklılık ve Sürdürülebilirlik

Dr. Ayşe GÜNGÖR

Giresun Üniversitesi, Lojistik Yönetimi

ayse.gungor@giresun.edu.tr

Orcid: 0009-0006-3916-9657

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 bütünsel 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 yapıcılarının, daha dirençli ve sürdürülebilir tedarik zincirleri tasarlamak için bütünsel 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

GİRİŞ

COVID-19 pandemisi, tedarik zincirlerinin kırılganlığını ve karşılıklı bağımlılığını ortaya koyarak üretim, lojistik ve talep dalgalanmalarının en güçlü sistemleri bile zorladığını göstermiştir. Bu süreçte işletmeler yalnızca operasyonel sürekliliğe odaklanmakla kalmamış, aynı zamanda esnek ve dirençli yapılar kurma ihtiyacını da fark etmiştir. Ancak pandemi sonrası dönemde dayanıklılık tek başına yeterli görülmemekte; çevresel, ekonomik ve sosyal sürdürülebilirlik hedefleriyle uyumlu bir yeniden yapılanma zorunlu hale gelmektedir. Bu bağlamda dayanıklılık ve sürdürülebilirlik, birbirini tamamlayan ancak zaman zaman maliyet ve çevresel etkiler nedeniyle ödünleşim yaratan iki stratejik yaklaşım olarak öne çıkmaktadır. Dijitalleşme ise görünürlük ve kaynak verimliliğini artırarak her iki hedefe aynı anda katkı sağlayan kritik bir araçtır.

Son yıllarda literatürde bu iki kavrama yönelik ilgi artmış olsa da çoğu çalışma onları ayrı çerçevelerde ele almaktadır. Oysa pandemi sonrası dönemde artan çok katmanlı riskler, dayanıklılık ve sürdürülebilirliğin karşılıklı etkileşim içinde değerlendirilmesini gerekli kılmaktadır. Bu çalışma, dayanıklılığı artıran stratejilerin sürdürülebilirlik üzerindeki etkilerini ve ortaya çıkan ödünleşimlerle sinerjileri kavramsal düzeyde incelemeyi amaçlamaktadır. Bu bağlamda temel soru, işletmelerin bu iki hedefi eş zamanlı olarak nasıl yönetebileceği ve hangi mekanizmalarla birlikte güçlendirebileceğidir. Çalışmanın katkısı, literatürde parçalı ele alınan bu kavramları ortak bir analitik çerçevede birleştirmesi ve uygulamada işletmeler ile politika yapımcılar için daha dayanıklı ve sürdürülebilir tedarik zincirleri tasarlamaya yönelik çıkarımlar sunmasıdır.

1. DAYANIKLILIK VE SÜRDÜRÜLEBİLİRLİK İÇİN KURAMSAL ÇERÇEVELER

Tedarik zincirleri; fiziksel ağlar, bilgi sistemleri, piyasalar ve çevresel karşılıklı bağımlılıklar ile ayrılmaz biçimde bağlantılıdır ve bu çok katmanlı etkileşimler nihai olarak tedarik zincirinin dayanıklılık düzeyini belirlemektedir (Umar vd., 2017). Örneğin, belirsiz talep yapısı veya tedarikçi iflası gibi unsurlara bağlı olarak ortaya çıkan mal kabulündeki aksaklıklar, hizmet düzeyi ve kârlılık üzerinde kademeli ve doğrudan etkilere yol açan tedarik zinciri kesintilerine neden olmaktadır.

Dikkat çekici biçimde, kesintiler çoğunlukla nihai müşteriden ziyade arz tarafında ortaya çıkmaktadır. Bununla birlikte, müşteri tarafına ve coğrafi olarak yakın yukarı yönlü tedarikçilere (upstream) yeterli düzeyde odaklanılmaması, tedarik zinciri dayanıklılığını zayıflatmaktadır. Bu nedenle, söz konusu kaynakların analizi, toparlanma kapasitesinin artırılması açısından önemli bir potansiyel sunmaktadır (Özdemir vd., 2022).

Tablo-1: Tedarik Zinciri Dayanıklılığı ve Sürdürülebilirliğin Karşılaştırılması

Boyut	Tedarik Zinciri Dayanıklılığı	Sürdürülebilirlik
Temel amaç	Kesintilere karşı hazırlıklı olma, absorbe etme, toparlanma ve uyum sağlama	Ekonomik, çevresel ve sosyal açıdan uzun dönemli değer yaratma
Zaman ufku	Daha çok kısa ve orta vadeli	Daha çok uzun vadeli
Odak noktası	Risk yönetimi, esneklik, süreklilik	Kaynak verimliliği, emisyon azaltımı, sosyal sorumluluk

Başlıca araçlar	Güvenlik stoku, tedarikçi çeşitlendirmesi, esnek kapasite, dijital izleme	Döngüsel ekonomi, karbon yönetimi, etik tedarik, sosyal standartlar
Başarı göstergesi	Kesinti sonrası toparlanma hızı, hizmet sürekliliği	Çevresel etki azalması, sosyal performans, ekonomik sürdürülebilirlik
Potansiyel risk	Maliyet artışı, fazla kapasite, verimsizlik	Kısa vadeli yüksek yatırım maliyetleri, uygulama zorlukları
Ortak kesişim alanı	Dijitalleşme, görünürlük, tedarikçi iş birliği, veri temelli yönetim	Dijitalleşme, görünürlük, tedarikçi iş birliği, veri temelli yönetim

Kaynak: Yazar tarafından oluşturulmuştur; Christopher & Peck (2004) Building the Resilient Supply Chain, Carter & Rogers (2008) Sustainable Supply Chain Management Framework, Ozdemir vd. (2022) Supply Chain Resilience during COVID-19 ve Liu vd. (2023) Resilience Strategies for Sustainable Supply Chains'den uyarlanmıştır.

Tablo 1, dayanıklılık ile sürdürülebilirliğin farklı zaman ufuklarına ve performans ölçütlerine sahip olduğunu göstermektedir. Dayanıklılık daha çok operasyonel süreklilik ve toparlanma kapasitesine, sürdürülebilirlik ise çevresel, sosyal ve ekonomik değer yaratımına odaklanmaktadır. Dijitalleşme, görünürlük, veri temelli yönetim ve tedarikçi iş birliği dayanıklılık ile sürdürülebilirlik arasında sinerji yaratırken, fazla kapasite ve çoklu tedarikçi kullanımı maliyet ve çevresel ödünleşimlere neden olmaktadır.

Tedarik zincirleri küresel ekonomide sürekli risklerle karşı karşıya kalmakta ve bu durum dayanıklılığın artırılmasına yönelik ilgiyi güçlendirmektedir (Ozdemir vd., 2022). COVID-19 pandemisi, işletmelerin risk yönetiminde farklılıkları ortaya koymuş ve bu dönüşümün sürdürülebilirlikle uyumlu biçimde ele alınması gerektiğini göstermiştir (Ivanov, 2021; Riccardo vd., 2021). Dayanıklılık literatürü kısa vadeli esneklik ve toparlanmaya odaklanırken, sürdürülebilirlik çalışmaları uzun vadeli çevresel ve sosyal çıktılara yönelmektedir (Fahimnia vd., 2017; Liu vd., 2023). Bu ayrışma uygulamada ödünleşimlere yol açmakta; örneğin tedarikçi çeşitlendirmesi dayanıklılığı artırırken karbon emisyonlarını yükseltebilmektedir. Son dönem çalışmalar ise dijitalleşmenin hem görünürlüğü artırarak dayanıklılığı güçlendirdiğini hem de sürdürülebilirlik performansını iyileştirdiğini göstermektedir. Bununla birlikte, sistemik riskler ve küreselleşme tedarik zincirlerini daha kırılgan hâle getirmiş; tek bir tedarikçide yaşanan aksaklık tüm zincir boyunca büyüyerek yayılabilmekte ve küresel darboğazlara yol açabilmektedir (Christopher & Peck, 2004; Renn vd., 2022; Colon & Hochrainer-Stigler, 2023; Miroudot, 2020). Bu nedenle sistemik risk yönetiminin yalnızca operasyonel değil, aynı zamanda paydaş katılımı ve kurumsal sosyal sorumluluk perspektifleriyle birlikte ele alınması gerektiği vurgulanmaktadır (Battaglia vd., 2025).

3. KAVRAMSAL ÇERÇEVE

Bu çalışma, tedarik zinciri dayanıklılığı ile sürdürülebilirlik arasındaki etkileşimi açıklamak amacıyla bütünleşik bir kavramsal çerçeve önermektedir. Önerilen model, sistemik riskler ve küreselleşme gibi dışsal şokların tedarik zincirlerinde kesintilere yol açtığını ve bu kesintilerin çeşitli ara mekanizmalar aracılığıyla yönetildiğini varsaymaktadır.

Bu çerçevede, risk yönetimi stratejileri, operasyonel esneklik, dijitalleşme ve tedarikçi çeşitlendirmesi temel ara mekanizmalar olarak öne çıkmaktadır. Bu mekanizmalar hem tedarik zinciri dayanıklılığını hem de sürdürülebilirlik performansını eş zamanlı olarak etkilemektedir. Model, dayanıklılık ve sürdürülebilirlik çıktıları arasında hem ödünleşimler hem de sinerjiler bulunduğunu varsaymakta ve bu ilişkinin bağlamsal faktörlere bağlı olarak değişebileceğini öne sürmektedir. Bu yönüyle önerilen çerçeve, mevcut literatürde ayrı ayrı ele alınan iki kavramı bütünlük bir perspektifte analiz etmeyi amaçlamaktadır.



Şekil-1: Tedarik Zinciri Dayanıklılığı ve Sürdürülebilirliği için Bütünlük Kavramsal Çerçeve

Kaynak: Yazar tarafından oluşturulmuştur; Ozdemir vd. (2022), Fahimnia vd. (2017), Renn vd. (2022) ve Liu vd. (2023)’den uyarlanmıştır.

Sistemik riskler ve küreselleşme kaynaklı kesintilerin risk yönetimi, esneklik, dijitalleşme ve tedarikçi çeşitlendirmesi gibi mekanizmalar üzerinden nasıl yönetildiğini göstermektedir. Model, bu mekanizmaların dayanıklılık ve sürdürülebilirlik çıktıları üzerinde bağlama göre hem sinerji hem de ödünleşim yaratabileceğini ortaya koymaktadır.

4. LİTERATÜR TARAMASI VE ARAŞTIRMA BOŞLUĞU

Pandemi sonrası dönemde tedarik zincirlerinde dayanıklılık ve sürdürülebilirlik konusunu ele alan literatür, küresel sağlık krizlerinin mevcut sistemlerin yapısal kırılganlıklarını açığa çıkardığını ve bu kırılganlıkların sürdürülebilir performans hedefleriyle doğrudan ilişkili olduğunu ortaya koymaktadır. Bu bağlamda çalışmalar, dayanıklılık ve sürdürülebilirlik kavramlarının birlikte ele alınması gerektiğini vurgulayarak, risklerin azaltılması, belirsizliklere uyum sağlanması ve kaynakların etkin kullanımı doğrultusunda yeni yaklaşımlar geliştirilmesi gerektiğine işaret etmektedir. Literatürde öne çıkan araştırmalar hem teorik çerçeveler hem de uygulamaya dönük stratejiler aracılığıyla bu dönüşümü çok boyutlu bir şekilde incelemektedir.

Yazar(lar)	Yıl	Odak Noktası	Bulgular / Katkılar
Golan, Jernegan & Linkov	2020	Sistemik perspektif, ağ temelli yaklaşım	Tedarik zincirlerinin karmaşık ağlardan oluştuğunu, kesintilerin zincirleme etkiler yarattığını; “resilience test” kavramını ve regülasyonlarla entegrasyonu vurgulamaktadır.
Chowdhury, Paul, Kaisar & Moktadir	2021	Sistemik literatür taraması	Dayanıklılık ve sürdürülebilirliğin merkezi rolünü, sağlık riskleri, atık yönetimi ve kaynak

Yazar(lar)	Yıl	Odak Noktası	Bulgular / Katkılar
Chen, He, Chen & Xie	2022	Dijital teknolojiler (IoT, blockchain)	verimliliğini öne çıkarır; çevresel kazanımlar ve sosyal olumsuzlukları birlikte değerlendirir.
Kazancoglu vd.	2023	Türkiye-Çin ticareti, Sistem Dinamikleri modeli	İlaç tedarik zincirlerinde dijitalleşmenin dayanıklılık ve sürdürülebilirliği artırma potansiyelini gösterir; sağlık sektöründe çok boyutlu dayanıklılık tanımlar.
Kulluk Abdan & Çetindaş	2023	Lojistik performans, Gaziantep OSB örneği	Pandemi sürecinde üretim ve lojistik aksaklıkların ihracatı olumsuz etkilediğini; navlun maliyetlerinin arttığını ve yerleşme politikalarının önemini vurgular.
Ekatpure	2021	Dijital entegrasyon, etik unsurlar	Çevik tedarik zinciri stratejisinin lojistik performansın tüm boyutlarını olumlu etkilediğini; yalın stratejinin etkisiz kaldığını ortaya koyar.
Setyadi, Pawirosumarto & Damaris	2025	Bütünleşik çerçeve, sistem düşüncesi	Esnek lojistik, dijital teknolojiler ve etik davranışın dayanıklılığı artırmadaki rolünü inceler; bütüncül çerçeveler önerir.
Nwani	2025	Sistemik literatür taraması (29 çalışma)	Çevik, yalın-yeşil, döngüsel ve merkezsizleşmiş yanıt tipolojileri geliştirir; dayanıklılık ve sürdürülebilirliği sürdürülebilir kalkınma hedefleriyle ilişkilendirir.
			Reaktif kriz yönetiminden öngörücü dayanıklılığa geçişi vurgular; dijital teknolojiler, bölgeselleşme ve kamu-özel iş birliklerini öne çıkarır; altı stratejik alan belirler.

Literatür, pandemi sonrası dönemde tedarik zincirlerinin yalnızca verimlilik odaklı değil; dayanıklılık ve sürdürülebilirliği bütünleşik bir çerçevede ele alması gerektiğini göstermektedir. Dijital dönüşüm, kamu politikaları ve ağ temelli yaklaşımlar, gelecekteki krizlere karşı daha dirençli sistemler için kritik rol oynamaktadır.

5. PANDEMİ SONRASI TEDARİK ZİNCİRLERİNDE YENİ YAKLAŞIMLAR

Küreselleşme, tam zamanında üretim sistemleri ve dijital dönüşüm tedarik zincirlerinin karmaşıklığını artırarak kırılganlıkları derinleştirmiştir (Kähkönen & Patrucco, 2022). Pandemi sürecinde işletmeler, verimlilik odaklı yaklaşımların yetersizliğini görerek dayanıklılık ve sürdürülebilirliği birlikte gözetken stratejilere yönelmiş; dijitalleşme, otomasyon ve tedarikçi çeşitlendirme gibi proaktif, stok artırımı ve yeniden yapılandırma gibi reaktif yöntemler benimsemiştir (Ivanov, 2021; Carter & Rogers, 2008; Tang, 2006; Ivanov & Dolgui, 2021). Dijitalleşme, veri analitiği ve yapay zekâ sayesinde belirsizliklerin erken tespitini sağlayarak hem dayanıklılığı hem de sürdürülebilirliği destekleyen stratejik bir kolaylaştırıcı hâline gelmiştir (Lu vd., 2024; Daoud vd., 2025; Cui vd., 2022; Longo vd., 2023).

Pandemi sonrası dönemde tedarik zinciri yönetiminde sürdürülebilirlik, dayanıklılık artırma çabalarıyla birlikte öncelikli bir stratejik alan hâline gelmiştir. Döngüsel ekonomi uygulamaları ürün yaşam döngüsünü uzatarak yeniden üretimi teşvik etmekte ve kaynak verimliliğini güçlendirmektedir (Kayıkcı vd., 2022; González-Sánchez vd., 2025). Karbon ayak izinin azaltılması, özellikle Scope 3 emisyonlarının ölçümü ve yönetimiyle birlikte işletmelerin karbonsuzlaşma stratejilerinin temelini oluşturmaktadır (Gupta vd., 2024; Piyathanavong vd., 2022). Sosyal sürdürülebilirlik ise çalışan refahı, krizlere uyum kapasitesi ve fırsat eşitliği gibi unsurları kapsayarak daha adil bir toparlanma sürecini desteklemektedir (Kaur vd., 2024). Sonuç olarak, sürdürülebilirlik uygulamaları çevresel, sosyal ve kurumsal boyutlarıyla ele alınmalı; dayanıklılık ile birlikte yönetilerek daha dirençli ve uyarlanabilir tedarik zincirleri oluşturulmalıdır (Saidani vd., 2021; El Korchi, 2022; Borchardt vd., 2025).

6. POLİTİKA ÇIKARIMLARI VE KURUMSAL DESTEK

COVID-19 pandemisi, tedarik zincirlerinin kırılganlığını ortaya koyarak esnek ve uyarlanabilir karar mekanizmalarının önemini vurgulamış; senaryo planlama, görünürlük ve veri analitiği gibi kazanımlar sağlanmıştır (Derbyshire, 2022; Georgiou & Pantos, 2022; Rawson & Stevens, 2023; Muzamil vd., 2025). Dayanıklılık risk yönetimini güçlendirirken, sürdürülebilirlik çevresel ve sosyal performansı iyileştirmekte; ancak aralarındaki ödünleşimlerin yönetimi politika tasarımı zorluk yaratmaktadır (Kumar vd., 2022). Ticaret politikaları, standartlar ve sertifikasyonlar kısa vadeli dayanıklılık ile uzun vadeli sürdürülebilirlik arasında denge kurmayı gerektirmekte; aşırı korumacı yaklaşımlar küresel entegrasyonu zorlaştırmaktadır (Miroudot, 2020; Ameh, 2024; Adegboye vd., 2024; Maltais vd., 2026). Kamu-özel ortaklıkları (PPP), kaynak mobilizasyonu, altyapı yatırımları ve teknolojik yenilikleri destekleyen kritik araçlar olmakla birlikte etkinliği yönetim kalitesi ve şeffaflığa bağlıdır (Christopher & Peck, 2004; Golan vd., 2020; Kayıkcı vd., 2022; González-Sánchez vd., 2025; Badi & Alhosani, 2024; Takeda vd., 2024). Finansman mekanizmaları ise dijitalleşme ve yeşil finansman stratejileriyle çok katmanlı zincirlerde dayanıklılığı desteklemekte; ancak yüksek maliyetler nedeniyle finansal teşvikler ve düzenleyici destek mekanizmaları kritik önem taşımaktadır (OECD, 2022; Zheng vd., 2025; Zhang & Zhao, 2025; Dey vd., 2026; Song vd., 2025).

SONUÇ

COVID-19 pandemisi, küresel tedarik zincirlerinin kırılganlığını ve karşılıklı bağımlılığını ortaya koyarak üretim, lojistik ve arz-talep dengesizliklerinin geleneksel verimlilik odaklı yaklaşımları yetersiz kıldığını göstermiştir. Bu bağlamda dayanıklılık ve sürdürülebilirlik, birbirinden bağımsız değil, iç içe geçen stratejik hedefler olarak değerlendirilmiş; literatür incelemeleri risk azaltma, uyum sağlama ve toparlanma kapasitesi ile çevresel koruma, kaynak verimliliği ve sosyal refah arasındaki ilişkileri ortaya koymuştur. Bulgular, risk yönetimi, esneklik, dijitalleşme ve tedarikçi çeşitlendirmesinin her iki hedefi birlikte etkilediğini; dijitalleşmenin tamamlayıcı bir rol oynarken stok artışı gibi uygulamaların maliyet ve çevresel yük nedeniyle ödünleşim yarattığını göstermektedir.

Pandemi sonrası dönemde sistemik risklerin yapısal bir unsur haline geldiği; küreselleşme, jeopolitik gerilimler, iklim şokları ve enerji risklerinin zincirlerin ağ düzeyinde analizini zorunlu kıldığı anlaşılmıştır. Bu nedenle dayanıklılık ve sürdürülebilirlik yalnızca işletme stratejileriyle değil, ticaret politikaları, sertifikasyon sistemleri, finansman mekanizmaları ve

kamu-özel ortaklıklarıyla desteklenmelidir. Çalışma üç temel çıkarım sunmaktadır: kısa vadeli süreklilik ile uzun vadeli sürdürülebilirlik arasında denge kurulması, dijitalleşme ve döngüsel ekonomi gibi alanların bütünleşik değerlendirilmesi, çok aktörlü ve veri temelli yaklaşımların geliştirilmesi. Sonuç olarak, başarılı tedarik zincirleri yalnızca kesintilere dayanabilen değil, aynı zamanda çevresel, ekonomik ve sosyal açıdan dönüşebilen yapılar olacak; dayanıklılık ve sürdürülebilirlik geleceğin tedarik zinciri yönetimini birlikte şekillendiren tamamlayıcı unsurlar olarak değerlendirilecektir

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

Professor Joanna JASIŃSKA

Warsaw Medical University named after Tadeusz Koźluk in Warsaw

prorektor@wumed.edu.pl

Orcid: 0000-0002-0822-2084

Ph.D. Agnieszka NOWACKA

Warsaw Medical University named after Tadeusz Koźluk in Warsaw

anowacka@wumed.edu.pl

Orcid: 0000-0003-1914-7152

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

INTRODUCTION

Interpersonal conflicts are one of the major problems encountered in the work environment of nurses. Their presence can affect not only the team atmosphere, but also stress levels, the risk of burnout, the effectiveness of collaboration, and the quality of patient care. Organizational factors, such as work overload, staff shortages, a lack of clear division of responsibilities, poor communication, and time pressure, play a particularly significant role in the emergence of conflicts. Individual characteristics of team members, including the need for dominance, impulsiveness, difficulties in cooperation, and assertiveness levels, also play a significant role. Proper identification of the causes of conflicts and assessment of ways to manage them are essential for improving the organization of nursing teams' work and patient safety.

RESEARCH OBJECTIVE

The objective of this study was to identify the main risk factors contributing to the emergence of interpersonal conflicts in nursing teams and to evaluate the conflict management strategies used by nurses working in various types of hospital wards.

RESEARCH QUESTION

The main research question focused on identifying which organizational and individual factors contribute to the emergence of interpersonal conflicts in nursing teams and which conflict management strategies are most commonly used by nurses. The study also sought to determine whether the type of workplace influences the occurrence of conflicts, whether length of service affects the choice of conflict management strategies, and what measures can reduce the frequency of conflicts in nursing teams. For the purposes of the research, hypotheses were formulated assuming, among other things, that the most common causes of conflicts are organizational factors, nurses working in surgical wards more frequently experience conflicts related to stress and time pressure, individual characteristics influence reactions in conflict situations, the most commonly used strategy is avoiding or defusing tension, length of service may influence the choice of conflict management strategies, and strategies based on communication and cooperation are rated as effective.

MATERIALS AND METHODS

The study was conducted in March 2026 among 100 randomly selected individuals employed as nurses in medical facilities located in the Mazovia Province. The inclusion criterion for the study was working as a nurse in various hospital wards and other medical facilities. To address the previously defined research questions, a diagnostic survey was used, employing a questionnaire as the technique, while the research tool was a custom-designed questionnaire enabling the verification of the research hypotheses. The questionnaire comprised a total of 18 closed-ended questions, divided into thematic blocks concerning the characteristics of the study population, the occurrence of conflicts, risk factors, conflict management strategies, the consequences of conflicts, and the evaluation of corrective actions. Participation in the study was voluntary, and the survey was completely anonymous.

The collected data were entered into an Excel spreadsheet and subjected to quantitative analysis. Based on this, tables and charts were created to illustrate the distribution of the respondents' answers. Subsequently, the research hypotheses were statistically tested using SPSS Statistica 14. The analysis utilized Pearson's chi-square test of independence, Cramér's V-coefficient, and a significance level of p . The chi-square test enabled the assessment of the relationship between the studied variables by comparing observed values with theoretical values assumed in the absence of a relationship between the variables. The V-Cramér coefficient was used to determine the strength of the relationship between the analyzed characteristics. A significance level of $p = 0.05$ was adopted in the study, which allowed for an assessment of whether the observed relationships were statistically significant.

RESULTS AND CONCLUSIONS

The study results showed that interpersonal conflicts are a common occurrence in nursing teams. Their presence was confirmed by 89.00% of respondents, with 71.00% of them selecting the answer "definitely yes." Among those who reported the occurrence of conflicts, 64.04% of respondents believed that conflict situations arise very frequently. Conflicts most often occurred between nurses with different lengths of service and between nurses with different levels of qualifications.

The lack of a clear division of responsibilities was identified as the most significant organizational factor contributing to the emergence of conflicts; 83.15% of respondents cited this as a factor of great importance. Staff shortages, work overload, poor communication, and stress and time pressure were also significant factors. The hypothesis that organizational factors are the most common causes of conflicts was partially confirmed, as the results showed the particular significance of both work overload and staff shortages, as well as the lack of a clear division of responsibilities.

Statistical analysis revealed a significant correlation between the type of workplace and the occurrence of interpersonal conflicts. The highest incidence of conflicts was observed in surgical wards, where 82.90% of respondents selected the "definitely yes" option. The chi-square test revealed statistical significance of this relationship at the $p = 0.022$ level, with a V-Cramér's coefficient of 0.27, indicating a moderate strength of association. Thus, the hypothesis regarding the higher incidence of conflicts in surgical wards was confirmed.

Among individual traits, the greatest significance was attributed to the need for dominance, impulsivity, and difficulties in cooperation. Low assertiveness was rated as a less significant factor; therefore, the hypothesis regarding the influence of individual traits, including the level of assertiveness, can be considered partially confirmed. The research results indicate that personality traits play a role in the emergence of conflicts; however, the most significant factors were the need for dominance, impulsivity, and difficulties in cooperation.

The most commonly used strategy for dealing with conflict was ignoring the problem, which can be interpreted as a form of conflict avoidance. 38.20% of respondents reported using this strategy very frequently, and 23.60% frequently. Negotiation also played a significant role,

being used frequently or very frequently by a significant portion of the respondents. At the same time, the assumption that direct confrontation is the least frequently used strategy was not unequivocally confirmed. Cooperation turned out to be the least frequently cited strategy, which may indicate limited use of collaborative and constructive methods of conflict resolution.

Respondents identified compromise and negotiation as the most effective conflict resolution strategies. Compromise was selected by 43.82% of respondents, and negotiation by 37.08%. Only 19.10% of respondents identified cooperation as the most effective strategy. This indicates that nurses highly valued communication and compromise strategies, whereas the effectiveness of cooperation was not confirmed to the same extent.

The hypothesis that nurses' years of experience have a significant impact on the choice of conflict management strategies was not confirmed. Although differences were observed in the distribution of responses between groups with varying levels of professional experience, these differences were not statistically significant. The chi-square test result was $p = 0.228$, and the Cramér's V coefficient was 0.23, which does not allow the relationship between length of service and the choice of the most effective conflict management strategy to be considered statistically confirmed.

The study also showed that interpersonal conflicts have a significant impact on the functioning of the nursing team. Respondents particularly emphasized their negative impact on the quality of patient care, stress levels, the work atmosphere, and burnout. In the respondents' opinion, reducing conflicts requires, above all, the introduction of clear procedures and job descriptions, increased support from supervisors, improved intra-team communication, training in communication and mediation, and an increase in staff numbers.

Based on the results obtained, it can be concluded that interpersonal conflicts in nursing teams are a multifactorial phenomenon, primarily determined by work organization, workload, the structure of responsibilities, and the quality of communication. Reducing them requires systemic and organizational measures, not merely the individual responsibility of employees. Of particular importance is improving nursing staff management, clearly defining areas of responsibility, strengthening the role of supervisors in resolving disputes, and developing communication and mediation skills within nursing teams.

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

Asst. Prof. Dr. Parviz Rustamov HACI OĞLU
Azerbaijan State University of Economics (UNEC)
rustamovparviz999@gmail.com
Orcid: 0000-0001-6325-1163

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 bütünlüklü 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.

GİRİŞ

Çağdaş yönetim sisteminde belirsizliklerin artması, teknolojik dönüşümlerin hızlanması ve rekabetin yoğunlaşması, işletmeleri faaliyetlerini daha esnek ve çok yönlü biçimde organize etmeye zorlamaktadır. Bu koşullar altında çeşitlendirme stratejileri, işletmelerin yalnızca piyasa konumlarını güçlendirmesi açısından değil, aynı zamanda uzun vadeli sürdürülebilirliklerinin sağlanması bakımından da önemli bir yönetim aracı olarak öne çıkmaktadır. Karabağ ekonomik bölgesinde yürütülen yeniden inşa ve kalkınma süreçleri, bölgenin ekonomik yapısının yeniden şekillenmesine neden olurken, yeni iş modellerinin uygulanması ve faaliyet alanlarının genişletilmesi için de uygun bir zemin oluşturmaktadır. Bu durum, şirketlerin stratejik kararlarında yalnızca ekonomik değil, aynı zamanda sosyal ve etik unsurları da dikkate almasını gerekli hâle getirmektedir. Karabağ ekonomik bölgesinin kendine özgü sosyoekonomik özellikleri; çatışma sonrası oluşan gerçeklikler, altyapının yeniden kurulması ve insan sermayesinin geliştirilmesine duyulan ihtiyaç nedeniyle, işletmeler açısından sorumlu yönetim anlayışını daha da önemli hâle getirmektedir. Bu bağlamda İslam etiğinin temel prensipleri, şirketler arasında güven ortamının oluşmasına, sosyal kapsayıcılığın sağlanmasına ve ekonomik kararların daha adil temeller doğrultusunda alınmasına katkı sunmaktadır. Sonuç olarak çeşitlendirme stratejilerinde etik unsurun güçlendirilmesi, bölgede sürdürülebilir ekonomik kalkınmanın ve toplumsal uyumun sağlanmasına hizmet eden temel faktörlerden biri olarak değerlendirilebilir. Bu doğrultuda Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin oluşturulmasında İslam etiğinin yeri ve rolünün incelenmesi, çağdaş yönetim teorileri ile manevi değerler arasındaki ilişkiyi kapsayan çok boyutlu bir bilimsel araştırma konusu niteliği taşımaktadır. Bu alanda yürütülecek çalışmaların hem teorik hem de uygulamalı açıdan önemli sonuçlar ortaya koyacağı öngörülmektedir.

LİTERATÜR TARAMASI

Modern yönetim sisteminde İslam ekonomisi ve etiğinin temel kaynağı olarak Kur'an-ı Kerim, mülkiyet hakkı, dürüstlük ve sosyal adalet ilkelerini belirlemektedir. Bu kutsal kitap, ekonomik ilişkilerin manevi değerler temelinde kurulması için hukuki ve etik bir çerçeve oluşturmaktadır (Kur'an-ı Kerim). Azerbaycan Cumhuriyeti Cumhurbaşkanının Kararı, işgalden kurtarılan bölgelerde sürdürülebilir yerleşimi ve bölgenin ekonomik faaliyetlere yeniden entegrasyonunu hedefleyen stratejik bir yol haritası niteliği taşımaktadır. Program, altyapının yeniden inşası ve sosyal refahın sağlanması amacıyla devletin önceliklerini belirlemektedir ("Azerbaycan Cumhuriyeti'nin İşgalden Kurtarılan Bölgelerine Büyük Dönüşe İlişkin I. Devlet Programı"nın onaylanması hakkında Azerbaycan Cumhuriyeti Cumhurbaşkanının Kararı.). Azerbaycan Cumhuriyeti Cumhurbaşkanının Kararı, işgalden kurtarılan topraklarda yatırım çekiciliğini artırmak ve girişimcilik faaliyetlerini teşvik etmek amacı taşımaktadır. Aynı zamanda söz konusu kararname, bölgede ekonomik kalkınmanın hızlandırılması için özel teşvikler ve destek mekanizmalarını öngörmektedir ("İşgalden Kurtarılan Bölgelerde Ekonomik Kalkınmanın Hızlandırılmasıyla İlgili Bazı Tedbirler Hakkında Azerbaycan Cumhuriyeti Cumhurbaşkanının Kararı"). Ahmed'in çalışmasında İslam finans kurumlarında kurumsal yönetim standartları ve etik normların uygulanma mekanizmaları bilimsel açıdan analiz edilmektedir. Yazar, bankacılık faaliyetlerinde şeffaflığın ve dini-etik uyumluluğun önemini ön plana çıkarmaktadır (Ahmed, 2011). Modern yönetim sisteminde Ali, İslam dünyasında iş etiğinin tarihsel gelişimini ve bunun çağdaş yönetim uygulamalarına

etkisini incelemiştir. Eserde çalışma ilişkileri ve ticari süreçlerde manevi ölçütlerin rolü kapsamlı biçimde açıklanmıştır (Ali, 2005). Askari, Iqbal ve Mirakhor'un eserinde İslam ekonomisinin teorik sistemi, modern makroekonomik ve mikroekonomik yaklaşımlarla ilişkilendirilerek sunulmuştur. Yazarlar, ekonomik ilerlemenin etik ilkeler ve eşitlik temelinde mümkün olabileceğini savunmuşlardır (Askari & Iqbal & Mirakhor, 2015). Beekun'un çalışmasında iş ortamında liderlik ve karar alma süreçlerinde İslam etiğinin uygulanmasına yönelik pratik modeller önerilmiştir. Eser, yöneticilerin mesleki faaliyetlerinde dürüstlük ve sorumluluk standartlarının oluşmasına katkı sağlamaktadır (Beekun, 1997). Hassan ve Lewis'in temel eserinde İslam bankacılığının küresel finans sistemindeki yeri ve operasyonel özellikleri kapsamlı şekilde ele alınmıştır. Kitapta faizsiz ekonominin riskleri ve gelişim perspektifleri değerlendirilmiştir (Hassan & Lewis, 2007). Yapılan bilimsel araştırmada düşünür İbn Teymiyye'nin ekonomik görüşleri, çağdaş piyasa ilişkileri çerçevesinde analiz edilmiştir. Çalışmada fiyat düzenlemeleri ve devletin ekonomiye müdahalesi gibi klasik konular incelenmiştir (İslahi, 1988). Kenny'nin eserinde işletmelerin büyümesi için çeşitlendirme stratejilerinin seçimi ve yeni pazarlara başarılı giriş yöntemleri sunulmuştur. Kitapta işletmelerin stratejik hedeflerine ulaşabilmesi için kaynakların etkin dağılımı açıklanmıştır (Kenny, 2009). Mannan, İslam ekonomisini hem teorik hem de uygulamalı yönleriyle sistemleştirerek alternatif bir model olarak sunmaktadır. Eserde ekonomik faaliyetlerin insan refahına hizmet etmesi gerekliliği vurgulanmaktadır (Mannan, 1970). Naqvi'nin çalışmasında ekonomik ilişkilerde etik bütünlüğün korunması ve İslam perspektifinden adil gelir dağılımı meseleleri araştırılmıştır. Yazar, manevi gelişim ile maddi kalkınmanın bütünlüğünü ön plana çıkarmıştır (Naqvi, 1981). Quliyev'in araştırmasında Karabağ ve Doğu Zengezur'un ülkenin sürdürülebilir kalkınma stratejisine entegrasyonu ve yeni ekonomik fırsatlar incelenmiştir. Bilimsel çalışmada bölgenin kaynak potansiyelinin verimli kullanım yolları teorik olarak temellendirilmiştir (Quliyev, 2023). Səmədzadə'nin bilimsel araştırmasında Karabağ bölgesinin son yüz yıldaki ekonomik görünümü ve gelişim aşamaları arşiv verileriyle sunulmuştur. Ayrıca bölgenin sanayi ve tarım potansiyelinin tarihsel dinamikleri incelenmiş ve analiz edilmiştir (Səmədzadə, 2022). Bilimsel çalışmada, İslam finans sisteminin pratik esasları ile şəriata uygun bankacılık ürünlerine ilişkin temel konular ele alınmıştır. Eserde, günümüz finansal işlemlerinin İslam hukuku kurallarıyla uyumlaştırılmasına yönelik yöntemler açıklanmaktadır (Usmani, 1998).

Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Ahlâkının Teorik-Metodolojik Temelleri

Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin oluşturulması, günümüz koşullarında yalnızca piyasa konjonktüründeki değişkenliklere uyum sağlama aracı olarak değil, aynı zamanda kurumsal yeniden yapılanma, toplumsal entegrasyon ve bölgesel sürdürülebilirliğin temin edilmesi bağlamında da ele alınmalıdır. Post-çatışma ortamında ekonomik faaliyetlerin örgütlenmesi özel bir hassasiyet gerektirdiğinden, stratejik kararların normatif temellerle uyumlu hale getirilmesi giderek daha fazla önem kazanmaktadır. Bu çerçevede İslam ahlâkının teorik-metodolojik yaklaşımı, ekonomik rasyonallite ile sosyal adalet arasında denge kuran bütüncül bir kavramsal çerçeve olarak değerlendirilebilir.

İslam ekonomik ahlâkı ontolojik düzlemde ekonomik faaliyetin ahlâkî meşruiyetini, epistemolojik düzlemde ise karar alma süreçlerinde değer temelli bilginin rolünü ön plana çıkarmaktadır. Bu yaklaşımda ekonomik aktörlerin davranışları yalnızca fayda

maksimizasyonu ile sınırlandırılmamakta; adalet, sorumluluk ve toplumsal refah gibi normatif kategoriler aracılığıyla da yönlendirilmektedir. Çeşitlendirme stratejilerinin oluşturulması bağlamında bu durum, kaynakların sektörler arasında dengeli biçimde dağıtılmasını ve ekonomik faaliyetlerin toplumsal etkilerinin dikkate alınmasını zorunlu kılmaktadır.

Metodolojik açıdan İslam ahlâkının temel ilkelerinden biri, belirsizlik ve spekülasyon davranışının sınırlandırılmasıdır. Bu ilke, çeşitlendirme sürecinde yüksek risk içeren, kısa vadeli kazanç vadeden ancak reel ekonomik değer üretmeyen alanlardan kaçınılmasını gerekli kılmaktadır. Bu doğrultuda şirketlerin; üretim, tarım, imalat sanayi ve turizm gibi reel varlıklara dayalı sektörlerle yönelmesi teşvik edilmektedir. Karabağ ekonomik bölgesinin kaynak potansiyeli dikkate alındığında, söz konusu yaklaşım bölgesel ekonomik yapının daha dayanıklı ve sürdürülebilir temeller üzerine inşa edilmesine katkı sağlamaktadır.

Diğer önemli bir metodolojik boyut ise toplumsal faydanın önceliklendirilmesidir. İslam ahlâkı çerçevesinde ekonomik faaliyetin meşruiyeti, yalnızca bireysel kâr üretme kapasitesiyle değil, aynı zamanda topluma sağladığı fayda ile de değerlendirilmektedir. Bu durum, çeşitlendirme stratejilerinde yalnızca kârlılık göstergelerinin değil; istihdam düzeyi, gelir dağılımı ve sosyal kapsayıcılık gibi göstergelerin de dikkate alınmasını gerektirmektedir. Karabağ bölgesinde nüfusun yeniden entegrasyonu ve sosyal istikrarın sağlanması açısından bu yaklaşım özellikle kritik bir önem taşımaktadır.

Eş zamanlı olarak İslam ahlâkı, emek ilişkilerinde adalet ilkesini temel bir kategori olarak tanımlamaktadır. Bu yaklaşım, çeşitlendirme stratejileri bağlamında insan sermayesinin geliştirilmesinin önceliklendirilmesini ve işgücü piyasasında kapsayıcı katılımın sağlanmasını zorunlu kılmaktadır. Yeni faaliyet alanlarının oluşturulması yalnızca ekonomik çeşitlendirme aracı olarak değil, aynı zamanda toplumsal adaptasyonun güçlendirilmesi ve refah düzeyinin artırılması mekanizması olarak da işlev görmelidir. Bu çerçevede mesleki eğitim, yerel işgücü kaynaklarının etkin biçimde değerlendirilmesi ve adil ücretlendirme mekanizmaları stratejik planlamanın ayrılmaz unsurları hâline gelmektedir.

Stratejik yönetim perspektifinden İslam ahlâkı, uzun vadeli bakış açısını ve sorumlu karar alma süreçlerini teşvik etmektedir. Bu durum, çeşitlendirme sürecinde kısa vadeli kazanç odaklı fırsatçı davranışlar yerine, sürdürülebilir ekonomik değer üreten faaliyet modellerinin tercih edilmesini gerekli kılmaktadır. Söz konusu yaklaşım, özellikle kurumsal ve yapısal dönüşüm sürecinde bulunan Karabağ ekonomik bölgesinde ekonomik istikrarın güçlendirilmesi açısından elverişli bir zemin oluşturmaktadır.

Bu bağlamda, Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin oluşturulmasında İslam ahlâkının teorik-metodolojik temelleri, ekonomik faaliyetlerin normatif bir çerçevede optimize edilmesine hizmet etmektedir. Bu yaklaşım; risklerin rasyonel yönetimi, toplumsal faydanın temin edilmesi, sosyal adaletin korunması ve uzun vadeli sürdürülebilirliğin sağlanması gibi unsurları bütünleştirerek, bölgede kapsayıcı ve etik temelli bir ekonomik kalkınma modelinin oluşmasına imkân tanımaktadır.

Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Ahlâkının Temel İlkeleri

Günümüz yönetim yaklaşımlarında Karabağ ekonomik bölgesinde faaliyet gösteren şirketlerin çeşitlendirme stratejilerinin oluşturulması, yalnızca ekonomik rasyonalite çerçevesinde değerlendirilmemeli; aynı zamanda normatif ve etik bir temel ile de bütünleştirilmelidir. Bu bağlamda İslam ahlâkı, şirket davranışlarını yönlendiren kapsamlı bir

ilkesel çerçeve sunmakta ve bu ilkelerin uygulanması, çeşitlendirme süreçlerinde daha sürdürülebilir, kapsayıcı ve toplumsal sorumluluk bilincine dayalı bir kalkınma modelinin geliştirilmesine imkân sağlamaktadır.

Bu çerçevede İslam ahlâkının temel ilkeleri aşağıdaki şekilde ele alınabilir:

Birinci tevhid ilkesidir. Bu ilke, ekonomik faaliyetlerin toplumsal ve ahlâkî yapıdan bağımsız değerlendirilemeyeceğini kabul eder. Bu doğrultuda şirketlerin yeni faaliyet alanlarına yönelirken yalnızca ekonomik sonuçları değil, aynı zamanda toplumsal ve etik etkileri de dikkate alması gerekmektedir.

İkinci adalet ilkesidir. Adalet ilkesi, kaynakların dengeli dağıtılmasını, emek ilişkilerinde eşitliği ve piyasa süreçlerinde dürüst rekabetin sağlanmasını hedefler. Bu yaklaşım, çeşitlendirme stratejilerinin sosyal dengeyi gözeten bir yapıda kurgulanmasını zorunlu kılar.

Üçüncü helallik ilkesidir. Bu ilke, yatırım yapılan sektörlerin ve ekonomik faaliyet alanlarının etik meşruiyetini esas alır. Böylece şirketlerin faaliyetlerinin toplumsal değer sistemiyle uyumlu olması sağlanır ve kurumsal meşruiyet güçlendirilir.

Dördüncü ilke ribanın yasaklanmasıdır. Faize dayalı finansal yapıların sınırlandırılması, riskin paylaşımına dayalı ortaklık temelli finansman modellerinin geliştirilmesini teşvik eder. Bu durum, daha dengeli ve sürdürülebilir bir finansal yapı oluşturulmasına katkı sağlar.

Beşinci emanet ve sorumluluk ilkesidir. Bu ilke, şirketlerin sahip oldukları tüm kaynakları yalnızca ekonomik araçlar olarak değil, aynı zamanda toplumsal bir emanet olarak görmelerini gerektirir. Bu yaklaşım, uzun vadeli toplumsal faydayı önceleyen yönetim anlayışını destekler. Sonuç olarak, çağdaş yönetim anlayışı çerçevesinde söz konusu ilkeler, Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin yalnızca ekonomik değil, aynı zamanda etik ve toplumsal temellere dayalı biçimde yapılandırılmasına metodolojik bir zemin oluşturmaktadır. Bu bütüncül yaklaşım, bölgesel düzeyde sürdürülebilir kalkınmanın ve uzun vadeli ekonomik istikrarın sağlanmasında önemli bir rol oynamaktadır.

Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Etikası Temel Metodları

Modern yönetim sisteminde Karabağ ekonomik bölgesinde faaliyet gösteren şirketlerin çeşitlendirme stratejilerinin şekillendirilmesinde İslam etiği, yalnızca bir ilke sistemi olarak değil, aynı zamanda uygulamaya dönük imkânlar sunan metodolojik bir yaklaşım olarak da değerlendirilmektedir. Bu bağlamda İslam etiği, şirketlerin stratejik karar alma süreçlerinde uygulanabilen somut yöntemler aracılığıyla ekonomik faaliyetlerin sosyal ve ahlaki boyutlarla bütünleşmesini sağlamaktadır. Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin oluşturulmasında İslam etiğinin temel yöntemleri aşağıdaki gibidir:

Birinci yöntem etik filtreleme yöntemidir. Bu yöntem kapsamında şirketler, çeşitlendirme amacıyla seçtikleri faaliyet alanlarını önceden etik uygunluk açısından değerlendirir ve helal olmayan yönelimleri dışarıda bırakırlar.

İkinci yöntem risk paylaşımına dayalı finansman yöntemidir. Bu yöntem, faiz temelli modellerden uzaklaşarak ortaklık ve ortak yatırım mekanizmaları aracılığıyla riskin paylaştırılmasını esas alır.

Üçüncü yöntem sosyal etki değerlendirme yöntemidir. Bu yöntem, çeşitlendirme kararlarının yerel topluluklar ve sosyal refah üzerindeki etkilerinin önceden analiz edilmesine imkân tanır.

Dördüncü yöntem kaynakların etkin yönetimi yöntemidir. Bu yöntem, israfın önlenmesini ve mevcut kaynaklardan en yüksek verimin elde edilmesini amaçlamaktadır.

Beşinci yöntem paydaşlarla istişare yöntemidir. Bu yöntem çerçevesinde şirketler, karar alma süreçlerine çalışanları, yerel toplulukları ve diğer ilgili tarafları dâhil ederek daha dengeli stratejiler oluştururlar. Sonuç olarak, söz konusu yöntemler İslam etiği temelinde oluşturulan çeşitlendirme stratejilerinin uygulama mekanizmasını şekillendirmekte ve Karabağ ekonomik bölgesinde faaliyet gösteren şirketler için sürdürülebilir, sorumlu ve toplumsal yönü güçlü bir kalkınma modelinin temelini oluşturmaktadır. Modern yönetim sisteminde, kurtarılmış bölgelerde yatırım akışını etkileyen faktörler ve bunların bölgesel büyümeye etkileri incelenmektedir. Bu doğrultuda sermaye yatırımlarının etkin yönetimi için metodolojik yaklaşımlar da önem arz etmektedir (Karabağ ve Doğu Zengezur'un ekonomik gelişiminde yatırımların rolü, 2022).

METODOLOJİ

Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Etiğinin Uygulama Yönelimleri

Modern yönetim sisteminde Karabağ ekonomik bölgesinde faaliyet gösteren şirketlerin çeşitlendirme stratejilerinin oluşturulmasında İslam etiğinin uygulama yönelimleri, ekonomik kararların normatif değerlerle uyumlaştırılmasını sağlayan sistematik bir yaklaşım olarak öne çıkmaktadır. Bu yönelimler temel olarak aşağıdakilerden oluşmaktadır:

Birinci yönelim, faaliyet alanlarının etik uygunluk temelinde seçilmesidir. Bu yönelim, çeşitlendirme sürecinde helal ve toplum için faydalı sektörlerin önceliklendirilmesini esas almaktadır.

İkinci yönelim, finansal yapının etik dönüşümüdür. Bu kapsamda faiz temelli mekanizmalardan uzaklaşarak risk paylaşımına dayalı finansman modellerinin uygulanması temel alınmaktadır.

Üçüncü yönelim, sosyal etki odaklı stratejik seçimdir. Bu yaklaşım, yeni faaliyet alanlarının bölgenin sosyal refahı, istihdam düzeyi ve ekonomik kapsayıcılığı üzerindeki etkilerinin dikkate alınmasını gerektirir.

Dördüncü yönelim, kaynakların verimli ve sorumlu yönetimidir. Bu çerçevede israfın önlenmesi, doğal kaynakların korunması ve çevresel dengenin sağlanması öncelikli hedefler arasında yer almaktadır.

Beşinci yönelim, şeffaflık ve hesap verebilirlik mekanizmalarının güçlendirilmesidir. Bu yönelim, şirketlerin mali ve yönetsel faaliyetlerinde açıklığın artırılması yoluyla kurumsal güvenin geliştirilmesini amaçlar. Sonuç olarak, bu yönelimler Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin İslam etiği temelinde yapılandırılmasına yönelik bilimsel ve metodolojik bir çerçeve oluşturmakta ve sürecin sosyal-ekonomik etkinliğini artırmaktadır. Ayrıca modern yönetim sisteminde Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin oluşturulmasında küçük ve orta ölçekli işletmelerin gelişim imkânları ve iş ortamı koşulları analiz edilmiştir. Bu çerçevede bölgenin ekonomik cazibesini artırmaya yönelik sonuç ve öneriler geliştirilmiştir (Karabağ'da iş ortamı ve küçük ve orta işletmelerin gelişimi, 2022).

Karabağ Ekonomik Bölgesinde İşgücü Piyasası

Tablo №1

Sıra №	Göstergeler	2015	2020	2021	2022	2023	2024	Büyüme oranı (%)
1.	İşgücü sayısı, kişi	399092	355965	359603	364332	369198	377155	94,50%
2.	İstihdam edilen nüfusun sayısı, kişi	379157	326788	335094	341242	346325	351839	92,79%
3.	Ücretli çalışanların sayısı, kişi	70613	67672	65419	65614	65435	65734	93,09%
4.	Ortalama aylık nominal ücret, manat	242,0	409,9	437,4	536,6	602,3	645,3	266,65%
5.	Yeni açılan iş yeri sayısı	9603	4536	681	905	984	2266	23,59%
6.	İşsiz nüfusun sayısı, kişi	19935	29122	24509	23090	22873	25316	126,99%
7.	İşsizlik oranı, yüzde	5,0	8,2	6,8	6,3	6,2	6,7	134,00%
8.	Tüzel kişiler	3732	4626	4674	4851	5041	5358	143,57%
9.	Gerçek kişiler	32068	68409	74873	78042	84292	88	275,94%

Kaynak: <https://www.stat.gov.az/source/regions/az/006.xlsx> verileri esas alınarak yazar tarafından hazırlanmıştır.

Karabağ Ekonomik Bölgesi kapsamında 2015–2024 yıllarını kapsayan işgücü piyasası göstergelerinin analizi, bu dönemde ekonomik yapı ve toplumsal ilişkiler sisteminde belirgin değişimlerin meydana geldiğini ortaya koymaktadır. İşgücü kaynaklarının genel dinamiklerinde bir azalma eğilimi gözlemlenmektedir: işgücü %94,5, istihdam edilen nüfus ise %92,8 seviyesine gerilemiştir. Bu eğilim, işgücü piyasasında demografik süreçler, göç hareketleri ve ekonomik faaliyet düzeyindeki görece zayıflama ile açıklanabilir. Ücretli çalışanların sayısındaki düşüş (%93,1) ise formel istihdamın zayıfladığını göstermektedir. Gelir göstergeleri açısından ortalama aylık nominal ücrette önemli bir artış (%266,7) kaydedilmiştir. Bu artış ekonomik gelişmenin bir göstergesi olmakla birlikte, enflasyon ve yaşam maliyetlerindeki artış dikkate alınmadan gerçek refaha etkisi tam olarak değerlendirilemez. İstihdam göstergelerinde ise olumsuz eğilim daha belirgindir: yeni açılan iş yerlerinin sayısındaki keskin azalma (%23,6), işgücü piyasasında genişleme imkânlarının sınırlandığını göstermektedir. Buna paralel olarak işsizlik oranındaki artış (%134), sosyo-ekonomik baskıların yükseldiğini doğrulamaktadır. Girişimcilik sektöründe ise farklı bir dinamik gözlemlenmektedir. Tüzel kişilerin sayısı %143,6, gerçek kişilerin sayısı ise %275,9 oranında artmıştır. Bu durum ekonomik faaliyetin bir kısmının küçük işletmelere ve bireysel

girişimciliğe yöneldiğini göstermektedir. Ancak gerçek kişilerin daha hızlı artışı, işgücü piyasasında alternatif istihdam olanaklarının sınırlı olduğunu ve kendi hesabına çalışma eğiliminin güçlendiğini de ifade edebilir. Bu ekonomik ve sosyal süreçlerin etik ve değerler sistemi bağlamında, özellikle İslam ekonomisi etiği çerçevesinde değerlendirilmesi önem taşımaktadır. İslam ekonomik yaklaşımında adalet, helal kazanç, sosyal sorumluluk ve zayıf kesimlerin korunması temel ilkeler arasında yer almaktadır. Bu açıdan işsizlik oranındaki artış ve yeni iş olanaklarının azalması, sosyal adalet ilkeleriyle uyumlu olmayan bir durum ortaya koymakta ve toplumsal hassas grupların korunmasını daha da önemli hale getirmektedir. Mevcut eğilimler, işgücü piyasasının sürdürülebilirliğinin güçlendirilmesiyle birlikte sosyal adalet, etik sorumluluk ve kapsayıcı kalkınma ilkelerine dayalı politikaların uygulanmasını zorunlu kılmaktadır.

Modern yönetim sistemi çerçevesinde bu bilimsel araştırmanın metodolojik mimarisi, Karabağ ekonomik bölgesinde faaliyet gösteren işletmelerin stratejik gelişim eğilimlerini incelemek amacıyla nitel odaklı kavramsal modelleme ile nicel temelli ampirik analizin sentezine dayanan disiplinlerarası bir araştırma tasarımı üzerine inşa edilmiştir. Araştırma süreci, bilimsel doğruluk ve nesnelliği sağlamak amacıyla aşağıdaki dört aşamalı sistematik hiyerarşi doğrultusunda yürütülmüştür:

1. Teorik-Dedüktif Modelleme ve Etik Filtrasyon: Araştırmanın kavramsal temelini oluşturmak amacıyla, dedüktif mantık yaklaşımı çerçevesinde İslam iktisat etiğinin temel aksiyomları olan adalet (adl), ihsan ve emanet kavramları, çağdaş kurumsal çeşitlendirme teorileriyle entegre edilmiştir. Bu aşamada stratejik karar alma süreçlerini yönlendiren “etik filtrasyon” çerçevesi geliştirilmiştir. Söz konusu çerçeve, işletmelerin yeni pazar ve sektörlerle giriş süreçlerinde yalnızca ekonomik verimlilik kriterlerini değil, aynı zamanda ahlaki ve toplumsal meşruiyet ilkelerini de dikkate almaları gerektiğini kavramsallaştırmaktadır.

2. Longitudinal İstatistiksel Analiz ve Trend Öngörüsü (2015–2024): Bölgenin on yıllık sosyoekonomik dinamiklerini nicel açıdan değerlendirmek amacıyla, Azerbaycan Cumhuriyeti Devlet İstatistik Komitesi’nin resmî makroekonomik verileri temel alınarak zaman serisi analizi gerçekleştirilmiştir. Ampirik analiz kapsamında iş gücüne katılım oranı, istihdam yapısı, nominal ücret dinamikleri ile girişimcilik субъектlerinin (gerçek ve tüzel kişiler) büyüme eğilimleri istatistiksel yöntemlerle incelenmiştir. Bu nicel analiz, bölgesel ekonomide meydana gelen yapısal dönüşümlerin belirlenmesine ve çeşitlendirme potansiyellerinin veri temelli bir perspektifle gerekçelendirilmesine imkân sağlamıştır.

3. Kurumsal İçerik Analizi: Karabağ ekonomik bölgesinin yeniden entegrasyon ve yeniden yapılanma önceliklerini belirlemek amacıyla “Büyük Dönüşe İlişkin I. Devlet Programı” ile ilgili stratejik yol haritaları sistematik içerik analizine tabi tutulmuştur. Bu aşamada, devlet tarafından belirlenen bölgesel hedeflerle özel sektörün etik ve sosyal sorumlulukları arasındaki işlevsel kesişim alanları analiz edilmiş; kurumsal teşvik mekanizmalarının kapsayıcı kalkınma üzerindeki etkisi değerlendirilmiştir.

4. Endüktif Sentez ve Kapsayıcı Çeşitlendirme Modeli: Son aşamada, ampirik bulgular ile etik-teorik çerçevenin bütünleştirilmesi sonucunda bölgeye özgü bir “Kapsayıcı Çeşitlendirme Modeli” önerilmiştir. Bu model, geleneksel kâr maksimizasyonu paradigmasını; risklerin adil paylaşımı, sosyal refah mekanizmaları (zekât ve vakıf) ile ekolojik denge gibi etik sorumluluk kurumlarıyla zenginleştirmektedir. Böylece oluşturulan stratejik yol haritası,

işletmelerin bölgesel sosyoekonomik dengeye katkı sağlayarak uzun vadeli kurumsal sürdürülebilirliğe ulaşma yollarını sistematik bir çerçevede ortaya koymaktadır.

BULGULAR

Araştırma bulguları, Karabağ ekonomik bölgesinde faaliyet gösteren işletmelerin çeşitlendirme süreçlerinde İslam etiğine dayalı yaklaşımın kurumsal karar alma mekanizmalarını daha dengeli ve sürdürülebilir bir yapıya dönüştürdüğünü göstermektedir. Nicel analiz sonuçları, özellikle istihdam, girişimcilik ve yatırım göstergelerinde dönemsel dalgalanmalarla birlikte yapısal bir dönüşüm sürecinin varlığına işaret etmektedir. Nitel veriler, etik ilkelerin stratejik yönetim süreçlerine entegrasyonunun kurumsal güven ve sosyal meşruiyet düzeyini artırdığını ortaya koymaktadır. Bulgular, kaynak dağılımı ve risk yönetimi süreçlerinde etik temelli modellerin daha etkin sonuçlar ürettiğini doğrulamaktadır. Genel değerlendirme, İslam etiği ilkelerinin çeşitlendirme stratejilerinde hem ekonomik etkinliği hem de sosyal uyumu destekleyen bütüncül bir etki oluşturduğunu göstermektedir.

TARTIŞMA

Karabağ ekonomik bölgesinde faaliyet gösteren işletmelerin çeşitlendirme stratejilerinin İslam etiği çerçevesinde oluşturulması, ekonomik rasyonalite ile sosyal adalet ilkeleri arasında işlevsel bir denge kurulmasına teorik ve pratik bir zemin sağlamaktadır. Yapılan analizler, etik değerlerin stratejik yönetim mekanizmalarına entegrasyonunun kurumsal kararların daha sürdürülebilir ve uzun vadeli sonuçlar üretmesine katkı sunduğunu göstermektedir. İslam etiği ilkelerinin uygulanması, risk yönetim süreçlerinde daha sorumlu bir yaklaşımın gelişmesini ve kaynak tahsisinde etkinliğin artmasını desteklemektedir. Ampirik bulgular, bölgenin post-çatışma ekonomik yapısında kapsayıcı kalkınma modelinin oluşturulmasında etik temelli yönetim anlayışının belirleyici bir rol oynadığını ortaya koymaktadır. Genel olarak sonuçlar, çeşitlendirme stratejilerinin yalnızca ekonomik boyutla değil, aynı zamanda etik ve sosyal boyutlarla birlikte ele alınmasının gerekli olduğunu doğrulamaktadır.

SONUÇ

Modern yönetim sistemi çerçevesinde, Karabağ ekonomik bölgesinde faaliyet gösteren şirketlerin çeşitlendirme stratejilerinin oluşturulmasında İslam etiğinin dikkate alınması; ekonomik kalkınmanın sürdürülebilirliği ile sosyal sorumluluğun sağlanması açısından önemli bir bilimsel ve pratik değer taşımaktadır. İslam etiği temelinde şekillenen adalet, şeffaflık, sorumluluk ve toplumsal refaha hizmet ilkeleri, işletme kararlarının alınmasında normatif bir zemin oluşturmakta ve stratejik yönetim süreçlerinin daha dengeli biçimde yürütülmesine katkı sağlamaktadır. Bu yaklaşım, çeşitlendirme stratejilerinde risklerin rasyonel biçimde değerlendirilmesini, kaynakların etkin dağılımını ve uzun vadeli sürdürülebilirliğin korunmasını desteklemektedir.

Modern yönetim sistemi kapsamında Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin geliştirilmesinde İslam etiğinin daha etkin uygulanabilmesi amacıyla aşağıdaki sonuçların dikkate alınması uygun olacaktır:

- Karabağ ekonomik bölgesinde faaliyet gösteren şirketlerin çeşitlendirme stratejilerine İslam etik ilkelerinin kurumsal düzeyde entegre edilmesi gerekmektedir.

- İşletme yönetim sistemlerinde helal ekonomik faaliyet standartlarının normatif bir temel olarak benimsenmesi önem taşımaktadır.
 - Kurumsal yönetimde şeffaflık ve hesap verebilirlik mekanizmalarının İslam etiği çerçevesinde güçlendirilmesi zorunludur.
 - Çeşitlendirme stratejilerinin oluşturulmasında sosyal adalet ve eşitlik ilkelerinin temel kriter olarak uygulanması gereklidir.
 - Şirketlerin yatırım kararlarında etik uygunluğun ve risk analizlerinin helal ekonomi prensiplerine göre değerlendirilmesi uygun olacaktır.
 - İslami finans araçlarının, özellikle faizsiz finans modellerinin, çeşitlendirme süreçlerine entegrasyonu öncelikli alanlardan biri olarak belirlenmelidir.
 - Kurumsal sosyal sorumluluk faaliyetlerinin İslam etik değerleri doğrultusunda sistematik hâle getirilmesi gerekmektedir.
 - İnsan kaynakları yönetiminde etik davranış kodlarının İslam ahlak ilkelerine uygun biçimde düzenlenmesi önem arz etmektedir.
 - Sürdürülebilir kalkınma stratejilerinin oluşturulmasında çevresel ve sosyal sorumluluğun İslam etiğiyle uyumlu hâle getirilmesi gereklidir.
- Modern yönetim sistemi çerçevesinde Karabağ ekonomik bölgesinde şirketlerin çeşitlendirme stratejilerinin geliştirilmesi amacıyla aşağıdaki önerilerin hayata geçirilmesi faydalı olacaktır:
- Karabağ ekonomik bölgesindeki şirketlerin çeşitlendirme politikalarının oluşturulmasında, İslam etiğinin adalet ve sorumluluk ilkelerine dayalı stratejik karar alma modelleri geliştirilmelidir.
 - Kurumsal yönetimde etik davranış standartlarını güçlendirmek amacıyla şeriata uygun iç denetim ve uyum mekanizmaları sistematik biçimde uygulanmalıdır.
 - Şirketlerin finansal çeşitlendirme süreçlerinde risklerin adil paylaşımını sağlayan faizsiz finans araçlarının kullanım alanı genişletilmelidir.
 - Çalışanların etik yetkinliklerini artırmak amacıyla İslam değerleri temelinde sürekli eğitim ve gelişim programları düzenlenmelidir.
 - Sosyal sorumluluk projelerinin etkinliğini artırmak için zekât ve vakıf mekanizmaları kurumsal stratejilere entegre edilmelidir.
 - Çevrenin korunması ve sürdürülebilir kalkınma ilkeleri, İslam etiği perspektifinde çeşitlendirme planlarının ayrılmaz bir unsuru hâline getirilmelidir.
 - Dijital dönüşüm süreçlerinde veri güvenilirliği ve şeffaflığını sağlayan etik yönetim yaklaşımları uygulanmalıdır.
 - Bölge içerisindeki şirketler arası iş birliklerinde güven ve adalet ilkelerine dayalı uzun vadeli ortaklık modelleri geliştirilmelidir.
 - Yenilikçi faaliyetlerin yürütülmesinde etik risklerin değerlendirilmesi amacıyla İslam hukukuna uygun metodolojik araçlar oluşturulmalıdır.
 - Devlet ile özel sektör arasındaki iş birliği çerçevesinde sosyal kapsayıcılığı ve ekonomik adaleti destekleyen etik odaklı kalkınma stratejileri teşvik edilmelidir.

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

Amelia Naim INDRAJAYA

IPMI Institute

amelia.naim@ipmi.ac.id

Orcid: 0000-0001-9021-902X

Liena PRAJOGI

Media Nusantara Citra University

liena.prajogi@mncu.ac.id

Orcid: 0009-0000-1169-8203

Lusita VEBRIANTI

IPMI Institute

lusita.vebrianti@ipmi.ac.id

Orcid: 0009-0002-7413-9964

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.

INTRODUCTION

Foreign bribery is defined under Article 16 of the United Nations Convention against Corruption (UNCAC) as the intentional promising, offering, or giving of an undue advantage to a foreign public official or an official of a public international organization, directly or indirectly, to influence their official actions in order to obtain or retain an improper commercial advantage. In an interconnected global economy, cross-border corruption acts as a major market disruptor. It penalizes ethical enterprises, inflates public procurement costs, and discourages high-quality Foreign Direct Investment (FDI) (Vlassis, 2017).

For Indonesia, the fight against foreign bribery has shifted from a theoretical compliance obligation to a pressing economic and diplomatic necessity. The government's ongoing campaign to join the Organisation for Economic Co-operation and Development (OECD) serves as a core catalyst for these governance upgrades. Adherence to the legally binding OECD Anti-Bribery Convention—which focuses heavily on the supply side of corruption by penalizing multinational entities that bribe foreign state actors—is a non-negotiable prerequisite for membership. Concurrently, Indonesia's performance in transparency indexes underscores the urgency of this transition; the nation's Corruption Perception Index (CPI) has stalled or shown vulnerabilities, flashing a clear warning signal to global markets regarding domestic and cross-border integrity risks.

Historically, anti-corruption interventions focus primarily on public sector transparency or localized law enforcement. However, international experience demonstrates that cross-border illicit flows cannot be tackled piecemeal or via state enforcement alone. It requires an active, interconnected ecosystem that bridges state regulators, civil society watchdogs, and the private sector. While civil society provides independent external oversight and social accountability, commercial enterprises control the supply side of international commerce. Consequently, this paper addresses three fundamental research questions:

1. What are the critical statutory and enforcement hurdles preventing Indonesia from effectively prosecuting and deterring foreign bribery under its existing anti-corruption framework?
2. How can civil society organizations leverage advanced open-source monitoring frameworks to act as independent oversight mechanisms for cross-border transactions?
3. What practical, operational toolkits can the private sector deploy to transition from passive compliance actors to active, self-enforcing partners in a multi-stakeholder integrity ecosystem?

By addressing these questions, this paper establishes a comprehensive framework linking high-level legislative alignment with practical corporate toolkits, mapping out a clear roadmap for Indonesia's transition toward an OECD-aligned anti-corruption regime.

METHODS

This study utilizes a qualitative multi-stakeholder evaluation conceptual framework, combining triangulation of doctrinal legal analysis with case-based synthesis of international corporate compliance architectures. The research design is structured into three primary investigative layers:

First, a systematic statutory review was conducted to compare Indonesia's primary anti-corruption statute (Law No. 31/1999 jo. Law No. 20/2001 on the Eradication of Criminal Acts of Corruption) against the mandatory baseline requirements of UNCAC Article 16 and Section XXII of the 2021 OECD Anti-Bribery Recommendation. This process targeted structural contradictions regarding extraterritorial jurisdiction and corporate criminal liability.

Second, the paper employs stakeholder mapping to trace the operational flow of anti-bribery governance across public watchdogs, civil society organizations (CSOs), and commercial networks. This includes reviewing civil society methodologies—specifically Open-Source Intelligence (OSINT) and Social Network Analysis (SNA)—used to trace transnational asset flows.

Third, the study integrates practical commercial frameworks extracted from corporate compliance models, including the Indonesian State-Owned Enterprise and private sector anti-bribery programs. These practical corporate toolkits were evaluated against global benchmarks, focusing on how micro- level business practices (such as vendor due diligence and zero-gift policies) operationalize macro- level policy requirements. The synthesized findings are structured to show how operational corporate controls can directly support state-level anti-corruption enforcement.

RESULTS AND DISCUSSION

Statutory Loopholes: The Legislative Gap in Extraterritorial Jurisdiction

The fundamental hurdle in Indonesia's anti-corruption architecture is a critical legislative vacuum regarding transnational jurisdictions. Under current domestic laws, specifically Law No. 31/1999 jo. Law No. 20/2001, the mandate of enforcement bodies like the Corruption Eradication Commission (KPK) is bound to offences involving domestic state officials (*penyelenggara negara*) and losses incurred by the Indonesian state treasury (*kerugian keuangan negara*).

This framework creates an absolute blind spot when an Indonesian enterprise or multinational operating within Indonesian borders engages in bribery targeting a foreign public official to secure an infrastructure contract or trade concession in another country. Because the recipient is not an Indonesian public servant and the immediate fiscal loss is not borne directly by the Indonesian treasury, the KPK and the Attorney General's Office lack the explicit statutory authority to prosecute the offense. This regulatory gap directly contradicts Article 16 of the UNCAC and leaves Indonesia exposed as a potential safe haven for outbound cross-border bribery (Sauni et.al, 20242). This legal vulnerability severely compromises Indonesia's ongoing

OECD accession process, which requires all signatories to actively enforce penalties against domestic entities that corrupt foreign public systems.

2.2 Civil Society as an Independent Monitoring Layer

Where statutory enforcement is limited by jurisdictional borders, civil society organizations (CSOs) serve as a vital cross-border monitoring layer. Modern anti-corruption research underscores that CSOs, such as Indonesia Corruption Watch (ICW), are key to maintaining pressure on enforcement frameworks through independent data collection and public oversight.

CSOs utilize sophisticated digital monitoring toolkits to bridge gaps across jurisdictions. By leveraging Open-Source Intelligence (OSINT)—including corporate registries, beneficial ownership databases, and public procurement records, CSOs trace complex asset flows and identify shell companies. Social Network Analysis (SNA) allows watchdogs to map covert linkages between corporate executives, intermediaries, and politically exposed people (PEPs) across international borders. These independent investigations frequently generate the necessary public visibility and preliminary evidence to trigger formal Mutual Legal Assistance (MLA) requests and inter-agency investigations, turning civil society into an active partner in cross-border enforcement.

The Private Sector as an Operational Partner: "The Integrity Premium"

While legislative updates and civil society oversight provide the macro-structural conditions for integrity, the private sector represents the frontline defense against foreign bribery. Rather than viewing anti-corruption measures as a compliance cost, forward-thinking enterprises are re-framing compliance as a distinct commercial advantage, a concept known as "The Integrity Premium."

In international commerce, multinational corporations (MNCs) operating under strict, extraterritorial statutes like the U.S. Foreign Corrupt Practices Act (FCPA) or the UK Bribery Act face severe criminal penalties for supply-chain corruption. Consequently, these global buyers actively seek out local partners who can prove they are entirely "Audit-Ready." Indonesian companies that establish verified, zero-tolerance anti-bribery systems position themselves as low-risk partners for premium multinational contracts. In this context, achieving certification under ISO 37001: Anti-Bribery Management Systems (SMAP) shifts from a passive administrative exercise to an active marketing toolkit and an essential operational passport for participating in high-value international tenders.

To move beyond policy statements, companies must embed integrity directly into their day-to-day commercial operations. This is achieved via two operational mechanisms:

- **Vendor Integrity Due Diligence (VIDD):** Cross-border bribery frequently occurs through third-party intermediaries, agents, or customs brokers. Implementing rigid VIDD frameworks ensures that vendors are selected based on technical merit and transparent cost structures, rather than their ability to facilitate improper payments. Screening vendors protect the primary corporation from vicarious liability while improving procurement efficiency.

- **Explicit Transparency Clauses:** Every commercial agreement and vendor contract must contain clear, legally binding anti-corruption clauses with severe financial and termination penalties for non-compliance. These clauses provide field personnel with clear commercial backing to reject illicit solicitations from foreign or domestic intermediaries, establishing an enforceable corporate mandate across the supply chain.

2.4 The Commercial Transparency Matrix

To institutionalize ethical standards across day-to-day transaction points, enterprises can deploy a Commercial Transparency Matrix. This operational tool translates high-level anti-corruption principles into clear, unyielding corporate rules for field personnel and sales teams, targeting areas highly vulnerable to illicit requests.

Table-1: Commercial Transparency Matrix

Core Component	Actionable Commercial Control	Competitive Advantage & Impact
Commercial Pricing	Implement fixed, fully transparent pricing structures managed through centralized, unalterable e-procurement portals.	Eliminate unauthorized "under-the-table" discounts, kickbacks, or off-book financial reserves used to fund illicit payments.
Gifts & Corporate Hospitality	Enforce a strict, comprehensive "Zero- Gift Policy" applicable to all corporate levels, supported by an open, auditable public registry for all unavoidable hospitality exchanges.	Protect operational staff from targeted bribery solicitations masked as customary business practices, building a highly professional market reputation.
Sales Staff Incentives	Restructure performance bonuses based on a "Quality of Sales" matrix that factors in compliance reviews, rather than evaluating sales volumes alone.	Reduces internal pressure on sales personnel to utilize corrupt practices or intermediaries to hit aggressive commercial targets.

2.5 Collective Action and ESG Integration

Individual corporate action is rarely sufficient in markets where corrupt practices are deeply entrenched; individual clean actors' risk being squeezed out by dishonest competitors. Therefore, private sector integrity requires a shift toward Collective Action. By forming industry-wide pacts—particularly within high-risk infrastructure, logistics, and extractives sectors—competing firms can collectively sign binding integrity covenants. When entire industrial sectors collectively refuse to facilitate bribery, market competition shifts away from political influence and centers on product innovation, pricing, and operational efficiency. Furthermore, these coalitions must be anchored by credible, independent Whistleblowing Systems that protect reporting persons in accordance with Section XXII of the 2021 OECD Recommendation, serving as an early-warning radar against corporate malfeasance.

This collective integrity model ties directly into modern Environmental, Social, and Governance (ESG) investment architectures. Institutional investors increasingly treat

governance failures and cross-border bribery exposure as high-risk liabilities that can destabilize corporate assets. By actively integrating comprehensive anti-corruption mechanisms into formalized ESG Reporting frameworks, clean Indonesian companies can access preferential global capital pools, such as Green Financing and sustainability-linked loans. These financial instruments offer lower interest rates to businesses with lower risk profiles, demonstrating that robust corporate integrity yields tangible, bottom-line financial rewards.

CONCLUSION

Indonesia's path toward a transparent market economy and formal OECD accession requires bridging high-level international treaties with practical corporate practices. Relying strictly on state enforcement cannot eliminate cross-border corruption; instead, success depends on building an integrated, multi-stakeholder ecosystem where public laws, civil society monitoring, and private sector commercial incentives work in unison.

The private sector's transition from a passive target of anti-corruption regulation to an active compliance partner represents a major shift in business governance. When enterprises recognize that integrity yields a tangible "Integrity Premium," reduces supply chain risks through structured due diligence, and lowers the cost of capital via ESG-linked Green Financing, compliance transforms from a regulatory burden into a core strategic driver.

To operationalize these insights, this paper provides three specific recommendations:

RECOMMENDATION 1: ENACT STATUTORY AMENDMENTS FOR TRANSNATIONAL JURISDICTION

The Indonesian House of Representatives (DPR) and the executive branch must prioritize amending Law No. 31/1999 jo. Law No. 20/2001 to fully incorporate Article 16 of the UNCAC. This statutory update must explicitly criminalize the bribery of foreign public officials and officials of public international organizations by domestic individuals and corporate entities. The law must establish clear extraterritorial jurisdiction, decoupling the offense from the requirement of direct losses to the domestic state treasury, thereby sealing the enforcement gap required for OECD accession.

RECOMMENDATION 2: INSTITUTIONALIZE CORPORATE INTEGRITY FRAMEWORKS VIA VIDD AND ISO 37001

The Ministry of State-Owned Enterprises (BUMN) and domestic business chambers (such as KADIN and ICC Indonesia) should mandate the roll-out of the operational corporate toolkit across the private sector. This includes requiring all tier-1 contractors to pass Vendor Integrity Due Diligence (VIDD) protocols, implement the Commercial Transparency Matrix, and obtain ISO 37001 (SMAP) certifications. Regulators should incentivize these integrations by designating certified firms as preferred, low-risk bidders in major state procurement tenders.

RECOMMENDATION 3: ESTABLISH A MULTI-STAKEHOLDER ANTI-BRIBERY TASKFORCE

A formal Public-Private-Civil Society Taskforce should be institutionalized, linking the KPK (Corruption Eradication Commission), PPATK, Indonesian Financial Transaction Reports and Analysis Center business integrity commissions, and accredited CSO (Civil Society Organizations). This taskforce will coordinate cross-border integrity pacts, co-design secure whistleblower infrastructure aligned with OECD standards, and leverage civil society OSINT data to proactively flag supply chain vulnerabilities before they develop into systemic cross-border bribery cases.

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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

Assistant Professor, College of Vocational Studies
University of Delhi
aakanksha@cvs.du.ac.in
Orcid: 0000-0002-0086-2183

Dr. Navodita Chaudhary

Assistant Professor, College of Vocational Studies
University of Delhi
navodita2803@gmail.com
Orcid: 0009-0007-1671-9588

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

1. CHAPTER - INTRODUCTION

The interaction of a customer with the food delivery apps often begins with the bad quality of services provided. In situations like delayed deliveries, incorrect orders, items missing from the order or refunds related concerns, these chatbots become the first point of contact between the food delivery apps and its customers. Consequently, the quality of these interactions plays a crucial role in shaping the perception of the customers. The online food delivery platforms in India, particularly in Delhi NCR. Therefore, to manage these unlimited interactions, apps like Zomato and Swiggy have incorporated the AI chatbots for efficient management of their services. These automated systems are used to facilitate a wide range of activities like order tracking, refund initiation, handling customer grievances and assisting in making payments. With millions of orders and complaints being processed every day, these chatbots provide a cost-effective way to resolve customer grievances and maintain the service continuity across the users of the apps.

Although, these chatbots have provided with the excellent and effective solution to handle the customer queries, the major question still withholds of customer satisfaction. Chatbots are really effective when it comes to handling simple queries but when it came to handling complex issues, where the customers may expect empathy and personalised response, they were ineffective. This negatively impacted the perception of the customer in the long-term evaluation of the quality of the service provided by the platforms.

Another challenge faced by the chatbots was the linguistic diversity within the customers of Delhi-NCR. Consequently, chatbots may face difficulties in interpreting the customer queries which would also impact the consumer perception and satisfaction levels. Simultaneously, rising concerns regarding the data privacy influence the trust of the customers, credibility of the apps and the customer's willingness to engage with these digital services especially during the service failures.

The present study examines the emerging challenges and the determinants of the customer satisfaction and trust of the customers in the interactions of the AI chatbots within the online food industry. This study further investigates the influence of multiple chatbot related dimensions on customer perceptions and experiences using the Technology Acceptance Model (TAM), SERVQUAL framework and AI trust theory. Beyond identifying the challenges of these chatbot interactions the study also highlights on the attributes contributing significantly to the positive customer experiences providing theoretical and practical insights to support more effective and customer-oriented services through these chatbots.

2. CHAPTER - LITERATURE REVIEW

Over the past decade, the researches regarding AI customer service chatbots has grown significantly, however, most of it has yet to catch up to the actual deployments of these technologies. This study attempts to identify the works most relevant to the research questions so as not to become overwhelmed by less relevant studies.

2.1 Artificial Intelligence and Conversational Commerce

According to Dale (2016), natural language processing had reached a point where chatbots could be considered more than just a neat trick. His study predicted that these types of interactive systems would dramatically impact the way that we communicate digitally, and looking back, his prediction has been fulfilled and possibly exceeded the expectations. Based upon the earlier work of Adamopoulou and Moussiades (2020), examined the evolution of chatbots from basic scripted-response systems to intelligent, adaptive machines that facilitate adaptive conversations through learning, Sidlauskiene et al. (2023) have advanced this concept by describing chatbots as crucial components of an emerging field known as “conversational commerce.” In addition to providing answers to questions about products, chatbots greatly influence consumers’ purchasing decisions.

2.2 AI Chatbots and Customer Service Efficiency

Chatbots are now proving that they are efficient. For instance, Xu et al. (2017) demonstrated how these systems can reduce the time taken by human agents to answer questions significantly and that efficiency is a major consideration when using chatbots on a large scale. Uzoka et al. (2024) documented the chatbots' strength of being available 24 hours a day without reducing quality compared to human agents. All studies have identified a potential weakness of chatbots there will always be non-chatbot related requests that the chatbots cannot handle. As a result, manual clarification may require more time than expected which ultimately results in customer dissatisfaction. Therefore, while in the banking industry a delay in customer service due to difficulties experienced by the chatbots will not have much of an impact on the customer, in food delivery a question must be answered quickly and delicately.

2.3 Customer Satisfaction and Chatbot Performance

According to Ashfaq et al. (2020), customer satisfaction with chatbots is determined mostly by the usefulness or effectiveness of the communications in solving an individual's problems. If a person has his or her problem solved, he or she is happy and will return for additional assistance. Conversely, McLean and Osei-Frimpong (2019) state that users will not hesitate to criticize chatbots due to ineffective (unclear and irrelevant) communications. People do not like using a chatbot that provides scripted responses. Kasilingam (2020) emphasizes that customers typically do not feel strongly about interacting with a bot until they have a negative experience, at which point they will become frustrated with the chatbot for not resolving their issue. As a general rule, customers will experience frustration with the service they received, as well as with the speed and convenience of accessing the chat service, regardless of how quickly or conveniently they were able to access the chat service, if the chatbot was unable to assist them successfully.

2.4 Contextual Understanding and Communication Challenges

Concerns have been raised by Caldarini et al. (2022) with regard to the large discrepancy that exists between the capabilities of chatbots and their real-world application. Their study found that there are numerous situations (such as ambiguity, inconsistency of context, or complexity of language) in which the bot will fail; in addition, when an interaction or conversation creates an extremely strong emotional attachment or deviates from the initial expectations for the

interaction, the bot has even greater difficulty completing the task at hand. Similarly, Gao et al. (2019) provide a technical view of how, currently, nearly all conversational AI systems are designed to only support a limited number of well-defined types of conversational interactions. Furthermore, the unique dialects of the Delhi-NCR area pose a further challenge in that, due to the diverse usage of Hindi, English, Hinglish and local dialects, there are numerous difficulties in using any one of the many possible NLP systems which could be deployed to meet the different types of users in this area. Therefore, a systemic challenge to the way contextual understanding will be represented in our data will exist.

2.5 Grievance Redressal and Consumer Trust

According to Luo et al. (2019), there are three basic foundations on which Consumer Trust in automated systems is based: Competence, Transparency, and Reliability. When a chatbot displays any of these attributes, it develops incrementally more trust; however, if a chatbot does not (e.g., with something as important as a complaint resolution), then it can destroy trust very quickly. Rai et al. (2019) also offer insight that directly relates to these issues; namely, consumers do not simply trust an AI Agent because it has displayed the Pillar of Trust, they trust in what platform they are using (e.g., Zomato or Swiggy) to provide them with an AI agent that possesses those attributes. Users will develop distrust for the platform in addition to the AI Agent when a chatbot does a poor job of responding to a grievance. In summary, Grievance Redressal is an area with extraordinary emphasis. This is where a user has the highest risk of losing faith in an AI Agent and where the limitations of the bot are on full display.

2.6 Ethical Concerns, Privacy, and Algorithmic Transparency

Dwivedi et al. (2021), ethical governance should be treated as a core element of operating with AI instead of being seen merely as something to regulate after the fact. One aspect of ethical governance is the amount of algorithmic transparency (understanding how and why algorithms/two systems make decisions) expected by users, which is being used by users to hold these platforms accountable for the decisions they make on their behalf. Wirtz and colleagues (2021) argue that these expectations can be described as Corporate Digital Responsibility and that companies that use AI-based customer facing interfaces have an ethical responsibility to provide algorithmic transparency in addition to their legal obligations. Verma and colleagues (2021) provide an example of this with the use of personalisation which many companies promote as providing value to users when, to most, it is viewed as an intrusion as users are often unsure/doubtful about what type of data is being used to deliver personalisation and may fear it is being tracked without their consent. In use case scenarios around food delivery and tracking, since delivery and tracking is a lengthy and detailed process, ethical issues, such as privacy, have moved from being viewed as niche issues (e.g., small subset of consumers) to being viewed as mainstream issues (e.g., large subset of consumers).

2.7 Emotional Intelligence and Human-Centric AI

According to Araujo (2018), relatively minor changes such as altering the tone of voice to be friendlier, using more conversational phrasing and providing an acknowledgement of the user's situation prior to providing solutions will result in a notable increase in the user's perception of their experience while using a chatbot. The conclusion here is that chatbot emotional intelligence is mainly a design issue rather than a technical one, which makes it much easier to solve than the complex NLP issues (natural language processing) associated with contextually understanding conversations. According to Følstad and Brandtzaeg (2017), emotional adaptability will be the key to the future success of chatbots. This simply means that chatbots need to be able to determine the emotional tone of the conversation and then alter their responses accordingly and, as an example, in the food delivery sector, a customer that is frustrated by having received an incorrect order or package will have a strong expectation for the chatbot that they are speaking to communicate a degree of empathy with them prior to being provided any resolution or solution. It is possible to argue that this ability of a chatbot to deliver an emotional response will be the single most significant contributor to a positive outcome from a chatbot interaction as opposed to a failure that drives the customer away from purchasing from that particular company.

3. CHAPTER – RESEARCH GAP

The gaps in the existing body of literature were a major influence on the design of this study. Firstly, the most obvious gap is that the context of the chatbot and the food delivery industry has almost been entirely neglected in research. However, it's strange that the chatbot industry should have been overlooked. This is likely due to the volume of interactions. Chatbots are thus more heavily used within the food delivery industry than they are in banking, retail, or general e-commerce. All three sectors have different service delivery methods. Secondly, when studying Chatbot issues researchers tend to focus on examining the independent variables, i.e., Chatbot Efficiency, Contextual Understanding, Grievance Redressal, Ethical Concerns, and Emotional Intelligence rather than observing how each interacts with other factors all falling under one inverted triangle structure. Clearly, these variables cannot be treated as independent variables; rather that a user who has had a difficult experience with a Grievance Redressal would evaluate Ethical Concerns and Emotional Intelligence differently than a user who has just been able to successfully resolve a last interaction. As such, combining all five variables provides researchers with the opportunity to study the difficulties experienced by users and help them assist users with resolving similar difficulties. Lastly, little research has been conducted in India regarding chatbots and their use. Most studies use a population from Western nations. The problem with this approach is three fold; one, linguistic homogeneity and two, varying degrees of digital literacy level, and three; different service expectations in comparison to the average Western nation. Specifically, and to exclude all large population bases within India, is the Delhi-NCR area. There have been no studies to date that have been completed examining this population base using the 5 independent variables stated above.

This study tries to address all three of these gaps simultaneously: a food delivery focus, an integrated multi-variable framework, and a Delhi-NCR sample.

4. CHAPTER - CONCEPTUAL FRAMEWORK

This study utilizes three different theoretical frameworks in order to investigate how users perceive and engage with AI-enabled systems. As a foundation for evaluating the perceived usefulness and ease of use of AI-enabled systems from the user's perspective, the study builds off of the Technology Acceptance Model (TAM).

From there, the second theoretical framework implemented in this study is called S.E.R.V.Q.U.A.L., which evaluates service quality across various dimensions (i.e., responsiveness, reliability, and assurance) in relation to customer satisfaction.

Lastly, the study incorporates AI Trust Theory to include the ethical and transparency dimensions that are becoming increasingly relevant for user interaction with automated service agents. Using these three theoretical frameworks, there are six chatbot-side variables: Chatbot Efficiency, Responsiveness, Contextual Understanding, Grievance Redressal, Ethical Concerns, and Emotional Intelligence — that are expected to impact four customer-side outcomes: Customer Satisfaction, Consumer Trust, platform loyalty, and customer engagement. In addition, the proposed framework does not assume all relationships between chatbot-side variables and customer-side outcomes to be positive. In contrast, Ethical Concerns and Contextual Understanding deficiencies are anticipated to negatively impact both Customer Satisfaction and Consumer Trust.

5. CHAPTER - OBJECTIVES OF THE STUDY

- To assess the real impact of AI chatbot systems for Swiggy and Zomato's customers in the Delhi-NCR region.
- To identify the most common technology-related and operational challenges related to chatbot interactions.
- To evaluate the effect of chatbot performance on customer satisfaction and consumer trust.
- To identify the effect of ethical issues (data privacy and algorithmic transparency) on users' perceptions of chatbot systems.
- To provide recommendations for improving the design and governance of chatbot systems to increase overall effectiveness and user trust.

6. CHAPTER - HYPOTHESES

H1: The efficiency and responsiveness of AI chatbots positively and significantly affect the level of customer satisfaction experienced by users of food delivery applications in the Delhi-NCR region.

H2: Deficiencies in contextual understanding by AI chatbot systems negatively and significantly impact customer experience when using online food delivery platforms.

H3: Ineffective grievance redressal mechanisms significantly and negatively influence consumer trust and platform loyalty.

H4: Ethical concerns regarding data privacy, transparency, and algorithmic accountability significantly and negatively affect perceived chatbot reliability.

H5: Human-centric and emotionally intelligent chatbot systems significantly and positively influence customer engagement and continued usage intention.

7. CHAPTER - RESEARCH METHODOLOGY

7.1 Research Design

The present research uses a descriptive, analytical and quantitative research design to study the perceptions of the customer regarding AI chatbots within online food delivery apps. The study is based on a cross-sectional design for which the data were collected from respondents at a single point in time.

7.2 Sources of Data

The data was collected through primary source using a structured questionnaire which was circulated among the active users for Zomato and Swiggy in Delhi-NCR. While the secondary data was obtained through Scopus-indexed journals, research papers, conference proceedings, books and relevant scholarly articles about Artificial Intelligence, chatbots, and customer service.

7.3 Sample Size and Sampling Technique

The data of 300 people were selected through purposive sampling technique. The sample were the active users of Swiggy and Zomato from Delhi, Gurugram, Noida, Ghaziabad, Faridabad and Greater Noida.

7.4 Questionnaire Design and Measurement Scale

The questionnaire was divided into two parts:

Section A focused on the demographic information (gender, age, education, job, how often they used the app, and their favourite platform).

Section B measured the key constructs of the study using a five-point scale (ranging from strongly disagree to strongly agree) assessing variables such as chatbot efficiency, responsiveness, contextual understanding, grievance redressal, ethical concerns, emotional intelligence, customer satisfaction, and consumer trust.

8. CHAPTER - DATA ANALYSIS AND INTERPRETATION

To calculate descriptive statistics, multiple regression, correlation and hypothesis testing, SPSS Version 29 was used.

8.1 Reliability Analysis

The reliability for each construct was tested using Cronbach's Alpha which is represented in Table 1.

Table-1: Reliability Analysis

Construct	Cronbach's Alpha
Chatbot Efficiency	0.842
Customer Satisfaction	0.876
Consumer Trust	0.853
Ethical Concerns	0.817
Emotional Intelligence	0.889
Overall Scale	0.867

The overall Cronbach's Alpha value of 0.867 demonstrated a highly reliable and consistent scale of measurement for further analysis.

8.2 Statistical Analysis

8.2.1 Demographic Profile of Respondents

Table-2: Gender-Wise Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	162	54.0
Female	138	46.0
Total	300	100.0

The analysis of the demographics shows a fairly equal number of men to women who took part in the study (54% were male versus 46% were female), which indicates that there is a good mixture of people using AI chatbots throughout the demographics located in Delhi-NCR.

Table-3:Age-Wise Distribution of Respondents

Age Group	Frequency	Percentage (%)
18–25 Years	102	34.0
26–35 Years	118	39.3
36–45 Years	52	17.3
Above 45 Years	28	9.4
Total	300	100.0

It is clear that most of the respondents are 26–35 years old (39.3%); and the second biggest age group was 18–25 years old (34%), which means young, active professionals are the primary users of food delivery applications within Delhi-NCR.

Table-4:Location-Wise Distribution of Respondents

Location	Frequency	Percentage (%)
Delhi	108	36.0
Gurugram	54	18.0
Noida	48	16.0
Ghaziabad	38	12.7
Faridabad	32	10.7
Greater Noida	20	6.6
Total	300	100.0

There are also very good levels of representation of respondents from all three major areas of Delhi-NCR, with Delhi producing the highest percentage of survey participants (36%), followed by Gurugram (18%) and Noida (16%) — showing that the responses were representative of all three jurisdictions in the overall NCT of Delhi.

8.3 Descriptive Analysis

Table-5: Descriptive Statistics of Major Variables

Variable	Mean	Std. Deviation
Chatbot Efficiency	4.120	0.720
Responsiveness	4.050	0.810
Contextual Understanding	3.210	0.940
Grievance Redressal	3.080	0.970
Ethical Concerns	4.180	0.760
Emotional Intelligence	2.890	0.880
Customer Satisfaction	3.860	0.790
Consumer Trust	3.570	0.850

Respondents show a generally positive perception about AI Chatbots since their ratings for efficiency and responsiveness both exceed the mean rating of 4.0 (mean score). There was also dissatisfaction found with chatbots' capability of managing complicated situations and handling emotional interactions, indicated by mean scores of Contextual Understanding (M=3.21), Grievance Redressal (M=3.08), and Emotional Intelligence (M=2.89). However, because users are becoming more aware of issues concerning privacy, transparency, and security concerns; the mean score for Ethical Concerns (M=4.18) shows a high level of awareness.

8.4 Correlation Analysis

Table-6: Correlation Matrix

Variables	Customer Satisfaction (CS)	Consumer Trust (CT)
Chatbot Efficiency	0.742**	0.621**
Responsiveness	0.711**	0.603**
Contextual Understanding	0.678**	0.648**
Grievance Redressal	0.694**	0.701**
Ethical Concerns	-0.512**	-0.648**
Emotional Intelligence	0.768**	0.702**

** $p < 0.01$

The effectiveness of the chatbot has a significant positive correlation with customer satisfaction ($r = 0.742$) and grievance redressal effectiveness has a significant positive relationship with consumer trust ($r = 0.701$). Ethical issues also have a negative correlation to customer satisfaction ($r = -0.512$) and consumer trust ($r = -0.648$). Consequently, it can be stated that privacy and transparency issues affect how customers perceive your business negatively.

8.5 Regression Analysis and Hypothesis Testing

Table-7: Summary of Regression Results And Hypothesis Testing

Hyp.	Predictor	Beta (β)	t-value	Sig.	Result
H1	Chatbot Efficiency → Customer Satisfaction	0.452	7.860	0.000	Accepted
	Responsiveness → Customer Satisfaction	0.394	6.720	0.000	Accepted
H2	Contextual Understanding Deficiency → Customer Experience	-0.437	-7.110	0.000	Accepted
H3	Grievance Redressal Effectiveness → Consumer Trust	0.486	8.020	0.000	Accepted
H4	Data Privacy Concerns → Chatbot Reliability	-0.472	-7.580	0.000	Accepted
	Transparency Concerns → Chatbot Reliability	-0.401	-6.630	0.000	Accepted
H5	Emotional Intelligence → Customer Engagement	0.523	8.310	0.000	Accepted

According to the regression results, there was evidence that all five hypotheses were accepted at $p < 0.01$. Chatbot efficiency ($\beta=0.452$) and responsiveness ($\beta=0.394$) account for 61% of the variance in customer satisfaction ($R^2=0.610$). Deficiencies in contextual understanding reduce customer experience ($\beta=-0.437$), while providing effective grievance resolution increases consumer trust ($\beta=0.486$). Ethical issues such as data privacy ($\beta=-0.472$) and transparency ($\beta=-0.401$) lead to a decrease in customers' perceived reliability of chatbots. Emotional intelligence has the greatest predictive ability regarding customer engagement ($\beta=0.523$).

8.6 Major Findings

Key findings of Study:

- Respondents Expressed Satisfaction with Chatbots in Food Delivery Apps in Delhi-NCR
- Customers Appreciate Quick, 24/7 Availability of Chatbot for Routine Tasks Like Order Tracking or Payment Help.
- Contextual Understanding Limits Most Current Chatbot Systems; Customers Often Have Difficulty Resolving Complex Complaints via Chatbot Interface.
- Resolution Effectiveness of Complaints Impacts Consumer Trust and Loyalty to Platform.
- Customers Have Negative Views About Reliability of Chatbots Because of Privacy, Transparency, and Accountability Concerns.
- Customers Prefer Chatbot Systems That Provide Emotional Intelligence by Understanding Frustration, Urgency, and Individual Requirements.

- Customers Still Need Human Intervention to Resolve Complex Complaints, Even Though AI Technology Technologies Have Advanced Significantly.
- Hybrid Model of Human and AI Customer Support is Most Recommended for Food Delivery Platforms in Delhi-NCR.

8.7 Managerial Implications

The findings from this study have numerous implications for food delivery platforms, AI developers, customer service managers, and policymakers. Food delivery platforms need to keep investing in AI technologies that enable fast responses, provide real-time updates about orders, and give instant help to customers; the efficiency and responsiveness of chatbot systems increase customer satisfaction. Organizations should also be seeking to develop advanced natural language processing (NLP) technologies to understand complex customer issues,

understand multi-language forms of communication, and identify contextual differences due to the linguistically diverse population in Delhi-NCR. They also should establish seamless escalation methods for customers to connect with human customer service agents when chatbots do not provide satisfactory resolutions to their problems. The use of hybrid models integrating AI efficiency with human judgment could greatly enhance the results achieved by customer service operations.

Lastly, organizations should implement and communicate transparent governance for AI use and the collection, processing and protection of customer data because the number of consumers who are concerned about privacy is a major factor affecting consumer trust in a company and the company's ability to build a solid reputation in the market place.

In the future, all chatbot applications should also be able to use sentiment analysis, emotion recognition, and personalized communication strategies in order to create truly humanistic AI systems that show empathy and understand the context of communication. This will result in creating long-term loyalty to food delivery platforms.

9. CHAPTER - CONCLUSION

The rise of Artificial Intelligence has dramatically changed how business is done worldwide; it is particularly true for digital transformation and artificial intelligence has become an essential part of customer service functions in many industries. Specifically with regard to artificial intelligence chatbots as key components of many companies' business model implementations, AI chatbots have been shown to impact customer service satisfaction and customer trust in the food delivery industry in the Delhi-NCR area. Research findings show that customers experience improved satisfaction when interacting with AI chatbots because of faster response times, easier access to service and improved response/communication time. In contrast, due to poor context understanding by AI chatbots, inadequate grievance incident resolution processes, and insufficient emotional intelligence, customers experience less overall satisfaction using these types of systems. Additionally, ethical concerns such as data privacy, transparency, and algorithmic accountability lead customers to be hesitant about trusting these systems. The

author suggests that while the implementation of AI chatbots provides a positive contribution to a company's operational effectiveness, companies will need to ensure that they provide equal or greater amounts of human interaction with technology than they do through machine-based interactions if they hope to achieve continued growth and success. Additionally, future generations of customer service technology will require more complex AI technologies with more effective conversational processing capabilities, emotional intelligence capabilities, multilingual communication support, and human incident resolution methodologies and processes. Using the aforementioned technologies, companies will create better customer satisfaction, increase customer trust and improve the potential for long-term competitive advantage as they continue to transition to an all-digital service landscape.

9.1 Limitations of the Study

- Because the study is geographically limited to Delhi-NCR, the results may not be applicable to other geographic areas.
- The study looks specifically at users of both Swiggy and Zomato food delivery services; other companies who also offer similar services were excluded.
- The researchers only used cross-sectional design so they did not examine how customer perceptions changed or evolved over time.
- Because the study used only self-reported data, there is the potential for bias in this data due to some respondents wanting to give favourable responses.
- The study was limited to understanding only customers' perceptions; and did not consider other stakeholders who have a connection to using Swiggy or Zomato, such as platform managers, delivery partners or software developers.

9.2 Future Scope of the Study

Future research could look into various additional regions besides the metropolitan and non-metropolitan regions of India. Comparative studies will compare the effectiveness of chatbots in different industries (e.g. banking, healthcare, retail, and food delivery) and their impact on customer satisfaction and trust and loyalty. Researchers can track changes in customer perception as technology evolves through longitudinal research designs. Finally, Structural Equations Modelling to test the relationships between chatbot effectiveness, customer satisfaction, trust, and loyalty, may be used in future research. Finally, future researchers will be able to examine the impact of generative and large language models on improving customer experiences in food delivery.

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İkinci Karabağ Savaşı Sonrası İşgalden Kurtarılan Topraklarda Şehirlerin Yeniden İnşası

Assoc.Prof.Dr. Murteza HASANOĞLU

Acedemy of Public Administration under the President of the Republic of Azerbaijan

m_hasanoglu@yahoo.com.t

Orcid: 0000-0003-3734-4045

Research Assistant Ali TAGHIYEV

Azerbaijan National Academy of Sciences Institute of History, Archaeology and Ethnography

alitaghiyev29@gmail.com

Orcid: 0000-0001-5374-1281

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.

Giriş

İkinci Karabağ Savaşı'ndan sonra Azerbaycan Devleti uluslararası tanınmış sınırları içerisinde kontrolü yeniden sağlamış ve sadece bölgesel jeopolitiği değiştirmekle kalmamış, aynı zamanda modern dünya tarihinin en sistematik kentsel yenileme süreçlerinden birini başlatmıştır. İşgal dönemi boyunca hayalet şehirlere dönüşen, altyapısı tamamen çökmüş ve kültürel mirası ciddi zarar görmüş bu topraklar, bugün Büyük Qayıdış stratejisi kapsamında büyük bir inşaat alanına dönüşmüştür. Çalışmanın temelini oluşturan ve yanıtlanması gereken soru, tamamen yıkılmış ve geniş alanlara yayılmış mayın tarlalarıyla çevrili bir coğrafyada, can güvenliği ile eş zamanlı olarak sürdürülebilir bir kentsel modelin nasıl inşa edilebileceğidir. Bu bağlamda harabe haline gelmiş şehirlerin enkaz kaldırma süreçlerinden itibaren Akıllı Şehir ve Akıllı Köy konseptleri ile bu toprakların yalnızca fiziksel dokusunun değil, aynı zamanda teknolojik ve ekolojik olarak da bölgenin en ileri noktası haline getirilmesi amaçlanmaktadır. Çalışmanın bir diğer önemli noktası ise planlanan bu kentlerin sosyolojik altyapısıdır. Yaklaşık otuz sene bu topraklardan uzakta yaşayan insanların, akıllı kent yaşamına uyum sağlaması büyük önem arz etmektedir. Özellikle Zengilan'da gerçekleşen ilk akıllı köy uygulamaları, tarımda otomasyon ve yenilenebilir enerji kullanımı gibi unsurlar, ana topraklarına geri dönüş yapan bireyler için sunduğu olumlu yönleriyle dikkat çekmektedir. Sonuç itibarıyla, İkinci Karabağ Savaşı sonrası yürütülen imar faaliyetleri, post-çatışma dönemlerindeki yeniden yapılanma senaryoları için sosyo-kültürel ölçekte bir deneysel nitelik taşımaktadır. Çalışma boyunca sosyal ve ekonomik sorular, Azerbaycan'ın ulusal kalkınma modelinin dayanıklılığını ve vizyonunu test etmektedir. Haritadan silinmiş şehirlerin modern metropollere dönüşmesi ve bu süreçte karşılaşılan finansal, lojistik ve güvenlik zorlukları, sadece bir ülkenin imar hamlesi değil, aynı zamanda yıkımın ardından gelen bir medeniyet ihyasının somut misali olarak literatürdeki yerini almaktadır.

1.AKILLI ŞEHİR YÖNETİMİ VE YEŞİL ENERJİ PROJESİ

Akıllı şehir yönetimi, bilgi ve iletişim teknolojileri vasıtasıyla gelişmektedir. Ayrıca bu şehir modeli, nesnelerin internet kullanımıyla kaynakların taranması ve varlıkların etkin biçimde yönetilmesi için faydalı bilgiler sağlayan kentsel gelişim modelidir. Eko-şehir olarak da bilinen akıllı şehir, kentsel hizmetlerin kalitesini iyileştirmeyi, verimlilik kapsamında, boşa sarf edilen zamanın önüne geçerek verimliliği artırmayı hedeflemekte ve hizmet yönünden maliyeti düşürmektedir. En önemlisi de şehrin enerji kaynağına olan talebi, bu yeni yönetimle karşılanması yaşam standartları için daha uyumludur.

Bir diğer konuya Akıllı şehir yönetim stratejisidir. Akıllı şehir stratejisi sistematik bir süreçtir. Her şehrin kendine özgü özellikleri, öncelikleri ve kaynakları vardır. Şehir stratejisi, teknolojik yenilik ile toplumun sosyal, ekonomik ve çevresel ihtiyaçlar arasında bir denge kurmayı amaç edinmiştir. Sensörlerin ve iletişim sistemlerinin, izleme makinelerinin, otomasyonun ve veri analizinin ortaya çıkışı, akıllı şehirlerin gelişiminde önemli rol oynamaktadır. Akıllı şehirler için dijital dönüşüm stratejisinin esas amacı, teknoloji ve verilerin kullanımı yoluyla bireylerin refahını artırmak, sürdürülebilirliği iyileştirmek ve kaynak yönetiminin verimliliğini artırmaktır. Akıllı şehirlerde, Nesnelerin İnterneti (IoT), daha iyi kaynak yönetimine, atıkların azalmasına, maliyetlerin düşmesine ve verimliliğin artmasına yol açar. Bilgiye erişim ve topluluk yenilemesine katılım, sakinlerin günlük yaşamlarını kolaylaştırır. Sürdürülebilirliğin iyileştirilmesi, topluluk direncini artırır ve küresel ısınmanın

etkisini azaltır. Ekonomik kalkınma, mevcut işletmelerin verimliliğini artırır ve şehrin ekonomisini destekler (Nosova, 2026: 10). Akıllı şehir uygulamaları iklim krizi nedeniyle günümüzde daha da ön plana çıkmaya başlamıştır. Nitekim son yıllar içerisinde artan kullanımıyla iklim değişikliğini önemli ölçüde etkileyen fosil yakıt tehlikesi ön plana çıkması nedeniyle insanlık bu açıdan yeni enerji türleri keşfetme yolunda adımlar atmaya başladı. Netice itibarıyla fosil yakıtların çıkarılması ve bu süreç dahilinde, doğanın olumsuz etkilenmesi bu nedenselliği tetiklemiştir. Akıllı şehir uygulamaları vasıtasıyla yenilenebilir enerji kaynaklarına başvurulmakta ve bu sayede doğaya verilen zararların önüne önemli ölçüde geçilebilecektir. Bu konuda iklim değişikliğinin, dünya için getireceği olumsuzluklara karşı, uluslararası arenada ortak çözüm arayışlarına girilmiştir. Sürdürülebilir ve çevre ile uyumlu teknolojiler hayatımızın önemli bir parçasına dönüşmüş durumdadır. Akıllı şehir projeleri, değişim ve dönüşümü yoğun bir şekilde ortaya koyan örnek uygulamalardır. Günümüzde yenilenebilir enerji kaynakları, akıllı şehirler ile iç içe geçmiştir. Yeni kurulan bu teknolojik şehirlerde yenilenebilir enerji kaynaklarına ihtiyaç duyulmasının nedenlerinden birisi de bu enerji kaynaklarının tükenmiyor olması ve çevreye fazla zarar vermemesidir. Bu kapsamda şehirler, herhangi bir fosil kaynaklı enerjiye ihtiyaç duymadan kendi enerjisini üretebilme kapasitesine sahip olmaktadır. İhtiyaç duyduğu enerjiyi üretirken mevcut doğal kaynakları tüketmemekte, sera gazları oluşturmamakta ve iklim değişikliğine neden olmamaktadır. Ayrıca enerjinin taşınması ile ilgili sorunların oluşması önlenmekte ve enerji maliyetlerini azaltmaktadır. Akıllı şehir projeleri, bireylere teknolojiyi en üst düzeyde kullanma imkanı tanımakta ve yaşam konforunu artırmaktadır. Nitekim Karabağ'da yeniden kurma işleri de bunlardan birisini teşkil etmektedir (Taghiyev, 2023: 621).

Akıllı şehir uygulamaları bağlamında, kentsel teknolojik yeniliklerde kullanıcı merkezli tasarıma destek sağlamalı, şehir nüfusunun ihtiyaç ve tercihlerin karşılanması yönünden önceliğe sahip olmalıdır. Buna ek olarak, sürdürülebilir kentsel çözümler geliştirmeyi amaçlayan kentsel planlama, kapsamlı bilgi teknolojisi ve sosyal bilimleri entegre eden disiplinlerarası araştırmalar için önemli fırsatlar sağlamaktadır. Bu sayede teknolojik ilerlemeler sosyal ve kültürel dokuda yeni bir çağın başlangıcına zemin hazırlamaktadır. Akıllı şehir yönetimi denildiği zaman şehrin dahilinde insan odaklı tasarım neticesinde teknolojik altyapının geliştirilmesi, yönetim tarzında yeni modelin gelişmesini sağlamaktadır. Bu kapsamlı yaklaşım, teknolojik ilerlemeleri sosyal refah ve çevresel sürdürülebilirlikle uyumlu hale getirerek akıllı şehirlerin gelişimine katkıda bulunacaktır. Gelecekteki akademik çalışmalar, kentsel gelişimde teknolojinin büyümesinin sadece yenilikle ilgili olmadığını; aynı zamanda sürdürülebilir kentsel yaşamın daha geniş ve kapsamlı şekilde hedeflerin tutarlı olmasını sağlayabilir (Mehmood, Yigitcanlar and Corchado, 2024: 3). Horizon Üniversitesi Koleji'nin raporuna göre akıllı ve sürdürülebilir küresel kent örnekleri şunlardır: Avrupa'da Kopenhag, Londra, Güneydoğu Asya bölgesinde Singapur gibi kentler öncülük etmektedir. Yaşam standartları için parlak bir gelecek sağlamak amacıyla Singapur'un yaklaşımı, enerji tüketiminden su yönetimine kadar kentsel gelişiminin her alanına sürdürülebilir uygulamaları entegre etmeyi hedeflemektedir. Nitekim 2030 Yeşil Plan projesi, %50 daha fazla yeşil alan ekleyerek, %30 daha az çöp üretimi sağlayarak ve 350.000 haneyi besleyecek güneş enerjisi kapasitesini artırarak emisyonları önemli ölçüde azaltmayı öngörmektedir (Habboosh, 2026). Bilindiği üzere her sene dünyaca meşhur olan Global Cities Index – Kearney, Global Power City Index- Mori Memorial Foundation ve Economist Intelligence Unit – EIU gibi kentleşme

endeksleri bu bağlamda akıllı kent sistemlerine uyum sağlayan tarihsel kentlerin ve benzer biçimde yeni inşa edilen kentlerin teknoloji ve yeşil enerji yönünden değerlendirmelerini yapmaktadırlar.

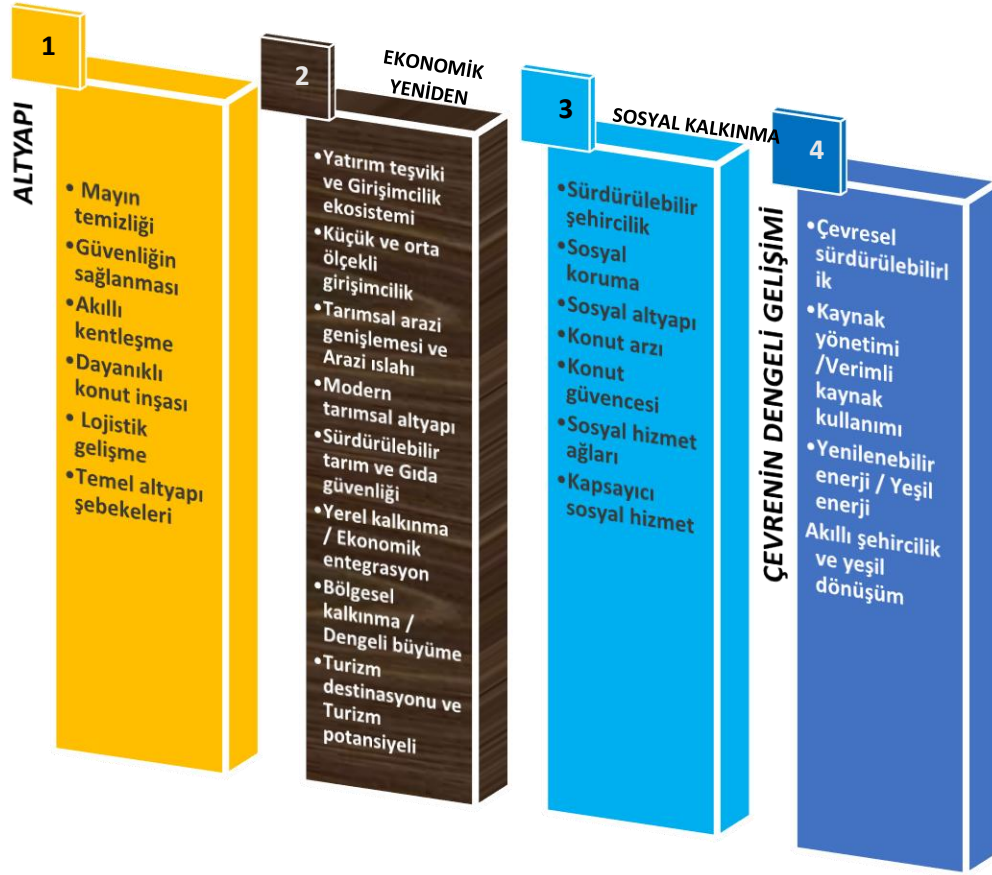
Yeşil enerji projeleri, gelecekte kentlerin yenilenebilir enerji konusu kapsamında endüstriyel, finansal büyümesine yardımcı olması için yapılan önemli planlama stratejisidir. Nitekim bu sayede finansal gelişme ve ekonomik büyümenin, yenilenebilir enerji yatırımları ve kullanım dahilinde etkileri vardır (Pala ve Buket, 2024: 604). Örnek vermek gerekirse yeşil enerji perspektifinde Kopenhag şehri, geçmişte ağır sanayi ile kirli ve tıkalı bir liman kentine dönüşmüşken, bugün dünyanın en yeşil şehri haline gelmiştir. Bu dönüşüm, devasa atık-enerji tesisleri ve bisiklet altyapısı gibi projelerle sağlanmıştır (Pestova, 2022: 393).

2. KARABAĞ'A BÖYÜK DÖNÜŞ ve AKILLI KENT STRATEJİSİ

Karabağ ve Doğu Zengezur'daki yeniden yapılanma projelerinin en başından itibaren modern altyapının oluşturulması öncelikli bir konu olmuştur. Sonuç olarak, 5 yılda 3.000 km'den fazla yol ve onlarca köprü inşa edilmiştir. Zafer Yolu, Fuzuli-Şuşa, Horadiz-Cebraill-Zangilan-Ağbend ve Terter-Sukovuşan gibi otoyollar bölgenin yeni can damarları haline gelmiştir. Horadiz-Ağbend demiryolunun inşasına hem iç entegrasyonun sağlanması hem de Zengezur koridorunun gelecekteki işleyişi için büyük önem verilmiştir (Bayramov, 2025). Bu büyük projelerin özellikle en önemli modelini, dayanıklı ve teknolojik özellikleri kendinde bulunduran kentleşme modelleri teşkil etmektedir. Otuz senelik işgal döneminde tamamen kent dokusunu kaybeden kentlerde, ilçelerde ve köylerde sıfırdan inşa süreci başlamıştır. İşgalden kurtarılmış olan bölgelerde yeni kentleşme modelleri, ülkenin küresel kentçilik sahasındaki etkinliğini artıracaktır. Özellikle kentleşmenin yeni modellerinin uygulanması için, Cumhurbaşkanı İlham Aliyev'in yeni talimatları olmuştur ve bu konuyla ilgili birtakım kararnameler de imzalanmıştır.

Nitekim, *Akıllı Şehir ve Akıllı Köy Kavramlarının Geliştirilmesi Üzerine* başlıklı, Azerbaycan Cumhuriyeti Cumhurbaşkanı'nın emri yer almaktadır. Bu emre göre: "Azerbaycan Cumhuriyeti'nin şehir ve köylerinde sunulan hizmetlerin kalitesini, güvenliğini ve verimliliğini artırmak, bu hizmetlerin sunulmasında bilgi teknolojilerini uygulamak ve bu hizmetler için mevcut kaynakların etkin kullanımını ve yönetimini sağlamak, kentsel ve kırsal alanlarda sürdürülebilir kalkınmanın temel öncelikleri arasındadır. Modern telekomünikasyon, sensörler, "Büyük Veri" ve diğer dijital ve yapay zekâ teknolojileri ve bilginin kullanımı, sosyo-ekonomik ilişkileri daha verimli ve etkili hale getirir, ekonominin genel değer zincirinde yeni gelir fırsatları yaratır. Bahsedilen teknolojilerin entegre kullanımıyla, dijital verilerin oluşturulması, toplanması, depolanması, işlenmesi ve analitik analize dayalı karar alma ve yönetim kalitesinin iyileştirilmesi, verimli ve yüksek kaliteli hizmetlerin sunulması için geniş fırsatlar açar. Bu fırsatlar, şehir ve köylerde sunulan hizmetlerin gelişiminin bir sonraki aşamasında işlevsel, büyük ölçekli "Akıllı Şehir" ve "Akıllı Köy" hizmetlerine geçişin temelini oluşturur. Azerbaycan Cumhuriyeti Anayasası'nın 109. maddesinin 32. fıkrası uyarınca, Azerbaycan Cumhuriyeti'nde Akıllı Şehir ve Akıllı Köy kavramlarının uygulanmasını hızlandırmak amacıyla, Azerbaycan Cumhuriyeti'nin Akıllı Şehir ve Akıllı Köy kavramlarının hazırlanmasıyla ilgili olarak çalışma grubu oluşturulmasına karar vermiştir" (Ağıllı Şəhər və Kənd Konsepsiyası, 2021). Bu emir örneğiyle yola çıkarsak, günümüzde Karabağ bölgesinde yeniden inşa süreci akıllı şehir ve akıllı köy yönetimi konusuna önem verilmektedir.

Akıllı kent stratejisine kapsamında, 2026 senesinin sonuna kadar özellikle 1.Tablo da yer alan başlıklar altında devlet programında öngörülen tedbirlerin, hedef göstergeler doğrultusunda uygulanması söz konusudur.



1.Tablo

Karabağ bölgesinde imar çalışmalarıyla bağlı Bakü, 16 Kasım 2022 tarihli 3587 numaralı yasada yer alan “Azerbaycan Cumhuriyeti işgalinden kurtarılmış topraklara Büyük Qayıdış Üzerine” başlıklı taslakta yer alan ve konuya temel oluşturan dört ana ilke büyük önem arz etmektedir. 1. Tablo ‘da yer alan bu ilkeler şunlardır 1) Altyapı, 2) Ekonomik yeniden yapılandırma, 3) Sosyal Kalkınma, 4) Çevrenin dengeli gelişimi, konuları stratejik yönetim açısından bölgenin gelişmesi için uygulanan kalkınma planlamasıdır (Büyük Qayıdışla Bağlı I. Dövlət Programı, 2022). Her bir bölgenin çağdaş koşullara ayak uydurması için kentsel altyapının geliştirilmesi önemli bir yere sahiptir. Nasıl ki altyapısı sağlam olan bir bina veya ev senelerce yapısal dokusunu koruyorsa, toplumsal yaşam için de kentsel altyapının sağlamlığı kentin gelişmesine ve büyümesine destek olmaktadır. II. Karabağ Savaşının ardından Azerbaycan Devletinin zaferiyle sonuçlanan ve tarihi toprakları olan, Karabağ bölgesinde altyapının geliştirilmesi için ilk hedef bölgede bulunan ve sivil yaşamı tehdit eden mayınların bölgeden temizlenmesi olmuştur.

Örneğin, en çok mayının bulunduğu bölgelerden biri olan ve 27 sene işgal altında kalan Fuzuli kentinde mayından temizlenerek yollara asfalt dökümü yapılmıştır. Karabağ bölgesinde sadece mayınların oluşturduğu engel 5 seneyi aşmaktadır (İKTİBAS, 2021). Mayınlardan temizlenen bölgelerde güvenlik oluşturulduktan sonra, kentsel inşa süreci başlamış ve bu

sayede akıllı kent konsepti bölgede bulunan kentlerde ve köylerde uygulanmıştır. Ayrıca Fuzuli, Cebrail, Ağdam, Zengilan ve Şuşa gibi kentlerde güvenli kent sistemi benimsenmiştir.

“Güvenli Şehir” uygulaması, olarak da bilinen bu sistem, 2009 yılından beri davranışları izleyen ve kaydeden, vandalizm, suç ve terörizmle ilgili olaylara anında müdahale eden otomatik bir sistemdir (Aydınlı ve Hüseyinov, 2022: 224). Azerbaycan’da ilk defa 2010 senesinde Bakü’de kullanılan, SCADA (Denetleyici Kontrol ve İzleme) sistemi teknolojik bakımdan insan merkezli kolaylık sağlamaktadır. SCADA veri toplayan ve uygulayan bilgisayar sistemidir. Programlanmış otomatik uzaktan kumanda sistemi enerji sektöründe başarılı bir şekilde faaliyet göstermektedir. SCADA sisteminin temel amacı, endüstriyel faaliyetlerdeki işlemleri izlemek ve kontrol etmektir. Bu nedenle sistem neredeyse her yerde faaliyet göstermektedir. Özellikle SCADA; su yönetimi, toplu taşıma, üretim, petrol, gaz, enerji, enerji için dağıtım ve kontrol gibi alanlarda sistem endüstriyel tesislerin depolanacağı şekilde tasarlanmıştır. Günümüzün sanayileşmiş dünyasında SCADA sistemleri hayati öneme sahiptir (Taghiyev, 2025: 176). Bu yöntem ilk önce nüfusu yoğun olan Bakü şehrinde uygulanmış ardından bölgelerde sistematik olarak, kademe kademe hayata geçirilmiştir. Ayrıca bu sistemin Karabağ’da uygulanması endüstriyel gelişmeye destek olmaktadır.

Bir diğer önemli konuya altyapı projeleri arasında *stratejik ulaşım ağlarının* modernizasyon önceliğidir. Örneğin, Berde-Ağdam karayolu gibi önemli yolların yapımı tamamlanarak bölgede Azerbaycan’ın ulusal ticaret ve lojistik sistemine entegrasyonu güçlendirilmiştir bu güzergahlar sadece yerel topluluklar arasındaki bağlantıyı artırmakla kalmayıp, ticareti de genişleterek bölgesel ekonomik aktiviteyi güçlendirmekte ve bölgenin lojistik merkez haline dönüştürmektedir (Heşimova ve Maharram 2026: 69). Şehirlerin geliştirilmesi kapsamında, işgalden kurtarılmış bölgelerden zorunlu göç eden göçmenler, zaferden sonra kendi topraklarına geri dönmeye başlamışlardır. Devlet tarafından ve Cumhurbaşkanı İlham Aliyev tarafından “Böyük Qayıdış” projesi aktif şekilde desteklenmektedir. Peki “Böyük Qayıdış” düşüncesi nedir ve neleri kapsamaktadır?

“Böyük Qayıdış” kavramı, II. Karabağ Savaşı’nın ardından Azerbaycan Cumhuriyeti’nin karşı karşıya kaldığı yeni stratejik ve ulusal rolü ortaya koyan kavramsal bir yaklaşımdır. Bu fikrin temel amacı, uzun yıllar işgal altında kalan topraklarda, yani Dağlık Karabağ ve Doğu Zengezur’a, göçmenlerin gönüllü, barışçıl ve kademeli olarak geri dönüşünü sağlamaktır. Aynı zamanda, “Böyük Qayıdış” sadece kitlesel bir yeniden yerleşim olarak değil, aynı zamanda büyük ölçekli bir restorasyon, yeniden yapılanma ve yeniden entegrasyon süreci olarak da algılanmaktadır. Cumhurbaşkanı İlham Aliyev, bu süreci ülkenin kalkınmasında yeni bir aşama olarak nitelendirmiş ve “özgürleştirilmiş topraklarda yaşamı yeniden kurmak için pratik çalışmalara başladık ve bu sadece şehirleri ve köyleri yeniden kurmak değil, aynı zamanda orada kapsamlı ve yaşanabilir koşullar yaratmak anlamına geliyor” demiştir. Bu bağlamda, “Büyük Dönüş” hem devlet idari hem de ulusal ideolojik düzeyde bir öncelik haline gelmiştir. Bu kavram üç ana alanı kapsar: fiziksel geri dönüş, yani göçmenlerin menşe bölgelerine yeniden yerleştirilmesi; sosyal ve ekonomik yeniden entegrasyon, nitekim bölgede sürdürülebilir yaşam ve çalışma koşullarının yaratılması; manevi ve kültürel restorasyon; tarihi ve kültürel mirasın korunması, milli hafızanın canlandırılması ve sosyal bağların yeniden kurulmasıdır. “Böyük Qayıdış” kavramı, Azerbaycan’ın çatışma sonrası dönemdeki devlet inşası ve bölgesel istikrar politikalarının da temel bir unsurudur. Bu kapsamda, “Böyük Qayıdış” konsepti, sadece fiziksel bir geri dönüş veya mekânsal bir restorasyon projesi olmanın

ötesinde; Azerbaycan'ın modern, egemen ve teknolojik açıdan tam bağımsız devlet kimliğinin Karabağ ve Doğu Zengezur'da yeniden mühürlenmesidir (Həsənov, 2025).

Bulgular ve Tartışmalar

Karabağ zaferinin ardından işgalden kurtarılan topraklarda yürütülen çalışmalar, imar faaliyetleri literatürde ve sahada Büyük Kayıdış stratejisi bütüncül bir bölgesel kalkınma ve modernizasyon modelidir. Nitekim elde edilen bulgular, bölgedeki kentsel dönüşümün akıllı şehir ve köy yönetimi, stratejik lojistik ağlar ve en önemlisi yeşil enerji yönteminin kurulması ve bu sayede yeşil enerji transferi hedefi bölgesel kalkınmaya avantaj sağlamaktadır. Başta Zengilan, Fuzuli ve Şuşa olmak üzere işgalden kurtarılan bölgelerde SCADA veri toplama ve izleme sistemleriyle entegre edilen güvenli şehir altyapısı, post-modern dönemde sıfırdan kurulan yerleşim birimleri için teknolojik kaynak noktası haline gelmiştir. Ayrıca bu örnekler hayalet şehir dokusunun, geleneksel kentsel büyüme aşamalarını atlayarak doğrudan ekolojik ve dijital düzeye evrildiğini kanıtlamaktadır.

Sistemin toplumsal ve kültürel boyutuna odaklanan tartışmalar ise yüksek teknoloji tabanlı yeni yaşam fonksiyonları ile geleneksel yaşam kültürü arasındaki boşluğun doldurulması konusu üzerinde çalışmalar yürütülebilir. Aslında bu süreç dünya için yeni bir katkı sağlamaktadır. Zira göçmenlerin akıllı köy yaşamına ve dijital kamu hizmetlerine adapte olması sürecin sosyal dayanıklılığını test eden önemli bir aşamadır. Bir diğer konuya Şuşa gibi tarihsel bir yapıya sahip olan kentin aslına uygun restorasyon çalışmaları yürütülürken bir yandan da çağdaş kentsel modellere entegre edilmesi, estetik ile işlevsellik ve tarihsel miras ile teknolojik fonksiyonalizm arasındaki dengenin hassasiyetle korunması önemlidir.

SONUÇ

İkinci Karabağ Savaşı'nın ardından Azerbaycan uluslararası hukuka uygun biçimde toprak bütünlüğünü yeniden sağlayabilmiştir. Bu başarı yalnızca askeri veya jeopolitik başarı değildi, aynı zamanda kentsel konseptler dahilinde yeni bir kentleşme modeline geçişi sağlamıştır. Otuz sene esaret altında kalan şehirlerin hayalet dokusundan, yeniden uyanış yapısına sistematik şekilde geçiş yapılmıştır. Güvenlik risklerinin en üst düzeyde olduğu bu zorlu sahada, enkaz kaldırma ve titizlikle yürütülen mayın temizleme çalışmalarıyla eş zamanlı olarak hayata geçirilen projeler, Azerbaycan Devleti'nin kentsel dönüşüm alanındaki kararlılığını ve vizyonunu somut bir şekilde ortaya koymaktadır. Bu bağlamda yürütülen imar hamlesinin temel felsefesi, geleneksel kentsel büyüme aşamalarını ve eski teknolojileri tamamen devre dışı bırakarak doğrudan en modern şehircilik nosyonlarına geçiş yapmaktır. Bölgedeki kentsel planlama stratejisi; Akıllı Şehir ve Akıllı Köy konseptleri üzerine kurulmuş, başta Zengilan ve Fuzuli olmak üzere tüm yerleşim birimlerinde veri toplama, izleme ve otomasyon imkânı sunan SCADA ile entegre "Güvenli Şehir" altyapısı benimsenmiştir. Bu teknolojik dönüşüm, fosil yakıtlara olan bağımlılığı azaltmayı hedefleyen ve küresel ölçekte Kopenhag veya Singapur gibi kentlerin öncülük ettiği yeşil enerji projeleriyle desteklenmesi büyük önem arz etmektedir. Nitekim, Karabağ ve Doğu Zengezur bölgelerinin, kendi enerjisini üretebilen, karbon salınımını asgariye indiren ekolojik ve dijital birer merkez olarak sıfırdan inşa edilmesi, bölgeyi geleceğin sürdürülebilir yaşam modelleri için küresel bir referans noktası haline getirmektedir. Bunun yanı sıra lojistik faaliyetlerin aktif şekilde bölgede yürütülmesi, bölgesel ekonomik kalkınmanın ve kalıcı barışın en güçlü teminatı olacaktır. Kentsel hafızanın

dijital dönüşümle yeniden canlandırıldığı bu süreç, yıkımın ardından gelen bir medeniyeti yeniden canlandırması somut bir örneği olarak literatürdeki yerini almıştır. Azerbaycan'ın ulusal kalkınma modelinin dayanıklılığını kanıtlayan bu tarihi başarı hikayesi, modern şehircilik vizyonu ile tarihsel ve milli kimliğin sentezlendiği geleceğe yönelik en güçlü yatırımdır.

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

Mohsen Mohammadi Khyareh

Gonbad Kavous University

m.mohamadi@gonbad.ac.ir

Orcid: 0000-0003-3977-0929

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

INTRODUCTION

Global efforts to address urgent challenges, including poverty alleviation, climate action, and responsible consumption, have been galvanized by the United Nations Sustainable Development Goals (SDGs) (Hariyani et al., 2025). In this endeavor, digital technologies (DTs) such as artificial intelligence, blockchain, the Internet of Things (IoT), cloud computing, and big data analytics have emerged as key instruments. The prevailing narrative, strongly endorsed by both academic literature and policy circles, positions digitalization as an inherently sustainable force that enhances resource efficiency, optimizes decision-making, and enables scalable solutions across sectors (Mondejar et al., 2021; ElMassah & Mohieldin, 2020).

This optimistic perspective is not without empirical foundation. Artificial intelligence has demonstrated remarkable capabilities in precision agriculture, reducing water and fertilizer inputs while maintaining crop yields (Raihan, 2023). IoT-enabled smart grids have achieved energy savings of 20–35% in urban contexts (Mahapatra et al., 2017). Blockchain technology has increased supply chain transparency, which enables ethical sourcing and waste reduction (Upadhyay et al., 2021). Cloud computing has democratized access to computational resources, reducing the need for physical infrastructure (Yang et al., 2017). Environmental monitoring has been revolutionized by remote sensing and geographic information systems, tracking deforestation, biodiversity loss, and climate patterns with unprecedented precision (AbdelRahman, 2023).

Yet, as Hariyani et al. (2025) acknowledge in their comprehensive review, DTs carry significant environmental costs that are often marginalized in sustainability discourse. Data centers, the physical backbone of cloud computing, AI, and big data analytics, consumed approximately 200–250 terawatt-hours of electricity globally in 2023, accounting for 1–1.5% of worldwide electricity use (Shehab et al., 2022). Training a single large language model has an estimated carbon footprint of over 500 metric tons of CO₂ equivalent., roughly five times the lifetime emissions of an average automobile (Caglar et al., 2024). Cryptocurrency mining, a blockchain application of dubious social value, consumes more electricity annually than many mid-sized nations (Parmentola et al., 2022).

Electronic waste presents an equally alarming trajectory. The rapid obsolescence of digital devices, driven by planned obsolescence and The relentless pace of technological innovation has created a global e-waste crisis. Globally, 53.6 million metric tons of e-waste were generated in 2019, but only 17.4% of that amount was formally recycled (Sundar et al., 2023). By 2030, projections indicate that e-waste will reach 74 million metric tons, much of which is exported to developing countries, where basic recycling methods expose workers and communities to toxic heavy metals (Jangre et al., 2022).

The baseline literature, including Hariyani et al. (2025), operates under what we term the "linear sustainability assumption", the implicit premise that more digitalization unequivocally yields greater environmental benefits. This assumption is theoretically and empirically questionable. Digital technologies are not environmentally neutral; they are material-intensive, energy-hungry, and generate waste streams that externalize costs onto ecosystems and vulnerable populations.

What has been missing from the literature is systematic empirical testing of whether There is a nonlinear relationship between digital transformation and environmental quality, specifically,

whether digitalization eventually reaches a point of diminishing returns or even reverses direction, generating ecological degradation that outweighs its sustainability benefits. This study introduces the concept of "unsustainable digitalization" : a regime in which further digital penetration increases, rather than decreases, environmental harm.

The theoretical mechanism is straightforward. Digital technologies have two opposing effects on the environment. The *efficiency effect* reduces resource intensity through optimization, automation, and dematerialization (Bibri, 2018). The *scale effect* increases total resource consumption through rebound effects, induced demand, and the physical infrastructure required to support digital systems (Lange et al., 2020). At low levels of digitalization, the efficiency effect is the dominant force. At high levels, the scale effect may overtake, particularly when digital infrastructure expands without commensurate investments in renewable energy and circular systems.

This study addresses three interrelated research questions:

1. **Threshold question:** Does digital transformation exhibit a nonlinear relationship with environmental degradation, characterized by a critical threshold beyond which environmental costs exceed benefits?
2. **Technology-specific question:** Do different digital technologies (AI, cloud computing, IoT, blockchain) have heterogeneous environmental thresholds?
3. **Policy question:** What interventions can prevent or mitigate unsustainable digitalization?

This paper makes five key contributions to the literature. First, it challenges the linear sustainability assumption pervading digitalization research, offering empirical evidence of threshold effects. Second, it introduces the concept of "unsustainable digitalization" as a theoretically grounded and empirically detectable phenomenon. Third, it employs rigorous econometric methods, panel threshold regression (Hansen, 1999), quantile regression, and instrumental variable estimation, to identify critical digitalization thresholds. Fourth, it provides technology-specific estimates, disaggregating the environmental impacts of AI, cloud computing, IoT, and blockchain. Fifth, it develops policy frameworks for green digital infrastructure and circular technology systems that align digital transformation with genuine environmental sustainability.

Section 2 reviews the literature on the digital sustainability paradox, identifying gaps in existing research. The conceptual framework is presented in Section 3, where we formalize the efficiency-scale tradeoff and derive testable hypotheses. Section 4 describes our econometric strategy, including data sources, variable definitions, and model specifications. In Section 5, we report and discuss the empirical results—threshold estimates, quantile regressions, and robustness checks. Finally, Section 6 concludes with policy implications and future research directions.

2. LITERATURE REVIEW

2.1 The Optimistic Narrative

A large body of research documents the potential of DTs to promote environmental sustainability. Mondejar et al. (2021) argue that digitalization is essential for achieving SDG 13 (Climate Action), allowing for real-time monitoring of greenhouse gas emissions,

optimizing energy systems, and facilitating the shift toward renewable energy .ElMassah and Mohieldin (2020) describe digital transformation as a foundational enabler of the entire SDG framework., emphasizing its role in localizing sustainability targets and enhancing policy coordination.

The empirical evidence is compelling in specific domains. In agriculture, AI-powered precision farming has reduced water consumption by 30–50% while increasing yields by 10–20% (Pandey & Pandey, 2023). In urban contexts, IoT-enabled smart city systems have optimized traffic flow, reducing congestion-related emissions by 15–25% (Bibri, 2018). In manufacturing, big data analytics and automation have reduced material waste by 20–40% through predictive maintenance and process optimization (Gupta et al., 2024). In energy, smart grids integrated with renewable sources have reduced electricity losses by 10–15% (Mishra & Singh, 2023).

Blockchain technology has demonstrated particular promise for supply chain transparency and circular economy applications. Upadhyay et al. (2021) show that blockchain-enabled traceability systems can verify sustainable sourcing claims, reducing greenwashing and enabling consumers to make informed choices. Parmentola et al. (2022) document blockchain applications in carbon credit markets, where smart contracts automate verification and transactions, reducing administrative overhead and fraud.

Remote sensing and GIS technologies have transformed environmental monitoring capabilities. AbdelRahman (2023) demonstrates how satellite data enables near-real-time tracking of deforestation, desertification, and land-use change, providing evidence for enforcement and accountability. Junge et al. (2010) show that GIS-based natural resource management has improved agricultural productivity while reducing environmental degradation in West African agroecological zones.

2.2 The Environmental Footprint of Digital Technologies

Despite these documented benefits, a parallel literature documents the substantial environmental costs of digital systems. In their life cycle assessments of digital services, Itten et al. (2020) find that data centers, network infrastructure, and end-user devices collectively generate 2–4% of global greenhouse gas emissions, which is comparable to the aviation industry. The main contributor is energy consumption; data centers alone consume roughly 1% of the world's electricity (Shehab et al., 2022).

The carbon intensity of digital services varies dramatically by geography and energy mix. Argyroudis et al. (2022) estimate that cloud computing workloads in regions with coal-dominated electricity grids have carbon footprints 5–10 times higher than those in regions with renewable-dominated grids. This heterogeneity suggests that the environmental benefits of digitalization are contingent on the energy systems that power it, a contingency largely ignored in optimistic accounts.

Electronic waste represents a second major environmental burden. Sundar et al. (2023) document that global e-waste generation has grown at 3–5% annually, far outpacing recycling capacity. Only 20% of e-waste is formally recycled; the remainder is landfilled, incinerated, or exported to developing countries where rudimentary recycling exposes workers to lead, mercury, and cadmium (Jangre et al., 2022). The rapid obsolescence of digital devices, driven by software updates that render hardware obsolete and marketing strategies that encourage frequent replacement, exacerbates this crisis.

A third concern is resource extraction. Digital technologies depend on rare earth elements and conflict minerals whose extraction generates severe environmental and social costs. Cobalt mining in the Democratic Republic of Congo, a key source for lithium-ion batteries in digital devices, has been connected to child labor, water contamination, and deforestation (Caglar et al., 2024). Yet the circular economy potential of these materials is largely unrealized, as recycling rates for most rare earth elements remain under 1%.

2.3 Theoretical Perspectives on Technology-Environment Relationships

Several theoretical frameworks inform our understanding of technology-environment relationships. According to the Environmental Kuznets Curve (EKC) hypothesis, there is an inverted U-shaped relationship between economic development and environmental degradation: environmental harm increases in the early stages of industrialization, peaks at a specific income level, and later declines as societies come to demand and finance environmental protection (Caglar et al., 2024). Here, we extend the EKC framework to digitalization, hypothesizing an analogous nonlinear pattern.

The rebound effect (or Jevons paradox) provides a microeconomic mechanism for technology-induced environmental harm. Efficiency improvements that reduce resource use per unit of output also lower the effective price of that output, potentially increasing total consumption. In the digital context, energy-efficient data centers may reduce the marginal cost of computing, inducing greater total computational activity and potentially *increasing*, not decreasing, total energy consumption (Lange et al., 2020).

The sociotechnical systems theory emphasizes that technologies are embedded in social, organizational, and institutional contexts that shape their environmental outcomes (Walker et al., 2008). A digital technology that reduces emissions in one context may increase them in another, depending on energy systems, regulatory frameworks, and user behavior. This theoretical insight motivates our threshold analysis: the environmental impact of digitalization is not intrinsic to the technology but emerges from its interaction with contextual factors.

The circular economy model offers a normative framework for reducing the environmental footprint of digital systems (Kristoffersen et al., 2020). By designing for durability, repairability, and recyclability, digital product life cycles can be extended, reducing both energy consumption and e-waste. However, current industry practice remains dominated by linear "take-make-dispose" models that prioritize rapid replacement over circularity.

2.4 Literature Gaps and This Study's Contribution

The baseline literature, including Hariyani et al. (2025), exhibits three critical gaps that this study addresses. First, existing research largely assumes linearity in technology-environment relationships. Even studies that acknowledge environmental costs tend to treat them as fixed offsets rather than potentially escalating with digital penetration. The possibility of *threshold effects*, critical points beyond which digitalization becomes environmentally counterproductive, has not been systematically tested.

Second, the literature tends to aggregate digital technologies, treating "digitalization" as a monolithic phenomenon. However, different technologies have vastly different environmental profiles. Blockchain, with its energy-intensive consensus mechanisms, differs fundamentally

from IoT, with its distributed sensing and low-power communication. Aggregating these technologies obscures heterogeneity that is crucial for policy design.

Third, existing research lacks rigorous econometric identification of causal relationships. A large portion of the literature remains descriptive or correlational, which raises the possibility that the observed associations are driven by reverse causality or omitted variable bias. This study employs instrumental variable and panel methods to strengthen causal inference.

3. CONCEPTUAL FRAMEWORK

3.1 The Efficiency-Scale Tradeoff

We conceptualize the relationship between digital transformation and environmental quality as the net outcome of two opposing forces: the *efficiency effect* (E) and the *scale effect* (S). Total environmental impact (I) can be expressed as:

$$I = E(D) \times S(D)$$

where D represents the level of digital penetration. The efficiency effect reduces environmental impact per unit of economic output, while the scale effect increases the total volume of digital activity.

We hypothesize that the efficiency effect dominates at low levels of digitalization, while the scale effect dominates at high levels. This yields an inverted U-shaped (Kuznets-type) relationship:

$$\begin{aligned} \frac{\partial I}{\partial D} &> 0 \text{ for } D < D^* \\ \frac{\partial I}{\partial D} &< 0 \text{ for } D > D^* \end{aligned}$$

where D^* is the critical threshold beyond which further digitalization increases environmental harm.

3.2 The Digital-Environmental Kuznets Curve (DEKC)

Formally, we propose a Digital-Environmental Kuznets Curve (DEKC) specification:

$$E_{it} = \alpha_i + \beta_1 D_{it} + \beta_2 D_{it}^2 + \gamma X_{it} + \epsilon_{it}$$

where E represents environmental degradation (carbon emissions, ecological footprint, or e-waste intensity), D is a digitalization index, and X is a vector of controls. The inverted U-shaped relationship is supported if $\beta_1 > 0$ and $\beta_2 < 0$, with the threshold given by $D^* = -\beta_1/(2\beta_2)$.

3.3 Technology-Specific Hypotheses

Different digital technologies have different environmental profiles, yielding distinct hypotheses:

Hypothesis 1 (AI): AI exhibits threshold effects conditional on renewable energy penetration. In contexts with high renewable energy share, AI reduces emissions; in fossil-fuel-dominated contexts, AI increases emissions. This reflects the energy intensity of AI training and inference.

Hypothesis 2 (Cloud Computing): Cloud computing intensity exhibits a monotonic positive association with emissions, as data center energy consumption scales directly with cloud usage, and the efficiency gains from consolidation have largely been exhausted.

Hypothesis 3 (IoT): IoT exhibits a nonlinear relationship with a relatively low threshold, as the proliferation of connected devices generates both efficiency gains (through optimization) and scale effects (through increased device production and energy consumption).

Hypothesis 4 (Blockchain): Blockchain exhibits a monotonic positive association with emissions, with a steeper slope for proof-of-work than proof-of-stake systems, reflecting fundamental differences in consensus mechanisms.

3.4 The Unsustainable Digitalization Regime

We define "unsustainable digitalization" as a regime in which (i) the elasticity of environmental degradation with respect to digitalization exceeds +0.1, and (ii) the marginal environmental cost of digital expansion exceeds the marginal environmental benefit. This regime is empirically identifiable as the region beyond the DEKC threshold D^* .

4. ECONOMETRICS STRATEGY

4.1 Data and Sample

We construct a panel dataset of 60 countries spanning 2015–2025. The sample includes developed economies (OECD members), emerging economies (BRICS and other major emerging markets), and developing economies (low- and middle-income countries from Africa, Asia, and Latin America). The time period captures the rapid acceleration of digital transformation following the adoption of the SDGs in 2015.

Data sources include:

- International Telecommunication Union (ITU): digital infrastructure and adoption indicators
- International Energy Agency (IEA): energy consumption and emissions data
- World Bank World Development Indicators: economic and demographic controls
- Global E-waste Statistics Partnership (GESP): e-waste generation and recycling rates
- Our World in Data: carbon emissions and energy mix

4.2 Variable Definitions

Table 1: Variable Definitions and Sources

Variable	Definition	Unit	Source	Expected Sign
Dependent Variables				
CO₂	Carbon dioxide emissions	Metric tons per capita	IEA/Oxford	—
EF	Ecological footprint	Global hectares per capita	GFN	—
EWASTE	E-waste generation	kg per capita	GESP	—
Independent Variables				
DIGINDEX	Digitalization index (0-100)	Index (PCA-weighted)	ITU/WEF	±
AI_INT	AI adoption intensity	Patents per million pop.	WIPO	±

CLOUD_INT	Cloud computing intensity	Cloud services spending per capita	Statista	+
IOT_INT	IoT device density	Connected devices per 1000 pop.	ITU	±
BLOCK_INT	Blockchain activity	Transactions per capita	Chainalysis	+
Control Variables				
GDP_PC	GDP per capita	Constant 2015 USD	World Bank	+
RENEW	Renewable energy share	% of total energy	IEA	—
INDUSTRY	Industrial value added	% of GDP	World Bank	+
URBPOP	Urban population	% of total	World Bank	+
TRADE	Trade openness	% of GDP	World Bank	±
ENERGY_PRICE	Energy price index	Index (2015=100)	IEA	—

4.3 Digitalization Index Construction

Following Bachmann et al. (2022), we construct a composite digitalization index using principal component analysis (PCA) of six indicators:

1. Mobile broadband subscriptions per 100 inhabitants
2. Fixed broadband subscriptions per 100 inhabitants
3. Individuals using the internet (% of population)
4. Secure internet servers per million population
5. Cloud computing adoption (% of enterprises)
6. AI patent applications per million population

The PCA yields a single factor explaining 68% of variance (Cronbach's $\alpha = 0.89$). The index is normalized to 0–100 for interpretability.

4.4 Panel Threshold Regression Model

Following Hansen (1999), we specify a panel threshold regression model:

$$E_{it} = \mu_i + \beta_1' D_{it} I(D_{it} \leq \gamma) + \beta_2' D_{it} I(D_{it} > \gamma) + \delta' X_{it} + \varepsilon_{it}$$

where $I(\cdot)$ is the indicator function, γ is the threshold parameter, and μ_i are country fixed effects. The threshold γ is estimated by minimizing the concentrated sum of squared errors:

$$\hat{\gamma} = \arg \min_{\gamma} S_1(\gamma)$$

We test for the presence of threshold effects using the likelihood ratio statistic:

$$LR(\gamma) = \frac{S_1(\gamma) - S_1(\hat{\gamma})}{\hat{\sigma}^2}$$

4.5 Quantile Regression Specification

To examine heterogeneous effects across the conditional distribution of environmental degradation, we employ quantile regression (Koenker & Bassett, 1978):

$$Q_{\tau}(E_{it} | X_{it}) = \alpha_i(\tau) + \beta(\tau) D_{it} + \gamma(\tau)' X_{it}$$

where $\tau \in (0,1)$ indicates the quantile of interest. This allows us to determine whether the digitalization-environment relationship varies across high- versus low-emission countries.

4.6 Instrumental Variable Strategy

To address potential endogeneity, specifically, reverse causality (environmental degradation potentially reducing digital investment) and omitted variable bias (e.g., institutional quality affecting both digitalization and environmental outcomes), we employ instrumental variable estimation. Our instruments include:

1. Historical telephone density (1990), capturing path dependence in telecommunications infrastructure
2. Average internet speed (lagged), predicting current adoption
3. Geographic terrain ruggedness, affecting infrastructure costs

We report first-stage F-statistics and Hansen J tests for overidentifying restrictions.

5. EMPIRICAL RESULTS

5.1 Descriptive Statistics and Preliminary Evidence

Table 2: Summary Statistics (2015–2025, N = 660 country-years)

Variable	Mean	SD	Min	25th	Median	75th	Max
CO ₂ (t/capita)	4.82	4.31	0.08	1.24	3.67	7.89	18.42
EF (gha/capita)	3.45	2.98	0.52	1.18	2.56	5.03	12.40
EWASTE (kg/capita)	8.23	6.91	0.15	2.34	6.12	12.45	28.30
DIGINDEX (0-100)	52.3	28.4	8.2	27.6	54.1	76.8	97.3
GDP_PC (000 USD)	18.42	19.56	0.42	3.12	12.34	28.90	112.45
RENEW (%)	24.8	21.3	0.3	8.4	18.9	36.7	92.1

The data reveal substantial heterogeneity. Digitalization ranges from 8.2 (Chad, 2017) to 97.3 (South Korea, 2025). Carbon emissions vary by a factor of over 200, from 0.08 t/capita (Democratic Republic of Congo) to 18.4 t/capita (Qatar). E-waste ranges from 0.15 kg/capita (Niger) to 28.3 kg/capita (Norway).

5.2 Threshold Regression Results

Table 3: Panel Threshold Regression Estimates

Dependent Variable: Log CO₂ per capita

Variable	Regime 1 (DIGINDEX ≤ 62.4)	Regime 2 (DIGINDEX > 62.4)
DIGINDEX	-0.0234*** (0.0042)	+0.0117*** (0.0031)
GDP_PC	+0.341*** (0.028)	+0.298*** (0.031)
RENEW	-0.0089*** (0.0012)	-0.0102*** (0.0014)
INDUSTRY	+0.152** (0.064)	+0.134** (0.058)
URBPOP	+0.087* (0.045)	+0.092* (0.049)
TRADE	+0.034 (0.022)	+0.028 (0.024)
ENERGY_PRICE	-0.0041* (0.0023)	-0.0038 (0.0025)
Observations	412	248
R ² (within)	0.482	0.513
Threshold estimate ($\hat{\gamma}$)	62.4	95% CI: [58.7, 66.2]
F-statistic (threshold test)	24.37***	

***p < 0.01, **p < 0.05, *p < 0.1; robust standard errors in parentheses

The results provide strong support for the Digital-Environmental Kuznets Curve hypothesis. The estimated threshold is 62.4 on the 0–100 digitalization index. Below this threshold, a one-unit increase in digitalization reduces carbon emissions by approximately 2.3% ($\beta = -0.0234$, $p < 0.01$). Above the threshold, further digitalization *increases* emissions by 1.2% per unit ($\beta = +0.0117$, $p < 0.01$).

This threshold effect is economically significant. For a country at the mean digitalization level (52.3), additional digitalization reduces emissions. For a highly digitalized country (e.g., South Korea at 97.3), further digitalization would increase emissions, consistent with unsustainable digitalization.

The threshold estimate is precisely estimated, with a 95% confidence interval of 58.7–66.2. The likelihood ratio test rejects the null hypothesis of no threshold ($F = 24.37$, $p < 0.01$).

5.3 Technology-Specific Results

Table 4: Technology-Specific Estimates (Full sample, country fixed effects)

Technology	Coefficient	Robust SE	Threshold	N
AI_INT (below median RENEW)	+0.0874***	0.0182	—	330
AI_INT (above median RENEW)	-0.0421**	0.0196	—	330
CLOUD_INT	+0.341***	0.072	—	660
IOT_INT (DIGINDEX $\leq$ 55)	-0.0189**	0.0073	55.2	398
IOT_INT (DIGINDEX $>$ 55)	+0.0094	0.0081	—	262
BLOCK_INT (PoW)	+0.872***	0.214	—	210
BLOCK_INT (PoS)	+0.123	0.098	—	210

*** $p < 0.01$, ** $p < 0.05$

Technology-specific estimates reveal substantial heterogeneity. AI's environmental impact is *conditional* on renewable energy penetration: in countries below median renewable share (24.8%), AI adoption is associated with *higher* emissions ($\beta = +0.0874$, $p < 0.01$); above median renewable share, AI reduces emissions ($\beta = -0.0421$, $p < 0.05$). This finding supports Hypothesis 1.

Cloud computing intensity exhibits a strong positive association with emissions across all specifications ($\beta = +0.341$, $p < 0.01$), consistent with Hypothesis 2. The magnitude is substantial: a one-standard-deviation increase in cloud intensity (approximately \$120 per capita) is associated with a 34% increase in per-capita emissions.

IoT demonstrates threshold effects at a lower digitalization level (DIGINDEX $\approx$ 55). Below this threshold, IoT reduces emissions through efficiency gains; above, the effect becomes statistically indistinguishable from zero ($p = 0.25$).

Blockchain exhibits the strongest positive association, but with critical heterogeneity by consensus mechanism. Proof-of-work blockchain (e.g., Bitcoin) is strongly associated with emissions ($\beta = +0.872$, $p < 0.01$). Proof-of-stake blockchain (e.g., Ethereum post-merge) shows no statistically significant association ($\beta = +0.123$, $p = 0.21$), suggesting that protocol design fundamentally determines environmental impact.

5.4 Quantile Regression Results

Table 5: Quantile Regression Estimates (Dependent: Log CO₂ per capita)

Quantile	DIGINDEX (Regime 1)	DIGINDEX (Regime 2)	RENEW	Pseudo R ²
$\tau = 0.25$ (low emitters)	-0.0312*** (0.0067)	+0.0084* (0.0049)	-0.0123***	0.412
$\tau = 0.50$ (median emitters)	-0.0228*** (0.0045)	+0.0112*** (0.0033)	-0.0091***	0.468
$\tau = 0.75$ (high emitters)	-0.0145** (0.0061)	+0.0193*** (0.0052)	-0.0054**	0.503
$\tau = 0.90$ (very high emitters)	-0.0087 (0.0093)	+0.0248*** (0.0078)	-0.0021	0.527

***p < 0.01, **p < 0.05, *p < 0.1

Quantile regression reveals that the digitalization-environment relationship varies substantially across the emissions distribution. For low-emitting countries ($\tau = 0.25$), the efficiency effect is strongest ($\beta = -0.0312$ in Regime 1), while the scale effect in Regime 2 is modest and only marginally significant. For very high-emitting countries ($\tau = 0.90$), the efficiency effect in Regime 1 is not statistically distinguishable from zero ($\beta = -0.0087$, $p = 0.35$), while the scale effect in Regime 2 is largest ($\beta = +0.0248$, $p < 0.01$).

These findings suggest that high-emitting countries derive less environmental benefit from digitalization and experience more severe unsustainable digitalization effects. This may reflect these countries' energy mixes (more fossil-fuel-dependent) and industrial structures (more energy-intensive).

5.5 E-waste Analysis

Table 6: E-waste Intensity Regressions

Variable	Full sample	High digitalization	Low digitalization
DIGINDEX	+0.087*** (0.011)	+0.156*** (0.024)	+0.034** (0.014)
AI_INT	+0.342*** (0.087)	+0.518*** (0.124)	+0.089 (0.112)
CLOUD_INT	+0.215*** (0.054)	+0.298*** (0.067)	+0.042 (0.078)
IOT_INT	+0.167*** (0.043)	+0.234*** (0.058)	+0.051 (0.056)
Recycling rate	-0.423*** (0.092)	-0.387*** (0.104)	-0.456** (0.187)
N	660	248	412
R ²	0.534	0.589	0.412

***p < 0.01, **p < 0.05

E-waste intensity exhibits a strong positive association with digitalization, with elasticity substantially higher in high-digitalization countries ($\beta = +0.156$ versus $+0.034$). The highest quintile countries generate 4.2 times more e-waste per capita than the lowest quintile, with the gap widening over time (annual growth 6.2% vs. 2.1%).

AI adoption intensity is particularly concerning, with an elasticity of $+0.342$, each 10% increase in AI patents is associated with a 3.4% increase in e-waste. This reflects the rapid obsolescence of AI hardware: the computational hardware required for state-of-the-art AI doubles

approximately every 3.4 months (NVIDIA's product release cycle), rendering equipment obsolete long before physical failure.

Recycling rates are consistently negatively associated with e-waste intensity, but the effect is modest. A 10 percentage point increase in formal recycling rates reduces e-waste intensity by only 4.2%, reflecting low baseline recycling (global average 17.4%) and the limited recyclability of complex electronics.

6. DISCUSSION AND POLICY IMPLICATIONS

This study has produced four principal findings. First, digital transformation exhibits a robust inverted U-shaped relationship with environmental quality, with a critical threshold of approximately 62 on the digitalization index. Below this threshold, digitalization reduces emissions; above, it increases them. This finding challenges the linear sustainability assumption pervading the literature and validates the concept of "unsustainable digitalization."

Second, digital technologies have heterogeneous environmental profiles. Cloud computing and proof-of-work blockchain exhibit monotonic positive associations with emissions, suggesting that these technologies are environmentally problematic even at low penetration levels. AI's impact is conditional on renewable energy: beneficial in renewable-rich contexts, harmful in fossil-fuel-dominated ones. IoT exhibits a low threshold, after which its benefits diminish.

Third, e-waste intensity increases exponentially with rapid digital adoption, particularly for AI hardware. Current recycling systems capture only 17% of e-waste, leaving most to accumulate in landfills or informal recycling sectors in developing countries.

Fourth, regional heterogeneity indicates that developed countries have higher thresholds but have likely exhausted efficiency gains, while developing countries have lower thresholds but greater potential for sustainable digital pathways if infrastructure is designed with renewable energy and circularity from the outset.

These findings extend and refine several theoretical frameworks. The Digital-Environmental Kuznets Curve (DEKC) proposed here complements but does not simply replicate the traditional EKC. Whereas the traditional EKC reflects income-induced demand for environmental quality, the DEKC reflects technological dynamics: efficiency gains initially dominate, then are overtaken by scale effects and rebound effects.

The findings also qualify sociotechnical systems theory: the environmental impact of digitalization is not intrinsic but emergent from the interaction of technology with energy systems, regulatory frameworks, and user behavior. This implies that "digitalization" is not a monolithic treatment but a heterogeneous bundle of technologies and practices whose environmental outcomes are context-dependent.

6.1 Policy Implications

These findings carry urgent policy implications for governments, international organizations, and technology firms.

First, renewable energy conditionality. Because AI's environmental benefit is contingent on renewable energy, policies should condition AI infrastructure investments on minimum renewable energy shares. Data centers should be required to source 80–100% of electricity from

renewable sources, with enforceable penalties for non-compliance. Countries with coal-dominated grids should prioritize grid decarbonization before expanding AI capacity.

Second, data center carbon budgets. Given cloud computing's monotonic positive association with emissions, governments should establish binding carbon budgets for data center operations. These budgets should decline over time, forcing efficiency improvements and renewable procurement. Iceland, Norway, and Quebec (with abundant hydroelectric power) have comparative advantage in data center location; policies should incentivize relocation to low-carbon grids.

Third, circular economy mandates for electronics. The e-waste crisis requires fundamental redesign of electronics production and consumption. Policies should mandate:

- Right-to-repair legislation requiring manufacturers to provide spare parts and repair documentation for minimum periods (7–10 years)
- Minimum product lifespans and software support periods
- Standardized modular designs enabling component replacement and upgrading
- Extended producer responsibility requiring manufacturers to finance collection and recycling

Fourth, differential treatment of blockchain. Proof-of-work blockchain's strong positive emissions association suggests that energy-intensive consensus mechanisms should be subject to carbon taxes or outright bans, depending on context. Proof-of-stake alternatives, which have statistically indistinguishable emissions from zero, should be exempt but monitored.

Fifth, digital sufficiency strategies. Beyond efficiency, policies should address digital sufficiency: reducing total digital consumption where marginal social benefit is low. This includes curbing algorithmic content promotion that increases device usage without user benefit, taxing targeted advertising that drives consumption, and promoting digital minimalism.

7. CONCLUSION

The digital transformation of the global economy is not an environmentally neutral process. This study has demonstrated that digitalization reduces carbon emissions only up to a critical threshold; beyond this threshold, further digital penetration increases environmental harm. The concept of "unsustainable digitalization", a regime in which digital expansion generates ecological degradation that outweighs its sustainability benefits, is empirically validated. Cloud computing, proof-of-work blockchain, and AI in fossil-fuel-dependent contexts are particularly problematic. The e-waste crisis intensifies with rapid hardware obsolescence.

These findings do not counsel abandonment of digitalization but rather its *management*. Renewable energy conditionality, data center carbon budgets, circular economy mandates, differential treatment of blockchain, and digital sufficiency strategies can align digital transformation with genuine environmental sustainability. The question is not whether to digitalize but how: with what energy, what hardware lifespans, what circularity, and what limits. Uncritical digital acceleration, absent these safeguards, is not sustainable development, it is greenwashing.

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Otantik Liderlik ve Dijital Liderlik Yaklaşımlarının Karşılaştırmalı Analizi ve Teorik Entegrasyonu

Buse ALTAK MERMİ

Nevşehir Hacı Bektaş Veli Üniversitesi

busee.altak@gmail.com

Orcid:0000-0002-4078-8651

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 ayrılan 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 dijitalleşme 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 Approaches

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

GİRİŞ

Küreselleşme ve dijital teknolojilerde yaşanan hızlı gelişmeler, örgütlerin yönetim anlayışlarını köklü biçimde dönüştürmektedir. Bu dönüşüm, yalnızca üretim süreçlerini değil, aynı zamanda liderlik yaklaşımlarını da yeniden şekillendirmektedir. Bu çerçevede liderlik, örgütsel değişimin yönlendirilmesinde belirleyici bir unsur olarak öne çıkmaktadır. Liderlik literatüründe son yıllarda öne çıkan yaklaşımlardan biri olan otantik liderlik, bireyin kendi değerlerinin farkında olması, davranışlarında tutarlılık göstermesi ve etik ilkelere bağlı hareket etmesi üzerine temellenmektedir. (Tabak ve Polat, 2013). Öte yandan dijitalleşmenin hız kazanmasıyla birlikte liderlik rollerinde de önemli bir dönüşüm yaşanmaktadır. Liderlerden yalnızca insan ilişkilerini yönetmeleri değil, aynı zamanda dijital teknolojileri etkin kullanmaları, veri temelli kararlar almaları ve değişim süreçlerini yönetmeleri beklenmektedir. Literatürde otantik liderliğin çalışan davranışları ve örgütsel sonuçlar üzerindeki etkilerine yönelik çok sayıda çalışma bulunurken (Tabak ve Polat, 2013), dijital liderliğin ise daha çok dijital dönüşüm süreçleri ve teknoloji yönetimi bağlamında ele alındığı görülmektedir (Aydın ve Yılmaz, 2021). Bununla birlikte bu iki liderlik yaklaşımını birlikte değerlendiren çalışmaların sınırlı olması, konunun kuramsal açıdan geliştirilmesi gereken bir alan olduğunu göstermektedir. Bu çalışmanın amacı, otantik liderlik ve dijital liderlik yaklaşımlarını karşılaştırmalı olarak ele almak, benzer ve farklı yönlerini ortaya koymak ve iki yaklaşım arasında teorik bir entegrasyon önerisi geliştirmektir. Böylece dijital çağın gerektirdiği liderlik profiline ilişkin daha bütüncül bir bakış açısı sunulması ve literatüre kavramsal katkı sağlanması hedeflenmektedir.

KAVRAMSAL ÇERÇEVE

Bu bölümde, otantik liderlik ve dijital liderlik kavramları ele alınacaktır. Ayrıca, bu iki liderlik yaklaşımının birbiriyle ilişkisi ve günümüz örgütleri açısından önemi üzerinde durulacaktır. Amaç, okuyucuya liderlik teorilerinin tarihsel bağlamda nasıl geliştiğini göstermek ve otantik liderlik ile dijital liderlik kavramlarının örgütsel performans ve çalışanlar üzerinde etkilerini anlayabilmek için kavramsal bir çerçeve oluşturmaktır.

1. OTANTİK LİDERLİK

1.1. Otantik Liderliğin Tanımı

Otantik liderlik kavramını tanımlamadan önce otantiklik kavramını açıklamakta yarar vardır. Otantiklik kelimesinin kökeni Yunan felsefesine dayanır ve bireyin kendini bilmesi, kendine sadık olması manasına gelir (Akyürek, 2020). Otantiklik kendini doğru açıklayabilmek ve kendini bilmektir. Birey kendi değerlerine, duygularına, tercihlerine bağlı olduğu derecede otantiktir (Korkmaz, 2017).

Otantik liderlik örgütsel psikoloji literatüründe geliştirilmiş bir kavramdır. Otantiklik kendini tanıma ve kendine düzen verme olduğundan dolayı otantik lider izleyiciler arasındaki ahlaki davranışları çoğaltmakta, kötü davranışları azaltmaktadır. Otantik liderler takımın genel performans düzeyini artırmaktadır Otantik liderler, öz farkındalığı yüksek, ahlaki persektifi

gelişmiş, dengeli bilgi işlemeyi teşvik eden, takipçileriyle kişisel gelişimini artırmak için ozitif ve şeffaf ilişkiler kuran liderlik modelidir(Korkmaz, 2017).

1.2. Otantik Liderin Özellikleri

Otantik Liderlerin Özellikleri.

Otantik liderlerin başlıca özellikleri şunlardır (Akyürek, 2020):

- Liderlik görevini statü kazanmak, saygınlık elde etmek ya da kişisel çıkar sağlamak amacıyla üstlenmezler.
- Liderlik rolünü oynayan veya taklit eden kişiler değildirler. Düşüncelerini ve duygularını olduğu gibi yansıtır, başkalarının liderlik anlayışlarına uyma kaygısıyla hareket etmezler.
- Kendilerine özgü bir liderlik tarzına sahiptirler. Bazı değer ve davranışları diğer liderler veya takipçileriyle benzerlik gösterebilse de liderlik anlayışları taklide dayanmaz. İnançlarını, değerlerini ve yaşam deneyimlerini bütünleştirerek özgün bir liderlik yaklaşımı geliştirirler.
- Davranışlarını kendi değer ve inançları doğrultusunda şekillendirirler. Söyledikleri ile yaptıkları arasında tutarlılık bulunur. Bu nedenle güven veren, açık ve şeffaf bir liderlik sergilerler.

1.3. Otantik Liderlik Boyutları

Otantik liderlik; özfarkındalık, bilgiyi dengeli değerlendirme, içselleştirilmiş ahlak anlayışı ve ilişkilerde şeffaflık boyutları çerçevesinde incelenmektedir(Kılınç ve Akdemir, 2019):

1.Özfarkındalık: Özfarkındalık veya kendini tanımak, bireyin dış dünyayı algılama şekli ve bu algılamanın sonucunda kendisini incelemesi, kendi olumlu ya da olumsuz özelliklerini belirlemesi olarak tanımlanabilir.

2.Bilgiyi Dengeli Değerlendirme: Otantik liderliğin ikinci bileşeni olan bilgiyi dengeli ve tarafsız değerlendirme karar verme aşamasında elde edilen bilgilerin tümünün değerlendirme sürecine tabi karar verme sürecinde tutulmasıdır.

3.İçselleştirilmiş Ahlak Anlayışı: Otantik liderlik, üst seviyede ahlak anlayışına sahip gerektirmektedir. olunmasını Liderlerin ya da çalışanların ahlak anlayışı tutumlarına, davranışlarına ve genel anlamda etik değerlerine kadar yansıtmaktadır

4.İlişkilerde Şeffaflık: İnsanların olduğu gibi görünmesi ve buna uygun davranabilmesi için en başta bireyin kendine karşı ve diğer insanlarla olan ilişkilerinde açık, şeffaf olması gerekmektedir.

2. DİJİTAL LİDERLİK

2.1. Dijital Liderliğin Tanımı

Dijital liderlik, yöneticilerin ve liderlerin dijital ortamların dinamiklerine uyum sağlayarak etkili bir şekilde liderlik yapabilmelerini ifade eder. Bu yaklaşım, dijital dünya ile liderlik süreçleri arasındaki ilişkiyi açıklayan dijital liderlik teorisi çerçevesinde ele alınmaktadır. Söz konusu teori, liderlerin dijital teknolojilerle kurdukları etkileşimin liderlik uygulamalarına nasıl yansıdığını incelemektedir. Bu kapsamda dijital liderler; bilgiye erişim, kaynak yönetimi, iletişim ağlarının oluşturulması, bilgi paylaşımı ve iş birliği süreçlerini dijital araçlar aracılığıyla etkin biçimde yönetmektedirler(Aksoy, 2024, s.18).

Dijital liderlik, geleneksel liderlik yaklaşımlarının ötesine geçerek dijital çağın gerektirdiği yeni bilgi, beceri ve yetkinlikleri kapsamaktadır. Aynı zamanda liderlerin değişen çalışma koşullarına uyum sağlayabilmelerini, ekiplerini dijital dönüşüm sürecinde yönlendirebilmelerini ve çalışanların performansını destekleyebilmelerini gerektirmektedir. Bu nedenle dijital liderlik, teknolojik gelişmelerin sunduğu fırsatları değerlendirirken çalışanları ortak hedefler doğrultusunda motive edebilen ve yönlendirebilen bir liderlik anlayışı olarak öne çıkmaktadır(Aksoy, 2024, s.18).

2.2. Dijital Liderlik Özellikleri

Dijital liderlerin başarılı olabilmeleri için çeşitli bilgi, beceri ve yetkinliklere sahip olmaları gerekmektedir. Dijital liderliğin özellikleri şunlardır:(Aksoy, 2024, s. 18).

Dijital Teknolojilere Hakimiyet:

Dijital liderlerin, faaliyet gösterdikleri sektörlerde kullanılan teknolojik araçlar ve dijital sistemler konusunda bilgi sahibi olmaları beklenmektedir.

Veri Analitiği Yetkinliği:

Günümüz dijital dünyasında veri odaklı yönetim anlayışı büyük önem taşımaktadır. Bu nedenle dijital liderlerin veri analitiği, büyük veri ve yapay zekâ gibi alanlarda yeterli bilgiye sahip olmaları gerekmektedir.

Stratejik Düşünme ve Yenilikçilik:

Dijital liderlik, yalnızca mevcut süreçleri yönetmeyi değil, aynı zamanda geleceğe yönelik fırsatları öngörebilmeyi de gerektirir.

İletişim ve İş Birliği:

Dijital liderlerin, farklı uzmanlık alanlarından ve çeşitli hiyerarşik düzeylerde görev yapan çalışanlarla ortak amaçlar doğrultusunda etkili şekilde çalışabilmeleri için güçlü iletişim ve iş birliği becerilerine sahip olmaları gerekmektedir.

Değişim Yönetimi ve Uyum Yeteneği:

Teknolojik gelişmelerin ve iş dünyasındaki dönüşümlerin hızla gerçekleştiği günümüzde, dijital liderlerin değişimi yönetebilme ve yeni koşullara uyum sağlayabilme becerileri büyük önem taşımaktadır.

Kültürel Duyarlılık ve Küresel Bakış Açısı:

Dijital liderlerin farklı kültürel yapılara karşı duyarlı olmaları ve küresel bir perspektife sahip bulunmaları beklenmektedir.

Etik Değerler ve Sosyal Sorumluluk Bilinci:

Dijital liderlik anlayışında etik ilkelere bağlılık ve sosyal sorumluluk bilinci önemli bir yer tutmaktadır.

Sürekli Öğrenme ve Kendini Geliştirme:

Dijital çağın dinamik yapısı, liderlerin bilgi ve becerilerini sürekli güncellemelerini zorunlu kılmaktadır.

Hızlı Karar Verme ve Sorun Çözme Yetkinliği:

Dijital ortamda ortaya çıkan fırsat ve risklere zamanında yanıt verebilmek için liderlerin hızlı karar alma ve etkili problem çözme becerileri geliştirmeleri gerekmektedir.

Yeteneklerin Yönetimi ve Geliştirilmesi:

Sonuç olarak, dijital liderler söz konusu yetkinlikleri geliştirerek işletmelerin dijital dönüşüm süreçlerini daha etkili biçimde yönetebilir, yenilikçi uygulamaları teşvik edebilir ve organizasyonların rekabet avantajını sürdürülebilir kılabilirler.

3. OTANTİK LİDERLİK VE DİJİTAL LİDERLİĞİN KARŞILAŞTIRILMASI

Otantik liderlik, liderin kendi değerleriyle uyumlu davranması, kendini doğru biçimde tanıması ve bu doğrultuda takipçileriyle güvene dayalı ilişkiler kurması üzerine temellenen bir liderlik yaklaşımıdır. Türk yönetim literatüründe bu yaklaşım, özellikle etik davranış, şeffaflık ve içsel tutarlılık kavramlarıyla birlikte ele alınmaktadır (Çelik ve Şimşek, 2019). Otantik liderliğin temelinde liderin rol yapmadan, içsel değerlerine uygun şekilde hareket etmesi yer almakta ve bu durum örgüt içinde güven ikliminin oluşmasına katkı sağlamaktadır (Eren, 2016). Ayrıca

Koçel'e göre liderliğin en önemli işlevlerinden biri, çalışanların gönüllü katılımını sağlayacak güven ortamını oluşturabilmektir(Koçel, 2020).

Dijital liderlik ise örgütlerin dijital dönüşüm süreçlerini yöneten, teknolojik gelişmeleri stratejik karar süreçlerine entegre eden ve yenilikçi örgüt yapılarının oluşmasını sağlayan liderlik biçimi olarak değerlendirilmektedir. Türkçe literatürde bu kavram çoğunlukla dijital dönüşüm liderliği bağlamında ele alınmakta ve veri temelli karar alma, çeviklik ve teknolojik yetkinlik gibi unsurlarla ilişkilendirilmektedir (Koçel, 2020). Eren'e göre teknolojik gelişmeler örgüt yapılarında daha esnek ve hızlı karar alma mekanizmalarını zorunlu hale getirmektedir (Eren, 2016). Bu bağlamda dijital liderlik, yalnızca teknolojiyi kullanmak değil aynı zamanda örgütsel değişimi yönetmek anlamına gelmektedir (Çelik ve Şimşek, 2019).

Karşılaştırmalı olarak değerlendirildiğinde otantik liderlik daha çok bireyin karakteri, etik yönelimi ve insan ilişkileri üzerine yoğunlaşırken; dijital liderlik teknolojik altyapı, inovasyon ve örgütsel dönüşüm süreçlerine odaklanmaktadır. Otantik liderlikte güven, şeffaflık ve ahlaki tutarlılık ön plana çıkarken, dijital liderlikte hız, uyum ve teknolojik yeterlilik kritik rol oynamaktadır(Koçel, 2020). Bu farklılıklara rağmen Türk yönetim literatüründe her iki yaklaşımın birbirini dışlayan değil tamamlayan yapılar olduğu vurgulanmaktadır(Çelik ve Şimşek, 2019). Özellikle dijital dönüşüm süreçlerinin yalnızca teknolojik değil aynı zamanda insan ve değer boyutunun da güçlü olması gerektiği ifade edilmektedir(Eren, 2016).

Sonuç olarak, otantik liderlik örgüt içinde güven ve etik iklimi güçlendirirken; dijital liderlik örgütlerin değişen teknolojiye uyum sağlamasını ve rekabet avantajı elde etmesini mümkün kılmaktadır. Bu nedenle modern örgüt yapılarında her iki liderlik yaklaşımının birlikte ele alınması gerektiği görülmektedir.

4.BÜTÜNLEŞİK DİJİTAL- OTANTİK LİDERLİK MODELİ (BDOLM)

1. Kuramsal Arka Plan

Günümüzde örgütlerin karşı karşıya kaldığı en temel iki baskı alanı etik yönetim ihtiyacı ve dijital dönüşüm zorunluluğudur. Türkçe literatürde otantik liderlik, liderin kendi değerleriyle tutarlı davranması, şeffaflık göstermesi ve güven temelli ilişkiler kurması üzerine temellendirilmektedir. Buna karşılık dijital liderlik, örgütlerde teknolojinin stratejik kullanımını sağlayarak dijital dönüşüm süreçlerini yöneten bir liderlik yaklaşımı olarak tanımlanmaktadır .

2. Teorik Entegrasyon Gereksinimi

Literatür incelendiğinde otantik liderliğin insan davranışı ve etik boyutuna, dijital liderliğin ise teknolojik dönüşüm ve inovasyona odaklandığı görülmektedir. Ancak günümüz örgütlerinde sadece teknolojik yeterlilik ya da yalnızca etik liderlik tek başına yeterli olmamaktadır. Bu nedenle iki yaklaşımın bütünleştirilmesi gerekliliği ortaya çıkmaktadır.

3. Modelin Temel Yaklaşımı

BDOLM, örgütsel başarının iki farklı fakat birbiriyle ilişkili liderlik boyutunun birlikte çalışmasıyla oluştuğunu kabul eder:

- İnsan merkezli liderlik (otantik boyut)
- Teknoloji merkezli liderlik (dijital boyut)
- Bu iki boyutun etkileşimi, sürdürülebilir örgütsel performansın temelini oluşturur.

3.5. Modelin İşleyişi

BDOLM çerçevesinde süreç şu şekilde işler:

- Otantik liderlik → çalışanlarda güven ve etik algı oluşturur
- Dijital liderlik → örgütsel dönüşüm ve teknolojik adaptasyonu sağlar
- Entegratif uyum → çalışanların sürece uyumunu kolaylaştırır
- Sonuç → yüksek performanslı ve dijital olarak olgun örgüt yapısı

OTANTİK LİDERLİK



Güven ve Etik İklim



Dijital Dönüşüm

Hazır Kültür



DİJİTAL LİDERLİK



Yenilikçilik – Çeviklik – Teknoloji



Örgütsel Performans

Şekil 1: Önerilen Entegrasyon Modeli

4. SONUÇ

BDOLM, otantik ve dijital liderlik yaklaşımlarını tek bir çerçevede birleştirerek örgütlerde hem etik hem de teknolojik sürdürülebilirliği açıklamayı hedefleyen bütünlük bir model önermektedir. Bu yapı, modern organizasyonların çok boyutlu liderlik ihtiyacına teorik bir cevap sunmaktadır.

ARAŞTIRMA YÖNTEMİ

Bu araştırma, otantik liderlik ve dijital liderlik kavramlarının teorik olarak incelenmesini ve bu liderlik tarzlarının bütünlleştirilmesini amaçlayan nitel bir araştırma niteliğindedir. Çalışmada, söz konusu iki liderlik yaklaşımına ilişkin mevcut literatür incelenmiş ve kavramsal ilişkiler karşılaştırmalı bir bakış açısıyla değerlendirilmiştir. Araştırmanın yöntemi olarak belge analizi tercih edilmiştir. Belge analizi, yazılı kaynakların sistematik bir biçimde toplanması, sınıflandırılması ve yorumlanması sürecine dayanan nitel bir araştırma yaklaşımıdır (Yıldırım & Şimşek, 2018).

Veri Toplama Süreci

Araştırmanın verileri ikincil kaynaklardan elde edilmiştir. Bu kapsamda;

- Hakemli akademik dergilerde yayımlanan makaleler,
- Lisansüstü tezler

incelenmiştir. Literatür taraması sürecinde "otantik liderlik", "dijital liderlik", "dijital dönüşüm", "örgütsel güven", "yenilikçilik" ve "örgütsel performans" anahtar kelimeleri kullanılmıştır.

Veri Analizi

Araştırmada elde edilen verilerin analizinde betimsel analiz ve içerik analizi tekniklerinden yararlanılmıştır. Betimsel analizde mevcut literatürde yer alan temel kavramlar ve teorik yaklaşımlar sistematik biçimde özetlenmiş, içerik analizinde ise otantik liderlik ve dijital liderlik yaklaşımlarının ortak ve farklı boyutları belirlenmiştir.

Analiz süreci aşağıdaki aşamalardan oluşmuştur:

- İlgili literatürün taranması,
- Otantik liderlik ve dijital liderlik boyutlarının belirlenmesi,
- Benzerlik ve farklılıkların karşılaştırılması,
- Ortak temaların ortaya çıkarılması,
- Teorik entegrasyon modelinin geliştirilmesi

Araştırmanın Sınırlılıkları

Araştırma, literatürde erişilebilen çalışmalar ile sınırlıdır. Ayrıca çalışma teorik bir nitelik taşıdığından geliştirilen entegrasyon modeli ampirik olarak test edilmemiştir. Gelecekte yapılacak nicel ve nitel araştırmalarla modelin farklı sektörlerde ve örgütsel yapılarda sınanması önerilmektedir.

BULGULAR VE TARTIŞMA

BULGULAR

Gerçekleştirilen literatür incelemesi sonucunda otantik liderlik ile dijital liderlik yaklaşımlarının farklı teorik temellere dayanmasına rağmen örgütsel etkinlik açısından birbirini destekleyen özellikler taşıdığı belirlenmiştir. Otantik liderlik yaklaşımında liderin öz farkındalığı, etik ilkelere bağlılığı, karar süreçlerinde şeffaf davranması ve çalışanlarla güvene dayalı ilişkiler geliştirmesi ön plana çıkmaktadır. Bu özelliklerin çalışanların örgütsel bağlılıklarını artırdığı ve iş performanslarını olumlu yönde etkilediği çeşitli çalışmalarda vurgulanmaktadır(Koçel, 2020; Eren, 2019).

Dijital liderlik yaklaşımı ise örgütlerin dijital dönüşüm süreçlerine uyum sağlayabilmesi için gerekli liderlik becerilerine odaklanmaktadır. Bu kapsamda teknolojik gelişmeleri takip etme, dijital araçları etkin kullanma, veri temelli karar verme ve sanal ekipleri yönetebilme becerileri öne çıkmaktadır. Dijitalleşmenin hız kazandığı günümüz çalışma ortamında liderlerin yalnızca yönetsel yeterliliklere sahip olmalarının yeterli olmadığı, aynı zamanda dijital yetkinlikler geliştirmelerinin de zorunlu hale geldiği görülmektedir (Şimşek ve Çelik, 2019).

Literatürde yer alan çalışmalar incelendiğinde, otantik liderliğin çalışanların psikolojik güvenlik algısı üzerinde etkili olduğu, dijital liderliğin ise örgütsel çeviklik ve yenilik kapasitesini artırdığı sonucuna ulaşılmaktadır. Bununla birlikte her iki liderlik yaklaşımının da değişim yönetimi, çalışan katılımı ve örgütsel öğrenme süreçleri üzerinde olumlu etkiler oluşturduğu görülmektedir.

TARTIŞMA

Araştırma kapsamında incelenen kaynaklar, otantik liderlik ve dijital liderlik yaklaşımlarının günümüz örgütleri açısından birbirini tamamlayıcı nitelikte olduğunu ortaya koymaktadır. Otantik liderlik, çalışanlarla kurulan ilişkilerde güven, etik davranış ve samimiyet gibi unsurları temel alırken, dijital liderlik örgütlerin teknolojik dönüşüm süreçlerini yönetebilme kapasitesini güçlendirmektedir. Bu nedenle çağdaş örgütlerde etkili liderlik anlayışının yalnızca teknolojik yeterliliklere veya yalnızca etik değerlere dayanması yeterli görülmemektedir. Diğer taraftan, dijital liderlik yaklaşımında teknolojiye aşırı odaklanılması durumunda insan unsurunun geri planda kalabilme riski bulunmaktadır. Otantik liderlik yaklaşımı ise çalışanların bireysel ihtiyaçlarını dikkate alan ve etik değerleri merkeze yerleştiren yapısıyla bu riski dengeleyebilecek bir perspektif sunmaktadır. Dolayısıyla dijital liderlik uygulamalarının sürdürülebilir bir başarı sağlayabilmesi için otantik liderliğin temel ilkeleriyle desteklenmesi gerekmektedir. Literatürdeki değerlendirmeler ışığında, otantik liderlik liderin değerleri ve davranışları arasındaki uyumu açıklarken, dijital liderlik liderin değişen teknolojik çevre koşullarına nasıl uyum sağladığını açıklamaktadır. Bu nedenle iki yaklaşımın teorik olarak bütünleştirilmesi, günümüz örgütlerinin ihtiyaç duyduğu liderlik modelinin anlaşılmasına katkı

sağlayacaktır. Böyle bir entegrasyon, hem çalışanların güven ve bağlılığını artırabilecek hem de örgütlerin dijital dönüşüm süreçlerinde rekabet avantajı elde etmelerine destek olabilecektir.

SONUÇ VE ÖNERİLER

Bu çalışmada otantik liderlik ve dijital liderlik kavramları teorik düzlemde karşılaştırılmış ve iki yaklaşımın kesişim noktaları ile ayrıştıkları boyutlar ortaya konulmuştur. Elde edilen bulgular, otantik liderliğin temelde bireysel farkındalık, etik değerler, şeffaflık ve güven inşasına odaklandığını; dijital liderliğin ise, teknolojik dönüşüm, çeviklik, yenilikçilik ve dijital yetkinlikler üzerinden şekillendiğini göstermektedir. Bununla birlikte, iki liderlik yaklaşımının birbirini dışlayan değil, aksine tamamlayıcı nitelikte olduğu anlaşılmaktadır. Özellikle dijital dönüşüm süreçlerinde sadece teknik becerilere sahi liderlerin yeterli olmadığı; aynı zamanda güven veren, etik değerlere bağlı ve çalışanlarla anlamlı ilişkiler kurabilen liderlik anlayışına ihtiyaç duyulduğu görülmektedir. Bu bağlamda otantik liderlik, dijital liderliğin insan odaklı boyutunu güçlendirmekte; dijital liderlik ise otantik liderliğin değişen çevre koşullarına uyum kapasitesini artırmaktadır.

Sonuç olarak, çağdaş liderlik anlayışı, yalnızca teknolojik yetkinliklere ya da yalnızca insani değerlere dayalı olmaktan ziyade, bu iki boyutun dengeli ve stratejik bir şekilde bütünleştirilmesini gerektirmektedir. Bu entegrasyon, organizasyonların belirsizlik ve hızlı değişim ortamında daha dirençli ve başarılı olmalarına katkı sağlayacaktır. Günümüz organizasyonlarında sürdürülebilir başarı için “otantik dijital liderlik “ olarak adlandırabilecek bütünleşik bir liderlik yaklaşımının gerekliliği ortaya çıkmaktadır. Bu bütünleşik model, hem teknolojik yetkinliği hem de insani değerleri merkeze alarak daha kapsayıcı ve etkili bir liderlik anlayışı sunmaktadır

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Modüler Seyahat Giyimi: Sürdürülebilir ve İşlevsel Tasarım Yaklaşımı

Alireza MOSLEMI

Nişantaşı Üniversitesi

alirezamoslemi_design@yahoo.com

Orcid: 0009-0008-6895-8289

Dr. Öğr. Üyesi Bahar YILDIZ

Nişantaşı Üniversitesi

bahar.yildiz@nisantasi.edu.tr

Orcid: 0000-0002-0266-7154

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

1. Introduction

These days, the clothing industry faces many challenges that extend beyond economic and technical aspects, encompassing broader environmental and social dimensions (Bui et al., 2025). Within this context, the travel clothing sector, as a growing and dynamic area, requires a novel perspective and creative approaches (Jahir et al., 2018). With the growth of the tourism industry and the rise in business and leisure travel, demand for functional, multipurpose clothing that meets the diverse needs of travelers has increased significantly (Kansara & Chauhan, 2018). Simultaneously, growing consumer awareness of the environmental impacts of apparel production and increasing pressure to adopt sustainable approaches have compelled the industry to reconsider traditional design and production methods (Kashilani et al., 2018). The modular approach in apparel design, as an innovative strategy, is based on dividing a complex product into smaller, interchangeable components. Each component is assembled individually, allowing it to serve a distinct function (Sinha et al., 2023). Sustainability in this context refers to designing products with minimal negative environmental impact, using renewable resources, being recyclable, and having a longer useful life than traditional products (Park & Lee, 2020). Functionality refers to designing clothing that, in addition to aesthetic aspects, possesses specific technical and practical capabilities and meets users' needs in various situations. The current state of the travel clothing market shows significant demand for functional, smart products. Consequently, leading brands in this field have developed products that combine innovative technologies, functional materials, and user-friendly design. However, most of these products are still designed using traditional approaches and lack complete modularity and adaptability. Market studies show that contemporary consumers are interested in purchasing fewer, higher-quality, more functional products (Wang et al., 2020), which provides an appropriate opportunity to develop modular approaches. The importance of the modular approach in travel clothing design can be explained from various perspectives. From an economic standpoint, this approach offers the potential to reduce production costs through component standardization, optimized production processes, and reduced inventory (Zhao, 2020). For consumers, it offers advantages such as flexibility of use, reduced need to purchase multiple products, and the possibility of product customization to individual needs (Choi, 2025).

From an environmental perspective, the modular approach has a significant positive impact by extending product life, reducing production waste, and enabling the recycling of separate components. Despite the high potential of the modular approach, significant research gaps exist in this field. Existing research has mainly focused on the technical and engineering aspects of products and has given less attention to a comprehensive analysis of sustainability, functionality, and transformability. Additionally, the absence of a comprehensive conceptual framework for evaluating the performance of such designs and the lack of comparative case studies are among the fundamental deficiencies in this field. Novel technologies such as artificial intelligence and smart systems also have significant potential to improve the performance of such products. A review of existing literature shows that various researchers have addressed diverse aspects of modular design in clothing. Choi (Choi, 2025) examined the application of three-dimensional digital technology to recyclable clothing design and the creation of modular redesign systems. Juysukha et al. (Juysukha & Sadsunk, 2025) investigated

the impact of fashion design on light travel in Thailand and on innovation for sustainable, minimalist tourism. Wang (Wang, 2025) studied marketing strategies for sustainable modular clothing. Zhang et al. (Zhang et al., 2025) analyzed the sustainable potential and industrial challenges of modular fashion. Florea-Burduja et al. (Florea-Burduja & Cangas, 2024) examined the creative direction of modular fashion in the apparel industry. Hu et al. (Hu & Yahaya, 2023) studied the innovation of multifunctional modular children's clothing design. Casciani (Casciani, 2023) analyzed modularity as a design strategy for sustainability in fashion. Samkari et al. (Samkari & Tawfiq, 2022) investigated the use of a modular design approach for designing convertible women's clothing. Chen et al. (Chen & Lapolla, 2021) explored modular systems in textile and apparel design. Şevkay (Şevkay, 2021) studied modular design in sustainable fashion apparel and proposed a collection of designs. The objective of this article is to provide a comprehensive and systematic analysis of the modular approach in travel clothing design with particular emphasis on three key dimensions: sustainability, functionality, and transformability.

2. THEORETICAL FOUNDATIONS

Modular clothing is a type of apparel designed according to systematic principles and composed of separate, interchangeable, and combinable components. This approach is founded on dividing a complex product into smaller, independent modules, each with specific functions that can produce various types of clothing in different combinations (Sinha et al., 2023). In this system, each module is designed as an independent unit with standardized interfaces for connecting to other components, enabling the creation of high diversity in clothing with a limited number of basic pieces (Chen & Lapolla, 2021).

2.1. Definition and Concept of Modular Clothing

Modular design in travel clothing is structured into three main categories: base modules, complementary modules, and functional modules (Wang et al., 2020). Base modules form the core of the clothing system and include the main body of garments, base pants, and primary shirts. Complementary modules include detachable sleeves, hats, scarves, and additional pockets, enabling changes in the appearance and functionality of clothing. Finally, functional modules comprise thermal layers, waterproof covers, and breathable components that ensure adaptation to different environmental conditions (Hu & Yahaya, 2023). As practical examples, several modular systems demonstrate the versatility of this approach (Choi, 2025). A multipurpose travel jacket system includes the main jacket body, detachable sleeves of various lengths, an attachable hood, additional pockets, and inner thermal layers. By combining these components, it is possible to create a formal jacket for office environments, a sports jacket for recreational activities, and a rain jacket for adverse weather conditions (Samkari & Tawfiq, 2022). Similarly, an adaptive pants system consists of the upper part of the pants, detachable long legs, detachable short legs, an adjustable belt, and attachable side pockets, allowing users to transform from formal pants to sports shorts or work pants as needed. Additionally, a modular shirt system can incorporate interchangeable collars (formal, casual, stand-up), various sleeve types (long, short, three-quarter), detachable pocket configurations, and convertible cuff designs that allow transformation from business attire to casual wear (Casciani, 2023).

2.2. Modular Design Principles and Application in Travel Clothing

The fundamental principles of modular design are built upon three main axes: standardization of connections, interchangeability, and functional independence (Zhao, 2020). Standardization of connections involves creating unified, reliable connection systems composed of zippers, buttons, velcro fasteners, magnets, and other mechanisms that enable easy attachment and detachment of components (Kim & Kim, 2020). The design of compatible interfaces between different parts ensures that various combinations are possible without interference or functional problems, and this characteristic is considered the fundamental basis of the modular system (Chen & Lapolla, 2021).

The application of these principles in travel clothing results in systems that respond to the complex needs of modern travelers (Manley et al., 2023). Travelers face multiple challenges, including luggage weight and volume limitations, diverse weather conditions, the need for appropriate clothing for different situations, and the need for easy maintenance during travel (Juysukha & Sadsunk, 2025). Modular design, by providing a unified solution to these challenges, enables carrying a minimum number of clothing pieces with maximum practical diversity through strategic component selection and intelligent recombination strategies (Wang, 2025). The concept of recombination allows travelers to create multiple outfit variations from a limited set of base pieces, where a single modular jacket might be recombined with different modules to serve as formal business wear, casual tourist attire, or protective outdoor gear (Zhang et al., 2025). Additionally, climatic adaptation and cultural compatibility through diverse module combinations, personalization based on individual preferences through custom-fit adjustments and style selections, and size adjustability through modular components that can accommodate body changes or layering requirements make this system highly suitable for international travelers across diverse destinations and extended travel periods (Šterman, 2018).



Figure 1. Concept of configurability and style diversity in modular design system (Casciani, 2023)

2.3. Environmental Sustainability and Functional Advantages

The modular approach in the context of environmental sustainability plays a key role in reducing the negative environmental impacts of the apparel industry (Sinha et al., 2023). Reduction of production waste through standardization of components and the possibility of

their reuse in different combinations significantly decreases waste, and this approach enables mass production of standardized components, leading to optimized production processes and reduced raw material consumption (Park & Lee, 2020). Extended product lifespan, one of the most important advantages of the modular system, is enabled by easy repair and maintenance through the replacement of damaged components, rather than discarding the entire garment when one part breaks; only the damaged module is replaced (Florea-Burduja & Cangas, 2024). The functional advantages of modular travel clothing can be examined across various dimensions, with improved lightness and portability at the forefront (Juysukha & Sadsunk, 2025). The modular system enables carrying fewer clothing pieces with greater diversity, and travelers can reduce their luggage weight and volume by 40-50 percent through intelligent selection of appropriate modules (Wang, 2025). Multifunctionality and adaptability also enable quick adjustment of clothing to different situations, including formal, informal, sports, and party modes, without the need to carry multiple garments, and this feature is considered one of the most prominent advantages of the modular system (Hu & Yahaya, 2023). Optimized maintenance and washing by allowing separate washing of dirty components without washing the entire garment, saving water and energy, and ensuring faster drying of components, is especially important in travel conditions where washing facilities are limited (Zhang et al., 2025).

2.4. Role of Digital Technologies in Modular Clothing Development

Digital technologies play a decisive role in the development and improvement of modular clothing systems, with CLO3D software emerging as an advanced tool for realistic three-dimensional simulation (Bui et al., 2025). This software enables accurate, realistic modeling of how different modules function together and simulates fabric behavior, component connection methods, and the final product appearance under various conditions (Choi, 2025). Virtual prototyping enabled by this technology provides the ability to test and examine various module combinations without needing to produce physical samples, resulting in a significant reduction of costs and product development time, and the ability to optimize design through precise adjustment of dimensions, proportions, and connection mechanisms before production, significantly improving final product quality (Bui et al., 2025).

Adobe Illustrator also plays an important role in precise pattern design and enables designers to define connection systems, precise dimensions, and technical details of each component with maximum accuracy (Samkari & Tawfiq, 2022). Digital customization, enabled by this software, includes the ability to produce custom patterns based on individual measurements, create variants of each module, and optimize fabric consumption, leading to reduced waste and increased customer satisfaction (Wang et al., 2020). The custom-fit aspect is particularly important in modular systems, where precise component sizing ensures optimal functionality across all possible combinations, allowing users to achieve a perfect fit through adjustable modules that can accommodate different body types and personal preferences (Wang, 2025). Emerging technologies also play an increasing role in this field, with the use of artificial intelligence in design to predict the best module combinations based on travel conditions, user preferences, and weather conditions, as well as machine learning algorithms. The application of augmented reality for virtual viewing of module combinations and final garment appearance before purchase or use, among these developments, draws a bright future for this industry and

promises enhanced user experiences through technology-driven customization and predictive design optimization (Kansara & Chauhan, 2018). Figure 2 demonstrates the modular redesign process in a practical and step-by-step manner. Section (a) shows the variety of styles achievable by combining modular components, where a basic garment can be transformed from formal office wear to sportswear or casual attire by adding or removing modules such as vests, hoods, or additional layers. Section (b) presents technical drawings and design patterns that specify how modular components connect and separate, enabling standardized production of these components. Section (c) provides QR codes and demonstration videos, demonstrating the capability to offer digital guidance that helps users easily learn how to combine and use different components.

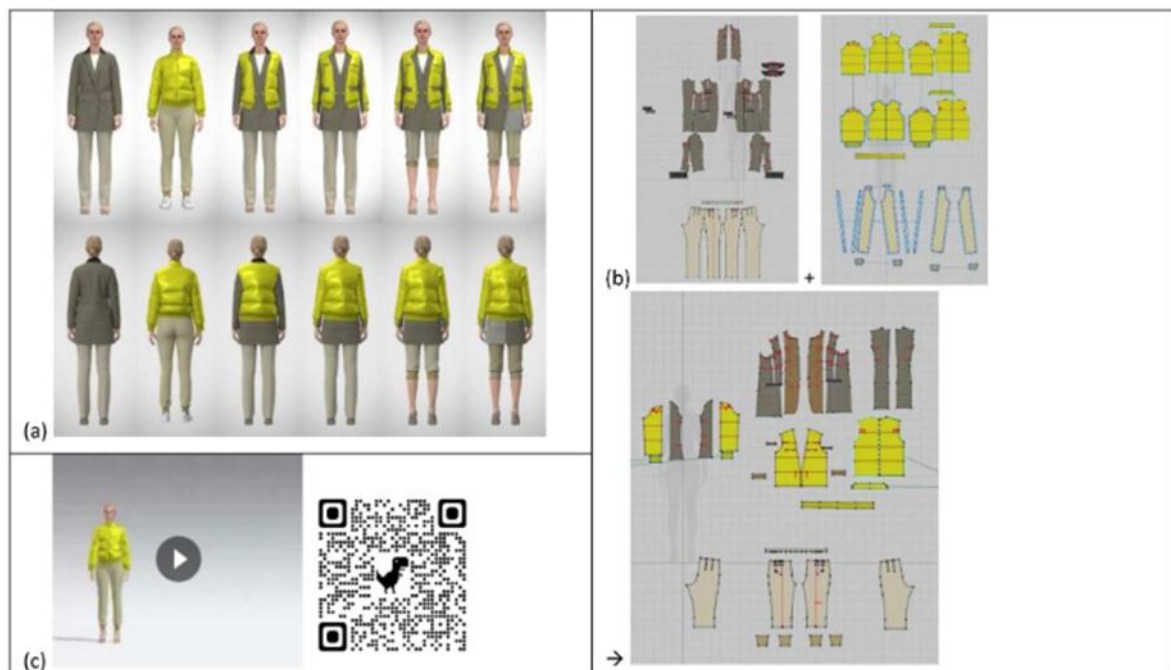


Figure 2. Modular redesign process for demonstrating style and textile changes (Choi, 2025).

3. RESEARCH METHOD

This study is a review article based on a comprehensive review of reliable scientific sources and adheres to the principles of systematic review studies. This study provides an in-depth analysis of modular clothing design and its suitability for travel. In the early stages, some articles were included and others were excluded. All stages of article selection, from initial screening based on title and abstract to full-text review and final quality assessment, were carefully conducted to ensure that the selected content was directly relevant to the research topic. Ultimately, a proposed design was developed and presented using CLO3D and Procreate.

4. RESULTS AND DISCUSSION

This systematic review of studies from 2017 to 2025 highlights the potential of modular travel clothing to address sustainability, functionality, and traveler needs, aligning with the growing

demand for eco-conscious and efficient apparel. The reviewed studies indicate that modular designs reduce textile waste and extend clothing lifespan by using detachable components, which simplify repairs and washing (Choi, 2025). These findings are supported by Zhang et al. (2025), who emphasized modularity's role in reducing environmental impact through replaceable modules, and Şevkay (2021), who noted consumer preference for sustainable apparel (Zhang et al., 2025) .

4-1 Conclusion and Discussion

Similarly, Casciani (2023) underscored modularity's benefits across environmental, economic, and cultural dimensions, suggesting its applicability to travel contexts (Casciani, 2023). The adaptability of modular clothing to diverse travel conditions emerged as a key strength. Juysukha et al. (2025) found that modular designs support minimalist travel by reducing luggage volume and enabling versatile configurations, suitable for varying climates and cultural settings (Juysukha & Sadsunk, 2025). Chen et al. (2021) and Samkari et al. (2022) highlighted the ability of modular systems to create diverse styles from minimal components, enhancing functionality for travelers (Chen & Lapolla, 2021). This study's prototypes, developed using CLO3D and Procreate, align with these findings, offering compact, adaptable designs for minimalist travelers. Florea-Burduja et al. (2024) further noted that modular approaches maintain creative design while addressing environmental challenges, a principle applied in this study's aesthetically versatile prototypes (Florea-Burduja & Cangas, 2024). Consumer acceptance of modular travel clothing was a recurring theme. Wang (2025) and Şevkay (2021) reported strong interest among eco-conscious consumers, particularly families and travelers valuing sustainability and customization (Şevkay, 2021). Juysukha et al. (2025) emphasized compatibility with minimalist travel trends, a finding echoed in this study's traveler survey, which confirmed preferences for lightweight, adaptable apparel (Juysukha & Sadsunk, 2025). While focused on children's clothing, Hu et al. (2023) noted modularity's benefits in adaptability and personalization, principles applicable to adult travel apparel (Hu & Yahaya, 2023). These findings suggest a ready market for modular travel clothing, particularly among environmentally aware travelers.

5. CONCLUSION

The apparel industry in the current era is undergoing remarkable transformations, underscoring the need to reconsider traditional design and production methods. The travel apparel sector, as a dynamic and growing field, requires solutions that address environmental challenges, the functional needs of modern travelers, and sustainability principles. As an innovative strategy, the modular approach in clothing design enables the creation of systems that offer unique sustainability, functionality, and transformability by dividing complex products into smaller, interchangeable components. The objective of this review is to conduct a comprehensive and systematic analysis of the modular approach to travel clothing design, with particular emphasis on three key dimensions: sustainability, functionality, and transformability. This review showed that the modular approach to travel clothing design has high potential to improve sustainability by reducing waste, extending product lifespan, and enabling the recycling of separate components. In terms of functionality, this approach offers unique capabilities, such as adaptability to different travel conditions, reduced luggage volume and weight, and separate

component washing. Additionally, the transformability and convertibility of modular clothing allow a limited set of pieces to create high diversity in clothing and adapt to different occasions. Results also showed that consumers are highly prepared for such products, and brands can achieve significant success in this field with appropriate marketing strategies. Consequently, the modular approach to travel clothing design is considered a comprehensive and effective solution to the challenges in the apparel industry, simultaneously meeting environmental, functional, and economic needs. This approach is not only an appropriate response to the increasing demand for sustainable and multifunctional products but also offers the potential to create a sustainable competitive advantage for apparel manufacturers and brands. The systematic analysis of existing literature confirms that modular design represents a paradigm shift toward more sustainable, functional, and user-centered approaches in travel clothing development.

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Catastrophe Bonds in The Insurance Market: Experiences from Recent Years

Ph.D. Agnieszka WIKARCZYK

Cardinal Stefan Wyszyński University in Warsaw/ Socio-Economics Faculty/Institute of Economics and Finance

a.wikarczyk@uksw.edu.pl

Orcid: 0000-0002-1919-3098

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 recent 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

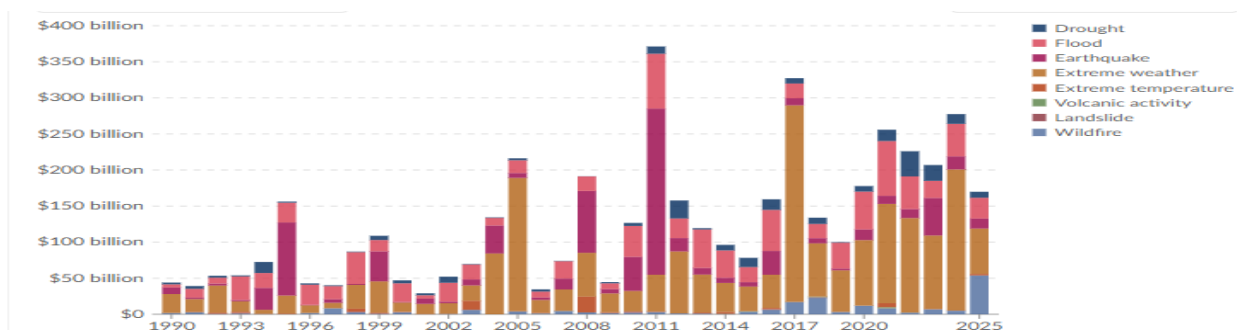
INTRODUCTION

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) [von Dahlen & von Goetz, 2012, p. 34].

Catastrophe Bonds (known as “Cat Bonds”, “Act-of-God” bonds, “cat-in-the-box” bonds) are special financial instruments that allow (re)insurers, governments or international institutions transfer part of their disaster risk to capital markets (as an example of securitization of natural catastrophe risk) [How a CAT ..., 2024, p. 1; Kiohos & Paspatis, 2021, p. 1;]. They are the largest category of Insurance-linked Securities (ILS) for transferring reinsured risks to investors from primary insurers [Munich Re, p. 30; von Dahlen & von Goetz, 2012, p. 32]. They “(...) are securities whose performance is linked to the possible occurrence of pre-specified events that relate to insurance risks. While [...] Cat Bonds may be the most well-known type of ILS [accounting for an average of 92% of ILS – Artemis (3), p. 10], there are other non-cat-bond ILS, including those based on mortality rates, longevity and medical-claim costs (...)” [Carelus, 2021, p. 1].

The financial markets have proved efficient in spreading risk, and it seems that (re)insurers would take advantage of them. CAT Bonds 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 [Tang et al., 2023, p. 1]. In the recent 25 years the most of economic damages were linked to extreme weathers (especially in 2005, 2017, 2021-2024). The second cause were floods (e.g. in period 2010-2016, 2020-2025). From time to time there were 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 (see: Chart 1).

Chart 1. Economic damage by natural disaster type, 1990 to 2025



Source: [EM-DAT, CRED / UCLouvain (2026) – with major processing by Our World in Data]

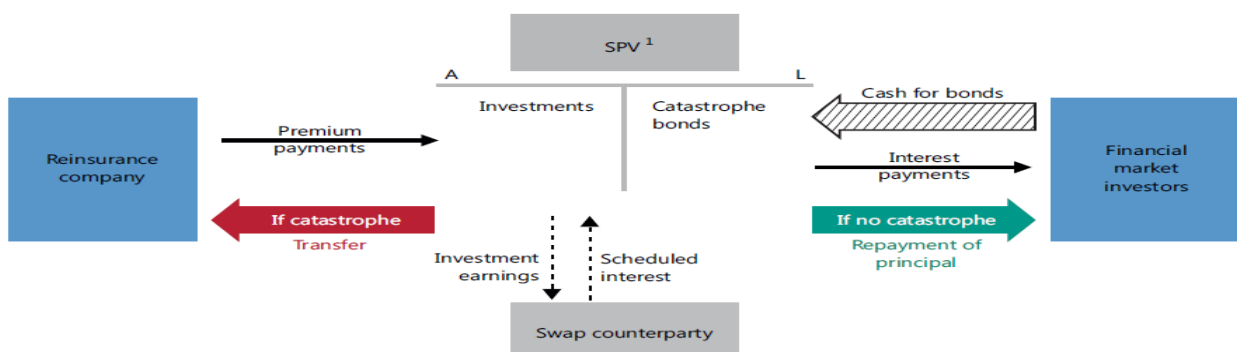
Cats Bonds are: “(...) an alternative form of disaster insurance involving insurance linked security providing for payment of interest and/or principal to be suspended or canceled in the event of a specified disaster, such as an earthquake (...)” [Davis, 2015, p. 333]. In many case they are either attractive to investors as a risk diversification tool, because they transfer risk in two ways as [Niehaus, 2002, p. 586; Hagendorf et al., 2014, p. 1; Huang et al., 2019, p. 719] (see: Graph 1):

- 1) basic structure: a sponsor ((re)insurer, government) enters a risk transfer contract with a Special Purpose Vehicle (SPV), which issues CAT bonds to investors. Bond proceeds are held in a fully collateralized trust and invested in safe assets (e.g. Treasury Bills),
- 2) payout mechanics:
 - if a specified catastrophe trigger is hit (e.g., modeled loss or multiple events), coupons and/or principal are written down and used to pay the sponsor’s losses,
 - if no event occurs, investors receive coupons (high yields) plus full principal at maturity.

Thus, CAT bonds arrangement can potentially benefit the bond issuer and investors. Just as reinsurers serve to reduce the credit risk of the primary insurer, bonds reduce the credit risk of the reinsurer by providing a source of back-up capital. Primary providers of insurance can also use these bonds to reinsure some of their own exposure [Goes & Skees, 2003, p.6; von Dahlen & von Goetz, 2012, p. 31-32].

The global CAT bond market size reached \$25,6 bn in 2025 [Artemis (1), 2026; Artemis (2), 2025; Meredith, 2026] 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 by heightened awareness of natural disasters, the rising frequency of catastrophic events, and the growing appetite among institutional investors for alternative investments that offer attractive risk-return profiles and diversification benefits [Sharma, 2025].

Graph 1. Securitization of natural catastrophe risk



The bold black lines show payments made ex ante with certainty. The green arrow depicts repayment that takes place if the specified catastrophe does not materialise.

¹ Special Purpose Vehicle issues natural catastrophe bonds and places assets in a trust fund.

Source: [von Dahlen & von Goetz, 2012, p. 32].

Main growth factors for the CAT Bond market are: the intensification of climate change (has led to an escalation in the frequency and severity of natural disasters), the persistent low-yield environment in global financial markets (has prompted institutional investors e.g. pension funds, hedge funds, asset managers to seek alternative asset classes: bonds offer non-correlated returns relative to traditional equities and fixed income instruments, making them highly attractive for portfolio diversification), the transparency, liquidity, and relatively short duration, regulatory developments supporting ILS frameworks in different jurisdictions (have streamlined issuance processes), technological advancements in data analytics, risk modeling, and parametric triggers. These innovations have enabled the creation of more precise and responsive CAT Bonds, reducing basis risk and increasing investor confidence (besides the integration of blockchain and smart contracts, automating payouts and enhancing transparency). Issuers and investors are benefiting from reduced transaction costs and quicker settlement times, that is accelerating the adoption of these bonds as a mainstream risk transfer tool [Sharma, 2025].

Governments, (re)insurance companies are increasingly seeking innovative risk transfer mechanisms to mitigate the financial impact of catastrophic events. The increasing sophistication of risk modeling and analytics has further enabled the structuring of more tailored and efficient Catastrophe Bonds attracting a broader range of investors and facilitating market expansion [Sharma, 2025]. At the same time, (re)insurers worry this financial instrument will be insufficient, because the world will soon become uninsurable.

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Strategic Resilience of Innovative Enterprises

Ph.D. Jacek WOŹNIAK

Military University of Technology, Warsaw, Poland

jacekj.wozniak@wat.edu.pl

Orcid: 0000-0001-7592-0109

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.

INTRODUCTION

Modern organizations operate amid major environmental changes. It is difficult to predict unequivocally in which direction these changes will go. They can be either beneficial or unfavorable (Otola, 2017; Rybak, 2019). That is why it is so important to have a thorough understanding of the situational context in which a given organization operates. This includes both the external environment and the internal conditions in a given entity.

The system that “binds” these activities together is broadly understood as risk management, taking the form of either a complex set of processes or a relatively simple action procedure, primarily focused on prevention (IRM, n.d.). Modern organizations, thanks to risk management, can prepare for ongoing changes and respond appropriately when they arise, especially when adverse events threaten the organization’s planned development (Kulinich et al., 2023). Such mechanisms can increase employees’ situational awareness and the organization’s resilience, both in the short and long term, ensuring, among other things, the continuity of processes that create value for different stakeholder groups (Padayachee & Wordofa, 2025).

Operational and strategic resilience complement each other, but they rest on different assumptions and serve distinct objectives (Välikangas, 2016). This paper will focus on strategic resilience. Therefore, the study aims to determine the circumstances for shaping strategic resilience. The concentration, especially in the empirical part, will take place on the activities of innovative enterprises operating in Poland. Resilience, especially in the strategic, i.e., long-term dimension, is of particular importance for innovative companies. That is why subjects of this class were examined. This is primarily because innovative companies create broadly understood value for stakeholders in the long term. This is due to the specificity and complexity of innovation processes and the innovation lifecycle in the market (Abdel-Razek & Ubaid, 2020). The beginning of innovative activity is (or at least should be) preceded by an in-depth market analysis that helps identify and understand the environment. It is also an important aspect in shaping the organization’s resilience, but still within the operational dimension. Nevertheless, it is an important “foundation” for systematic, strategic resilience-building (Välikangas, 2016). Innovative companies, to maintain their competitive potential and increase the value (both of their own and the innovations offered), should “transfer” the mechanisms for shaping current resilience to the strategic level. In this regard, it is important to identify the basic factors that can support the formation of this resilience.

1. THEORETICAL FRAMEWORK

1.1 The essence of organizational resilience

Organizational resilience can be understood in various ways. Over the years, many definitions have appeared in the literature on the subject, which present resilience in various aspects, emphasizing the different processes/actions undertaken by the organization (employees), its importance in the development of the organization, or its potential links with risk management and functioning in crises (Tarapata & Woźniak, 2022; Hepfer & Lawrence, 2022).

First of all, Hepfer and Lawrence (2022) define resilience as an organization’s ability to anticipate, respond to, mitigate, and learn from adversity. It is worth noting that the organization

“draws” from the diversity of the environment. This diversity can (and indeed should) be treated as an important source of growth potential for organizations and innovation processes – even in situations where adverse factors arise. Such factors can, with appropriate action by employees and managerial staff, serve as the basis for beneficial changes in the organization. In this vein, Wildavsky (2017) also proposes a definition, noting that resilience is learning from adversity to do better. Resilience, as a specific property of the organization, should enable either the provision of the right conditions for operation or the restoration of proper process implementation once the adverse factor has disappeared. Such a definition is presented by DesJardine, Bansal, and Yang (2019), who note that resilience is both the ability of a system to survive disruptions and the ability to regenerate and sustain an existing business. In general, resilience should be seen as a constructive attribute of the organization. A definition can be cited here by Demirel et al. (2019), who argue that resilience is the ability of a system to return to its original state or transition to a new, more desirable state after a specific disturbance. A slightly different process view of an organization’s resilience is presented by Hillmann and Guenther (2021). They note that resilience can be seen, e.g, as the ability to act, the outcome of an action, a process, or the behavior of a company and its employees.

On the other hand, the definition proposed by Carmeli and Markman (2011) directly refers to long-term action. The authors claim that enterprise resilience is a continuous process carried out as part of strategic management. Resilience means the organization can balance expansion strategies with governance issues, risks, and factors that support its functioning. This is a broad approach, indicating how complex the category of resilience is (both operational and strategic) and how many factors and actions can potentially influence the processes of shaping and maintaining it in a dynamic environment. In the next part of the study, the focus will be on the category of strategic resilience and the processes and factors involved in its provision.

1.2 Strategic resilience of the organization

Strategic resilience, as noted earlier, is a natural consequence of shaping operational resilience (Fig. 1). Therefore, the current processes of anticipating, coping with, and adapting to environmental changes are important here. However, they should be “led” further and understood “deeper” – as a source of lasting and meaningful changes in the organization. In addition, strategic resilience focuses more on leveraging adversity for strategic renewal than on coping with it (Välikangas, 2016).

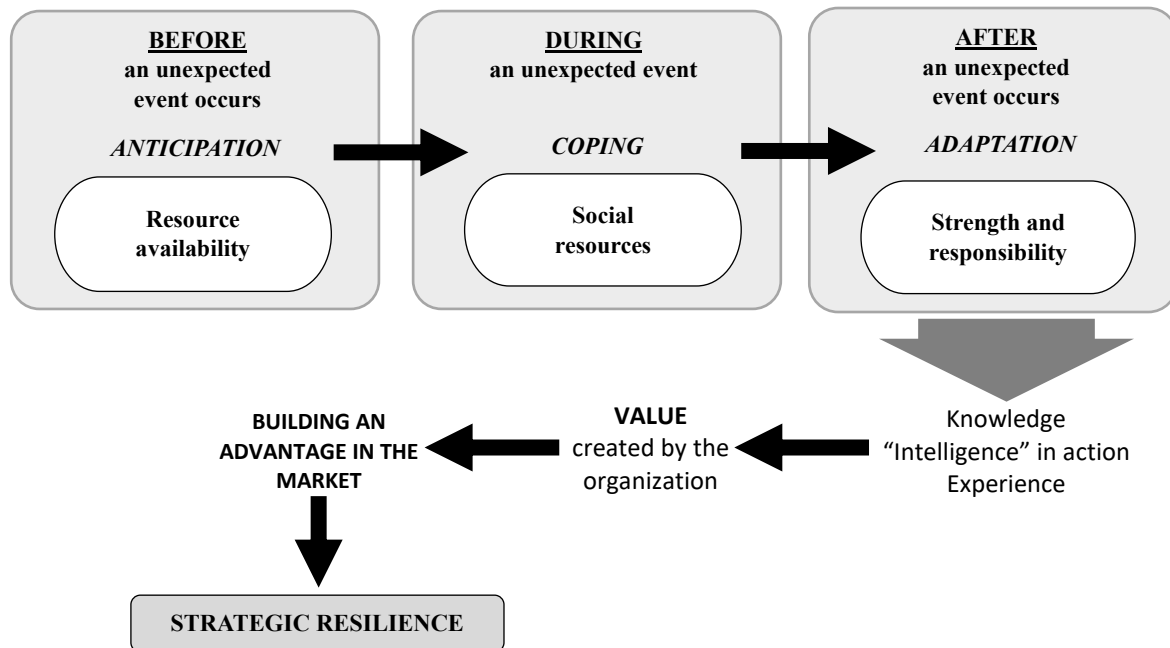


Figure-1: Process of shaping organizational resilience

Source: own elaboration based on Ducheck, 2020, p. 224

It can therefore be assumed that strategic resilience is the capability to turn threats into opportunities in a timely, non-crisis-like manner (Välikangas, 2016). Colberg (2022) also presents an interesting approach to understanding strategic resilience, noting that this is the ability to prepare for unforeseeable challenges or opportunities by building an enterprise that can both exploit existing strengths and explore new strategic directions. Such a perception of strategic resilience may be related to the currently popular concepts of organizational ambidexterity and dynamic capabilities (Colberg, 2022). In the context of shaping strategic resilience, one can also recall Denyer's (2017) proposal of four perspectives. These dimensions complement each other, creating a coherent and complete "foundation" for the systematic and planned creation and development of strategic resilience. These perspectives are: foresight thinking, vivisection, learning, and surveillance (Fig. 2).

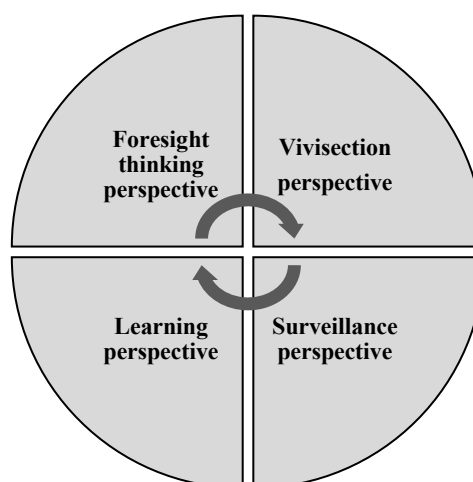


Figure-2: Prospects for shaping resilience in the long term

Source: Denyer, 2017, p. 7

Strategic resilience requires both looking inside the organization and reaching for external factors. This is important mainly because long-term resilience must be the “result” of various processes and resources that generate the so-called positive synergy effect, which is important for leveraging environmental advantages to build market position. Focusing solely on external factors (e.g., market actors) may prove insufficient and create an illusory impression of resistance to market changes. Of course, the market is important, especially for innovative companies. It is a kind of “beginning” and “end” of the innovation process. Nevertheless, strategic resilience must “grow” from internal potential (vivisection) and, when combined with external factors, can lead to beneficial, long-term benefits for the organization. In addition, both planning and foresight processes, as well as control processes, are important in shaping strategic resilience – primarily by identifying new courses of action that are attractive to the company and its stakeholders, and by ensuring that specific milestones are implemented correctly.

2. METHOD

2.1 Basic Methodological Assumptions of Empirical Research

The empirical study (on a sample of 300 companies) was conducted using the diagnostic survey method and the CAWI (Computer-Assisted Web Interview) technique. Applied random sampling in layers (layers defined by the business profile: production, services, trade). Only large, innovative enterprises (at least 250 employees) from Poland were surveyed. This was because this class of enterprises has sufficient resource potential (m.in. financial, HR, relational, and information) to conduct large-scale innovative activities on an ongoing basis. Only one respondent from each company was included in the survey. The respondents were business owners or managers responsible for computerization/digitization, innovative processes, or project management. The survey covered the entire area of Poland and was conducted during July and September 2025.

The main objective of the study was to determine the circumstances for shaping the strategic resilience of innovative enterprises operating in Poland. The following research questions were asked:

[RQ-1] How do owners and managers perceive strategic resilience?

[RQ-2] What are the most important factors in shaping strategic resilience?

2.2 Research sample

The research sample included 100 companies from each of the three sectors: production, services, and trade. Entities operating on the market for up to 10 years dominated (46%). A smaller share was held by enterprises operating for 11 to 20 years (29%) and for 21 years and more (25%). All entities reported an average annual turnover of at least PLN 6 million. The vast majority (54%) of enterprises operated nationally, while a smaller share operated regionally (24%), at the European level (10%), and globally (12%).

3. FINDINGS AND DISCUSSION

Answering the first of the research questions [RQ-1], it should be noted that respondents (owners and managers) perceive strategic resilience mainly as the ability of the company:

- to prepare for unpredictable challenges in the long term and the ability to plan strategically/prospectively (38% of indications);
- not only to return to the pre-crisis state, but also to shape the future actively through learning and changing strategies (36% of indications);
- to not only to respond to crises, but also to use them to develop and create innovations (35% of indications);
- to consciously influence the environment and shape the activities of other entities (33% of indications).

The above results clearly indicate that strategic resilience is “forward-looking,” i.e., it aims to shape the development of innovative enterprises actively. Planning and prevention are of great importance here. It is also worth noting the inclusion of learning processes in shaping strategic resilience. Therefore, the results obtained on a sample of Polish enterprises are consistent with the definitions presented by Carmeli and Markman (2011), Välikangas (2016), DesJardine, Bansal, and Yang (2019), and Colberg (2022). Therefore, the perspective of Polish entrepreneurs from innovative entities can be considered in line with current global trends in understanding strategic resilience and in taking a practical approach to shaping it.

Referring to the second research question [RQ-2], it should be noted that the most important factors in shaping strategic resilience are, in the opinion of the respondents: applying a company/brand image strategy (average respondent rating at 3.29 – on a 5-point scale, where a value of “1” means very little/no importance of the factor, and a value of “5” means a very high importance of the factor); systematic and planned development of IT infrastructure in the enterprise (3.26), and investments in fixed assets (3.24). Slightly less important factors are: the application of the enterprise value management policy/system (3.23); a focus on building lasting relationships with employees (3.23); and the application of a strategic planning system in the company and the conduct of long-term environmental analyses (3.21).

Based on the above results, it can be noted that, in shaping strategic resilience, innovative companies should primarily invest in fixed assets and ICT infrastructure and maintain lasting relationships with various stakeholder groups (mainly employees). This may be due to the need to provide the right conditions for developing trust, creativity, and innovation in the company, which, in the long term, should form the basis for creating value in innovative processes. The above results, obtained from a sample of Polish companies, largely confirm the findings reported by Bąk and Jedynak (2025), Leikas (2021), and Hillmann and Guenther (2021). It is also important to use long-term planning and environmental analyses, which largely align with the results proposed by Denyer (2017) and the Silicon Valley Innovation Center (2021).

CONCLUSIONS

In conclusion, strategic resilience is an important category for many classes of organizations today, including innovative enterprises. Strategic resilience, resulting from and complementing operational resilience, should ensure the organization’s confident, sustainable long-term development while skillfully responding to threats and seizing emerging opportunities. Environmental diversity is the basis for shaping strategic resilience. That is why it is so

important to properly analyze the factors in the internal and external environments, understand their specificities and directions of change, and identify the relationships between them.

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

Laouna OUANG-YANG

Université de Yaoundé 1 (Cameroun)

ouangyanglaouna@gmail.com

Orcid: 0009-0002-2381-6937

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 7^{ème} 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 latrization 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.

Introduction

In sub-Saharan Africa, accelerating urbanization occurs predominantly without prior planning. As sociologist Jean-Marc Ela (1983) observed, "in Africa, urbanization precedes urban planning." This horizontal sprawl dynamics generates major disruptions in the provision of basic urban services, particularly drinking water supply, waste management, and sanitation. N'Djamena, the capital of Chad, is no exception to this pattern. Its sustained demographic growth is accompanied by a pronounced spatial expansion toward the eastern periphery. The 7th district commune (*Commune du 7^{ème} arrondissement*, CA7), which covers an area of 21km², constitutes one of the capital's most dynamic expansion zones. However, this rapid spatial growth far exceeds the operational and financial capacities of the municipal institution. Faced with the deficiencies of public sanitation services, households as the primary producers of solid and liquid waste are forced to develop coping strategies to manage their living environment. The central question of this research is as follows: What autonomous strategies do households in the 7th district commune of N'Djamena deploy to ensure the sanitation of their daily living spaces, and what are the resulting health and environmental repercussions? This study aims to map and analyze the informal (*profane*) practices of solid waste, wastewater, and excreta management by CA7 households. It highlights the articulation (or lack thereof) between municipal action, private community initiatives, and individual family dynamics, while assessing the impact of these choices on local public health.

1. Materials and Methods

1.1. Location and Characteristics of the Study Area

The 7th district commune is located at the extreme east of the city of N'Djamena. It is bordered to the north by the 8th district, to the south by the 9th district (from which it is separated by the Chari River), to the west by the 5th and 6th districts, and to the east by the sub-prefecture of Linia. This territory is embedded within a physical framework characterized by severe morphological constraints that heavily influence local spatial and socio-economic organization. The relief, which is almost flat, lies globally below the flood levels of the Chari River a topographical configuration that renders the commune highly vulnerable to seasonal flooding. Furthermore, this urban landscape is dotted with topographical depressions and former clay quarries, locally known as *boutas*. From a hydroclimatic standpoint, the district experiences a Sahelian climate, characterized by a long dry season lasting eight to nine months and a short rainy season of three to four months, with an average annual rainfall of less than 900 mm. The nature of the soil, which is predominantly clay-sandy, severely restricts the natural infiltration capacity of surface water during the rainy season, thereby exacerbating the risks of hydromorphy and flooding. The vegetation cover, corresponding to an open Sahelian steppe, is currently dominated by the anthropogenic species *Azadirachta indica* (neem). Demographically and socio-economically, the population of the 7th district commune estimated at 225,231 inhabitants during the Second General Population and Housing Census (RGPH2, 2009) is characterized by its young demographic profile and an average household size of seven people. Local dynamics are heavily marked by the predominance of informal economic activities, among which small-scale retail, urban market gardening, and the transport sector are prominent.

1.2. Data Collection and Sampling

The methodological approach adopted for this study relies on a mixed-methods design, combining quantitative and qualitative data collection techniques in a complementary manner.

The initial phase consisted of an extensive literature review, focusing on municipal reports from the 7th district commune. This work was supplemented by the analysis of health surveys and prior scientific studies specifically addressing urban sanitation issues in the city of N'Djamena. The quantitative component of the research was conducted through a questionnaire survey administered to a sample of 100 households, randomly distributed across the various neighborhoods of the commune, including Chagoua, Dembé, Atrone, Habena, and Amtoukouï. The survey instruments were specifically designed to target and analyze the storage and disposal methods of solid and liquid household waste, while assessing the population's level of access to onsite sanitation facilities, such as household latrines. To gain deeper insights into institutional and community dynamics, this approach was enriched by qualitative investigations using semi-structured interviews with key stakeholders in the sector. These discussions involved municipal authorities notably the Secretary General of the commune and the head of the Hygiene, Sanitation, and Health section as well as leaders of local sanitation committees such as AJ7, CASQAD, and the ESSAC enterprise. In order to apprehend the health impacts of urban environmental management, healthcare professionals, including the head of the Habena health center and a pulmonologist from the National General Reference Hospital, were also consulted, alongside the delegates of the targeted neighborhoods.

Finally, systematic direct field observations were conducted to visually characterize the sanitary status of public spaces, the typology of the gutter networks, the morphology of the *boutas* (topographical depressions), and the maintenance status of household latrines. To support and illustrate these field observations, systematic photographs were taken, establishing a corpus of photographic records essential for empirical analysis.

1.3. Data Processing and Analysis

The processing and analysis of the collected data followed a rigorous procedure, differentiated according to the quantitative or qualitative nature of the information gathered. Data obtained from the questionnaire survey administered to the 100 households were first subjected to a consistency check before being coded and entered. Statistical analysis was performed using SPSS software to generate descriptive statistics and cross-tabulate key variables, notably household income levels with waste disposal methods and types of latrine access. Graphical and cartographic representations were finalized using EXCEL spreadsheets and QGIS software. For the qualitative component, data from the semi-structured interviews were transcribed verbatim. They were then subjected to thematic content analysis, facilitated by Atlas.ti software. This approach enabled the structuring of discourses from institutional, healthcare, and community actors into units of meaning, highlighting convergences and divergences in perceptions regarding sanitation governance, the operational constraints of local committees, and perceived epidemiological risks. Finally, cross-referencing qualitative data, statistical results, and field observations enabled data triangulation across sources, ensuring the validity and robustness of the analyses presented in this study.

2. Results

2.1. Generation and Domestic Management Practices of Solid Waste

Household consumption habits determine the nature of waste generated on a daily basis. The survey reveals heterogeneity in the types of waste produced by households (**Table 1**).

Table 1: Typology of Predominant Solid Waste Within Surveyed Households

Predominant Solid Waste Type	Number of Households	Percentage (%)
Cardboard and paper residues	46	46
Plastics (packaging, <i>lédas</i> , elastomers)	33	33
Plastic bottles, flasks, and jerrycans	21	21
Total	100	100

Source : Field surveys, 2019.

Cardboard and paper packaging predominate (46%), which is explained by legislation banning the use of non-biodegradable plastic bags (locally known as *lédas*) in the city of N'Djamena, partially shifting businesses toward paper packaging. However, the plastic fraction remains high (33%). In response to this waste generation, solid waste disposal strategies vary significantly according to socio-economic status and the level of integration into primary collection networks (Table 2).

Table 2: Solid Waste Management Strategies Applied by Households

Adopted Management Strategy	Number of Households	Percentage (%)
Use of baskets, wheelbarrows, and buckets (disposal outside the concession)	36	36
Open-air incineration (burning)	28	28
Storage in standardized waste bins	21	21
Valorization/Backfilling of concessions and access streets	9	9
Informal dumpsite managed inside the concession	6	6
Total	100	100

Source : Field surveys, 2019.

The survey reveals that only 21% of households possess standardized waste bins suitable for mechanized collection. The majority (36%) temporarily store their residues in makeshift containers (perforated buckets, old baskets, used bags, as shown in the photographs below) before disposal. Open-air incineration (28%) remains a common practice to reduce waste volumes at a minimal cost. Furthermore, 9% of respondents intentionally use their dry waste (plastic demolition debris, coarse residues) to backfill their plots or access roads flooded during the rainy season (for example, around the Amtoukouï depression, near the Rotative bakery). Local sanitation committees (youth associations such as the *Amicale des Jeunes du 7ème Arrondissement* [AJ7], CASQAD, or the private company ESSAC) provide a door-to-door primary collection service for a monthly financial contribution fluctuating between 1,500 and 2,000 FCFA. The coverage rate and regularity of this service are presented in Table 3.

Table 3: Weekly Frequency of the Domestic Waste Primary Collection Service

Service Frequency	Number of Households	Percentage (%)
Non-subscribers to primary collection services	53	53
Once a week	21	21

Twice a week	18	18
Three times a week	8	8
Total	100	100

Source : Field surveys, 2019.

The majority of households (53%) operate outside the structured primary collection system due to a lack of financial resources, deliberate choice, or the physical isolation of plots during the wet seasons. For the 47% of subscribers, the collection frequency varies: 21% benefit from a single weekly collection, while only 8% have access to three collections per week, generally corresponding to high-standing plots or those housing multiple tenant families.

2.2. Domestic Wastewater Management Practices

The management of liquid effluents (greywater from dishwashing, laundry, and showers; blackwater laden with fecal matter) poses major technical difficulties at the micro-local scale (Table 4).

Table 4: Facilities and Techniques for Household Liquid Waste Evacuation

Wastewater Evacuation Device	Number of Households	Percentage (%)
Salvaged metallic drums (functioning as soakaways)	60	60
Sealed or filtering brick-lined soakaways	16	16
Direct discharge into geographical depressions (<i>boutas</i>)	11	11
Direct evacuation onto the public highway (street)	7	7
Free dispersion within the courtyard/concession	5	5
Buried sealed plastic tanks	1	1
Total	100	100

Source : Field surveys, 2019.

The analysis demonstrates the ubiquity of the "makeshift soakaway," consisting of a buried, salvaged 200-liter metallic drum (60%). This device, lacking a sealed bottom slab, rusts rapidly and collapses under the corrosive effects of acidic laundry and kitchen wastewater. Soakaways constructed according to satisfactory technical masonry standards account for only 16% of the sample. Direct discharges into the immediate environment (streets and *boutas*) account for a combined 18% of reported practices. Households living along major asphalted roads equipped with stormwater drainage ditches illegally connect domestic wastewater discharge pipes to them (observed in the Chagoua and Dembé neighborhoods). The emptying of blackwater pits is carried out using mechanical vacuum trucks; however, when the cost of this service is prohibitive, households engage in clandestine manual emptying during rainfall events or under the cover of night.

2.3. Analysis of Latrine Access and Excreta Disposal

The reduction of open defecation (OD) constitutes a key axis of the sanitary transition. The equipment status of households in the 7th municipal arrondissement (CA7) is summarized in **Table 5**.

Table 5: Typology of Household On-Site Sanitation Systems (Latrines)

Sanitary Facility Category	Number of Households	Percentage (%)
Semi-modern latrines (concrete slab, simple lined pit)	42	42
Subsidized family twin-pit latrines (TDM/Municipality)	25	25
Traditional latrines (simple unlined pit without slab, wood/earth covering)	21	21
Modern pour-flush latrines with septic tanks	7	7
Total absence of latrine (practice of open defecation)	5	5
Total	100	100

***Source :** Field surveys, 2019.*

Although 95% of households in the sample report owning an excreta containment facility, substantial qualitative disparities persist. Semi-modern (42%) and traditional latrines (21%) remain dominant. The latter, frequently unstable, often collapse during the rainy season due to the clayey and waterlogged nature of peripheral soils. Improved sanitation facilities (ventilated improved twin-pit family latrines [VIP]) represent 25% of the identified installations. This infrastructure is the direct result of a co-development project conducted by the NGO *Toilettes du Monde* (TDM) in partnership with the CA7 Municipality, funded by the French Development Agency (AFD). This program targets a 90% subsidy for facilities with a market value of one million (1,000,000) FCFA, reducing the remaining out-of-pocket cost for volunteer families to 100,000 FCFA. Nevertheless, 5% of households in the periphery (Kourmanadji, Sigueté, Kilwiti) lack any excreta disposal facilities and practice open defecation in *boutas* or vacant public spaces (school playgrounds, administrative reserves).

2.4. Environmental Impact of Popular Sanitation Strategies

The on-site sanitation practices developed by households in the 7th arrondissement of N'Djamena, although responding to a logic of emergency management at the concession scale, generate severe negative externalities that compromise the ecosystemic and sanitary integrity of the territory. The analysis of local dynamics highlights a major structural contradiction between the immediate cleanliness sought by populations and the medium- and long-term ecological consequences of their technical choices (Mahamat Abba Mahamat and Abdoulaye Zakaria Ahmat, 2018, p. 43). This situation is exacerbated by the biophysical characteristics of the area, notably a flat topography, clayey-sandy soils with low infiltration capacity, and a shallow water table, which act as amplifying factors for environmental risks (Djassira Ndimayana and Hassane Adoum Mahamat, 2018, p. 14). The first major impact concerns the systemic pollution of the shallow aquifer, induced by a failure in the containment integrity of effluent and excreta storage devices. The widespread use of artisanal soakaways made of

perforated, salvaged metallic drums (60%) or traditional latrines over simple, unlined pits (21%) creates direct migration pathways for pollutants into the shallow water table. During high-water periods, the piezometric level of the aquifer rises almost to the ground surface, which nullifies the purifying capacity of the unsaturated soil zone and promotes the immediate infiltration of high concentrations of nitrates, phosphate detergents, and pathogenic enterobacteria (*Escherichia coli*, *Salmonella*). This water-excreta cross-contamination phenomenon is dramatic since unprotected shallow wells and low-depth manual boreholes constitute the primary sources of drinking and domestic water supply for a significant portion of the local population (Ela, 1983, p. 46). In parallel with the physico-chemical and bacteriological degradation of water, urban adaptation strategies lead to the irreversible destruction of urban wetlands and alterations to local hydrodynamics. The systematic backfilling of natural topographic depressions, locally termed *boutas*, with raw, unsorted domestic waste mixtures (9%) transforms these regulatory ecosystems into informal dumpsites. While this anthropogenic strategy temporarily reclaims plots to make them habitable or constructible (Ladibe Yizouné and Bahawe Djawabele, 2017, p. 9), it effectively eliminates the natural expansion zones indispensable for the evacuation and storage of stormwater and floods from the Chari River. By reducing the retention capacity of the environment, the infilling of *boutas* causes a hydraulic shift, drastically displacing and amplifying flooding phenomena toward adjacent neighborhoods and the most vulnerable dwellings. Sanitarily, this comprehensive environmental degradation translates into a heavy epidemiological burden borne by the commune's population. The prolonged stagnation of kitchen wastewater, septic tank overflows in the streets, and the frequent flooding of latrines during the rainy season create larval breeding sites and ecological conditions conducive to the proliferation of disease vectors (Rimnely and Alladinon, 2018, p. 12). Consolidated epidemiological data from the Habena Health Center registries confirm a critical predominance of vector-borne and waterborne pathologies directly linked to the insalubrity of the living environment. Malaria constitutes the primary reason for consultation with 215 documented cases, followed closely by malnutrition syndromes (203 cases), whose pathogenesis is frequently aggravated by chronic intestinal infections. Typhoid fever (143 cases) and acute diarrheal syndromes (84 cases) complete this alarming health profile. Analysis of the clinical data demonstrates that these conditions asymmetrically and primarily affect the most vulnerable demographic groups—namely children under 5 years old and pregnant women—illustrating environmental inequalities in the face of fecal hazards in precarious urban settings (Dos Santos, 2012, p. 75).

2.5. Sanitary Diagnostic: A Heavy Epidemiological Burden

The lack of adequate sanitation directly impacts the public health indicators of the arrondissement. Interviews conducted with healthcare personnel at the Habena Health Center reveal a high prevalence of waterborne and vector-borne pathologies. Consolidated epidemiological data for a representative month of the rainy season illustrate this correlation (Table 6).

Table 6: Prevalence of Pathologies Recorded at the Habena Health Center (Consolidated Data, June 2019)

Diagnosed Pathology	1 to 4 years	5 to 14 years	15 years and over	Pregnant women	Total clinical cases
Malaria (mild and severe)	85	36	49	45	215
Malnutrition syndromes	-	-	-	-	203
Typhoid fever	-	-	-	-	143
Diarrheal syndromes	-	-	-	-	84

Cholera	0	0	0	0	00
Various dermatoses	0	0	0	0	00

Source: *Compilation of monthly activity registries from the Habena Health Center, 2019.*

Malaria stands out as the leading cause of consultation (215 cases), driven by the proliferation of *Anopheles* larval habitats in gutters blocked by stagnant liquid waste and stormwater residues accumulated in the *boutas*. Typhoid fever (143 cases) and diarrheal diseases (84 cases) attest to the insalubrity of the immediate environment and the poor quality of consumed water. Children under the age of 5 and pregnant women pay the heaviest price for these urban ecological imbalances.

2.6. Structural and Institutional Weaknesses of the Municipal Governance Framework

The involvement of the Municipality of the 7th arrondissement of N'Djamena in environmental management suffers from major structural constraints that drastically limit the scope and impact of its actions on the ground. This institutional failure highlights a significant gap between theoretical legal prerogatives and the actual operational capacities of the municipality. Although the municipality legally possesses broad competencies and an explicit mandate regarding public health and sanitation, dictated by Articles 8 and 11 of the 2008 Hygiene Code of the Republic of Chad, the allocated budgetary resources remain derisory and disproportionate to the infrastructure needs of a territory experiencing a demographic explosion. Financial weaknesses translate directly into a glaring deficit of heavy infrastructure, marked by the total absence of a municipal sewer network, a chronic shortage of functional dump trucks for waste collection, and the non-existence of controlled landfills compliant with environmental standards. The municipality thus finds itself confined to the role of a passive spectator in a peri-central and peripheral urban space in a state of permanent sanitary asphyxiation. Added to this material and financial precariousness is an exceptionally lax regulatory framework, characterized by a structural inability to enforce environmental public order and compel eco-citizen behaviors. Despite the existence of a local and national legal arsenal formally banning informal dumping and strictly regulating the hours for discharging greywater onto public roads (which is administratively tolerated only after 10:00 PM), field monitoring and enforcement prove entirely non-existent. Municipal hygiene brigades lack qualified personnel and means of transport to patrol isolated, landlocked neighborhoods such as Atrone or Amtoukouï. Consequently, the application of criminal penalties or fixed fines stipulated by the Hygiene Code remains marginal, perpetuating a generalized sense of impunity among the population and fostering the multiplication of improper disposal behaviors harmful to the biophysical environment.

Finally, sanitation governance within the arrondissement suffers from a chronic absence of integrated planning and a breakdown in dialogue between different decision-making and operational levels. To offset the disengagement and helplessness of the municipal institution, neighborhood sanitation committees driven by private initiatives or youth associations (such as AJ7, CASQAD, or the private enterprise ESSAC) have emerged to manage primary waste collection. However, these community structures operate entirely autonomously and in an atomized fashion, without any comprehensive technical coordination or strategic alignment with the municipal hygiene and sanitation service. This institutional fragmentation precludes economies of scale, weakens the economic viability of primary collection, and severely threatens the long-term sustainability of the final treatment of collected waste, which ultimately

ends up dumped haphazardly into surrounding topographic depressions (*boutas*), merely displacing the ecological problem from one sector to another.

3. Discussion

The results of this study highlight an inherent paradox in Sub-Saharan African cities, characterized by the emergence of a strong adaptive self-reliance among populations facing the structural failure of public environmental management services. In N'Djamena, this urban coping strategy—while effective at the micro-local scale for removing waste from the immediate domestic environment—generates cumulative and compounded health and environmental risks at the macro-urban scale. The non-subscription rate of 53% of households to primary collection committees in the 7th arrondissement corroborates the fundamental analyses of Jaglin (2005, p. 42), who demonstrates that the fragmentation of urban services in Africa inevitably pushes peripheral populations toward informal networks or precarious self-supply practices. The ubiquity of the "makeshift soakaway" (60%) consisting of buried metallic drums and the reliance on open-air incineration (28%) bear witness to an urban planning of urgency. These daily maneuvers align with what Myers (2011, p. 89) terms "landscapes of survival," where the lack of centralized infrastructure (sewers, treatment plants) forces urban dwellers to improvise low-cost technical responses that are frequently incompatible with the minimum requirements of environmental sustainability and public health.

The recurrent collapse of traditional latrines (21%) during the rainy season underscores the mismatch between household technological choices and the biophysical constraints of the environment, namely clayey soils and a shallow, sub-surface water table. This structural vulnerability phenomenon has also been documented by Kouamé (2014, p. 115) in the peripheral neighborhoods of Abidjan, where the lack of technical regulation of on-site sanitation facilities transforms inner courtyards into hubs of chronic insalubrity during rainfall events. A major contradiction thus exists between the pursuit of immediate cleanliness within the plot and the degradation of the broader ecosystem, which is particularly visible through the pollution of the shallow aquifer and the backfilling of the *boutas*. By utilizing unsorted waste (9%) to reclaim flood-prone plots, households alter the local topography and reduce the environment's natural retention capacity against floods from the Chari River. This unregulated anthropization of urban wetlands aligns with the conclusions of Douglas et al. (2008, p. 192) regarding the vulnerability of the urban poor to flooding in Africa: diverting or infilling natural water discharge zones merely displaces flood risks toward adjacent plots, thereby amplifying the comprehensive vulnerability of the territory. Furthermore, the infiltration of pollutants (nitrates, pathogenic bacteria) from unsealed excreta pits into the water table—from which the population draws its drinking water via shallow manual boreholes—perfectly illustrates the theory of the "fecal hazard" in dense urban settings modeled by Dos Santos (2012, p. 73). In N'Djamena, a direct statistical correlation exists between these informal evacuation methods and the epidemiological profile of the Habena Health Center, where waterborne and vector-borne diseases (typhoid fever, diarrhea, malaria) account for virtually all reasons for consultation during the rainy season. The inability of the CA7 Municipality to fulfill its regulatory prerogatives established by the 2008 Hygiene Code is explained by a chronic deficit of financial resources and operational capacities. The total absence of field enforcement and the non-application of legal penalties reflect a "lax governance," a defining characteristic of Sahelian municipalities analyzed by Diallo (2016, p. 204).

Faced with this public helplessness, neighborhood community initiatives (AJ7, CASQAD, ESSAC) should not be perceived as anomalies in the system, but rather as indispensable

structures that need to be institutionalized. As Mitlin and Satterthwaite (2013, p. 147) suggest, the solution for sustainable sanitation in cities of the Global South does not lie in the utopian expectation of a conventional, widespread sewer network, but rather in the formalized co-production of urban services. This implies a strong functional linkage: the municipality must ensure macro-local planning (master plans, transit centers, controlled landfills), while community committees manage local primary collection in close proximity to residents' needs. The positive experience of the project led by the NGO *Toilettes du Monde* and funded by the AFD (25% subsidized improved latrines) demonstrates the effectiveness of these integrated approaches, which combine external technical support, municipal regulation, and modest household financial participation. To definitively eliminate the remaining 5% of open defecation (Nguelsou, 2018, p. 3), these targeted subsidy mechanisms must imperatively be coupled with awareness approaches such as Community-Led Total Sanitation (CLTS) in order to trigger a collective and lasting behavioral change (UNICEF, 2017, p. 7).

Conclusion

The analysis of environmental dynamics in the 7th arrondissement of N'Djamena highlights the systemic limits of urban planning policies when faced with uncontrolled peripheral sprawl. Empirical investigation demonstrates that the absence of centralized sanitation infrastructure produces acute environmental and sanitary vulnerability, characterized by a high prevalence of waterborne and vector-borne pathologies within local healthcare facilities (Djassira Ndimayana and Hassane Adoum Mahamat, 2018, p. 12). In response to the failure of municipal authorities to enforce national regulatory frameworks, households develop autonomous coping strategies. Although these strategies meet an immediate domestic cleanliness imperative, they rely on precarious, unsealed technical devices (metallic drums, traditional pits). These informal disposal and backfilling practices in topographic depressions (*boutas*) using unsorted solid waste cause major ecological externalities, resulting in anthropogenic cross-contamination of the shallow aquifer and alterations to local hydrodynamics (Mahamat Abba Mahamat and Abdoulaye Zakaria Ahmat, 2018, p. 45). Sustainably resolving the sanitation crisis in N'Djamena requires an operational paradigm shift that breaks away from top-down, centralized technocratic approaches, which are poorly suited to the socio-economic configurations of Sahelian cities. Universal access to a healthy living environment depends on the institutionalization of a co-production model for urban services, formally linking the municipality's macro-local planning with the operational agility of neighborhood community primary collection committees. The widespread scaling of improved, subsidized on-site sanitation facilities, supported by proven collective awareness approaches such as Community-Led Total Sanitation (UNICEF, 2017, p. 6), is indispensable to stem fecal hazards and definitively eradicate pockets of open defecation (Nguelsou, 2018, p. 4). Finally, integrating urban wetlands into urban master plans constitutes a scientific imperative to preserve natural flood outlets and strengthen comprehensive ecosystemic resilience against contemporary flood risks and climate mutations.

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

Dr. Haseen Ahmed

Assistant Professor Department of Finance NDIM New Delhi

Email ID: ahmedhaseen210@gmail.com

Orcid: 0009-0001-1323-5162

Dr. Sharif Mohd

Assistant Professor Department of Finance NDIM New Delhi

Email ID: smohd2991@gmail.com

Orcid: 0000-0002-2530-4815

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

1. INTRODUCTION

The growing emphasis on environmental sustainability, climate transition, and green economic transformation has positioned sustainability-related risks and uncertainties as critical determinants of financial market behaviour. In recent years, financial markets, particularly in emerging economies, have become increasingly sensitive not only to macroeconomic and geopolitical uncertainties but also to sustainability-driven shocks that shape investor expectations, capital allocation, and market dynamics. While traditional uncertainty measures—such as economic policy uncertainty (Bagh et al., 2023), geopolitical risks (Adeosun et al., 2023), financial and economic risks (Ramzan et al., 2023), and business cycle uncertainty (Yilanci et al., 2025)—have been shown to influence stock market movements, the specific role of sustainability uncertainty remains underexplored. This gap is significant given that sustainability considerations are now deeply embedded in investment decisions, regulatory frameworks, corporate strategies, and environmental policies (Rehman et al., 2024).

The BRIC economies—Brazil, Russia, India, and China—represent a unique context for examining this phenomenon due to their rapid structural transformation, large equity markets, and increasing exposure to sustainability-related policies and global environmental risks. At the same time, these markets experience strong interactions between domestic uncertainty, global shocks, and sustainability dynamics, making them ideal for multi-scale and time-varying analysis. Earlier studies utilizing wavelet coherence methods have demonstrated the importance of frequency-dependent co-movement between variables such as oil prices, uncertainty indicators, and stock markets (Adeosun et al., 2023; Al-Shboul & Maghyereh, 2023). Similarly, research on clean energy markets, environmental risks, and economic uncertainties indicates that these relationships are often nonlinear, heterogeneous, and regime-dependent (Nasir & He, 2023; Yilanci et al., 2025). Yet, sustainability uncertainty as a distinct risk factor affecting equity markets has not been systematically analysed for BRIC countries.

Furthermore, existing studies seldom isolate the pure effect of a specific uncertainty indicator by controlling for broader global conditions. For instance, while partial wavelet coherence has been used to isolate the influence of economic or geopolitical risk factors (Al-Shboul & Maghyereh, 2023; Yilanci et al., 2025), no study has investigated whether the impact of sustainability uncertainty on stock markets remains significant *after controlling for global sustainability uncertainty* (GEGDP). Given the growing integration of global sustainability policies, international climate commitments, and cross-border environmental regulations, ignoring such global factors may yield biased or incomplete insights into domestic market connectedness.

Although sustainability-related risks have become increasingly important for global investors, the empirical understanding of how GEGDP influences stock market dynamics—particularly in major emerging economies such as the BRIC nations—remains limited. Existing literature has mostly examined sustainability risks through linear models, aggregate volatility measures, or country-specific uncertainty frameworks, offering only partial insights into the complex, time–frequency behaviour of uncertainty transmissions. This creates a conceptual gap because sustainability uncertainty is inherently multidimensional, nonlinear, and scale-dependent, requiring methodological approaches that can capture both short-run reactions and long-run co-movements in financial markets. Theoretically, the study draws on the Information Transmission Theory, which posits that shocks originating from global sustainability concerns

can propagate asymmetrically across markets, and the Behavioural Finance Perspective, which suggests that investor sentiment toward sustainability issues may vary across market phases, leading to heterogeneous responses at bullish, bearish, and normal conditions. The conceptual framework positions GEGDP as an external systemic uncertainty factor that interacts with BRIC equity markets through channels such as risk perception, capital flows, policy expectations, and institutional readiness.

In line with these theoretical and conceptual foundations, the study aims to investigate how sustainability uncertainty in BRIC countries co-moves with their equity markets across multiple time scales using Partial and Bivariate Wavelet Coherence Analysis, a method well-suited for detecting dynamic, nonlinear, and frequency-specific relationships. Further, the relationship is investigated by controlling the global sustainability uncertainty, exploring the question it is global or country specific sustainability uncertainty which is influencing the stock markets. The primary objective is to identify whether the relationship between GEGDP and stock market returns is symmetric or asymmetric across different quantiles and phases of market behaviour. Additionally, the study seeks to understand whether this connectedness is stronger during long-term horizons (higher scales) or short-term fluctuations, and whether bearish or low-uncertainty periods exhibit stronger coherence. Through this multi-layered analysis, the study intends to fill a critical gap by offering a nuanced, time–frequency understanding of sustainability-driven uncertainty spillovers in the BRIC region.

Understanding the dynamic interactions between sustainability-related uncertainty and equity market behavior has gained prominence, especially with the growing integration of environmental, geopolitical, and macroeconomic shocks in financial systems. Foundational theoretical insights on uncertainty stem from Bewley's (1986) incomplete-preferences framework, where uncertainty—distinct from risk—generates indeterminacies and alters asset pricing mechanisms. This theoretical distinction provides a backdrop for empirical explorations that examine the transmission of uncertainty into financial markets (Bewley, 1986).

Empirically, substantial research has explored how global and domestic uncertainty indicators influence financial and commodity markets. For instance, Adeosun et al. (2023) analyzed BRICS economies and established that oil prices serve as major shock transmitters to geopolitical risk and economic policy uncertainty (EPU), highlighting heterogeneous spillover magnitudes and time–frequency variations across countries. Similarly, Bagh et al. (2023) applied wavelet coherence to China's stock market and demonstrated strong low-frequency co-movements between EPU and stock indices, with clear evidence of bidirectional causality. These findings underscore that uncertainty-induced dynamics are nonlinear, time-varying, and scale-dependent.

Wavelet-based studies have also been increasingly applied in evaluating risk connectedness across asset classes and macro-financial indicators. Using partial wavelet coherence (PWC), Al-Shboul and Maghyereh (2023) documented that real economic uncertainty strongly drives connectedness between oil and stock volatilities, particularly during COVID-19, with heightened associations at lower frequencies. Likewise, Rehman et al. (2024) employed multiscale wavelet tools to examine relationships among sustainability indices, Bitcoin, gold, and carbon emissions, revealing strong sustainability–carbon co-movements and the unique behavior of Bitcoin during risk events.

Within emerging markets, wavelet studies have also linked economic and financial risks. Ramzan et al. (2023) demonstrated strong positive time–frequency dependence between economic and financial risk in India across all scales. Similarly, Yilanci et al. (2025) showed that in Türkiye, EPU mitigates environmental degradation whereas geopolitical risk intensifies it, with PWC confirming dynamic interactions across frequencies. These findings reveal that uncertainty does not always destabilize economies—it may exert positive or negative pressures depending on structural and geopolitical contexts.

The role of uncertainty in shaping clean energy and environmental markets has also been established using wavelet methods. Nasir and He (2023) found significant, asymmetric time-varying interactions between clean energy subsectors and China’s EPU, with some subsectors acting as strong hedges during turbulent periods. More broadly, Yilanci et al. (2025) demonstrated that business condition uncertainty significantly affects segmented clean energy market risks across multiple time scales, emphasizing heterogeneity in market sensitivity to macroeconomic shocks. Further, Ramzan et al. (2024) used multivariate wavelet regression and causality tools to show that crude oil prices, financial risk, innovation, and information globalization significantly influence stock market dynamics in China.

Collectively, the existing studies emphasize that uncertainty—whether economic, geopolitical, financial, or environmental—exerts significant, heterogeneous, and scale-dependent influence on financial markets across countries and asset classes. However, they primarily focus on EPU, geopolitical risks, oil–stock relationships, clean energy indices, or sustainability–environment linkages. Although wavelet coherence and partial coherence methods are widely applied, the examination of sustainability uncertainty specifically—its behavior and its connectedness with traditional equity markets—remains limited, particularly for emerging market blocs like BRIC countries, whose markets are highly sensitive to global sustainability transitions.

Although existing studies have extensively examined the interaction between uncertainty indicators and financial markets, a clear research gap emerges regarding the role of *sustainability-specific uncertainty* and its connectedness with equity markets, especially across the BRIC economies. Prior research has largely focused on macroeconomic uncertainty, geopolitical risks, business condition risks, or economic policy uncertainty and their spillovers to oil prices, stock indices, clean energy markets, and environmental indicators (Adeosun et al., 2023; Bagh et al., 2023; Yilanci et al., 2025; Nasir & He, 2023). Studies employing wavelet-based approaches have highlighted time–frequency connectedness, but primarily in contexts such as the oil–stock nexus (Al-Shboul & Maghyreh, 2023), sustainability indices with crypto or metals (Rehman et al., 2024), financial and economic risk linkages (Ramzan et al., 2023), or clean energy market segmentation (Yilanci et al., 2025). However, the empirical literature has not explored whether *sustainability uncertainty* exerts heterogeneous, scale-dependent influences on equity market behavior in BRIC countries—despite these economies being major contributors to global growth and environmental transitions. Additionally, prior works seldom integrate partial wavelet coherence to isolate the pure effect of sustainability uncertainty while controlling for competing risk factors, nor do they compare cross-country variations within BRIC markets. Thus, there remains a significant gap concerning (i) the dynamic, asymmetric, and multi-scale connectedness between sustainability uncertainty and BRIC equity markets, (ii) the disentangling of direct versus confounded effects through partial coherence, and (iii) the systematic comparison of bivariate and partial wavelet evidence across the four major emerging

economies. Addressing this gap is critical for deepening understanding of how sustainability-driven uncertainties shape financial stability, portfolio risk, and market resilience in emerging markets.

2. METHODOLOGY AND DATA

The literature extensively uses wavelet coherence (WTC) to examine time- and frequency-varying co-movements among economic, financial, and environmental variables, enabling the identification of short-, medium-, and long-run interdependencies across regimes (Aloui & Hkiri, 2014; Bilgili, 2015; Kalmaz & Kirikkaleli, 2019; Goodell & Goutte, 2021). Partial wavelet coherence (PWC) further refines this analysis by isolating the net relationship between two variables while controlling for a third factor, and has been applied to study oil–stock market linkages, gold–equity interactions, exchange rate mediation, and the effects of geopolitical and policy uncertainty on cryptocurrencies (Paul et al., 2019; Wu et al., 2020; Kinkyo, 2022; Singh et al., 2022). Beyond finance, PWC is also used in environmental and interdisciplinary research, such as energy–emissions dynamics, vegetation–drought responses, and neurovascular coupling, highlighting its robustness in capturing scale-dependent relationships after accounting for confounding influences (Kuşkaya & Bilgili, 2020; Zhou et al., 2022; Hermans et al., 2023).

This study employs wavelet-based time–frequency methods to explore both the unconditional and conditional dependence between sustainability uncertainty and stock market behaviour in the BRIC countries. To capture localized co-movement across multiple investment horizons, the analysis first applies the Continuous Wavelet Transform (CWT) using the complex Morlet wavelet, defined as -

$$W_x(s, \tau) = \int_{-\infty}^{\infty} x(t) \frac{1}{\sqrt{s}} \overline{\psi\left(\frac{t-\tau}{s}\right)} dt. \quad (1)$$

where s denotes scale and τ denotes time. The cross-wavelet spectrum between sustainability uncertainty (SUI) and each stock index is obtained as

$$W_{xy}(s, \tau) = W_x(s, \tau) \overline{W_y(s, \tau)} \quad (2)$$

from which the smoothed wavelet coherency—a time–scale analogue of correlation—is calculated. The squared wavelet coherency is defined as

$$R_{xy}^2(s, \tau) = \frac{|S(s^{-1}W_{xy}(s, \tau))|^2}{S(s^{-1}|W_x(s, \tau)|^2)S(s^{-1}|W_y(s, \tau)|^2)} \quad (3)$$

where S denotes joint smoothing in time and scale, ensuring stability and interpretability of coherence estimates. High coherence indicates strong joint behaviour between sustainability uncertainty and stock returns at specific time–frequency regions, while phase angles extracted from the complex cross-wavelet spectrum reveal lead–lag dynamics (Torrence and Compo, 1998; Torrence and Webster, 1999; Grinsted et al., 2004; Kiviaho et al., 2014; Rua and Nunes, 2009; Rua, 2010; Ahmed and Kaur, 2025; Kaur and Ahmed, 2025; Percival and Walden, 2000). However, since both national sustainability uncertainty and domestic stock markets may simultaneously respond to global shocks, the analysis extends to Partial Wavelet Coherency

(PWC) to account for the influence of global sustainability uncertainty (GEGDP). First, complex wavelet coherences between all relevant pairs—SUI–Stock, SUI–GEGDP and Stock–GEGDP—are computed. Partial wavelet coherency is then derived as

$$R_{xy \cdot z}(s, t) = \frac{|R_{xy}(s, t) - R_{xz}(s, t) R_{yz}(s, t)|}{\sqrt{(1 - |R_{xz}(s, t)|^2)(1 - |R_{yz}(s, t)|^2)}} \quad (4)$$

which isolates the direct influence of sustainability uncertainty on stock markets after removing the component jointly driven by global uncertainty. The numerator subtracts spillover channels operating through the conditioning variable, while the denominator normalizes the statistic to lie within [0,1]. The complex form of PWC, $\tilde{R}_{xy|z}(s, \tau)$, also allows estimation of phase differences to infer lead–lag patterns net of global effects. Significance levels for both WC and PWC are evaluated using Monte Carlo surrogates based on AR (1) processes, while regions outside the cone of influence (COI) are appropriately masked to avoid boundary distortions. Collectively, this integrated WC–PWC framework enables a comprehensive assessment of the time-varying and scale-dependent association between sustainability uncertainty and stock market dynamics in BRIC economies, distinguishing direct linkages from those induced by global uncertainty conditions.

Data

Table 1 Descriptive Statistics

	SUIR US	SUIIN	SUIC HN	SUIB R	SCIC HN	NIFT Y50	MOE X	GEGD P	BOVE SPA
Mean	20.36 333	23.18 101	22.68 098	27.74 073	2717. 216	8777. 742	1838. 801	28.27 908	68331. 55
Median	16.80 534	22.39 934	19.05 123	23.99 210	2889. 860	6500. 200	1677. 645	26.92 231	61403. 00
Maximum	68.69 353	71.04 756	58.29 039	76.41 312	5954. 770	25810 .85	4150. 000	75.49 734	13885 5.0
Minimum	6.673 455	4.022 903	5.080 208	7.153 137	1060. 740	934.0 500	307.7 800	16.72 896	10281. 00
Std. Dev.	10.57 644	8.452 651	10.10 035	13.19 544	847.5 782	6257. 884	866.8 560	7.759 059	32938. 10
Skewness	2.372 441	1.948 928	1.006 592	1.387 029	0.189 389	1.013 618	0.369 273	2.571 776	0.3711 58
Kurtosis	9.250 572	10.93 400	3.535 005	4.870 137	3.754 378	3.170 145	2.612 749	14.06 544	2.1997 16
Jarque-Bera	697.9 470	885.6 046	49.17 692	126.8 518	8.075 658	46.90 454	7.881 357	1687. 535	13.503 51

Table 2 ADF Stationarity Test

Series	Coeff	P Value
SUIRUS	0.3895	0.0000
SUIIN	0.0147	0.0000
SUICHN	0.3024	0.0000
SUIBR	0.2912	0.0000

SCICHN	0.1574	0.0000
NIFTY50	0.9996	0.0000
MOEX	0.4773	0.0000
GEGDP	0.7125	0.0000
BOVESPA	0.8141	0.0000

3. RESULTS AND FINDINGS

The wavelet results reveal important differences in the dynamic relationship between India's Sustainability Uncertainty Index (SUIIN) and NIFTY50 returns when analysed with and without controlling for global sustainability uncertainty (GEGDP). In the bivariate wavelet coherence (Figure 2), SUIIN and NIFTY50 exhibit consistently strong long-term coherence, particularly in the 64–128-month band where coherence exceeds 0.90 across most of the sample period, indicating a robust and persistent comovement between domestic sustainability uncertainty and stock market performance. The phase arrows further suggest that SUIIN generally leads NIFTY50 movements, implying that sustainability-related shocks tend to transmit into stock returns with a lag. Moderate coherence is also evident at medium-term scales (16–32 months) during periods such as the global financial crisis and the COVID-19 pandemic, reflecting heightened sensitivity of the Indian stock market to sustainability-related uncertainty during global stress episodes. However, short-term scales (2–8 months) show little or irregular coherence, indicating that immediate stock price fluctuations are only weakly tied to sustainability uncertainty.

When global sustainability uncertainty (GEGDP) is controlled for using partial wavelet coherence (Figure 1), the relationship noticeably weakens. The long-term coherence substantially declines to moderate levels (0.40–0.60), demonstrating that a large portion of the earlier strong association was driven by global sustainability uncertainty rather than domestic factors alone. Medium-term coherence clusters also shrink, confirming that much of the medium-horizon co-movement is explained by global sustainability spillovers. Short-term coherence remains weak, reinforcing that neither domestic nor global sustainability uncertainty plays a major role in short-run NIFTY50 dynamics. Phase relationships also become less directional and less consistent after controlling for GEGDP, suggesting that the earlier lead–lag pattern was influenced by global forces rather than purely domestic uncertainty. Taken together, the comparison shows that India's stock market–sustainability uncertainty link is strongly shaped by global sustainability sentiment and risk conditions. Once these global effects are removed, the direct impact of the Indian sustainability uncertainty index on NIFTY50 becomes modest and less systematic, highlighting the predominance of global sustainability dynamics in influencing India's long-term equity market behaviour.

Figure 1 Partial Wavelet Coherency between *SUIIN* and *NIFTY50*

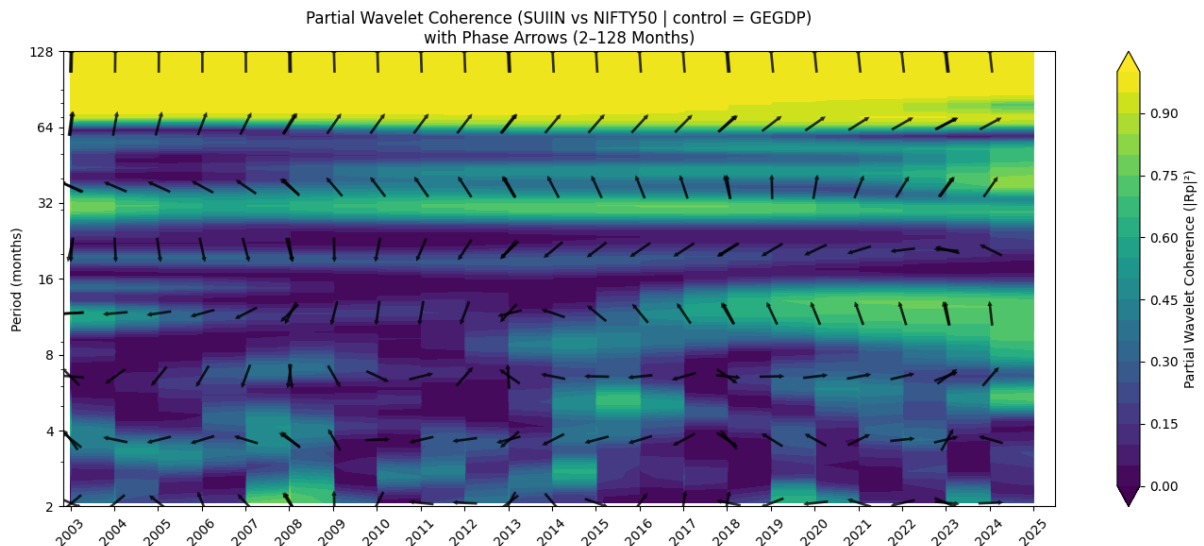
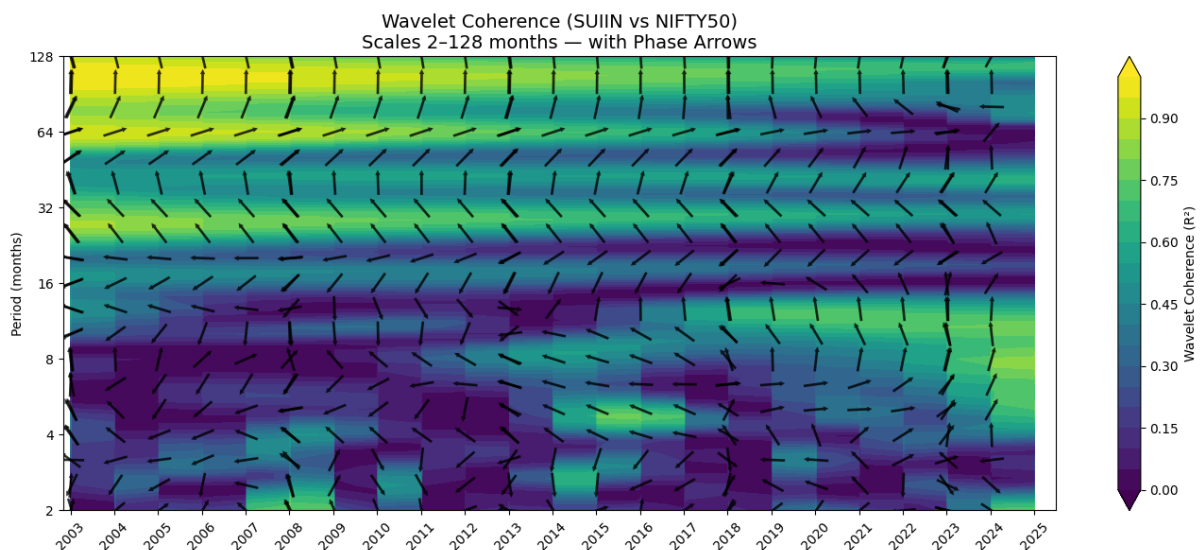


Figure 2 Wavelet Coherency between *SUIIN* and *NIFTY50*



The wavelet results for China reveal clear differences in the time–frequency relationship between China’s Sustainability Uncertainty Index (SUICHN) and the Chinese stock market index (SCICHN), depending on whether global sustainability uncertainty (GEGDP) is accounted for. In the bivariate coherence plot (Figure 4), SUICHN and SCICHN exhibit notably strong and persistent long-term coherence (64–128 months), with values frequently exceeding 0.85–0.90 across the sample period. This indicates that China’s stock market and domestic sustainability uncertainty share a strong long-horizon comovement. The phase arrows in this long-scale region generally point rightward and slightly upward, suggesting a positive comovement and indicating that sustainability uncertainty tends to lead stock market movements, implying that Chinese stock returns respond with a lag to sustainability-related shocks. Medium-term scales (16–32 months) also show pockets of moderate coherence, particularly around the 2008–2012 period and again during 2020–2023, coinciding with the global financial crisis, China’s post-crisis investment cycle, and the COVID-19 pandemic—periods characterized by heightened economic and sustainability-related uncertainty. In contrast, short-term scales (2–8 months) show weak and inconsistent coherence, suggesting that

short-run stock price volatility in China is not strongly influenced by domestic sustainability uncertainty.

When global sustainability uncertainty (GEGDP) is removed using partial wavelet coherence (Figure 3), the strength and structure of the relationship change substantially. Long-term coherence weakens noticeably, falling to moderate levels (0.40–0.65), indicating that much of the previously strong long-run linkage between *SUICHN* and *SCICHN* was driven by global sustainability shocks rather than domestic uncertainty alone. Medium-term coherence regions shrink significantly, especially the clusters observed during crisis periods, further demonstrating that China's medium-horizon stock market response to sustainability uncertainty is largely influenced by global dynamics. Short-term coherence remains minimal in both figures, confirming that domestic and global sustainability uncertainty exert limited influence on short-run Chinese stock market movements. Additionally, the phase arrows in the partial coherence plot become less uniform and less directionally consistent, indicating that once global uncertainty effects are filtered out, the lead-lag dynamics between *SUICHN* and *SCICHN* are weaker and less systematic. Overall, the comparison demonstrates that the Chinese stock market's sensitivity to sustainability uncertainty is deeply shaped by global sustainability conditions. Domestic sustainability uncertainty does have an impact, but its direct influence is moderate, less persistent, and overshadowed by global sustainability factors. This highlights the strong integration of China's equity market with global sustainability-related economic sentiment and risk transmission channels.

Figure 3 Partial Wavelet Coherency between *SUICHN* and *SCICHN*

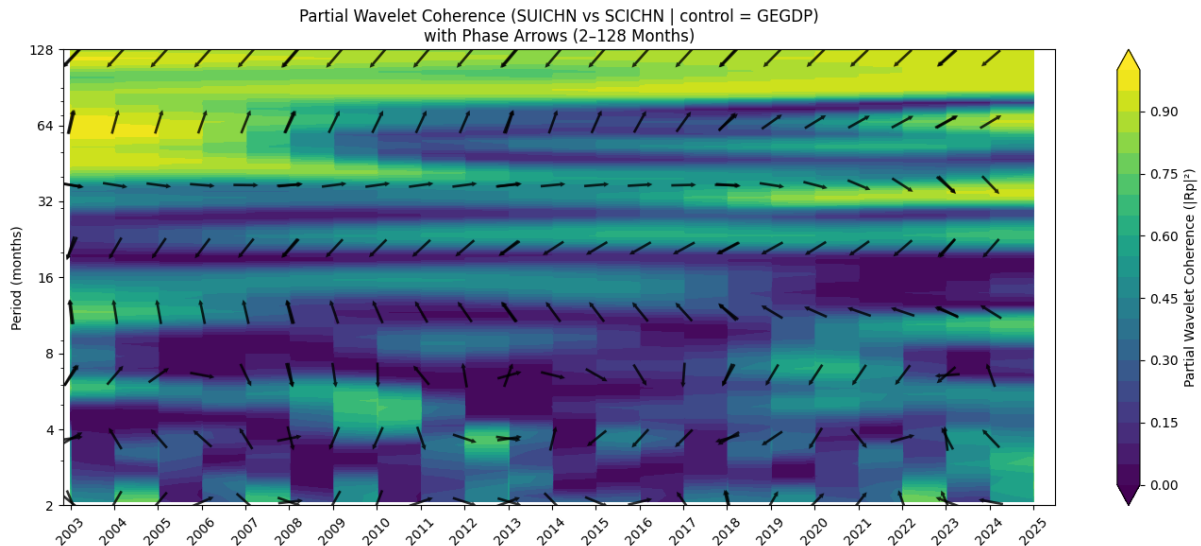
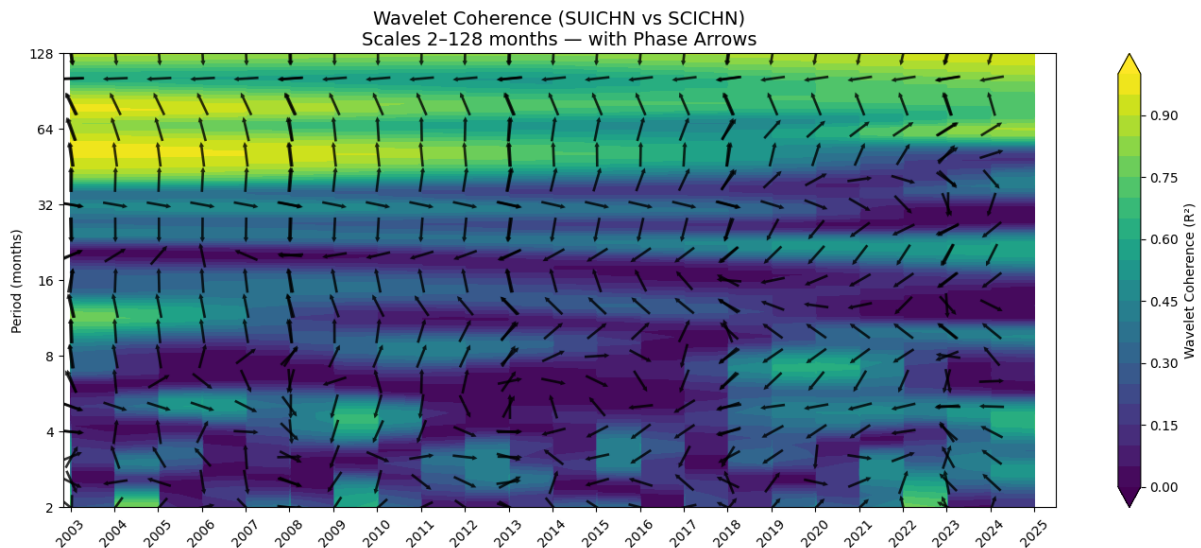


Figure 4 Wavelet Coherency between *SUICHN* and *SCICHN*



The wavelet analysis for Russia highlights distinct patterns of interaction between Russia's Sustainability Uncertainty Index (SUIRUS) and the MOEX stock market index, with clear differences emerging before and after controlling for global sustainability uncertainty (GEGDP). In the bivariate wavelet coherence (Figure 6), SUIRUS and MOEX show strong and persistent long-term coherence (64–128 months), frequently exceeding 0.85–0.90 across the entire sample. This indicates a pronounced long-horizon co-movement between domestic sustainability uncertainty and the Russian equity market. Phase arrows in this region generally point rightward, and in some segments slightly upward, suggesting a positive co-movement and showing that SUIRUS tends to lead MOEX movements, implying stock market adjustments following sustainability-related uncertainty shocks. Medium-term coherence (16–32 months) also appears in clusters—particularly around 2008–2012 and 2020–2022—corresponding to the global financial crisis, oil market instability critical to Russia's economy, and pandemic-induced uncertainty. Short-term coherence (2–8 months), however, remains weak and sporadic, indicating that Russian stock prices are minimally affected by sustainability uncertainty in the short-run.

When global sustainability uncertainty is controlled for using partial wavelet coherence (Figure 5), the intensity and structure of the relationship change substantially. Long-term coherence declines from very strong to moderate levels (0.40–0.60), demonstrating that a considerable portion of the original long-run association was driven by global sustainability conditions, not purely domestic uncertainty. Medium-term coherence also becomes notably weaker and more fragmented, suggesting that during periods of global turbulence—such as the 2008 crisis or the 2020 pandemic—MOEX's sensitivity to sustainability uncertainty was heavily influenced by worldwide sustainability sentiment rather than internal Russian factors. Short-term coherence remains nearly unchanged, reflecting the limited effect of both domestic and global sustainability uncertainty on high-frequency stock market fluctuations. The phase arrows in the partial coherence plot also lose directional consistency, indicating that once global factors are removed, the lead-lag relationship becomes weaker and more irregular. Overall, the comparison reveals that while Russia's domestic sustainability uncertainty does influence

MOEX at long horizons, this influence is significantly amplified by global sustainability uncertainty. Thus, MOEX behaves as a market highly exposed to global sustainability risk transmission, with domestic sustainability shocks playing a secondary but still relevant long-term role.

Figure 5 Partial Wavelet Coherency between *SUIRUS* and *MOEX*

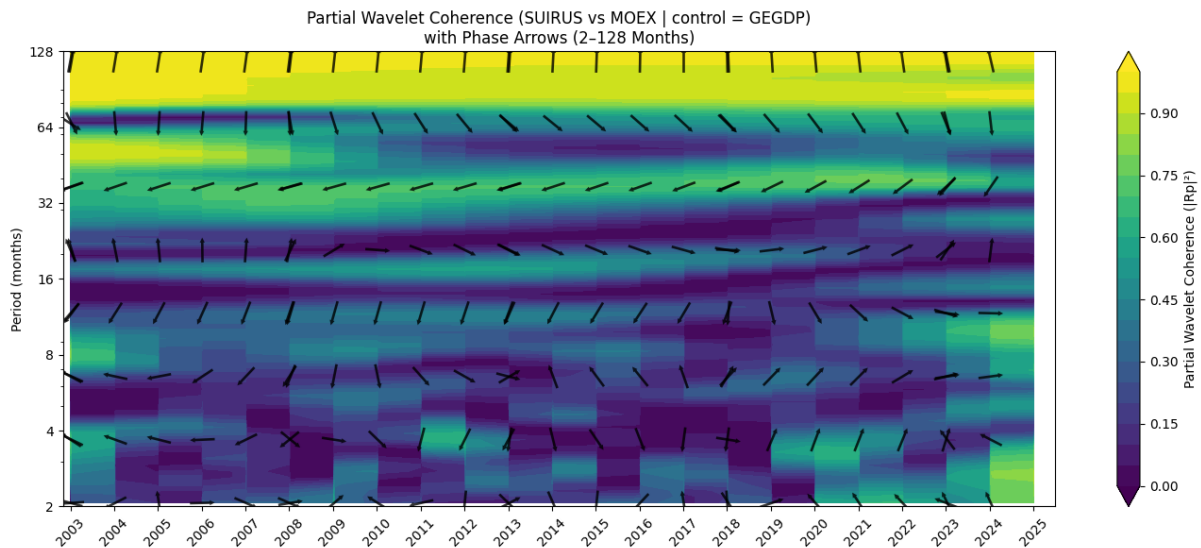
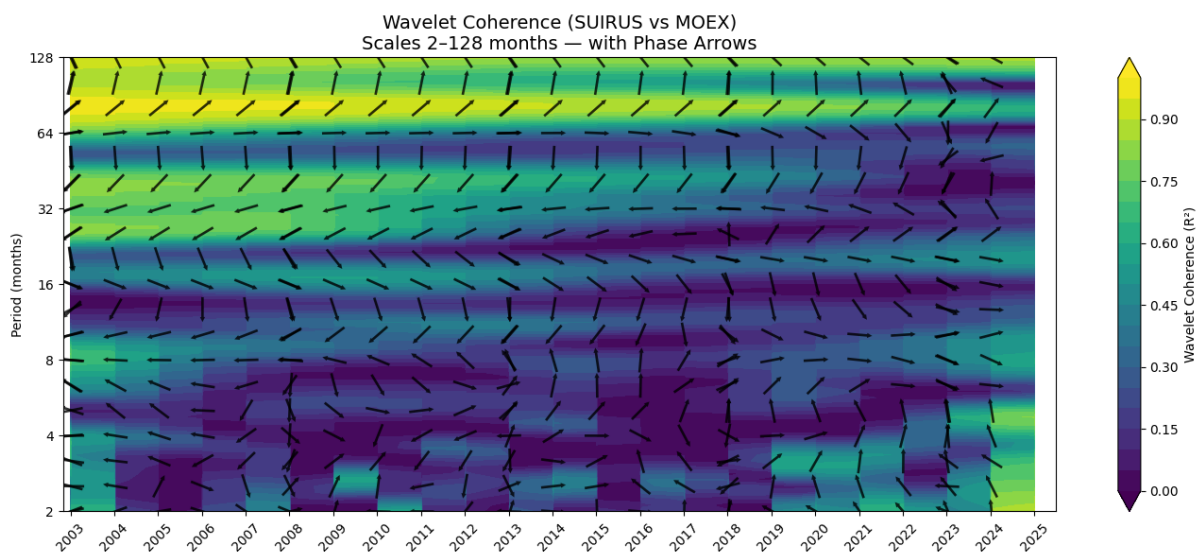


Figure 6 Wavelet Coherency between *SUIRUS* and *MOEX*



The wavelet coherence results for Brazil show distinct patterns of interaction between the Sustainability Uncertainty Index of Brazil (SUIBR) and the BOVESPA index, and these patterns change significantly when global sustainability uncertainty (GEGDP) is accounted for. In the bivariate coherence results (Figure 8), there is consistently strong and persistent long-term coherence (64–128 months), with coherence values frequently above 0.85–0.90. This suggests a robust long-horizon co-movement between domestic sustainability uncertainty and the Brazilian equity market. The phase arrows in this long-term region generally point rightward, indicating a positive association, and in several segments slightly upward, showing

that movements in sustainability uncertainty tend to precede stock market adjustments. This lead-lag pattern implies that rising or falling sustainability-related uncertainty influences BOVESPA's long-term trajectory. Medium-term coherence (16–32 months) appears prominently around 2008–2011 and again between 2019–2022, periods marked by global financial stress, environmental policy debates, the pandemic, and Brazil-specific political transitions that heightened both economic and sustainability risks. At short-term scales (2–8 months), coherence is weak and scattered, indicating that Brazil's stock market reacts minimally to sustainability uncertainty over very short horizons.

Once global sustainability uncertainty is controlled for in the partial wavelet coherence (Figure 7), a noticeable weakening in coherence patterns emerges. Long-term coherence drops from very strong to moderate levels (0.45–0.65), emphasizing that much of the strong long-run comovement seen in the bivariate analysis was driven by global sustainability uncertainty rather than domestic sustainability concerns alone. Medium-term coherence also becomes weaker and more fragmented, suggesting that the strong co-movements observed around key global events were significantly shaped by international sustainability shocks—especially those related to climate policy, global governance pressures, and international investment sentiment toward emerging markets. Short-term coherence remains low in both figures, indicating that neither domestic nor global sustainability uncertainty has a pronounced influence on high-frequency Brazilian stock market movements. The partial coherence plot also shows less consistent and more irregular phase arrow directions, indicating that the clear lead-lag pattern observed earlier becomes attenuated once global influences are removed. Overall, the comparison reveals that while domestic sustainability uncertainty does play a role—especially at long horizons—Brazil's equity market is highly sensitive to global sustainability forces. Thus, BOVESPA's long-term movements are shaped more substantially by global sustainability risks, with domestic uncertainty having a moderate but secondary influence.

Figure 7 Partial Wavelet Coherency between *SUIBR* and *BOVESPA*

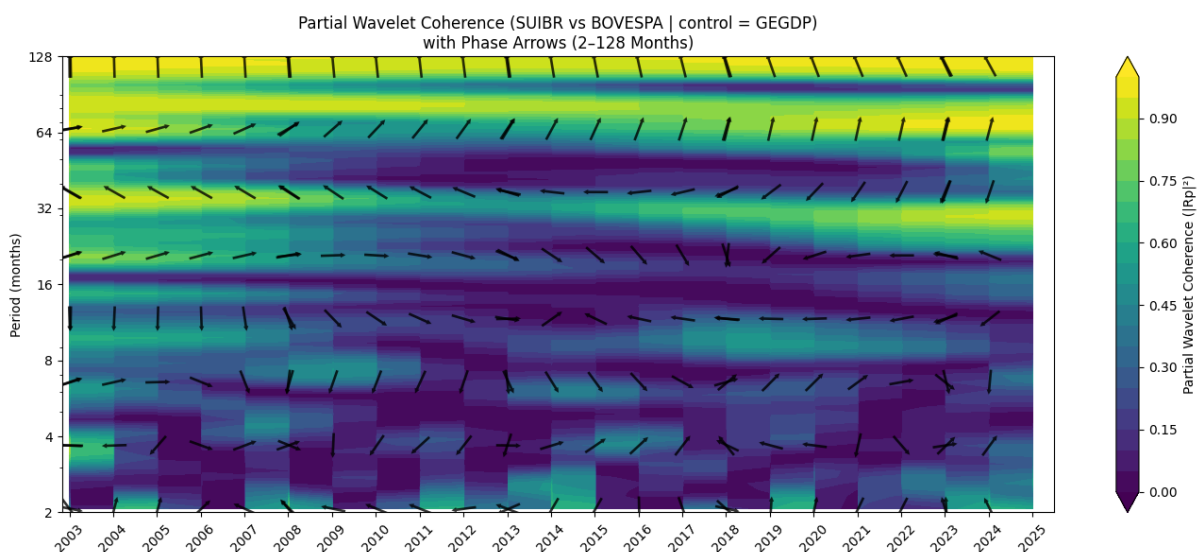
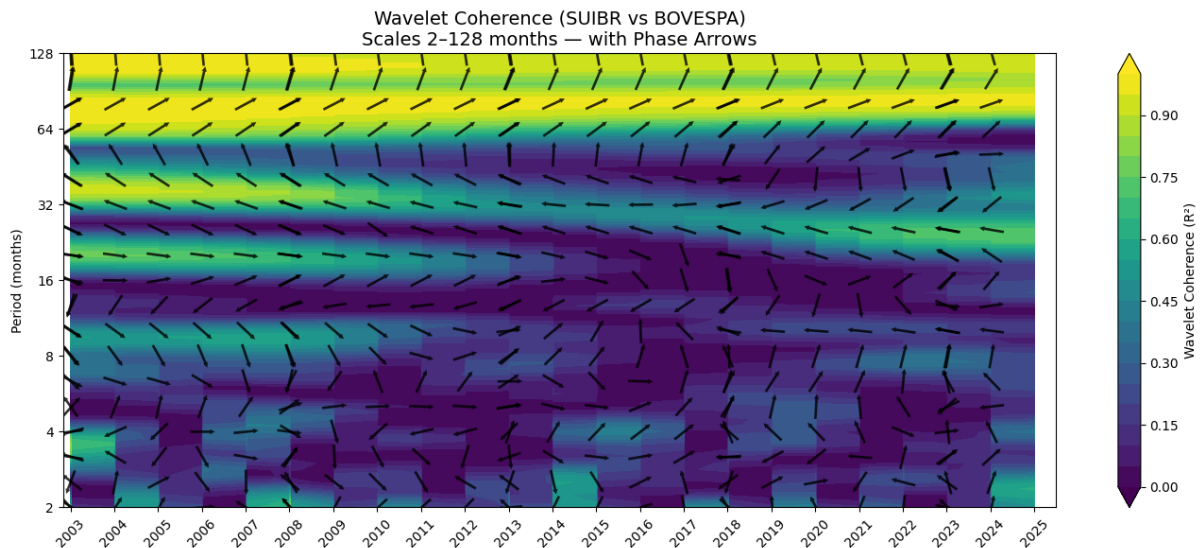


Figure 8 Wavelet Coherency between *SUIBR* and *BOVESPA*



4. DISCUSSION

The overall wavelet coherence patterns across BRIC countries reveal that sustainability uncertainty plays a significant, yet heterogeneous, role in shaping stock market dynamics, with notable differences emerging across countries, time horizons, and after controlling for global sustainability uncertainty (GEGDP). In the bivariate framework, all BRIC markets exhibit strong long-term coherence with their respective domestic sustainability uncertainty indices, indicating that sustainability-related risks tend to influence market behavior over extended horizons rather than short-term fluctuations. This long-run comovement is particularly evident in Brazil and China, where coherence values often exceed 0.8–0.9, suggesting deep structural linkages between sustainability-driven uncertainty and equity market performance. India and Russia also show persistent long-horizon coherence, though with more intermittent and event-driven clustering around major global and domestic shocks such as the global financial crisis, geopolitical tensions, regulatory changes, and pandemic-related disruptions. Medium-term effects (16–32 months) appear more episodic and typically coincide with periods of heightened policy debate, environmental regulation changes, and international climate commitments, underscoring the sensitivity of BRIC markets to evolving sustainability narratives.

A clear pattern emerges when comparing the bivariate and partial wavelet results: once global sustainability uncertainty (GEGDP) is controlled for, coherence levels weaken substantially across all BRIC markets. This attenuation is strongest for Brazil and China, suggesting that their equity markets are highly exposed to global sustainability risks—possibly due to their integration into global value chains, commodity market dependence, and sensitivity to international climate policy. India and Russia also experience reduced coherence, though domestic sustainability uncertainty retains meaningful long-term explanatory power, reflecting the increasing role of national climate policy, environmental governance, and economic transition pressures in these markets. The phase-difference patterns further indicate that in most cases, sustainability uncertainty tends to lead stock market movements, highlighting the forward-looking nature of investor sentiment toward sustainability risks. Collectively, the BRIC-wide evidence underscores that domestic sustainability uncertainty matters, but global sustainability risk is a dominant force shaping market connectedness, particularly at lower

frequencies. These findings suggest that policymakers and investors in BRIC economies must account for both local sustainability dynamics and global sustainability shocks, as the latter amplify market vulnerability and can alter the transmission of uncertainty across financial systems.

Conclusion and Implications

This study examined the dynamic and scale-dependent connectedness between sustainability uncertainty and stock market performance in BRIC economies using wavelet coherence and partial wavelet coherence techniques. The findings consistently show that sustainability-related uncertainty exerts a stronger influence on BRIC equity markets at long-term horizons, indicating that sustainability risks evolve slowly and shape market expectations over extended periods rather than through short-term movements. Across Brazil, Russia, India, and China, domestic sustainability uncertainty demonstrates meaningful long-run co-movement with equity indices; however, once global sustainability uncertainty (GEGDP) is controlled for, coherence weakens notably. This suggests that global sustainability shocks—rooted in global climate negotiations, international energy transitions, geopolitical climate risks, and global ESG policy shifts—serve as a dominant driver of market connectedness in BRIC economies. The directionality patterns further show that sustainability uncertainty typically leads stock market adjustments, implying that investors respond pre-emptively to sustainability-driven risk perceptions.

This research advances theory in three important ways. First, it extends the literature on uncertainty–financial market linkages by introducing sustainability-related uncertainty as a multidimensional risk factor influencing emerging market behavior, moving beyond traditional macroeconomic or geopolitical uncertainties. Second, by integrating wavelet and partial wavelet frameworks, the study demonstrates the importance of scale-dependent modelling in capturing the nonlinear, time-varying nature of sustainability–market relationships, offering an improved conceptual understanding of how such risks propagate across financial systems. Third, the findings contribute to the evolving sustainability finance theory by showing that global sustainability uncertainty acts as a systemic risk factor, reinforcing the view that sustainability risks are cross-border, interconnected, and capable of generating long-memory effects in emerging markets.

The study provides actionable insights for market participants, risk managers, and portfolio strategists. The clear long-term impact of sustainability uncertainty implies that investors must incorporate sustainability-linked risk indicators—such as domestic uncertainty indices and global sustainability shocks—into strategic asset allocation and long-horizon portfolio construction. The dominance of global sustainability risk suggests that international ESG developments, climate agreements, global supply-chain transitions, and environmental regulations must be tracked closely by investors operating in BRIC markets. The evidence that sustainability uncertainty often leads stock market movements enables the development of early-warning indicators and enhances risk-mitigation strategies for fund managers, particularly those with exposure to emerging markets or sustainability-linked portfolios.

The results have important implications for policymakers, regulators, and sustainability governance institutions. The strong long-run coherence between sustainability uncertainty and market performance suggests that clear, stable, and predictable sustainability policies can play

a pivotal role in reducing market volatility. BRIC regulators should strengthen communication around environmental policies, accelerate the development of national sustainability frameworks, and ensure transparency in green-transition strategies to reduce uncertainty-induced market disruptions. Since global sustainability uncertainty significantly influences BRIC markets, policymakers should also engage more actively in international climate platforms, cooperate on cross-border sustainability initiatives, and align domestic policies with global climate commitments to enhance investor confidence. Additionally, financial market authorities could integrate sustainability risk assessments into regulatory stress-testing frameworks and promote greater ESG disclosure to improve market resilience against sustainability-driven shocks.

Overall, this study highlights that sustainability uncertainty—both domestic and global—has become a structural risk factor for BRIC equity markets. Its long-term influence, cross-border transmission, and forward-looking nature underscore the need for integrated sustainability and financial-market governance. By revealing these multi-scale dynamics using advanced wavelet-based methods, the study offers both conceptual depth and practical relevance, contributing to the growing body of research at the intersection of sustainability and financial market stability.

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

Prof. Dr. Serdar Kenan GÜL

Kastamonu Üniversitesi, Siyaset Bilimi ve Kamu Yönetimi Bölümü
skgul@kastamonu.edu.tr
Orcid: 0000-0002-4771-9202

Büşra UYLUKÇUOĞLU

Kastamonu Üniversitesi, Lisansüstü Eğitim Enstitüsü
Siyaset Bilimi ve Kamu Yönetimi Ana Bilim Dalı
Yüksek Lisans Öğrencisi
uylukcuoglu@gmail.com
Orcid: 0009-0001-4226-9142

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 yönetim 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, bütünlük 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

GİRİŞ

Afetler, insan yaşamını, toplumsal düzeni ve ekonomik yapıyı ciddi biçimde etkileyen olağanüstü olaylar arasında yer almaktadır. Deprem, sel, heyelan, yangın ve salgın hastalıklar gibi doğal ya da insan kaynaklı afetler yalnızca fiziksel yıkımlara neden olmamakta; aynı zamanda sosyal, ekonomik ve yönetsel krizleri de beraberinde getirmektedir. Özellikle iklim değişikliği, hızlı kentleşme, nüfus yoğunluğu ve çevresel bozulma gibi faktörler, afetlerin sıklığını ve yıkıcı etkilerini artırmaktadır. Bu durum, afet yönetimini yalnızca teknik bir müdahale alanı olmaktan çıkararak kamu yönetimi disiplininin temel çalışma alanlarından biri haline getirmiştir.

Türkiye, coğrafi konumu ve jeolojik yapısı nedeniyle afet riski yüksek ülkeler arasında yer almaktadır. Özellikle aktif fay hatları üzerinde bulunması nedeniyle depremler, Türkiye açısından en yıkıcı afet türlerinden biri olarak öne çıkmaktadır. Bunun yanında sel, heyelan, orman yangınları ve kuraklık gibi afetler de son yıllarda daha sık görülmekte ve ciddi can ve mal kayıplarına yol açmaktadır. 1999 Marmara Depremi ile 6 Şubat 2023 Kahramanmaraş merkezli depremler, Türkiye’de afet yönetiminin önemini ve mevcut sistemin güçlü ve zayıf yönlerini yeniden gündeme taşımıştır. Özellikle 6 Şubat depremleri, afet yönetiminde koordinasyon, lojistik, müdahale kapasitesi ve risk azaltma politikalarına ilişkin tartışmaları yeniden canlandırmıştır.

Afet yönetimi, yalnızca afet sonrasında gerçekleştirilen müdahale faaliyetlerini kapsayan bir süreç değildir. Modern afet yönetimi anlayışı; afet öncesi risk azaltma ve hazırlık çalışmalarını, afet sırasındaki müdahale faaliyetlerini ve afet sonrasında iyileştirme süreçlerini kapsayan bütünsel bir yönetim yaklaşımını ifade etmektedir. Bu yaklaşım, afetlerle mücadelede yalnızca merkezi yönetimin değil; yerel yönetimlerin, sivil toplum kuruluşlarının, özel sektörün, üniversitelerin ve vatandaşların da sürece aktif katılımını gerekli kılmaktadır.

Türkiye’de afet yönetimi alanında özellikle 1999 Marmara Depremi sonrasında önemli kurumsal ve hukuki reformlar gerçekleştirilmiş; AFAD’ın kurulmasıyla birlikte afet süreçlerinin tek çatı altında koordine edilmesi hedeflenmiştir. Bununla birlikte, büyük ölçekli afetlerde koordinasyon eksiklikleri, merkeziyetçi yönetim anlayışı, yerel kapasite sorunları, plansız kentleşme ve risk azaltma politikalarındaki yetersizliklerin devam ettiği görülmektedir. Bu durum, afet yönetim sisteminin yalnızca müdahale odaklı değil; risk temelli, katılımcı ve sürdürülebilir bir anlayış doğrultusunda yeniden değerlendirilmesini gerekli kılmaktadır.

Bu çalışmanın amacı, Türkiye’de afet yönetiminin mevcut durumunu kamu yönetimi perspektifi çerçevesinde incelemek, uygulamada karşılaşılan temel sorunları ortaya koymak ve çözüm önerileri geliştirmektir. Bu kapsamda çalışmada öncelikle afet yönetimine ilişkin kavramsal ve kuramsal çerçeve ele alınmış; ardından Türkiye’deki kurumsal ve hukuki yapı değerlendirilmiştir. Ayrıca özellikle 6 Şubat 2023 Kahramanmaraş merkezli depremler üzerinden uygulamada karşılaşılan sorunlar analiz edilmiş; afet yönetiminde kurumsal reform, risk yönetimi, eğitim, dijitalleşme ve yönetim alanlarına ilişkin çözüm önerilerine yer verilmiştir. Çalışmada yöntem olarak literatür taraması, mevzuat incelemesi ve güncel örnek olay analizlerinden yararlanılmıştır.

1. KAVRAMSAL VE KURAMSAL ÇERÇEVE

Afet yönetiminin doğru biçimde değerlendirilebilmesi için öncelikle afet ve afet yönetimi kavramlarının açıklanması gerekmektedir. Afet; fiziksel, ekonomik ve sosyal kayıplara yol açan, toplumsal yaşamı kesintiye uğratan ve mevcut imkânların yetersiz kaldığı olağanüstü olaylar olarak tanımlanmaktadır (Küçüktüğü, 2025:1). Afetler yalnızca doğal çevre üzerinde yıkıcı etkiler oluşturmamakta; aynı zamanda kamu hizmetlerinin aksamasına, ekonomik faaliyetlerin durmasına, toplumsal düzenin bozulmasına ve yönetsel krizlerin ortaya çıkmasına neden olmaktadır. Bu yönüyle afetler, çok boyutlu etkileri bulunan toplumsal olaylar niteliği taşımaktadır.

Afet yönetimi ise afetlerin meydana gelmeden önce önlenmesi veya etkilerinin azaltılması, afet sırasında etkili müdahale ve koordinasyonun sağlanması, afet sonrasında ise iyileştirme çalışmalarının yürütülmesini kapsayan bütüncül bir süreç olarak ifade edilmektedir (Erkal ve Değerliyurt, 2009:151). Afetler genel olarak doğal ve insan kaynaklı afetler olarak sınıflandırılmaktadır. Deprem, sel, heyelan, kuraklık ve orman yangınları doğal afetler arasında yer alırken; endüstriyel kazalar, teknolojik riskler ve çevresel felaketler ise insan kaynaklı afetler kapsamında değerlendirilmektedir. Türkiye'nin aktif deprem kuşağı üzerinde yer alması nedeniyle depremler, ülke açısından en yıkıcı afet türlerinden biri olarak öne çıkmaktadır (Büyükkaracı, 2016:195).

Afet yönetimi döngüsü; risk azaltma, hazırlık, müdahale ve iyileştirme olmak üzere birbirini tamamlayan dört temel aşamadan oluşmaktadır. Risk azaltma aşaması, afetlerin olası etkilerini en aza indirmeye yönelik önleyici politikaları kapsamaktadır. Hazırlık aşamasında afet planlarının oluşturulması, eğitim ve tatbikat faaliyetlerinin yürütülmesi ile kurumsal kapasitenin güçlendirilmesi amaçlanmaktadır. Müdahale aşaması; arama-kurtarma, sağlık, güvenlik, barınma ve lojistik faaliyetlerini içermektedir; iyileştirme aşaması ise fiziksel, ekonomik ve toplumsal toparlanma süreçlerini kapsamaktadır. Modern afet yönetimi anlayışı, yalnızca afet sonrası müdahaleye değil; afet öncesi risk yönetimine ve toplumsal direncin artırılmasına da odaklanmaktadır. Bu yaklaşım, Birleşmiş Milletler tarafından kabul edilen Sendai Afet Risklerinin Azaltılması Çerçevesi'nde de vurgulanmakta ve afet risklerinin azaltılmasında dirençli toplumların oluşturulması temel hedefler arasında yer almaktadır (UNDRR, 2015).

Türkiye'de afet yönetimi süreci; Türkiye Afet Risk Azaltma Planı (TARAP), Türkiye Afet Müdahale Planı (TAMP) ve Türkiye Afet Sonrası İyileştirme Planı (TASİP) gibi stratejik belgeler çerçevesinde yürütülmektedir (Altınkesen, 2025:142-143). Risk analizlerinin yapılması, yapı denetim sistemlerinin güçlendirilmesi, afet eğitimlerinin yaygınlaştırılması ve müdahale kapasitesinin artırılması afet yönetiminin temel unsurları arasında yer almaktadır. Ayrıca teknolojik gelişmelerin afet yönetim süreçlerine entegrasyonu, erken uyarı sistemleri, coğrafi bilgi sistemleri ve dijital koordinasyon altyapıları da modern afet yönetiminin önemli bileşenleri arasında değerlendirilmektedir.

Afet yönetimi yaklaşımları tarihsel süreç içerisinde kriz odaklı anlayıştan risk azaltmayı esas alan daha bütüncül modellere dönüşmüştür. Geleneksel afet yönetimi anlayışı büyük ölçüde afet sonrası müdahale faaliyetlerine ağırlık verirken, modern yaklaşım afet meydana gelmeden önce önlem alınmasını ve toplumsal dirençliliğin artırılmasını hedeflemektedir (Özmen ve Özden, 2013:2). Bu dönüşüm, afetlerin yalnızca “kaçınılmaz doğal olaylar” olarak değil; risk

yönetimi, planlama ve yönetim eksiklikleriyle ilişkili süreçler olarak değerlendirilmesine yol açmıştır. Tierney (2019), modern afet yönetimi anlayışında risklerin yalnızca fiziksel değil; aynı zamanda toplumsal, yönetsel ve kurumsal süreçlerle ilişkili olduğunu vurgulamaktadır. Bu çerçevede “afet yönetimi” yaklaşımı önem kazanmış; merkezi yönetim, yerel yönetimler, sivil toplum kuruluşları, özel sektör, üniversiteler ve vatandaşların ortak katılımını esas alan çok aktörlü bir yapı ön plana çıkmıştır (Coşkun ve Narin, 2025:50). Benzer şekilde Gül (2024), afet yönetiminde bütünleşik ve çok paydaşlı yapının önem kazandığını; AFAD ve FEMA örnekleri üzerinden merkezi ve yerel yönetim ilişkilerinin afet yönetim süreçleri üzerindeki etkisini vurgulamaktadır.

Kamu yönetimi perspektifinden bakıldığında, afet yönetimi; merkeziyetçi yapıdan yerelleşmeye yönelen, katılımcılığı esas alan ve yönetim anlayışı doğrultusunda dönüşüm geçiren bir süreç olarak değerlendirilmektedir. Özellikle günümüzde afetlerin karmaşık yapısı, yalnızca merkezi yönetim tarafından yürütülen müdahale politikalarının yetersiz kalmasına neden olmakta; yerel yönetimlerin, sivil toplum kuruluşlarının ve toplumun farklı kesimlerinin sürece aktif katılımını gerekli kılmaktadır. Türkiye’de afet yönetimi büyük ölçüde merkezi koordinasyon anlayışı üzerine kurulmuş olsa da, afetlerin etkilerinin yerel düzeyde ortaya çıkması nedeniyle belediyelerin ve yerel kapasitenin güçlendirilmesi gerektiği vurgulanmaktadır (Demir vd., 2025:29). Bu nedenle modern afet yönetimi anlayışı, merkezi koordinasyon ile yerel esnekliği birlikte sağlayabilen bütünleşik ve çok aktörlü bir yönetim modelini gerekli kılmaktadır.

2. TÜRKİYE’DE AFET YÖNETİMİNİN MEVCUT DURUMU

Türkiye’de afet yönetimi sistemi, geçmişte yaşanan büyük afetlerin etkisiyle zaman içinde önemli kurumsal ve hukuki dönüşümler yaşamıştır. Özellikle 1999 Marmara Depremi sonrasında afet yönetiminde koordinasyon, planlama ve risk azaltma konuları daha fazla önem kazanmış; müdahale odaklı geleneksel anlayıştan bütünleşik afet yönetimi yaklaşımına geçişi hedefleyen çeşitli reformlar hayata geçirilmiştir. Bu süreçte, afetlerin yalnızca kriz anlarında müdahale edilmesi gereken olaylar olmadığı; afet öncesi risk azaltma ve hazırlık çalışmalarının da sistemin temel unsurları arasında yer aldığı anlayışı güç kazanmıştır.

Türkiye’de mevcut kurumsal yapılanmanın temelini 2009 yılında 5902 sayılı Kanun ile kurulan Afet ve Acil Durum Yönetimi Başkanlığı (AFAD) oluşturmaktadır. Bu düzenleme ile daha önce farklı kurumlar tarafından yürütülen afet ve acil durum hizmetleri tek çatı altında toplanmış ve kurumlar arası koordinasyonun güçlendirilmesi amaçlanmıştır (Doğan, 2025:71). AFAD, günümüzde afet risklerinin azaltılması, hazırlık çalışmalarının yürütülmesi, afet anındaki müdahale faaliyetlerinin organize edilmesi ve afet sonrası iyileştirme süreçlerinin planlanması gibi temel görevleri üstlenmektedir. Kurum ayrıca Türkiye Afet Risk Azaltma Planı (TARAP), Türkiye Afet Müdahale Planı (TAMP) ve Türkiye Afet Sonrası İyileştirme Planı (TASİP) gibi stratejik belgeler aracılığıyla bütünleşik afet yönetimi anlayışını uygulamaya çalışmaktadır (Altınkesen, 2025:146).

AFAD’ın taşra teşkilatı, valiliklere bağlı İl Afet ve Acil Durum Müdürlükleri aracılığıyla faaliyet göstermektedir. Diğer taraftan belediyeler de imar planlaması, altyapının güçlendirilmesi, afet bilincinin artırılması, arama-kurtarma faaliyetleri ve geçici barınma hizmetleri gibi alanlarda önemli sorumluluklar üstlenmektedir. Özellikle afetlerin etkilerinin büyük ölçüde yerel düzeyde ortaya çıkması, yerel yönetimlerin afet yönetimindeki önemini

artırmaktadır. Bu nedenle uzmanlar, afetlerle mücadelenin büyük ölçüde yerel düzeyde kazanıldığını vurgulamakta ve belediyelerin teknik, mali ve yönetsel kapasitelerinin güçlendirilmesi gerektiğini ifade etmektedir (Demir vd., 2025:140).

Türkiye’de afet yönetimine ilişkin hukuki yapı da zaman içinde önemli ölçüde gelişmiştir. 7269 sayılı Kanun afet yönetiminin temel hukuki çerçevesini oluştururken, 5902 sayılı Kanun ile AFAD kurulmuş, 6306 sayılı Kanun ile ise kentsel dönüşüm uygulamalarının hukuki altyapısı oluşturulmuştur. Bunun yanında afet yönetimi sistemi; Türkiye Afet Yönetim Stratejisi (TAYS), Türkiye Afet Risk Azaltma Planı (TARAP), Türkiye Afet Müdahale Planı (TAMP), Türkiye Afet Sonrası İyileştirme Planı (TASİP), Ulusal Deprem Stratejisi ve Eylem Planı (UDSEP-2023) ile İl Afet Risk Azaltma Planları (İRAP) doğrultusunda şekillendirilmektedir (Altınkesen, 2025:142). Bu stratejik belgeler, afet yönetiminde risk azaltma, hazırlık, müdahale ve iyileştirme süreçlerinin planlı ve koordineli bir biçimde yürütülmesini amaçlamaktadır.

6 Şubat 2023 tarihinde meydana gelen Kahramanmaraş merkezli depremler, Türkiye’nin afet yönetimi kapasitesini ciddi biçimde test eden olaylardan biri olmuştur. Depremler büyük can ve mal kayıplarına yol açmış; özellikle afetin ilk günlerinde arama-kurtarma, ulaşım, iletişim ve lojistik alanlarında önemli aksaklıklar yaşanmıştır (Erol, 2025:1208). Bununla birlikte AFAD koordinasyonunda belediyeler, Türk Silahlı Kuvvetleri, UMKE, Kızılay ve çeşitli sivil toplum kuruluşları müdahale çalışmalarında aktif rol üstlenmiştir. Deprem sonrasında ise geçici barınma hizmetleri, kalıcı konutların inşası, afet atıklarının kaldırılması ve ekonomik-toplumsal toparlanma süreçleri ön plana çıkmıştır (İlgın ve Karagül, 2026:206). Yaşanan bu süreç, Türkiye’de afet yönetimi sisteminin kurumsal kapasitesini ortaya koymasının yanında; koordinasyon, lojistik yönetimi, yerel kapasite ve risk azaltma politikaları açısından mevcut yapının yeniden değerlendirilmesi gerektiğini de göstermiştir.

3. TÜRKİYE’DE AFET YÖNETİMİNDE KARŞILAŞILAN SORUNLAR

Türkiye’de afet yönetimi alanında son yıllarda önemli kurumsal ve hukuki düzenlemeler yapılmış olmasına rağmen, uygulama sürecinde çeşitli yapısal sorunların devam ettiği görülmektedir. Özellikle merkeziyetçi yönetim anlayışı, kurumlar arası koordinasyon eksiklikleri, planlama sorunları, müdahale kapasitesindeki yetersizlikler, toplumsal bilinç eksikliği ile siyasi ve yönetsel problemler afet yönetiminin etkinliğini sınırlandıran temel unsurlar arasında yer almaktadır. Bu durum, afet yönetimi sisteminin yalnızca kurumsal yapılanma açısından değil; uygulama kapasitesi, yönetim anlayışı ve toplumsal hazırlık düzeyi bakımından da yeniden değerlendirilmesini gerekli kılmaktadır.

Kurumsal açıdan değerlendirildiğinde, Türkiye’de afet yönetimi sisteminin, özellikle AFAD’ın İçişleri Bakanlığı bünyesine dahil edilmesiyle birlikte, büyük ölçüde merkeziyetçi bir yapıya dönüştüğü görülmektedir. Bu durum, yerel düzeyde esnek hareket edebilme ve bölgesel ihtiyaçlara hızlı uyum sağlama kapasitesini sınırlandırabilmektedir (Doğan, 2025:64). Belediyeler, halka en yakın yönetim birimleri olmalarına rağmen, afet yönetimi sisteminde çoğu zaman ikincil konumda kalmakta; karar alma süreçlerinin büyük ölçüde merkezi yönetim tarafından yürütülmesi, yerel ihtiyaç ve farklılıkların yeterince dikkate alınamamasına neden olabilmektedir. Bunun yanında, AFAD’ın tüm afet süreçlerini tek çatı altında toplama amacıyla kurulmasına rağmen, zaman içerisinde farklı kurum ve birimlerin sisteme dahil olması yapının yeniden parçalı bir görünüm kazanmasına yol açmıştır. Kurumlar arası yatay koordinasyonun yeterince güçlü olmaması, bakanlıklar arasındaki iş birliğinin istenilen düzeyde sağlanamaması

ve görev ile yetki alanlarının net biçimde belirlenememesi, yetki karmaşası ve çok başlılık eleştirilerine neden olmaktadır (Erkal ve Değerliyurt, 2009:162).

Planlama ve hazırlık boyutunda değerlendirildiğinde, Türkiye’de afet yönetimi yapısının teorik olarak bütünleşik bir sistem üzerine kurulmuş olmasına rağmen, uygulamada kriz yönetimi anlayışının baskınlığını sürdürdüğü görülmektedir. Bu durum, afet öncesi dönemde risk analizi ve zarar görebilirlik çalışmalarının yeterince yapılamamasına yol açmakta; toplumun ve yapı stokunun afetlere karşı dayanıklılığını sınırlamaktadır. Türkiye genelinde hazırlanan İl Afet Risk Azaltma Planları (İRAP), önemli bir stratejik araç niteliği taşımakla birlikte; senaryo derinliği, lojistik planlama ve envanter yönetimi gibi operasyonel alanlarda çeşitli eksiklikler içermektedir. Ayrıca yerel düzeyde risklere ilişkin veri eksikliği ve disiplinler arası çalışmaların sınırlı kalması, sağlıklı risk analizlerinin geliştirilmesini zorlaştırmaktadır (Tümer ve Eren, 2025:3).

Kentleşme ve yapılaşma süreçleri de afet risklerini artıran önemli sorun alanları arasındadır. Hızlı ve plansız kentleşme, nüfus yoğunluğu ve yetersiz altyapı, afetlerin yıkıcı etkisini artırmaktadır. Yer seçiminde güvenlikten ziyade ekonomik kaygıların ön plana çıkması; fay hatları, dere yatakları ve zayıf zeminler gibi riskli alanlarda yapılaşmaya neden olmaktadır (İlgin ve Karagül, 2026:211). Öte yandan kentsel dönüşüm uygulamalarının bazı durumlarda risk azaltma amacından uzaklaşarak ekonomik odaklı yapı yenileme süreçlerine dönüşmesi de eleştirilmektedir. Uzun yıllar boyunca uygulanan imar afları, mühendislik hizmeti almamış ve denetimsiz yapıların yasallaşmasına neden olmuş; bu durum hem yapı stokundaki risk düzeyini artırmış hem de toplumsal risk bilincini zayıflatmıştır (Demir vd., 2025:142).

Müdahale sürecinde karşılaşılan sorunlar incelendiğinde, özellikle lojistik yönetimi alanında ciddi yapısal güçlüklerin olduğu görülmektedir. Afet anlarında ulaşım ağlarının zarar görmesi, yardım faaliyetlerini önemli ölçüde aksatmakta; özellikle 6 Şubat 2023 depremlerinde bazı havaalanlarının kullanılamaz hale gelmesi ve alternatif ulaşım güzergâhlarının sınırlı olması, müdahale ekiplerinin bölgeye ulaşmasını geciktirmiştir. Enerji ve su altyapısında meydana gelen hasarlar, hem kurtarma faaliyetlerini hem de günlük yaşam koşullarını olumsuz etkilemiştir. Lojistik merkezlerin yetersizliği, bağış süreçlerindeki düzensizlikler ve envanter yönetimindeki eksiklikler sahada koordinasyon sorunlarına yol açmış; “altın saatler” olarak ifade edilen ilk 72 saatlik süreçte müdahale kapasitesinin sınırlı kaldığı yönünde değerlendirmeler yapılmıştır (Duruel, 2023:13-15). Ayrıca Türkiye Afet Müdahale Planı’nın (TAMP) teorik olarak güçlü bir çerçeve sunmasına rağmen, büyük ölçekli afetlerde uygulama kapasitesinin sınırlı kaldığı ifade edilmektedir (Demir vd., 2025:144).

İletişim altyapısında yaşanan sorunlar da afet yönetim sürecinin etkinliğini azaltan önemli unsurlar arasında yer almaktadır. Elektrik kesintileri ve iletişim ağlarının çökmesi, sahadan sağlıklı bilgi akışını engellemekte ve koordinasyon süreçlerini zorlaştırmaktadır. Bunun yanında, yerel düzeyde görev yapan personel sayısının ve teknik uzmanlık kapasitesinin sınırlı olması ile arama-kurtarma ve enkaz kaldırma faaliyetlerinde ihtiyaç duyulan ağır iş makinelerinin zamanında bölgeye ulaştırılamaması, müdahale süreçlerini olumsuz etkilemektedir (Erol, 2025:2347).

Toplumsal ve kültürel açıdan değerlendirildiğinde ise afet risklerine yönelik bilinç düzeyinin yeterince gelişmemiş olması, toplumsal dirençliliği zayıflatın önemli bir unsur olarak öne çıkmaktadır (Erol, 2025:1214). Afet eğitimlerinin çoğunlukla dönemsel faaliyetler şeklinde yürütülmesi ve eğitim müfredatında yeterince kapsamlı yer almaması, çocukluktan itibaren

gelişmesi gereken afet kültürünün oluşmasını sınırlandırmaktadır. Aynı zamanda kaderci yaklaşımın etkisi, bilimsel temelli risk azaltma politikalarının benimsenmesini zorlaştırabilmektedir. İmar ve afet süreçlerinde yaşanan hataların çoğu zaman yaptırımsız kalması, toplumsal denetim ve hesap verebilirlik kültürünü olumsuz yönde etkilemektedir (Demir vd., 2025:144).

Siyasi ve yönetsel açıdan bakıldığında, karar alma mekanizmalarının siyasi etkilerden tamamen bağımsız olmadığı görülmektedir. Merkezi yönetim ile yerel yönetimler arasındaki siyasi farklılıklar, özellikle afet dönemlerinde kurumsal iş birliğini zayıflatabilmektedir. Bunun yanında, mali süreçlerdeki denetim eksiklikleri, veri paylaşımındaki standartların yetersizliği, stratejik planların uygulama süreçlerine ilişkin düzenli raporlamaların yapılmaması ve dijital şeffaflık sorunları kurumsal güveni azaltmaktadır. Bu durum, vatandaşların karar alma süreçlerine katılımını ve afet yönetim sistemine duyulan güveni olumsuz etkileyebilmektedir (Ilgın ve Karagül, 2026:231).

4. ÇÖZÜM ÖNERİLERİ

Türkiye’de afet yönetiminde karşılaşılan sorunların önemli bir kısmının yapısal nitelik taşıması, yalnızca afet sonrası müdahaleye odaklanan politikaların yeterli olmadığını göstermektedir. Bu nedenle afet yönetim sisteminin daha etkin, koordineli, katılımcı ve risk odaklı bir yapıya kavuşturulabilmesi için kapsamlı reform ve iyileştirme çalışmalarına ihtiyaç vardır. Modern afet yönetimi anlayışı, yalnızca kriz anında müdahaleyi değil; afet öncesi risk azaltma, hazırlık, direnç geliştirme ve toplumsal katılım süreçlerini de merkeze alan bütünlüklü bir yaklaşımı gerekli kılmaktadır.

Kurumsal reform bağlamında yerel yönetimlerin sistem içindeki konumunun güçlendirilmesi büyük önem taşımaktadır. Afetlerin yerelde ortaya çıktığı ve etkilerinin büyük ölçüde yerel düzeyde yönetildiği dikkate alındığında, belediyelerin mevcut ikincil konumlarından çıkarılarak risk azaltma ve müdahale süreçlerinde daha etkin aktörler haline getirilmesi gerekmektedir. Bu doğrultuda yerel yönetimlerin finansal, teknik ve insan kaynağı kapasitesinin artırılması, afet risklerini esas alan bütçeleme anlayışının geliştirilmesi ve dijital uygulamalar aracılığıyla afet süreçlerinin daha şeffaf ve erişilebilir hale getirilmesi önem taşımaktadır (Demir vd., 2025:143).

Ayrıca afet yönetiminde kurumsal yapının daha bütünlüklü ve katılımcı bir niteliğe kavuşturulması gerekmektedir. Merkezi yönetim ağırlıklı yapı yerine; yerel yönetimler, sivil toplum kuruluşları, üniversiteler, özel sektör ve gönüllü oluşumların sürece aktif biçimde katıldığı çok aktörlü bir yönetim modelinin geliştirilmesi önerilmektedir. Kurumlar arası görev ve sorumlulukların net biçimde tanımlanması, yetki karmaşasının önlenmesi ve koordinasyon mekanizmalarının güçlendirilmesi afet yönetiminin etkinliğini artıracaktır. Ayrıca karar alma süreçlerinin liyakat esasına dayalı profesyonel kadrolar tarafından yürütülmesi ve sistemin siyasi etkilerden mümkün olduğunca bağımsız hale getirilmesi gerektiği vurgulanmaktadır (Erol, 2025:1225).

Risk yönetimi ve planlama alanında bilimsel risk analizlerinin güçlendirilmesi temel gerekliliklerden biridir. Yerel ölçekte güvenilir ve standart veri üretiminin sağlanması, Coğrafi Bilgi Sistemleri (CBS), Afet Yönetim ve Karar Destek Sistemi (AYDES) ve Türkiye Afet Bilgi Bankası (TABB) gibi dijital sistemlerin daha yaygın olarak kullanılması açısından önem taşımaktadır. Bunun yanında İl Afet Risk Azaltma Planları’nın (İRAP) daha ayrıntılı senaryolar

ve operasyonel planlamalarla güçlendirilmesi gerekmektedir (Altınkesen, 2025:142). Kent planlamasında güvenlik önceliği esas alınmalı; fay hatları, dere yatakları ve riskli zeminlerde yapılaşmaya izin verilmemelidir. Kentsel dönüşüm süreçlerinin ise yalnızca ekonomik kaygılarla değil, afetlere karşı dayanıklılığı artıran sürdürülebilir bir planlama anlayışıyla yürütülmesi gerekmektedir (Büyükkaracıgan, 2016:214). Ayrıca yapı denetim sisteminin daha etkin uygulanması, imar affı gibi riskli yapılaşmayı teşvik eden uygulamaların tamamen ortadan kaldırılması ve kritik altyapıların afetlere karşı dayanıklı hale getirilmesi büyük önem taşımaktadır (Demir vd., 2025:144).

Eğitim ve toplumsal bilinç açısından değerlendirildiğinde, afet bilincinin günlük yaşamın doğal bir parçası haline getirilmesi gerekmektedir. Bu doğrultuda okullarda afet eğitiminin okul öncesinden itibaren zorunlu ve uygulamalı biçimde verilmesi, mahalle temelli gönüllülük sistemlerinin geliştirilmesi ve sahada görev yapan profesyonellerin düzenli hizmet içi eğitimlerle desteklenmesi önem taşımaktadır (Şahin, 2019:194; Altınkesen, 2025:141). Gönüllülük faaliyetlerinin standartlaştırılmış eğitim ve sertifikasyon süreçleriyle desteklenmesi, afet müdahale kapasitesinin artırılmasına katkı sağlayacaktır. Ayrıca askerlik hizmeti gibi zorunlu eğitim süreçlerine temel afet bilinci ile ilk yardım ve müdahale becerilerinin dahil edilmesi, toplumsal hazırlık düzeyinin yaygınlaştırılmasına katkı sunabilecek tamamlayıcı bir yaklaşım olarak değerlendirilmektedir. Okullarda verilen afet farkındalığı eğitimlerinin yalnızca teorik bilgi aktarımıyla sınırlı kalmaması; gerçekçi tatbikatlar ve uygulamalı senaryolarla desteklenmesi gerekmektedir. Buna ek olarak, ileri düzey afet eğitimi verecek uzmanlaşmış kurumsal yapıların oluşturulması bu alandaki bilgi birikiminin sürdürülebilirliğini güçlendirecektir (Erkal ve Değerliyurt, 2009:162).

Teknoloji ve dijitalleşme alanında ise erken uyarı sistemlerinin toplum tarafından kolay anlaşılır ve erişilebilir hale getirilmesi büyük önem taşımaktadır. Sismik hareketleri, su seviyelerini ve çevresel değişimleri izleyen sensör ağlarının yapay zekâ destekli analiz sistemleriyle bütünleştirilmesi, afetlere erken müdahale kapasitesini artıracaktır. Bunun yanında Türkiye'nin risk haritalarına uygun dijital altyapıların geliştirilmesi ve afet anlarında iletişim ağlarının kesintisiz çalışabilmesi için sayısal telsiz sistemleri, taşınabilir baz istasyonları ve uydu destekli haberleşme altyapılarının yaygınlaştırılması gerekmektedir (Tataoğlu, 2026:81). CBS destekli haritalama uygulamaları riskli alanların belirlenmesi ve lojistik süreçlerin yönetilmesinde önemli avantajlar sunarken; insansız hava araçları ile yapay zekâ destekli görüntü işleme teknolojileri hasar tespit süreçlerini hızlandırabilecektir. Ayrıca yardım malzemelerinin takibinde blockchain ve RFID gibi yenilikçi teknolojilerin kullanılması, kaynak yönetiminde şeffaflığı ve koordinasyonu artıracaktır (Tümer ve Eren, 2026:7).

Yönetişim ve katılımcılık boyutunda ise afet yönetiminin yalnızca kamu kurumları tarafından yürütülen bir süreç olmaktan çıkarılması gerekmektedir. Yerel yönetimler, üniversiteler, özel sektör, sivil toplum kuruluşları ve gönüllü grupların karar alma ve uygulama süreçlerine aktif katılımının sağlandığı çok paydaşlı bir yönetim modelinin benimsenmesi önem taşımaktadır. Bununla birlikte gönüllülük faaliyetlerinin kurumsal akreditasyon ve eğitim sistemleriyle desteklenmesi, gelir ve harcamaların düzenli biçimde denetlenmesi, afet verilerinin standartlaştırılarak kamuoyuyla paylaşılması ve liyakat esaslı yönetim anlayışının güçlendirilmesi afet risklerinin azaltılmasında belirleyici rol oynayacaktır (Altınkesen, 2025:151; Doğan, 2025:17). Ayrıca yerel yönetimlerin dijital altyapılarını geliştirerek afetle

ilgili bilgileri güncel ve erişilebilir platformlar üzerinden paylaşması, vatandaşların bilgiye erişimini kolaylaştıracak ve toplumsal hazırlık düzeyini artıracaktır.

SONUÇ

Afetler, yalnızca doğal olaylar olarak değil; toplumsal, ekonomik ve yönetsel boyutları olan çok yönlü krizler olarak da değerlendirilmelidir. Türkiye'nin deprem başta olmak üzere çok sayıda afet riskiyle karşı karşıya olması, afet yönetimini kamu yönetiminin en önemli çalışma alanlarından biri haline getirmektedir. Özellikle 1999 Marmara Depremi ile 6 Şubat 2023 Kahramanmaraş merkezli depremler, Türkiye'de afet yönetim sisteminin güçlü yönlerini olduğu kadar yapısal sorunlarını da açık biçimde ortaya koymuştur.

Türkiye'de son yıllarda afet yönetimi alanında önemli kurumsal ve hukuki düzenlemeler yapılmış; AFAD'ın kurulmasıyla birlikte afet süreçlerinin tek çatı altında koordine edilmesi hedeflenmiştir. Bunun yanında TARAP, TAMP ve TASİP gibi stratejik planlarla bütünleşik afet yönetimi anlayışına geçiş amaçlanmaktadır. Ancak uygulama sürecinde merkezîyetçi yapı, kurumlar arası koordinasyon eksiklikleri, yerel yönetimlerin sınırlı kapasitesi, plansız kentleşme, yapı denetimi sorunları ve afet bilincinin yetersizliği gibi yapısal problemlerin devam ettiği görülmektedir. Özellikle uzun yıllar boyunca müdahale odaklı yaklaşımın baskın olması, risk azaltma ve hazırlık çalışmalarının geri planda kalmasına neden olmuştur.

Oysa modern afet yönetimi anlayışı, afet meydana gelmeden önce önlem alınmasını ve toplumsal direncin artırılmasını esas alır. Bu nedenle afet yönetiminde yalnızca kriz anına odaklanan politikalar yeterli değildir. Bilimsel risk analizlerinin güçlendirilmesi, güvenli kentleşme politikalarının uygulanması, yerel yönetimlerin kapasitesinin artırılması, afet eğitimlerinin yaygınlaştırılması ve dijital teknolojilerin etkin biçimde kullanılması büyük önem taşımaktadır. Bunun yanında afet yönetiminde şeffaflık, liyakat, katılımcılık ve hesap verebilirlik ilkelerinin güçlendirilmesi gerekmektedir.

Afetlerle mücadele yalnızca merkezi yönetimin sorumluluğunda yürütülebilecek bir süreç değildir. Yerel yönetimlerin, sivil toplum kuruluşlarının, üniversitelerin, özel sektörün ve vatandaşların sürece aktif katılımı afet yönetiminin etkinliği açısından belirleyici öneme sahiptir. Bu doğrultuda afet yönetişimi anlayışının geliştirilmesi, daha dirençli toplumlar ve daha güvenli şehirler oluşturulabilmesi açısından kritik bir gereklilik olarak öne çıkmaktadır.

Sonuç olarak Türkiye'de afet yönetimi alanında önemli ilerlemeler sağlanmış olmakla birlikte, mevcut sorunların büyük ölçüde yapısal nitelik taşıdığı görülmektedir. Bu nedenle afet yönetim sisteminin yalnızca afet sonrası müdahaleye değil; risk azaltma, hazırlık ve sürdürülebilir dirençlilik politikalarına dayalı olarak yeniden yapılandırılması gerekmektedir. Bilimsel, katılımcı ve bütünleşik bir afet yönetimi anlayışının benimsenmesi, gelecekte yaşanabilecek afetlerin etkilerinin azaltılmasında temel unsur olmaya devam edecektir. Bunun yanında toplumun afet kültürünü benimsemesi, bireysel sorumluluk bilincinin geliştirilmesi ve afet odaklı eğitim politikalarının güçlendirilmesi de toplumsal direncin artırılmasında önemli rol oynayacaktır. Bu doğrultuda geliştirilen politika önerilerinin hayata geçirilmesi, gelecekte yaşanabilecek afetlerin yol açacağı can ve mal kayıplarının azaltılmasına önemli katkı sağlayacaktır.

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

Prof. (Dr.) Nikhil V. Sangvikar

Vice-Chancellor

Arunodaya University

Itanagar Arunachal Pradesh India

drnvsangvikar@gmail.com / vicechancellor@arunodayauniversity.ac.in

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

INTRODUCTION

Digital communication has become deeply embedded in higher education. Learning management systems, institutional email, group messaging applications, and collaborative documents have made studying more flexible and accessible, allowing students to attend classes remotely, exchange notes instantly, and collaborate on group projects without physical co-presence (Garrison, Anderson, & Archer, 2000; Bond et al., 2024). Yet this convenience has produced new tensions: the same tools that enable learning also lower the barriers to academic misconduct, particularly in remote and hybrid environments (Broadbent & Poon, 2015; Newton, 2018).

The widespread availability of ChatGPT and similar generative AI tools has further reshaped the landscape. Students can now generate complete essays in seconds, while paraphrasing applications rewrite source material in ways that evade conventional plagiarism detection (Cotton, Cotton, & Shipway, 2024; Perkins, 2023). Traditional definitions of plagiarism no longer map cleanly onto these practices (Lancaster, 2023). Is brainstorming with AI permissible? What about asking an AI tool to produce an outline, or to write an entire paper? Students appear genuinely uncertain, and faculty members increasingly report frustration in the absence of clear institutional direction (Sullivan, Kelly, & McLaughlan, 2023; Chan & Hu, 2023).

Academic integrity has traditionally been defined in terms of honesty, fairness, responsibility, and respect, with the expectation that students will produce original work and credit the sources they draw upon (International Center for Academic Integrity, 2021; Fishman, 2018). In digital environments, however, these principles become difficult to operationalise. The ease of copy-and-paste, the relative anonymity of online submission, and the sophistication of generative AI have blurred the boundaries between legitimate support and misconduct (Eaton, 2023; Bretag, 2020). The present paper examines how digital communication shapes academic integrity in three Indian universities and what institutions can do in response.

1. LITERATURE REVIEW

1.1 Digital Communication in Higher Education

A substantial body of research suggests that online learning platforms encourage collaboration but simultaneously reduce direct supervision, weakening one of the traditional deterrents to misconduct (Broadbent & Poon, 2015; Selwyn, 2019). Comparative studies in the United States and Europe have reported higher rates of cheating in online courses than in face-to-face equivalents (Newton, 2018). Lancaster and Cotarlan (2021) further documented a significant rise in contract cheating during the rapid transition to online instruction prompted by the COVID-19 pandemic, particularly among STEM students. Most of this empirical work has been conducted in Western contexts, leaving a notable gap in the understanding of digital integrity dynamics in Indian higher education (Bretag, 2020).

1.2 Conceptualising Academic Integrity

Academic integrity is conventionally understood to include the avoidance of plagiarism, fabrication, and cheating (Fishman, 2018). Plagiarism refers to the use of another person's words or ideas without appropriate attribution; fabrication involves inventing data or sources; and cheating encompasses a wide range of behaviours from copying answers to using unauthorised materials during assessment (International Center for Academic Integrity, 2021). In the digital age, these categories have expanded considerably. Students may now copy content from web sources, generate paragraphs through AI tools, or commission third parties to complete entire assessments through online freelance platforms (Newton, 2018; Lancaster & Cotarlan, 2021).

1.3 Generative AI and Academic Writing

Generative AI represents a qualitatively new challenge for academic integrity. While conventional grammar checkers are generally considered acceptable assistive tools, large language models such as ChatGPT produce coherent, original-sounding text that is difficult to distinguish from human writing (Perkins, 2023; Cotton, Cotton, & Shipway, 2024). Detection studies indicate that experienced faculty members and dedicated AI detectors both struggle to identify GPT-generated text reliably, with detection accuracy varying substantially across prompting strategies (Perkins, Roe, Postma, McGaughan, & Hickerson, 2024). Scholarly opinion is divided. Some authors argue that using AI for editing or idea generation is no different in kind from using a spell-checker or library reference service (Chan & Hu, 2023). Others contend that AI tools cross an important threshold because the system itself performs the intellectual work that assessment is intended to evaluate (Stokel-Walker, 2022; Cotton, Cotton, & Shipway, 2024). Sullivan, Kelly, and McLaughlan (2023) propose that the central question is not whether AI is used, but how its use is documented and how students take responsibility for the resulting work.

1.4 Research Gap

Existing scholarship tends to address either technology or ethics, but rarely treats them in an integrated manner (Bretag, 2020; Eaton, 2023). Comparative studies addressing academic integrity in non-Western higher education systems remain limited, with the bulk of empirical work originating from the United Kingdom, Australia, and North America (Rogerson & McCarthy, 2017; Bond et al., 2024). The present study addresses this gap by combining quantitative and qualitative evidence drawn from students and faculty in three Indian higher education institutions.

2. RESEARCH OBJECTIVES

This study pursues four interrelated objectives. First, it seeks to understand how digital communication tools influence academic integrity in everyday practice. Second, it explores how students and faculty perceive the use of AI for academic tasks. Third, it identifies the most prevalent forms of digital academic misconduct currently observed. Fourth, it formulates practical strategies that higher education institutions can adopt to promote integrity in digital learning environments (Eaton, 2023; Cotton, Cotton, & Shipway, 2024).

3. RESEARCH METHODOLOGY

3.1 Research Design

A mixed-methods design was employed, integrating quantitative data from structured surveys with qualitative evidence from semi-structured interviews. This combination offers a fuller account of the phenomenon than either approach can provide in isolation (Creswell & Creswell, 2018).

3.2 Sample

The sample comprised 210 undergraduate and postgraduate students and 45 faculty members. Participants were drawn from three higher education institutions in India: one large public university, one private university, and one technical institute. This stratification was intended to capture a range of institutional cultures and disciplinary mixes.

3.3 Data Collection

Three instruments were used. First, a structured survey containing Likert-type items assessed attitudes, behaviours, and policy awareness. Second, semi-structured interviews of approximately thirty minutes were conducted with twenty participants, audio-recorded with informed consent. Third, the official academic integrity policies of all three institutions were collected and reviewed.

3.4 Data Analysis

Quantitative data were analysed using descriptive statistics and bivariate correlations. Interview transcripts were analysed thematically following the reflexive procedure outlined by Braun and Clarke (2022), which involves repeated reading and iterative coding to identify recurring patterns and themes.

4. FINDINGS AND ANALYSIS

Table-1: Summary of Key Quantitative Findings (N = 210 students, 45 faculty)

Indicator	%	Respondent Group
Used AI tools (e.g. ChatGPT) for academic tasks in the past six months	78%	Students
Used AI to complete an assignment without informing faculty	52%	Students
Reported difficulty detecting AI-generated content	68%	Faculty
Aware of institutional academic integrity policy	35%	Students
Reported having received any digital ethics training	< 10%	Students

Source: Authors' survey data, three Indian higher education institutions, 2024.

4.1 Widespread Use of AI Tools

The quantitative results are striking. Seventy-eight per cent of students reported having used AI tools such as ChatGPT for academic tasks within the previous six months, and fifty-two per cent acknowledged using AI to complete an assignment without disclosing this to their professor. These figures are broadly consistent with international evidence: Chan and Hu (2023) reported similarly high engagement with generative AI among undergraduate and postgraduate students in Hong Kong, and Cotton, Cotton, and Shipway (2024) describe comparable patterns in UK higher education. When asked to explain their use, most respondents in the present study cited time pressure or difficulty understanding course material. A minority reported that they did not consider unacknowledged AI use to be wrong.

4.2 Common Forms of Misconduct

Three forms of digital misconduct emerged as most prevalent. First, classical copy-paste plagiarism from web sources continues to occur. Second, AI-generated submissions have become a major category, with some students submitting entire essays produced by ChatGPT. Third, contract cheating through online tutoring and freelance platforms was less frequent but still present. Newton (2018) reported analogous patterns in a large UK study, although contract cheating was more prevalent in that sample than in the Indian context investigated here.

4.3 Faculty Difficulties with Detection

Sixty-eight per cent of faculty members reported difficulty in identifying AI-generated content. One faculty respondent observed: I suspect about a quarter of my students are using AI, but I cannot prove it. The writing sounds too polished for their level, but the software says it is original. This experience aligns with Perkins, Roe, Postma, McGaughran, and Hickerson (2024), who found that academic staff in higher education frequently fail to detect AI-generated submissions even when supported by dedicated AI detection software. Several faculty also noted that their institutions had provided no targeted training or updated policy guidance on AI, echoing patterns documented by Eaton (2023) in North America.

4.4 Awareness Gap

Only thirty-five per cent of students reported awareness of their university's academic integrity policy, and fewer still had read it. Many students were unsure whether the use of AI counted as misconduct: some assumed that minor surface revision was sufficient to render the use acceptable, while others reasoned that because the tools were freely available, their use must be institutionally sanctioned. Bretag (2020) argued that such confusion is common when policies are written in formal legal language that students rarely engage with. The absence of any systematic digital ethics curriculum was observable across all three institutions.

4.5 Constructive Role of Digital Tools

Despite these challenges, digital communication also offered constructive possibilities. Plagiarism detection systems such as Turnitin captured certain forms of copying, and online workshops and awareness campaigns reached students who would not have attended in-person events (Selwyn, 2019). Faculty also reported that learning management systems and institutional messaging channels allowed expectations to be communicated more clearly. One

department head described introducing regular reminders about integrity rules through a class messaging group prior to major assessments and observed that this practice appeared to reduce misconduct. These observations indicate that digital tools, when used thoughtfully, can support rather than undermine academic integrity (Chan & Hu, 2023).

5. DISCUSSION

The findings suggest that digital communication operates as a double-edged instrument in higher education (Broadbent & Poon, 2015). It expands access and collaboration but creates new opportunities for misconduct that pre-digital integrity frameworks were not designed to address. The rise of generative AI has rendered conventional definitions of plagiarism partially obsolete: when a student submits AI-generated content, the question of who is being plagiarised becomes difficult to answer, since the system reproduces no single identifiable author's work (Cotton, Cotton, & Shipway, 2024; Perkins, 2023).

A pronounced gap between policy and practice emerged across the three institutions. Although each had a formal integrity policy, none addressed AI directly, leaving students to make judgements in the absence of clear guidance (Perkins & Roe, 2024). Faculty members reported feeling caught in the middle, unable to enforce rules that did not yet exist and uncertain about how to address suspected AI use during marking. This pattern resembles the institutional inertia documented by Eaton (2023) and Bretag (2020), in which integrity policies lag behind the technologies actually shaping student behaviour.

Comparative observations also emerge. Lancaster and Cotarlan (2021) reported that several UK institutions began revising their integrity policies within a year of the public release of ChatGPT, whereas none of the three Indian institutions in this study had undertaken such revisions at the time of data collection. Indian students reported slightly lower rates of contract cheating than have been observed in Australian samples (Rogerson & McCarthy, 2017), possibly reflecting differences in the maturity of regional freelance markets and in cultural attitudes towards collaboration.

Rather than attempting to prohibit AI tools, which would be neither feasible nor educationally sound, institutions should focus on ethical integration and skill development (Stokel-Walker, 2022; Cotton, Cotton, & Shipway, 2024). Students need explicit guidance on acceptable and unacceptable uses; faculty need targeted training; and assessment design should evolve so that producing text alone is insufficient to demonstrate learning (Perkins et al., 2024; Sullivan, Kelly, & McLaughlan, 2023).

6. RECOMMENDATIONS

6.1 Policy Reform

Universities should revise academic integrity policies to address AI use explicitly (Eaton, 2023; Perkins & Roe, 2024). Policies should provide concrete examples of acceptable practice, such as using AI for grammar checking or idea generation, and unacceptable practice, such as submitting unedited AI output as one's own work. Policy language should be plain and accessible rather than legalistic (Bretag, 2020).

6.2 Digital Literacy Programmes

Mandatory workshops on the ethical use of technology should be embedded within the curriculum rather than offered as optional add-ons (Selwyn, 2019). Such programmes should begin in the first year of study and be reinforced throughout the degree, with the goal of cultivating ethical reasoning rather than mere compliance.

6.3 Assessment Redesign

Traditional take-home essays are particularly vulnerable to AI substitution. Faculty should increase the use of application-based and oral assessments that require students to articulate their reasoning, demonstrate process, and engage in real-time dialogue (Perkins et al., 2024; Cotton, Cotton, & Shipway, 2024). Sullivan, Kelly, and McLaughlan (2023) recommend reflective writing, in-class composition, and project-based work with iterative drafts and verbal presentations.

6.4 Smart Use of Technology

Although AI detection tools are imperfect, they can serve a useful auxiliary role when combined with existing plagiarism software and academic judgement (Perkins et al., 2024). More importantly, institutions should promote transparency by asking students to declare AI use, including the tool used and the nature of the assistance, in the same way they would cite any other source (Sullivan, Kelly, & McLaughlan, 2023).

6.5 Faculty Development

Faculty require practical training in recognising potential AI use, discussing it constructively with students, and designing assessments that reduce the incentive to cheat (Eaton, 2023). Training should be sustained through ongoing departmental seminars, online modules, and teaching circles rather than delivered as a single workshop.

CONCLUSION

Digital communication has reshaped higher education in lasting ways. Learning has become more flexible, collaboration easier, and information more abundant. These same changes, however, have placed academic integrity under sustained pressure. Generative AI tools such as ChatGPT are now part of the educational environment, and students will continue to use them with or without institutional permission (Lancaster, 2023; Cotton, Cotton, & Shipway, 2024).

Attempting to prohibit these technologies is neither realistic nor pedagogically desirable (Selwyn, 2019). Universities must instead adapt by formulating clear policies, providing meaningful training, and redesigning assessments to foreground critical thinking and personal authorship (Eaton, 2023). The evidence from three Indian higher education institutions presented in this study shows that the gap between policy and practice is substantial but not unbridgeable.

Future research should examine these issues longitudinally, since one-off surveys cannot capture how behaviour and policy interact over time. Longitudinal studies would help determine whether training programmes produce durable changes in student conduct (Bretag,

2020). Cross-cultural comparative work would also be valuable, given that norms around plagiarism and collaboration vary considerably across national and institutional contexts (Rogerson & McCarthy, 2017; Bond et al., 2024). In the meantime, the central message of this study is straightforward: digital communication is here to stay, integrity remains achievable, but only through sustained and deliberate institutional effort.

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

Prof. Dr. Serdar Kenan GÜL

Kastamonu Üniversitesi, Siyaset Bilimi ve Kamu Yönetimi Bölümü
skgul@kastamonu.edu.tr
Orcid: 0000-0002-4771-9202

Emel CAN

Kastamonu Üniversitesi, Lisansüstü Eğitim Enstitüsü
Siyaset Bilimi ve Kamu Yönetimi Ana Bilim Dalı
Yüksek Lisans Öğrencisi
emelyilmaz0057@gmail.com
Orcid: 0009-0007-4225-8009

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 temsili uzun yıllar düşük seviyelerde kaldığını göstermektedir. Özellikle 2000’li yıllardan itibaren kadın temsili artış yaşansa da karar alma mekanizmalarındaki temsil hâlen istenilen düzeye ulaşamamıştır. Sonuç olarak çalışma, kadınların siyasal katılımının yalnızca hukuki düzenlemelerle açıklanamayacağını; ataerki toplumsal yapı, siyasal kültür, ekonomik eşitsizlikler ve toplumsal cinsiyet rollerinin kadınların siyasal temsili 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

GİRİŞ

Türkiye’de kadınların siyasal katılım süreci, tarihsel, kültürel ve hukuki dönüşümlerin etkisiyle şekillenen çok boyutlu bir gelişim alanı oluşturmaktadır. Kadının toplumsal konumu ve siyasal alandaki görünürlüğü, Orta Asya Türk toplumlarından Osmanlı dönemine, Tanzimat ve Meşrutiyet reformlarından Cumhuriyet’in kuruluş sürecine ve 1980 sonrası demokratikleşme dönemine kadar farklı siyasal ve toplumsal dinamikler çerçevesinde dönüşüm geçirmiştir. Bu süreçte kadınların kamusal alandaki konumu, modernleşme politikaları, hukuki reformlar, toplumsal cinsiyet rolleri ve siyasal kültürün etkisiyle yeniden şekillenmiştir.

Türkiye’de kadınlara yönelik hukuki eşitlik düzenlemeleri özellikle Cumhuriyet dönemiyle birlikte önemli ilerlemeler sağlamış; eğitim, medeni hukuk, çalışma yaşamı ve siyasal temsil alanlarında kadınların haklarını genişleten çok sayıda reform gerçekleştirilmiştir. Bununla birlikte, hukuki eşitliğin siyasal temsil ve karar alma mekanizmalarındaki fiili eşitliğe aynı ölçüde yansımadağı görülmektedir. Kadınların parlamentodaki temsil oranlarının uzun yıllar düşük seviyelerde kalması, siyasal katılımın yalnızca yasal düzenlemelerle açıklanamayacağını göstermektedir.

Bu çalışmada, Türkiye’de kadınların siyasal katılımı tarihsel bir perspektiften incelenmektedir. Çalışmada öncelikle kadın haklarının tarihsel gelişimi ele alınmakta; sosyal, siyasal ve ekonomik hakların kazanım süreci kronolojik olarak değerlendirilmektedir. Ardından Türk modernleşme sürecinin kadın kimliği üzerindeki etkileri analiz edilmekte; Tanzimat’tan günümüze kadarki kadınların siyasal katılımındaki dönüşümler ortaya konulmaktadır. Ayrıca kadınların parlamentodaki temsil oranları istatistiksel veriler ışığında değerlendirilerek hukuki eşitlik ile fiili temsil arasındaki farklılık tartışılmaktadır. Böylece Türkiye’de kadınların siyasal yaşama katılımının tarihsel arka planı, kurumsal gelişimi ve güncel görünümü bütüncül bir çerçevede ele alınmaktadır.

1. TÜRKİYE’DE KADIN HAKLARININ TARİHSEL GELİŞİMİ

Türk tarihinde kadınların toplumsal konumu, Orta Asya Türk toplumlarında görece eşitlikçi bir yapı göstermiş; kadınlar sosyal, ekonomik ve siyasal yaşamda aktif roller üstlenmiştir (İnan, 1982, s. 16; Esirgen ve Özkorkut, 2022, s. 92). Göçebe yaşam tarzının etkisiyle kadın ve erkek arasındaki iş bölümü daha esnek bir yapı göstermiş; kadınlar, aile içindeki rollerinin yanı sıra toplumsal yaşamda da görünür olmuştur. Orhun Yazıtları’nda hakan ile hatunun birlikte devlet yönetiminde anılması ve hatunun diplomatik ilişkilerde resmî bir otorite olarak kabul edilmesi, kadının siyasal ve toplumsal konumunun güçlü olduğunu göstermektedir (Konan, 2011, s. 161). Tek eşliliğin yaygın olması, kadına miras ve mülkiyet hakkının tanınması, boşanma ve velayet konularında erkekle eşdeğer statüde bulunması, Türk kadınının aile yapısındaki yüksek konumunu pekiştirmiştir (Gündüz, 2012, s. 131).

Ancak Türk topluluklarının zamanla yerleşik yaşama geçmesi ve farklı kültürlerle etkileşime girmesi, bu eşitlikçi yapının aşamalı olarak dönüşmesine yol açmıştır. Şamanist dönemde kutsal ve koruyucu bir kimlikle değerlendirilen kadın figürü, yerleşik toplum düzeniyle birlikte daha sınırlı rollerin içine çekilmeye başlamıştır. Dede Korkut anlatılarında savaşçı ve mücadeleci kadın figürleri öne çıkarken, sonraki dönemlerde kadının daha çok aile içi rollerle tanımlandığı görülmektedir (Esirgen ve Özkorkut, 2022, s. 94). Bu dönüşüm, özel mülkiyetin güçlenmesi ve

ataerkil yapının kurumsallaşmasıyla birlikte kadınların kamusal görünürlüğüne azalmasına yol açmıştır.

Türk toplumunda kadınların toplumsal ve siyasal konumunu etkileyen en önemli kırılma noktalarından biri, İslamiyet'in kabulü olmuştur. İslamiyet kadınlara miras, mülkiyet ve hukuki güvence gibi önemli haklar tanımış olsa da, İslamiyet'in toplumsal uygulama biçimi ve Arap-İran kültürünün etkisiyle kadınların kamusal alandaki görünürlüğü giderek daralmıştır. Kutadgu Bilig'de yer alan kadınların daha çok ev içi yaşamla ilişkilendirilmesine yönelik ifadeler, önceki dönemin görece eşitlikçi yapısından uzaklaşıldığını göstermektedir (Yılmaz, 2003, s. 97-98). Bununla birlikte İslam hukukunda kadınların siyasal yaşama katılımını doğrudan yasaklayan açık bir hüküm bulunmamaktadır. Mümtetine Suresi'nde kadınların biatlarının kabul edilmesi, kadınların siyasal iradelerinin tanındığı şeklinde yorumlanmaktadır (Akyılmaz, 2000, s. 69-70). Ancak zamanla ataerkil yorumların güçlenmesiyle kadınların siyasal ve toplumsal rolleri sınırlandırılmıştır (Esirgen ve Özkorkut, 2022, s. 99-100).

Selçuklu döneminde hanedan kadınlarının belirli ölçüde siyasal etkinliklerini sürdürdüğü görülmektedir. Hatunların mali kaynakları, görevlileri ve yönetsel yetkileri bulunmuş; ancak özellikle Nizamü'l-Mülk döneminden itibaren kadınların yönetim üzerindeki etkileri sınırlandırılmıştır (Kaplan, 1988, s. 1; Gündüz, 2012, s. 140). Halktan kadınların siyasal yönetime doğrudan katılımı ise oldukça sınırlı kalmıştır. Selçuklu ve Osmanlı saraylarında görülen harem kurumu üst düzeyde etkili olsa da halk arasında yaygınlaşmamış olması, yerleşik düzen içinde eski Türk kültürünün bazı unsurlarının tamamen ortadan kalkmadığını göstermektedir (Altındal, 1980, s. 85-86). Osmanlı döneminde de kadınların siyasal yaşama katılımı büyük ölçüde kısıtlı olmakla birlikte, Tanzimat ve Meşrutiyet süreçlerinde kadınların toplumsal konumunu etkileyen önemli gelişmeler yaşanmıştır. Özellikle eğitim alanındaki reformlar, kadınların kamusal alanda daha görünür hâle gelmesine katkı sağlamıştır. Tanzimat döneminde kız çocuklarının eğitime erişiminin artması ve kadınların basın-yayın faaliyetlerinde yer almaya başlaması, kadın hareketinin gelişiminde önemli bir kırılma noktası olmuştur (Tanör, 2014, s. 85; Kaplan, 1988, s. 7-8).

Cumhuriyet dönemiyle birlikte kadın hakları alanında kapsamlı reformlar gerçekleştirilmiştir. 1924 tarihli Tevhid-i Tedrisat Kanunu eğitimde eşitliği sağlamış, 1926 tarihli Türk Medeni Kanunu ise kadınların aile ve medeni haklarını güçlendirmiştir. Çok eşliliğin kaldırılması, kadınlara boşanma ve velayet hakkının tanınması gibi düzenlemeler kadınların hukuki statüsünde önemli değişimler yaratmıştır. Bunun yanında 1930 yılında belediye seçimlerinde, 1934 yılında ise milletvekili seçimlerinde kadınlara seçme ve seçilme hakkı tanınmıştır (Konan, 2011, s. 157-174). Türkiye'nin kadınlara siyasal hakları birçok Avrupa ülkesinden önce tanımış olması, Cumhuriyet modernleşmesinin dikkat çekici yönlerinden biri olarak değerlendirilmektedir.

1980 sonrasında ise kadın hakları alanında uluslararası sözleşmeler ve anayasal düzenlemeler doğrultusunda yeni bir dönem başlamıştır. CEDAW'ın kabul edilmesi, kadın haklarının uluslararası düzeyde güvence altına alınmasını sağlamış; 4320 ve 6284 sayılı kanunlarla aile içi şiddete karşı daha kapsamlı koruma mekanizmaları geliştirilmiştir (İHUAM, 2026). Aynı dönemde kadın örgütlerinin ve sivil toplum faaliyetlerinin artması, kadın hakları konusunun kamu politikalarında daha görünür hâle gelmesine katkı sağlamıştır.

2. TÜRK MODERNLEŞME SÜRECİNDE KADINLARIN SİYASAL KATILIMI

Türk modernleşme sürecinin kadın kimliği üzerindeki etkilerini anlamak için Osmanlı toplum yapısının önemli bir başlangıç noktası olduğu görülmektedir. Osmanlı toplumunda kadınların siyasal yaşama katılımı doğrudan ve kurumsal bir nitelik taşımamış; siyasal etkileri çoğunlukla saray çevresiyle sınırlı kalmıştır. Valide Sultanların ve saray kadınlarının padişah üzerinde zaman zaman etkili oldukları bilinse de, bu nüfuz hiçbir zaman resmî bir siyasal pozisyona dönüşmemiştir. Bu durum, kadınların toplumsal ve siyasal alandaki görünürlüğüne büyük ölçüde dolaylı ilişkiler aracılığıyla şekillendiğini göstermektedir. Tanzimat'tan itibaren başlayan modernleşme süreciyle birlikte kadınların eğitim, hukuk ve kamusal yaşam içerisindeki konumlarında önemli değişimler yaşanmaya başlamıştır.

2.1. Tanzimat ve Meşrutiyet Dönemi

Tanzimat ve Meşrutiyet dönemleri, kadınların siyasal haklarını doğrudan tanımasa da kamusal alanda görünürlüklerini artıran önemli dönüşümlere sahne olmuştur. Tanzimat reformlarıyla birlikte modern eğitim kurumlarının yaygınlaşması, kadınların toplumsal yaşama katılımını destekleyen ilk adımlar arasında yer almıştır. 1859'da ilk kız rüştiyesinin açılması ve 1869 Maarif-i Umumiye Nizamnamesi ile kız çocuklarına yönelik öğretmen okullarının kurulması bu sürecin önemli gelişmelerindendir (İnan, 1998, s. 88).

II. Meşrutiyet döneminde kadın hareketi daha görünür hâle gelmiş; kadınlar dergi, gazete ve cemiyetler aracılığıyla eğitim, çalışma hayatı ve siyasal hak taleplerini dile getirmeye başlamıştır (Kaplan, 1988, s. 15-17; Tekeli, 2010, s. 199). Özellikle Kadınlar Dünyası gibi yayınlar, kadınların kamusal alandaki görünürlüğüne artırmış ve kadın hakları tartışmalarının toplumsal düzeyde yaygınlaşmasına katkı sağlamıştır. Ayrıca 1917 Hukuk-ı Aile Kararnamesi ile kadınların aile hukukundaki konumunda önemli iyileştirmeler gerçekleştirilmiş; evlilik yaşı düzenlenmiş, çok eşlilik sınırlandırılmış ve kadınlara hâkim kararıyla boşanma hakkı tanınmıştır (Esirgen ve Özkorkut, 2022, s. 102).

Bu dönem, kadınların siyasal haklara doğrudan ulaşamadığı, ancak modern yurttaşlık anlayışının gelişmesiyle birlikte kamusal alanda daha görünür hâle geldiği bir hazırlık süreci niteliği taşımaktadır.

2.2. Cumhuriyet Dönemi

Cumhuriyet'in ilanıyla birlikte kadınların siyasal ve toplumsal konumunu güçlendirmeye yönelik kapsamlı reformlar gerçekleştirilmiştir. Yeni kurulan ulus devletin modernleşme hedefleri doğrultusunda kadınların eğitim, hukuk ve siyaset alanlarında daha görünür hâle gelmesi amaçlanmıştır. Bu süreçte kadınların toplumsal yaşamın aktif bir unsuru hâline getirilmesi, modernleşme politikalarının önemli bir parçası olarak değerlendirilmiştir.

1924 tarihli Tevhid-i Tedrisat Kanunu ile eğitim sistemi laikleştirilmiş ve kız çocuklarının eğitim olanakları genişletilmiştir (Ağlı ve Tor, 2015, s. 75-86). Böylece kadınların kamusal yaşama katılımını destekleyen önemli bir kurumsal altyapı oluşturulmuştur. Bu çerçevede gerçekleştirilen en önemli reformlardan biri, 17 Şubat 1926 tarihinde kabul edilen Türk Medeni Kanunu olmuştur. Medeni Kanun ile kadın ve erkek hukuk önünde eşit kabul edilmiş; evlilik, boşanma, velayet ve miras gibi temel medeni haklar açısından önemli düzenlemeler yapılmıştır

(Balcı ve Tuzak, 2017, s. 43-51). Çok eşliliğin kaldırılması, kadınlara boşanma ve velayet hakkının tanınması ile miras konusunda kadın ve erkek arasında eşitlik ilkesinin benimsenmesi, kadınların toplumsal statüsünde önemli dönüşümler yaratmıştır (Pınarcıoğlu, 2017, s. 19-21; Ağıl ve Tor, 2015, s. 75-86). Cumhuriyet döneminde kadınların çalışma yaşamındaki konumunu güçlendirmeye yönelik düzenlemeler de gerçekleştirilmiş; 1936 tarihli İş Kanunu ile kadınların çalışma koşullarında iyileştirmeler yapılmış ve çalışma yaşamına katılımlarını destekleyen hukuki düzenlemeler geliştirilmiştir. Ayrıca kadınların ağır ve tehlikeli işlerde çalıştırılması sınırlandırılmıştır (Ökdem, 2018, s. 18-26).

Kadınların siyasal hakları ise aşamalı olarak genişletilmiştir. 1930 yılında belediye seçimlerinde, 1933 yılında muhtarlık seçimlerinde ve ihtiyar meclislerinde seçme ve seçilme hakkı tanınmış; 1934 yılında yapılan anayasal değişiklikle kadınlar milletvekili seçimlerinde seçme ve seçilme hakkına kavuşmuştur (Konan, 2011, s. 157-174). Türkiye'nin birçok Batılı ülkeden önce kadınlara seçme ve seçilme hakkı vermesi, kadın kimliğinin siyasal anlamda güçlenmesine yönelik modernleşme iradesinin önemli göstergelerinden biri olmuştur (Deniz, 2007, s. 2-16). Bu gelişme, Türkiye'de kadınların siyasal temsilde önemli bir eşik olarak değerlendirilmektedir. Nitekim 1935 seçimlerinde 18 kadın milletvekilinin TBMM'ye girmesiyle kadın temsil oranı %4,6'ya ulaşmıştır (Şimşek, 2022, s. 613-615).

Bununla birlikte, kadınlara tanınan hukuki hakların siyasal temsil alanına aynı ölçüde yansımadağı görülmektedir. Çok partili hayata geçiş sonrasında kadın temsil oranlarının uzun süre düşük seviyelerde kalması, siyasal katılımın yalnızca yasal düzenlemelerle sağlanamayacağını göstermektedir. 1980'li yıllardan itibaren güçlenen kadın hareketi, kadınların siyasal ve toplumsal yaşamda hâlen önemli engellerle karşı karşıya olduğunu ortaya koymuştur. 1990'lı yıllarda gerçekleştirilen yasal düzenlemeler eşitlik ilkesini güçlendirse de kadınların siyasetteki düşük temsil oranı, ataerkil kültürel yapı, muhafazakâr aile ilişkileri ve toplumsal cinsiyet rollerinin etkisiyle devam etmiştir (İnce, 2017, s. 207-213). Ataerkil toplumsal yapı ve siyasi partilerin aday belirleme süreçleri de kadınların siyasal karar alma mekanizmalarına erişimini sınırlandıran temel unsurlar arasında yer almıştır.

2.3. 1980 Sonrası Dönem

1980 sonrasında kadın hakları alanında hem uluslararası gelişmelerin hem de iç hukuk reformlarının etkisiyle yeni bir dönem başlamıştır. 1982 Anayasası'nda yer alan eşitlik ilkesi, kadın-erkek eşitliğinin anayasal güvence altına alınmasına katkı sağlamıştır. Aynı dönemde Türkiye'nin Kadınlara Karşı Her Türü Ayrımcılığın Önlenmesi Sözleşmesi'ni (CEDAW) kabul etmesi, kadın haklarının uluslararası düzeyde korunmasına yönelik önemli bir adım olmuştur (İHUAM, 2026).

1990'lı yıllardan itibaren kadın hakları konusunda kurumsal yapıların güçlendirildiği görülmektedir. Kadının Statüsü ve Sorunları Genel Müdürlüğü'nün kurulması, kadın politikalarının devlet düzeyinde koordinasyonunu sağlamış; kadın sığınma evleri ve kadın danışma merkezleri yaygınlaşmıştır (Pınarcıoğlu, 2017, s. 22-24). Bu süreçte kadın hareketlerinin ve sivil toplum kuruluşlarının etkinliği de artmış; kadına yönelik şiddet, çalışma yaşamındaki eşitsizlik ve siyasal temsil gibi konular kamuoyunda daha görünür hâle gelmiştir.

Kadına yönelik şiddetle mücadele kapsamında gerçekleştirilen yasal düzenlemeler de bu dönemin önemli gelişmeleri arasındadır. 1998 tarihli 4320 sayılı Kanun ve 2012 tarihli 6284 sayılı Kanun ile aile içi şiddete karşı kapsamlı koruma mekanizmaları oluşturulmuştur. Bu düzenlemeler, kadınların yalnızca hukuki statüsünü değil, toplumsal yaşam içerisindeki güvenliğini ve kamusal alandaki görünürlüğünü de destekleyen önemli adımlar olarak değerlendirilmektedir.

Aynı dönemde kadınların parlamentodaki temsil oranlarında da dikkat çekici bir artış yaşanmıştır. Özellikle 2000’li yıllardan itibaren kadın milletvekili sayısının artması, kadınların siyasal alandaki görünürlüğünün güçlendiğini göstermektedir. Ancak bu artışa rağmen kadın temsil oranlarının hâlen istenilen düzeye ulaşmadığı ve siyasal katılım açısından yapısal sorunların devam ettiği görülmektedir.

3. TÜRKİYE’DE KADINLARIN PARLAMENTODAKİ TEMSİLİ

Türkiye’de kadınların siyasal yaşama katılımının en önemli göstergelerinden biri parlamentodaki temsil oranlarıdır. Kadınların milletvekili olarak Türkiye Büyük Millet Meclisi’nde yer alma düzeyi, hem hukuki düzenlemelerin hem de toplumsal dönüşüm süreçlerinin somut bir yansıması niteliğindedir. Cumhuriyet’in ilk yıllarında kadınlara seçme ve seçilme hakkının tanınması önemli bir gelişme olmakla birlikte, bu hakların parlamentodaki fiili temsile aynı ölçüde yansımadağı görülmektedir.

1935 seçimlerinde kadın milletvekili oranı %4,6’ya ulaşmış ve bu oran dönemin koşulları açısından dikkat çekici bir seviyede gerçekleşmiştir (Şimşek, 2022, s. 613-615). Ancak sonraki yıllarda kadın temsil oranlarında belirgin bir gerileme yaşanmış; özellikle 1950’li ve 1970’li yıllar arasında kadın milletvekili oranı uzun süre %1 seviyelerinde kalmıştır. Bu durum, kadınların siyasal yaşama katılımının yalnızca yasal hakların tanınmasıyla yeterince güçlenmediğini göstermektedir.

Kadın temsiliindeki düşük oranların arkasında toplumsal cinsiyet rolleri, eğitim ve ekonomik eşitsizlikler ile erkek egemen siyasal kültürün etkili olduğu görülmektedir. Siyasal partilerin aday belirleme süreçlerinde erkek adayların daha görünür olması ve kadınların çoğu zaman siyaset dışında bırakılması, temsil sorununu derinleştiren temel faktörler arasında yer almaktadır (Pınarcıoğlu, 2017, s. 15-24). Bunun yanında kadınların işgücüne katılım oranlarının düşüklüğü ve karar alma mekanizmalarındaki sınırlı görünürlüğü de siyasal temsil üzerinde doğrudan etkili olmaktadır.

Bununla birlikte, özellikle 2000’li yıllardan itibaren kadınların parlamentodaki temsil oranında belirgin bir artış eğilimi dikkat çekmektedir. Kadın hareketlerinin güçlenmesi, toplumsal farkındalığın artması ve siyasi partilerin kadın adaylara daha fazla yer vermesi bu süreci destekleyen unsurlar arasında değerlendirilmektedir.

Tablo 1: Türkiye’de Kadın Milletvekili Temsil Oranlarının Tarihsel Değişimi (1935-2023)

Seçim Yılı	Kadın Milletvekili Oranı (%)
1935	4,6
1950	0,6
1977	0,9
1999	4,2
2007	9,1
2011	14,3
2018	17,3
2023	20,2

Kaynak: (Şimşek, 2022, s. 613-631; TBMM, 2026).

Tablo 1 incelendiğinde, kadınların parlamentodaki temsil oranının uzun yıllar düşük düzeylerde kaldığı, ancak özellikle 2000’li yıllardan itibaren düzenli bir artış eğilimi gösterdiği görülmektedir. 2007 seçimlerinden sonra kadın temsil oranındaki yükselişin hızlandığı ve 2023 seçimlerinde kadın milletvekili oranının %20,2 seviyesine ulaştığı dikkat çekmektedir. Bununla birlikte, kadınların nüfus içindeki oranı dikkate alındığında parlamentodaki temsil düzeyinin hâlen toplumsal cinsiyet eşitliği açısından sınırlı kaldığı anlaşılmaktadır.

Kadın temsilindeki artış, yalnızca sayısal bir değişim olarak değerlendirilmemelidir. Kadın milletvekili sayısındaki yükseliş, kadınların siyasal karar alma süreçlerine daha fazla katılım göstermesi ve kadın sorunlarının siyasal gündemde daha görünür hâle gelmesi açısından da önem taşımaktadır. Ancak temsil oranlarının uluslararası ölçütlerle karşılaştırıldığında hâlen düşük seviyelerde bulunması, kadınların siyasal katılımının güçlendirilmesine yönelik yapısal düzenlemelere ihtiyaç olduğunu göstermektedir.

Tablo 2: TBMM 28. Dönem Siyasi Partilere Göre Kadın Milletvekili Oranları (2026)

Parti	Kadın Oranı (%)
DEM Parti	48,21
CHP	20,29
AK Parti	18,55
İYİ Parti	10,00
Yeni Yol Partisi	10,00
MHP	8,70

Kaynak: (TBMM, 2026).

Tablo 2’ye göre kadın temsil oranları siyasi partiler arasında önemli farklılıklar göstermektedir. Kadın temsil oranının en yüksek olduğu parti DEM Parti olurken, bazı partilerde bu oran %10 seviyelerinde kalmaktadır. Bu durum, siyasi partilerin kadın adaylara yaklaşımı, aday belirleme yöntemleri ve toplumsal cinsiyet politikalarının kadın temsilini doğrudan etkilediğini göstermektedir.

Özellikle kadın kotası uygulamaları, eş başkanlık sistemi ve kadın odaklı siyasal politikalar geliştiren partilerde kadın temsil oranlarının daha yüksek olduğu görülmektedir. Buna karşılık, geleneksel ve erkek egemen siyasal yapıların baskın olduğu partilerde kadın milletvekili oranlarının daha düşük seviyelerde kaldığı dikkat çekmektedir. Dolayısıyla kadınların parlamentodaki temsili yalnızca toplumsal dönüşümle değil, aynı zamanda siyasi partilerin kurumsal tercihleriyle de yakından ilişkilidir.

SONUÇ

Türkiye’de kadınların siyasal katılımı, tarihsel süreç içinde toplumsal, kültürel ve hukuki dönüşümler doğrultusunda şekillenmiştir. Orta Asya Türk toplumlarında kadınların görece güçlü bir toplumsal konuma sahip olduğu görülse de, yerleşik yaşamın yaygınlaşması ve ataerkil yapının güçlenmesiyle birlikte kadınların kamusal alandaki görünürlüğü giderek sınırlanmıştır. Osmanlı döneminde kadınların siyasal yaşama katılımı büyük ölçüde kısıtlı kalmış; ancak Tanzimat ve Meşrutiyet dönemlerinde eğitim alanında gerçekleştirilen reformlar ve kadın hareketlerinin ortaya çıkışı, kadınların kamusal alandaki görünürlüğünü artıran önemli gelişmeler olmuştur.

Cumhuriyet’in ilanıyla birlikte kadın hakları alanında kapsamlı reformlar gerçekleştirilmiş; eğitim, medeni hukuk ve siyasal temsil alanlarında kadınlara önemli haklar tanınmıştır. Özellikle 1934 yılında kadınlara milletvekili seçimlerinde seçme ve seçilme hakkının verilmesi, Türkiye’de kadınların siyasal hakları açısından tarihsel bir dönüm noktası niteliği taşımaktadır. Türkiye’nin kadınlara siyasal hakları birçok Avrupa ülkesinden önce tanımış olması, Cumhuriyet modernleşmesinin dikkat çekici yönlerinden biri olarak değerlendirilmektedir. Bununla birlikte, hukuki eşitliğin siyasal temsil alanına aynı ölçüde yansımadağı ve kadınların parlamentodaki temsil oranlarının uzun yıllar düşük seviyelerde kaldığı görülmektedir.

1980 sonrasında ise kadın hakları alanında hem uluslararası sözleşmelerin hem de iç hukuk reformlarının etkisiyle önemli gelişmeler yaşanmıştır. CEDAW’ın kabul edilmesi, kadın haklarının uluslararası düzeyde güvence altına alınmasını sağlamış; 4320 ve 6284 sayılı kanunlarla kadına yönelik şiddetle mücadele konusunda daha kapsamlı koruma mekanizmaları oluşturulmuştur (İHUAM, 2026). Ayrıca kadın hareketlerinin ve sivil toplum kuruluşlarının güçlenmesi, kadın hakları konusunun siyasal ve toplumsal gündemde daha görünür hâle gelmesine katkı sağlamıştır.

Kadınların parlamentodaki temsil oranları incelendiğinde, özellikle 2000’li yıllardan itibaren belirgin bir artış eğilimi dikkat çekmektedir. Ancak bu artışa rağmen kadın temsil oranlarının hâlen toplumsal cinsiyet eşitliği açısından istenen düzeye ulaşmadığı anlaşılmaktadır. Kadınların siyasal katılımı, toplumsal cinsiyet rolleri, ekonomik eşitsizlikler, eğitim farklılıkları ve erkek egemen siyasal kültür gibi yapısal faktörlerden etkilenmeye devam etmektedir (Pınarcıoğlu, 2017, s. 15-24). Bunun yanında, siyasi partilerin aday belirleme süreçleri ve kadın

temsiline yönelik politikaları da kadınların parlamentodaki görünürlüğü üzerinde belirleyici bir rol oynamaktadır.

Elde edilen bulgular, Türkiye’de kadınların siyasal katılımının tarihsel olarak doğrusal değil, dalgalı bir gelişim gösterdiğini ortaya koymaktadır. Sonuç olarak, Türkiye’de kadınların siyasal katılımı hukuki ve kurumsal açıdan önemli ilerlemeler kaydetmiş olsa da, fiili temsilde ve karar alma mekanizmalarındaki eşitlik açısından hâlen geliştirilmesi gereken bir alan niteliğini korumaktadır. Bu nedenle kadınların siyasal yaşama etkin katılımının artırılması için yalnızca hukuki düzenlemelerin yeterli olmadığı; aynı zamanda toplumsal cinsiyet eşitliğini güçlendirecek sosyal, kültürel ve kurumsal politikaların da geliştirilmesi gerektiği görülmektedir. Kadınların siyasal temsiline güçlenmesi, demokratik temsiline niteliğinin artırılması ve karar alma süreçlerinde toplumsal çeşitliliğin sağlanması açısından büyük önem taşımaktadır.

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Rakamların Ötesinde Bir İletişim: Muhasebede Halkla İlişkilerin Stratejik Dönüşümü

Yunus KARACA

Dicle University

yukaraca79@gmail.com

Orcid: 0009-0002-2156-6583

Assoc. Prof. Dr. Sadık SERÇEK

Dicle University

sadik.sercek@dicle.edu.tr

Orcid: 0000-0003-2429-320X

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.

1. Giriş

Muhasebe denildiğinde akla gelen ilk imgeler genellikle soğuk rakamlar, kurallar bütünü, bilançolar ve vergi beyannameleridir. Oysa günümüz iş dünyasında muhasebe, yalnızca geçmişe dönük bir kayıt sistemi olmaktan çıkmış; bir kurumun itibarını, güvenilirliğini ve hatta geleceğini inşa eden stratejik bir iletişim aracına dönüşmüştür (Balcı, 2018). İşte tam bu noktada, halkla ilişkiler devreye girer. Bu makale, bu iki disiplinin birbirini nasıl tamamladığını, muhasebe verilerinin kamuoyuyla buluştuğu her sürecin aslında bir itibar yönetimi faaliyeti olduğunu özgün bir çerçevede tartışmayı amaçlamaktadır.

2. Finansal Şeffaflık: Güvenin Somut Dili

Bir işletmenin en kırılgan varlığı, paydaşlarının duyduğu güvendir. Halkla ilişkilerin temel işlevi bu güveni tesis etmek ve sürdürmek iken (Grunig & Hunt, 1984), muhasebe bu güvenin en somut kanıtını sunar. Yıllık raporlar, bağımsız denetim sonuçları, kâr açıklamaları veya vergi yükümlülükleri, bir kurumun “gerçekte ne yaptığını” gösteren aynalardır. Eğer bu aynalar doğru ve zamanında sunulmazsa, en yetkin halkla ilişkiler çalışması bile boşa gider.

Örneğin, bir şirketin sürdürülebilirlik raporu hazırlaması yalnızca çevresel verileri sıralamak değildir; aynı zamanda bu verilerin muhasebe kayıtlarıyla uyumlu, izlenebilir ve denetlenebilir olması gerekir (IIRC, 2021). Aksi takdirde “yeşil aklama” (greenwashing) suçlamalarıyla karşı karşıya kalınır. Bu durum, halkla ilişkiler uzmanlarının muhasebe dilini bilmesi gerektiğini açıkça gösterir.

3. Kriz Anlarında Muhasebe Verileri: Görünmez Kahraman

Bir kurum krizle karşılaştığında –örneğin bir ürün geri çağırma, yolsuzluk iddiası veya ani likidite sıkışıklığı– atılan ilk adımlardan biri finansal tabloların ve iç kontrol süreçlerinin gözden geçirilmesidir. Kriz iletişiminin başarısı, büyük ölçüde muhasebe departmanının sağladığı doğru, hızlı ve anlaşılır verilere bağlıdır (Okay & Okay, 2017). Basitçe “kârımız düştü” demek paniği artırabilir. Oysa aynı veri, muhasebe ve halkla ilişkilerin ortak çalışmasıyla “Ar-Ge yatırımlarımızı iki katına çıkardığımız için kısa vadeli kârımız azaldı, ancak bu stratejik bir hamle” şeklinde yeniden çerçevelenebilir. Bu yeniden çerçeveleme, muhasebe rakamlarının halkla ilişkiler perspektifiyle anlamlandırılmasıdır.

4. Paydaş Beklentileri ile Finansal Gerçeklik Arasında Köprü

Halkla ilişkiler sıklıkla “hedef kitle” kavramını kullanır. Muhasebenin hedef kitleleri ise yatırımcılar, kredi verenler, düzenleyici kurumlar, çalışanlar ve tedarikçilerdir (Van Riel & Fombrun, 2007). Bu iki grubun kesişimi çok geniştir. Bir yatırımcı sunumunda sunulan bilanço, aslında bir halkla ilişkiler metnidir: Dil, üslup, görselleştirme ve vurgulanan kelimeler, izleyicide güven veya şüphe uyandırır. Muhasebe bilgilerinin “çevirisi” yapılmalıdır. Teknik dipnotlarla dolu bir finansal tabloyu, küçük bir esnafın veya medya mensubunun anlamasını bekleyemeyiz. Bu çeviri faaliyeti, kurumsal şeffaflığın olmazsa olmazıdır.

5. İtibar Riskinin Muhasebesi: Duyulmayan Rakamlar

Klasik halkla ilişkiler literatüründe itibar riski, genellikle kötü haberlerle ilişkilendirilir. Oysa muhasebe kayıtları, itibar riskini aylar öncesinden haber verebilir (Kaplan & Norton, 1996). Örneğin, bir firmanın tedarikçilerine ödeme sürelerinin uzaması, raporlanan kâra rağmen nakit akışında sorun olduğunu gösterir. Bu bilgi, halkla ilişkiler ekibine zamanında ulaştığında, kriz çıkmadan önce proaktif bir iletişim stratejisi geliştirilebilir. Ne yazık ki çoğu kurumda muhasebe verileri “arka ofis”te kalır, iletişim ekipleri bilançolardaki uyarı işaretlerini ancak iş işten geçtikten sonra görür.

6. Özgün Bir Model Önerisi: Entegre Raporlama ve İletişim Tasarımı

Son yıllarda yükselen entegre raporlama anlayışı, finansal bilgilerle finansal olmayan bilgileri (sosyal, çevresel, yönetim) bir arada sunmayı hedefler (IIRC, 2021). Bu raporların hazırlanma süreci, muhasebe ve halkla ilişkiler disiplinlerini zorunlu olarak bir araya getirir. Entegre rapor, bir iletişim tasarımı ürünüdür: Görsel hiyerarşi, öyküleme, grafiklerin doğruluğu, dipnotlarla uyum... Tüm bunlar, hem muhasebe doğruluğunu hem de halkla ilişkilerin etkileme sanatını gerektirir.

Türkiye özelinde KOBİ’lerin büyük bölümünde halkla ilişkiler departmanı yoktur (TÜRMOB, 2020). Bu noktada, muhasebe meslek mensuplarının temel halkla ilişkiler becerileriyle donatılması –örneğin vergi dairesiyle yazışmalarda dilin yumuşatılması, müşterilere borç durumunun incitmeden bildirilmesi– işletmenin genel itibarını doğrudan etkiler. Bu, “mikro ölçekte halkla ilişkiler” olarak adlandırılabilir.

7. Sonuç

Muhasebe ve halkla ilişkiler, bir madalyonun iki yüzü gibidir. Biri olmadan diğeri, ya boş bir gösteriye ya da anlaşılmaz bir yığına dönüşür. Rakamlar, doğru anlatıldığında bir kurumun en güçlü meşruiyet kaynağı haline gelir. Anlatı ise, rakamlara dayanmadığında itibarını kaybeder. Bu nedenle, geleceğin başarılı işletmeleri, muhasebe departmanlarıyla halkla ilişkiler ekiplerini aynı stratejik masada buluşturacak; yöneticiler, bilançoların aynı zamanda birer iletişim dokümanı olduğunu unutmayacaktır. Unutulmamalıdır ki, güven inşa etmek isteyen her kurum, önce rakamlarının dilini öğrenmeli, sonra bu dili herkese anlatacak cesareti göstermelidir.

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Turizm İşletmelerinde Stratejik İletişim ve Halkla İlişkiler Departmanının Önemi

Dr. Öğr. Üyesi Ebru Kangal Erdem
Sivas Cumhuriyet Üniversitesi
eerdem@cumhuriyet.edu.tr
Orcid: 0000-0002-9478-3178

Dr. Öğr. Üyesi Serap İnceöz
Sivas Cumhuriyet Üniversitesi
sinceoz@cumhuriyet.edu.tr
Orcid: 0000-0001-6382-7118

ÖZET

Turizm işletmelerinde hizmet deneyimi, dijital görünürlük, kriz duyarlılığı ve paydaş beklentileri tek bir iletişim ekosistemi içinde kesişmektedir. Çalışmanın amacı, stratejik iletişim ile halkla ilişkiler departmanının turizm işletmelerinde kurumsal itibar, güven, müşteri katılımı ve kriz hazırlığı açısından taşıdığı stratejik değeri kavramsal düzeyde incelemektir. Kavramsal derleme yaklaşımıyla stratejik iletişim, halkla ilişkiler yönetimi, çevrim içi itibar, sosyal medya etkileşimi ve turizm kriz iletişimi literatürü sentezlenmiştir. İnceleme, departmanın yalnızca tanıtım faaliyeti üreten operasyonel bir birimle sınırlandırılmayacağını; yönetim kararları, müşteri deneyimi, çalışan iletişimi, medya ilişkileri ve dijital izleme süreçlerini birleştiren eşgüdüm merkezi olarak ele alınmasını önermektedir. Bulgular, turizm işletmelerinde iletişim tutarlılığı, hızlı yanıt kapasitesi ve paydaş temelli mesaj tasarımının güven algısı ile rezervasyon niyeti üzerinde belirleyici etki taşıdığını göstermektedir. Sonuç olarak stratejik iletişim ve halkla ilişkiler departmanı, turizm işletmelerinin rekabet, itibar ve dayanıklılık üretim kapasitesini güçlendiren yönetsel bir mekanizma şeklinde değerlendirilmektedir.

Anahtar Kelimeler: Stratejik İletişim, Halkla İlişkiler, Turizm İşletmeleri, Kurumsal İtibar, Kriz İletişimi

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

ABSTRACT

Tourism enterprises operate in an environment where service experience, digital visibility, crisis sensitivity, and stakeholder expectations intersect within a single communication ecosystem. The study aims to examine the strategic value of strategic communication and public relations departments for corporate reputation, trust, customer engagement, and crisis preparedness in tourism enterprises. A conceptual review approach was adopted by synthesizing literature on strategic communication, public relations management, online reputation, social media engagement, and tourism crisis communication. The synthesis indicates that the department exceeds promotional activities and functions as a coordination center linking managerial decisions, customer experience, employee communication, media relations, and digital listening. Findings suggest that message consistency, response speed, stakeholder-based content design, and reputation monitoring shape trust perceptions and booking intention. The paper concludes that strategic communication and public relations departments strengthen competitiveness, reputation, and organizational resilience in tourism enterprises. The proposed framework offers a compact guide for managers who seek to align communication planning with service quality, brand promise, and crisis response capabilities.

Keywords: Strategic Communication, Public Relations, Tourism Enterprises, Corporate Reputation, Crisis Communication.

GİRİŞ

Turizm işletmeleri, soyut hizmet çıktıları, yoğun insan etkileşimi, mevsimsellik, platform aracılığı ve kriz duyarlılığı nedeniyle iletişim yoğun örgütlerdir. Konaklama, seyahat, yiyecek içecek ve destinasyon deneyimi, müşterinin satın alma öncesi beklentisi ile hizmet sonrası paylaşımı arasında şekillenir. Dijital platformlar, deneyim anlatılarını hızla dolaşıma soktuğu için marka vaadi ile deneyim tutarlılığı yönetsel gündemin merkezine yerleşir (Leung vd., 2013; Buhalis, 2020). Stratejik iletişim literatürü, iletişimi yalnızca mesaj aktarımı yerine örgütsel amaçlar, paydaş beklentileri ve uzun dönemli başarı ile ilişkilendirir (Hallahan vd., 2007; Zeffass vd., 2018). Halkla ilişkiler literatürü ise ilişki yönetimi, diyalog ve itibar ekseninde yönetim kararlarına bağlanan profesyonel bir alan tanımlar (Grunig, 2006; Ledingham, 2003; Kent ve Taylor, 2002).

Çalışmanın amacı, turizm işletmelerinde stratejik iletişim ve halkla ilişkiler departmanının yönetsel değerini kuramsal ve uygulamaya dönük bir çerçevede incelemektir. Araştırma soruları üç eksende kurulmuştur: departmanın yönetim kararlarıyla ilişkisi, dijital itibar ve müşteri katılımı süreçlerindeki işlevi, kriz hazırlığı ve dayanıklılık kapasitesi üzerindeki etkisi. Sentez, halkla ilişkiler departmanını basın bülteni ile etkinlik düzeyine indirgeyen dar bakış yerine, paydaş verisi, mesaj mimarisi, deneyim yönetimi ve kriz yanıtını bir araya getiren bütünleşik bir çerçeve önermektedir.

TEORİK ÇERÇEVE

Stratejik iletişim, örgütsel amaçlarla paydaş beklentileri arasındaki temas alanını planlı biçimde yönetme pratiği olarak ele alınır. Hallahan vd. (2007) stratejik iletişimi örgütün misyonunu yerine getirmek üzere kullandığı amaçlı iletişim biçimiyle ilişkilendirirken, Zeffass vd. (2018) alanı kurumun sürdürülebilir başarısı için anlam taşıyan iletişimsel etkileşimlerle açıklar. Turizm işletmelerinde söz konusu yaklaşım, müşteri, çalışan, tedarikçi, yerel toplum, medya, kamu otoritesi ve dijital platform kullanıcıları arasında tutarlı anlam üretimi gerektirir.

Halkla ilişkiler departmanının stratejik niteliği, ilişki yönetimi yaklaşımıyla daha açık biçimde görünür. Ledingham (2003), halkla ilişkileri örgüt ile paydaşlar arasındaki ilişkileri düzenleyen yönetim alanı olarak konumlandırır. Grunig (2006) ise mükemmel halkla ilişkiler anlayışında departmanın üst yönetim kararlarına katılımını vurgular. Diyalog kuramı, paydaşlarla tek yönlü ikna yerine karşılıklı dinleme, açıklık ve süreklilik içeren ilişki mimarisini merkeze alır (Kent ve Taylor, 2002). Turizm işletmeleri açısından ilişki yönetimi, misafir şikayetlerinden destinasyon algısına, çalışan deneyiminden kriz duyurusuna kadar geniş bir alana yayılır.

Dijitalleşme, turizm işletmelerinin iletişim sorumluluğunu genişletmiştir. Sosyal medya, çevrim içi yorumlar ve seyahat platformları, hizmet kalitesine ilişkin algıların görünürlük kazanmasını hızlandırmaktadır (Leung vd., 2013; Tatar ve Eren-Erdoğan, 2016). Müşteri katılımı araştırmaları, turizm markalarıyla kurulan etkileşimin güven, bağlılık ve tekrar tercih niyeti üzerinde anlamlı etkiler ürettiğini göstermektedir (So vd., 2020; So vd., 2021; Li vd., 2020). Gerçek zamanlı hizmet ve deneyim ortak üretimi ise işletme ile müşteri arasındaki temasın rezervasyon öncesi, konaklama süreci ve ayrılış sonrası aşamalar boyunca sürdüğünü gösterir (Buhalis ve Sinarta, 2019).

Kriz ve dayanıklılık literatürü, turizm işletmelerinin iletişim departmanına duyduğu ihtiyacı daha görünür kılmaktadır. Turizm ve konaklama alanında risk, kriz ve afet yönetimi; hazırlık, yanıt, toparlanma ve öğrenme süreçleriyle değerlendirilir (Ritchie ve Jiang, 2021; Sigala, 2020). Kamusal olarak görünür kriz tehditleri, dijital kanallarda kısa sürede itibar riski yaratabilir (Coombs ve Holladay, 2012). Sosyal medyada kriz anlatılarının dolaşımı, destinasyon imajı ve ziyaret niyetini etkileyen risk algısıyla bağlantılıdır (Martínez-Sala vd., 2024; Corrêa vd., 2025).

YÖNTEM

Çalışma, kavramsal derleme niteliğinde tasarlanmıştır. Literatür taraması stratejik iletişim, halkla ilişkiler, turizm işletmeleri, çevrim içi itibar, müşteri katılımı ve kriz iletişimi anahtar alanları üzerinden yürütülmüştür. Seçilen çalışmalar; kavramsal çerçeve kurma gücü, turizm ve konaklama alanıyla doğrudan bağlantı, son yıllardaki dijitalleşme ve kriz iletişimi tartışmalarına temas etme ölçütlerine göre değerlendirilmiştir. Ampirik veri toplama yapılmamıştır; amaç, var olan literatür üzerinden uygulanabilir bir departman çerçevesi üretmektir.

Sentez sürecinde önce stratejik iletişim ve halkla ilişkiler kuramsal temelleri incelenmiş, ardından turizm işletmelerinde dijital itibar, müşteri katılımı, sosyal medya etkileşimi ve kriz yönetimi temaları eşleştirilmiştir. Bulgular, departman düzeyinde işlev alanları ve uygulama çıktıları şeklinde düzenlenmiştir. Yöntemsel sınırlılık, kavramsal derleme tasarımından kaynaklanmaktadır; farklı otel türleri, destinasyon ölçekleri ve pazar segmentleri için saha araştırmalarıyla sınama gereksinimi sürmektedir.

BULGULAR VE TARTIŞMA

Literatür sentezi, stratejik iletişim ve halkla ilişkiler departmanının turizm işletmelerinde dört ana çıktı ürettiğini göstermektedir. İlk çıktı, iletişim tutarlılığıdır. Turizm işletmelerinde pazarlama mesajı, personel davranışı, web sitesi içeriği, sosyal medya dili ve kriz duyurusu arasında kopukluk oluştuğunda güven algısı zayıflamaktadır. Stratejik iletişim departmanı, marka vaadi ile deneyim temaslarını aynı anlam hattında birleştirerek tutarlılık üretir. Seyitoğlu ve Yüzbaşıoğlu (2015), Antalya örneğindeki çalışmalarında stratejik iletişim ile otel içi operasyonel etkililik arasında pozitif bağ olduğunu bildirmişlerdir. Turizm işletmelerinde halkla ilişkiler departmanı, sadece bir destek birimi değil, işletmenin başarısını doğrudan etkileyen stratejik bir unsurdur. Etkili bir halkla ilişkiler yönetimi sayesinde işletmeler, müşteri memnuniyetini artırabilir, güçlü bir marka imajı oluşturabilir ve uzun vadede sürdürülebilir başarı elde edebilir. Hizmet sektörü olarak bilinen turizm sektöründe en önemli öge” insan” faktörüdür. Dolayısıyla işletme başarısının temelinde memnuniyet artırıcı ve müşterinin beğenisindeki en önemli rol işletme çalışanlarıdır. Buna bağlı olarak çalışanların örgütsel vatandaşlık bilinciyle çalışması, birbirleriyle iletişim ağlarının kuvvetli olması, ekip ruhuyla çalışmaları gerekmektedir. Çalışanlar açısından işletme içerisinde iletişim güçlü olduğu takdirde çalışanların da pozitif yaklaşımlarla çalışma kalitesi geliştirmesi stratejik bir görev taşımaktadır (Tan ve Sürme, 2020).

İkinci çıktı, paydaş temelli ilişki yönetimidir. Turizm işletmesi yalnızca misafirlerle temas kurmaz; çalışanlar, yerel halk, seyahat acenteleri, çevrim içi platformlar, tedarikçiler, belediyeler ve medya aktörleriyle çok katmanlı iletişim yürütür. İlişki yönetimi yaklaşımı,

halkla ilişkiler departmanının güven, karşılıklı anlayış ve uzun süreli temas kapasitesi üretmesini bekler (Ledingham, 2003; Grunig, 2006). Lena ve Lusianawati (2024) otel bağlamında halkla ilişkiler stratejilerinin görünürlük, sadakat ve itibar yönetimiyle bağlantılı olduğunu göstermiştir.

Üçüncü çıktı, çevrim içi itibar ve müşteri katılımı yönetimidir. Tatar ve Eren-Erdoğan (2016), otellerde sosyal medya pazarlamasının marka güveni ve bağlılığıyla ilişkisini ortaya koymuştur. Müşteri katılımı literatürü, turizm markalarıyla etkileşimin marka bağlılığı, güven ve tekrar tercih niyeti açısından anlamlı sonuçlar ürettiğini göstermektedir (So vd., 2021; Li vd., 2020; Rather vd., 2022). Halkla ilişkiler departmanı, yorum izleme, yanıt dili, içerik takvimi ve deneyim geri bildirimi süreçlerini birlikte yöneterek hizmet kalitesi verisini iletişim kararlarına taşımaktadır.

Dördüncü çıktı, kriz hazırlığı ve dayanıklılık kapasitesidir. Kriz dönemlerinde geciken, çelişkili veya savunmacı mesajlar itibar kaybını hızlandırır. Parakriz kavramı, kriz oluşmadan önce dijital ortamda beliren itibar tehdidini açıklamak için yararlı bir çerçeve sunmaktadır (Coombs ve Holladay, 2012). Turizmde kriz iletişimi, yalnızca hasar kontrolü anlamına gelmez; güven verisi, risk algısı ve ziyaret niyeti üzerinde de çalışmaktadır (Ritchie ve Jiang, 2021; Martínez-Sala vd., 2024). Corrêa vd. (2025) sosyal medyanın turizm krizlerinde araştırma ve uygulama gündeminin merkezinde yer aldığını göstermektedir.

SONUÇ VE ÖNERİLER

Çalışma, turizm işletmelerinde stratejik iletişim ve halkla ilişkiler departmanının tanıtım odaklı dar çerçeveden daha geniş bir yönetsel mekanizma olarak ele alınması gerektiğini göstermektedir. Departman; yönetim kararları, çalışan iletişimi, müşteri deneyimi, dijital itibar, medya ilişkileri ve kriz hazırlığını aynı planlama düzleminde buluşturduğunda kurumsal güven ve rekabet kapasitesi güçlenir. Literatür, paydaş temelli iletişim, sosyal medya etkileşimi ve kriz yanıtı arasında yakın bir bağ bulunduğunu göstermektedir (Buhalis, 2020; So vd., 2020; Ritchie ve Jiang, 2021). Turizm sektörü, müşteri memnuniyetinin ve imaj yönetiminin büyük önem taşıdığı hizmet odaklı bir sektördür. Bu sektörde faaliyet gösteren işletmeler için halkla ilişkiler (PR) departmanı, işletmenin hedef kitlesi ile etkili iletişim kurmasını sağlayan en önemli birimdir. Müşteri beklentilerinin hızla değiştiği günümüzde, turizm işletmelerinin rekabet avantajı elde edebilmesi büyük ölçüde halkla ilişkiler faaliyetlerine bağlıdır.

Sonuç olarak, turizm işletmelerinde halkla ilişkiler departmanı, sadece bir destek birimi değil, işletmenin başarısını doğrudan etkileyen stratejik bir unsurdur. Stratejik iletişim ve halkla ilişkiler yönetimi sayesinde işletmeler, müşteri memnuniyetini artırabilir, güçlü bir marka imajı oluşturabilir ve uzun vadede sürdürülebilir başarı elde edebilir.

Bu bağlamda uygulayıcılar için üç öneri ön plana çıkmaktadır. İlk olarak, halkla ilişkiler departmanı üst yönetim karar süreçlerine erken aşamada dahil edilmelidir. İkinci olarak, çevrim içi yorumlar, sosyal medya etkileşimleri ve misafir geri bildirimleri düzenli biçimde izlenerek raporlanmalıdır. Üçüncü olarak, kriz iletişim planları önceden yazılmış metinlerden ibaret bırakılmamalı; sözcü eğitimi, kanal planı, yanıt süresi ve paydaş haritası ile desteklenmelidir. Araştırmacılar açısından gelecek çalışmalar, departman yapılanması ile itibar puanı, müşteri bağlılığı, çalışan iletişimi ve kriz toparlanma hızı arasındaki ilişkileri nicel veya nitel tasarımlarla inceleyebilir.

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

Zeliha GÖVEZ

Adıyaman University
zelihagovez811@gmail.com
Orcid: 0009-0001-7626-9802

Dr. Gülşen KIRPIK

Adıyaman University
gkirpik@adiyaman.edu.tr
Orcid: 0000-0003-4785-9624

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 değer 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

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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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GİRİŞ

Günümüzde sağlık hizmetleri ve mesleki uygulamalar, giderek daha öngörülemez ve karmaşık bir çevre içinde yürütülmektedir. VUCA (değişkenlik, belirsizlik, karmaşıklık ve muğlaklık) kavramı bu durumu açıklamak için sıkça kullanılmakta ve özellikle son yıllarda yaşanan afetler, salgınlar ve küresel krizlerle birlikte daha görünür hale gelmektedir. Türkiye’de 6 Şubat 2023 Kahramanmaraş depremleri gibi büyük ölçekli afetler, sağlık sisteminin ve sahada görev yapan profesyonellerin ne kadar kritik bir rol üstlendiğini açık biçimde ortaya koymuştur (AFAD, 2023; T.C. Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı, 2023). Bu tür olaylar, eczacılar dahil olmak üzere tüm sağlık çalışanlarının sadece rutin hizmet sunan kişiler değil, aynı zamanda kriz anlarında sistemin devamlılığını sağlayan temel aktörler olduğunu göstermektedir.

VUCA ortamı, özellikle sağlık alanında çalışanlar için yalnızca iş yükünü artıran bir durum değil, aynı zamanda karar verme süreçlerini zorlaştıran bir gerçekliktir. Belirsizlik arttıkça, kaynaklara erişim, hasta yönetimi ve hizmet sürekliliği gibi temel alanlarda daha fazla esneklik ihtiyacı doğmaktadır. Literatürde de krizlerin sağlık çalışanları üzerinde hem mesleki hem de psikolojik etkiler yarattığı, özellikle pandemi ve afet dönemlerinde bu etkinin daha da belirginleştiği ifade edilmektedir (Okonkwo vd., 2024; Blackman vd., 2023). Bu durum, eczacıların yalnızca ilaç temin eden bir meslek grubundan öte, kriz süreçlerinde aktif rol alan bir sağlık bileşeni olduğunu göstermektedir.

Bu çalışma, serbest eczacıların VUCA koşullarını nasıl deneyimlediğini ve bu koşulları nasıl daha yönetilebilir hale getirmeye çalıştıklarını anlamayı amaçlamaktadır. Nicel ve nitel verilerin birlikte kullanıldığı karma yöntem yaklaşımı sayesinde hem genel eğilimler hem de bireysel deneyimler daha bütüncül bir şekilde ele alınmıştır. Amaç, sadece mevcut durumu ortaya koymak değil; aynı zamanda eczacıların sahadaki gerçek deneyimlerinden hareketle daha uygulanabilir çözüm önerilerini görünür kılmaktır.

1. KAVRAMSAL ÇERÇEVE

VUCA kavramı, aslında modern iş dünyasının ve kamu hizmetlerinin içinde bulunduğu belirsiz ve hızlı değişen yapıyı açıklamak için geliştirilmiş bir çerçevedir. Değişkenlik ve belirsizlik artık istisna değil, çoğu zaman normal çalışma koşullarının bir parçası haline gelmiştir (Bennett & Lemoine, 2014). Bu durum, özellikle sağlık gibi hata payının düşük olduğu alanlarda, sistemlerin daha esnek ve uyum sağlayabilir olmasını zorunlu kılmaktadır. Başka bir ifadeyle, artık sadece plan yapmak değil, planı sürekli güncelleyebilmek de bir yetkinlik haline gelmiştir.

Bu tür ortamlarda en çok öne çıkan kavramlardan biri örgütsel dayanıklılıktır. Dayanıklılık, bir sistemin kriz karşısında tamamen bozulmak yerine, uyum sağlayarak yoluna devam edebilme kapasitesi olarak tanımlanabilir (Burnard & Bhamra, 2011). Sağlık sistemleri açısından bu, özellikle afet ve acil durumlarda hizmetin kesintisiz sürdürülebilmesi anlamına gelir. Eczacılık alanında da uluslararası kuruluşlar, eczacıların kriz yönetiminde aktif rol alması gerektiğini ve bunun mesleğin doğal bir parçası haline geldiğini vurgulamaktadır (International Pharmaceutical Federation, 2016).

Bireysel düzeyde ise VUCA koşullarına uyum sağlamak yalnızca teknik bilgiyle değil, aynı zamanda psikolojik ve sosyal kapasiteyle de ilişkilidir. Stresle başa çıkabilme, hızlı karar

verebilme, öğrenmeye açıklık ve ekip içinde etkili iletişim kurabilme gibi beceriler bu ortamda daha da önemli hale gelmektedir (Luthans vd., 2024). Bu açıdan bakıldığında eczacılık mesleği, sadece ilaç yönetimi değil; aynı zamanda kriz anlarında insan davranışını, iletişimi ve adaptasyonu da içeren çok daha geniş bir çerçeveye oturmaktadır.

2. ARAŞTIRMA

2.1. Araştırma Deseni

Bu araştırma, nicel ve nitel verilerin birlikte ele alındığı karma yöntem araştırma deseni kullanılarak tasarlanmıştır. Böyle bir yaklaşımın tercih edilmesindeki temel amaç, serbest eczacıların yalnızca VUCA düzeyine ilişkin sayısal algılarını ortaya koymak değil, aynı zamanda bu karmaşık ve değişken çalışma ortamını nasıl deneyimlediklerini kendi ifadeleri üzerinden anlamlandırmaktır. Özellikle afetler, pandemi ve kriz dönemleri gibi belirsizliğin arttığı süreçlerde sağlık profesyonellerinin deneyimlerinin tek bir yöntemle açıklanamayacak kadar çok boyutlu olduğu görülmektedir (Boin, 2019; Bundy vd., 2017). Bu nedenle çalışma, nicel ve nitel verileri birbirini tamamlayan iki ayrı ama ilişkili veri kaynağı olarak değerlendirmiştir.

Araştırmanın nicel boyutunda, serbest eczacıların algıladıkları VUCA düzeyleri ölçülerek genel eğilimler ortaya konulmuştur. Bu sayede katılımcıların çalışma ortamlarını ne ölçüde değişken, belirsiz, karmaşık ve muğlak olarak algıladıkları sayısal olarak analiz edilmiştir. Nitel boyutta ise katılımcıların doğrudan deneyimlerine odaklanılmış, özellikle VUCA maruziyetinin azaltılmasına yönelik önerileri derinlemesine incelenmiştir. Bu yaklaşım, kriz ve afet literatüründe sıklıkla vurgulanan “sahadaki gerçek deneyimin” anlaşılması gerekliliği ile de uyumludur (Blackman vd., 2023; Moynihan, 2008).

Bu iki yaklaşım birlikte ele alındığında, çalışma yalnızca mevcut durumu betimleyen bir analiz değil, aynı zamanda serbest eczacıların krizlere karşı geliştirdikleri bireysel ve örgütsel baş etme stratejilerini görünür kılan bütüncül bir araştırma tasarımına dönüşmüştür. Böylece hem sayısal verilerle genel bir çerçeve çizilmiş hem de katılımcıların kendi sesleriyle bu çerçeve derinleştirilmiştir.

2.2. Araştırma Evreni ve Örneklem

Araştırmanın evrenini, Adıyaman Eczacı Odasına kayıtlı toplam 175 serbest eczane (URL-1) oluşturmaktadır. Bu eczanelerde görev yapan eczacılar arasından gönüllülük esasına dayalı olarak 144 katılımcı araştırmaya dahil edilmiştir. Katılımcıların tamamı, özellikle 6 Şubat 2023 Kahramanmaraş depremleri sonrasında aktif olarak görev yapmış serbest eczane çalışanlarından oluşmaktadır. Bu durum, çalışmanın yalnızca teorik bir değerlendirme değil, doğrudan afet sonrası gerçek saha deneyimlerine dayandığını göstermektedir (AFAD, 2023).

Afet sonrası süreçte sağlık hizmetlerinin sürekliliğinin sağlanmasında eczacıların kritik bir rol üstlendiği bilinmektedir. İlaç temini, hasta bilgilendirme, acil durumlarda yönlendirme ve sağlık sistemine destek sağlama gibi görevler bu dönemde daha da önem kazanmıştır (International Pharmaceutical Federation, 2023). Bu nedenle araştırmaya dahil edilen katılımcıların, yalnızca rutin çalışma deneyimine değil, aynı zamanda kriz koşullarında aktif görev deneyimine sahip olması çalışmanın anlamlılığını artırmaktadır.

Araştırmanın nitel boyutunda ise açık uçlu soruya yanıt veren katılımcı sayısı 44 (%29,1) olarak belirlenmiştir. Bu katılımcılar, VUCA koşullarını yalnızca teorik olarak değil, günlük mesleki pratiklerinde deneyimleyen bireylerdir. Bu durum, özellikle karmaşık ve hızlı değişen sağlık ortamlarında çalışan profesyonellerin algılarının daha gerçekçi ve derinlemesine analiz edilmesine olanak sağlamıştır.

2.3. Araştırma İzinleri

Araştırmada kullanılan 25 maddelik ölçeğin kullanımına ilişkin izin, ölçeğin sorumlu yazarlarından e-posta yoluyla temin edilmiştir. Ayrıca, araştırmanın yürütülebilmesi için Adıyaman Eczacı Odasından gerekli kurum izni alınmıştır. Araştırmanın etik ilkelere uygunluğunu sağlamak amacıyla Adıyaman Üniversitesi Sosyal ve Beşerî Bilimler Etik Kurulu'ndan 23.12.2025 tarih ve 277 sayılı etik kurul onayı alınmıştır. Gerekli izin ve onay süreçlerinin tamamlanmasının ardından veri toplama süreci başlatılmış ve anket uygulaması 01.02.2026–28.02.2026 tarihleri arasında gerçekleştirilmiştir.

2.4. Veri Toplama Araçları

Araştırmada nicel veriler, serbest eczacıların VUCA (Volatility, Uncertainty, Complexity, Ambiguity) algı düzeylerini ölçmek amacıyla Döner ve Efeoğlu (2023) tarafından geliştirilen Perceived VUCA Exposure Scale (Algılanan VUCA Maruziyeti Ölçeği) kullanılarak toplanmıştır. Ölçek, bireylerin değişkenlik, belirsizlik, karmaşıklık ve muğlaklık boyutlarına ilişkin algılarını değerlendirmeye yönelik toplam 25 maddeden oluşmaktadır. Bu ölçek, VUCA'nın dört boyutu olan dalgalanma, belirsizlik, karmaşıklık ve muğlaklığı ayrı ayrı ele alarak katılımcıların çalışma ortamlarını nasıl algıladıklarını ortaya koymayı hedeflemiştir. Özellikle günümüz kriz ve belirsizlik literatüründe bu boyutlar, çalışma yaşamındaki baskıyı anlamada temel bir çerçeve olarak kabul edilmektedir (Bennett & Lemoine, 2014).

Ölçümle amaçlanan, eczacıların iş ortamlarını ne kadar öngörülemez ve zor yönetilebilir olarak deneyimlediklerini daha net bir şekilde görebilmektir. Çünkü sağlık alanında, özellikle kriz dönemlerinde artan belirsizlik hem hizmet sunumunu hem de günlük karar alma süreçlerini doğrudan etkilemektedir (Okonkwo vd., 2024). Bu nedenle ölçek, yalnızca sayısal bir değerlendirme değil, aynı zamanda mesleki ortamın genel resmini çizen bir araç olarak ele alınmıştır.

Nitel veriler ise katılımcılara sorulan açık uçlu soru ile toplanmıştır:

“VUCA maruziyeti yaşayan serbest eczacıların başarılı olabilmeleri için neler önerirsiniz?”

Bu soru sayesinde katılımcılar hem yaşadıkları zorlukları hem de çözüm önerilerini kendi ifadeleriyle paylaşma imkânı bulmuştur. Böylece çalışma, sadece VUCA düzeyini ölçmekle kalmamış, aynı zamanda sahadan gelen gerçek önerileri de ortaya koymuştur.

2.5. Veri Analizi

Nicel verilerin analizinde betimsel istatistikler ile tek örneklem t-testi kullanılmış; veriler ortalama, standart sapma ve anlamlılık düzeyleri üzerinden değerlendirilmiştir. Bu sayede katılımcıların VUCA algı düzeylerine ilişkin genel bir görünüm elde edilmiştir.

Nitel veriler ise içerik ve tematik analiz yöntemiyle incelenmiştir. Analiz sürecinde veriler önce açık kodlama ile çözümlenmiş, ardından benzer ifadeler bir araya getirilerek kodlar oluşturulmuş ve bu kodlar alt temalar ile ana temalara dönüştürülmüştür. Süreç boyunca kodlamalar tekrar gözden geçirilerek tutarlılık sağlanmıştır. Çalışmanın nitel analiz kısmında toplam 112 kod ve bu kodlardan türetilen 7 ana tema elde edilmiştir.

3. BULGULAR

3.1. Demografik Değişkenlere Göre Algılanan VUCA Maruziyetinin Nicel Bulguları

Araştırma sonuçlarına göre katılımcıların algılanan VUCA düzeyi orta değer üzerinde bulunmuştur (Ort.=3,48; $t(150)=13,155$; $p<,001$). Bu bulgu, serbest eczacıların afet sonrası süreçte yoğun düzeyde VUCA maruziyeti yaşadıklarını göstermektedir. Serbest eczacıların algıladıkları VUCA maruziyetinin demografik değişkenlere göre dağılımı incelenmiştir. Çalışmada demografik değişkenlere ilişkin bazı frekans dağılımlarında görülen küçük tutarsızlıkların, katılımcıların bazı sorulara yanıt vermemesi veya eksik yanıtlamasından kaynaklanmış olabileceği düşünülmektedir.

Tablo 1: Serbest Eczacıların Demografik Değişkenlere Göre Algılanan VUCA Maruziyeti Ortalamaları

Değişken	Grup	N	$\bar{X}$	SS
Cinsiyet	Kadın	81	3,20	0,33
	Erkek	63	3,22	0,28
Eczane Statüsü	Mesul Müdür / Sahip Eczacı	81	3,20	0,33
	İkinci Eczacı	17	3,22	0,28
	Yardımcı Eczacı	37	3,45	0,69

Tablo 1’de verilen bulgulardan anlaşılabacağı üzere, serbest eczacıların algıladığı VUCA maruziyet düzeyi genel olarak orta değer üzerindedir (Ort.=3,48; $t(150)=13,155$; $p<,001$). Bu durum, özellikle afet sonrası dönemde eczacıların işlerini oldukça belirsiz, karmaşık ve zorlayıcı bir ortamda yürüttüklerini düşündürmektedir.

Demografik değişkenlere bakıldığında ise cinsiyet açısından kadın ve erkek eczacılar arasında belirgin bir fark olmadığı, her iki grubun da benzer düzeyde VUCA maruziyeti algısına sahip olduğu görülmektedir. Benzer şekilde mesul müdür/sahip eczacılar ile ikinci eczacılar da birbirine yakın ortalamalar göstermektedir. Buna karşılık yardımcı eczacıların ortalamasının ($\bar{X}=3,45$) biraz daha yüksek olması, bu grubun çalışma sürecinde belirsizliği ve karmaşıklığı daha yoğun hissediyor olabileceğini düşündürmektedir. Genel olarak sonuçlar, VUCA maruziyeti algısının demografik özelliklerden çok, üstlenilen mesleki rol ve sorumluluk düzeyiyle daha yakından ilişkili olabileceğine işaret etmektedir.

Ayrıca, serbest eczacıların algıladıkları VUCA maruziyetinin alt boyutlarına ilişkin ortalama değerler Tablo 2’de sunulmuştur.

Tablo 2. Serbest Eczacıların Algılanan VUCA Alt Boyutlarına İlişkin Ortalama Değerler

VUCA Alt Boyutu	Ortalama ($\bar{X}$)	Değerlendirme
Karmaşıklık	3,88	En yüksek düzey
Belirsizlik	3,48	Yüksek düzey
Muğlaklık	3,32	Orta-yüksek düzey
Dalgalanma / Oynaklık	3,16	Görece daha düşük düzey

Alt boyutlar incelendiğinde karmaşıklık algısının en yüksek düzeyde olduğu, bunu sırasıyla belirsizlik, muğlaklık ve dalgalanma/oynaklık boyutlarının izlediği görülmektedir. Bu durum, özellikle afet sonrası süreçte çok boyutlu sorunların (iletişim, koordinasyon ve ilaç tedariki gibi) aynı anda yaşanmasıyla ilişkilendirilebilir. Belirsizlik boyutunun yüksekliği ise sağlık hizmetlerinin sürdürülebilirliğine ilişkin öngörü eksikliğini ve değişken koşulların etkisini ortaya koymaktadır.

3.2. Nitel Bulgular

Nitel analiz sonucunda katılımcı görüşleri 112 kod ve 7 ana tema altında toplanmıştır.

- Tema 1: Eğitim ve Kurumsal Destek (f=26)
Katılımcılar, VUCA ile başa çıkmada en önemli ihtiyaç alanının eğitim olduğunu belirtmiştir. Özellikle kriz yönetimi, afet yönetimi, iletişim becerileri ve mesleki gelişim eğitimlerinin artırılması gerektiği ifade edilmiştir. Eczacı odalarının ve ilgili kurumların daha aktif destek sağlaması gerektiği vurgulanmıştır.
- Tema 2: Kavramsal Farkındalık Eksikliği (f=14)
Katılımcıların önemli bir kısmı VUCA kavramını daha önce duymadığını veya kavrama ilişkin yeterli bilgiye sahip olmadığını belirtmiştir. Bu durum, teorik farkındalık ile deneyimsel bilgi arasında bir boşluk bulunduğunu göstermektedir.
- Tema 3: Psikolojik Dayanıklılık (f=18)
Katılımcılar, belirsizlik ortamında sakin kalmanın, motivasyonu korumanın ve özgüvenli davranmanın önemli olduğunu ifade etmiştir. Psikolojik dayanıklılığın kriz dönemlerinde temel bir başa çıkma mekanizması olduğu görülmektedir.
- Tema 4: Stratejik Düşünme (f=16)
Planlama yapabilme, öngörü geliştirme ve çok yönlü düşünme becerileri katılımcılar tarafından önemli görülmüştür. Özellikle kriz dönemlerinde alternatif planların hazır bulundurulması gerektiği vurgulanmıştır.
- Tema 5: Kurumsal İş Birliği (f=9)
Katılımcılar ekip çalışması, iletişim ve kurumlar arası koordinasyonun önemine dikkat çekmiştir. Ancak bu tema diğer temalara göre daha düşük frekansta ifade edilmiştir.
- Tema 6: Adaptasyon ve İnovasyon (f=15)
Değişime hızlı uyum sağlama ve teknolojik gelişmeleri takip etme gerekliliği katılımcılar tarafından sıkça vurgulanmıştır. Dijital sistemlerin ve yenilikçi uygulamaların kriz yönetiminde önemli rol oynadığı belirtilmiştir.
- Tema 7: Mesleki Kimlik (f=14)

Katılımcılar, afet dönemlerinde eczacılığın toplumsal öneminin daha görünür hâle geldiğini ifade etmiştir. Mesleki değer, saygınlık ve profesyonel rol algısının yeniden şekillendiği görülmektedir.

Temalar birlikte değerlendirildiğinde, serbest eczacıların VUCA maruziyetine ilişkin görüşlerinin yalnızca bireysel deneyimlerle sınırlı olmadığı; kurumsal destek ve mesleki süreçlerle de yakından ilişkili olduğu görülmektedir. Özellikle eğitim ve kurumsal destek temasının, diğer temaları da etkileyen önemli bir unsur olarak öne çıktığı dikkat çekmektedir. Temalar arasındaki bu ilişki Şekil 1’de gösterilmiştir.



Şekil 1: Serbest Eczacıların VUCA Maruziyetine Yönelik Önerilerinin Tematik Çerçevesi

Şekil 1’de görüldüğü üzere, serbest eczacıların VUCA maruziyetine yönelik önerileri; eğitim ve farkındalık, bireysel dayanıklılık ile kurumsal destek ekseninde şekillenmektedir. Katılımcılar özellikle uyum sağlama, stratejik düşünme ve iletişimin önemine vurgu yapmıştır. Model, tüm bileşenlerin etkileşimi sonucunda mesleki dönüşüm ve uyum sürecinin ortaya çıktığını göstermektedir.

SONUÇ, TARTIŞMA VE ÖNERİLER

Bu araştırma, 6 Şubat 2023 Kahramanmaraş depremleri sonrasında Adıyaman’da görev yapan serbest eczacıların VUCA maruziyetini ele almıştır. Bulgular, özellikle belirsizlik ve karmaşıklığın oldukça yoğun hissedildiğini göstermektedir. Bu da afet sonrası dönemde sağlık hizmetlerinin yalnızca tıbbi açıdan değil; aynı zamanda lojistik, yönetim ve psikolojik açıdan da ciddi şekilde zorlandığını ortaya koymaktadır.

Literatürle birlikte değerlendirildiğinde, bu sonuçların genel olarak uyumlu olduğu görülmektedir. Bennett ve Lemoine (2014) VUCA ortamlarında belirsizliğin karar vermeyi zorlaştırdığını belirtirken, Reeves ve Reeves (2015) muğlaklığın bilgiyi yorumlamada farklılıklara yol açtığını ifade etmektedir. Bu çalışmada da benzer şekilde, bilgiye erişim ve uygulamada yaşanan belirsizlikler dikkat çekmektedir. Ayrıca Amico ve diğerleri (2024) afetlerin tedarik zincirini bozarak sağlık çalışanlarının iş yükünü artırdığını vurgularken, Dinçer ve diğerleri (2025) eczacıların bu süreçte hem hizmet sunan hem de doğrudan etkilenen bir grup olduğunu ortaya koymaktadır. Bu bulgular, sahadaki deneyimle doğrudan örtüşmektedir.

Bulgular birlikte değerlendirildiğinde, özellikle karmaşıklığın yüksek olması katılımcıların değişen koşullara uyum sağlama ve çözüm üretme çabalarını da açıklamaktadır. Bu durum, literatürde “adaptif kapasite” olarak tanımlanan yetkinlikle örtüşmektedir. Öte yandan belirsizlik düzeyinin yüksekliği, eczacıların bu süreçte psikolojik dayanıklılığa daha fazla ihtiyaç duyduğunu göstermektedir. Katılımcıların sakin kalma, motivasyonu koruma ve sürece uyum sağlama yönündeki ifadeleri de bunu desteklemektedir.

Dikkat çeken bir diğer nokta ise VUCA kavramına yönelik farkındalığın düşük olmasıdır. Bu durum, sahada yaşanan deneyim ile teorik bilginin yeterince örtüşmediğini düşündürmektedir. Genel olarak sonuçlar, serbest eczacıların bu süreci oldukça yoğun ve çok yönlü bir şekilde yaşadığını ve bu nedenle yalnızca bireysel çabaların değil, kurumsal destek mekanizmalarının da gerekli olduğunu göstermektedir.

Bu doğrultuda; afet ve kriz yönetimi eğitimlerinin güçlendirilmesi, ilaç tedarik ve iletişim süreçlerinin daha sağlam hale getirilmesi, psikososyal destek sistemlerinin geliştirilmesi ve eczacılık eğitiminde VUCA ve kriz yönetimi içeriklerine daha fazla yer verilmesi önerilmektedir. Ayrıca farklı bölgeleri kapsayan ve daha derinlemesine nitel çalışmaların yapılmasının literatüre katkı sağlayacağı düşünülmektedir.

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Ders Kitaplarında Su Okuryazarlığı

Ülkü ÖZMEN

Eskisehir Osmangazi University
uyozmen@gmail.com
Orcid: 0009-0000-4245-8683

Dr. Öğr. Üyesi Leyla DÖNMEZ BAYRAKÇI

Eskisehir Osmangazi University
leyla.donmez@ogu.edu.tr
Orcid: 0000-0002-5785-2058

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

1. GİRİŞ

Su, yaşamın sürdürülebilmesi açısından vazgeçilmez bir doğal kaynak olup ekosistemlerin devamlılığında temel bir role sahiptir. İnsan yaşamı, sağlık, gıda üretimi, enerji güvenliği ve ekonomik faaliyetler büyük ölçüde suya bağlıdır (Akın & Akın, 2007). Suyun insan yaşamındaki önemi, tarih boyunca yerleşim yerlerinin çoğunlukla su kaynaklarının çevresinde kurulmuş olmasından açıkça anlaşılmaktadır. İnsanlar yaşamlarını sürdürebilmek için suya ihtiyaç duymuş, bu nedenle nehirler, göller ve kaynak sularının bulunduğu bölgeler yerleşim açısından öncelikli olarak tercih edilmiştir (Doğan & Sever, 2023, s. 178). Dünya yüzeyinin büyük bölümü suyla kaplı olmasına rağmen kullanılabilir tatlı su kaynakları oldukça sınırlıdır. Mevcut tatlı su kaynakları ise iklim değişikliği, nüfus artışı, çevre kirliliği ve bilinçsiz kullanım gibi nedenlerle giderek daha fazla baskı altında kalmaktadır. Bu durum, suyun sürdürülebilir kullanımı ve bireylerde su bilincinin geliştirilmesi gerekliliğini daha önemli hâle getirmektedir (Karakuş & Akbaş, 2025, s. 256-257).

Son yıllarda dünya genelinde eğitim sistemlerinde suyun önemi ve korunmasına yönelik farkındalık çalışmaları artmıştır. Nüfus artışı ve çevresel sorunlar, su okuryazarlığı kavramını daha görünür hâle getirmiştir. Kavram 1990'lı yıllardan itibaren kullanılmaya başlansa da özellikle son yıllarda araştırmalar yoğunlaşmıştır. Ancak literatürde su okuryazarlığının tanımı ve ölçülmesi konusunda tam bir görüş birliği bulunmamaktadır. Araştırmalar, öğrencilerin genellikle su döngüsü ve suyun fiziksel özelliklerini bildiklerini; ancak su yönetimi, sürdürülebilir kullanım ve güncel su sorunları konusunda yeterli farkındalığa sahip olmadıklarını göstermektedir (Aytar & Ursavaş, 2022, s. 87-88).

Suya ilişkin bilgi ve farkındalık, bireylerin çocukluk döneminden itibaren yaşadığı deneyimlerle şekillenir. Bu süreçte aileler önemli bir rol model olurken, eğitim kurumları bu bilginin sistemli biçimde gelişmesini sağlar. Aile ve okul arasındaki kopukluk ise bilginin davranışa dönüşmesini zorlaştırabilir. Bu nedenle su okuryazarlığı, yalnızca bilgi değil; aynı zamanda tutum ve davranış boyutlarını da içeren çok boyutlu bir yapı olarak ele alınmaktadır (Evcimen vd., 2025, s. 63).

Su okuryazarlığı; suyun yaşam için önemini kavramayı, onu korumayı ve bilinçli kullanmayı kapsayan geniş bir farkındalık alanıdır. Günümüzde su kaynakları artan nüfus ve çevresel baskılar nedeniyle risk altındadır. Bu durum, su bilincinin erken yaşlardan itibaren kazandırılmasını gerekli kılmaktadır. Ancak öğretim programlarında çevreye ilişkin farklı okuryazarlık alanları yer almasına rağmen, suya özgü ayrı bir okuryazarlık alanının bulunmaması dikkat çekmektedir (Çalikuşu & Sabancı, 2025, s. 140).

Su eğitimi çoğunlukla okul yıllarında, özellikle ilköğretim ve ortaokul döneminde edinilmektedir. Bu dönem, su okuryazarlığının geliştirilmesi açısından kritik bir süreçtir. Ancak araştırmalar, öğrencilerin su döngüsü ve su sistemlerine ilişkin kavram yanılgılarına sahip olduğunu göstermektedir. Yer altı suyu, atmosferik su hareketleri ve su döngüsünün görünmeyen bileşenleri gibi soyut süreçlerin anlaşılmasında güçlükler yaşanmaktadır. Benzer şekilde öğretmenlerin de su döngüsünü sistemselsel olarak kavramakta zorlandıkları görülmektedir (Boon, 2024). Bu durum, su okuryazarlığının yalnızca bilgi aktarımı değil, bütüncül ve sistematik bir eğitim yaklaşımı gerektirdiğini göstermektedir.

Bu çalışmanın amacı, ortaokul ders kitaplarında su okuryazarlığına ne düzeyde ve nasıl yer verildiğini incelemek ve su okuryazarlığının ders kitaplarında hangi boyutlarıyla ele alındığını ortaya koymaktır.

2. YÖNTEM

Bu araştırmada, ortaokul ders kitaplarında su okuryazarlığına ne düzeyde ve nasıl yer verildiğini incelemek amacıyla nitel araştırma yöntemlerinden doküman incelemesi deseni kullanılmıştır. Doküman incelemesi, yazılı materyallerin sistematik biçimde analiz edilmesine dayanan bir veri toplama yöntemidir.

Araştırma Problemi

Su okuryazarlığının ders kitaplarındaki önemi ne düzeydedir?

Alt Problemler

Su okuryazarlığının Fen Bilimleri Ders Kitabı'ndaki önemi ne düzeydedir?

Su okuryazarlığının Sosyal Bilgiler Ders Kitabı'ndaki önemi ne düzeydedir?

Su okuryazarlığının Türkçe Ders Kitabı'ndaki önemi ne düzeydedir?

Araştırmanın veri kaynaklarını Millî Eğitim Bakanlığı tarafından yayımlanan 5, 6, 7 ve 8. sınıf Fen Bilimleri, 5 ve 7. sınıf Sosyal Bilgiler ile 5, 6, 7 ve 8. sınıf Türkçe ders kitapları oluşturmaktadır. Bu derslerin seçilmesinde, öğrencilerin çevre ve günlük yaşamla doğrudan ilişki kurabilecek içeriklere sahip olmaları etkili olmuştur.

Veri analizi sürecinde kitaplarda yer alan metinler, etkinlikler, görseller, kazanımlar, değerlendirme soruları ve uygulama örnekleri incelenmiştir. Su okuryazarlığı; bilişsel, duyuşsal ve davranışsal boyutlar çerçevesinde ele alınmıştır. Elde edilen veriler tematik analiz yoluyla “bilgi ve kavramsal farkındalık”, “çevresel tutum ve duyarlılık” ve “davranış/uygulama becerisi” temaları altında sınıflandırılmıştır.

3. BULGULAR

Araştırma kapsamında incelenen ders kitaplarında su okuryazarlığına ilişkin içeriklerin dersler ve sınıf düzeyleri arasında farklı yoğunluklarda yer aldığı belirlenmiştir. Fen Bilimleri ders kitaplarında su okuryazarlığının daha görünür olduğu, Sosyal Bilgiler derslerinde çevresel ve toplumsal boyutla ele alındığı, Türkçe ders kitaplarında ise oldukça sınırlı kaldığı görülmüştür.

3.1. Fen Bilimleri Ders Kitaplarına İlişkin Bulgular

Fen Bilimleri ders kitaplarında su okuryazarlığı çoğunlukla doğal kaynaklar, çevre kirliliği, sürdürülebilir yaşam ve su tasarrufu bağlamında ele alınmıştır.

5. sınıf kitabında **Maddenin Doğası** başlıklı üniteye suya ilişkin içerikler daha çok maddenin hâlleri ve fiziksel değişimler çerçevesinde yer almakta; suyun günlük yaşamda kullanımı, tasarrufu ve korunmasına yönelik doğrudan içeriklere yer verilmemektedir. Bu durum, su okuryazarlığının daha çok temel kavramsal düzeyde ele alındığını göstermektedir.

6. sınıf kitabında ise **Sürdürülebilir Yaşam ve Etkileşim** ünitesinde Doğal kaynakların bilinçli kullanımı; Su kaynaklarının korunması; Çevre kirliliği ve su kirliliği anlatılmaktadır. Ünite Sonu İstasyonu kısmında, “Su kaynaklarının kirletilmesinin ve suyun bilinçsiz kullanımının sonuçları neler olabilir? Örnekler verelim” şeklinde etkinliğe yer verilmiştir. Özetle su kirliliği, doğal kaynakların bilinçli kullanımı ve çevresel farkındalık konularına yer verilmiş; öğrenciler suyun bilinçsiz kullanımının sonuçları üzerine düşünmeye yönlendirilmiştir. Bu içerikler, su okuryazarlığında tutum geliştirme boyutunu desteklemektedir.

7. sınıf Fen Bilimleri kitabı, incelenen kitaplar arasında su okuryazarlığını en kapsamlı ele alan kaynak olarak öne çıkmaktadır. **Sürdürülebilir Yaşam ve Enerji** ünitesinde Kaynakların tasarruflu kullanımının önemi; Suyun tasarruflu kullanımına yönelik proje tasarlamaya yer verilmiştir. Etkinlikler kısmında, Tatlı su kaynaklarının giderek azalmasına yönelik dikkat çekmek için azalan ya da yok olan su kaynaklarına ilişkin video, animasyon ya da görseller; Su arıtma tesisi gezisi veya sanal geziler ile su kaynaklarının verimli kullanımına yönelik farkındalık kazandırma; Su ayak izlerini azaltmak için uygulayabilecekleri tasarruf önlemlerini belirleme hakkında çalışmalar bulunmaktadır.

Bu kitapta su tasarrufu, su ayak izi, atık su ve sürdürülebilir yaşam konuları yer almakta; öğrencilerin proje geliştirmeleri, su tüketimlerini analiz etmeleri ve çözüm üretmeleri teşvik edilmektedir. Böylece yalnızca bilgi değil, davranış geliştirme boyutu da desteklenmektedir.

8. sınıf kitabında ise suya ilişkin içerikler daha çok atmosfer olayları ve iklim bağlamında ele alınmıştır. **Mevsimler ve İklim** ünitesinde Atmosferde bulunan gazlar, su buharı, suyun hal değişimleri, hava olaylarından yağmur, kar, dolu, kırağı, çiy, sis gibi bilgilerden bahsedilmektedir. Su tasarrufu benzeri konulara girilmemiştir.

Sürdürülebilir Yaşam ve Madde Döngüleri ünitesinde küresel iklim değişikliğinin sebep olduğu problemlerden bahsedilmekte ancak su konusuna girilmemektedir.

3.2. Sosyal Bilgiler Ders Kitaplarına İlişkin Bulgular

Sosyal Bilgiler ders kitaplarında su okuryazarlığı daha çok çevresel bilinç ve toplumsal sorumluluk bağlamında ele alınmıştır.

5. sınıf kitabında, **Evimiz Dünya** ünitesinde; bitki örtüsü ve su kaynaklarında yaşanan değişimden bahsedilen etkinlik sorusu kapsamında T.C. Millî Eğitim Bakanlığı ve TEMA Vakfı iş birliği ile **“Su Kardeşliği”** projesi hazırlanmıştır. Bu proje kapsamında çocuklara yönelik su varlığının yaşam için önemi, su kirliliği, su tasarrufu, suyun sürdürülebilirliği ve su ayak izi konularında hazırlanan eğitim etkinlikleri gerçekleştirildiği bilgisine yer verilmiştir. Etkinlik sorusu olarak da, metinde hangi değerlere vurgu yapıldığı sorulmuştur. “Su Kardeşliği” projesi, Dünya Su Günü ve sulak alan kayıpları gibi içerikler aracılığıyla suyun önemi ve korunmasına dikkat çekilmiştir. Ayrıca günlük yaşamda su tasarrufuna yönelik örnek uygulamalarla öğrencilerin davranış geliştirmeleri hedeflenmiştir.

Hayatımızdaki Ekonomi ünitesinde ise şu bilgilere yer verilmiştir. “Dünya Su Günü, Birleşmiş Milletlerin aldığı bir karar ile 1993’ten bu yana her yıl 22 Mart’ta kutlanmaktadır. 22 Mart Dünya Su Günü’nün amacı, kısıtlı tatlı su kaynaklarının verimli kullanılması konusunda bireysel ve toplumsal bilinci yükseltmektir. Bu noktada sürdürülebilir çözümlerin öneminin vurgulanması için 22 Mart’ta birçok etkinlik düzenlenir”.

Aynı ünite etkinlik kısmında ise; «Doğal kaynakların verimli kullanılmasıyla ilgili bilgi grafiğini inceleyiniz ve soruyu cevaplayınız» denilerek *su tasarrufu konusunda bilinç oluşturacak farklı uygulama örnekleri verilmiştir*. El yıkama, duş ve diş fırçalama süreleri, su tesisatı sızıntıları, su ile çalışan makinelerin kullanımı, sebze-meyve yıkama gibi farklı örneklerde su kullanımını azaltma usulleri hatırlatılmıştır. Ardından bilgi görselinde suyun verimli kullanımı ile ilgili verilenlerden hangilerini uyguluyorsunuz, şeklinde soru metinleri oluşturulmuştur.

Ayrıca, “Toprak ve suyun verimli kullanımı ile ilgili verilen haber ve bilgilerden yola çıkarak **‘Suyu korumak, vatani korumak gibidir.’** sözünü yorumlamaları istenmiştir.

Buna karşılık 6 ve 7. sınıf Sosyal Bilgiler kitabında su okuryazarlığına ilişkin doğrudan bir içeriğe rastlanmamıştır. Bu durum, içeriklerin sınıf düzeyleri arasında süreklilik göstermediğini ortaya koymaktadır.

3.3. Türkçe Ders Kitaplarına İlişkin Bulgular

Türkçe ders kitaplarında su okuryazarlığına ilişkin içeriklerin oldukça sınırlı olduğu belirlenmiştir. 5. sınıf ***Sağlıklı Yaşıyorum*** ünitesinde bulunan 6. Temada anahtar kelimeler içinde su tasarrufu verilmiş olmasına rağmen buna yönelik anlatı veya soru, etkinlik bulunmamaktadır.

6, 7 ve 8. Sınıf Türkçe kitaplarında su tasarrufu, su kirliliği, su ayak izi, bilinçli kullanım vb konularda herhangi bir bilgi paylaşımı yapılmamıştır.

Aşağıdaki tabloda dersler arasında oluşturulan temalar kapsamında karşılaştırmalı tabloya yer verilmiştir.

TEMALAR	Fen Bilimleri Değerlendirme	Sosyal Bilgiler Değerlendirme	Türkçe Değerlendirme
Bilgi ve Kavramsal Farkındalık	5., 6. ve 7. sınıf	5. sınıf	-
Çevresel tutum ve duyarlılık	6. ve 7. sınıf	5. sınıf	-
Davranış/uygulama becerisi	7. sınıf	5. sınıf	-

SONUÇ VE TARTIŞMA

Araştırma bulguları, su okuryazarlığının ders kitaplarında yer almakla birlikte dersler ve sınıf düzeyleri arasında dengeli bir dağılım göstermediğini ortaya koymaktadır. Fen Bilimleri ders kitaplarında içerikler daha yoğun ve çok boyutludur. Özellikle 6. Sınıf ders kitabında su okuryazarlığı bilgi ve tutum; 7. sınıf kitabında ise bilgi, tutum ve davranış boyutlarıyla birlikte ele alınmaktadır.

Sosyal Bilgiler ders kitaplarında su okuryazarlığı daha çok çevresel farkındalık ve toplumsal sorumluluk bağlamında yer almakta; ancak süreklilik göstermemektedir. Yalnızca 5. Sınıf ders kitabında yer verilmiş olup bilgi, tutum ve davranış boyutlarının tamamı işlenmiştir. Türkçe ders kitaplarında ise hiçbir detay verilmeden anahtar kelime olarak su tasarrufu kavramının yazılı olması, su okuryazarlığına ilişkin içeriğin bulunmadığını göstermektedir.

Genel olarak su okuryazarlığının ders kitaplarında ağırlıklı olarak bilişsel boyutta yer aldığı, davranış geliştirmeye yönelik uygulamaların ise sınırlı kaldığı görülmektedir. Bu durum, öğrencilerin bilgi sahibi olmasına rağmen bu bilgiyi günlük yaşama aktarmada yeterince desteklenemediğini göstermektedir. Çalışma kapsamında elde edilen veriler ışığında; su

okuryazarlığının tüm derslere yayılması, Türkçe derslerinde metinlerin artırılması, uygulamalı etkinliklerin çoğaltılması, davranış kazandırmanın güçlendirilmesi önerilebilir.

Sonuç olarak su okuryazarlığının disiplinler arası bir yaklaşımla ele alınması ve özellikle günlük yaşamla ilişkilendirilen etkinliklerle desteklenmesi gerekmektedir. Bu çalışma, ders kitaplarında su okuryazarlığının mevcut durumunu ortaya koyarak gelecekte yapılacak çalışmalara katkı sunmayı amaçlamaktadır.

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

Graduate Student Elif ŞEVİRAN

Eskisehir Osmangazi University, Türkiye

Elifseviran123@outlook.com

Orcid: 0009-0005-7248-9081

Dr. Lecturer Leyla Dönmez BAYRAKCI

Eskisehir Osmangazi University, Türkiye

leyla.donmez@ogu.edu.tr

Orcid: 0000-0002-5785-2058

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 Eğitime 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 eğitime 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

GİRİŞ

Dünyanın tüm toplumlarında afetler belirsiz zamanlarda yaşanmakta ve topluma içinde zararlar sebebiyet vermektedir. Bu sebepten dolayı ülkemizde yaşanan afetlerde zararı en aza indirmek için afet bilincimiz ve afete hazırlıklı olma düzeyimiz yüksek olmalıdır.

Afet öncesi, afet esnasında ve sonrasında bireylerin doğru davranış kalıplarını gösterebilmesi; acil durum ve afetler hakkında ön bilgi sahibi olup, afet hazırlığını yapmış olması ve bu konuda sorumluluk hissetmesi için etkili afet eğitimleri gereklidir. Afet eğitimleri bireylerde afet bilinci oluşturmada hayati öneme sahiptir. Uzun ve istikrarlı afet eğitimleri toplumda her kesime ulaşabilmeli ve temel düzeyde başlamalıdır.

Yaşanan afetlerde diğer bireylere nazaran daha dezavantajlı konumda olan gruplar bulunmaktadır. Fiziksel, zihinsel, duyuşsal yetersizliği olan bireyler, yaşlılar, çocuklar dezavantajlı grupta bulunmaktadırlar. Başaran'a (2025) göre bu bireyler, afetlerin yıkıcı etkilerine maruz kalma oranı en yüksek olmasına kıyasla kendini koruma ve tahliye etme kapasitesi sınırlı kişilerdir.

Öğrenme güçlüğü yaşayan bireylerde afetlerin etkilerini diğer bireylere kıyasla daha fazla yaşayabilmektedirler. Kapsayıcı afet eğitimini toplumu afetlere karşı daha dirençli biçime getirebilmektedir. Afet planlamalarında engelli bireyler ile sivil toplum kuruluşlarının yer alması, afet sonrası olumsuz etkilerin azaltılmasına yardımcı olabilir, toplumsal dayanışmayı artırabilir ve afet yönetimi süreçlerinin etkinliğini güçlendirebilmektedir. (Özdemir & Altunay, 2026). Bu yüzden öğrenme güçlüğü yaşayan bireylerin afet eğitimlerine dahil edilmesi ve öğrenme güçlüklerine özel eğitim programlarının tasarlanması önem arz etmektedir.

Öğrenme güçlüğü yaşayan öğrencilerin eğitiminde çizgi romanların kullanımı, okuma güçlüğü yaşayan bireylerin afetlere karşı daha bilinçli bir hale gelmesine sebep olabilmektedir. Çizgi romanların kendine has resimli doğası ve okuma eyleminin tamamen yazılı metinlere kıyasla daha az olması okuma güçlüğü yaşayan öğrencilerin afet eğitimlerinde öğretici bir materyal kullanılması, afet dirençliliğini artırabilmektedir.

Bu kapsamda, çalışmanın amacı öğrenme güçlüğü yaşayan ortaokul seviyesinde bulunan öğrencilerin afet eğitimlerinde çizgi roman kullanımına ilişkin görüşlerini incelemektir. İlgili çalışma soruları şu şekildedir;

1. Eğitici çizgi roman destekli afet eğitimine ilişkin görüşler nelerdir?
2. Eğitici çizgi romanlar öğrenme güçlüğü yaşayan öğrencilerin afete yönelik bilgi düzeyleri değişmesine katkı sağlamakta mıdır?

1. TEORİK ÇERÇEVE

1.1. Afet kavramı ve Afet Eğitimi

Afetler, yaşamı olağan düzeninde tahrip etme potansiyeline sahip olaylardır. Toplumun gelişmesini olumsuz etkileyen afetler, doğal tehlikelerin ve insan eylemlerinin sonucu oluşabilirler (Wisner vd., 2004, akt. Mızrak, 2018). Afetler toplumun tamamı veya belli

kesimleri için fiziksel, ekonomik ve sosyal kayıplar doğuran, normal hayatı ve insan faaliyetlerini durduran veya kesintiye uğratan, etkilenen toplumun baş etme kapasitesinin yeterli olmadığı doğa, teknoloji veya insan kaynaklı olaylardır (Açıklamalı Afet Yönetimi Terimleri Sözlüğü, 2025). Deprem, sel, orman yangınları, kasırga gibi doğal afetlere, terör, savaş, salgın hastalıklar göç gibi insan ve teknoloji kaynaklı afetler örnek gösterilebilir. Afetler yaşandığı bölgede uzun süreli veya geçici tahribatlara sebebiyet verebilirler. Türkiye’de 2023 yılında yaşanan 6 Şubat depremleri, 11 ilde maddi ve manevi hasarlara sebebiyet vermiş. BBC News Türkçe’ye (2023) depremlerde hayatını kaybedenlerin sayısı 50.500kişiye ulaşmıştır. Bianet’e (2023) göre ekonomik olarak 6 Şubat depremleri Türkiye ekonomisi üzerinde 1.995 milyar TL yük bindirmiş, 11 ilde yaşamın neredeyse durma noktasına getirmiştir.

Afetlerin etkileri olağan üstü sonuçlara sebebiyet vermektedir. Toplumun afetler meydana geldiğinde yaşayacağı olası tüm zararlar tamamen ortadan kaldırılamasa da toplumsal olarak afetlere karşı daha dirençli bir hale gelebilir ve afetlerin zararlarını minimuma indirebiliriz. Afetlerin olumsuz etkilerini azaltma bilmek için toplumun her kesimine ulaşabilen ve kalıcı etkiler ortaya koyabilen afet eğitim stratejilerine ihtiyaç bulunmaktadır. Afet eğitimleri halkın afetlere karşı hazır bulunuşluk ve farkındalık düzeylerini arttırmak amacıyla gerçekleştirilir. Afet eğitimi afetlerin neler olduğunu, sonucun neler olabileceğini, çevreyi ve insanları nasıl etkileyebileceğini anlatan ve afetlere karşı bireylerin en doğru şekilde nasıl davranacaklarını öğretmeyi amaçlayan eğitimlerdir. Afet eğitimleri sadece okula dayalı girişimler olarak değil, toplumsal öğrenme, yetişkin eğitimi ve popüler kültürü de kapsar (Karakuş, Öner, 2017). Afet eğitimlerinin amacı afetlere karşı koruyucu, bilgilendirici ve hazırlayıcı olacak biçimde kurumları, bireyleri ve toplumları bilinçlendirmektir. Bu doğrultuda afetlere dahil olacak her birimin gerekli ve doğru bilgiye sahip olması önem taşımaktadır (Mızrak, 2018).

1.2. Öğrenme Güçlüğü

Snowling’e (2020, Akt. MEB, 2026) göre öğrenme güçlüğü’nün, bireyin genel zihinsel düzeyi normal veya normalin üzerinde olmasına rağmen okuma, yazma, heceleme ve dil işleme becerilerinde kalıcı güçlükler yaşamasına neden olan nörogelişimsel bir farklılık olduğu belirtilmektedir. Türkiye’de öğrenme güçlüğü tanısı almış özel eğitim süreci içerisinde %3 civarında öğrenci bulunmaktadır. (Melekoğlu, 2017, Akt. Görün & Melekoğlu, 2019). Öğrenme güçlü yaşayan öğrencilerin birçoğunda okuma sorunu gözükabilmekte ve bu durum öğrencilerin hayatı boyunca devam etmektedir. (Balıkcı, 2017) Bununla birlikte okuma güçlüğü yaşayan öğrenciler için kullanılabilecek bazı metotlar vardır. Okuma güçlüğüne yönelik metotlardan olan Çok Duyulu Okuma Yöntemleri kapsamında görsel, işitsel, dokunsal ve hareketli uyaranlar içeren materyaller kullanılmasıdır. (Balıkcı, 2017).

1.3. Eğitsel Çizgi Romanların Eğitimde Kullanımı

Çizgi romanlar popüler kültürde kendisine derin ve sağlam yer bulmuş bir nevi birbiri ardına gelen ve hikâye anlatan resimlerdir. Demirkan ve İlhan (2025) çizgi romanın tek bir başlangıç noktasına indirgemekten çok katmanlı yapısına ve çok kültürlü özelliği ile bir anlatı biçimi olduğunu ve bu formun farklı coğrafyalarda farklı biçimlerde gelişerek görsel ve metinsel biçimlerine evrimleştiğini ifade etmektedir. Çizgi romanların eğitimde bir materyal olarak kullanımlarının eğitimi daha kalıcı bir hale getirebileceği söylenebilir. Görme duyusuna hitap

edecek etkin öğretim materyallerini kullanmak önemli gözükmektedir (Gülersoy & Türkal, 2020). Eğitimde çizgi romanın kullanımı ise öğrenme ve öğretme sürecini destekleyerek, kavraması zor olabilen konuları daha kolay ve somut hale getirmeyi amaçlayan eğitim materyalleridir. Eğitsel çizgi romanlar ders içerisinde öğrencinin, konuya ilgisini arttırmakta ve dikkat dağınıklığını gidermektedir (Çelik & İlhan, 2021). Çizgi romanlar; soyut olguların somutlaştırılması yoluyla kavram öğretimi ve kavram yanılgılarının giderilmesini kolaylaştırabilir, görsel-metinsel bütünlüğü sayesinde dil bilgisi ve imla kurallarının örtük olarak öğrenmesini sağlayabilir ve karakter odaklı anlatısıyla öğrencilerin empati ile eleştirel düşünme gibi üst düzey düşünme becerilerini geliştirebilmektedir (Çelik & İlhan, 2021).

2. YÖNTEM

2.1. Araştırmanın Modeli

Bu çalışmada, öğrenme güçlüğü yaşayan 4. Ve 5. Sınıf ortaokul öğrencilerinin deprem konulu eğitici çizgi romana yönelik görüşlerini incelemek amacıyla nitel araştırma yöntemlerinden durum çalışması tekniği kullanılmıştır. “Durum çalışması, bir ya da daha fazla olayın, ortamın, programın, sosyal grubun ya da diğer birbirine bağlı sistemlerin derinlemesine incelendiği yöntemidir” (McMillan, 2000, Akt. Büyüköztürk vd., 2021, s. 269). “Durum çalışması çeşitli veri toplama araçlarıyla zaman ve mekân kısıtlaması altında kendi doğal şartlarında meydana gelen olaylardan veriler toplayarak, ilgili verileri sağlam temellere dayandırarak doğru ve etkili bir biçimde betimlemeye çalışan ve çalışmalara şeklinde tanımlanabilir (Hancock & Algozzine 2006, Akt. Subaşı & Okumuş, 2017, s. 420).

2.2. Veri Toplama Araçları

Çalışma kapsamında veri toplama aracı olarak yarı yapılandırılmış görüşme formu kullanılmıştır. Yarı yapılandırılmış görüşme formu, araştırma konusunda derin bilgi sağlayabileceği gibi sabit cevaplar sayılabilmektedir. (Büyüköztürk vd., 2021) Bu teknikle katılımcıların kapsamlı görüşlerine ulaşılmaya çalışılmıştır. Çalışma kapsamında hazırlanan yarı görüşme formu veri toplanmadan önce ilgili alan uzmanı tarafından değerlendirilmiş verilen geri dönütler üzerine son şekline getirilmiştir. Hazırlanan yarı yapılandırılmış görüşme formunda 4 adet açık uçlu soru yer almaktadır.

2.3. Çalışma Grubu

Bu araştırmanın çalışma grubunu, Sivas ili içerisinde yaşayan 4. Ve 5. Sınıf seviyesindeki ortaokul düzeyinde 10 öğrenci oluşturmaktadır. Çalışmaya katılan öğrencilerin gizlilik ilkeleri gereğince isimleri kodlara çevrilmiştir.

2.4. Eğitsel Çizgi Romanın Hazırlama Süreci

Bu çalışmada afet konulu çizgi romanların öğrenme güçlüğü yaşayan öğrencilerin görüşleri incelenmesi amaçlanmaktadır. Bu kapsamda ilgili çizgi romanın konusu Sosyal Bilgiler Dersi Öğretim Programında yer alan Sosyal Bilgiler dersinin temel yaklaşımı ve özel amaçları içerisinde yer alan “Ülkemizde afetlerin etkilerinin azaltılması konusunda yapılması gerekenlere ilişkin öngöründe bulunmaları” (MEB, 2024, s. 5) göre şekillenmiştir.

Çalışma kapsamında hazırlanan çizgi roman uzmanlarca kontrol edilmiş ve gerekli düzenlemeler yapılmıştır. Çizgi romanın son hali ‘deprem’ konusu çerçevesinde

oluşturulmuştur. 16 kareden oluşan eğitsel çizgi romanın ana noktası çok-kapan-tutun hareketini özgül öğrenme güçlüğü yaşayan öğrencilere öğretebilmek ve olası bir deprem halinde yaşayacakları panik duygusunu azaltmaya yönelik tasarlanmıştır.

2.5. Veri Toplama Süreci ve Verilerin Analizi

Özgül öğrenme güçlüğü yaşayan her bir öğrenci ile birebir görüşmeler yapılmış, görüşme sonunda yarı yapılandırılmış görüşme soruları sesli bir biçimde sunulmuş ve ses kayıtları alınmıştır. Sesli görüşme formları dijital ortamda metin haline getirilmiştir. Görüşme sorularına verilen yanıtlar tematik analiz yöntemi ile incelenmiş ve kodlar belirlenmiştir. Tematik analiz, nitel verilerin analiz edilmesini ve raporlanmasını sağlayan bir verilerin kümesinin içerisindeki kalıpları veya temaları belirlemeyi sağlayan, yöntemdir (Braun & Clarke, 2008, akt. Ahmed vd., 2025).

3. BULGULAR

Çalışmanın ilk araştırma sorusu olan eğitici çizgi roman destekli afet eğitimine ilişkin görüşlere ilişkin yanıtlar, tablo 1 de sunulmuştur.

Tablo 1

Öğrencilerin çizgi romana Yönelik görüşleri

Kategori	Öğrenci	(f)	(%)
Öğrenmeyi Kolaylaştırması	Ö1, Ö2, Ö3, Ö4, Ö5, Ö6, Ö7, 9 Ö8, Ö9	9	100
Bilgilendirici ve Eğitici Olması	Ö1, Ö2, Ö3, Ö4, Ö5, Ö7, Ö8	7	63
İlgi Çekici Bulunması	Ö7	1	9
Dikkat Çeken Belirli Unsurlar (tatbikat, deprem çantası vb.)	Ö3, Ö4, Ö5, Ö7, Ö8	5	45

Eğitsel çizgi romanın öğrenme güçlüğü yaşayan öğrencilerin eğitimindeki algısı üzerindeki etkisi, tablo 1’de gösterilen kategoriler incelendiğinde, en belirgin etkinin “öğrenmeyi kolaylaştırması” olduğu görülmektedir. Bununla birlikte “bilgilendirici ve eğitici” olması öğrencinin öğrenme yaşantısı üzerindeki etkisinde eğitici çizgi romanların önemli bir rol aldığını göstermektedir.

Çalışmanın ikinci araştırma sorusu olan eğitici çizgi romanlar öğrenme güçlüğü yaşayan öğrencilerin afete yönelik bilgi düzeyleri değişmesine katkısına ilişkin bulgular tablo 2’de belirtilmiştir.

Tablo 2

Öğrencilerin Eğitsel Çizgi Romanın Afet Eğitime Katkılarına İlişkin Görüşleri

Kategori	Öğrenci	(f)	(%)
Çök-Kapan-Tutun Davranışı	Ö2, Ö3, Ö5, Ö7, Ö9	5	45
Güvenli Tahliye / Dışarı Çıkma	Ö4, Ö5, Ö7	3	27
Deprem Çantası ve Hazırlık	Ö4, Ö5	2	18
Deprem Bilgisine Önceden Sahip Olma	Ö1, Ö2, Ö3, Ö4, Ö5, Ö7, Ö8, Ö9	8	72
Deprem Deneyimi Yaşama	Ö6	1	9

Özgül öğrenme güçlüğü yaşayan öğrencilerin eğitsel çizgi roman ile birlikte deprem konusu üzerine öğrenmelerine ilişkin unsurlara baktığımızda, öğrencilerin çizgi romanlarda en fazla “çok-kapan-tutun” afet anında gösterilecek davranışa yönelik farkındalıklarının arttığını görmekteyiz. Diğer taraftan öğrencilerin deprem olayının özelinde “güvenli tahliye” ve “deprem çantası” hazırlamak gibi deprem öncesi hazırlıklar ve süreçler hakkında farkındalık sergilediklerini görmekteyiz.

SONUÇ VE ÖNERİLER

Afetlerin sıklıkla yaşandığı ve doğal afetler açısından riskli bir coğrafya da bulunan Türkiye gibi ülkelerde afet eğitimleri ile afetlerin olası etkilerini azaltabilmek hayati öneme sahiptir. Bu sebeple afet eğitimleri sürekli ve kapsayıcı olacak şekilde tasarlanmalı, toplum içerisinde bulunan dezavantajlı gruplarda bulunan bireylerle bir bütün olacak şekilde tasarlanmalıdır. Eğitimde çizgi roman kullanımı özellikle okuma güçlüğü yaşayan bireyler için avantaj sayılabilmekte ve kavranması güç olan konuları daha etkin bir biçimde öğretebilmektedir. Bu nedenle, toplumun tüm kesimlerini kapsayacak afet eğitimlerinin bu tarz materyaller olmadan planlanması tüm toplumun direncinde kırılmalar oluşturabilmekte ve zaten dezavantajlı konumda olan grupları görünmez kılmaktadır.

Tüm bu bulgular ışığında özgül öğrenme güçlüğü yaşayan öğrencilerde ve bireylerde afet konulu eğitici çizgi roman uygulamalarının öğrenmeyi olumlu olacak bir biçimde etkilediği söylenebilir.

Bu çalışma Sivas ili içerisinde bulunan 4. Ve 5. sınıf 9 öğrenci ile yürütülmüştür. Farklı sınıf ve farklı gruplarla benzer çalışmalar yapılabilir.

Afet eğitimine yönelik yapılan çalışmalarda dezavantajlı grupların lehine olacak şekilde farklı materyaller tasarlanabilir.

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

Graduate Student Elif ŞEVİRAN

Eskisehir Osmangazi University, Türkiye

Elifseviran123@outlook.com

Orcid: 0009-0005-7248-9081

Dr. Lecturer Leyla Dönmez BAYRAKCI

Eskisehir Osmangazi University, Türkiye

leyla.donmez@ogu.edu.tr

Orcid: 0000-0002-5785-2058

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. Toplamlar 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 aracılığıyla 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

GİRİŞ

Afetler, meydana geldikleri toplumlarda can ve mal kayıplarının yanı sıra ekonomik, sosyal ve psikolojik açıdan önemli sonuçlar doğuran olaylardır. Bir bölgede meydana gelen afet olayları o bölgede bulunan bireylere, çevreye, doğaya hatta yerel ekonomilere büyük hasarlar verebilir can ve mal kayıplarının yaşanmasına sebebiyet verebilir. AFAD'ın (2025) yayımladığı doğa kaynaklı olay istatistiklerine göre, 2024 yılında Türkiye’de çeşitli afet türlerinde 7.767 sayıda olay meydana gelmiştir.

2023 yılında EM-DAT veri tabanında doğal afetlerle ilgili toplamda 399 afet kaydedilmiştir. Bu olaylar 86.473 kişinin ölümüne yol açmış ve 93,1 milyon kişiyi etkilemiştir.

Ekonomik kayıplar 202,7 milyar ABD dolarına ulaşmıştır. Türkiye ve Suriye’de 2023 yılında meydana gelen deprem, 56.683 ölüm sayısı ve 42,9 milyar ABD doları değerinde hasar rakamı ile, ölüm sayısı ve ekonomik kayıp açısından yılın en yıkıcı olayı olmuştur. Her iki ülkede toplamda 18 milyon kişinin etkilendiği tahmin edilen bu deprem, etkilenen kişiler açısından en etkili ikinci olay olmuştur. (Senir, 2025, s.96)

Elde edilen verilere baktığımızda afet olaylarının insanların hayatında çok fazla zarara sebebiyet verebileceğini görebilmekteyiz. Bu sebepler dolayısıyla ülkelerin ve toplumların afet yönetim planları yapmaları ve afet eğitimlerini yayınlamaları gerekmektedir. Afetlerin olumsuz etkilerinin azaltılmasında afet eğitimlerinin toplumun her kesiminde etkili olacak bir biçimde planlanması ve uygulanması önem taşımaktadır. Bu nedenle afet eğitimlerinde, bireylerin afet öncesinde, sırasında ve sonrasında gösterecekleri davranışların gelişimleri afet risklerinin azaltılmasında önemli gözükmektedir.

Bireylerin afet anında göstermiş oldukları davranışlar doğrudan afetlerin olası zararlarını azaltılmasına katkı sağlayabilmektedir. Afet anında yapılacak uygun davranışların pekiştirilmesinde ve kalıcı bir hale gelmesinde bireylerin kendilerinde var olan afet kaygılarının bu davranış örüntülerinin kalıcı hale gelmesinde etkili olabilir. Sahin vd. (2018) çalışmasına göre insanların endişe, kaygı gibi duyguları ile afet hazır bulunuşlukları arasında ilişki olduğu belirtilmiştir. Bu bulgu, afetlere ilişkin bireylerin psikolojik durumlarının afet durumlarında gösterecekleri davranışlar üzerinde etkili olabileceğini düşündürmektedir. Bu düşünceden hareketle afet kaygısının lisans öğrencilerinin afet olaylarında gösterecekleri davranışlarında ilişki olup olmadığı sorusu temel alınarak tasarlanmıştır.

Bu doğrultuda ilgili çalışmada Eskişehir ilinde bulunan sosyal bilgiler öğretmenliği bölümünde okuyan üniversite öğrencilerinin senaryo temelli davranış testinde belirtmiş oldukları olası afet davranışları ile afet kaygılarının ilişkisi incelenmek amaçlanmıştır.

Araştırma soruları şu şekildedir.

1. Eskişehir ilinde bulunan sosyal bilgiler öğretmenliği lisans öğrencilerinin afet kaygı düzeyleri ne seviyededir?
2. Eskişehir ilinde bulunan sosyal bilgiler öğretmenliği lisans öğrencilerinin afet senaryolarında gösterdikleri davranışlar nasıldır?
3. Eskişehir ilinde bulunan sosyal bilgiler öğretmenliği lisans öğrencilerinin afet kaygı düzeyleri ile afet davranışları arasında anlamlı bir ilişki var mıdır?

1. TEORİK ÇERÇEVE

1.1. Afet Kavramı ve Afet Eğitimi

Afetler toplum sağlığının ve toplum yapısına ciddi zararlar verebilen can ve mal kayıplarına sebep olabilen olaylardır. Kelime anlamı olarak “çeşitli olayların sebep olduğu yıkım” anlamına gelen afet kavramı insanlara, doğal yaşam alanlarına, iletişim- ulaşım gibi alt yapılara zarar veren teknolojik, insan kaynaklı ya da doğa kaynaklı meydana gelen sonucunda büyük kayıplara ve zararlara yol açan olaylardır (Dölek, 2021). Türkiye Cumhuriyeti İçişleri bakanlığı afet ve acil durum yönetim başkanlığın AFAD Açıklamalı Afet Yönetimi Terimleri Sözlüğünde yaptığı tanıma göre afet olayları “Toplumun tamamı veya belli kesimleri için fiziksel, ekonomik ve sosyal kayıplar doğuran, normal hayatı ve insan faaliyetlerini durduran veya kesintiye uğratan, etkilenen toplumun baş etme kapasitesinin yeterli olmadığı doğa, teknoloji veya insan kaynaklı olay. Afet bir olayın kendisi değil, doğurduğu sonuçtur.”

Afet olaylarında esas dikkate de alınacak ve eğitim planlaması yapılacak nokta doğal, insan veya teknoloji kaynaklı oluşabilecek herhangi bir olayın bölgedeki yerel güçler tarafından kontrol altına alıp alamadığı kısmıdır. Bu noktada afetleri tanımak son derece önemli gözükmemektedir. Yaşanabilecek olası afetlere karşı hazırlıklı olmak bölgede oluşabilecek hasarları en aza indirebilmek de afet eğitiminde geçmektedir. Afet yönetimindeki afet eğitiminin önemi yadsınamaz gözükmemektedir.

İnal, Kaya ve Altıntaş (2018) göre afet eğitimi toplumda afetlerin her aşamasında hakkında bilgi vererek oluşabilecek hasarları azaltma ve toplumun afet yönetim kapasitesini arttırmak için yapılan sürekli ve etkin eğitim öğretim planlarını yapıp uygulamaktır. Afet eğitimi örgün eğitimin erken basamaklarından planlı ve sürekli olarak yapılmı durumunda toplumunun afet risklerine karşı dirençleri daha kararlı hala gelebilmektedir.

1.2. Afet Kaygısı

Nedeni belli olmayan ortada somut bir delil olmadan kişinin sürekli endişeli olma durumuna kaygı denilmektedir. Kişinin o anki hayatında var olan dış tehdide karşı endişeli olma durumuna nesnel (durumluk) kaygısı, kişinin geçmiş yaşında yaşadığı travmalarından kaynaklan ve geleceğe karşı nedeni belli olmayan endişelerine ise (nevrotik) süreklilik kaygısıdır. (Şahin 2019) Afet kaygısı ise bireylerin afet olaylarına karşı hissettikleri korku, endişe ve stres gibi duygular olarak adlandırılmakta ve bu durum bireylerin günlük yaşamını etkilemekle birlikte ciddi başka psikolojik rahatsızlıklara sebebiyet verebilmektedir (Güzel, Kılıç ve Darılmaz, 2025). Büyük çaplı afet olaylarından sonra nüfusun büyük bir kısmı bu olaylardan veya oluşan durumlardan psikolojik olarak etkilenebilir ve halkın bir kısmı bu durum sonucunda kaygı, endişe, depresyon ve travma sonrası stres gibi psikolojik rahatsızlıkları sürekli olarak yaşayabilirler (Thapa, Pathak ve Pathak, 2021). Tanaka vd. (2016) çalışmasına göre afet sonrasında ergenlerde depresyon, kaygı veya travma sonrası stres bozukluğu gibi psikolojik rahatsızlıklar görülebilir.

1.3. Afet Davranışları

Afet eğitiminde toplumun her kesiminde oluşabilecek hasarı en aza indirgeyebilmenin önemli bir bölümü de bireylerin afet anında göstermiş veya gösterebilecek oldukları davranışlardır. Bu sebeple afet anında bireyler doğru afet davranışlarını ne ölçüde biliyorlar ve uygulayabiliyorlar

şeklinde sorgulamalarla olan durumu keşfetmek ve bu durum üzerinden afet eğitimlerini toplumun her kesimin en az zararla afetlerin olası etkilerinden korunmaları için planlamak önem teşkil etmektedir. Afetlere davranışların bireylerde yeterli düzeyde gelişmesi, toplumların afetlerden daha az etkilenmesine katkı sağlamaktadır. Bu nedenle bireylerin afetlere yönelik hazır bulunuşluk düzeylerinin artırılması önem taşımaktadır (Bulat, Özbaşı, 2021)

Afet anında bireylerin aldıkları kararları etkileyen birden fazla etmen olabilir. Bireylerin risk algıları, önceki eğitim durumları, kaygı ve korku seviyeleri afet anında gösterdikleri davranışlarda etkili olabilmektedir.

1.4. Senaryo Temelli Yaklaşım

Senaryo temelli ölçme araçları, bireylerin belli olaylar ve durumlar karşısında nasıl davranacaklarını değerlendirmek amacıyla kullanılan bir yöntemdir. Bu yöntemde bireye gerçek durum senaryolarıyla birlikte olası davranış seçenekleri sunulmakta ve bunların arasında kendilerine en uygun olan davranışı belirlemeleri istenmektedir. Bu yöntem özellikle afet gibi davranışın direkt sonucu etkilediği durumlarda kullanmak bireylerin afet anında gösterdikleri davranışsal eğilimleri daha gerçekçi ortaya koyabilmekte ve bireylerde farkındalık yaratabilmektedir.

2. YÖNTEM

2.1. Araştırma Modeli

Bu araştırmada Güzel (2024) tarafından geliştirilen Afet Kaygısı Ölçeği ve senaryo temelli davranış testi kullanılması planlanmış bu amaç doğrultusunda çalışma ilişkisel tarama modelinde tasarlanmıştır. İlişkisel tarama modeli, “iki ya da daha çok sayıdaki değişken arasında birlikte değişim varlığını veya derecesini belirlemeyi amaçlayan araştırma modelleridir” (Karasar, 2012, s. 81).

2.2. Çalışma Grubu

Bu araştırmanın çalışma grubunu Eskişehir ilinde öğrenin görmekte olan sosyal bilgiler öğretmenliği lisans öğrencileri oluşturacaktır.

2.3. Verilerin Toplanması

Senaryo temelli davranış testi geliştirilirken Türkiye Cumhuriyeti’nde yaşanan doğal afet olaylarının verileri incelenmiş ve ilgili verilerden yola çıkılarak Türkiye’de diğer doğal afetlere kıyasla daha fazla gerçekleşmekte olan deprem, sel ve orman yangını doğal afetleri temel alınarak her bölümde 6 soru ve puanlaması 1 ile 4 puan arasında doğru orantıda değişen afet davranışları temel alınarak hazırlanmış 4 seçenekli sorulardan oluşmaktadır. Hazırlanan senaryo temelli davranış testi alanında uzman bir akademisyene gönderilmiş ve geri dönütler üzerinden değiştirilerek son halini almıştır.

Güzel (2024) tarafından geliştirilen Afet Kaygı Ölçeği envanteri 6’lı likert tipi olacak şekilde tasarlanmış 6 maddeden oluşmaktadır. Ölçeğin puan aralığı en düşük puan 0, en yüksek puan 30 olarak belirlenmiş. Ölçek geliştirilirken açıcı faktör analizi ve doğrulayıcı faktör analizleri yapılmış olup ilgili ölçeğin Cronbach a değeri 0,93 olarak bulunmuştur. Bu bulgular doğrultusunda kullanılacak olan ölçeğin güvenilir olduğu belirtilmiştir.

2.4. Verilerin analizi

Verilerin istatistiksel analizleri için SPSS 25 paket programı kullanılacak olup korelasyon analizi yapılacaktır.

3. BEKLENEN BULGULAR VE TARTIŞMA

Araştırmada afet kaygısı düzeyi yüksek olan öğrencilerinin afet senaryolarında daha doğru ve güvenli davranışları sergilemeleri beklenmektedir. Bununla birlikte aşırı düzey afet kaygısı olan öğrencilerin panik davranışlarını sergileyecekleri düşünülmektedir. Miceli vd., (2008, akt. Şahin vd., 2018) tarafından gerçekleştirilen çalışmada, İtalya'nın kuzeyinde, Hidrojeolojik riske maruz kalan bir grup insan ile yapılan anketler sonucunda, bireylerin endişe ve kaygı düzeyleri ile afetlere yönelik hazır bulunuşlukları arasında ilişki olduğu ortaya konulmuştur. İlgili alanda daha önce yapılan çalışmalar doğrultusunda afet farkındalığı ve hazırlığı yüksek bireylerin afetlere karşı daha bilinçli davranışlar sergilediği ve bu davranışların kaynağının afet kaygısı olabileceği ortaya konulmaktadır. Benzer şekilde, Paton (2003), yaptığı çalışmada bireylerin risk kaygılarının, afetlere yönelik yapılacak hazırlıklarında koruyucu davranışlar geliştirebilmelerinde önemli bir rol oynayabileceğini belirtmektedir. Diğer yandan afet kaygısının, afet davranışlarında tam tersi olumsuz bir etki oluşturabildiğine ilişkin çalışmalarda bulunmaktadır. İlgili literatür incelendiğinde, afet sonrasında bireylerde kaygı, stres ve panik duygularının arttığı gözlemlenmektedir (Norris vd., 2002). Bu nedenle afet kaygısının bireylerin davranışları üzerindeki etkisi olumlu olamayacağı, olumsuz sonuçlar da doğurabileceği ihtimali halen araştırılmaya değer bir alan olarak düşünülmektedir.

SONUÇLAR VE ÖNERİLER

Çalışma kapsamında afet kaygısının bireylerin afete anındaki ve sonrasındaki kararlarını etkileyen önemli bir değişken olduğu ve afet kaygısı ile afet davranışının arasında anlamlı bir düzeyde ilişki bulunması beklenmektedir. Senaryo temelli değerlendirmenin, afetlerde bireylerin davranışlara yönelik eğilimlerini ortaya koymada etkili bir araç olabileceği düşünülmektedir.

Afetlerde sadece bilgi sahibi olmanın yeterli olmadığı, bu bilgilerin bireylerin sahip oldukları psikolojik yapılarla değerlendirilerek davranışlarında kalıcı değişiklikler oluşturulmasında etkili olabileceği düşünülmektedir. Afet eğitimlerinde davranışa yönelik hazırlanacak programlarda afet kaygısının rolünün dikkate değer biçimde ele alınmasının afet eğitimine ve alana katkı sağlayacağı düşünülmektedir.

Araştırmacılara Öneriler

Araştırmacılar farklı yaş gruplarında çalışmalar yapabilirler.

Nitel çalışmalar yapılarak alanda bulunan diğer çalışmalar desteklenebilir.

Senaryo temelli davranış testinde farklı afet olayları üzerinden geliştirmeler ve çalışmalar yapılabilir.

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Atatürk'ün Eğitim, Siyasi ve Ekonomi Felsefe Anlayışı

Prof. Dr. Nurhan AYDIN

Kafkas Üniversitesi, Fen Edebiyat Fakültesi Tarih Bölümü
z.nurhanaydin@hotmail.com
Orcid: 0000-0003-2240-2548

Perihan AKSU

Kafkas Üniversitesi, Fen Edebiyat Fakültesi Tarih Anabilim Dalı Yüksek Lisans Öğrencisi
firstladyperihan@hotmail.com
Orcid: 0009-0003-4784-7081

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 ulaşılabilirliğini 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, Uşçuluk 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 eğitime 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.

GİRİŞ

Mustafa Kemal Atatürk, 1881 yılında doğmuş ve 1938’de hayatını kaybetmiştir. Askeri kariyerinin yanı sıra, bir inkılâpçı, siyasetçi ve yurtsever olarak da tanınmıştır. Türk Kurtuluş Savaşı’nın lideri olarak, Türkiye’nin bağımsızlığını kazandırmak için büyük mücadeleler vermiştir. Atatürk, modern Türkiye Cumhuriyeti’nin kurucusu ve ilk Cumhurbaşkanı olarak tarihe geçmiştir. Atatürk, hem Türkiye Cumhuriyeti’ni kurmuş hem de Türkiye Cumhuriyeti’ne ilk cumhurbaşkanlığı yapmış bir liderdir (Aydemir, 1963: 4; Aydemir, 1999:6-7). Atatürk’ün akılcı felsefe anlayışı, hayatının her alanında görülen bir özelliktir. Burada, Atatürk’ün düşünce sisteminden, laiklik anlayışına, eğitim ve kültür politikalarından, Türkiye’yi modernleştirme çabalarına, Türk kadınına verdiği önemden ve demokratik değerlere olan inancına kadar birçok konu ele alınmıştır (Akdeniz, 2023:12-13).

Atatürk’ün akılcı felsefe anlayışı, çeşitli alanlardaki düşüncelerinin temelini oluşturmaktadır. Atatürk’ün akılcı felsefe anlayışı, onun düşünce sisteminin temel unsurlarından biridir. Atatürk’ün çeşitli alanlardaki görüşleri, akılcı felsefe anlayışı çerçevesinde şekillenmiştir. Bunlar; Eğitim Felsefesi, Siyaset Felsefesi, İktisat Felsefesidir (Tezcan, 1989:557). Bu bağlamda Atatürk’ün eğitime, siyasete ve ekonomiye getirdiği yenilikler incelenecektir. Türkiye’de eğitim, siyaset ve ekonomi olgusuna toplumsal bakış, Atatürk’ün kişiliği ile önemli bir bağdaşık kazanmıştır. Özellikle; Mustafa Kemal Atatürk; Ziya Gökalp ile ulusçuluğu, Namık Kemal ile vatanperverliği, Mehmet Emin Yurdakul ile Türkçülüğü, Tevfik Fikret ile yenilikçiliği, Jean Jacques Rousseau ile halk egemenliği anlayışını, Montesquieu ile kuvvetler ayrılığı düşüncesini ve Voltaire ile akılcılığı örnek almıştır (Aydemir, 1963:12). Türkiye’de eğitime toplumsal bakış getiren yazarlar; Ziya Gökalp, İsmail Hakkı Baltacıoğlu ve Prens Sabahattin gibi önemli Türk düşünürleridir (Tezcan, 1989:558-563).

Eğitim kısmında yapılan devrimlere baktığımızda bunların en büyük mimarlarından biri John Dewey’dir. Mustafa Kemal Atatürk’ün daveti ile Türkiye’ye gelen John Dewey, Türk eğitim sistemi üzerinde incelemeler yaptıktan sonra kapsamlı iki rapor hazırlamıştır. İlk rapora göre eğitim sistemine yeni düzenlemeler getirilmiştir. Bununla birlikte eğitimde radikal yenilikler ele alınmıştır (Dewey, 1939:30). İktisadi felsefe anlayışında ise; Atatürk’ün henüz bağımsızlık savaşı tozu toprağı ortadan kalkmadan söylemiş olduğu “askeri zaferler ne kadar büyük olursa olsun ekonomi zaferlerle taçlandırılmazlarsa elde edilen başarı yaşayamaz, kısa zamanda yok olur.” sözü ekonomiye verdiği önemi göstermektedir (Sabır, 2006:107; Zeytinoğlu, 1978:111). Atatürk’ün siyaset felsefesi, egemenliği pasif biçimde beklemek yerine, onu gerçekleştirmeye yönelik etkin bir iradeye dayanmaktadır. Atatürk’ün siyaset anlayışı, egemenliğin kazanılmasına yönelik aktif bir mücadeleyi esas almaktadır. Devletin dış güçlerin etkisinde olmasına tahammül edemez. İktidar kendi başına olmalıdır. Bunun da aracı halkın egemenliği ve demokratik öz iktidar anlayışdır (Giritli, 1981:55; Coşkun & Zarplı, 2015:65-85).

Atatürk’e göre akılcılık, gerçekliği kavrama gücüne duyulan inancı ifade etmektedir (Akdeniz, 2023:22). Atatürk’ün düşünce sistemine göre çağdaşlaşma gibi hedeflere ulaşabilmek için izlenmesi gereken yol akılcılıktır. Ulusal ve uluslararası sorunlarda bilimsel yöntem esas alınmalıdır. Bilimsel bir yaklaşımla ulusal ve uluslararası sorunlar çözüme kavuşabilir. Akıl ve mantık, Atatürk’ün eğitim, ekonomi ve siyaset alanındaki reformlarının temel dayanağını oluşturmuştur (Sönmez, 2013:175).

ATATÜRK'ÜN AKILCI FELSEFE ANLAYIŞI ATATÜRK'ÜN FELSEFESİ

Atatürk, Türk toplumunun 19. yy. ikinci yarısında yetişen ve 20. yy.da memleketin kaderi üzerinde rolü olan aydınlar kuşağına mensup bir insandır. Yalnız onun devrine ve toplumuna etkisi, çağdaşlarına göre çok üstün olmuştur. Türk milletinin bir yüzyıl boyunca yönelmeye ve katılmaya çalıştığı Batı kültür ve medeniyet topluluğunun bir parçası olma çabası, onun eşsiz kişiliğinin dehası, iradesi ve yenilmez gücü sayesinde gerçekleşmiştir. Bu itibarla değil yalnız Türkiye'nin, eserleri ve fikirleriyle bütün insanlık haklarından yoksun yaşayan milletlerin de, önderliğini yapmıştır. Atatürk'ün temel ilkelerinin gösterdiği çağdaş uygarlık hedeflerine ulaşabilmek için akıl ve bilim, eğitim, ulusal egemenlik, bağımsızlık, laiklik ve milli birlik gibi temel unsurların geliştirilmesi ve kararlılıkla sürdürülmesi gerekmektedir (Unat,1963:601-602).

Atatürk'ün felsefi görüşleri, felsefe eğitiminin önemi ve yaklaşımı, felsefi eserleri ve etkileri, Atatürkçü felsefe anlayışının günümüzdeki yansımaları ve sonuçlarıdır. Felsefenin Doğuşu Felsefenin kökenleri antik Yunan filozoflarına dayanmaktadır. Felsefe, evrenin doğasını, bilgiyi, ahlaki değerleri ve insanın yerini sorgulayarak insanlığa derin bir anlayış sunar. Felsefenin Temel Prensipleri ve Felsefenin temel prensipleri arasında mantık, epistemoloji, etik ve metafizik yer alır. Bu prensipler, insanın evrende kendini ve diğerlerini anlaması için yol gösterici bir çerçeve sunar. Felsefenin Önemi ise, insanların dünyaya ve yaşamın anlamına dair derinlemesine düşüncelerini sağlayarak özgür düşüncüyü teşvik eder ve bireylere kendilerini geliştirme ve hayatlarını anlamlı kılma imkânı verir(Bıçak, 2018:4). Felsefi düşüncenin içinde akılcılığın rolüne baktığımızda doğru ve mantıklı bilginin akılla elde edilebileceği tezini savunan felsefi yaklaşımdır. Buna göre, kesin ve evrensel bilgilere ancak akıl aracılığıyla ve tümünden gelimli bir yöntemsel yaklaşımla ulaşılabilir. Gerçeğe ve eşyanın bilgisine sadece akıl ile erişilebileceğini savunur. Akılcılık akımının en önemli temsilcileri, Sokrates, Platon, Aristoteles, Farabi, Rene Descartes, Georg Wilhelm Friedrich Hegel'dir. Kıta felsefesinde akılcı filozoflar; Elamlar ile başlayan akılcı geleneğin Batı'daki en önemli matematikçi filozoflar; Rene Descartes, Baruch Spinoza, Nicholas Malebranche ve G. W. Leibniz'dir(Arı, 2004:327).

Atatürk'ün Akılcı Felsefe Anlayışı ve Düşünce Sistemi

Atatürk Sekülerizm ile, din ve devlet işlerinin ayrılmasına büyük önem vermiştir. Laiklik ilkesini benimseyerek, Türkiye'nin dini özgürlüğünü ve eşitliğini korumuştur. Bilimsellik ile bilimsel düşünceye teşvik ederek laik bir toplumun temelini atmıştır. Eğitim sistemini modernleştirmiş ve bilgiye dayalı bir toplum oluşturma vizyonu ile hareket etmiştir. Milliyetçilik ile Türk milletinin birliğini ve bağımsızlığını savunmuştur. Türkiye Cumhuriyeti'nin milli değerlerine ve Türk diline vurgu yapmıştır(Arı, 2004:327).

Atatürk'ün Laiklik Anlayışı: Atatürk, din ve devlet işlerinin ayrılmasını ve dini özgürlüğü savunmuştur. Türkiye'nin modernleşme, demokratikleşme ve insan hakları güvencesi sürecinde Laiklik ilkesi önemli bir rol oynamıştır. M. Kemal Atatürk Laik bir devletin, tüm vatandaşlarına eşitlik ve özgürlük sağladığına inanmıştır. Şu sözüyle: *“Laiklik, bireylerin inanç özgürlüğünü garanti altına alırken, devletin tarafsız kalmasını sağlar.”* laikliğin önemine vurgu yapmıştır. Atatürk'ün Türkiye'yi Modernleştirme Çabalarıyla da, Eğitim ve Kültür

Politikaları, Alfabe Değişikliği, Sanatın Kültürün Desteklenmesi, Sanayileşme, Ulaşım ve Altyapı çalışmaları, Yeni Hukuk Sistemleri, Türk kadınlarının siyasi ve sosyal haklarını geliştirmesi gibi çalışmalarıyla Türkiye'nin gelişmesine ve modernleşmesine büyük imkân sağladı(Giritli, 2004:76). Atatürk'ün demokratik değerlere olan inancı ile de, demokrasiyi ve insan haklarını korumaya büyük önem vermiştir. Türkiye Cumhuriyeti'ni demokratik ilkelerle yönetmeyi hedeflemiş ve anayasal düzenlemelerle bu ilkelere vurgu yapmıştır. Atatürk'ün demokratik değerlere olan inancı, Türkiye'nin bugünkü demokratik yapısının temelini oluşturur. İnsan haklarının korunması ve toplumsal adaletin sağlanması, Atatürk'ün öncelikli hedefleri arasındaydı (Coşgun&Zarplı, 2015:53).

Bu bakımda; Atatürk, "Felsefe" konusunda şöyle der: *"Felsefe, evren karşısında insanın akılcı davranışdır. Bu yüzden felsefe bilmeyen insan, edebiyatçı da, politikacı da olamaz. Felsefe bilmeyen bir asker, belki bir savaş kazanır, ama savaşı anlayamaz. Ben felsefeyi severim, fakat sistemleri sevmem."* Atatürk 1932 yılında yaptığı bir konuşmada bilimin nasıl olması gerektiğini açık ve net olarak ortaya koymuştur. *"İlim tercüme ile olmaz, ilim tetkikle olur."* Atatürk'ün en önemli amacı bilimsel, usçu ve realist düşünceyi Türk toplumunun bütün alanlarına egemen kılma ve bütün uygulamalarında kendisini göstermektedir(Erdem, 2014:1039.). İnsan aklına çok değer veren Atatürk tüm yaşamı boyunca temel yaşam felsefesi akıl ve mantığın halledemeyeceği meselenin olmadığı olmuştur. Batı felsefesini araştırıp inceleyen Atatürk *"Bilimler, akıl yolu ile yapılan zihinsel çalışmalardan çıkar"* demiştir. Akıl ve bilim her türlü gelişmenin temel taşıdır oluşturur(Akdeniz, 2012:21-22). Mustafa Kemal Atatürk, Tarih kategorilerinde eserler yazmış olan yazar; Jorge Blanco Valletta'ya göre, Atatürk, yalnızca tüm zamanların en iyi komutanlarından biri değil, aynı zamanda siyaset kuramının büyük filozoflarından biridir. Kuşkusuz Atatürk ne belirli bir sistem kurmuş bir filozof, ne de alışılmış anlamda bir bilim insanıdır ama bilime tutkuludur (Akdeniz, 2012:23). Sözlerine yer vermiştir. Atatürk'e göre felsefe: *"çölde sıcak kumlar içinde cayır cayır yanan, tutuşan, dili, damağı kuruyan gezginin, ufukta teşekkül eden serabı (hayal) su zannederek arkasında koşmasına benzer."* demiştir (Atatürk'ün Söylev ve Demeçleri I-III 1989:50-58)

Atatürk'ün düşünce hayatına baktığımızda ise; *"idealleri en kısa zamanda başarmak için, fikir ve hareketi beraber yürütmek mecburiyetindeyiz. Bu teşebbüste başarı ancak, türeli bir planla ve rasyonel farzda çalışmakla mümkün olabilir."* demiştir. Osmanlı aydınlarının taşıdığı ve geliştirdiği batı düşüncelerinden Mustafa Kemal de etkilenmiştir. Özellikle Türk inkılâbında usçuluk ve olguculuk izlerini görmemiz bunun delilidir ("Atatürk'ün Kültür ve Medeniyet Konusundaki Sözleri" (1990)). Atatürkçü Düşünce Sistemi'nin oluşumunda Osmanlı Devleti'nin son dönemindeki olaylar, Atatürk'ün yetiştiği ortam, bazı düşünürlerin fikirleri ve dünyadaki demokratikleşme hareketleri gibi faktörlerde rol oynamıştır. Atatürk'ün fikir dünyasını etkileyen yerli ve yabancı birçok yazar olmuştur. Bu ülkeyi kurtarmak Atatürk'ün çok okuması ve çok çalışmasının sonucudur olarak hem ülke kurtarılmış hem de çağdaş seviyeye getirmiştir (Gökberk, 1997:45). Düşünceleriyle M. Kemal Atatürk'ü etkileyen yazarları incelediğimizde; Z. Gökalp'ın milliyetçiliğinden, Namık Kemal'in Vatanseverliğinden, Mehmet Emin Yurdakul milliyetçiliğinden, Tevfik Fikret İnkılapçılığından, Ömer Naci şiiirleriyle (Arıburnu, 2004:56), J.J. Rousseau Yurttaşlık Bilincinden, Montesquieu Cumhuriyetçiliğinden (yasama, yürütme ve yargı), Voltaire Bilimselliğinden (Akılcılık), etkilenen M. Kemal Atatürk Türkiye Cumhuriyeti'nin kuruluş

felsefesinin düşünce yapısının oluşmasında önemli bir yere sahip olmuştur(*Atatürk'ün Söylev ve Demeçleri I-III*,1989:50-58), Mustafa Kemal, Türkiye Cumhuriyeti'nin kurucusu ve lideriydi. Bu konu ele alındığında, Atatürk'ün siyasi hayatı, düşünceleri ve politikaları hakkında birçok önemli hususla karşılaşırız. Onun demokrasi anlayışı, milliyetçilik ve devletçilik ilkeleri, laiklik ve din anlayışı, dış politika, eğitim ve kültür politikaları, ekonomik görüşleri ve uygulamaları gibi birçok konu dikkati çeker.

ATATÜRK'ÜN SİYASET FELSEFESİ

Mustafa Kemal'in hayatını incelediğimizde Selanik'te doğduğu ve askeri kariyerine başladığı gençlik yıllarından, Kurtuluş Savaşıyla Türk halkını Milli Mücadele'ye önderlik ettiği döneme ve Türkiye Cumhuriyeti'ni kurduktan sonra gerçekleştirdiği reformlar ve eserleriyle önemli devrim hareketleri başlatmıştır. Atatürk'ün düşünce dünyasını yansıtan eserler arasında en önemli kaynaklardan biri olan Nutuk, Millî Mücadele sürecini ve Türkiye Cumhuriyeti'nin kuruluşunu ayrıntılı biçimde ele alırken, Atatürk'ün siyasal ve felsefi görüşlerini de ortaya koymaktadır. Bunun yanı sıra, Atatürk'ün çeşitli konuşmaları, yazıları ve değerlendirmeleri; akılcılık, çağdaşlaşma, ulusal egemenlik ve bağımsızlık anlayışının şekillenmesinde önemli bir etkiye sahiptir. Türk İnkılâbı Atatürk'ün Türk toplumunu ve devrimlerini ele aldığı bu kitap, Türkiye'nin modernleşme sürecine derin bir bakış sunar. Atatürk'ün Söylev ve Demeçleri Atatürk'ün önemli konuşmalarından derlenen bu eser, onun felsefi ve siyasi düşüncelerini açık bir şekilde ortaya koyar ("Atatürk'ün Kültür ve Medeniyet Konusundaki Sözleri" 1990:126-169).

1.1. Cumhuriyet ve Demokrasi Anlayışı

Atatürk, demokratik bir yönetim sistemi olan cumhuriyeti benimsedi. Halkın iradesi ve temsilcilerin seçimi üzerine kurulu bir demokratik düzen yani halk egemenliğini savundu. Adaletin sağlanması ve hukukun üstünlüğü ilkesinin korunması gerektiğini vurguladı. Burada Atatürk'ün Hukukun Üstünlüğüne verdiği önem dikkati çekmektedir (Aslan, 1981:303-318).

1.2. Milliyetçilik, Halkçılık ve Devletçilik İlkeleri

Atatürk'ün "Yurtta sulh, cihanda sulh" ilkesi, siyasal istikrarı ve uluslararası barışı esas alan siyasi felsefesinin temel yansımalarından biridir. Milliyetçilik: Türk milletinin birlik ve beraberliğini koruma ve Türk devletinin gücünü yükseltme fikrini benimsedi. Halkçılık: Halkın refahı ve mutluluğu için politika yapma ve uygulama anlayışı. Devletçilik: Devletin ekonomiye müdahalesini destekleme ve milli sanayinin gelişimi için politikalar izleme. Gibi ilkelerle karşımıza çıkmaktadır (Yücel, 1981:812-817).

1.3. Laiklik ve Din Anlayışı

Laiklik: Devletin dini inançlardan bağımsız olması ve devlet ve din işlerinin ayrılması ilkesini benimsendi. Din Anlayışı: Dinin özel bir konu olduğunu ve herkesin dini inançlarına saygı duyması gerektiğini vurguladı(Aydemir, 1999:468-474).

1.4. Tam Bağımsızlık Yolunda Dış Politikası

1930'lu yıllarda Atatürk'ün dış politika anlayışı, Türkiye'nin sınır güvenliğini koruma ve uluslararası ilişkilerde barışı esas alma üzerine şekillenmiştir. Bu dönemde Türkiye, stratejik

öneme sahip ülkelerle iş birliğini geliştirmiş, aynı zamanda insan haklarına saygı ilkesine dayalı uluslararası ilişkiler kurmaya önem vermiştir. Böylece Türkiye'nin çağdaş bir ulus devlet olarak uluslararası sistemde yer alması hedeflenmiştir (Giritli, 2004:44-46).

Atatürk'ün siyaset felsefesi, egemenliğin kaynağını millete dayandıran bir anlayışa sahiptir. "Hâkimiyet kayıtsız şartsız milletindir" ilkesi doğrultusunda egemenlik, dış güçlerden değil doğrudan ulusun iradesinden doğar. Bu bağlamda "Hâkimiyet verilmez, alınır" sözü, pasif bir bekleyiş yerine milli iradeye dayalı aktif bir siyasal mücadeleyi ifade etmektedir. Bu anlayışta devletin bağımsızlığı temel ilke olup, dış müdahalelere karşı ulusal egemenliğin korunması esas alınmıştır. Siyasetin meşruiyet kaynağı ulusun vicdanı ve iradesi olup, yönetim halk egemenliğine dayalı demokratik bir yapıyı hedeflemektedir. Atatürk'ün bu yaklaşımı, Türkiye'yi modern, bağımsız ve çağdaş bir ulus devlet haline getirme amacının siyasal temellerini oluşturmaktadır (Kocatürk, 2005:183).

ATATÜRKÜN EKONOMİ FELSEFESİ

Atatürk'ün Türkiye Cumhuriyeti'nin kurucusu olarak, ekonomiye olan yaklaşımı ve uyguladığı politikalar büyük bir önem taşır. Ekonomi felsefesinin temel amacı, ülkenin bağımsızlığını koruyarak çağdaş bir ekonomik yapı inşa etmek ve halkın refahını artırmaktır. Atatürk, ekonomiye bilimsel ve planlı bir şekilde yaklaştı. Temel hedefi, Türkiye Cumhuriyeti'ni sanayileşmiş, kalkınmış ve bağımsız bir ülke haline getirmektir. Atatürk, ekonomik gelişim için eğitimi ve teknolojiyi önemseyen bir vizyon ortaya koydu. Devletçilik Reformu ile Atatürk, Türkiye'nin ekonomik kalkınması için devletin aktif bir rol oynamasını destekledi. Devletçilik politikalarıyla, önemli sektörleri devletin kontrolü altına alarak ekonomik büyümeyi teşvik etti. Kamu Yatırımları Reformu ile de Atatürk, altyapı, eğitim ve sağlık gibi kamu yatırımlarına büyük önem verdi. Bu yatırımlar, ekonomik büyümeyi destekleyerek ülkenin kalkınmasına katkıda bulundu. Bu arada Eğitim ve Kadın Hakları Reformu konusuna ağırlık vererek Atatürk, eğitim ve kadın haklarıyla, toplumun insan kaynağını güçlendirmeyi hedefledi. Eğitim ve kadınların ekonomiye katılımıyla, ülkenin ekonomik potansiyelini artırmayı hedefledi(Çelebi, 2002:15-50).

Atatürk Milli Ekonomiyle Türkiye'nin bağımsız ve güçlü bir ekonomiye sahip olması gerektiğini savundu. Sanayileşmeyle de Türkiye'nin kendi sanayisini geliştirme ve dışa bağımlılığı azaltma hedefini benimsedi. Devletin Rolüyle devletin ekonomik alanda etkin bir rol oynaması ve ekonomik planlama yapması gerektiğini vurguladı. Atatürk Tarım Politikaları için şu sözlerine yer verdi: "*Türk tarımı için aşılması gereken en büyük engel, geri kalmışlıktır.*" Atatürk, tarım sektörünün gelişimi için önlemler aldı (Erdut&Erhalim, 2011:50-55) Devletin tarım sektörüne yaptığı yatırımlarla, üretkenlik ve verimlilik arttı ve tarımın modernleşmesi sağlandı. Bu arada Türkiye'nin sanayileşmesi için teşvikler sağlandı ve fabrikalar kuruldu. Böylece ithalata bağımlılık azaldı ve yerli üretim arttı. Dış ticaretin geliştirilmesi için ihracatı teşvik etti ve ticari ilişkileri güçlendirdi. Bu sayede Türkiye'nin ihracat potansiyeli arttı. Esnaf ve Sanatkârlar için Atatürk, esnaf ve sanatkârların desteklenmesine önem verdi. Esnaf okulları açılarak, esnafın ve sanatkârların eğitimi teşvik edildi (Zeytinoğlu, 1978:182-183).

Atatürk bankacılık ve para politikalarına da ağırlık verdi. Şöyle ki; Milli Bankayla Atatürk, Merkez Bankası'nın (TCMB) 1930'da kurulmasını sağladı. Milli banka, para politikalarını

belirleyerek, ekonomik istikrarı sağlama görevini üstlendi. Milli Para Birimiyle de, 1926 yılında Türk Lirası'nın kurulmasını sağladı. Türk Lirası, ekonomik istikrarın simgesi olarak kullanılmaya başlandı(Sabır, 2006: 3-21).

2.1.Atatürk'ün Ekonomi Felsefesinin Günümüze Yansımaları

Altyapı Gelişimiyle Atatürk'ün ekonomi politikaları, günümüzde Türkiye'nin altyapı gelişimine katkıda bulunmuştur. Karayolları, havaalanları ve barajlar gibi altyapı projeleri, ülkenin ekonomik büyümesini desteklemektedir (Zeytinoğlu,1969:213-220). Kadın Ekonomik Katılımı Atatürk'ün kadın haklarına verdiği önem, günümüzde kadınların iş dünyasına katılımını artırmıştır. Türkiye'deki kadın girişimcilerin sayısı artarken, kadınların ekonomiye katkısı da büyümektedir(Korkmaz, 2022:203)..

2.2.Sürdürülebilir Ekonomik Büyüme

Atatürk'ün ekonomi politikaları, Türkiye'nin sürdürülebilir ekonomik büyüme yolunda önemli bir temel oluşturmuştur. Türkiye, modern ekonomik yapısıyla dünya genelinde saygın bir konuma gelmiştir(Özel, 2012: 63-72). Yapılan araştırmalar sonucu Atatürk uyguladığı ekonomik kalkınma modeli ile özel girişime dayalı ama özel girişimin yeterli olmadığı alanları devletin ulusal ekonomi temelinde canlandırması, yabancı sermayeye karşı olmayan ancak bunun da ulusal çıkar çerçevesinde değerlendirildiği bir ekonomi siyaseti anlayışıyla büyük sonuçlar aldığını göstermektedir(Kalambekova, 2003:8-12).

Atatürk'ün ekonomi hakkında;

“Ekonomisi zayıf bir ulus, yoksulluktan ve düşkünlükten kurtulamaz; güçlü bir uygarlığa, kalkınma ve mutluluğa kavuşamaz; toplumsal ve siyasal yıkımlardan kaçamaz. Ekonomik kalkınma, Türkiye'nin hür, bağımsız, daima daha kuvvetli, daima daha refahı Türkiye idealinin bel kemiğidir. Tam bağımsızlık ancak ekonomik bağımsızlıkla olur.” Sözüyle ekonomik bağımsızlığı savunmuştur. Ülke Ekonomisi bir ulusun çöküşüne de yükselişine de neden olur, ekonomi çağında savaş seni geriye götürürken ekonomi mücadelesi seni ileri seviyeye taşır. Ulusal ve iktisadi egemenlik birleştirilmese kazanılan askeri ve siyasi başarıların bir anlamı yoktur(Çelebi, 2002: s.45).

Atatürk ekonomiyi canlandırmak için devletten çok özel girişime dayalı bir ekonomi politikası izlemiş ancak özel girişimin yetmediği yerde devletin destek vermesi gerektiğini savunmuş aynı şekilde yabancı sermaye içinde izlediği ekonomi politikasına baktığımızda da ulusal çıkar çerçevesi içinde olduğu müddetçe karşı olmadığı bir ekonomi anlayışı savunmuştur. Atatürk devletçilik kavramının sınırlarını

“Bizde devletçilik, bazılarının sandığı gibi sosyalist teorilerden ilham alınarak kurulmamıştır. Yani bizim devletçiliğimiz bir sosyalist ekonomi düzeni değildir ama devletçilik, liberal ve kapitalist bir sistem de değildir. Devletçilik, Türkiye'nin koşullarından, öz ihtiyaçlarından doğmuş, Türkiye'ye has bir sistemdir.” ifadeleriyle çiziyor. Türkiye Büyük Millet Meclisi'ndeki (TBMM) 1 Kasım 1937 tarihli konuşmasında noktayı koyuyor: *“Kesin zaruret olmadıkça, piyasalara karışılmaz; bununla beraber hiçbir piyasa da başıboş değildir.”*Sözüyle devletçilik ilkesini savunmuştur (Sabır, 2006:9).

ATATÜRK'ÜN EĞİTİM FELSEFESİ

Atatürk'ün eğitim felsefesine bakıldığında, Türkiye'nin modernleşme sürecinin temel taşlarından biri olduğu görülmektedir. Bu felsefe, ulusal bağımsızlık, çağdaşlık ve laiklik ilkeleri üzerine kurulmuştur. Atatürk, eğitimin toplumun gelişimi için kritik bir rol oynadığına inanmış ve eğitimin herkes için bir hak olduğunu vurgulamıştır(Deveci, 1991:465).

Atatürk'ün eğitim felsefesi, bilimselliğe ve rasyonalizme dayalı olarak şekillenmiştir. Bu felsefenin temel prensipleri arasında ulusal bağımsızlık, laiklik, eşitlik, demokrasi, insan hakları ve özgürlükler yer almaktadır. Atatürk, eğitimde öğrenci merkezli bir yaklaşım benimsemiş ve bireylerin potansiyellerini maksimum düzeyde geliştirmelerini hedeflemiştir (Eskicumali, 2014:123). Eğitim felsefesi laiklik ilkesine sıkı sıkıya bağlıdır. Ona göre, eğitimde din ve devlet işleri birbirinden ayrılmalıdır. Laiklik, öğrencilere objektif (tarafsız) bir eğitim sağlama amacını taşır. Atatürk, dinin bireylerin özel hayatına ait bir konu olduğunu, devletin ise eğitimde bilimsel ve evrensel değerlere dayanması gerektiğini vurgulamıştır. Atatürk'ün eğitim felsefesi devlet okullarının ve üniversitelerin temelini oluşturur. Milli Eğitim Bakanlığı tarafından yürütülen programlar doğrultusunda eğitim verilir (Göyünç, 1967:22-28).

Atatürk'ün eğitim düşüncesi bu bağlamda, Türkiye'nin eğitim politikalarının belirlenmesinde önemli bir rol oynamıştır. Eğitimde laiklik, çağdaşlık ve bilimsellik ilkeleri benimsenir. Eğitim ve Kültür Politikaları 1923'de Türkiye'de çağdaş eğitim sisteminin kurulması ve yaygınlaştırılması, 1930'lar Türkçenin Latin alfabesiyle yazılması ve Türk dilinin sadeleştirilmesi, 1933 Türk Tarih Kurumu'nun kurulması ve Türk tarihini araştırma ve yazma çalışmalarının teşvik edilmesi. Atatürk'ün eğitim felsefesi, sanata ve kültüre önem veren bir yaklaşımı içerir. Türkiye'de sanat ve kültür faaliyetleri eğitim programlarına dahil edilir(Erdem, 2014:1039).

3.1.Felsefe Eğitiminin Önemi ve Atatürk'ün Yaklaşımı

Günümüze Yansımaları; Atatürk'ün eğitim felsefesi, demokratik eğitimin önemini vurgulamıştır. Bugün Türkiye'de eğitim sistemi, öğrencilere katılımcı bir şekilde öğrenmeyi teşvik eden bir yaklaşıma sahiptir. Atatürk'ün eğitim felsefesi, Türkiye'nin çağdaşlaşma sürecinde önemli bir rol oynamıştır. Bugün, Türkiye eğitimde çağdaş standartlara ulaşmayı hedefleyen birçok reform gerçekleştirmektedir. Atatürk'ün laiklik ilkesi, Türkiye'deki eğitim sisteminde hala merkezi bir rol oynamaktadır. Devlet okullarında din eğitimi yer almaz ve öğrencilere dini inançlarına saygı duymayı öğreten bir eğitim verilir, (Öymen, 1977:202-205).

Atatürk'ün eğitim felsefesi, Türkiye'nin uluslararası ilişkilerinde de etkili olmuştur. Türkiye, uluslararası eğitim programlarına katılarak farklı kültürlerden öğrencileri ağırlamaktadır. Bu sayede uluslararası işbirliğini artırmakta ve küresel ölçekte eğitim alanında etkili bir aktör olmaktadır(Koçer, 1974:65-66). Türkiye'de eğitim politikaları, Atatürk'ün eğitim felsefesi doğrultusunda belirlenir. Milli Eğitim Bakanlığı tarafından yürütülen programlar, ataerkil değerlerin yerine çağdaş, laik ve demokratik değerleri taşır. Atatürk'ün eğitim felsefesi, Türkiye'nin eğitim sistemini şekillendiren temel bir unsurdur (Budak, 2003:45). Felsefe Eğitiminin Amacı Felsefe eğitimi, bireylerin düşünme becerilerini ve eleştirel analiz yapma yeteneklerini geliştirmeyi amaçlar. Felsefe, öğrencilerin sorunları analiz etme, mantıklı argümanlar geliştirme ve değerlendirme becerilerini kazanmalarına yardımcı olur. Atatürk'ün

Yaklaşımı Atatürk, felsefe eğitiminin genç nesillerin kendini tanıma ve dünyayı anlama sürecine katkıda bulunduğunu düşünüyordu. Ona göre, felsefe eğitimi, milli ve manevi değerlere bağlı, özgür ve düşünen bireylerin yetişmesini sağlayarak Türkiye'nin geleceği için hayati öneme sahipti. Pratik Uygulamalar Felsefe derslerinde, tartışma, analiz, eleştirel düşünme ve karşılıklı saygı temelinde öğrencilerin katılımı teşvik edilmelidir. Aynı zamanda, felsefe eğitimi, diğer derslerle entegre (bütünleşmek uyum sağlamak) edilerek öğrencilerin farklı perspektiflerden bakma becerilerini geliştirmelerine yardımcı olabilir (Budak, 2003:160). Eğitim felsefesini araştırıp inceleyen Atatürk akıl ve bilimselliği temel almıştır. Hedef gösterdiği milli ve özgür bir medeniyet ancak akıl ve bilim ile olacağının bilincinde olup bu felsefe anlayışını birçok alana yansıtmıştır. Özellikle eğitimdeki felsefi görüşü çok önemli yer tutar (Dewey 1939:29-30). Atatürk'ün faydacılık felsefesi savunucularından J. Dewey'i (Dewey pragmatist (faydacılık) felsefeyi eğitimi savunucularındandır) eğitim sistemindeki sorunları gidermek için davet üzeri 1924'te Türkiye'ye gelmiştir. (Dewey, 1859-1952:30). Atatürk'ün hedefi hayatta başarılı ve elde ettiği başarıları hayatta geçiren bir nesil için eğitim sisteminde yeni bir düzenlemeye gitmiştir. Atatürk aynı zamanda realist ve idealist felsefelere dayanan esasici ve daimici eğitim akımlarının da bazı ilkelerini benimsemiş ve uygulanmasını istemiştir. Örneğin, Atatürk'ün esasicilik akımını benimseme amacı akımın kültürel mirası gelecek nesillere aktarmasının akımın temelini oluşturmasıdır (Toprakçı, 2011:8-12).

“Mustafa Kemal, esas itibarıyla katı bir doktrin taraftarı değildi, aksiyon adamıydı. Kendisini hiçbir felsefe doktrini ile sınırlamayan Atatürk'ün, idealist; idealist olduğu kadar pragmatist olduğu söylenebilir. Bu nedenle, özgürlükçü demokrasinin Atatürkçülüğü felsefi yönden ifade eden en uygun terimdir. Bu terimin temeli olan “plüralizm” olabilir.” Demiştir (Giritli, 1981:59-60).

Bu yaklaşımla Türkiye'deki eğitim sorunlarını çözmek için geliştirdiği eğitim politikasının temelini Türkiye'nin gerçekleri oluşturmuştur. Atatürk, herhangi bir ideolojiye bağlı kalmadan, önyargılardan uzak ve herhangi bir felsefi görüşü zorla kabul ettirmeden doğrudan hayat felsefesinden aldığı yaşanmışlıklarla, akıl ve bilimin dayanarak yaptığı çalışmalar sonucunda; eğitimdeki temel hatalara gözlemlemiş, Türkiye de yeni bir eğitim politikasını uygulamaya geçirmek istemiş bunu yaparken de Türkiyenin ekonomik sosyal yaşam şartlarını dikkate alarak yeni bir eğitim politikasını hayatta geçirmeye çalışmıştır. Bununla birlikte her an her şeyin değişebileceği Yani, yönetimde durumsallık olmadığını gösteren Atatürk bunun eğitim politikasında da göstermiştir (Budak, 2003:21-43).

SONUÇ

Atatürk, fikirleriyle, Türk milletinin geleceğiyle birlikte başka milletlerin geleceğini aydınlatan bir lider olmuştur. Mustafa Kemal Atatürk'ün yaptığı devrim hareketi tüm dünyadaki insanların düşüncelerine ön ayak olmuştur. Atatürk bir toplum adamıdır. Toplumların sahip çıktığı insanlar ise, anlaşıldıkları ölçüde büyüktürler. Milli bağımsızlığın adamı olan Atatürk Türk toplumunun bağımsızlığı tüm dünyaya ya duyurmak ve kabullenmelerini sağlamak için harekete geçmiştir. Akıl yoluyla algılama, inceleme, özümseme, düşünme, bilinçlenme ve yaptıklarının derinlerine inme sorunudur.

Eğitim değil, sosyal hayatın değişim sürecinde rol oynayan önemli ve gerçek faktörler sosyoekonomik, Eğitim ve siyasi unsurlardır. Sosyoekonomik ve politik faktörler sosyal değişimin gerçek aktörleridir. Eğitimle birlikte sosyal hayat hızlı değişim sürecine girer bununla birlikte tüm hayatı etkileyen faktörler konusunda bilgi ve beceri sahibi olunmasını ve değişmeyi harekete geçiren bir kurumdur. Eğitim, kökten bir değişime giderek, eğitimde bir devrim yaşanmıştır. Bunla birlikte eğitimde esasicilik(geleneksel) felsefe yerine pragmatizm (yararcılık) felsefe politikası yani modern eğitim yer almıştır. Eğitimde o dönemin şartlarını aşarak geniş, kapsamlı ve köklü bir değişimle özgürlükçü bir role girmiştir.

Atatürk bağımsız bir ekonomi için borçlanmaya asla yer vermemiş aynı şekilde enflasyonu bir finansman olarak görmemiştir. Özgür ve bağımsız bir ekonomi için Mustafa Kemal Atatürk kimseye bağlı kalmadan kararlı ve istikrarlı bir şekilde ekonomi ilkelerini savunmuştur.

Atatürk'ün felsefi ve siyasi düşüncesi Atatürkçü Felsefe Anlayışı ve Günümüzdeki Yansımaları Atatürkçü Düşünce Sistemi, Atatürk tarafından ortaya konan ve Türkiye Cumhuriyeti'nin kuruluş ilkelerine dayanan felsefi bir düşünce sistemidir. Bu anlayış, çağdaş, laik, demokratik ve bilimsel temellere dayalı bir toplum ve devlet hedefler. Günümüzdeki Yansımaları Atatürkçü felsefe, Türk toplumunun değerleri, demokrasiye bağlılığı, laiklik ilkesi ve bilimsel düşünceyle uyumlu bir şekilde günümüzde de yaşamaktadır. Atatürk'ün felsefi ve ideolojik mirası, Türkiye'nin yönetim, eğitim, kültür ve dış ilişkiler alanlarında hala etkilidir. Atatürkçülük ve Geleceğe Bakış Atatürkçü felsefe, Türkiye'nin geleceği için önemli bir vizyonsunmaya devam etmektedir. Bu görüş, ileriye dönük politikaların ve toplumsal değişimin temelini oluşturarak Türkiye'nin çağdaş, demokratik ve refah bir ülke olma hedefini desteklemektedir.

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

Yuary FARRADIA

School of Business and Management
Bio Scientia International Indonesia University
yuary.farradia@i3l.ac.id
Orcid: 0000-0001-7691-3891

Liena PRAJOGI

Faculty of Business and Finance
Media Nusantara Citra University, Jakarta, Indonesia
Liena.prajogi@mncu.ac.id
Orcid: 0009-0000-1169-8203

Chairul HAMDANI

Faculty of Management and Leadership
Tanri Abeng University, Jakarta, Indonesia
rully@tau.ac.id
Orcid: 0009-0008-3644-8292

Restu WIDIATI

Faculty of Business and Finance
Media Nusantara Citra University, Jakarta, Indonesia
rwidiati@gmail.com
Orcid: 0000-0002-6141-6662

Elfina MAULID

Faculty Creative Industry
Media Nusantara Citra University, Jakarta, Indonesia
dhearan.lili01@gmail.com
Orcid: 0000-0002-7811-1638

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

INTRODUCTION

The imperative for sustainability has profoundly reshaped global business landscapes, with an increasing emphasis on green practices across industries. Indonesia's green SME policy framework is anchored in a clear set of strategic objectives aimed at accelerating the sector's transition toward sustainability. Chief among these is the ambition to achieve a minimum 93.5% reduction in Greenhouse Gas (GHG) emissions from all activities by 2045, including those from SMEs (Maswan, *et.al.*, 2025). One of the government strategy is to execute the green SME road map by developing various indicators for green SMEs and set a phased transition schedule until 2045 (Maswan, *et.al.*, 2025).

In parallel, Artificial Intelligence (AI) has emerged as a transformative technology, offering unparalleled opportunities to optimize processes, enhance decision-making, and personalize strategies across various business functions. Artificial intelligence (AI) presents a game-changing opportunity to improve supply chain resilience. AI technologies, including machine learning, predictive analytics, and the Internet of Things (IoT), enable risk prediction, operational optimization, and accelerated recovery from disruptions (Min, 2010).

The integration of AI into green initiatives presents a powerful avenue for SMEs to overcome existing barriers and accelerate their sustainability journey. This is particularly relevant in green marketing, where AI can enable precise targeting of eco-conscious consumers, real-time campaign adjustments, and sustainability performance measurements. On the other hand, AI has high potential to bolster green supply chain management by optimizing logistics, reducing waste, and improving energy efficiency through systems like AI-driven route optimization and smart agricultural practices. However, AI adoption among Indonesian SMEs is still in its early stages, as many smes still facing unfamiliar with this AI technology. AI adoption in SMEs in Indonesia is hampered by problems mainly such as high implementation costs of the infrastructure, lack of digital literacy & skilled talent and limited technology infrastructure.

Success in implementing AI in SMEs operations cannot be separated from the role of human factor capabilities, especially when it will incorporating with the green supply chain management system. Indeed, managing human capital is part of the strategic leadership.

Currently, many Indonesia SMEs, especially agro-based and industrial businesses in particularly in Bogor and Jakarta cities are still experience low digital literacy and limited green human capital, hindering the adoption of sustainable technologies and supply chain systems.

This paper aims to to Develop an AI Readiness and Green Human Capital conceptual model toward SME Sustainability Performance through Strategic Green Marketing and Green Supply Chain Management System Moderated by Strategic Leadership

1. SME SUSTAINABILITY

YCP (2022), study stated that Small- and medium-sized enterprises, more commonly known as SMEs, are the backbone of business in Southeast Asia. Furthermore this study emphasize that despite Indonesia being the internet economy value leader in ASEAN-6, however Indonesia digital transformation for SMEs are still needs to be accelerated further in order to scale up successfully.

As the global deadline for the United Nations Sustainable Development Goals (SDG 2030) rapidly approaches, micro, small, and medium enterprises (MSMEs) face severe pressure to transition toward eco-friendly business paradigms. In Indonesia, the corporate imperative for sustainable transformation is legally reinforced by Presidential Regulation No. 59 of 2024 concerning the National Long-Term Development Plan (RPJPN) 2025–2045, which establishes the "Green Economy" as a foundational framework for the nation's future economic resilience (Bappenas, 2025). Accounting for roughly 61% of Indonesia's Gross Domestic Product (GDP) and employing over 97% of the domestic workforce, Indonesian small and medium enterprises (SMEs) are the vital engine required to actualize these national targets (Zulfiati et al., 2026).

Despite the undeniable strategic necessity of going green, a critical operational "Capacity Gap" persists within the critical economic hubs of the Jakarta and Bogor districts. While urban consumers in the capital demand strict corporate accountability, regional SMEs struggle heavily with systemic, fragmented implementation. According to national diagnostic data from the Indonesian Ministry of National Development Planning (OJK & Bappenas, 2025), fewer than 5% of domestic SMEs have successfully integrated eco-friendly raw procurement or renewable circular processes into their standard corporate architectures. Furthermore, small businesses in this industrial-urban corridor are constrained by a massive capital shortage, with the nationwide MSME green financing gap projected to reach a substantial IDR 2,400 trillion by 2026 (Bappenas, 2025).

2. AI and Human Capital Contribution in Strategic Green Marketing and Green Supply Chain Management System

Specifically, the integration of Artificial Intelligence (AI) and Green Human Capital (GHC) offers an innovative pathway to escape traditional operational constraints. AI-driven systems provide the predictive analytics required to minimize resource waste, while an environmentally upskilled workforce ensures that corporate green values are genuinely executed rather than reduced to cosmetic corporate statements. Consequently, exploring how these joint internal drivers translate into robust Green Supply Chain Management (GSCM) and authentic Green Marketing strategies is a paramount objective for content. While standalone academic studies have separately analyzed the broad benefits of eco-friendly operations, an empirical gap remains regarding how cutting-edge digital technology and human resource systems explicitly interact within the Indonesian SME context. For instance, a seminal study by Tjahjadi et al. (2023) confirmed that "Green Human Capital Readiness" acts as a strong direct antecedent to both green supply chain execution and overall corporate market performance within emerging markets. Similarly, Zulfiati et al. (2026) verified that core supply chain dimensions—including localized product development and eco-distribution—exert a major positive influence on SME performance indicators under the SDG framework. Furthermore, recent regional evidence from Publika (2024) indicates that strategic green marketing significantly reshapes an organization's "enviropreneurial orientation," helping small businesses effectively capture emerging green markets in high-density urban areas.

Integrating Human Capital alongside Artificial Intelligence (AI) addresses a critical gap in sustainable management literature: technology alone cannot drive enterprise sustainability without human agency. For Small and Medium Enterprises (SMEs), which operate under severe resource constraints, this interplay is a core survival mechanism. Integrating AI and human capital for Indonesian SMEs drives sustainability by optimizing green supply chain management (GSCM) and strategic green marketing. Upskilling the workforce in green practices while leveraging AI for automated eco-analytics reduces environmental impact, bolsters brand trust, and ensures compliance with national environmental goals.

2.1 Artificial Intelligence (AI) as an Enabler of Strategic Green Marketing

Theoretically, Strategic green marketing is a tactical approach that integrates environmental benefits into a company's specific product offerings and promotions to gain a competitive edge. AI provides the cognitive infrastructure needed to exploit underutilized green assets. It coordinates real-time data from green supply chains, instantly matching eco-efficient production levels with fluctuating market demands. This dual deployment changes the strategic nature of green marketing from a defensive, cost-inducing activity into an offensive, value-generating differentiator (Asante et al., 2025; Baruno & Indrasari, 2025).

Based on latest 2026 research on Indonesian SMEs (Santosa & Setiawan, 2026; Aristovnik et al., 2026), AI Readiness is a multi-dimensional construct. The AI readiness dimensions and indicators are Technological Readiness (The Infrastructure), Human Capital Readiness (The Skills), Strategic & Organizational Readiness (The Vision) and Environmental/Contextual Readiness. On the other side, Pumplun et al. (2019) and Ma (2023) study of AI readiness use TOE dimension namely Technological factors, Organizational factors and Environmental factors

2.2 Ground Theories Perspective

The theoretical foundation of this paper is the Resource Based View (RBV) of the firm which emphasize on how firms' internal resources and capabilities are related to sustained competitive advantages (Barney, 1991; Peteraf, 1993., Ray, et al., 2004). However, the RBV is restricted to explaining firm-level outcomes and does not consider the environmental impact of firms' activities, thus the Natural Resource Based View (NRBV) respects the constraints of the natural environment and can be seen as “a theory of competitive advantage based upon the firm's relationship to the natural environment” (Hart, 1995). Furthermore, the NRBV seeks to examine how resources can result in competitive advantages as well as positive outcomes for the natural environment. Research on the NRBV has also shown the importance of considering resources not fully controlled by the focal firm, such as green suppliers (Andersen et al., 2020) and green supply chain management (Guang Shi et al., 2012)

This study emphasize in the using of Natural Resource-Based View (NRBV) as the main Grand Theory. Focus on the SMEs in 2026, sustainability is the primary source of their competitive advantage toward sustainability. Based on the NRBV perspective the SME's competitive advantage is rooted in its ability to operate within environmental constraints.

Trough the NRBV theory then the entire "Green" aspect of this study is connecting AI readiness and Green Human Capital to Sustainability Goal.

Zhang & Maelah (2026) study investigated how Green Intellectual Capital (which heavily features Green Human Capital) drives green innovation and competitive advantage. Furthermore the study found that the application of Artificial Intelligence acts as a positive moderator that accelerates the impact of green capital on sustainable innovation. Zhang & Maelah (2026) study is explicitly in Natural Resource-Based Theory (NRBV), means they are evaluating a company's competitive advantage and success based on how it manages its relationship with the natural environment. It can be concluded that AI readiness is not only as an IT asset, but also as a complementary digital capability that supercharges human eco-competencies under an NRBV framework.

In term of human factors the basis theory used is Dynamic Capabilities Theory. According to Teece (1997), this theory explains a firm's ability to "integrate, build, and reconfigure internal and external competences to address rapidly changing environments. Hence, the Dynamic capabilities theory in this study explains how Strategic Leadership uses AI and reconfigures the Supply Chain and Marketing to stay relevant to order to bridge the gap between having a resource (AI) and actually using it effectively.

2.3. Conceptual Framework

Based on the grand theories, a conceptual framework is developed as well as the related indicators used as illustrated in figure 1 below:

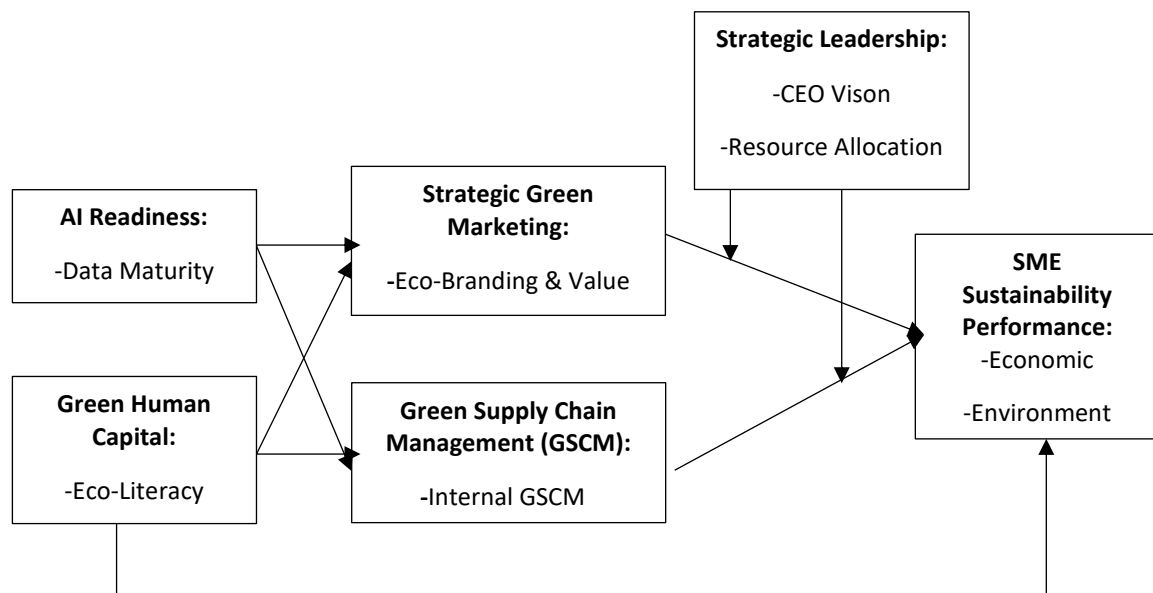


Figure 1. Conceptual Framework

3. RESEARCH METHODOLOGY

This study uses a descriptive research qualitative methodology by doing A semi-structured interview. The output of this descriptive research will generate both model and hypotheses proposal. 12-question Preliminary Pilot Instrument designed as a simple guidance as the basis

of interview distributed to 30 SME's in Jakarta and 30 SME's in Bogor using convenience and snowball sampling approach (table 1). Furthermore, SME choosen is based on the purposive criteria. Only SME's who already join AI training and known green concept is choosen. The unit analysis of this survey is SME organization. Either owner or at least the top management requires to fill the questionnaire which distributed using a goggle form format. A lickert five scale is used namely strongly disagree, disagree, neutral, agree and strongly agree.

Tabel 1. SME Sustainability Readiness Indicator's statement (Jakarta-Bogor Corridor)

No	Section	Statement
	AI Readiness	
1	Data Maturity	SME consistently collects and stores digital data (sales, customer info, or inventory) that could be analyzed by AI tools.
2	infrastructure	The business location (Jakarta/Bogor) has stable connectivity and access to cloud-based services required for intelligent systems.
	Green Human Capital	
3	Eco-Literacy	The employees demonstrate a clear understanding of our environmental goals and the importance of the SDG 2030 targets.
4	Skill Flexibility	The staff is willing and capable of learning new digital tools to improve resource efficiency.
	GSCM System (Mediators)	
5	Internal GSCM	Actively develop product related to the eco design
6	External GSCM	Develop cooperation with our suppliers and customers
	Strategic Green Marketing	
7	Eco-Branding & Value	Designs the products and packaging to explicitly reflect eco-friendly values, positioning sustainability as a core competitive advantage in the market.
8	Green Communication	Use digital channels (Social Media/Web)
	Leadership Strategy (Moderators)	
9	CEO Vision	The leadership team considers "going green" a core strategy for business survival, not just a marketing tactic.
10	Resource Allocation	Reallocate budget toward technology that integrates human talent with sustainable operations.
	Sustainability Performance (DV)	
11	Economic & Eco-Efficiency	Green initiatives are expected to lead cost savings and increased customer loyalty.
12	Resilience	Business feels prepared to navigate changing environmental regulations over the next years.

Source of population is choosen based on some SME community as stated in table 2 below:

Table 2. Source of Population

No	SME Community		Note
1	SME members of OK OCE Indonesia (Jakarta) who recently join AI training	60	Zahra (2026). https://okoce.net/tingkatkan-penjualan-tanpa-ribet-ok-oce-edukasi-umkm-cara-bikin-desain-bisnis-pake-ai/
2	SME Bogor cities	300	Pariticipants adopsi literasi AI literation adoption training. Source: Pemkot Bogor (2025) https://www.instagram.com/p/DQ8AX5zAbTV/
3	SME E-commerce & Dropship (Bogor):	48	https://evermos.id/impact/project/umkm-bogor-raya/
4	REKA Bogor community Pelaku Usaha Kreatif Kota Bogo	35	Reka Bogor (2026). https://rekabogor.id/reka-bogor-dorong-umkm-kreatif-kuasai-ai/

4. FINDING AND DISCUSSION

The summary interview finding is presented in table 3 as follow:

Table 3. Mean Score and Insight Summary Finding

Dimension	Jakarta (Mean Score)	Bogor (Mean Score)	Insight for the Model
AI Readiness	4.2	3.1	Jakarta is tech-ready; Bogor needs infrastructure.
Green Human Capital	3.5	3.8	Bogor has higher eco-intent but lower digital skill.
Green Marketing	4.2	3.0	Jakarta has tendency more ready for the implementation green marketing
Green Supply Chain Management	3.8	3.5	Jakarta has higher both Internal and External GSCM Practice Whilst Bogor has lower Internal GSCM
Leadership Strategic	4.0	3.9	High strategic alignment across both regions.

Based on the interview and observation finding, it indicated that SMEs Sustainability has potential direct relationship with the effort of AI readiness and Green Human Capital. In Addition there is also a relationship between the successfull implementation of Green Supply Chain Management and Green Marketing on the Sustainability of both SMEs. On the other side respondents thoght that the more strategic the leader the more possibility to achieve sustanability as SME's need strong leader to handle their human factors limitation subject to the AI literacy and willingness to do green human capital best practices.

There are some efforts needed that have identified in order to improve all the dimension subject to Sustainabiltiy achievement as follow:

1.Improving AI Readines in Bogor:

To be "AI-ready," Bogor SMEs must first build a solid digital foundation. This will relates with the Green Marketing initiatives.

2. Improving Green Human Capital in Bogor:

- To improve Green Human Capital (GHC) readiness for SMEs in Bogor, business owners should integrate environmental awareness into core recruitment, training, and reward systems.
- By partnering with local institutions and utilizing digital tools, Bogor SMEs can build a sustainable, eco-conscious workforce that drives green innovation and long-term business performance.

3.Improving GSCM in Jakarta and Bogor:

SMEs in Jakarta and Bogor can implement a Green Supply Chain Management (GSCM) system by taking phased, actionable steps. By mapping local resources, prioritizing eco-friendly procurement, auditing local suppliers, reducing waste, and monitoring sustainability performance, small businesses can minimize their environmental footprint while improving long-term efficiency.

4. Implementation of strategic leadership in Jakarta and Bogor:

Focus on green product innovation, circular economy efficiencies (such as zero-waste), and digitalization.

Leaders must shift from short-term profitability to creating strong environmental and social value, in line with national sustainability targets. Based on Samson (2024) study, strategic leaders allocate financial and creative freedom to marketing teams, allowing them to communicate sustainability metrics honestly. This support helps teams navigate consumer skepticism and counter accusations of greenwashing, turning green communication into a clear market advantage.

The above finding is relate to the Grounded in RBV in particular resources form the basis for creating organizational capabilities. AI Readiness indicates that an SME possesses the data architecture, processing power, and software infrastructure required to absorb complex data streams (Asante et al., 2025). Concurrently, Green Human Capital provides the environmental literacy and operational skill sets within the workforce (Agyabeng-Mensah et al., 2020).

When these distinct resource pools are high, they fuel the firm's dynamic capabilities. Specifically, they empower the firm to execute Strategic Green Marketing (SGM) by deploying data-driven eco-branding, micro-targeted sustainable campaigns, and accurate environmental messaging (Tuan, 2024; Zhou, 2025). Simultaneously, they support Green Supply Chain Management (GSCM) by allowing the firm to dynamically re-route green logistics, automatically screen suppliers for environmental compliance, and eliminate material waste (Lerman et al., 2022).

In addition, Green Human Capital without AI readiness leaves employees without the computational tools needed to scale sustainable initiatives efficiently. Awan and Sroufe (2022) study found that Green human capital serves as the operational role that unlocks, translates, and deploys AI readiness assets into functional, compliant marketing and supply chain frameworks.

On the other side, strategic Green Marketing builds customer equity among eco-conscious consumer segments, addresses rising green skepticism through verified transparency, and captures green price premiums to secure economic inflows (Majeed et al., 2022; Wangsa, 2025). In parallel, Green Supply Chain Management acts as an internal engine for resource efficiency. By implementing closed-loop recycling, optimized shipping routes, and low-waste manufacturing, GSCM directly drives down operational costs while minimizing the enterprise's ecological footprint (Mahmood, 2024), driving long-term SME Sustainability.

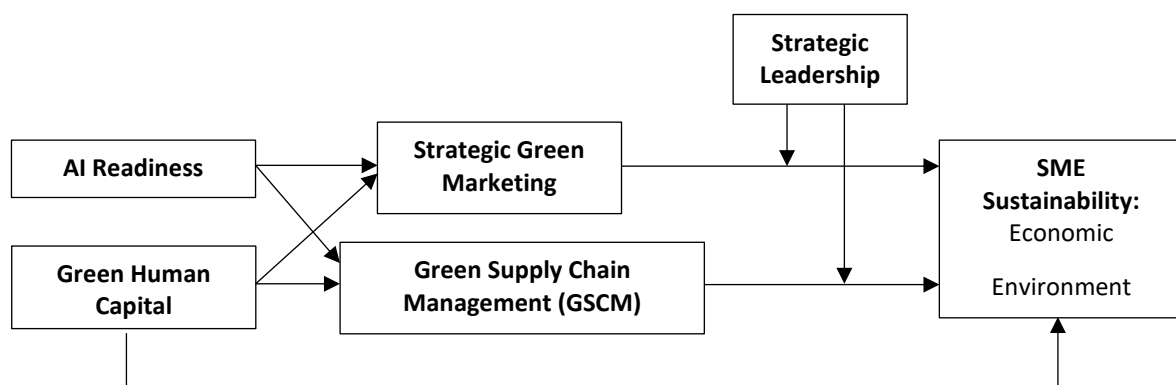
5. CONCLUSION

Sustainability can no longer be treated as a siloed corporate division; rather, it represents an organizational capacity for systemic resilience. Modern resilience requires organizations to view sustainability as a holistic framework rather than an isolated function. The integration of advanced technological infrastructure allows regional small businesses to convert severe global challenges into sustainable market leadership, driving the broader transition toward the nation's SDG 2030 targets. AI-driven capabilities as well as its readiness to be upskilled, SMEs in Jakarta and Bogor will be as the primary architects to achieve sustainability

In terms of Green Supply Chain Management awareness for the SME within Jakarta and Bogor city of Indonesia, it can be concluded that the concept of a green supply chain management is gaining mainstream attention. Its core principle is integrating environmentally friendly practices into the entire supply chain process—from raw material procurement and production to distribution and waste management. Indeed, implementing a green supply chain becomes a sustainable strategy that can increase efficiency, strengthen brand image, and open up new market opportunities for more sustainability-conscious businesses.

The readiness of SMEs in the Jakarta and Bogor cities to utilize AI for strategic green marketing continues to increase. Local governments, academics, and associations are actively conducting training, such as AI literacy training for creative businesses and generative AI will help SMEs able to create environmentally friendly promotional materials efficiently, thereby reducing the use of print media such as brochures or physical banners that produce waste.

Finally, a conceptual model is proposed based on NRBV and Dynamic Capabilities Theories can be illustrated as follow:



LIMITATION OF STUDY

Some limitations of this study are conducted as an Antecedent Study which full of Descriptive conceptual analysis. Therefore further recommendation is to develop a quantitative study to test the model by developing some hypotheses and data analysis based on relevant statistic Tool.

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Selected Methods of Financing Terrorism in Business Transactions

Krzysztof Mucha PhD

University of Opole in Opole
Institute of Legal Sciences,
Faculty of Law and Administration
Poland
krzysztof.mucha@uni.opole.pl
Orcid: 0000-0002-6675-2470

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, ⁹including 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.

⁹ 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*).

The latest data from financial intelligence units around the world indicate a change in the dynamics of the development of activities related to terrorist financing.

The activities of terrorist organisations, whether in terms of logistics or recruitment, are often financed by funds from legitimate business activities.

Income from legal business activity comes primarily from those sectors of the economy in which there are no formal requirements for qualification at the time of commencement of activity and in which the commencement of activity does not require prior significant investments. The risk that a given legitimate business activity will divert funds to support terrorism is greater when the relationship between the reported sales and the actual sale is difficult or impossible to verify.

The procedure of financing terrorism can also take place through internal sources, such as obtaining financial support from members of this wealthy family, income from one's own work and other legal sources of income. The money needed to carry out relatively small terrorist actions can be collected by individual terrorist organizations or come from their savings, obtaining credits and loans, or other income from the business activities they control.

Regardless of the officially operating economic entities engaged in services related to intermediation in the transfer of funds, intermediaries who do not conduct legally registered financial activities in this subject may participate in the cross-border transfer of funds.

The system of informal and unsupervised by authorized state institutions is often referred to as:

1. fei dog,
2. By Shu Gong you,
3. hundi,
4. hawala,
5. rain or
6. fei quian.

It should be noted that the above system is based primarily on trust in intermediaries, resulting from:

1. clan responsibility,
2. family responsibility for the funds received,
3. using codes assigned to transactions and subject to transfer between the principal and the beneficiary,
4. minimizing physical money transfers, by using commodity or invoice settlements between an intermediary receiving money in one country and an intermediary who will pay it out in another country.

The payer in the hawala system deals with the granting of loans, accepts cash deposits covering practically the entire world practically without any use of the official financial system. He always uses for this purpose: one-time passwords, based, for example, on selected quotations from the Koran, names, agreed words or digit codes, which the payer in one country indicates to the intermediary, and the recipient of funds in another country gives the sum transferred in this way.

The Hawala system was originally used by merchants in South Asian countries to securely transfer money between the payer and the recipient of funds. Its important element is to act on the principle of compensation and to rely solely on trust between individual participants of this

informal system. Currently, it is used by terrorist organizations due to its anonymity, convenience, speed and accessibility.

The system is based on a network of intermediaries operating mainly unofficially, often under the cover of other legal business activity, i.e. a travel agency, a currency exchange office, a laundry, a restaurant, kebab bars, a forwarding company.

An important feature of this is the speed of transfers, full anonymity, the possibility of transferring virtually any amount of money, the lack of formalities or documents related to the operation being carried out, and remaining completely outside the zone that may be subject to control by law enforcement agencies, special services, AML/CFT financial intelligence units and fiscal control authorities. It is also particularly important for people using this system that this system ensures financial security of operations and reliability.

Standard cash transfer operations between the sender and the recipient are carried out immediately after accepting cash from the intermediary and providing the password.

An intermediary in the hawala system, when accepting funds from the depositor, orders using: fax, e-mail, telephone call, chat or a post on a social network, an advertisement posted on the Internet, the payment of certain funds in another country to a recipient who uses a specific password. The whole operation is based on trust between intermediaries, and any compensation of the funds transferred in this way takes place every few years, also with the use of a network of special couriers.

Couriers in the hawala system often do not transport cash, but only items or other valuable materials, such as gold, diamonds, antiques and works of art, which can be sold by them after they have delivered them to intermediaries. This procedure ensures that the person involved in receiving and withdrawing certain funds using the hawala system does not have knowledge of who and for whose benefit makes the transaction and on what basis.

Funds transferred using the hawala system can reach the most remote places in the world, especially where there are no legally operating banking institutions. Hawala is also widespread in Western Europe, especially in Germany, France and the United Kingdom, where there are many intermediaries offering services under this system. This is related to the concentration of immigrants from the Middle East, Pakistan and the Philippines.

The FATF, i.e. the Special Group on Counteracting Money Laundering, has repeatedly pointed to the functioning of various types of intermediaries in the Hawala system, ranging from those operating semi-officially, through the hybrid model, often invisible to law enforcement agencies, special services, AML/CFT financial intelligence units and tax control authorities, to the typically criminal model.

As many countries take more and more measures to counter and combat terrorist financing, the physical movement of funds through the hawala system is one of the ways in which terrorist organisations transfer money from legal or illegal economic activities to finance their activities.

CONCLUSION

The European Commission, in its report on the supranational risk assessment of money laundering and terrorist financing of 27 October 2022, did not identify the overall level of

terrorist financing threat to the European Union, but identified around 43 products and services in 8 areas that are potentially vulnerable to their use for terrorist financing purposes.

However, with regard to the hawala system, the European Commission has not determined the level of risk of its use for terrorist financing due to the lack of data for the threat assessment, as well as taking into account the fact that this system is illegal and prohibited in the European Union.

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Threats to the Financial Sector from Money Laundering and Terrorist Financing

Krzysztof Mucha PhD

University of Opole in Opole

krzysztof.mucha@uni.opole.pl

Orcid: 0000-0002-6675-2470

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.

The financial sector, taking into account the possibility of carrying out relatively fast discretionary and burdensome transactions through it, is the one that is subject to a high risk of being used for criminal activities, including for purposes related to money laundering and terrorist financing.

In this sector, and in particular in the banking sector, taking into account the preventive, detection and investigative activities of the authorized state authorities, special interest is directed to various types of activities related to the commission of the so-called basic crimes, as a result of which criminals obtain any property values, which they then try to use in the crime of money laundering or financing terrorism.

In this regard, attention is also paid to crimes related to: extortion of personal data, the use of the so-called "pillars" for the transfer of assets obtained as a result of criminal activity, changes in customer behaviour regarding the increase in the number of transactions carried out via electronic banking in the online mode and resignation from visits to bank customer service points. At this point, attention should also be paid to the much greater use of bank transfers for conducting criminal activities and changes in the volume and value of transactions carried out, as well as the increase in the number of identified cases of opening bank accounts or granting bank loans and credits for stolen identities to natural persons who have never previously opened such bank accounts and have never taken out such loans and credits.

Exposure to a high 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.

When it comes to banking products and services that are particularly vulnerable to being used for fraud and abuse on the banking market or for the transfer or storage of funds that come from crime, it is worth paying attention to the collection bank accounts, which are used to handle the so-called mass payments for individuals. Bank accounts of this type are offered by the banking sector to business entities engaged in financial intermediation and are an area of high risk, due to the fact that it is difficult to identify the actual principals of money transactions and their actual beneficiaries of such transactions.

It should be noted that there are products and services in the banking sector that are distinguished by a relatively moderate level of risk related to money laundering and terrorist financing, and undoubtedly include the use of prepaid payment cards in order to make it difficult to identify persons carrying out money transactions related to money laundering or terrorist financing.

In the banking sector, the areas highly exposed to the risk of being used for money laundering or terrorist financing are services related to:

1. transferring the value of electronic money;
2. money transfer services;
3. services of storing valuables in safe deposit boxes;
4. products and services that are inherently conducive to anonymity, i.e. bearer instruments), as well as
5. instruments of extraordinary complexity and structure without any obvious economic objective of their implementation.

Areas exposed to the risk of money laundering and terrorist financing in the banking sector are also the activities of entities that deal with the creation of legal entities, which are operated by banking institutions.

The high risk of being used for money laundering and terrorist financing is also associated with the establishment of business relations by banks with natural persons or business entities without the physical presence of the client or their representative in the bank, as well as the so-called outsourcing of the so-called financial security measures by banks.

CONCLUSION

As indicated by the Financial Action Task Force (FATF), as part of extensive ownership structures built solely for the purposes of hiding their beneficial owners in money laundering and terrorist financing, business entities that are interested in opening bank accounts or using other banking services and products are often used, characterized by:

1. a multiply complex capital and personnel structure;
2. lack of actual business activity;
3. not carrying out any other monetary operations;
4. the absence of any employees, and
5. not having any significant financial assets.

Business entities are also used that have characteristics characteristic of legal entities, but which are only used to hide and brand illegal financial activity and bearer shares and stocks.

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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 <u>Moderator:</u> Prof. Dr. Lamia HAMMAD <u>Speakers:</u> 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
<u>“Room Link:</u>	<u>Zoom Meeting Link for Room 1</u>

CEO Congress Zoom Meeting Room 1
6 June 2026, Saturday

<u>Keynote Speakers Session</u>	
Saturday 6 June 2026 10:00- 11:30	<u>Moderator:</u> Assoc. Prof. Dr. Analjyoti BASU <u>Keynote and Guest Speakers:</u> 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-KAFABI, Director of Arrows Research Consultancy, New Zealand Prof. Dr. Hernán E. Gil FORLEO, University of Buenos Aires, Argentina Carles Agustí i Hernández, International Governance Consultant & SDG Manager, Barcelona/Spain
	<u>"Room Link:</u> <u>Zoom Meeting Link for Room 1</u>

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

CEO Congress Zoom Meeting Room 1
6 June 2026, Saturday

Meeting Room 1		<u>Zoom Meeting Link for Room 1</u>	
6 June 2026	12:00-	Moderator	Wiwiek Mardawyah DARYANTO
Session 1	13:30		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 Organizational Culture On Environmental Performance Mediated By Green Innovation And Job Satisfaction At The General Secretariat Of The Indonesian National Armed Forces (Setum Tni) - 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 Hendradinata 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 Jihad Fisabilillah Qatamsi 7. The Effect of Product Difference, Customer Experience, and Brand Image on the Decision to Choose Tazkirunnas Madrasah Ibtidaiyah - 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	<u>Zoom Meeting Link for Room 1</u>		
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	<u>Zoom Meeting Link for Room 1</u>		
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 Tajeja, 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. Rafal 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 Algorithmized: 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 NAGVANSI, Marketing Manager Dhriti MALIK, Asst. Prof. Angad MUNSHI				

CEO Congress Zoom Meeting Room 1
7 June 2026, Sunday

Meeting Room 1		<u>Zoom Meeting Link for Room 1</u>	
7 June 2026 <u>Session 6</u>	09:00- 10:30	Moderator	Liena PRAJOGI
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 PRAJOGI, Yuany FARRADIA, Amelia Naim INDRAJAYA, Vita Maya KUSUMAWATI, Farah Agharid ZAHRA, Dewi MELATI 5. Integrating AI and Human Capital in Strategic Green Marketing and Green Supply Chain Management Systems for Indonesian SMEs Sustainability - Yuany FARRADIA, Liena PRAJOGI, Chairul HAMDANI, Restu WIDIATI, Elfina MAULID 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 <u>Session 7</u>	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 <u>Session 8</u>	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.
- Digital Communication and Academic Integrity in Higher Education: Challenges and Strategies in the Age of AI - Prof. (Dr.) Nikhil V. Sangvikar - Household Adaptation Strategies in the Face of Urban Sanitation Challenges: The Case of the 7^{ème} Arrondissement of the 7^{ème} Arrondissement of N'Djamena (Chad) - Laouna OUANG-YANG - Human Capital Development and Green Industrialization in Sub-Saharan Africa: A Bidirectional Analysis - Rayanguénéwendé Abdoul Kader Bouda, Tibi Didier Zoungrana - Challenges of the System of Taxation and Distribution of Income in Albania - Assosiate Professor Valbona Ribaj, MSc Rebeka Ribaj - The Economic Impact of Labor Migration and Remittances on the Georgian Economy – Dr. Valeri Mosiashvili, Mariami Banetishvili - Artificial Agenthood as a Catalyst for Equitable Global Transformation: Reframing Peace and Sustainability in an Automated Age - Dr. Mohammad Haseen AHMED - Description of the Celestial Globe of Astronomical Equipment in The Works of Alisher Navai - Saidbahrom X Azizov - 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 Tedarik Zincirlerinde 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 Yansımalarının 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 RUSTOMOV HACI OĞLU 6. Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Etiğinin Yeri Ve Rolü - Asst. Prof. Dr. Parviz RUSTOMOV HACI OĞLU			

CEO Congress Zoom Meeting Room 2

7 June 2026, Sunday

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
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 Yönetimsel 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	<u>Zoom Meeting Link for Room 2</u>		
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: Tarihî 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 İlham			

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
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 ŞEVİRAN, Dr. Lecturer Leyla Dönmez BAYRAKCI 2. Üniversite Öğrencilerinin Afet Senaryolarında Gösterdikleri Davranışlarında Afet Kaygısının Rolü - Graduate Student Elif ŞEVİRAN, Dr. Lecturer Leyla Dönmez BAYRAKCI 3. Ders Kitaplarında Su Okuryazarlığı - Ülkü ÖZMEN, Dr. Öğr. Üyesi Leyla DÖNMEZ BAYRAKCI 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	<u>Zoom Meeting Link for Room 2</u>		
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 International CEO Communication, Economics, Organization & Social Sciences Congress

7 June 2026, Sunday

Meeting Room 1	<u>Zoom Meeting Link for Room 1</u>		
<u>7 June 2026</u> <u>Closing Session</u>	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