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5. INTERNATIONAL EMI ENTREPRENEURSHIP SOCIAL SCIENCES CONGRESS

June 29-30, 2020 Gostivar/N.Macedonia

Proceedings Book

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**5. International EMI
Entrepreneurship and Social Sciences
Congress**

PROCEEDINGS E-BOOK

29-30 June 2020 - Gostivar/N.Macedonia

Editors:

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Asst. Prof. Dr. Ahmet Tuncay ERDEM

Assoc.Prof. Dr. Dababrata CHOWDHURY

Assoc.Prof. Dr. Murteza HASANOĞLU

Published by:

Dilkur Akademi

Publishing Date:

25.09.2020

ISBN: 978 – 605 – 06656 – 0 – 4

PRESENTATION

International Vision University, Nişantaşı University, Cyprus Social Sciences University, Abant İzzet Baysal University, Central Asian American University and Dilkur Academy served as the vehicle of dissemination for a showpiece of articles at the **5th International EMI** Entrepreneurship and Social Science Congress (EMISSC 2020 **Gostivar/N.Macedonia**) that was held in the Gostivar on June 29–30, 2020. EMISSC 2020 and forth coming meetings aim to provide a platform for discussing the issues, challenges, opportunities and findings of **Entrepreneurship 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. We hope that EMISSC 2020 and forth coming meetings will push the boundaries of what business schools do, and how we can better connect with the social sciences. It is a great privilege for us to present the proceedings of EMISSC 2020 Gostivar to the authors and delegates of the event. We hope that you will find it useful, exciting and inspiring. The submitted manuscripts was from 27 countries: *India, Canada, Uzbekistan, Pakistan, Morocco, Bangladesh, United Kingdom, Scotland, United States of America, Jordan, Nepal, United Arab Emirates, Turkey, TR North Cyprus, Kazakstan, Azarbaijan, Kirghiztan, Egypt, Ukraine, Macedonia, Indonesia, New Zeland, Syria, Norway, Indonesia, Kosovo*. Alas, several manuscripts from prestigious institutions could not be accepted due to the reviewing outcomes and our capacity constraints. The 2-day long event gathered close to **310** national and international attendees to enliven a constellation of contributions. Keynote lectures by renowned colleagues (Prof. **Shibli Rubayat ul Islam**, Prof. Dr. **Emin ÇİVİ**, Prof. Dr. **Şevki ÖZGENER**, Assoc. Prof. Dr. **M. Naci EFE**, Assoc. Prof. Dr. **Dababrata CHOWDHURY**, Assoc. Prof. Dr. **Elira TURDUBAEVA**, Dr. **A. Mohammed ABUBAKAR**, Dr. **Siham El KAFAFİ**, Assoc. Prof. Dr. **Erdoğan EKİZ**, Assoc. Prof. Dr. **Murteza HASANOĞLU**), 12 awards were issued to distinguished papers, and a total of **232 oral presentations**. On the day of completion of this journey, we are delighted with a **high level of satisfaction and aspiration**.

It is important to offer our sincere thanks and gratitude to a range of organizations and individuals, without whom this year's conference would not take place. We would like to **thank all the conference delegates, the Track Chairs, the reviewers and the staffs at International Vision University for their efforts**. This conference would have not materialized without the efforts of the contributing **authors for sharing the fruit of their research and the reviewers for scrutinizing**, despite their busy schedules. We also thank **our members and colleagues who accepted the duty to participate in the Scientific Committee** and for their valuable help in the screening, selecting, and recommending best contributions.

This full-text books, **more than half of the published studies presented in the report consist of participants from outside Turkey**. Hope it will be useful to academics and practitioners...

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A Special Thanks To...

Below is a list of individuals who have supported EMI Congress 2020 Gostivar 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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**5th International EMI
Entrepreneurship & Social Sciences Congress
29-30 June 2020 Gostivar/N.Macedonia**

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CONGRESS PROGRAM

With the participation and contributions of academics from **27 countries**: India, Canada, Uzbekistan, Pakistan, Morocco, Bangladesh, United Kingdom, Scotland, United States of America, Jordan, Nepal, United Arab Emirates, Turkey, TR North Cyprus, Kazakshstan, Azarbaijan, Kirghiztan, Egypt, Crimea of Russia Federation, Ukraine, Macedonia, Indonesia, New Zeland, Syria, Norway, Indonesia, Kosovo.

Congress Language: Turkish & English

Gostivar	
Monday, 29 June 2020 10:00-12:00	<p>Opening Speeches</p> <p>Dr. Mohammed ABUBAKAR, Coordinator of EMI Congress Prof.Dr. Himmet KARADAL, Chair of EMI Congress Prof.Dr. Mustafa TÜMER, Honorary President, TRNC Prof.Dr. Mustafa ALIŞARLI, Rector, Bolu Abant İzzet Baysal University, Turkey Prof.Dr. Fadıl HOCA, Rector, International Vision University, Gostivar/N.Macedonia Prof.Shibli Rubayat Ul Islam, University of Dhaka, Bangladesh Dr. Akhmetov Berik Bakhytzhovich, Rector, Yessenov University, Kazakhstan Prof.Dr. Ünal AY, Rector, Çağ University, Turkey Evren DİNÇER, Mayor of Aksaray/Turkey</p> <p>Opening Session</p> <p><i>“The Role of Entrepreneurship in Recovering from COVID-19”</i> (in Turkish) Moderator: Prof.Dr.Ercan KAHYA, Rector, İTÜ North Cyprus Campus, TRNC Prof.Dr.Mensur NUREDİN, International Vision University, Gostivar/N.Macedonia Prof.Dr. Himmet KARADAL, Bolu Abant İzzet Baysal University, Turkey Prof.Dr. Şevki ÖZGENER, Nevşehir Hacı Bektaş Veli University, Turkey Assoc.Prof.Dr. M.Naci EFE, Chairman of the Board, Ekol Security Group & Gorazde University, Bosnia and Herzegovina Assoc.Prof.Dr. Leyla TÜRKER ŞENER, İstanbul University, Turkey Assoc.Prof.Dr. Elira TURDUBAEVA, American University of Central Asia, Kirghizistan Assoc.Prof.Dr. Murteza HASANOĞLU, Academy of Public Administration of Azerbaijan Assoc.Prof.Dr. Dababrata CHOWDHURY, University of Suffolk, United Kingdom</p>

5th International EMI PANEL

Gostivar	
Monday, 29 June 2020	“The Role of Entrepreneurship in Recovering from COVID-19”
19:00-20:00	<p>Moderator</p> <ul style="list-style-type: none"> ❖ Assoc.Prof.Dr.Dababrata CHOWDHURY, University of Suffolk, United Kingdom <p>Guest Speakers</p> <ul style="list-style-type: none"> ❖ Dr. Siham El-Kafafi, Director of Arrows Research Consultancy Ltd, New Zealand ❖ Prof. Dr. Padmakali BANERJEE, Amity University, India “Entrepreneurship in the times of COVID 19.An Indian perspective” ❖ Prof. Dr. Emin CİVİ, University of New Brunswick Saint John, Canada ❖ Prof. Dr. Natalia Latygina, Kiev National University of Trade and Economics, Ukraine ❖ Assoc. Prof. Dr. Erdoğan EKİZ, Mohammed VI Polytechnic University, Morocco ❖ Assoc. Prof. Dr. Anukrati Sharma, University of Kota, Kota Rajasthan, India

PARALLEL SESSIONS

GOSTIVAR SESSIONS

Gostivar		
Sessions	Monday, 29 June 2020	Moderator
Covid-19 Session 1	13:00-14:30	Prof.Dr. Şevki ÖZGENER Asst.Prof.Dr.Ali GÜRSOY
Covid-19 Session 2	14:30-16:00	Prof. Dr. Sima NART Asst. Prof. Dr.İnci ERDOĞAN
Covid-19 Session 3	16:00-17:30	Prof.Dr. Enver AYDOĞAN Asst.Prof.Dr. Volkan IŞIK
Covid-19 Session 4	17:30-19:00	Assoc.Prof.Dr. Selami ÖZSOY Assoc.Prof.Dr. Veclal GÜNDÜZ
PANEL: Challenges and Opportunities of Covid 19	19:00-20:00	Assoc.Prof.Dr. Dababrata CHOWDHURY

Gostivar		
Sessions	Tuesday, 30 June 2020	Moderator
Entrepreneurship Session 1	09:00-10:30	Prof.Dr. Haşim AKÇA Assoc.Prof. Dr. Zeliha TEKİN
Entrepreneurship Session 2	10:30-12:00	Prof. Dr. Kenan PEKER Assoc.Prof. Dr. Recep YÜCEL
Entrepreneurship Session 3	13:00-14:30	Prof. Dr. Mazlum ÇELİK Assoc. Prof. Dr. Aykut GÖKSEL
Entrepreneurship Session 4	14:30-16:00	Prof. Dr. Muhsin HALİS Dr.Nasiye Çiğdem ULUÇ
Entrepreneurship Session 5	16:00-17:30	Prof. Dr. Orhan ÇOBAN Asst.Prof.Dr. Pınar Gökçin ÖZUYAR

OHRİ SESSIONS

Ohri		
Sessions	Monday, 29 June 2020	Moderator
Education Session	13:00-14:30	Prof.Dr. H. Esra KARABACAK Asst.Prof.Dr. Serdal IŞIKTAŞ
Marketing Session	14:30-16:00	Assoc.Prof.Dr. Recep Baki DENİZ Dr. Bahar GÜRDİN
Political Science Session	16:00-17:30	Assoc.Prof.Dr. Esra DİNÇ ELMALI
Communication & Media Session	17:30-19:00	Prof.Dr. Hakan AYDIN Asst.Prof.Dr. Tülin SEPETÇİ

Ohri		
Sessions	Tuesday, 30 June 2020	Moderator
Humanities Session	09:00-10:30	Prof.Dr. Ahmet Vecdi ÇAN Assoc. Prof.Dr. Efe EFEOĞLU
Economics & Finance Session 1	10:30-12:00	Prof.Dr.Orhan ELMACI Assoc.Prof.Dr.Tunga BOZDOĞAN
Economics & Finance Session 2	13:00-14:30	Assoc.Prof.Dr. Mine AKSOY Dr. Yahya Can DURA
Economics & Finance Session 3	14:30-16:00	Assoc.Prof.Dr. Zuhul ERGEN
Economics & Finance Session 4	16:00-17:30	Prof.Dr. Said KINGİR Asst.Prof.Dr. İlkül KAYA ZENBİLCİ

PARALLEL SESSIONS - ÜSKÜP SESSIONS

Üsküp		
Sessions	Monday, 29 June 2020	Moderator
Management Session 1	13:00-14:30	Assoc.Prof.Dr. Mine HALİS Asst.Prof.Dr. Leyla İÇERLİ
Management Session 2	14:30-16:00	Prof.Dr. Uğur YOZGAT Assoc.Prof.Dr. İbrahim YALÇIN
Management Session 3	16:00-17:30	Assoc.Prof.Dr. Metin KAPLAN Asst. Prof. Dr. Murat BOLELLİ
Management Session 4	17:30-19:00	Prof. Dr. Yavuz DEMİREL Asst.Prof.Dr. Savaş S. ATEŞ

Üsküp		
Sessions	Tuesday, 30 June 2020	Moderator
Management Session 5	09:00-10:30	Prof.Dr.Ömer TURUNÇ Asst.Prof.Dr. Mohammed ABUBAKAR
Management Session 6	10:30-12:00	Prof.Dr.Ahmet DİKEN
Management Session 7	13:00-14:30	Prof.Dr.Zoran FILIPOVSKI Assoc.Prof.Dr. Hatice ÖZKOÇ
Management Session 8	14:30-16:00	Prof.Dr. Asım SALDAMLI Atty. Dr. Fahri ÖZSUNGUR
Management Session 9	16:00-17:30	Assoc. Prof. Dr. İbrahim Efe EFEOĞLU Assoc.Prof.Dr. Erdal ŞEN

KALKANDELEN SESSIONS

Kalkandelen		
Sessions	Monday, 29 June 2020	Moderator
Management Session 10	13:00-14:30	Assoc.Prof.Dr. Nafila RAHİMOVA Asst.Prof.Dr. Gözde MERT
Management Session 11	14:30-16:00	Asst.Prof.Dr.Mohammed ABUBAKAR Asst.Prof.Dr. Özgür ÇARK
Management Session 12	16:00-17:30	Assoc.Prof.Dr.Elira TURDUBAEVA Assoc.Prof.Dr. Murteza HASANOĞLU
Management Session 13	17:30-19:00	Prof.Dr. Abdulmecid NUREDİN Asst.Prof.Dr. Ahmet Tuncay ERDEM

Kalkandelen		
Sessions	Tuesday, 30 June 2020	Moderator
Communication & Media Session	09:00-10:30	Asst.Prof.Dr. Rengim Sine NAZLI Asst.Prof.Dr. Enes BAL
Economics & Finance Session 5	10:30-12:00	Prof.Dr.Ahmet ERGÜLEN Asst.Prof.Dr. Polat YÜCEKAYA

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New Powers for Surveillance and Data Colonialism

Assoc.Prof.Dr.Elira TURDUBAEVA
American University Central Asia, **Kyrgyzstan**
eliraturdubayeva@gmail.com

Artificial Intelligence (AI) is part of our daily lives. This technology shapes how people access information, interact with devices, share personal information, and even understand foreign languages. It also transforms how individuals and groups can be tracked and identified, and dramatically alters what kinds of information can be gleaned about people from their data. AI has the potential to revolutionise societies in positive ways. However, as with any scientific or technological advancement, there is a real risk that the use of new tools by states or corporations will have a negative impact on human rights (Article 19, 2018).

Artificial Intelligence (AI) and its applications are a part of everyday life: from curating social media feeds to mediating traffic flow in cities, and from autonomous cars to connected consumer devices like smart assistants, spam filters, voice recognition systems and search engines.

The sudden rise of these applications is recent, but the study and development of AI is over half a century old: the term was coined in 1956, though the concept goes back even further, to the late 1700s. Current momentum is fuelled by the availability of large amounts of data, affordable and accessible computational power, continued development of statistical methods, and the fact that technology is now embedded into the fabric of society. We rely on it in more ways than most are even aware of (Cath et.al., 2017).

According to Karaganis, digital culture is also about the transformation of what it means to be a creator within a vast and growing reservoir of media, data, computational power, and communicative possibilities. We have few tools and models for understanding the power of databases, network representations, filtering techniques, digital rights management, and other new architectures (Karaganis, 2007).

Karaganis claims that digital technologies are powerful forces of deterritorialization—of disembedding knowledge and culture from existing institutions, practices, and geographies—but they are also tools of continuous social and political reterritorialization, as borders are redrawn, new institutions and structures emerge, and new forms of control are established (Karaganis, 2007).

The current research on digital culture and power include emergent forms of personal agency and authority, from our changing relationship with the digitally mediated past, to the expanded scale of interpersonal networks, to the emergence of new systems of trust and credentialization. It includes new powers for surveillance and for tacit, system-level control of behavior exercised by corporate actors and states. It includes the roles that different technical architectures play in conditioning and distributing these new forms of power, authority, and sociability. It requires, finally, attention to the differential effects of flows of information, culture, and technology around the world, as these interact with patterns of structural inequality and distinctive social histories (Karaganis, 2007).

According to Karaganis et al., digital culture, is not just about new forms of collaboration or about corporate control, although these features are central. It is also about the transformation of what it means to be a person or a cultural actor located within a vast and growing reservoir of media, data, computational power, and communicative possibilities. Of these aspects, communication may be the most familiar dimension and the easiest one to study and understand. In contrast, we have fewer tools and models for understanding the power of databases, network representations, filtering techniques, and other new architectures of agency and control. We have fewer accounts of how these new capacities transform our shared cultures, our understanding of them, and our capacities to act within them (Karaganis, 2007).

According to we're already seeing the first fruits of combining artificial intelligence with surveillance. IC Realtime is one example. Its flagship product, unveiled last December, was billed as Google for CCTV. It's an app and web platform named Ella that uses AI to analyze what's happening in video feeds and make it instantly searchable. Ella can recognize hundreds of thousands of natural language queries, letting users search footage to find clips showing specific animals, people wearing clothes of a certain color, or even individual car makes and models. Ella runs on Google Cloud and can search footage from pretty much any CCTV system. "[It] works well on a one-camera system — just [like] a nanny cam or dog cam — all the way up to enterprise, with a matrix of thousands of cameras.

China provides one example of what this can look like. Its western Xinjiang region, where dissent from the local Uighur ethnic group is being suppressed, has been described as "a laboratory for high-tech social controls," in a recent *Wall Street Journal* report. In Xinjiang, traditional methods of surveillance and civil control are combined with facial recognition, license plate

scanners, iris scanners, and ubiquitous CCTV to create a “total surveillance state” where individuals are tracked constantly in public spaces. In Moscow, a similar infrastructure is being assembled, with facial recognition software plugged into a centralized system of more than 100,000 high-resolution cameras which cover more than 90 percent of the city’s apartment entrances.

“It’s troubling to me that a lot of these systems are being pumped into our core infrastructure without the democratic process that would allow us to ask questions about their effectiveness, or to inform the populations they’ll be deployed on,” says Whittaker. “This is one more example in the drumbeat of algorithmic systems that are offering to classify and determine the typology of individuals based on pattern recognition drawn from data that embed cultural and historical biases.”

Database as a Central Cultural Form

According to Bowker (2007) over the past 200 years, massive new waves of information classification and standardization have taken place—international classifications were developed for diseases, work, criminal physiognomy, and so forth. Facts could be split apart, sorted into pigeonholes, and reassembled in new ways. It is a direct outgrowth of this work at the turn of the 21st century that we get the emergence of the database as a central cultural form. Lev Manovich (1999) puts it beautifully:

As a cultural form, the database represents the world as a list of items and it refuses to order this list. In contrast, a narrative creates a cause-and-effect trajectory of seemingly unordered items (events). Therefore, database and narrative are natural enemies. Competing for the same territory of human culture, each claims an exclusive right to make meaning out of the world. (p. 225)

Manovich develops the syntagm–paradigm couple, where the syntagm represents a statement that is made and the paradigm represents the set of possible statements. He argues that with the new technology: “Database (the paradigm) is given material existence, while narrative (the syntagm) is de-materialized. Paradigm is privileged, syntagm is downplayed. Paradigm is real, syntagm is virtual” (p. 231).

Bowker (2007) gives a name to the current epoch by calling it the epoch of potential memory. To continue Manovich’s trope, this is an epoch in which narrative remembering is typically a post hoc reconstruction from an ordered, classified set of facts that have been scattered over multiple physical data collections. The question is not what the state “knows” about a particular individual, but rather what it can know should the need ever arise. A good citizen of the

modern state is one who can be well counted, along numerous dimensions, on demand. We live in a regime of countability with a particular spirit of quantification. Michel Foucault (1991) pointed out that this is one of the principles of governmentality: A modern state needs to conjure its citizens into such a form that they can be enumerated. The state may then decide what kind of public health measures to take, where to provide schooling, what kind of political representation should be afforded, and so on (Bowker 2007).

Bowker claims that in order to be fully countable and thus remembered by the state, a person needs first to fit into well-defined classification systems. At the start of this epoch, the state would typically—where deemed necessary—gain information on its citizens through networks of spies and informers writing narrative reports. Such information gathering continues today but is swamped by the effort to pull people apart along multiple dimensions and reconfigure the information at will (Bowker, 2007).

According to Bowker, information integration, then, has a lot to do with the power of the state—the ability to collect data from numerous disparate resources, collocate it through the production of (im)mutable mobiles, and then use it to plan the future. The information tools of empire (i.e., statistics, databases) lend a certain sense of inevitability to all the changes that we witness—we are either enthralled by the spectacle or deadened by the difficulty of imagining change (Bowker 2007).

As we have seen, at a transitional movement into a new regime of memory practices, new configurations of knowledge/power come into play. These new orderings of the past are generally portrayed post hoc as liberatory by those who benefit from the change. Our new orderings are not more accurate (the past is being reworked now just as much as ever) nor more liberatory than previous regimes. However, there are new opportunities presented, and it is a key task for the social scientist to plumb the political roots of the new information infrastructures we are building (Bowker 2007).

Big Data and AI

According to Wachter, Big Data analytics and artificial intelligence (AI) draw non-intuitive and unverifiable inferences and predictions about the behaviors, preferences, and private lives of individuals. These inferences draw on highly diverse and feature-rich data of unpredictable value, and create new opportunities for discriminatory, biased, and invasive decision-making. Data protection law is meant to protect people's privacy, identity, reputation, and autonomy, but is

currently failing to protect data subjects from the novel risks of inferential analytics (Wachter, 2019).

Wachter claims that individuals are granted little control and oversight over how their personal data is used to draw inferences about them (Wachter, 2019).

According to Cowls et al., the idea of Artificial Intelligence (AI) for Social Good (henceforth AI4SG) is becoming popular in many information societies and gaining traction within the AI community (Hager et al. 2017). Projects addressing AI4SG vary significantly. They range from models to predict septic shock (Henry et al. 2015) to game-theoretic models to prevent poaching (Fang et al. 2016); from online reinforcement learning to target HIV-education at homeless youths (Yadav, Chan, Jiang, et al. 2016) to probabilistic models to prevent harmful policing (Carton et al. 2016) and support student retention (Taddeo and Floridi 2018a). Indeed, new applications of AI4SG appear almost daily, making possible socially good outcomes that were once less easily achievable, unfeasible, or unaffordable (Cowls et.al., 2018).

Cowls et.al. claim that, AI software is shaped by human values which, if not carefully selected, may lead to “good-AI-gone-bad” scenarios. For example, consider the failure of IBM’s oncology-support software, which attempts to use machine learning to identify cancerous tumours, but which was rejected by medical practitioners “on the ground” (Ross and Swetlitz 2017). The system was trained using synthetic data and was not refined enough to interpret ambiguous, nuanced, or otherwise “messy” patient health records (Strickland 2019). It also relied on US medical protocols, which are not applicable worldwide. The heedless deployment and the poor design of the software led to misdiagnoses and erroneous treatment suggestions, breaching the trust of doctors and hospitals (Cawls et.al., 2018).

At the same time, the genuinely socially good outcomes of AI may arise merely by chance, for example through an accidental application of an AI solution in a different context. This was the case with the use of a different version of IBM’s cognitive system. In this case, the Watson system was originally designed to identify biological mechanisms, but when used in a classroom setting, it inspired engineering students to solve design problems (Goel et al. 2015). In this instance, AI provided a unique mode of education (Cawls et.al., 2018).

Cawls et. al., focus on factors that are particularly relevant to AI as a technology designed and used for the advancement of social good. To anticipate, these are: *(1) falsifiability and incremental deployment; (2) safeguards against the manipulation of predictors; (3) receiver-*

contextualised intervention; (4) receiver-contextualised explanation and transparent purposes; (5) privacy protection and data subject consent; (6) situational fairness; and (7) human-friendly semanticisation (Cawls et.al., 2018).

Microsoft’s infamous Twitter bot, Tay, acquired meanings, in a very loose sense, at runtime, as it learned from Twitter users how it should respond to tweets. After deployment in the real—and frequently vicious—world of social media, however, the bot’s ability to adapt constantly its “conceptual understanding” became an unfortunate bug, as Tay “learned” and regurgitated offensive language and unethical associations between concepts from other users (Neff and Nagy 2016).

The use of AI to predict future trends or patterns is very popular in AI4SG contexts, from applying automated prediction to redress academic failure (Lakkaraju et al. 2015), to preventing illegal policing (Carton et al. 2016), and detecting corporate fraud (Zhou and Kapoor 2011).

Digital Rights and Freedom

The past decade has seen a staggering decline around the world in digital freedom, as the human rights nonprofit Freedom House underscored in a report last year. China has largely taken center stage in this decline narrative, thanks to tools like its social credit system and facial recognition technology, which allow the country to shrink personal freedoms, especially those of ethnic minorities in Xinjiang. Not to be left behind, Russia also has recently announced its plan to “unplug” the country from the internet. And in March, Russian President Vladimir Putin signed a “fake news” law that will severely limit online speech for its citizens (Jash 2019).

But while observers have kept a steady eye on these admittedly unsurprising curbs on digital rights in countries like China and Russia, an overlooked method of digital repression—internet shutdowns—is most rampant not in an authoritarian regime, but in the world’s largest democracy: India. According to a Software Freedom Law Center tracker, there have been more than 300 reported shutdowns in India over the past six years. (And these are just the incidents that have been reported; it’s likely that there have been more.) This data point makes India the leading country for internet shutdowns globally, even surpassing countries like Iraq, Syria, Pakistan, and the Democratic Republic of Congo. It challenges the prevailing assumption that digital authoritarianism is only a problem in authoritarian countries (Jash 2019).

Recently, it floated a new set of intermediary guideline rules that look to curb the misuse of social media platforms and the spread of fake news. A February New York Times report called

this a “Chinese-style internet censorship” approach. More than ever, it’s become increasingly clear that this sort of “networked authoritarianism” is on display in India (Jash 2019).

As artificial intelligence (AI) has demonstrated its power to revolutionise fundamental systems of communication, commerce, labor, and public services, it has captured the attention of the technology industry, public officials, and civil society. The potential of AI to perform tasks with speed and at scale beyond human capability has fueled great excitement. AI systems are already deeply embedded in our everyday lives - from helping us navigate through morning traffic to offering up the day’s news, to more nefarious uses of systems for surveillance (Vincent, 2018) warfare (Coughlan, 2018) and oppressing democratic dissent (Kania, 2018). Yet many of the most powerful stakeholders in the field have only just begun to consider the impact of AI systems on society, democracy, rights, and justice (Article 19, 2019).

If implemented responsibly, AI can benefit society. However, as is the case with most emerging technology, there is a real risk that commercial and state use has a detrimental impact on human rights. In particular, applications of these technologies frequently rely on the generation, collection, processing, and sharing of large amounts of data, both about individual and collective behaviour. This data can be used to profile individuals and predict future behaviour. While some of these uses, like spam filters or suggested items for online shopping, may seem benign, others can have more serious repercussions and may even pose unprecedented threats to the right to privacy and the right to freedom of expression and information (‘freedom of expression’) (Dodd, 2017). The use of AI can also impact the exercise of a number of other rights, including the right to an effective remedy, the right to a fair trial, and the right to freedom from discrimination (Article 19, 2018).

The various principles developed by industry and states have, as of yet, failed to develop strong accompanying accountability mechanisms. They lack concrete and narrowly defined language (Article, 2018), independent oversight or enforcement mechanisms, and clear transparency and reporting requirements. This means that no matter how laudable the principles are, there is no way to hold governments or companies to said principles. The general lack of transparency mechanisms leaves no pathway for other stakeholders to know whether or not companies and governments are complying with their own principles. And in cases where noncompliance is revealed, there are inadequate mechanisms to hold companies and governments accountable for their wrongdoing (Article 19, 2019).

For instance, after Google received pushback from its own employees surrounding Project Maven, a partnership with the US Department of Defence to improve drone targeting using AI, the company published a set of AI principles that elucidated its commitment to ethics, and made a public pledge to refrain from building certain types of technology (Google, 2019). But Google has not disclosed to what extent these principles are embedded in concrete work in the company, and there has been no demonstrable change in how the company has altered its internal decision making processes. This is particularly worrying because in the case of public-private partnerships such as Project Maven, the accountability that governments otherwise owe the public is potentially diluted by the use of technology built behind closed doors and vague, non-binding commitments (Article 19, 2019).

Facebook even signed resolutions calling for the development of ethical principles in the US Congress. Yet at the same time, recent research shows that Facebook discriminates on advertisement delivery on the basis of gender and race (Ali et.al., 2019) and has also been charged with housing-related discrimination (Article 19, 2019).

Facebook's efforts towards ethical AI had no demonstrable bearing on its practices. Indeed, these partnerships and other loose commitments did not create any requirement for the company to follow through on these ideals, nor did they provide mechanisms to hold the company to account (Article 19, 2019).

As discussed above, there are various cases of governments working together with industry to improve surveillance of dissidents, precision targeting in drones, or facial recognition software for law enforcement purposes. These partnerships regularly take shape in the absence of safeguards or meaningful oversight (Article 19, 2019).

For example, Google's partnership with the Chinese government to develop a censored search engine (known as "Project Dragonfly") would have excluded search results that were viewed as politically "sensitive" by the Chinese government (Gallagher, 2018). This represents an egregious violation of international human rights standards on freedom of expression and information, and also violates Google's own ethical principles on AI (Article 19, 2019).

Another problem with trusting companies to do "the right thing" comes from their lack of understanding of the societal impacts of technology and appropriate ways to deal with them. For instance, in April 2018, in his testimony before the United States Congress, Facebook CEO Mark Zuckerberg revealed the company's increasing reliance on AI tools to solve problems of hate

speech, terrorist propaganda, election manipulation and misinformation. But research and media reports have shown that AI tools are ill-suited to do this work - they are not technically equipped to understand societal nuances or context in speech, and often make the problem worse (Article 19, 2019).

In fact, prior to the 2017 escalation of military attacks on Rohingya people in Myanmar, local activists gathered substantial evidence that Facebook was automatically censoring the word “kalar,” a derogatory local slur used to refer to Rohingya Muslims. By simply flagging the word as problematic, without accounting for the immediate context in which it was being used, this step led to the censorship of numerous posts in which people attempted to discuss use of the term, its history, and efforts to curb hate speech in the country. Meanwhile, users who wanted to use the term as an insult simply opted for an alternative spelling. All told, Facebook’s effort to deploy AI in order to reduce hate speech in this volatile political environment resulted in censorship of legitimate speech and had no demonstrable effect towards curbing hate speech (Article 19, 2019).

In her book *Cyberselfish* Paulina Barsook has examined the degree to which a loathing of government intervention, or indeed government altogether, combined with a belief in the capitalist entrepreneurship as the best means to encourage creativity, have become the unquestioned tenets of those working in the computer industry.³² As she points out, such beliefs bear little or any relation to the realities of that industry and the means through which it has developed and continues to be supported. The most extreme manifestation of such libertarianism is possibly to be found in the discourse surrounding freedom of expression and privacy in relation to the Internet (Gere, 2008).

The Internet is the paradigm of the emergent, self-regulating, self-organising structures that can develop and thrive without governmental intervention. In this it is a material realization of the idea of the market as a spontaneous natural phenomenon that lies at the heart of neo-liberal economics. A model of the economy as an evolved and optimized natural system clearly resonated with the cybernetic and ecological concerns of the post-war era. It also militated against hierarchical planning and elevated the role of the individual, while still promoting the idea of the collective and the common good (Gere, 2008).

Opposing the hegemony of techno-utopian capitalism has been the development of subcultural styles in literature, music and design, through which questions of alternatives and modes of resistance could be rehearsed. These have interacted and combined with theoretical

developments such as French philosophers Gilles Deleuze and Félix Guattari's concepts of assemblages, rhizomes and nomads; Jacques Derrida's analysis of thinking as writing; the Autonomist Marxist's ideas about the General Intellect and Immaterial Labour; Donna Haraway's conception of the cyborg as a model for thinking about gender and identity in a high-tech world, and Hakim Bey's concept of 'Temporary Autonomous Zones', which act as enclaves against the powers that be, and are dissolved before they can be repressed or co-opted. Punk in the late '70s, itself a response to the dislocations of capitalism as it shifted to an informational mode, inspired many of these developments, including the sci-fi genre Cyberpunk, musical styles such as Industrial Rock and Techno and other electronic genres, as well as deconstructionist graphic design and fashion. Out of these different elements there has emerged a distinctive digital style in which the extraordinary social and cultural developments of the last twenty years have been reflected (Gere, 2008).

These are, then, some of the main elements out of which our current digital culture has been assembled: Cold War defence technologies; avant-garde art practice; counter-cultural technoutopianism; postmodernist critical theory; new wave subcultural style. Though, as time goes on, their presence becomes harder to detect. Each of these elements is immanent within the technologies we use and the means we use to understand them. To acknowledge the heterogeneous nature of digital culture is increasingly necessary, as the technology through which it is perpetuated becomes both more ubiquitous and more invisible. The less aware we are of the social and cultural forces out of which our current situation has been constructed the less able we are to resist and question the relations of power and force it embodies. If, on the other hand, we can see that these forces are culturally contingent and in no sense natural and inevitable then we have the basis for asking questions. At the same time the power and reach of digital surveillance is increasing with great rapidity (Gere, 2008).

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The Role of Entrepreneurial Leadership in Higher Education in Recovering from COVID19

Dr. Siham El-Kafafi

Director, Arrows Research Consultancy Limited, Auckland, New Zealand,
selkafafi@gmail.com
ORCHID ID 0000-0002-5480-451X

ABSTRACT

In the face of the new global economic challenges that the whole world is facing as a result of COVID19 pandemic, there is a need to give attention to the crucial role of higher education which had a great impact on shaping all the nation's future as it paves the road for a way out while partaking in rebuilding our economic infrastructure and leading the economy to a brighter future.

This research paper proposes how the use of the appropriate style of leadership i.e. entrepreneurial leadership in higher education can perform an eminent role in recovery during and post-COVID19 by creating a momentum for innovative change to combat the current economic challenges.

The research paper provides a blue print of the steps required via this transformation leadership style to breed the adequate culture and lead a healthy professional learning community through the adoption and application of the Entrepreneurial University Model.

Keywords: academic entrepreneurship, entrepreneurial leadership, skill rebuilding post-COVID19, transformational leadership and Entrepreneurial University Model.

Introduction

The spread of COVID19 pandemic heightened the global economic challenges that we are facing. As a result, there is a need to give attention to higher education which has a great impact on shaping all the nation's future by providing the suitable answer for the future workplace post COVID19. Knowledge and skills needed for effective functioning in a complex global world is changing.

Higher Education Institutes need to equip their graduates with the knowledge and skills required by the fast-changing global labour market in rebuilding economic infrastructure and leading the economy to a brighter future. As a result, there is fundamental shifts in the types of jobs that will be available and skills demanded by employers. The new jobs that will be created in the future will require individuals with entrepreneurial, scientific, creative and emotional skills.

I believe that to cope with the new normal, collaboration among various industries and academicians is vital to render the desired outcomes by delivering a balanced graduate to help in

rebuilding our societies post COVID19. This can be accomplished through the appropriate style of leadership exemplified in the Transformational leadership which advocates for innovative change as a means of providing solutions to combat the current economic challenges. To guarantee success there is a need of fostering the adequate culture to breed a healthy professional learning community among both students and faculty members.

This paper proposes how the application of the adequate style of leadership can play a crucial role in shaping the new face of the academic entrepreneurship. The research starts by affirming the active role played by higher education in combating COVID19 so far, followed by highlighting the action areas of entrepreneurial activities, the definition of academic entrepreneurship, the traditional versus the emerging perspectives and providing examples from New Zealand higher education initiatives. Then explaining entrepreneurial leadership and its overlap with academic entrepreneurship. Finally, recommendations for achieving a successful and sustainable academic entrepreneurship is proposed through the adoption of the Entrepreneurship University Model.

The Role of Higher Education in Combating COVID19

Education globally has been disrupted due to the spread of COVID19 which instigated a lot of efforts to combat its effect on students, educators, all staff members and parents. There has been a lot of initiative conducted by various organisations worldwide to combat or minimise from its effects. For example, the UNISCO Institute for Information Technologies in Education (2020) with the collaboration of global partners initiated the “Combat COVID-19: Keep learning. Together we are on the move!” action.

Furthermore, the UNISCO Institute for Information Technologies in Education (2020) published various guides providing practical educational advice during COVID19. The following are some of those publications: how to organise interactive lessons on health and relationships; guidance for students and teachers to protect their personal data and privacy protection; guidance for online education during COVID19 pandemic; guidance on open education practices during COVID19 pandemic; living, working and learning during the time of COVID19; and handbook on facilitating flexible learning during educational disruption.

Additionally, universities globally played a great role in the international response to the pandemic by allocating resources, people, material and facilities to:

- search for a vaccine,

- provide rapid design and manufacture of ventilators,
- provide suggestions to minimize from mental health challenges of self-isolation as a result of the lockdown,
- collaborate with research funders to help coordinate scientific efforts to eradicate COVID19, and
- analyse and share data to assist policy makers and public in informed decision making.

In addition to all those efforts, I believe that in the recovery phase we need academic entrepreneurship led by entrepreneurial leadership.

Academic Entrepreneurship

Generally, entrepreneurship is defined as seeing new possibilities and seizing opportunities (Fargion et al, 2011). Due to the rise of technological commercialisation, higher education management scholars were intrigued by the process of enhancing academic entrepreneurship. Accordingly, they conducted research on entrepreneurship, technology, innovation management, and strategic management (Balven et al, 2018).

Academic entrepreneurship is defined by William Davidson at the University of Michigan (2008) as the leadership process of creating economic value through:

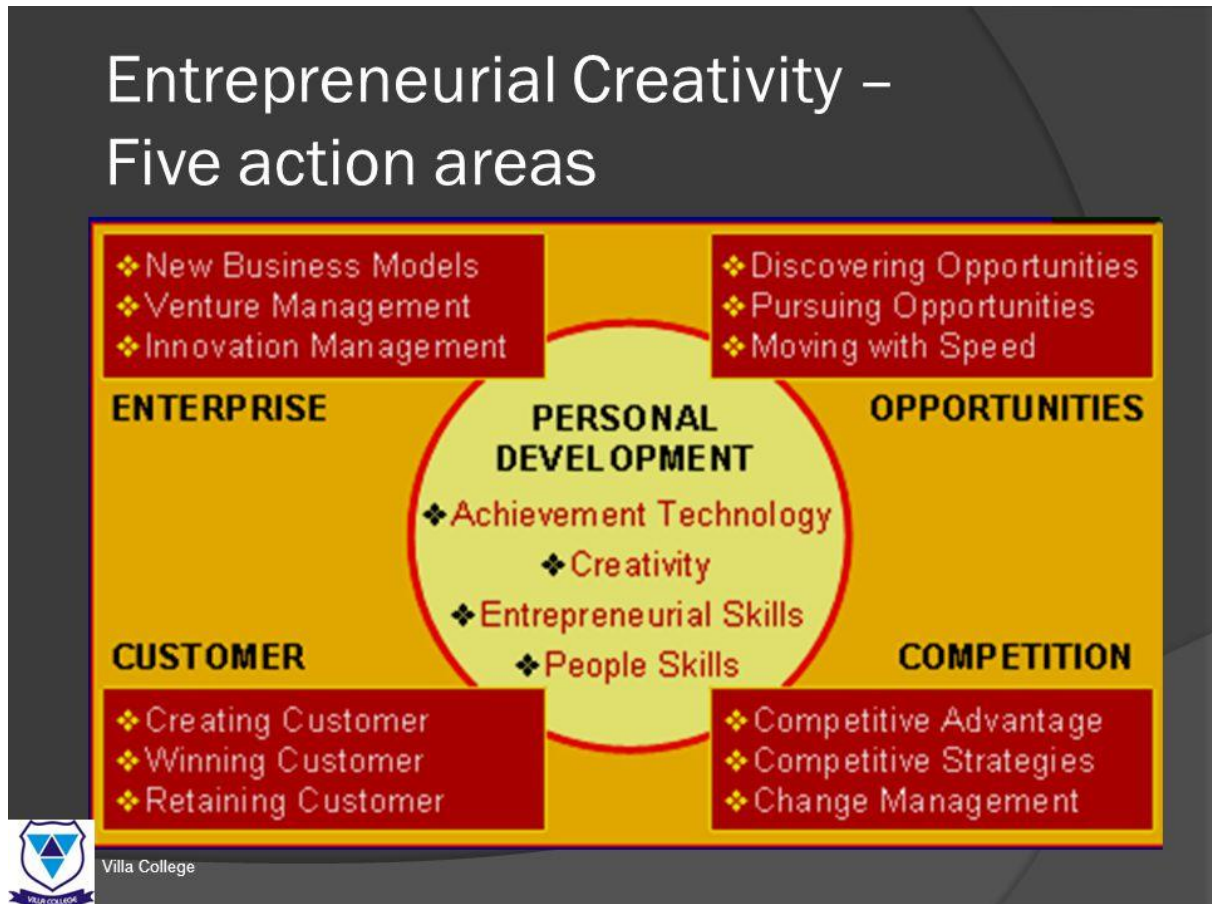
- acts of organisational creation,
- renewal or innovation that occurs within or outside the academic institution, and
- it results in research and technology commercialisation.

Academic entrepreneurship occurs at the level of individuals or groups of individuals acting independently or as part of faculty or university systems, who create new organisations or instigate renewal or innovation within or outside the academic institutions. These individuals can be referred to as academic entrepreneurs or entrepreneurial academics (academic intrapreneurs). Value from academic entrepreneurship is achieved through the integration of organisational and commercialisation activities (Davidson, 2008).

Carpenter (2016) emphasised that there are five essential action areas for entrepreneurial creativity. Those action areas are illustrated in Figure 1 in which it shows that **enterprise**, **opportunities**, **customer** and **competition** areas depend on the fifth area i.e. **personal development** and the capability of being creative, acquiring entrepreneurial skills and people skills. Refer to Figure 1 for further details.

Nicolaou and Birley (2003) and Shane (2004) reiterated that academic entrepreneurship is a crucial channel for commercialising scientific knowledge and significantly contributes to societies' economic and social welfare.

Figure 1: The Five Action Areas of Entrepreneurial Creativity



SOURCE: Carpenter, 2016

There has been a paradigm shift in the academic entrepreneurial perspectives demonstrating its evolution as explained and highlighted in Table 1 below.

Table 1: Paradigm Shift from Traditional to Contemporary Perspectives on Academic Entrepreneurship

Theme	Traditional Perspective on Academic Entrepreneurship	Contemporary Perspective on Academic Entrepreneurship
Why – Reason behind perspective	To generate direct financial returns from Research & Development (R&D) outputs	To generate a wider human, intellectual, economic and social values to community and whole society
What – the shape of academic entrepreneurship	Academic spin-offs; licensing of intellectual properties	Student and alumni start-ups; R&D commercialisation; entrepreneurially-equipped students; job creation in the local region or nation wide
Who – entities involved	Academic faculty and post-doctoral candidates	Students; alumni; on-campus industry collaborations; surrogate entrepreneurs
How – it is developed	Technology transfer organisations (TTOs); science parks	Incubators & accelerators; business plan competitions; boot-camps; collaborative networks with industry and alumni

SOURCE: Adapted from Bae (2018).

Academic Entrepreneurship Initiatives in New Zealand

The New Zealand government is an advocate and supporter of entrepreneurship and innovation in Higher Education in New Zealand. This has been demonstrated by the Tertiary Education Commission, a government sector by developing the **Entrepreneurial Universities** competitive fund to attract world-leading entrepreneurial researchers to build stronger and more relevant links with existing and emerging industries and firms in New Zealand (TEC, 2019).

Entrepreneurial Universities funding is part of a wider package of initiatives to grow universities' leadership role in innovation and entrepreneurship across New Zealand. The first two entrepreneurial university appointees were from Victoria University of Wellington and the University of Auckland. They won the Government's \$35 million investment, part of the

Innovative New Zealand initiative 2016 Budget. The fund was awarded over 4 years to help entrepreneurial academics to set up their laboratories and teams in the New Zealand universities. The aim of the research programs is to strengthen the New Zealand computing and media-ecosystem in readiness for the global digital marketing that includes virtual and augmented reality (VR/AR). Also, research in human-computation interaction (Goldsmith, 2017).

Another example of academic entrepreneurship and innovation is the research conducted by The University of Auckland. The University of Auckland (2020) has been named the Entrepreneurial University of the Year at the Asia Pacific Triple E Entrepreneurship and Engagement Excellence Awards in Higher Education. Its researchers are working collaboratively with industry on projects in the following areas:

- Manufacturing and design entrepreneurship: a cross-institutional project to provide technical, social and behavioural components of a new platform economy for manufacturing in New Zealand in which manufacturing, design and entrepreneurship are seamlessly integrated.

- Social entrepreneurship and social enterprise project

- Educating for innovation and entrepreneurship: aims to produce teaching cases and research-informed evidence about the ways formal and informal innovation, entrepreneurship and commercialisation education is being designed, delivered and assessed.

On the other hand, The University of Waikato – Waikato Management School (2018) hosted the Global Innovation & Entrepreneurship Challenge, which is part of the Groundswell Festival of Innovation (an annual event in New Zealand), held from 27 August to 2 September 2018, in Tauranga showcasing the city's innovative people and businesses. The challenge involved students from 12 New Zealand and overseas universities (e.g. UK, Canada and USA).

The strategic theme of the challenge was 'Leading through Innovation'. The students were put into teams and were required to come up with strategies for real life organisations to assist them in becoming more innovative. The students presented their innovative strategies in a boardroom setting to a panel of judges drawn from the business world, including representatives from each case company (The University of Waikato, 2018).

The case competition model provided a good example of work-integrated learning, where students apply what they learn in the classroom to the practice of business i.e. analysing issues and developing business strategies to help companies innovate. The competition also demonstrated how the university teaching aligns with:

- (1) what the business community expects, and
- (2) the quality of the student base.

Employers are looking for **graduates with skills** in creativity, innovation, teamwork, oral presentation and the ability to think and answer questions in an impromptu manner and under pressure i.e. the students are trained on employability skills.

Entrepreneurial Leadership

Traditionally Leadership studies and entrepreneurial research have been perceived as two fields of studies with different numerous definitions provided for each discipline even though there has been an overlap between the two concepts. The following definitions supports the conceptual overlap.

For example, Certo and Certo (2016) defined leadership as “the process of directing the behaviour of others toward the accomplishment of some objective”. While Mullins (2013) suggest “leadership is essentially a relationship through which one person influences the behaviour or actions of other people”. Academics acknowledge common characteristics of leadership such as, leadership involves non coercive influence, influence is goal directed and that leadership requires followers.

Kotter (1990) posited that leadership consists of strategic vision coupled with the ability to motivate others through the systems, processes and culture of an organisation.

On the other hand, Stevenson & Gumpert (1985) explained that entrepreneurship is the pursuit of opportunity beyond the resources one currently controls. Accordingly, we can say that Entrepreneurial Leadership is considered to be a fusion of the two constructs.

Roomi and Harrison (2011) explained that Entrepreneurial Leadership is a style of leadership that incorporates an opportunistic mind set whilst demonstrating a strategic vision and an ability to influence and motivate others. This style of leadership requires a different logic to decision making within business, whilst also recognising social and economic opportunity to enable value creation for the organisation.

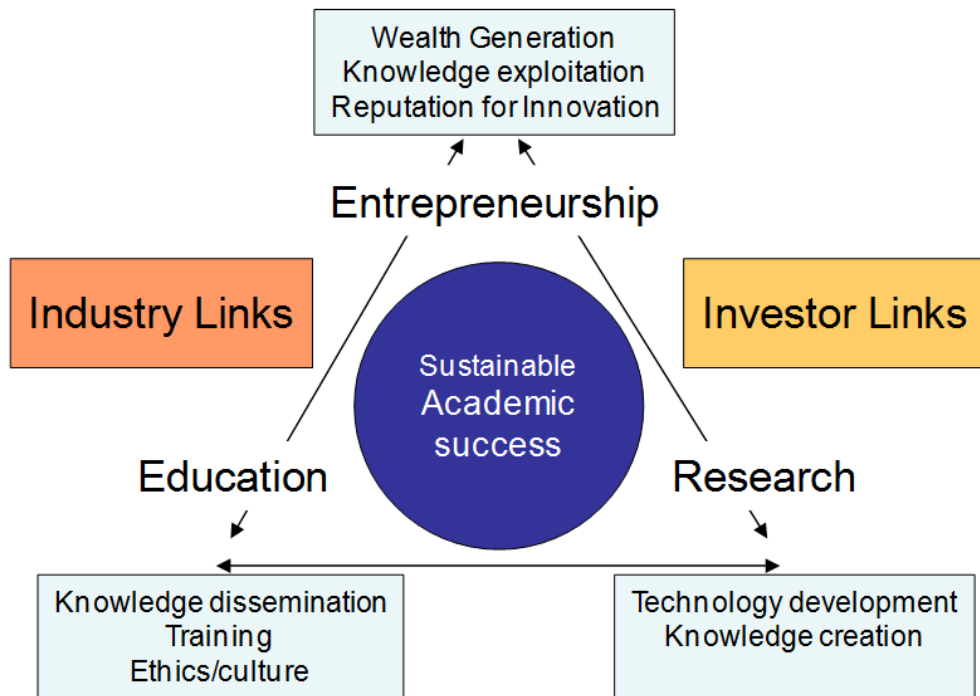
Greenberg et al (2012) identified the following skills required for entrepreneurial leadership: vision, opportunity-focus, influence, planning, motivating others, achievement orientated, creativity, flexibility, patience, persistence, risk taking, high tolerance of ambiguity, tenacity, self-confidence, power orientation, proactive, and internal focus of control.

Even though it is essential in higher education entrepreneurial leadership to be leading research, setting teaching direction and fostering interaction with industry, creativity is also required to combat challenges confronting the whole world as the recent spread of COVID19 pandemic. Academicians with the collaboration of industry can work together to find innovative solutions in a speedy manner.

I believe that both transactional and transformational leadership styles are the adequate styles to lead the change during this phase of recovery from COVID19 pandemic as they complement each other. The transactional leadership style provides both flexibility and emphasis on the day to day interpersonal interactions to make sure that the strategies and plans render the required outcomes. While the transformational leadership styles spearhead the significant organisational change required for a radical or semi-radical change deemed essential in such a global crisis to lead the way towards sustainable academic success and survival for future generations.

Achieving sustainable academic success to combat and recover from COVID19 relies on 3 pillars as demonstrated in Figure 2 below.

Figure 2: Sustainable Academic Success



SOURCE: Shaw (2010).

The following is my interpretation of Shaw's (2010) necessary 3 pillars towards achieving sustainable academic success:

1. Entrepreneurship:

This pillar is realised through wealth generation, knowledge exploitation and reputation for innovation. It also requires *Industry Links* which can be achieved by Faculty development for Academic Entrepreneurship (AE), curriculum development for AE, and impeding AE values and culture of the organisation/university.

Additionally, it requires *Investor Links* to assist in funding (that could be either governmental or private sector) solutions to societal and market needs; investing in business and technological enterprises; faculty rewards and incentives; and providing Academic Entrepreneurship resources.

Various examples from New Zealand was mentioned earlier as an illustration of how government support attained by providing funding to higher education researchers. Furthermore, collaboration of academics and industry in pursuing creative and innovative solutions to contemporary challenges is imperative.

2. Education:

This pillar refers to the role of higher education which is realised through knowledge dissemination, training, apprenticeship, ethical practices and organisational culture.

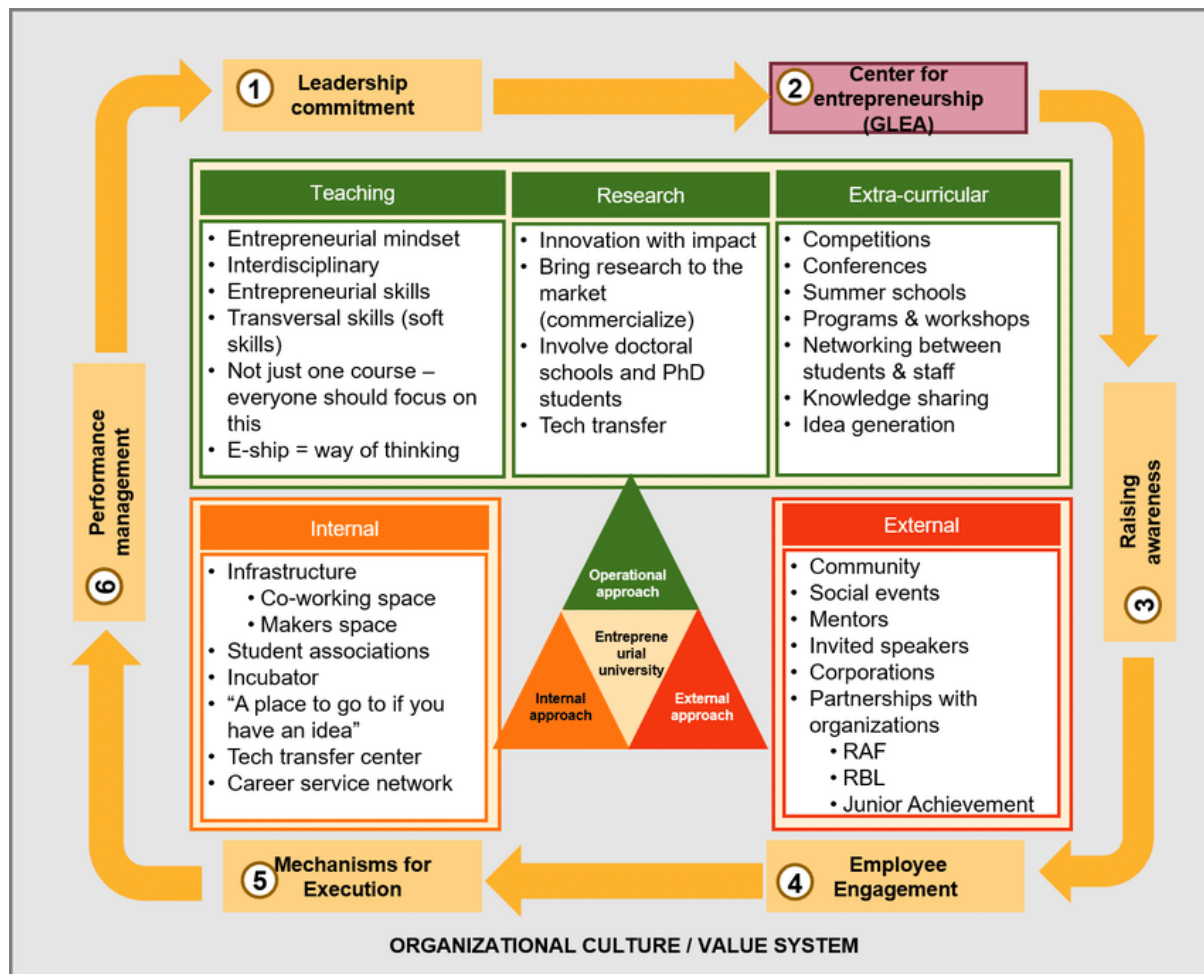
3. Research:

This pillar refers to technology development and knowledge creation through high impact research, disruptive innovation, doctoral programs, scholarships, research facilities, and support structures.

Recommended Model for an Entrepreneurial University

I would like to propose the Grecu & Denes (2017) Entrepreneurial University Model as a means of supporting Entrepreneurial Leadership during the stage of recovering from COVID19 and rebuilding a solid sustainable higher education system. Figure 3 provides a detailed illustration of the model and its essential steps to be followed.

Figure 3: Entrepreneurial University Model



SOURCE: Grecu & Denes (2017, p. 5).

The aim of this model as elucidated by Grecu and Denes (2017) is to provide a structure that will coordinate and monitor the implementation of the required steps to transform the university into an entrepreneurial one successfully. The model proposes the following 6 steps:

1. The commitment of the leadership and university administrators is the first and most important step as they are the ones who set the tone and culture of the whole organisation.

2. Creating a Centre for Entrepreneurship, that demonstrates the commitment and seriousness of top management and leaders.

3. Raising awareness of the importance of entrepreneurship, both for the economy and for the future of the university. This is an ongoing process and it should target students, alumni, faculty, administrative staff and the whole community and business environment.

4. Engaging the employees in this process to gain their support and accountability. This is not an easy task, but it is essential to gain everybody's commitment towards entrepreneurship education.

5. Including stakeholder while executing the model is also necessary to guarantee the involvement and support of the entrepreneurship approach by everybody.

6. The final step is making sure the institute invests in an adequate and reliable performance management system.

Conclusion:

This research paper discussed the role of entrepreneurial leadership in the phase of recovery from COVID19. To achieve this it requires a solid, sustainable and successful entrepreneurial university that is supported by adequate entrepreneurial leadership.

I believe that both **Transactional** and **Transformational leadership styles are the backbone of entrepreneurial leadership that** can deliver the suitable type of vision and values to be used in the higher education sector to stipulate an opportunity for academics and institutions to realise that learning has to be practical, as well as cost-effective.

Accordingly, there has to be a link between idea and practice to lead a new era of transformation taking place in all aspects of the new entrepreneurial university system.

Furthermore, the tertiary education sector should be investing in the infrastructure of this system starting from:

- utilising innovative technology,
- re-development of curriculum to fit the global changes,
- redevelopment of courses to match those changes,
- upskilling and reskilling the workforce either management, faculty and administration staff who are the back bone and executers of the new system.

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Development and Understanding to Overcome Internationalisation Challenged by Small and Medium Sized Enterprises in Cameroon's

Becky FORBIN (DBA Researcher)
University of West of Scotland (UWS)
beckyanne04@gmail.com

Assoc. Prof. Dr. Dababrata CHOWDHURY
University of West of Scotland

ABSTRACT

The purpose of this study is to identify the challenges faced by SME's in internationalization process and to develop guidelines than can help the SME's in Cameroon to internationalize their product and services. The literature review shows that the manufacturing sector in Cameroon is not performing well and the opportunity to internationalize SME's will boost the economy. Currently, the SME sector of Cameroon is domestic based.

The study used a mixed method approach to collect data. Convenience sampling method is used for collecting data. Sample size for quantitative data is 112 and for qualitative data is 16. The data collected was statistically analyzed using SPSS. Descriptive and associative analytical techniques were applied to access the data. The analysis of the data showed that internationalization barriers such as knowledge and information barrier, financial barrier, human resource barrier, competitive rivalry, bureaucratic barriers and other influential barriers are hindering the internationalization of SME's in Cameroon.

The respondents identified few recommendations to improve the internationalization process of SME's. These recommendations are also listed in the research paper. The study will help the managers of small and medium enterprises to overcome the internationalization process and get benefit from the international market by increasing the market share and decreasing the unemployment rate in Cameroon.

1.1 Introduction

Globalization presents enormous opportunities to small businesses to expand their business operations across the borders and enter new markets to gain higher market share (Anderson, 2000). The decision to opt for internationalization is complicated and requires dynamic strategic approach to succeed. Economic factors are the driving force for motivating the internationalization of businesses. These economic factors include scale, scope and location (Chetty and Agndal, 2007; Sousa et al., 2008). These three economic factors have varying motives which is shown in figure 1.

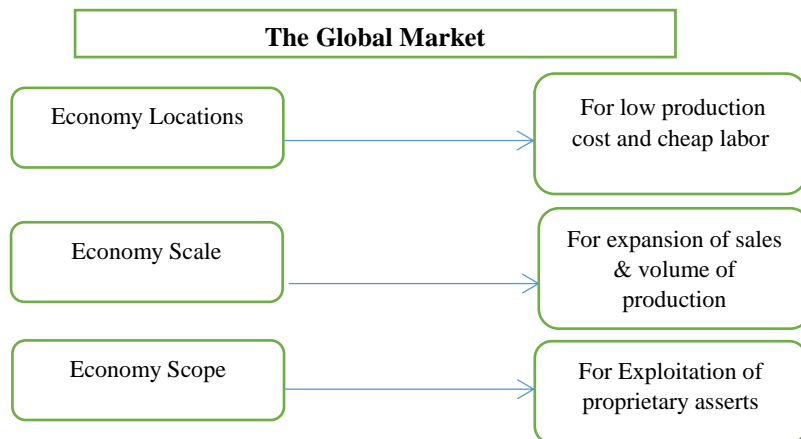


Figure 1: The global Market (by author)

The internationalization trend is rapidly emerging in Asian countries like China, India, Russia, Korea, Singapore and Kuwait. However, the African countries are on the lower side of international investment. The sub-Saharan African countries including Cameroon have experienced slow growth rate due to economic recession, political and socio-economic challenges and recent global pandemic i.e. Covid'19 (UNO, 2020). The African countries had shown a decrease in their increase of GDP rate which shows their challenging macroeconomic conditions. In 2016, IMF provides support to African countries to revise their economy and overcome the economic challenges (IMF, 2016).

With the support of IMF, African countries are rapidly moving towards internationalization due to which they are facing challenging barriers, slow trade and experiencing foreign integration. However, the Cameroon has experienced decrease in GDP since 2016 due to political instability and economic crises. The review of previous literature has shown a dearth of researches on the barriers of internationalizing small and medium enterprises (SME) in Cameroon. Multinational companies (MNE) are infiltrating in the economy of Cameroon giving strong competition to local SME sector of Cameroon. The competition of SME with MNE is threatening for the existence of SME sector of Cameroon. To ensure the survival of SME sector, it is important to study the internationalization of SME businesses to take maximum advantage from foreign markets.

Previous studies showed that internationalization of SME is more common in developed countries than emerging countries. Also, much research has been conducted on multinational companies and there is still a need to understand the small and medium enterprise industry. Knowledge base is scarce in understanding the entry level strategies for SME's when going for

internationalization (Cavusgil, 2004). This research paper is aimed to focus on the internationalization issues of SME sector in developing countries like Cameroon. The failure of previous researches in understanding the internationalization of SME in emerging economies has resulted in the creation of knowledge gap which will be addressed in this study. The objective of the study is to identify the internal and external factors that impact the internationalizing of SME also to develop guidelines and recommendations for policy makers, managers and researchers for internationalization in future. Also increasing global competitions and rising unemployment rate in Cameroon identified the need to study the internationalization of SME's

1.2 Research Questions

The research questions are:

What does the literature say about the internationalization process of SMEs, and what are the gaps in knowledge?

What guidelines can be developed to help SMEs in Cameroon to overcome international barriers?

2.0 Literature Review

2.1 Theoretical Perspective

In this section, we will conduct literature to get insights about the internationalization of SME's and identify the factors that affect the globalization process. Here, we will discuss different internationalization theories in perspective of the growth of SME sector in developing countries.

Internalization can be defined as a process of divergence between domestic and foreign marketplace with the aim for gaining political, economic, cultural, social and strategic benefits (Reid, 1982). Further researches have explained internalization as a process of evaluating international activities with the aim of expanding the business on the basis of resources needed (Oviatt and McDougal, 2007; Wright, Westhead and Ucbasaran, 2007). This refers to the resource based view which is important in understanding the internationalization of SME's on the basis of resources. The foreign expansion of SME's is a process where resources are accumulated, organized and enhanced for carrying out international activities. Entry mode is one of the initial and most important step in internationalization of SME where organizations have to decide on the entry strategy. The entry strategy of SME depends on the international risk factor, market commitment, available resources and capital. One of the entry mode strategy is merger and acquisition.

Researchers have proposed different internationalization theories such as Process theory (Johanson & Vahine, 1990), Network theory (Johanson & Mattson, 1988), Eclectic/Economic Theory (Williamson, 1975; Dunning, 1979) and International Entrepreneurship theory (Oviatt & McDougall, 2005). One of the theory which helps in the understanding of the entry process of domestic firms in the foreign markets is network theory. According to the network approach theory, firms should create relationship and corporate bonds in the foreign country where they aim to pursue internationalization (Johanson and Mattson, 1988). The relationship and networks help in the effective use of available resources. The network bonds formed by the organization are not only effective for direct partners but these bonds are also helpful in influencing the organizational behavior through other partners. It is fact that all the organizational activities cannot be managed single handedly, rather different core partners help in efficient and smooth running of the business (Anderson, 2000). This implies that network approach theory is a beneficial approach in internationalization of SME businesses.

Literature review identified another theory in perspective of the SME internationalization i.e. International Entrepreneurship theory. Technological advancements interrelated cultural bonding and decreased barriers for international trade barriers and also cultural growth and increased acceptance for diversity has resulted in increased opportunities for international business (McDougall, Oviatt and Shrader, 2009). International entrepreneurship refers to the entrepreneurial activities in foreign lands with the aim for exploiting, creating, innovating new opportunities for innovative products and services (Zahra, 2005). According to the international entrepreneurship theory, technological advancements and ease in the communication flow has paved the way for SME internationalization (Mitgwe, 2006). Other recent theories related with the internationalization of SME are born global theory (Moen, 2002), resource based view (Baum, Schwens and Kabst, 2013) and Contingency theory (Chen, 2006). These theories are important in identifying the effective ways for internationalizing of small and medium enterprises. Although, the trend of internationalizing businesses is on the increasing side but it is also facing certain barriers.

2.2 Barriers of Internationalization

Research scholars have studied different barriers that are resisting the internationalization process of businesses (Tesfom and Lut, 2006). The challenges which resist the SME's ability to start, innovate and sustain the cross border business activities are called international barriers

(OECD, 2009; Tesfom and Lut, 2006). Internal and external barriers faced during the internationalization process of SME's are identified in different researches (Hutchinson et al., 2009; OECD 2009).

Internal barriers of internationalization include those factors which arise within the organizational boundary such as company characteristics. Company characteristics include organizational size, employee's competency and skill set, organizational revenue stream and organizational values. These characteristics can either support or hinder the internationalization process of SME's. Another internal barrier is knowledge and information barrier. Appropriate and accurate information and knowledge opens the international borders for SME have to conduct their businesses in foreign land (Simon, 2009). However, lack of accessibility to relevant information can act as a barrier in internationalization process. SME's can also face managerial and financial barriers in initiating and conducting business in foreign country. Human resource competencies can result in managerial barriers. Managers are responsible for international business strategies including the entry and marketing strategy. Incompetent managers can create certain problems and difficulties due to their inefficiency in handling international business activities (Mtigwe, 2006). Similarly, inadequate capital and weak financial condition of business is also a barrier in internationalization process (Zahra, 2005).

External barriers of internationalization are market barriers, competitive rivalry, consumer barriers and industry specific. Market barriers refer to the strict government regulations, cultural diversity and resistance from domestic market. Governmental rules and regulations may not support the foreign investors which might cause hindrance for the firms to internationalize. One of the major external barriers is competitive rivalry that internationalizing firms experience in host countries because such firms find it hard to access distribution channels. Also, firms from developing countries like Cameroon also experiences competitive rivalry due to shortage of finances and competent human resources (OECD, 2009, Anderson, 2000).

2.3 Current Economic Trend in Cameroon

Organization for Economic Co-operation and Development (OECD) has identified three main sectors of Cameroon i.e. service, agricultural and mining sector (OECD, 2018). The manufacturing sector of the country accounts for 16% of the total GDP of the country (OECD, 2018). Leading contributing sector in country's GDP is services sector followed by agricultural and mining sector.

The manufacturing sector of Cameroon was lacking behind as they did not have manufacturing capabilities in their country. Mineral resources that were extracted from the land of Cameroon were exported because of the unavailability of processing facility. Structural and economic reforms were brought by the Cameroonian government to encourage the manufacturing sector of the country. With the help of IMF support, strategies were made to increase the export of manufactured goods (World Bank, 2016). Strategies focused on ease of doing business and attracting foreign investment positively impact the Cameroon's export capacity (World Bank, 2016).

3.0 Study Approach

This section of the study will discuss the research methods used to conduct the research. Data collection method and research approach used in this study will be discussed.

The study adopts a mixed method approach in which data collection is done both qualitatively and quantitatively to address the research questions. Surveys are conducted using the quantitative approach while interviews are conducted following the qualitative approach.

Data collection for qualitative part of the study was done by 16 organizations which were operating internationally and are SME's. Interviews were conducted from company's representative who was involved in international business activities. Quantitative data was collected through questionnaire surveys from 112 respondents. Respondents were selected from SME companies listed in the Chamber of Commerce in Cameroon. The effective response rate was 56%. The questionnaire consists of Likert-scale and was bilingual (French and English). The reliability of the research questionnaire was calculated using Cronbach alpha which came out to be 0.89 which shows that the instrument is reliable.

Quantitative data was analyzed using descriptive and associative analytical techniques through SPSS. However, the data collected through interviews was analyzed using critical incident approach. Sampling method used for qualitative data collection is convenience sampling method while for quantitative data collection stratified sampling approach was used. Ethical and moral considerations were taken care of while conducting study and the participants were ensured of the privacy and confidentiality.

4.0 Results and Discussion

This section of the study discussed the results derived from both quantitative and qualitative data. Quantitative data is analyzed using descriptive and associative statistics while qualitative data is also analyzed in this section.

4.0 Analysis of Quantitative Data

Firstly, demographical analysis was conducted which showed that 59.82% of the respondents were male while 42.88% of the firms were of age less than 10 years. The educational qualification of the respondents were also asked and it was seen that 38.39% of the respondents were holding bachelor's degree and 16.7% were having master's degree or above. It was found that 40.18% of the owners of the selected companies were having experience of 0-5 years while 36.61% of the SME's were having 11-50 employees. When respondents were asked of the international business opportunity, 33.04% of them disagreed while only 15.18% of the respondents agreed that there business opportunities exist. 75.89% of the respondents expressed that rate of internationalization for SME's is slow.

Spearman correlation was performed using SPSS to determine the relationship between the research variables (refer to Table 1). Correlation analysis showed that knowledge is positively and significantly related with HR barriers ($p=.000$, correlation coefficient =.354*), product barriers ($p=.000$, correlation coefficient =.333*), bureaucratic barriers ($p=.000$, correlation coefficient =.354), exogenous barriers ($p=.000$, correlation coefficient = .334) and general factors ($p=.000$, correlation coefficient=.700*). However, the relationship between knowledge and financial barrier and domestic market were found insignificant. Similarly, a positive and significant relationship is found between HR barriers and financial barriers ($p=.000$, correlation coefficient =.335*), HR barriers and Product barriers ($p= .000$, correlation coefficient =.834), HR barriers and bureaucratic barriers (correlation coefficient = 1), HR barriers and exogenous barriers ($p=.000$, correlation coefficient = .857**), HR barriers and domestic barriers ($p=.009$, correlation coefficient = .244**) and general factors ($p=.000$, correlation coefficient = .497**). Similarly, the relationship between other variables can be studied from table 1.

Table 1: Inter-Item Correlation

	Knowle dge	HR Barriers	Financi al Barriers	Product Barriers	Bureaucra tic Barriers	Exogenou s Barriers	Domestic Market	Gener al Factor s
Knowled ge	1	.						
HR Barriers	.354**	1						
Financia l Barriers	.179	.335**	1					
Product Barriers	.333**	.834**	.666**	1				
Bureaucr atic Barriers	.354**	1.000**	.335**	.834**	1			
Exogeno us Barriers	.334**	.857**	.646**	.845**	.857**	1		
Domesti c Market	.168	.244**	.093	.162	.244**	.307**	1	
General Factors	.700**	.497**	.334**	.469**	.497**	.606**	.606**	

Case/Firm	1	2	3	4	5	6	7	9	10	11	12	13	14	15	16
Firm Type	M	S	M	M	S	S	M	M	S	S	M	M	S	M	S
Firm Size	300	55	38	31	25	70	101	69	18	40	15	60	30	46	10
Firm Age	25	21	18	24	22	26	13	23	16	23	27	21	25	20	26
Owner-Gender	M	M	F	M	M	M	M	M	F	M	M	M	M	M	M
International Experience	10	5	4	6	2	8	3	10	4	5	6	8	4	9	2
Domestic Before International Activities	7	5	6	3	5	15	4	5	6	10	4	6	8	9	10
First Year of Internationalization	NA	200 2	200 6	NA	NA	200 7	200 9	NA	200 8	NA	201 0	200 3	201 7	200 7	NA
Year of Creation	200 0	199 7	200 0	201 2	200 1	199 9	200 5	199 8	200 2	200 5	200 5	199 7	201 5	200 6	200 4

Ordinal regression analysis was conducted to determine the ability of the variables to predict the future outcomes. Model fitting information was tested to determine the ability of the model in predicting the outcome. Knowledge and information experience barrier was found to be statistically significant in determining the future growth process ($p=0.012$, $p<0.05$). This implies that the significant relationship between knowledge & information experience and growth process exist. However, the relationship between human barriers and growth process came out to insignificant i.e. $p>0.05$ which suggest that future growth process cannot be predicted from the model. Similarly, the model fitting information for financial barriers was tested in order to determine the growth process and it came out to be insignificant i.e. $p>0.05$. This suggests that model is unable to give realistic predictions about future outcomes.

4.2 Qualitative Analysis

Table 2 highlights the qualitative data collected from the respondents during interview. The analysis of the data identified different opportunities which may benefit the internationalization process for SME's. These opportunities include partnerships, lasting relationships, strong family ties, skilled workforce and courage to take risks. According to respondents, these opportunities, if availed, can help the SME's to successfully internationalize.

5.0 Conclusion and Recommendations

The study was focused on the challenges faced during firm internationalization in Cameroon. The study was aimed to devise policy guidelines that can help the SME's in internationalizing their products and services. The first objective of the study was to critically review the literature regarding SME internationalization and identify the gaps. The second objective of the study was to ascertain the SME's manager's perception regarding the internationalization of the firms which was done through semi-structured interviews. The third objective of the study analyzed and evaluates the internal and external barriers that may impact the internationalization process. . The barriers for SME internationalization was identified in the literature review and they were analyzed using statistical techniques. It was found out that internal barriers (knowledge and information, human resource, financial, managerial) and external barriers (competition, governmental policies, and exogenous international barriers) were found to have an impact on SME internationalization. The fourth objective of the study is to develop guidelines for promoting the SME internationalization. These recommendations are given below.

1. Formal and informal networking must be improved as it is a key resource for internationalization process.
2. Individual, organizational and industry networks should be utilized for overcoming the internal and external barriers.
3. Managers must approach policy makers to overcome the bureaucratic barriers by helping them in making internalization friendly policies.
4. Such platforms should be developed where foreign and domestic companies can contact each other which will surely boost the internationalization process.
5. Managers must reach out for the international exposure and gain relevant experience.

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Small and Medium Enterprises (SMEs) using E-brands and Multiple E-Marketing Channels to Dominate Global Ecommerce Industry

Dr. Showkat Akash

University of the West of Scotland (UWS)
inthisworldeverythingisforsale@aol.co.uk

ABSTRACT

The current development of Information Technology (IT) and the step of the Internet, E-commerce and Social Media Marketing (SMM) have already become the most popular marketing tool for Small and Medium Enterprises (SMEs) and large multinational brands. Due to cost efficiency, the possibility of amending errors in the posted content, and its worldwide coverage, today more and more firms are making themselves digitally available. Through the collaboration of two strategic solution, SMEs can initiate Multiple Sources of Income (MSI) and successfully facilitate diversification in order to expand publicity for the emerging British SMEs. Hence, the researcher deliberately tries to show the significant tools available today to promote SMEs online, even with a low advertising budget. Therefore, over recent years, a growing number of American and Chinese corporations have succeeded in this potential virtual market or e-marketplace. This research also presents a series of case studies by investigating the successful implementation of unrelated diversification strategy by the Virgin Media Group and also considers Alibaba and Amazon.com to be a role model for any emerging e-commerce website, as this reflects how the firm can effectively utilize the Ansoff Matrix to expand their brand and product range to satisfy the mass market. The researcher deliberately tries to show the significant tools available today to promote SMEs online, even with a low advertising budget. To emphasis this similarity and highlights its usefulness with the evidential primary data by conducting the quantitative and the top-to-bottom method to validate the new conceptual research framework.

Keywords: Small and Medium Enterprises (SMEs), E-commerce, diversification, E-brands, Social Media Marketing (SMM), E-marketing tools, E-mal.

1. Introduction

The research focuses on exploring the critical aspects of the 21st Century digital tools for the benefits of the recession affected Small Medium Enterprise (SME) economy in the UK and other developed nations. Therefore, the researchers systematically analysed the evolution of Information and Communication Technology (ICT), which has already occurred in recent years. It is due to the rigorous innovation on the technologies and internet gadgets that lead to communication and commercial change (Che et al., 2016; Lai and Luo, 2016). We have now departed from the traditional mode of commination and conducting commerce. Many nations have

already adopted this new phenomenal change in their commercial sectors (Shahriar et al., 2015). Furthermore, the recent success stories of Alibaba group, eBay, Amazon.com, Wish.com, and emerging e-marketplace competitors have proven that a new economy has already succeeded to replace the traditional commercial trends which the help of internal marketing tools (Shaoolian 2016). This further indicates, what other countries SMEs lacks the most to create such a virtual marketplace as claustrophobic giant as Amazon and Alibaba. Because, as most of the SMEs tends to operate under isolated ordinary ownership, it is hard for the other nations to bring such a challenging diversified unity, which these e-commerce giants have achieved.

On the other hand, the e-marketing costs of promotion are surging higher due to demand, so SMEs started to struggle to succeed though it is the best way the start-ups can succeed. Therefore, the strategic solution for this to use the low-cost e-marketing tools to excel beyond the domestic market and display the SME's credibility to the world. Not only that, the UK SMEs generally tend to operate under isolation and sole trading regimes. They must give up the control to a bigger and better e-marketing platform which can help every SMEs to achieve their revenue from the global e-commerce industry.

As mentioned earlier, due to the lack of a cluster-phobic economy within the UK domestic market, it is merely impossible to create such a robust and united virtual marketplace similar to Alibaba of China, or Amazon of the USA. However, it is the only potential way to build something as robust like Amazon (USA) or Alibaba (China). Unfortunately, main the UK SME owners still avoid giving up total control of the management and unwilling to form these virtual economic clusters that can create a new amazon.com, wish.com, or Chinese Alibaba.

Potentially, forming ecommerce cluster within the domestic economy of any country, will be able form a unity to support each other and promote their virtual e-marketplace forming a singular ecommerce website (Gobry, 2012; Peng et al., 2016).

1.1. Research Aims and Objectives

1.1.1. Aim

This Research aims to explore contemporary e-marketing tools and comprehend how the unrelated diversification of e-brands can enhance the SMEs to succeed in the global e-commerce competition.

1.1.2. Objectives

- To analyse the impact of the internet on today's communication and commercial trends.

○ To identify the key determinants of diversifying the British SME brands to achieve increased sales, visitors, and publicity from the case studies of Amazon.com and Virgin Group.

○ To explore the current promotional scope for SMEs in the e-commerce marketplace compared to traditional marketing media.

○ To critically analyse the contemporary public response as to whether, or not customers are willing to buy almost everything from one online umbrella brand such as a virtual mall.

○ To conceptualise a new framework and provide recommendations for the success of emerging SMEs with their e-brands and to enable them to dominate the global e-commerce industry.

1.2. Research Hypothesis

➤ The internet has revolutionized communication and commercial trends today

➤ The Virgin Group and Amazon.com has succeeded to sell, gain visitors and publicity using unrelated verification strategy

➤ There are current e-marketing tools available for the SMEs to use to compete in global eCom industry

➤ The modern-day customers are willing to buy almost everything from a single online umbrella brand, like a virtual mall (e-mall)

The above research hypothesis indicates the researcher needs to explore both the secondary and primary sources of data. Potentially, the first two objectives can be comprehensively explored using secondary and literature resources. Whereby, the research objective 1 and 4 requires contemporary scientific data from survey responses. Then the hypotheses 2 and 4 can be validated that, the majority of UK public prefers to shop from a single multivendor e-marketplace due to convenience to find everything under a single domain.

1.3. Research Layout

The introduction of the research has already discussed how the internet evolution collapses the traditional highstreets economy. It also has mentioned ways the SMEs can recover through the use of unrelated diversification of branding and the use of low-case Social Media Marketing (SMM) tools. This is also be later discussed under the literature review section, where much of the differentiation dilemmas will be addressed to weigh the SME's profitability to consider e-brand diversification. The following literature review will comprehensively explore the conceptual origin

or the diversification from the Ansoff matrix, where the related and unrelated diversification of branding was originated. The literature review section will also analyse the contextual findings to assure the support for the SMEs to venture to e-commerce, launching an unrelated range of e-brand, and then using the e-marketing tools to promote them is financially viable in the real world.

In the research methodological section, the researcher considers the 'Epistemology' as the philosophical approach. The primary data type will generally be surveyed which will be asked to a randomised sample of 100 people from the UK, aged between 18 and over. This suggests the scientific and positivist approach will be considered to conduct Chi-square frequency tests to detect the association between the variables of the research hypothesis. Then the findings will discuss them after the use of SPSS frequency tests to deliver the outcome of this quantitative research.

2. Secondary Research

2.1. Success and Profitability Ratio by Meeting the Needs vs. Niche

This section of the research intends to weigh the credibility between the innovation and generation for the Small Medium Enterprises (SMEs). Practically, one of the main reasons most start-ups fail is because they only focus on a niche when they are not even established in the marketplace. Narrowing their exposure can create a lack of visitors (Yap, 2016; Patel, 2015). Therefore, this usually what makes them harder to sell, as they are offering one differentiated item range.

Many agree that marketing is a very complex, compound process, consisting of various operations and series of mid to major challenging actions (Informatica, 2017; Rajagopal, 2017). Thus, for this specific research topic, the researcher is considering only core competitive actions that can make a new online British brand successful in the global e-commerce industry. Therefore, what will truly produce an instant impact is focusing on numerous selling and promotional strategies. Innovation and management are relatively important but selling and promotion are far more significant for the success of a start-up SME because it is considered as the lifeblood of a start-up company if they really want to survive, be sustainable and succeed.

2.2. An effective way to Differentiate for a new online brand

If a new British brand wants to succeed with a potential e-commerce brand, they need to avoid the common mistakes that 90% to 95% of entrepreneurs have made in the past. They first need to focus on blending within the market with basic, everyday goods, then launch their valuable unique items or niche under different labels and logo, marked as a subsidiary to the main brand.

So, focusing on meeting the general public needs comes first, rather than launching a differentiated niche, not vice versa. On average, about 90 to 95% of start-ups fail (Schaefer, 2017; Wiener, 2017; Patel, 2015; Yap, 2016; Ugor, 2015). This is not because they are too generic to build trust, or their unique product and inventions do not fit the real world, but they commonly miss their selling strategies and limit themselves by launching a single niche. Most young British start-up founders have little to no experience, skills, knowledge, or passion for marketing. Realistically, it is not only about how to manipulate today's social networking blogs and popular e-commerce websites to raise traffic. It is far more complicated and deeper than that. They commonly do not show or make any effort to increase traffic from all these internet networks and bring them to their own official selling site (Hamedi, 2007). Unfortunately, they have no plan or goal of how much they need to sell every other day, or each week, fortnight, monthly, quarterly, and so on (Riley, 2009; Wiener, 2017; Mills et al., 1993).

Similarly, Nobel (2011) and various other studies also have confirmed that they all miss out the realistic cash flow forecasts and selling strategies which later affect the company's lifeline (Mills et al., 1998; Mulenga et al., 2017; Perlu, 2016; Schaefer, 2017). For example, young entrepreneurs do not have realistic selling experience and commonly fail to analyse how long it is going to take to reach their break-even point, or to see their first profit, and so on. This suggests that modern start-up founders and young entrepreneurs should critically understand how to animate their promotional features effectively on selling sites and e-banners. Moreover, they also need to learn how to Photoshop product images to fit into the advertisement more diligently. Furthermore, they need to use mobile marketing and all sorts of other internet marketing as much as possible to bring traffic to their website and then convince them to buy from their sites (Hamedi, 2007; Breakenride, 2001; Scott, 2010).



(Source: Author)

Figure-1: Justifying the success ratio of a start-up brand by taking sequential steps

Looking at the diagram in Figure 25, it is important to evaluate how a new brand of a start-up SME can increase its longevity if it does not rush into risky investments. Unfortunately, most start-ups concentrate solely on innovation and operation, but not much on the main mission, which is about selling the items that sell fast. Realistically, working hard and introducing an extraordinary product as a newcomer would not guarantee success if the company is not known in the market at all (Okonkwo, 2001; Klein, 2010; Raisch, 2000; Rehman, 2012). This generally makes a great unique idea fail, because the start-up rushes into the venture with a high level of investment and fails to sell its product. Coherently, this does not mean that the start-up should stop producing niche item goods, but they should spread their risk by diversifying and practicing both niche and everyday items (Carpenter, 2000; Edwards, 2018). This will initially increase the chance of sustaining and boosting sales from all directions. Therefore, opening a general store first will give the newcomer a high scope to succeed and become sustainable, before they experiment with something innovative. Analysing the concept more deeply, just looking for a niche will not give them quick market entry. Particularly when a brand is new and has just started within a competitive industry, no one will notice their effort even if it is extraordinary. This is because they have failed to build trust and history in the first place (Korper, 2000; Anderson and Srinivasasan, 2003). This common mistake can be eliminated by first venturing with general demanded items, then trying to expand

from small to medium and big. This also allows them to keep their capital investment under control. It is also advisable to practice some push promotion strategies just like other competitors do seasonally and occasionally (Raisch, 2000; Rognerund and Ryals, 2008; Anderson and Srinivasasan, 2003).

Acknowledging these challenges, launching a niche item will bring success for those companies which have already pre-established themselves. This proves that the best way to succeed with differentiation will be to introduce it later, once they have managed to succeed with the generalisation of their product range. This is why diversification of branding and launching numerous subsidiaries is very important for start-up SMEs to raise revenue (Carpenter, 2000 and Okonkwo, 2001). Also, they have managed to earn customer trust due to their years of reputation (Kapferer and Bastien, 2009; Anderson and Srinivasan, 2003). However, this is not the case for start-ups. Not enough people will trust a stranger, or a new brand which has just recently started up. Hence, an amateur or generic new British brand will only know how the real-world business works if they first enter the market by offering basic, everyday goods (Korper, 2000; Kunj, 2005).

After the start-up manages to blend into society, then they can analyse the realistic outcome as to whether their new items will sell greatly or not. These factual analysis speculations, after a few years of their break-even and earning little profit, they can then launch their uniquely developed niche item. It will then make them stand out when the company has a little history behind them and experience in their portfolio. Thus, after using the above method set out in Figure-1, start-up e-brands will realistically see some improvement with their smooth establishment within a competitive industry when they join as a newcomer. This demonstrates that it will guide the new brand to struggle less, when they enter into a competitive industry. To achieve that level of the frame, the new British e-brand needs to first maintain trust and loyalty with its customers and build potential networks with SLA (Anderson and Srinivasan, 2003; Okonkwo, 2001). This will maximize their confidence and supply resources that they need in order to succeed through an innovative and differentiated niche, or a costly differentiation strategy.

2.3. SMEs to Use Lean Marketing tool from the internet

Conceptually, 'lean marketing' is based on the book, 'The Lean Start-up' by Eric Ries. The author, Ries (2011) explains, his concept behind 'lean marketing' is solely to help start-ups to achieve the results they need without wasting major resources, such as tools, time, and promotional campaigns in the targeted market segment. In agreement with Ries (2011), Kong (2018) also

supports the idea that start-up SMEs need to analysis their “minimum viable product” (MVP) and commercially launch their ideas into the market as soon as possible with the intention of having their unique talents, innovation and inception validated by the crowd with positive reviews, feedback and success stories.

Subsequently, the entrepreneurial skills of SME owners to achieve mass marketing with low-cost Social Media Marketing (SMM) can also lead to cutting down wastage (Agbim and Igwe, 2019; BBC, 2014; Ross, 2016; Miller, 2012). Also, in reference to AlQaoud and Connolly (2015), Rettie (2003), Solis (2012), and Ernst & Young LLP (2011), traditional marketing is changing. To satisfy the modern market, companies are entering into e-marketing and e-commerce. This clarifies the underlying factor that has made independently owned high-street outlets suffer a huge decline in revenue margins. As a result, the self-employed and independently owned SMEs are going bankrupt. It has been also mentioned earlier that SMEs suffer the most in any economic hardship.

The SME owners from the UK, *Faisal Alemi* have advised, most SMEs are run by a single owner or a few partners which are from the owner’s family members and circle of friends. Due to the lack of support and strong advertising costs, young British entrepreneurs usually have to struggle and try somehow to survive after venturing with their ideas (AlQaoud, 2015; Connolly 2015; Edwards, 2018; British Council, 2016a, 2016b). Acknowledging these problems and restrictions for SMEs, modern-day e-commerce can guarantee the growth of SMEs even if they fail in the high-street competition against established retail chains. In e-commerce, any company can be perceived as bigger and the best by building better websites and apps and regular posts on Social Networking Sites (SNS).

Subsequently, the young entrepreneur often thinks their academic knowledge gives them all the answers they need to succeed in the market. Unfortunately, knowledge will do very little to help them succeed in the real market (Edwards and Housel, 2018). To find what really works, young entrepreneurs must find the appropriate marketing strategy through contingency planning. This will be greatly useful for newly launched SMEs to generate Multiple Sources of Income (MSI), maximize their profit margin, and extensively grow their market online (Kawaf and Istanbulluoglub, 2019; Laudon and Travel, 2001; Rahayu and Day 2017; Whyte, 2001).

On the other hand, During the start-up phase, every penny count. According to the study by Eurostat and Reinecke (2015), the company needs to operate its e-commerce for a longer time. Thus, in the process, they can develop ahead by planning their projects and even make their

presence on the high street (Conway and Elliott, 2010). Hence, for small firms, the lean marketing approach is always the best option during their initial development stage. Researchers from (Chong et al., 2010 and Gilliland, 2016) has discussed that the current communication and correspondence methods have become more prevalent over the internet Social networking Site (SNS) than the actual mobile communication. This advances generation communicates mostly through SNS and apps to text, socialize, network, correspond, and share almost everything on a daily basis (Hayward, 2016; Lilburne, 2016; Perez, 2017). The hype of these SNS media has become so popular that recently they have started to market targeting options onto their own blogging websites (AlQaoud, 2015; Chong et al., 2010; Gilliland, 2016 and Hamedi 2007). For example, you can now buy and sell on the Facebook marketplace by targeting a specific audience, and Facebook e-marketing target options also allow the same advert to be promoted on Messenger and Instagram (Anderson and Srinivasan, 2003; Holzner 2009 and Lilburne, 2016).

Furthermore, financial supremacy and healthy assets do not always determine the true success of a company. Many well-known multimillion-pound companies have failed, despite the fact that they had financial supremacy and strong networks Conway (2010) scrutinizes the scenario of the Great European and UK recession in 2008, when lots of multimillion-pound companies went bankrupt and eventually had to downsize to avoid facing liquidation. For example, Pidd (2018) reported that Poundworld had to close down about 335 chain stores throughout the UK, which resulted in the loss of more than 5000 jobs. Also, the ongoing downsizing of retailers such as HMV, Debenhams, Bonmarché, House of Fraser, Mothercare, and others is still causing a catastrophic rate of job loss in the UK (Butler and Wood, 2020).

On the other hand, small companies were keen to tighten their budgets and expenditures to survive, sustain themselves, and succeed in the tough economy. Back then, SMEs were focused more on obtaining the best internet promotion facility to sustain with their small amount of funds, than wasting money on traditional advertisements. Academic scholars and learned Ndrecaj and Reynolds (2018) both also emphasised, it is not always about showing off monetary ego with big offices and expensive assets. A successful SME owner from the UK, Fazil Alemi has mentioned in his interview that most online businesses operate from home or by renting a commercial unit, where the goods can be stored legally and securely, for example, self-employed dropshipping businesses, affiliate marketers, one-man brand owners, freelancers, and others (AlQaoud 2015; Alemi, 2018; Edwards, 2018; Housel, 2018). With these sorts of online SME e-brands, young

entrepreneurs can start off renting or leasing a commercial unit outside of London or in a British village, where rents are cheaper, to lease warehouse units, and bear the management cost at lower expense compared to the cities (Reynolds, 2018). Correspondingly, it indicates saving that amount of money on setting up an office outside UK city centre areas will eliminate wastage of capital in the start-up phase mainly for the SME e-brands.

The researchers Okur and Akpınar (2013) have stated that for years companies have striven to develop a unique identity and distinct brand image in order to make themselves different from their market competitors. Practically, corporate competition is brutal and rigorous, and companies must survive and sustain for their existence (Conway 2010). Thus, all companies spend a considerable amount of their budget promoting their brand and products in an attempt to be known and heard in this crowded commercial competitive marketplace. A firm which focuses on succeeding with a unique brand image must also maintain and manage its brand effectively, since managing the brand is the most significant factor to earn competitive advantage (Zikmund and d'Amico, 1984; Kotler and Armstrong, 2002). For example, some luxury brands focus their marketing campaigns to passionately highlight their brand name and logo with catchy slogans (Flávio, et. al., 2019; Carpenter, 2000; Blindell, 2015; Mun, et. al., 2019; Stan, 2014; Klein, 2010). These companies easily attract the public's attention. As a result, effective promotional effort increases their revenues, compared to other SMEs operating anonymously without empowering their unique competitive image (Carpenter, 2000; Cartier, 2017; Taslidza and Weiß, 2016; Ramaswamy, et. al., 2017; Okonkwo, 2001).

2.4. Analysing the Profitability of E-brand Diversification for start-up SMEs

This section will discuss comprehensively, why the SME e-brands first needs to focus on brand and its product diversification, over the differentiation. The following sections of the research analyses by weighing the benefits between the E-brand Differentiation with Vs. E-brands Diversification with unrelated products.

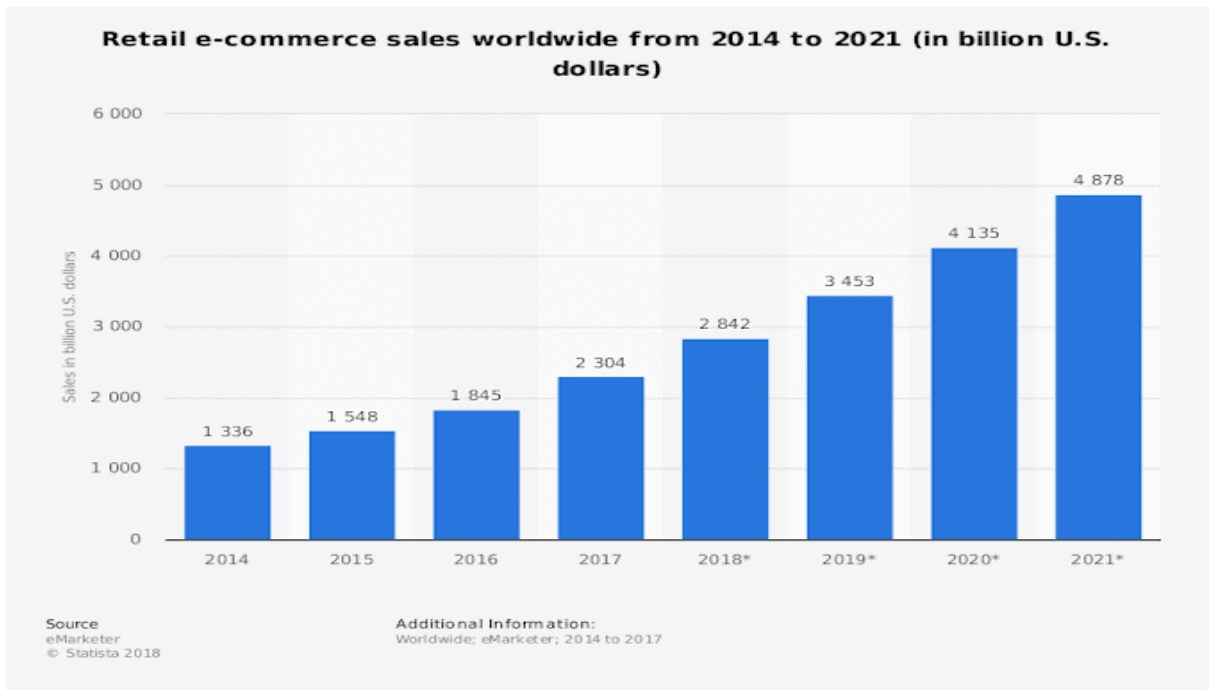


Figure-2: Related and unrelated diversification model from the Ansoff Matrix (Oakley, 2014)

From the above Ansoff Matrix, the framework shows how the strategic diversification to compete in a new market has two methods of its own, which is the related and unrelated diversification (Oakley 2014). The additional research from Jayanti et al. (2005), Flávio, et. al. (2018) and Meijer (2015) also termed the strategic ‘diversification’ into two separate practices. fundamentally, the ‘related diversification’ is commonly used by enterprises to achieve market dominance and even able to venture into new market segments by using existing expertise, or by extending some additional related services. Whereby, the ‘unrelated diversification’ in practice allows the enterprise to delve into ‘unrelated’ product lines, which helps them to penetrate a new industry. It could give them the possibility to compete beyond their comfort zone and further away from their existing market. Most often this allows the companies to venture into the international market. For example, a clothing brand attempting to venture into an additional project by offering a range of new home décor and consumer electronics items.

Progressively, the scholars from Flávio, et. al. (2018) has defined that, the diversification is a marketing strategy, which used by the firms to increase its industrial competition. Also, other researchers from (Robinson, 1993; Mun, et. al., 2019; Rehman, 2012) suggests that the multinational company admits that, the companies can perform better compared to their undiversified competitors (Alemi and Edwards 2018). From the reviews of the prominent success achieved by the Virgin Media Group through the successful unrelated diversification of branding,

it proves that the diversifying with subsidiaries and partnership aliases can give the enterprise the spread its risks and increase its Return On Investment (ROI) percentage (Oakely 2014; Flávio, et. al. 2018; Austin, 2013; Marchak, 2015).



(eMarketer 2018)

Figure-3: E-commerce retail SME’s achievement worldwide from year 2014 to the upcoming 2021.

Furthermore, the statistical insights from eMarketer (2018) suggest that the online market is now a dominant phenomenon in modern-day technological advancement, which challenges the traditional commercial medium, like highstreets shopping.

The above chart in Figure 3 illustrates, the true potential of e-commerce in terms of US dollars by setting out a much broader picture. Here, eMarketer (2018) predicted that the e-commerce industry has a great future ahead. At the end of the financial year 2017, it recorded a total retail record of 10.0% which is US\$2.304 billion worldwide. Furthermore, in the year 2018, the e-commerce industry recorded online sales of US\$2.842 billion globally. This is one of the main reasons why more and more retailers are establishing themselves in e-commerce. Mainly, it is to collect revenue from the potential e-commerce along with their presence on the high street. Moreover, it is also expected that retail sales will increase from \$2,842 to a significant rise of \$3.453 in 2019 and able to reach \$4.135 by 2020, despite the contemporary coronavirus pandemic.

Drastically, due to the increase of online media, broadcasting, and streaming services use, the potential e-commerce will prominently grow about \$4.878 billion globally by 2021. This suggests that any SMEs can also enjoy this a massive monetary gain if they make it possible operate massive logistic with minimum warehouse costs, so that can promote their e-brands and dispatch items to satisfy overseas and foreign markets.

Analytically, this statistical measures from above Figure-3, it significantly gives the confidence to the SMEs to venture for the e-commerce competition, rather than operating from the highstreets stores and using traditional marketing, which is no longer costs effective.

On the other hand, from another case study from the Ecommerce News (2016), a popular e-marketplace platform, Amazon.com was first founded by Jeff Bezos as an online bookselling e-store. Later, by reviewing its success, Jeff Bezos diversified the website and developed its various features. Recently, it has been reported that Amazon is now selling a range of clothing, fashionable gadgets, home decor accessories, mobile phones, house and commercial electronics, pieces of machinery, motor spare parts, medicines, entertainment goods, cosmetics, and much more (Lahiff, 2013; Page, 2015; E-commerce news, 2016; Hern, 2017). After reviewing Amazon's unrelated diversification of e-branding, it indicates their intention was to develop new products and align other SMEs and suppliers to sell everything under one multi-vendor website. As a result, this also helped Amazon to penetrate into other new markets and made the unrelated or conglomerate diversification of e-brands so successful.

2.5. Secondary Research Conclusion

After acknowledging the above analysis, it confines that UK SME owners need to work together and give up their sole control to a reliable robust virtual e-mall website, where customers can find everything under one e-marketplace domain. This form of online cluster and virtual collaboration can reduce the threat of further SMEs to suffer from declining sales from the domestic market. Because, they all can still generate revenue from the global e-commerce industry. Such consolidated collaboration will help the customers to remember a single domain to find everything under one umbrella e-mall, multi-vendor website, which can be similar to American Amazon.com and eBay.com. Implementing the Porters Cluster framework can help a new British brand to use e-commerce and invite all the other UK SMEs to operate under the same website to create an online cluster.

Above secondary research and its findings recommend the new British e-commerce brands, to work with other domestic SMEs to create an industrial cluster, similar to Michael Porter's cluster framework. This will bring a series of benefits for the enterprise by developing business and supplier networks to offer a range of different products. In this way, the small emerging e-commerce brand can also achieve successful e-brand diversification on its website. Accordingly, high street chain outlets offer a 'one-stop-shop' service, where customers can buy almost everything under one umbrella. Therefore, SMEs should acknowledge that to acquire maximum traffic they should offer a wider range of items by using subsidiary branding. Realistically, the firm first needs to build an appealing and attractive website to attract other businesses and British SMEs into creating a greater alliance within the British SME industry. It will be practically attainable, only if the SMEs collaborate together to give away the promotions and sells control to a single domain identity, or an e-marketplace. This will help the competitive e-commerce company prosper by working together and form strong networks to become an alternative to American e-commerce corporations such as Amazon.com. This fusion can help them to continuously launch new items by adding different suppliers and business partners.

3. Research Methodology

The research aims "to explore contemporary e-marketing tools and comprehend how the unrelated diversification of e-brands can enhance the SMEs to succeed in the global e-commerce competition". Therefore, the researcher must identify the ongoing trends and movements of the modern market. As the research focuses on e-commerce, the available digital tools could be cost-efficient and convenient for the researcher on approaching people to ask for their verdicts via social networking blogs. Benfield and Szlemko (2002) suggest the new internet tools can be effective for collecting primary data with less effort compared to previous traditional methods of data collection. Also, according to the research hypothesis (Section-1.2), the ongoing development of the nature of e-commerce can be ascertained by using an internet survey. The researcher also needs to estimate the degree of influence that diversifying a brand over e-commerce can have. With the available online tools, the researcher can easily approach people to ask them about their valuable opinions regarding SMEs diversifying themselves online. This is one of the major factors which requires the primary data collection method to ask people to get their valuable opinion, feedback and suggestions and then measure the outcome with calculation (Onwuegbuzie et al., 2011).

The primary data collection method also enhances the standard of the research and ensures its reliability. Here, the researcher can argue more about the validity of his research with proven primary data evidence (Hox and Boeiji, 2005). Furthermore, through the interviews and questionnaires, the researcher can obtain additional opinions and feedback from participants. It provides insights into the problem, or helps to develop ideas, or hypotheses for potential quantitative research.

Moreover, the internet is becoming extremely helpful for market researchers due to its affordability, mobility, and accessibility (Coombers, 2001; AlQaoud, 2015). This is what influences modern-day researchers to use the internet for their primary data collection purposes. However, during its first use, researchers first needed to master the software skills in HTML or hire a third-party to create a new program for the primary data collection process. Fortunately, it has since become more convenient for the researcher to conduct primary data collection process using the internet. Software updates and digital marketing tools now help the researchers to create surveys and conduct experiments online, without needing in-depth knowledge of software programming. Therefore, it is commonly used by today's researchers on a large scale to gather information and primary data (Lewis and Silver, 2007; AoIR, Buchanan and Markham, 2012; FCIT, 2009)

3.1. Theoretical Approaches and Methods

The fundamental aim of the research is to determine whether the two significant strategic solutions merged to make the SME e-brands to succeed in the global e-commerce industrial competition. Through the help of the strategic alignment, using multiple e-marketing tools to promote the uprising unrelated diversified e-brands can bring drastic success for SMEs to dominate domestically and globally. As a matter of fact, this indicates that the researcher needs to study several philosophical approaches before specifying a particular standpoint to examine the speculated research hypothesis and paradoxes. The Saunders' Research Onion Model helps the researcher sequential data examination process that further reflects in the later sections.

3.2. Methodological application using Saunders Onion Model

The researcher uses the Saunders' Onion Model to meet the methodological principles. Among the three significant philosophical standpoints, the researcher considers 'epistemology' to be the best suitable for gathering its data where its survey data have to later undergo scientific frequency measurement tests. The "Myths and Strategies" are logically evaluated by the

researcher to show that he is not influenced by any author's suggestion rather than his own decision of choice in methodological approach and consideration. Also, he understands the “Generalisation in Quantitative and Qualitative Research” which most authors have previously explored (Polit et al., 2010, pp. 1451-1458). For this particular context and to fix in this specific research focus, the ‘epistemology’ is considered to the appropriate philosophical standpoint, compared to the ontological position.

3.3. Research Philosophy in Consideration of Epistemology

The scholar Easterby-Smith et al. (2015) suggests, the ‘epistemology’ in the research philosophical position helps researchers to understand the context and then conduct an investigation to evaluate to establish confinement. Cyr (2015) also further supports this notion, as he commented that ‘epistemology’ is the methodological critical exploration that weighs the views and beliefs, then accurately enquires the practical and contextual world. Therefore, the ‘epistemology’ from Saunders’s onion model can help the researcher to understand what separates opinionated assumptions from actual values and beliefs.

As a result, a philosophical consideration with an epistemological position to logically validate the hypothesis is no longer considered as a paradoxical opinion. Thus, the research on “SME e-brand diversification with multiple e-marketing tools” is scientifically explored by the researcher from the epistemological approach through a positivist standpoint. Technically, then the surveyed findings will be validated with frequency measurement tools.

3.4. Clarity on the chosen Methodological paradigm

The researcher has decided on the choice of methodological paradigm and consideration in the primary research phase. This research will likely consider both the ‘Positivist’ and ‘Post-positivist’ philosophical positions by selecting the ‘Epistemology’. The research further will use both the deductive and inductive approach to consolidate an Abductive approach to weigh both the subjective and scientific validity of this research findings. This suggests, the parametric data will be gathered for the quantitative research phase. This will measure the scientific data collected from the survey, then it will be technically tested with SPSS statistical software. Generally, the survey data will be collected from a randomised sample of 100-adults, between the age of 18 and over. The type of surveyed data will mainly be ‘nominal (Yes/No)’ and ‘ordinal (Categorical/Hierarchical)’. Systematically, after the survey data are successfully collected, the data will undergo scientific chi-square tests through SPSS software. Furthermore, through the

SPSS tests, the researcher will aim to find the association, by measuring the frequency distribution of its scale and ratio to validate the speculated research hypothesis.

4. Primary Research Data

The survey was conducted on the UK public, aged from 18 and over through a randomised hundred selected sample. The questions were asked whether or not they shop from online at all, or they would like to find everything under a single virtual e-mall domain without needing to visit an isolated SME e-commerce website. The results were positive. Using the Chi-square test, it was observed that there is no significant difference between gender and e-commerce website usage at $P\text{-value} = 0.233$. Positively, the Chi-square test has also shown that there is no significant difference among age groups and e-commerce website usage at $P\text{-value} = 0.179$.

4.1. Findings and Discussion

Hypothesis-1 tests results: The internet has revolutionized communication and commercial trends today

The questions were asked to a hundred of UK public to analysis whether the significant impact of the internet on today's communication and commercial trends ought to be true. From the survey, it is observed that up to 71% of the participants use e-commerce to buy of their household goods. This is seemingly a vast majority of the population, which is now proven to use internet shopping method in the UK. Therefore, it can conclude that the internet has revolutionised the commerce and communication, which somewhat replaced old ways of buying goods from highstreets.

H₀= this research hypothesized that a significant difference exists among gender and e-commerce website usage.

H₁= this research hypothesized that no significant difference exists among gender and e-commerce website usage.

The Pearson Chi-square stats has been applied to analyse, these association and links of gender and e-commerce websites and apps. The p-value for this association is 0.233 which shows that there is no significant difference between the different genders and e-commerce websites. Therefore, this p-value rejects the null and accepts the alternative hypothesis. From these results, it can be validated that the internet has revolutionised the commerce and communication. Also, there no significant difference between males and female trends toward a preference to shop online from the e-commerce websites in this 21st Century.

Hypothesis-2 tests results: The Virgin Group and Amazon.com has succeeded to sell, gain visitors and publicity using unrelated verification strategy

This hypothesis tends to analyse the UK SMEs to consider unrelated diversification method is appropriate to satisfy the mass demand, rather than focusing on the niche segment.

H₀= this research hypothesized that a significant difference exists among support of different age groups, gender and occupational level for diversification of product ranges using the e-brands

H₁= this research hypothesized that no significant difference exists among support of different age groups, gender, and occupational level for diversification of product ranges using the e-brands.

The Chi-square distribution has also been carried out for association of age, gender, and occupation level to show the support on the diversification of goods operating through multiple e-brands. From the Chi-square analysis, there is a significant difference in this support, while in the case of the other two variables including age and occupational level, there is no significant difference. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Hypothesis-3 tests results: There are current e-marketing tools available for the SMEs to use to compete in global eCom industry

The third hypothesis was set to validate the notion that e-commerce uses are broadly available to reach the potential customer for the online SME. The survey data indicates the UK customers are aware of the e-marketing tools and they get to land on a website after seeing an appealing SNS advertising and digital sales campaign. As a result, the validity between the availability of the e-marketing tools for SMEs are tested.

H₀= There are no affordable e-marketing tools available for the SMEs to use to compete in global eCom industry

H₁= There are sufficient ranges of e-marketing tools available for the SMEs to use to compete in global eCom industry

The Pearson Chi-square stats has been applied to analyse, these association and links of SMEs having the accessibility of affordable e-commerce websites and apps marketing tools. The p-value for this association is 0.233 which shows that there is no significant difference between the different SMEs and the availability of affordable e-marketing tools. Therefore, this p-value rejects the null and accepts the alternative hypothesis.

Hypothesis-3 tests results: The modern-day customers are willing to buy almost everything from a single online umbrella brand, like a virtual mall (e-mall)

During the survey, the hundred UK participants were further asked whether or not they will be interested to shop for everything from a single virtual superstore. Primary data suggests, the average Brits support the unrelated diversification of e-brands and the launch of a UK-based multivendor e-marketplace. Statistically, it has resulted in a 3.36 of 5 on the support of this Virtual e-mall concept.

H₀= this research hypothesized that a significant difference exists among support of different gender for preference to shop everything from a single online platform

H₁= this research hypothesized that no significant difference exists among support of different gender for preference to shop everything from a single online platform

Chi-square was applied and tests have been observed, where within gender variation there is no significant opposition to the creation of a virtual UK-based e-mall. Thus, the tests confine that the null hypothesis will be rejected, and the alternative hypothesis will be accepted.

5. Conclusion and Recommendation

In many ways, new business innovations have revolutionised human lives. Everything that we see around us has been built, developed, and created by start-ups, SMEs, large corporations, and public organisations. Besides, the business has transformed human lives by making many positive changes around the world. Trade has opened the doors of infinite possibilities to benefit us in our daily lives by carrying out continuous improvements. The latest innovations by technology and electronic companies have made a massive impact on how we interact, communicate, work, learn, and trade in the 21st century. Scientifically, our world is constantly changing. The modern market is moving fast, where designs and products frequently come and go (Ries, 2011; Solis, 2012). The nature of this virtual industry is rapidly growing. To contend in this ruthless pace and marketing movements, new British brands need to carry out regular innovation to satisfy the market. The only way the company can truly stand out is if they have some sort of potential and exciting products to offer. Market research and studies need to consider the actual mission of the company, so that they can meet the market standard. Through this process, they will also be able to make significant profits in the process.

On the other hand, this tough rivalry has pressured companies to bring new inceptions to last in this rigorous marketing and industrial warfare. Also, these new product extensions,

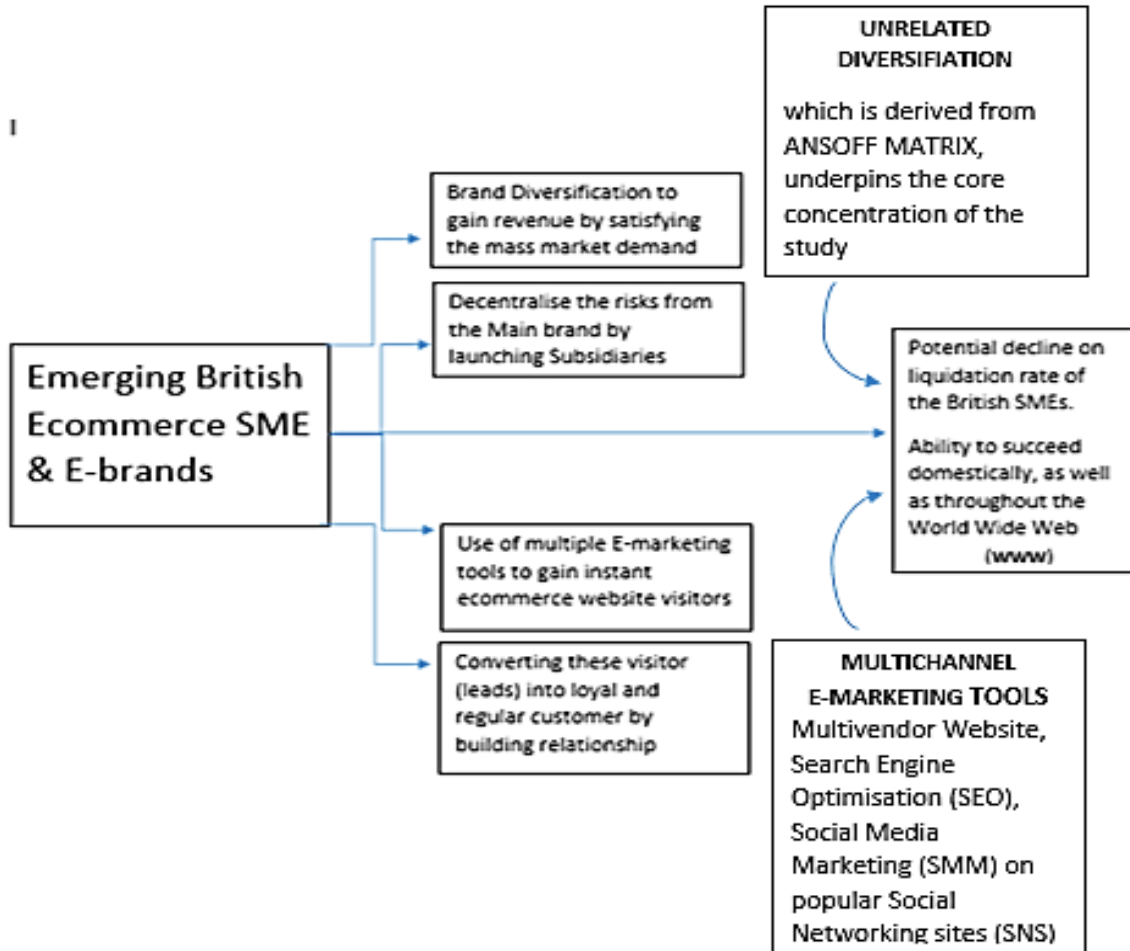
developments, and diversification of goods and services have transformed millions of lives by adding comfort and luxury by using items that we buy from the market (Okonkwo, 2001). In fact, new British e-commerce brands can grow and expand their market easily by considering diversification strategy. This determines that diversification strategy will surely bring the attention, publicity, and sales that a new British brand deserves. Subsequently, it further helps new British generic brands to shine successfully in a limited time and incurs less marketing investment, by exposing them from the domestic to the international market to collect revenue worldwide. On the other hand, it does not always need to be something totally new. From the further study of ‘types of diversification theories’, related diversification can also be something that leads to the creation of new scope and possibilities for the company and consumers. The company can also emerge with some related services that are an add-on to the existing item. For example, offering aftersales services and providing solutions to demanding clients. These sorts of related diversification help the company and customers in many ways. It increases the customer’s confidence to buy from the company, and the after-sales service also creates confidence in customer loyalty. This is the reason why customer queries should be handled professionally. Feedback and suggestions from the customer can also help the company to create contingencies to position its existence within the competitive marketplace. This empirically proves that the suggestions and reviews from the customer can drastically help new e-brands to brainstorm new product ideas. This will later help them to conduct further development within the firm to introduce new forms of products and solutions to satisfy the consumer and sustain a strong loyalty to the brand (Anderson and Srinivasan, 2003; Ashworth, 2008; Connolly, 2015; Edwards, 2018).

5.1. Achieving Research Aim

From the research work, it was concluded that the internet has a tremendous impact on communication and commercial trends, internet overtime has contributed immensely to the growth of communication and commercial trends. Similarly, the diversified ranges of services have been a key determinant and contributing factor to the growth and success of Amazon and Virgin group and it has led to increased sales, visitors, and publicity. Promotional scope for SMEs in the e-commerce marketplace is more cost-effective compared to traditional marketing media and it can be accessed by emerging SMEs than the traditional marketing media. Customers are more willing to buy almost everything from one online umbrella brand such as a virtual mall because it’s less

stressful and more affordable than buying from different stores. Emerging SMEs with their e-brands should embrace the e-commerce marketplace to dominate the global e-commerce sector.

5.2. Introducing New Conceptual Framework



(Source: Author)

Figure-4: Research Conceptual Framework for UK SMEs to succeed in Ecommerce Competition

The above conceptual framework has now been introduced by the researcher, which combines two separate strategies like unrelated E-brand diversification and advocates the use of multiple e-marketing for the SMEs to excel in the global e-commerce competition. The effectiveness of this combined strategical solution has never been previously in literature by other authors. Thus, these two significant strategic associations can lead the liquidated high-street UK SME economy to achieve is sustainable sales. Through the help of diversification strategy, the SMEs can launch other subsidiaries which can offer an extended range of items, using different

labels, brand logos, and names. The unrelated diversification of e-brand can also help the company to organize various ranges of clothing and accessories in different price ranges. This segmentation can cover the small, medium, and the wealthy public to choose their items from the e-commerce website according to their affordability.

Comparably, researchers from Nakamoto et al. (1933) have addressed the idea that if you spread your net in different directions at least you will catch a fish. Similarly, if the company and its owner do not give up after the first failure of the company, it will eventually succeed sooner or later with at least one or other of its subsidiary brands (Stan, 2014). British firms can use multiple identities, names, and logos to compete with major e-commerce companies such as Alibaba.com, Wish.com, and Amazon.com. Any sort of creativity and development leads to new innovation.

5.3. Further Recommendation for the future researcher

Time has changed, old ways will not open any new doors. ICT era has finally come where we can share information and transactions and views beyond the borders. Even the new laws have emerged to facilitate these economic and communication changes, which occurred due to the advancement of the e-commerce, m-commerce, eMarketing credible use by all. For example- the UK's General Data Protection Regulation (GDPR) law introduced in May 2018. Thus, it is advised to take this new concept into the next level through with further academic and professional research by a scholar or a research institution. Encouraging the new researchers also to conduct extensive analysis, to take this research concept into the next level.

The above-introduced framework which the researcher has introduced is fairly new. It is advisable to practically implement the framework in the evaluate its economic benefits and economic viability. If the UK entire manages to implement this strategic framework, it will enable the modern-day SMEs to create an industry of their own, by making their e-commerce website full of more and more diversified goods and services. It will a worthwhile investment for any e-commerce company that wants to prosper quickly with its corporate dream, because Amazon was not solely specialising in selling books online. Rather, it decided to sell anything that sells online. Hence, unrelated diversification can also bring an increase in sales for online SMEs.

Practically, the main challenges which SME e-commerce can face when trading online its constant change of international trading laws in overseas customs and territories. Also, business practitioners must realise the risks associated with e-commerce, such as unstable currency-rate fluctuation and pandemic lockdowns. Therefore, the SME e-brand owners must keep up to date on

the political unrest and legislation changes that will directly affect the e-commerce websites to adapt to certain changes. This is why flexibility and open-mindedness are a skill that is needed from the modern-day SME e-brand if they want to dominate with their virtual e-mall globally.

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Lise Öğrencilerinin Özsaygı Düzeylerinin Cinsiyet Değişkeni Açısından İncelenmesi

Research Assistant: Shehida Rizvanche Matsani

International Vision University
sehida.rizvancemasan@vizyon.edu.mk

ÖZET

Bu araştırma, lise öğrencilerinin özsaygı düzeylerinin cinsiyet değişkeni açısından incelemek amacıyla yapılmıştır. Betimsel tarama modeli niteliğinde olan araştırma grubunu 243 Türkiye (130 erkek ve 113 kız) ve 200 Makedonyalı (150 erkek ve 50 kız) öğrenci oluşturmuştur. Araştırmada lise öğrencilerinin özsaygı düzeylerini belirlemek için Coopersmith Özsaygı Envanteri kullanılmıştır.

Araştırma bulguları, genel özsaygı ve sosyal özsaygı alt ölçekleri hariç öğrencilerin Toplam Özsaygı, Ev-Aile Özsaygı ve Akademik Özsaygı düzeylerinin cinsiyetlerine bağlı olarak farklılaşmadığı göstermektedir. Genel Özsaygı alt ölçeğinde erkeklerin özsaygıları kızlardan daha yüksek olduğu görülmekte, ancak Sosyal Özsaygı alt ölçeğinde kızların özsaygılarının erkeklerden daha yüksek olduğu görülmektedir.

Literatür incelendiğinde özsaygı ve cinsiyet ile ilgili yapılan çalışmalara bakıldığında araştırmaların farklı sonuçlar ortaya koyduğu görülmektedir. Araştırma bulguları genelde erkek ve kız öğrencilerin özsaygı puanlarında, bir farklılığın olmadığını göstermesinin yanı sıra, erkeklerin özsaygılarının kızlardan daha yüksek ve tam tersi olarak kızların özsaygılarının erkeklerden daha yüksek olduğunu gösteren çalışmalara da rastlanmaktadır. Genel ve sosyal özsaygı alt ölçeklerin aksine, diğer alt ölçeklerde cinsiyet değişkenine ilişkin bir ana etkiye rastlanmamıştır. Toplumun cinsiyet rollerine ilişkin kalıp yargılarının değişmesinin etkisiyle ailelerde, okullarda ve diğer kurumlarda artık kız ve erkek ayrımının yapılmamasının etkisiyle, diğer bir çok alanda olduğu gibi kişilik gelişiminde ve dolayısıyla özsaygıları açısından da cinsiyet arasında bir farka rastlanmamasının bir nedeni olarak görülebilir. Kızlar erkeklere göre akranları ile sosyal ve kişisel ilişkilerinde daha fazla duyarlılık göstermektedir. Kız çocuklarının erkek çocuklara göre sosyal ilişkilere daha fazla önem vermeleri, sosyal özsaygı puanlarının erkek öğrencilerden daha yüksek bulunması ile ilişkilendirilebilir.

Özsaygı düzeyini belirlemek amacı ile ilerde yapılacak araştırmalarda, özsaygı düzeyini etkileyebilecek başka değişkenler, anne- baba tutumları, farklı öğrenim kurumlarında eğitim görme, sınıf düzeyi gibi değişkenler incelenebilir. Özsaygı düzeylerini belirleyen etmenler konusunda betimsel bir araştırma yapıldıktan sonra, öğrencilerin özsaygı düzeylerini geliştirmeye yönelik programlar geliştirilip etkisi araştırılabilir.

Anahtar Kelimeler: Özsaygı, cinsiyet, ülke

Analysis of High School Students' Effective Self-Esteem Levels in terms of Gender Variable

ABSTRACT

This research was conducted to examine high school students' self-esteem in terms of gender variable. Research group, which is a descriptive screening model consist of 243 Turkish students (130 male and 113 female) and 200 Macedonian (150 males and 50 females). In this research, Coopersmith Self-esteem chekclist was used to determine the self-esteem levels of high school students.

In this study the main effect of gender in the general level of social self-esteem and self-esteem of high school students in North Macedonians of Turkish students is significant, comparing the gender of the high school students' self-esteem levels in Turkey and Northern Macedonia. In this research, the general self-esteem subscale show that Turkish male students score significantly higher than of females. On the social self-esteem subscale, the scores of female students from Northern Macedonia are significantly higher than that of male students. It shows that Total Self-Esteem, Home-Family Self-Esteem and Academic Self-Esteem levels do not differ depending on their gender.

When the literature is examined, when the studies on self-esteem and gender are examined, it is seen that the researches show different results. In addition to the findings of the research, there are studies showing that males' and females' self-esteem points show that there are no difference in their self-esteem scores, and males' self-esteem is higher than females and vice versa. In contrast to the general and social self-esteem subscales, no major impact on the gender variable was found in other subscales. With the effect of changing the stereotypes of the society regarding gender roles, with the effect of the fact that there is no longer a distinction between females and males in families, schools and other institutions, as in many other areas, it can be seen as a reason for not having a difference between gender in personality development and therefore in terms of self-esteem. Females show more sensitivity in social and personal relationships with their peers than males. Females show more sensitivity in social and personal relationships with their peers than males. The fact that girls pay more attention to social relationships than males can be associated with higher social self-esteem scores than males.

In future researches to determine the level of self-esteem, other variables can be examined that may affect the self-esteem level, parental attitudes, education in different educational institutions, and classroom level. After conducting a descriptive research on the factors that determine self-esteem levels, the programs to improve students' self-esteem levels can be developed and their impact can be investigated.

Keywords: Self-esteem, gender, country

GİRİŞ

Ergenlik döneminde, bireylerin kimlik edinme çabaları içinde özsaygısının oluşması ve kendisi tarafından kabul edilmesi önemli bir dönem özelliğidir. Bu nedenle özsaygının yüksek veya düşük düzeyde oluşu ile ilişkili olan değişkenlerin bilinmesi, eğitimcilere, psikolojik danışma ve

rehberlik uzmanlarına, yüksek düzeyde özsaygıya sahip çocuklar yetiştirme yönünde yardımcı olacaktır.

Özsaygının gelişimi bireyin içinde bulunduğu toplum ve çevreden etkilenebilmektedir. Bireylerin çevrelerinden aldıkları olumlu geri bildirimler, cinsiyetlerine göre onlara yüklenen farklı roller ve tutumlar, yetiştirilme tarzları, çevrenin kültürel yapısı özsaygı düzeylerinde belirleyici olabilmektedir.

Benlik kavramı ergenlikte son derece önemli olan, dinamik ve yaşam boyu süren bir süreçtir. Birey ergenlik döneminde yetişkinliğe hazırlanmakta, ergen bu dönemde, duygusal ve ekonomik bağımsızlık kazanma, sorumluluk alma, kişiliğini/benliğini oluşturma çabası içerisine girmektedir (Schneiders, 1960; Akt. Uzun, 2002).

Benlik kavramı ile özsaygı birbirine oldukça yakın kavramlardır. Bu durum bu iki komşu kavramın gerek yerli gerekse yabancı literatürde sıkça karıştırılmasına ve birbirlerinin yerine kullanılmasına yol açmaktadır (Pişkin,2002). Özsaygı, benlik kavramının önemli boyutlarından biridir.Özsaygı, benlik kavramının önemli boyutlarından biridir. Coopersmith'e (1967) göre özsaygı, bireyin kendisi ile ilgili olarak yaptığı değerlendirme ve bu değerlendirmeyi koruması, onay görme ve görmeme tutumunun bir ifadesi, kendini önemli, başarılı ve değerli olarak algılama derecesidir. Coopersmith özsaygının gelişiminde önemli gördüğü dört etkeni şöyle sıralamaktadır:

- Bireyin yaşamında önemli bir yere sahip olan diğer insanlardan gördüğü ilgili, kabul edici ve saygılı muamelenin derecesi.
- Bireyin başarıları, içinde bulunduğu pozisyon ve sahip olduğu statü.
- Bireyin başkaları tarafından kendisi için yapılan değerlendirmelere nasıl karşılık verdiği.
- Bireyin başkaları tarafından kendisi için konulan ve kendi istediği amaçlara ulaşım ulaşmaması.

Pişkin (2002), özsaygıyı bireyin benlik imgesi ile ideal benliği arasındaki farkı değerlendirmesi olarak tanımlanmaktadır. Bireyin kendini nasıl algıladığı (benlik imgesi) ile olmak istediği benliği (ideal benlik) arasındaki fark o bireyin özsaygı düzeyini vermektedir. Bu süreçte önemli olan bireyin bu farkı nasıl değerlendirdiği ve bu durumun bireyin duygusal dünyasını nasıl etkilediğidir. Bireyin, kendini nasıl gördüğü ile ulaşmayı arzuladığı benliği arasında farkın oluşması kaçınılmazdır ve bu fark bireyin özsaygı düzeyinin oluşumunda normal bir olgu olarak kabul edilmektedir.

Olması gereken ideal benliği ile kendini görüş şekli olan özbenliğin (benlik imgesi)

arasında farkın az olma durumu bireyin sağlıklı olduğunu göstermektedir. Çünkü ideallerine ulaşacağına olan inancı bireyin özsaygısını yükseltecektir. Benlik imgesi ile ideal benliği birbirine örtüşen birey ve bu iki benliğin birbirinden kopuk olan birey sağlıksızdır. Birinci, durumda bir idealsizlik, ikinci durumda hülyacılık söz konusu olacaktır. İdeal ben ile benlik imgesi arasındaki farkın fazlalığı özsaygıyı azaltacaktır (Akbaba, 2004).

Farklı kültürlerde çocuğun yetiştirilme biçimi, ailede ve okulda çocuğa karşı takınılan tutum ve davranışlar farklılaşabilmektedir. Bu faktörler çocuğun özsaygısının şekillenmesinde önemli faktörler arasında sayılmaktadır. Ancak literatürde farklı kültürlerde yetişmiş bireylerin özsaygı düzeyleri ile kişilik dinamiklerini araştıran kültürler arası çalışmalara fazla rastlanmaktadır.

Farklı kültürlerin ailede ve okulda çocuk yetiştirme tarzları, onlara takındıkları tutum ve davranışlar farklı olduğu gibi, aynı kültürde kız ve erkek çocuklarına biçilen cinsiyet rolleri, onlara takınılan tutum ve davranışlar ile beklentiler de farklı olabilmektedir. Çoğu kültürde erkek ve kadının nasıl düşüneceği ve hissedeceği belirli ve kısmen çevresi tarafından verilen roller, neleri yapıp neleri yapamayacakları oldukça açık seçik bir şekilde belirlenmiştir (Kulaksızoğlu, 2002).

Cinsiyete, etnik kökene ve diğer gruplara ait bütün kalıp yargıların kökeninde çoğu kez kültürel değerlendirmeler ve öğrenmenin etkisi vardır. Kız ve erkekler arasında oluşan farklılıklar, kültürel değerlerin ve toplumsal kuralların etkisiyle farklı alanlara yönelmelerine yol açabilmektedir (Bakırcıoğlu, 2003).

Günümüzde bazı toplum ve kültürlerde kadın ve erkeklere farklı roller yüklenmekte, anne babaların çocuklarına karşı sergiledikleri tutumlar çocukların cinsiyetine göre değişiklik göstermektedir. Bireylere yüklenen farklı roller ve sergilenen tutumlar onların özsaygı düzeyleri üzerinde etkili olabilmektedir.

Carlos (1965), özsaygının, benliğin göreceli olarak statik bir boyutu olduğunu, dolayısıyla cinsiyet rollerinden bağımsız olduğunu söylemesine rağmen Rosenberg ve Simmons(1975) toplumsallaşma sürecinin erkek ve kadını farklı yönler kanalize ettiğini söylemektedirler (Akt. Pişkin,1996b).

Cheung' un(1989) belirttiğine göre hızlı modernleşmeye rağmen ailelerin kızlara karşı ayrımcı davranması, erkeği ailenin soyunu devam ettirmeden sorumlu olduğunun varsayılması erkeklerin lehine özsaygı düzeylerinde farklılıkların görülmesine neden olmaktadır.

Kültürel karşılaştırmaların yapıldığı araştırmalar, bir kültürel ortamda iç içe olan bazı

değişkenler ile aynı şekilde iç içe olmayan başka bir kültürde de incelenip aralarındaki benzerliklerin ve farklılıkların ortaya çıkartılmasında avantaj sağlamaktadır (Kağıtçıbaşı, 2000). Literatürde cinsiyet'in özsaygı üzerindeki etkisinde farklılıklar görülmektedir. Bu durum araştırmacının dikkatini çekmiş ve farklı kültürlerdeki bireylerin özsaygı düzeylerindeki farklılıkları cinsiyet değişkeni ile incelemiştir. Literatür taraması sonucunda Türkiye ve Kuzey Makedonya gibi iki farklı kültürde yaşayan lise öğrencilerinin özsaygı düzeylerini inceleyen herhangi bir araştırmaya rastlanmamıştır. Kuzey Makedonyada yaşayan Türk asıllı lise öğrencileri ile Türkiyede yaşayan lise öğrenciler arasındaki benzerlik ve farklılıklar kişilik özelliklerine nasıl yansıdığı merak edilmiş ve araştırmaya değer bulunmuştur. Yapılan bu araştırmanın alana kuramsal açıdan ve uygulama bakımından katkı getireceği düşünülmektedir.

1. Literatür taraması

Literatüre bakıldığında, özsaygı ile cinsiyet arasında ilişkiye işaret eden pek çok çalışmaya rastlanmaktadır. Cinsiyetin özsaygı üzerindeki etkisini araştıran çalışmaların bulgularının tutarsız olduğu görülmektedir. Yurt dışında yapılan çalışmalarda, farklılığın erkeklerin lehine olduğu görülmekle birlikte (Abu-Saad, 1999; Chan, 2000; Cheung, 1989; Ireson ve diğerleri, 2001; Verkuyten, 2001; Watkinson & Regmi, 1990), cinsiyetin özsaygıyı etkilemediğini gösteren çalışmalar da görülmektedir (Arbona & Power, 2003; Connor ve diğerleri, 2004; Faruggia ve diğerleri, 2004; Hare, 1977; Tafarrodi, 1999).

Türkiye' de yapılan araştırmalarda (Bilgin, 2001; Çuhadaroğlu, 1986) erkeklerin özsaygı düzeylerinin kızlardan daha yüksek olduğu, başka bir çalışmada ise (Başkara, 2002) kız öğrencilerin özsaygı düzeyleri erkek öğrencilerden daha yüksek bulunmuş. Geriye kalan çalışmaların (Aksoy, 1992; Arıca, 1995; Balat ve Akman, 2004; Güngör, 1989; İkiz, 2000; İnanç, 1997; Maşrabacı, 1994; Tarhan, 1995;) hiçbirinde erkek ve kız öğrencilerin özsaygı düzeylerinin farklılaşmadığını görülmektedir.

Literatürde cinsiyet'in özsaygı üzerindeki etkisinde farklılıklar görülmektedir. Bu durum araştırmacının dikkatini çekmiş ve farklı kültürlerdeki bireylerin özsaygı düzeylerindeki farklılıkları cinsiyet değişkeni ile incelemiştir.

2. Araştırma metodoloji

Araştırma, 243 Türkiye (130 erkek ve 113 kız) ve 200 Kuzey Makedonyalı Türk asıllı (150 erkek ve 50 kız) lise öğrencilerinin özsaygı düzeylerini cinsiyet değişkenine göre incelemeyi amaçlamaktadır. Araştırma bu özelliği ile bir durumu var olduğu haliyle belirlemeye yönelik

betimsel türden bir çalışmadır.

Araştırmada lise öğrencilerinin özsaygı düzeylerini belirlemek için Coopersmith Özsaygı Envanteri kullanılmıştır.

Araştırmada kullanılan aracın özellikleri şöyledir:

Coopersmith Özsaygı Envanteri (C.Ö.E.)

Envanter toplam 58 maddeden oluşup, yaklaşık 10-15 dakikada tamamlanabilmektedir. Envanterde özsaygıya ilişkin toplam bir puana ek olarak 5 ayrı alt ölçeğe ilişkin puanlar da elde edilmektedir. Bunlar: a) genel özsaygı, b) sosyal özsaygı, c) akademik - okul özsaygı, d) ev – aile özsaygı ve e) yalan maddeler. Envanterin alt ölçeklerinden (yalan maddeler hariç) elde edilen puanların toplamı ölçeğe ilişkin toplam bir özsaygı puanı vermektedir (Coopersmith, 1991; Akt. Pişkin, 1996).

Envanter Kuzey Makedonyada ilk defa uygulandığı için araştırmacı tarafından aracın güvenilirliğini saptamak amacıyla hem test- tekrar- test hem de Cronbach Alpha tekniği kullanılmıştır. Bunu elde etmek için öğrencilere aynı envanter 10 gün arayla iki defa uygulanmıştır.

Coopersmith Özsaygı Envanteri toplam özsaygı test – tekrar test güvenilirlik katsayısı .82 ve Cronbach Alpha güvenilirlik katsayısını .83 bulunmuştur. Envanterin kısa form test – tekrar test güvenilirlik katsayısı .75 ve Cronbach Alpha güvenilirlik katsayısını aynı şekilde .75 bulunmuştur. Alt ölçeklerden genel özsaygı test – tekrar test güvenilirlik katsayısı .80 ve Cronbach Alpha güvenilirlik katsayısını .77, sosyal özsaygı test – tekrar test güvenilirlik katsayısı .61 ve Cronbach Alpha güvenilirlik katsayısı .35, ev- aile özsaygı test – tekrar test güvenilirlik katsayısı .69 ve Cronbach Alpha güvenilirlik katsayısı .54, akademik özsaygı test – tekrar test güvenilirlik katsayısı .78 ve Cronbach Alpha güvenilirlik katsayısını .59 bulunmuştur.

Bu bulgular aracın Kuzey Makedonya’ daki uygulamalar için kabul edilebilir düzeyde güvenilir olduğunu göstermektedir.

Araştırmada öğrencilerin özsaygı düzeylerini analiz ederken istatistiksel tekniklerden aritmetik ortalama (\bar{X}) ve standart sapma (SS), cinsiyet değişkenine göre farklılaşp farklılaşmadığını belirlemek için ANOVA varyans analizi testi kullanılmıştır. Verilerin test edilmesinde anlamlılık düzeyi .05 olarak kabul edilmiştir. Araştırmada tüm çözümlenmeler SPSS paket programı kullanılarak gerçekleştirilmiştir.

3. Araştırma bulgular

Araştırmada elde edilen bulgular Kuzey Makedonya’ daki lise öğrencilerinin özsaygı

düzeylei cinsiyet deęişkenine göre sunulmuştur. Öğrencilerin özsaygı düzeylerinin cinsiyet deęişkenine göre farklılaşp farklılaşmadığını gösteren betimsel istatistik ve ANOVA testi bulguları Tablo 1’de verilmiştir.

Tablo 1. Kuzey Makedonya’ daki lise öğrencilerinin özsaygı düzeylerinin cinsiyete göre farklılaşması

		cinsiyet		SS	F	P	
		N	\bar{X}				
Toplam özsaygı	kız	50	73.20	13.19	,016	.899	
	erkek		74.34	14.09			
		150		74.06			13.84
	toplam	200					
Genel özsaygı	kız	50	39.08	8.08	,736	.392	
	erkek		40.71	7.35			
		150		40.30			7.56
	toplam	200					
Sosyal özsaygı	kız	50	13.26	2.18	7.314	.007	
	erkek		12.31	2.56			
		150		12.55			2.50
	toplam	200					
Ev- aile özsaygı	kız	50	12.36	2.69	,011	.918	
	erkek	150	12.45	3.79			
	toplam	200	12.43	3.54			
Akademik özsaygı	kız	50	8.92	4.29	,001	.981	
	erkek	150	9.10	4.01			
	toplam	200	9.06	4.07			

Tablo 1’ deki bulgular incelendiğinde Kuzey Makedonya’daki lise öğrencilerinin karşılaştırılması için yapılan ANOVA sonucunda, farklı cinsiyetten olmaları öğrencilerin sosyal özsaygı ($F_{1-438;0,05} = 7.314$) düzeyleri üzerinde anlamlı bir fark yarattığı görülmektedir. Bulgular Kuzey Makedonyalı kız öğrencilerin sosyal özsaygı puan ortalamasının ($\bar{X}=13,26$), erkek

öğrencilerin aynı ölçekten aldıkları puan ortalamasından ($\bar{X}=12,31$) daha yüksek olduğunu ortaya koymaktadır. Sosyal özsaygı alt ölçeği hariç, diğer alt ölçeklerde cinsiyet değişkenine ilişkin bir ana etkiye rastlanmamıştır.

Araştırmada elde edilen bulgular Türkiyedeki lise öğrencilerinin özsaygı düzeyleri cinsiyet değişkenine göre sunulmuştur. Öğrencilerin özsaygı düzeylerinin cinsiyet değişkenine göre farklılaşıp farklılaşmadığını gösteren betimsel istatistik ve ANOVA testi bulguları Tablo 2’de verilmiştir.

Tablo 2. Türkiye’deki lise öğrencilerinin özsaygı düzeylerinin cinsiyete göre farklılaşması

	cinsiyet	SS		F	
		N	\bar{X}		
Toplam özsaygı	kız			15.84	
		113	65.92		
	erkek			15.77	2.030
		130	68.47		156
	toplam	243	67.29		
Genel özsaygı	kız	113	35.32	9.49	
	erkek			9.01	.549
		130	37.41		061
	toplam			9.27	
		243	36.44		
Sosyal özsaygı	kız	113	13.37	2.81	
	erkek	130	12.88	2.62	
					.894
	toplam	243	13.11	2.72	
Ev- aile özsaygı	kız	113	9.39	4.47	
	erkek	130	10.06	4.38	
					.797
	toplam	243	9.75	4.43	
Akademik özsaygı	kız	113	7.91	3.82	
	erkek	130	8.32	3.48	
					.361
	toplam	243	8.13	3.64	

Tablo 2’deki bulgular incelendiğinde Türkiye’deki lise öğrencilerinin karşılaştırılması için

yapılan ANOVA sonucunda, farklı cinsiyetten olmaları öğrencilerin genel özsaygı ($F_{1-438;0,05} = 3.549$) düzeyleri üzerinde anlamlı bir fark yarattığı görülmektedir. Bulgular Türkiye'deki erkek öğrencilerin genel özsaygı puan ortalamasının ($\bar{X}=37,41$), kız öğrencilerin aynı ölçekten aldıkları puan ortalamasından ($\bar{X}=35,32$) daha yüksek olduğunu ortaya koymaktadır. Genel özsaygı alt ölçeği hariç, diğer alt ölçeklerde cinsiyet değişkenine ilişkin bir ana etkiye rastlanmamıştır.

4. Sonuç

Özsaygının oluşumu çocuklukta başlamakta, ancak ergenlik döneminde şekillenip, bireyin yaşamını etkileyen önemli bir faktör haline gelmektedir. Özsaygısı yüksek olan kişiler, problem çözme becerileri gelişmiş, kendilerinin daha kolay ifade edebilen, daha fazla empati kurabilen, kendilerini saygıya ve kabul edilmeye değer, önemli ve yararlı kişiler olarak algılama eğiliminde olan kişilerdir. Diğer taraftan, özsaygısı düşük olan kişiler kendilerini pek önemli olmayan, yeteneklerine güvenemeyen, iletişim kurmada sıkıntıları olan, değersizlik duygusunu daha fazla yaşayan kişiler olarak görme eğilimindedirler, Bu nedenden dolayı bireyin kendisini olumlu olarak değerlendirme eğilimi kişilik gelişimi için çok önemli bir sonuç olarak ortaya çıkmaktadır. Ayrıca bireyin kendisi hakkındaki olumlu düşünceleri, etrafındakilerle olan etkileşimlerini yardımcı olmakta ve kabul edilmelerini olanak sağlamaktadır.

Türkiye ve Kuzey Makedonya'daki lise öğrencilerin özsaygı düzeylerini cinsiyet açısından karşılaştıran bu çalışmada Türkiyeli öğrencilerin genel özsaygı ve Kuzey Makedonyalı lise öğrencilerinin sosyal özsaygı düzeylerinde cinsiyet değişkeninin temel etkisi anlamlı bulunmuştur. Toplam özsaygı, ev- aile özsaygı ve akademik özsaygı düzeylerinde ise cinsiyet değişkeninin temel etkisi anlamlı değildir. Bu çalışmada genel özsaygı alt ölçeğinde Türkiyeli erkek öğrencilerin puanları kızların puanlarından anlamlı düzeyde daha yüksektir. Yurt dışında ve Türkiyede yapılan bazı çalışmaların bulguları (Abu-Saad, 1999; Bilgin, 2001; Chan, 2000; Cheung, 1989; Çuhadaroğlu, 1986; Ireson ve diğerleri, 2001; Verkuyten, 2001; Watkinson & Regmi, 1990) ile bu araştırmanın bulguları benzerlik göstermektedir. Sosyal özsaygı ölçeğinde ise Kuzey Makedonyalı kız öğrencilerin puanlarının erkek öğrencilerin puanlarından anlamlı biçimde daha yüksek olduğu görülmektedir. Literatüre baktığımızda benzer sonuçları veren iki çalışmaya rastlanmaktadır (Başkara, 2002; Pişkin, 1996a). Araştırma bulguları her iki ülkedeki kız ve erkek öğrencilerin toplam özsaygı , ev- aile özsaygı ve akademik özsaygı puanlarında anlamlı bir farklılığın olmadığını göstermektedir. Literatür incelendiğinde benzer biçimde özsaygı ve cinsiyet ile ilgili yapılan araştırmaların sonuçlarında (Aksoy,1992; Arbona & Power, 2003; Arıca,1995; Balat ve

Akman,2004; Chapman ve Mullis, 2002; Connor ve diğlerleri, 2004; Faruggia ve diğlerleri, 2004; Güngör,1989; Hare, 1977; İkiz,2000; İnanç,1997; Maşrabacı,1994; Tafarrodi, 1999; Tarhan,1995) erkek ve kız öğrencilerin özsaygı düzeylerinin farklılaşmadığını görülmektedir.

Genel ve sosyal özsaygı alt ölçeklerin aksine, diğler alt ölçeklerde cinsiyet değışkenine ilişkin bir ana etkiye rastlanmamıştır. Toplumun cinsiyet rollerine ilişkin kalıp yargılarının değışmesinin etkisiyle ailelerde, okullarda ve diğler kurumlarda artık kız ve erkek ayrımının yapılmamasının etkisiyle, diğler bir çok alanda olduğı gibi kişilik gelişiminde ve dolayısıyla özsaygıları açısından da cinsiyet arasında bir farka rastlanmamasının bir nedeni olarak görülebilir.

Kulaksızıoğlu' nun (2002) belirttiğine göre, kızlar erkeklere göre akranları ile sosyal ve kişisel ilişkilerinde daha fazla duyarlılık göstermektedir. Bunun yanı sıra geleneksel rol beklentileri ile büyütülen kız çocuklarının erkek çocuklara göre sosyal ilişkilere daha fazla önem vermeleri, sosyal özsaygı puanlarının erkek öğrencilerden daha yüksek bulunması ile ilişkilendirilebilir.

Bu araştırma sonucunda özsaygı üzerinde cinsiyet değışkeninin genel ve sosyal özsaygı alt ölçeklerinde etkili olduğı bulunmuştur. Ancak özsaygı düzeyini etkileyebilecek başka değışkenler de vardır. Bu değışkenlerin neler olduğunu belirlemeye yönelik araştırmalar yapılabilir.

İnsan yaşamının en bunalımlı dönemi olarak bilinen ergenlik çağındaki öğrencilerin, özsaygılarının yüksek ya da düşük olmasına etki eden faktörlerin bilinmesi, aileye, eğitimcilere, diğler ilgililere önemli bilgiler sağlayabilir.

Yaşamın en kritik dönemlerinden biri olarak kabul edilen ergenlik dönemi, çok çeşitli araştırmaların yapılmasına fırsat verebilir. Bu araştırmada kişiliğın boyutları olan özsaygı düzeylerinin cinsiyet açısından saptanmasına çalışılmıştır. Yapılacak diğler araştırmalarda kişiliğın diğler boyutları da ele alınarak araştırılabilir.

Gerek Türkiyede gerekse Batı toplumlarında kadınlara verilen hakların çoğalması, kadınların eğitim olanaklarından daha fazla yararlanmaya başlaması özsaygının gelişimini olumlu yönde etkilemektedir. Ancak kadın rollerini ilişkin meydana gelen değışikliklerin toplumun her kesiminde aynı etkide başarılı olduğunu söylemek güçtür. Kentsel ve kırsal kesimlerde erkek ve kızlara verilen değler ve gösterilen ayrıcalıklar özsaygı düzeylerinde farklılıklar yaratabilmektedir. Burada araştırmaların sınırlılıklarından da söz etmek gerekmektedir. Genelde araştırmaların şehir merkezlerinde yapıldığı göz önünde bulundurulduğunda erkek ve kızların özsaygı düzeylerindeki farklılıkların tüm topluma genellenmesi doğru olmayabilir. Aynı araştırma kırsal kesimde de

tekrarlanarak, büyükşehirde öğrenim gören ve kırsal kesimde öğrenim gören ergenlerin özsaygı düzeyleri karşılaştırılabilir.

Aynı çalışmanın farklı öğrenim kurumlarında, tek cinsiyetli okullarda, yatılı okullarda da yapılması konuya değişik bir boyut kazandırabilir.

Özsaygı düzeylerini belirleyen etmenler konusunda betimsel bir araştırma yapıldıktan sonra, öğrencilerin özsaygı düzeylerini geliştirmeye yönelik programlar geliştirilip etkisi araştırılabilir.

Çocuğu yaşamındaki vazgeçilmez iki ana unsur okul ve aile ortamıdır. Her çocuğu yapısının ve eğilimlerinin farklı olduđu göz önünde bulundurulduğunda, ailelerin dikkatini çocuğun yetiştirilmesine ve gelişim dönemlerinin özelliklerine çekmek sorumluluđu kuşkusuz tüm eğitimcilerle düşmektedir. Eğitimciler anne babaya çocuk yetiştirme tutumları ile ilgili bilgi ve öneriler vererek, çocukların demokratik bir aile ortamında sağlıklı bir kişilik geliştirmelerini ve özsaygılarının oluşmasında önemli bir rol oynadıklarını görmelerini sağlayabilirler.

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Do Students of Tourism Have Enough Awareness for Expressions in EOP (English for Occupational Purposes) via learner autonomy?

Mehmet Veysi BABAYIĞIT

Batman University
m.veysi.babayigit@gmail.com
Orcid: 0000-0003-4136-7434

Asst. Prof. Dr. Özlem ALTUN

Cyprus Social Sciences University
ozlem.altun@kisbu.edu.tr
Orcid: 0000-0002-0830-002X

Asst. Prof. Dr. Mehmet Necati CİZRELİOĞULLARI

Cyprus Science University
mehmetcizreliogullar@csu.edu.tr
Orcid: 0000-0002-9884-6084

ABSTRACT

English is the world's science, culture, art, economy, transportation and tourism language; therefore, it is generally called as lingua franca which is the name of English in terms of being used worldwide in many domains. As English has also employed in business sectors such as Tourism, it is vital for tourism students to have awareness towards EOP (English for Occupational Purposes) skills. The purpose of this study is to come up with what degree BA students of Tourism have for general/ expressive /idiom words in EOP programs. 134 students of Tourism studying at various universities in TRNC (Turkish Republic of North Cyprus) participated in this study. Data collection tools for this study are T-tests and interviews. The current study was conducted in three phases taking 4 weeks. In the first phase, participants had a pre-test including ten items to interrogate students' awareness for the expressions in EOP programs, and the duration for this phase was one week. In second phase, the duration was the same with the first phase, and participants were asked to learn and grasp expressions aroused in EOP programs autonomously. In the last phase, participants were asked to have a post-test comprising of the same questions in the T-test which took one week for data collection. After data collection process was finalized, the last week was considered for the evaluation and analyses of the study. It is found that students had minimal awareness for expressions in EOP programs in the pre-test, and there was a slight increase in terms of awareness for EOP programs in the post-test. The interviews indicated that students were on the idea of having explicit instruction for the expressions of EOP programs, and it can be concluded that participants were not able to develop their awareness via learner autonomy.

Keywords: EOP, Tourism, Expressions, Learner Autonomy, English

INTRODUCTION

Nowadays, English has been regarded as professional knowledge and a competency as the theoretical foundations required to enter any job is demanding key issues in the target language.

Holding awareness of English in terms of conducting various tasks in the labour market has a decisive role in a dimension available in vocational courses and schools. Global changes and economic crises all over the world have created the need to be technically efficient and sufficient in English when looking for a job.

Social life and job demands point out that something of low value today can be very important in the near future (Rico, et al.,2019) ; therefore it can be inferred as tourism is a very dynamic and constantly changing multicultural and multilingual issues , it always needs qualified staff having sustainable English competency. For this purpose, vocational schools, vocational high schools and universities do their best in order to provide training to the students or staffs wishing to be acquainted in this sector. In other words, the purpose of all these schools is to prepare students for the profession and become a well-equipped employee. While the students are equipped with theoretical and practical knowledge in these schools, the most important thing is their professional language education. Language education is an indispensable element for students trained to take part in the tourism sector. The most widely used languages in tourism are German and English; hence, vocational German and professional English courses are among the indispensable courses of Tourism schools. Also, in the tourism sector, where individual communication is most intense, there are other significant qualities such as smiling, tolerance and kindness besides foreign language knowledge.

While conducting language learning tasks within students, educational institutions train qualified personnel and always seek a strategy determined in accordance with the target audience receiving a foreign language education curriculum (Akgöz and Gürsoy, 2014). Thus, it may be claimed that employing qualified staffs for teaching language proficiency in tourism sector is crucial in order to gain success (Davras & Bulgan, 2012). Another significant issue for gaining affluent language proficiency is that the preparation and utilization of instructional teaching materials should be updated and regulated well in accordance with language teaching purposes (Zahedpisheh, et al., 2017). What else, it is asserted that professional foreign language education should be determined based on the needs of the industry and the individual, and should be implemented and in the centre goal of institutions entailing the highest language requirements (Hutchinson and Waters, 1991).

In the EOP program, the content of the language teaching materials should be suitable for the profession since language teaching materials used for the tourism can be employed both in

writing and verbal tasks in order to analyse the main vocational words appropriately in Tourism EOP (Malkin, 2009). Also, the contributions of the curriculum of foreign language lessons including EOP programs in higher education should be compatible with students' needs opinions in order to let them gain awareness towards some specific issues or words in that domain (Akin, 2010; Çelik, 2003; Diken, 2006 ;Gökçe and Batman 2015; İğrek, 2013; Sabuncuoğlu, 2010). It can also be claimed that Vocational foreign language teaching including (EOP) programs should be more limited in terms of content and purpose that is why meeting the basic needs of students such as teaching idioms or expressions is crucial; however, teaching English professionally should not be considered in this programs (Diaz,2011). Rahman, et al., (2008) claimed that including EOP programs for tourism faculties at many universities worldwide has gained a great deal of importance currently because equipping undergraduate students with special needs in English language is demanding for their professional and educational life. In addition, autonomy has a crucial role for students wishing to develop EOP skills that is why some students employ autonomous attributions in order to boost the terms related to their programs of EOP, and it has been claimed that if autonomy comes from teacher, then the teacher attempts to find out the best personal materials to be used at classroom or limited time for teaching in order to develop the best techniques (Babayigit,2020a); on the other hand, if the student wishes to develop autonomy on his/her own, then s/he attempt to seek some perspectives on their own; however, there is not always an acute success as a result of autonomous investigation (Holec,1981).

In sum, it can be concluded that employing an efficient language teaching may make students more interested in anticipating terms in the target language since the content of the course should be particularly suited to the needs of the student and the requirements of the profession. Also, some university teaching programs such as tourism, accommodation and travel service colleges, and tourism and hotel management having undergraduate students are among the important programs training staffs for efficient usage of English at various vocational schools worldwide. In addition, generally, there are minimum two different vocational foreign language courses in the curriculum of these schools whose main purpose is to provide students with foreign language skills entailed in their profession after they graduate.

METHOD

The aim of this study is to come up with substantial data about to what extent Bachelor degree students of Tourism studying at various universities in Turkish Republic of North Cyprus (TRNC) are aware of general/ expressive /idiom words in EOP programs.

The number of the participants for this study is 134 and each of them is studying at the department of Tourism at various universities in TRNC. The whole participants took roles in this study voluntarily and they were chosen from different social media platforms. Firstly, an announcement about this study was done on a social platform and after substantial participants were found, the application of the study started. The data collection tools for this study are interviews and t-test. Babayiğit (2020b) claims that utilizing t-test for the analysis is holding a great deal of importance since it provides substantial data about the results from before and after the initiatives. After the participants were gathered online via an online platform, the data collection and analysis process taking one month started. In the first week, the whole participants had a pre-test comprising of 10 vocabulary items related to EOP of Tourism, and the participants were asked to answer the test by clicking on the correct option defining the utilization or the meaning of the aimed vocabulary in EOP programs. The vocabulary items were adopted from Diaz (2011)'s study. The following table illustrated the vocabulary used in the study;

Item No:	Word / Expressions
1	AIR-INCLUSIVE
2	AIRLINE CODE
3	BAGGAGE CHECK
4	CARRIER FARE
5	FARE BASIS
6	GREAT DEAL
7	INCLUDED CITY TOUR
8	INCREASE WITHOUT NOTICE
9	PLACE OF ISSUE
10	SINGLE ROOMS SUPPLEMENTS

Table 1 Words/Expressions used in pre- and post- tests.

In the second week, the whole participants were asked to investigate and collect data about these words/ expressions autonomously and they had no explicit language teaching or guidance by the researchers. For the second week, the participants had five days of investigation and they were free to use any hard or soft materials. In the third week, the whole participants had the post-test including the same questions asked about these words/expressions in the pre-test in the first week,

and they all answered the questions online. In the last week of data collection, only five participants out of 134 were eager to have interviews about the study, thus the interviews duration took only one day and for this reason, the 4th week was also used for data analysis. The questions in the interviews interrogated students' perceptions about the application process and outcomes of the study. The analysis of pre- and post-tests were conducted quantitatively; on the other hand, the interviews analyses were done qualitatively.

In conclusion, data collection and analysis process of the study was conducted successfully online, and the whole data was analysed both quantitatively and qualitatively.

Findings and Conclusion

The findings about this study indicate the analyses based on participants' awareness towards some expressions/ words within EOP programs of Tourism at various universities in TRNC. The following table illustrates demographic information of the participants.

Demographic Variables		Frequency	Percent %
Gender	Male	61	45,52
	Female	73	54,48
Age	19-20	64	47,76
	21-22	32	23,88
	23+	38	28,36
Department	Guidance	41	30,6
	Management	52	38,8
	Gastronomy	41	30,6
Country	Turkey	10	7,46
	TRNC	33	24,63
	Iraq	25	18,66
	Iran	28	20,9
	Nigeria	38	28,35
Native Language	Turkish	43	32,09
	Kurdish	28	20,9
	Persian	25	18,66
	One of African Native Languages	25	18,66
	English	13	9,69
TOTAL		134	100

Table 2 Demographic Information

Based on the data in Table 2, it can be stated that there are both male and female participants accounted for 134 in total, and the number of female participants is more than male ones. Also, the ages of the participants vary from 19 to 23, and most of them are between 19 and 20. What else, all of the students are studying at various departments such as guidance, management and gastronomy at faculty of tourism at TRNC's universities. In addition, considering the participants' countries, it can be claimed that these universities are mostly international and they have most of foreign students from Nigeria. As most of the participants are from Turkey and TRNC, the number of participants whose native language is Turkish is more than the others.

<i>Item No:</i>	<i>Word/Expression</i>	<i>Number of Correct Answers per Students</i>	<i>Number of Incorrect Answers per Students</i>
1	AIR-INCLUSIVE	70	64
2	AIRLINE CODE	61	73
3	BAGGAGE CHECK	78	56
4	CARRIER FARE	23	111
5	FARE BASIS	46	88
6	GREAT DEAL	63	71
7	INCLUDED CITY TOUR	82	52
8	INCREASE WITHOUT NOTICE	32	102
9	PLACE OF ISSUE	34	100
10	SINGLE ROOMS SUPPLEMENTS	79	55
	TOTAL	568	772

Table 3 Results of Number of Correct Answers in the pre-tests

Table 3 indicates the data in the pre-tests. It was found that the number of incorrect answers is more than the correct ones since the correct ones is 568 holding 42, 39% of the whole replies, and the wrong ones is 772 holding 57, 61% of the whole replies in total. Also, the gap between correct and incorrect answers is 204 accounted for 15,22 % in total. What else, the *item 7* is holding the most correct answers indicating that the participants have the awareness for this expression; on the other hand, the *item 4* has the least correct answers pointing that the participants are required to develop more awareness for this expression.

<i>Item No:</i>	<i>Word/Expression</i>	<i>Number of Correct Answers per Students</i>	<i>Number of Incorrect Answers per Students</i>
1	AIR-INCLUSIVE	83	51
2	AIRLINE CODE	74	60
3	BAGGAGE CHECK	95	39
4	CARRIER FARE	56	78
5	FARE BASIS	64	70
6	GREAT DEAL	79	55
7	INCLUDED CITY TOUR	88	46
8	INCREASE WITHOUT NOTICE	42	92
9	PLACE OF ISSUE	46	88
10	SINGLE ROOMS SUPPLEMENTS	88	46
	<i>TOTAL</i>	<i>715</i>	<i>625</i>

Table 4 Results of Number of Incorrect Answers in the post-tests

Table 4 shows the data in the post-tests and it is clear that the number of correct answers is more than the incorrect ones since the correct ones is 715 holding 53,36% of the whole replies, and the wrong ones is 625 holding 46,64 % of the whole replies in total ; hence, the total gap between correct and incorrect answers is 90 accounted for 3,36 % in total which means that the results is slightly above the average. What else, the *item 3* is holding the most correct answers indicating that the participants have developed the awareness for this expression; on the other hand, the *item 8* has the least correct answers pointing that the participants are required to develop more awareness for this expression.

The interviews were conducted only 5 participants out of 134 in this study and the findings about the interviews revealed that the participants were satisfied and motivated to have participated in such an investigation as they were able to become aware of their weaknesses and strengths ; however, they could not develop awareness a lot throughout the duration of the process that is why they all claimed that autonomous learning sometimes malfunctions and it may be more efficient to include face to face instruction or guidance of instructors for EOP programs so that they could have regard the key issues more clearly.

In conclusion, this study attempts to find out students' awareness towards some expressions / idioms used within EOP in Tourism programs, and there have been 134 participants taking roles voluntarily in this study. This study is just peculiar to the data obtained from the mentioned number of the participants and it cannot be disseminated as a general perspective in terms of developing acquaintance towards the utilization of some expressions/words in EOP programs in Tourism. The

demographic information highlights that this study included various participants from different countries and speaking different native languages, and these participants are trying to graduate departments of Tourism in TRNC. Also, the results of pre-tests revealed that the participants don't have a full awareness towards EOP idioms/ expressions since the number of correct answers in total is 568 pointing that 42,39% of the participants have awareness for these expressions/idioms that is why 57,61 % of the participants in total are required to develop awareness for full anticipation; on the other hand, this rate decreases in the post-tests because the number of correct answers rises from 568 to 715 composing extra 147 answers in the tests but there are still incorrect answers in the post-tests which means that students were not be able to develop their EOP skills via autonomous learning, and only 10,97 % of the participants have gained extra awareness. Considering the rise in the correct answers in the post-tests, it may be claimed that the autonomous learning is somehow successful; however, it didn't lead to deep success; thus, the participants having interviews stated that learning EOP skills via a special program under the guidance of the instructor may be more beneficial and affluent.

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What If BA Students Studying at the Faculty of Tourism Don't Have Advanced Writing Skills in English Classes; Pros and Cons of Advanced Writing Skills in the views of BA students

Mehmet Veysi BABAYIĞIT

Batman University
m.veysi.babayigit@gmail.com
Orcid: 0000-0003-4136-7434

Asst. Prof. Dr. Mehmet Necati CİZRELİOĞULLARI

Cyprus Science University
mehmetcizreliogullar@csu.edu.tr
Orcid: 0000-0002-9884-6084

Asst. Prof. Dr. Özlem ALTUN

Cyprus Social Sciences University
ozlem.altun@kisbu.edu.tr
Orcid: 0000-0002-0830-002X

ABSTRACT

It is known that English mediated classes are widespread in various departments at many universities globally, and many universities employ English language skills at their programs in order to provide both national and international career opportunities. The purpose of the current study is to collect data on what extent students are content with having writing classes at the faculty of tourism. The participants of the current study are students aged between 19 and 23 studying at the department of tourism in various universities in TRNC (Turkish Republic of North Cyprus). The number of the participants is 127 comprising of both male and female ones. Also, the ones having advanced English writing classes at least for two semesters have been chosen for the study. For data collection, participants had a likert scale-based questionnaire consisting of 10 items and a demographic part. The items in the questionnaires were aimed to interrogate advantages and disadvantages of having English writing classes at the Faculty of Tourism at some universities in TRNC. The study is quantitative, and SPSS IBM 22 packaged program was used to analyze the data. The duration for data collection took 4 weeks, one of which was used for data analysis. The analyses of the study reveal that almost some students are really content with having advanced English writing classes as they may think that they will have a prosperous career; however, the others assert that having oral and communicative skills would be better for them as they think that their job qualities mostly entail oral skills in English language.

Keywords: Advanced Writing, English, Views, Tourism

INTRODUCTION

English mediated classes have been taught at many universities worldwide in order to let students develop affluent and efficient language skills for their future academic or profession

career. Having advanced writing skills is one of these efficient language skills and it is required in many domains worldwide. A student had better be equipped satisfying writing skills even at primary schools in order to let him/her express something clearly and smoothly.

To start with, developing writing skills entails a lot of time since it cannot happen at once that is why a great deal of importance should be given to writing since primary school, and it has been stated that affluent poets and fiction writers were able to develop some mechanics and cognitive writing skills in about 15 or 20 years before they had their first publishing (Kaufman & Gentile, 2002). (Bereiter & Scardamalia, 1987) also claimed that students are required to have adequate depth of knowledge in order to boost writing skills; thus, they generally attain or constitute the capacity to form affluent writing tasks in a decade and half or more. For these reasons, the process approach can be considered for developing writing skills since emphasis on cognition, criticism and discourse development occur within a period of time (Bizzell, 1982; Faigley, 1986; Nystrand, 1989). During this period, utmost effort should be conducted as A. Ericsson (2006) claimed that a novice writer can become expert via practicing many tasks both physical and cognitive ones.

Also, it has been claimed that there are many advantages of having writing skills. Firstly, Babayiğit (2015) claimed that boosting writing skills is just not peculiar to the development of language skills since students are also able to augment their vocabulary, their critical and creative thinking thanks to writing skills. However, developing writing skills has been neglected in many colleges worldwide, and even some college graduates cannot meet requirements of appropriate writing tasks in the workplaces in the USA (Totten, 2004). Kellog (1994) claimed that a student gained efficient writing skills is able to hold individual high-level processes, such as planning ideas, generating language, and reviewing the products. Also, it is stated that students are able to gain problem-solving skills since they develop mental skills on a topic and constitute knowledge (Galbraith, 1999). Besides, thinking aloud skills and language planning of the students can be evoked because they reveal extensive interaction during development of writing stage (Bereiter & Scardamalia, 1987).

In conclusion, holding writing skills requires time and it cannot be managed in limited or short time, thus it may be better to start these skills from early stages of educational life. Gaining writing skills is just not related to language skills because learners can also boost their problem solving, critical and creative thinking, and planning skills.

METHODOLOGY

This study struggles to collect data about perceptions of students studying at faculty of tourism at various universities in TRNC, thus the main purpose of the study can be regarded to gather data on what extent students are content with having writing classes at the faculty of tourism.

For the current study, there are 127 participants comprising of both male and female ones. The participants were chosen randomly and all of them participated voluntarily. While choosing the participants, the main question was to interrogate whether they had advanced English writing classes at least for two semesters or not, and the appropriate ones filled in the consent letter. The only data collection tool for this study is a likert-scale based questionnaire consisting of a demographic part including questions about the participants' gender, age, department, nationality, and university, and 10 items seeking students' views towards the pros and cons of having advanced writing skills in the target language. Since this study is a quantitative one, all of the collected data whose duration took three weeks were analysed based on SPSS IBM 22 packaged program in one week ; hence, it can be claimed that both data collection and analysis took one month in total.

In sum, all of the data was collected based on the purposes and the data collection tool's items, then they were all analysed quantitatively.

FINDINGS AND CONCLUSION

The findings in this study struggle to reveal data about students' perceptions towards the advantages and disadvantages of having advanced writing classes at the faculties of tourism at TRNC's universities.

Table 1. Demographic Analysis

Variables		(F)	Percent %
Gender	Male	85	66,9
	Female	42	33,1
Age	19-20	65	51,2
	21-22	47	37
	23 and over	15	11,8
Department	Tourism Management	67	52,7
	Gastronomy and Culinary Arts	55	43,3
Nationality	Cypriot	15	11,8
	Nigerian	32	25,2
	Iranian	35	27,6
	Turkish	28	22
	Pakistan	17	13,4
University	Cyprus Science University	37	29,1
	Eastern Mediterranean University	90	70,9
Total		127	100

When the demographic information of the participants is examined in table 1, out of 127 participants who participated in the research, 85 were males and 42 were females. When the age chart of the participants is examined, the majority of them are between 19 and 20 years old accounted for 65. Besides, there are 47 people between the ages of 21 and 22, and 15 people being 23 and over. When the departments of the participants are examined, 67 participants study in tourism management and 55 participants study in gastronomy and culinary arts. Based on the distribution of the participants according to their nationality, most of them are Nigerian counted as 35 people and Iranian students counted as 32 people. Finally, when data about their university is analysed, 90 of them are the students of Eastern Mediterranean University, and 37 are the students of Cyprus Science University.

Table 2. Descriptive Analysis of Variables

Questions	Mean	Standard Deviation	Skewness	Kurtosis
Q1. I would like to have advanced writing classes throughout my Bachelor degree..	3,374	1,149	-,375	-,647
Q2. I would like to have oral skills classes throughout my Bachelor degree.	3,148	1,084	-,164	-,601
Q3. Having advanced English writing skills provide me a great deal of prosperity.	3,777	1,128	-,985	,368
Q4. Thanks to advanced English writing classes, I am able to communicate globally.	3,706	,9940	-,824	,660
Q5. Thanks to advanced English writing classes, I am able to check and respond international official papers.	4,024	1,134	-1,341	1,186
Q6. Advanced writing skills have no profit for me as I am always communicating with tourists orally.	2,848	1,350	,149	-1,234
Q7. Having sustainable writing skills may boost my vocabulary and reading skills; hence I may be able to obey the written rules at hotels.	4,035	1,199	-1,310	,813
Q8. Having writing skills classes in Tourism department is needless since some students don't prefer working in foreign countries.	2,024	1,283	1,108	059
Q9. As I regard writing classes useless, I always decrease my GPA points.	2,759	1,251	,179	-,955
Q10. If I have essential writing skills, I may be able to have a smooth pronunciation and fluency.	3,812	1,159	1,087	,483

Note: (1. Strongly Disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly Agree)

As can be seen in Table 2, descriptive analysis of the questions revealed that the participants may be able to examine, control and answer the articles better thanks to the advanced English writing lessons at the university ($X=4,024$; $SD=1,134$). Also, the fact that the participation has sustainable writing skills allows them to improve their vocabulary and reading skills, and follow up some rules better ($X=4,035$; $SD=1,119$). However, the low average value indicates that some students do not agree with item 8 and they may wish to work at a foreign country and that is why they require advanced writing skills ($X=2,024$; $SD=1,283$). In addition, if the Skewness and

Kurtosis receive values between -1.5 and +1.5, it is accepted that the data show normal distribution (Fu and Pawlowski, 2016). According to the results, it can be stated that the research data has a normal distribution.

Table 3. Factor Analysis

		Factor Load
Departmental Courses (N=127; Factor Loading \geq 0.50, Cronbach Alpha =0.825; Bartlett's Test of Sphericity=933.467; p=0.000; KMO=0.855; Total Variance=%39.969; Eigen Value =3.997	Q1. I would like to have advanced writing classes throughout my Bachelor degree. .	0,697
	Q2. I would like to have oral skills classes throughout my Bachelor degree.	0,576
	Q3. Having advanced English writing skills provide me a great deal of prosperity.	0,556
	Q4. Thanks to advanced English writing classes, I am able to communicate globally.	0,607
	Q5. Thanks to advanced English writing classes, I am able to check and respond international official papers.	0,566
	Q6. Advanced writing skills have no profit for me as I am always communicating with tourists orally.	0,716
	Q7. Having sustainable writing skills may boost my vocabulary and reading skills; hence I may be able to obey the written rules at hotels.	0,665
	Q8. Having writing skills classes in Tourism department is needless since some students don't prefer working in foreign countries.	0,569
	Q9. As I regard writing classes useless, I always decrease my GPA points.	0,556
	Q10. If I have essential writing skills, I may be able to have a smooth pronunciation and fluency.	0,657

Barlett Sphericity Test and Kaiser-Mayer-Olkin (KMO) test were performed to evaluate the suitability of the data set for factor analysis. In a sustainable factor analysis, the KMO value should be greater than 0.80; however, values greater than 0.50 are also accepted (Çelik, 2012; Turanlı, Cengiz and Bozkir,2012). As seen in Table 3, the KMO value of the variables was found to be 0.855 and the Bartlett test was significant at the level of 933.467 ($p < 0.05$). In Table 3, 10 factors whose eigenvalue is greater than 1 are selected. 39.996% of total variance and 3.997 eigenvalues were found with 10 factors. Factor rotation was performed to interpret the factors. While performing factor rotation, Varimax method was preferred. Cronbach's alpha value, which is the reliability analysis of the data, was found to be 0.825.

In conclusion, the current study attempted to find out students' views towards having advanced writing skills classes at their departments. The data was obtained via a questionnaire, and it was found that 127 participants both male and female ones studying at the faculty of tourism at various universities in TRNC participated in the study. It is thought that the international ranges of participants lead more valid and reliable data for this study. Also, the results of the study indicated that the participants are on the idea of advantageous sides of these advanced writing skills classes since they can have an affluent career in both their profession and academic life ; however, some participants may regard these writing classes needless since they mostly want to develop their oral skills. The results of this study cannot be generalized to the whole literature seeking advanced writing skills at the faculty of tourism; therefore, the obtained data is peculiar to the participants' quantitative views in this study.

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Nahçıvan Özerk Cumhuriyeti Kütüphanelerine Devlet Bakımı

Asst. Prof. Dr. NİLUFƏR AĞAYEVA

Azərbaycan Milli Bilimler Akademisi

nuraagaoglu@gmail.com

<https://orcid.org/0000-0001-6623-5687>

ÖZET

Halkımızın milli zenginliği olarak değerlendirilen kütüphaneler, halkın yarattığı değerli tarihsel-kültürel, edebi-sanatsal ve bilimsel-felsefi mirası toplayıp korumada, insan kültürünün başarılarını nesilden-nesile aktarmada ve toplumumuzun entelektüel ve ruhsal potansiyelini artırmada gerçekten paha biçilmezdir. Kitaplar ve kütüphaneler ayrı-ayrı düşünülemez. Aralarındaki etkileşim kırılmazdır. Bu bağlantı yüzyıllarca sürmüş ve günümüzde ölümsüzleşmiştir.

Nahçıvan Özerk Cumhuriyeti'ndeki kütüphanelerin faaliyeti bağımsızlıktan bu yana daha da gelişmiştir. Nahçıvan Özerk Cumhuriyetinde – M.S Ordubadinin ismini taşıyan Merkezi Kütüphane, Nahçıvan Özerk Çocuk Kütüphanesi, Nahçıvan Devlet Üniversitesi Kütüphanesi, Nahçıvan Kitap Evi, şehirlerde ve bölgelerde 8 merkezi kütüphane sistemi ve 224 şube kütüphanesi olmakla toplamda 235 kütüphane bulunmaktadır. Nakhchivan Merkez Kütüphanesi, Nakhchivan Özerk Yüksek Meclisinin Nakhchivan Araştırmaları Merkezi, Azərbaycan Ulusal Bilimler Akademisinin Nahçıvan Bölümünün Kütüphanesinde ve engelliler için yaratılmış sesli ve elektronik kütüphane hizmetlerinde elektronik kütüphaneler kurulmuştur. Bu kütüphanelere devlet tarafından her zaman yüksek seviyede yardımlar yapılmaktadır. Bütün kütüphanelerin yerleştiği binalar devlet tarafından yeniden inşa edilmiştir.

Araştırmanın amacı Nahçıvan Özerk Cumhuriyetinde bulunan kütüphanelerde yaratılmış elektron kütüphanelerden istifade yöntemleri ve online kütüphanelerin kurulması sayesinde okuyucu kitlesi arasında zaman mekan asılılığını son bulması ve okuyucu kitlesinin nasıl kütüphanelere gelmeden elektron online kütüphaneleri kullanarak daha kısa bir zamanda istenilen bilgiye erişmelerinin öğrenilmesidir.

Sonuç olarak bildirmek isterdim ki, Nahçıvan Özerk Cumhuriyetinde kütüphanelerin gelişmiş dünya kütüphaneleri saflarına dahil edilmesi ve ülkede sanal kütüphanelerin oluşturulması için devlet liderliği tarafından hüsusi olarak bir takım programlar yürütülmektedir. Şimdiki pandemi dönemi ile alakalı olarak kütüphanelerde daha fazla online hizmetler toplumun kullanımına sunulmaktadır.

Anahtar kelimeler: Nahçıvan Özerk Cumhuriyeti, kütüphane, elektronik kütüphane

State Care For Libraries Of The Nakhchivan Autonomous Republic

ABSTRACT

Libraries which are considered as the national wealth of our people, are truly invaluable in collecting and preserving the valuable historical-cultural, literary-artistic and scientific-philosophical heritage created by the people transferring the achievements of human culture from generation to generation and increasing the intellectual and

spiritual potential of our society. Books and libraries cannot be considered separately. The interaction between them is unbreakable. This connection lasted for centuries and is immortal today. The activity of libraries in the Nakhchivan Autonomous Republic has improved further since independence. In the Nakhchivan Autonomous Republic - there are 235 libraries in total, with the Central Library bearing the name of the M.S. Ordubadi, Nakhchivan Autonomous Children's Library, Nakhchivan State University Library, Nakhchivan Bookhouse, 8 central library systems and 224 branch libraries in cities and regions. Electronic libraries have been set up in the library of the Nakhchivan Central Library, the Nakhchivan Research Center of the Nakhchivan Autonomous High Council, the Nakhchivan Department of the Azerbaijan National Academy of Sciences, and the audio and electronic library services created for the disabled. These libraries are always provided by the state at a high level. The buildings where all libraries are located have been rebuilt by the state.

The aim of the research is to exploit the electron libraries created in the libraries in the Nakhchivan Autonomous Republic and to establish the online libraries, to end the time-space hanging between the audience and to learn how the audience can access the desired information in a shorter time without coming the libraries.

As a result, I would like to report that in the Nakhchivan Autonomous Republic a number of programs are being carried out exclusively by the state leadership to include libraries in the ranks of advanced world libraries and to create virtual libraries in the country. With regard to the current pandemic period online services are offered to the use of the community in libraries.

Keywords: Nakhchivan Autonomous Republic, library, electronic library

Giriş

Nahçıvan Özerk Cumhuriyeti'ndeki kültür ve eğitim kurumları arasında kütüphaneler özel bir öneme sahiptir ve her zaman devletin ilgi odağıdır. Nahçıvan Özerk Cumhuriyeti'ndeki kütüphanelerin faaliyeti bağımsızlıktan bu yana daha da gelişmiştir. Nahçıvan Özerk Cumhuriyetinde – M.S Ordubadinin ismini taşıyan Merkezi Kütüphane, Nahçıvan Özerk Çocuk Kütüphanesi, Nahçıvan Devlet Üniversitesi Kütüphanesi, Nahçıvan Kitap Evi, şehirlerde ve bölgelerde 8 merkezi kütüphane sistemi ve 224 şube kütüphanesi olmakla toplamda 235 kütüphane bulunmaktadır. Nakhchivan Merkez Kütüphanesi, Nakhchivan Özerk Yüksek Meclisinin Nakhchivan Araştırmaları Merkezi, Azerbaycan Ulusal Bilimler Akademisinin Nahçıvan Bölümünün Kütüphanesinde ve engelliler için yaratılmış sesli ve elektronik kütüphane hizmetlerinde elektronik kütüphaneler kurulmuştur. Bu kütüphanelere devlet tarafından her zaman yüksek seviyede yardımlar yapılmaktadır. Bütün kütüphanelerin yerleştiği binalar devlet tarafından yeniden inşa edilmiştir.

Devlet Bakımı

28 Aralık 1999 tarihli devlet tarafından verilmiş “ Kütüphane İşleri Kanunu” Nahçıvan Özerk Cumhuriyeti ve Azerbaycan'da mevcut kütüphanelerin yeniden donatılması ve yeni kütüphanelerin kurulmasında (5) büyük önem taşımaktadır. 1999-cü yıldan sonra sonra Nahçıvan Özerk Cumhuriyetindeki kütüphanelerin maddi ve teknik temelleri yeniden inşa edimiş, güçlendirilmiş ve yeni kütüphaneler oluşturularak ve okuyucuların kullanımına sunulmuştur.

12 Ocak 2004 tarihli Cumhurbaşkanı İlham Aliyev'in tarafından verilmiş “Azerbaycan'da Latin alfabesinde toplu yazılı materyallerin yayınlanması” kararnamesine göre (1) tüm kütüphanelerin kitap fonları Latin alfabesinde basılan kitaplarla sağlanmıştır. Şu anda Nahçıvan Özerk Cumhuriyetinde bulunan ortaokulların kütüphane fonlarında yaklaşık 3 milyon ders kitabı ve Latin alfabesinde basılan 600.000'den fazla dünya edebiyatı kitapları bulunmaktadır. Devlet bakımının bir sonucu olarak, Özerk Cumhuriyetin tüm ortaokullarının kütüphaneleri gerekli ekipmanlarla donatılmış, kütüphane fonları zenginleştirilmiş ve bilgisayarlarla donatılmıştır. Cumhurbaşkanı İlham Aliyev tarafından Azerbaycan kütüphanelerinin elektronikleştirilmesi, gelişmiş dünya kütüphaneleri listesine dahil edilmesi ve Azerbaycan edebiyatının sanal bir kütüphanesinin oluşturulması için 2007-ci yılda imzalanan “Azerbaycan'da Kütüphane Faaliyetlerinin Geliştirilmesi Hakkında” karar (3) Nahçıvan Özerk Cumhuriyeti'ndeki kütüphanelerin modern bir şekilde faaliyetlerinde geniş bir temel oluşturdu.

2008-2013 yıllarında “Azerbaycan Cumhuriyeti Devlet Kütüphanesi ve Bilgi Alanının Geliştirilmesi Devlet Programının ” kabulü burada kütüphanelerin dünya bilgi alanına erişiminin sağlanmasında önemli rol oynamıştır. Bundan önceki dönemde ulusal bibliyografya, ulusal format, elektronik kütüphane, toplu katalog, ülkedeki kurumsal kütüphane ağlarının eksikliği, dünya bilgi alanında düzgün bir şekilde temsil edilmesine izin vermemektedir. 2008-2013 yıllarda kabul edilmiş “Azerbaycan Cumhuriyeti'nde Kütüphane ve Bilgi Alanının Geliştirilmesi Devlet Programı”nın yardımı ile bu alanda temel reformlar, modern bilgi taşıyıcılarla fonların zenginleştirilmesi, dünyanın önde gelen kütüphane ve bilgi kurumlarının deneyiminin kullanılması, elektronik veri tabanlarının oluşturulması ve teknik temeli güçlendirme yönünde bir takım yeni kararlar kabul edilmiş ve bütün bunlar kültür alanında devlet politikasının temel önceliklerinden biri olarak tanımlanmıştır (2).

Geçtiğimiz yıllarda, Nahçıvan Özerk Cumhuriyeti'nde modern standartlar düzeyinde kütüphane çalışması kurulması dikkat çekiyor ve burada olan kütüphanelerin elektronikleştirmek

için amaçlı adımlar atılıyor. Nahçıvan Özerk Cumhuriyeti Yüksek Meclisi Başkanı'nın onayladığı Eylem Planına göre "19 Nisan 2012 tarihli M.S. Ordubadinin ismini taşıyan Nahcivan Merkezi Kütüphanesinde Elektronik Kütüphane kurulması hakkında karar kabul edilmiştir. 3 Aralık 2012 tarihinde ise M. S. Ordubadi'nin ölümünün 140, Nahçıvan Merkezi Kütüphanesi'nin yazarın ismini taşımasının 90-cı yıldönümünde elektronik kütüphane okuyucuların kullanımına sunulmuştur (4). Özerk Cumhuriyeti'nde önemli ve evrensel bir bilimsel kütüphane statüsüne sahip olan bu kültür merkezinde elektronik kütüphane sisteminin oluşturulması ve yeni bir web sitesinin başlatılması, günümüzün gereksinimleri düzeyinde kütüphane çalışması dalında çok büyük ehemmiyet taşıyor.

Nahçıvan'da oluşturulan elektronik kütüphanelerden biri de Nahçıvan Araştırmaları Merkezi'nde bulunmamaktadır. Bu merkez Nahçıvan Özerk Cumhuriyeti Yüksek Meclisi Başkanı tarafından 17 Şubat 2011 tarihinde kurulmuştur (4). Merkezin amacı Nahcivan Özerk Cumhuriyeti ile ilgili çalışmaları, kitapları, albümleri, bilimsel makaleleri, gazete ve dergi materyallerini, belgeselleri, elektronik medyayı korumak, araştırmak ve tanıtmaktır. Merkezin kütüphane ve arşivi en son bilgi ekipmanı ve taşıyıcılarla sağlanmış ve burada bir elektronik kütüphane ve elektronik arşiv oluşturulmuştur.

2013 yılında Azerbaycanda Bilgi ve İletişim Teknolojileri yılı ilan edilmiş ve ülkemizin tüm bölgelerinde o cümleden Nahcivan özerk cumhuriyetinde birkaç daha yeni elektronik kütüphane kurulmuştur. Böylece 2013 yılında Nahçıvan Devlet Üniversitesi Bilimsel Kütüphanesi ve Azerbaycan Milli Bilimler Akademisinin Nahçıvan Bölümünün Bilimsel Kütüphanesi Nahçıvan'daki elektronik kütüphaneler listesine eklenmiştir. İsimleri geçen her iki kütüphanede elektronik kütüphaneler kurulmuş ve he iki kütüphane online şekilde kullanıma sunulmuştur.

Sonuç

Azerbaycan Cumhurbaşkanı İlham Aliyev'in gösterdiği ilgi ve özen sonucunda Nahçıvan Özerk Cumhuriyetinde bulunan kütüphanelerinin malzeme ve teknik tabanı gelişmiş ve kütüphane fonu zenginleştirilmiştir ve burada elektronik kütüphaneler kurulmuştur. Nahçıvan Özerk Cumhuriyeti Yüksek Meclisi Başkanının 28 Ağustos 2017 tarihli kararına göre "okunması gereken kitaplar" listesi hazırlanarak ve onaylandı ve burada tüm kütüphanelerinde sergiler ve kitap müzakireleri düzenlenmiştir. Özerk Cumhuriyet'te elektronik kütüphanelerin kullanılmasının bir sonucu olarak kütüphane kullanıcılarının çalışması daha da kolaylaştı ve böylece kütüphane kullanıcılarının zaman ve mekan bağımlılığı ortadan kaldırıldı. Bu gün geniş bir okuyucu kitlesine

sahip olan bu kütüphaneler, Nahçıvan Özerk Cumhuriyetinde eğitimli personelin oluşmasında önemli bir rol oynamaktadır.

Kaynakça

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2. 2008-2013 Azərbaycan Cumhuriyeti'nde kütüphane ve bilgi alanının geliştirilmesi üzərinə Devlet Programı. Kütüphanecilik ve kaynakça-2010.-N1

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Innovative Reforms in the Field of Public Administration of the Republic of Azerbaijan

Assoc. Prof. Dr. Murteza HASANOĞLU
The Academy of Public Administration of Azerbaijan
ORCID: 0000-0003-3734-4045
m_hasanoglu@yahoo.com.tr

ABSTRACT

Administration means the managing of society consciously. This, in turn, requires taking into account the objective laws of both society and nature, the existing aspects of development. Administration has always been an area of human activity. Public administration is also one of the type of administration. The state plays a leading role in the proper functioning of the economic system of each country. It reflects the relations between the various institutions of society. The state is the political organization of society, and the power of this organization belongs to its entire population and territory. Public administration refers to organizational and regulatory interactions. It aims to regulate, preserve and even rebuild people's social life, relying on the power of government. The principles of public administration are also important in this area. If these principles are examined separately, it becomes clear that they interact with each other and complement each other. The interaction between the principles takes place within a whole system. The system of public administration in the process of its activity influences the political system of the society and tries to develop it. The state stands at the crossroads of the political system and the system of public administration. On the one hand, the state plays a central element of the political system, and on the other hand, it plays an important role as a subject of the system of administration. The urgency of implementing innovations in the field of administration in our country is primarily related to the development strategy of the state. Here the main goal is, on the one hand, to create a strong state that can solve both internal and external problems, and, on the other hand, to form a legal and democratic state institution.

The aim of this study is both focusing on political, administrative, economic developments, state structure, public administration and local authorities of the Independent Azerbaijan Republic, and Azerbaijan's state structure, changes and reforms in the public administration of the country. Besides, it aims to analyze the perspectives in official documents setting the general framework for the public policies.

Keywords: Azerbaijan, Public Administration Reform, Public Policies, Reconstruction of the State, Evolution of the Public Administration.

Introduction

Administration is one of the main functions of the state. During the development of the state, administration has evolved through a system of interactions between man, society and the state. Public administration regulates the processes taking place in the economic, political and social spheres of public life and affects the interests of every citizen and society as a whole. In modern times, based on the trends of global development, as well as the traditions of statehood, states create new models of administration and changing their functions and methods

in accordance with the requirements of society. Each new model occurs as the optimal potential of the previous model is exhausted.

From the point of view of independent politics, each country builds its model of administration, first of all, in accordance with the characteristics of national, historical statehood, national values and ideology. In addition to being effective in our country, at the same time, a national and modern administration model is being formed. Innovative reforms are being carried out to form such public administration.

In administration the main purpose of the reforms is to ensure transparency, objectivity in the activities of the civil service and public authorities and to improve the welfare of citizens. Reforms play an important role in the effective establishment of public administration. However, at the same time, such important issues as increasing the confidence of citizens in the civil service, the rules of ethical conduct of civil servants, the fight against corruption and the formation of professional staff capacity are also reflected in the reforms. In order to establish strong administration in our country, the development of statehood has been identified as the main direction of the reforms.

It is necessary to carry out effective public administration, work for the transparency and efficiency of services provided to citizens in government agencies, as well as constantly innovate to ensure citizen satisfaction. This can be done only through reforms. Consistent implementation of reforms in the country is showing its positive results. The reforms implemented by President Ilham Aliyev in the political, economic and social spheres in our country are directly aimed at improving the welfare of the people and further strengthening the potential of the state.

Public administration is also carried out within the functions of the civil service. The civil service is closely intertwined with public administration. Therefore, civil service reforms are of exceptional importance for administration. In our country, the civil service institute is still being formed as a single system, taking into account the historical, cultural and national characteristics and world experience in this field. The main purpose of its formation is to strengthen the structure of the state, the development of civil society, improving the quality of public services provided to citizens and the rationalization of the use of public resources.

The experience of other countries in the field of public administration reform can be used, taking into account historical, national and local characteristics, adaptation to the existing conditions and culture, efficiency, innovation potential, degree of conformity to the interests and values of society in general.

One of the important parts of the policy pursued by the Republic of Azerbaijan in modern times is the formation and development of public administration in accordance with the requirements of a democratic society. In our society, public authority plays a central role in organizing and managing people's lives. The study and application of public administration is an important condition for the activities of the people worked in this work. It is more required in public administration to base practical activity on theory or, conversely, to link theory with practical activity.

The theory of public administration should play an important role in mastering some of the qualities associated with personnel management. These qualities are as follows:

- personnel must have a thorough knowledge of the theory of public administration;
- they must correctly understand the place of the state in the system of administration;
- they must know the characteristics of public administration and be able to distinguish it from other forms of administration.

The importance of administration theory is not limited to these conditions. In this regard, the theory of public administration should study the management experience of countries that are closer to us economically, socially and geographically (for example, Turkey, Germany, France, etc.) and determine the possibility of using this experience in Azerbaijan. The theory of public administration is closely related to many disciplines, as the subjects of different sciences are at the intersection. Examples of these sciences are philosophy, law, finance, credit and so on (Qəndilov, 2010: 45).

1. Reasons, goals and objectives of public administration reforms

Various events in modern times require changes in the public administration environment, its system of political power, as well as the mechanism of action. It is through reforms that it is possible to create an effective system of public administration, ensure the country's sustainable development and increase its competitiveness in the international arena and public welfare. Since the beginning of the twentieth century, a number of reforms in the field of public administration have begun. The first was related to the global economic crisis of the 1920s and 1930s. At that time, states were forced to strengthen their role in the economy and perform a number of social functions, which, in turn, required the strengthening of the civil service system of these states, as well as the strengthening of state structures.

The second part of the reforms dates back to the 40s and 60s. This part was related to the Second World War and the social, economic and political situation that arose in connection with it. The main reasons for the implementation of these reforms were the increase in budget expenditures and low productivity in the public sector.

Finally, in the twentieth century, the third and final part of the reforms took place in the 80s and 90s. These reforms were due to the large number of tasks and functions to be performed by the state, the growing demands of citizens, the emergence of new problems and the inability of the state to solve them.

The main reasons for the current reforms in public administration are:

- Existence of economic and financial crisis;
- Ensuring transparency in government agencies;
- Dissatisfaction of citizens with public services, etc.(Qəndilov, 2010: 467).

Reform means changes in public relations, in various spheres of state and public life, carried out by specially organized or supreme authorities. Establishment of a modern and strong state, good governance in our republic has defined the main direction of reforms as an important condition for the development of public administration. The main directions of modern administration reforms are:

- transparent administration;
- innovative administration;
- accessibility and convenience of public services;
- easy and polite service;
- flexible and professional service;
- citizen satisfaction;
- strengthening public control, etc.(Hüseynova, 2017: 46).

In order to implement public administration reforms, it is necessary to correctly define the goals and objectives, and choose the most effective methods to achieve them. For this:

- ✓ identify problems that are important in public administration and factors that hinder the implementation of reforms and find solutions to them;
- ✓ priority areas for future development should be identified;
- ✓ In order to increase the confidence of citizens in the work of state bodies and increase the effectiveness of the state, changes should be made in the structure of the public administration system.

Today, the search for new methods and forms continues in many countries around the world. In this process, it is important to determine the principles of reforms and their final results. In this regard, public administration reforms should ensure the following:

1. Legislative reforms must be carried out in a holistic manner and ensure the implementation of the principle of separation of powers and the protection of human and civil rights and freedoms.

2. Reforms must ensure efficiency and transparency in public administration. Thus, the efficiency and transparency of public administration implies the acceleration of reforms in the economic, political and social spheres.

3. During the reform period, the system of public authorities should be improved and a professional civil service system should be developed. Reforms carried out in our country today serve to improve administration, create an effective civil service, being the civil service "service to the people" and the formation of professional staff. In addition, reforms must lead to an increase in the professionalism and efficiency of the civil service.

4. Reforms must ensure the comprehensive development of democratic institutions, which are important factors in the political, social and economic development of the country, along with increasing the efficiency of public administration.

5. Implemented reforms must create conditions for economic growth and the formation of an efficient market economy. In order to achieve the set goals, institutional reforms must be implemented. It is also important that reforms focus on changing behavioral stereotypes that negatively affect economic activity. Institutional reforms must change not only policy parameters, but also existing behavioral stereotypes that hinder development.

The current reforms in public administration can be divided into two groups according to the type. The first is administrative reforms aimed at changing the political system. Such reforms are usually carried out in former socialist countries. They include the re-drafting of legislation, the restructuring of the state apparatus and the development of the civil service. The second is the reforms implemented within the framework of a stable political system. These reforms are leading to fundamental changes in public administration. This feature is more common in developed countries (Qəndilov, 2010: 472).

2. Political system of the Republic of Azerbaijan

The political system is intended as an integral part of the public life of any country. The country's activity consists of a general set of economic, political, social, as well as material and spiritual spheres, environment, public resources and other indicators. The organization and management of work in all these areas, the conduct of public life, daily life and activities, the establishment of rules and regulations, the establishment of rules of conduct for citizens, etc. directly determine the characteristics of the political system in states.

That is why the political system is characterized as an orderly and holistic set of organizations, political and public institutions, processes in the field of public administration and the political principles of society in this area (Həsənov və Vəliyev, 2013: 51).

The political system in the Republic of Azerbaijan is characterized by reflecting the features of both national and historical conditions. A number of factors played a role in its formation. At the same time, the political and cultural characteristics of the population have a great impact on the formation of the political system of Azerbaijan.

The formation of the structure of the political system in Azerbaijan was completed by the Constitution adopted on November 12, 1995. With this Constitution, the Azerbaijani state has already been defined as a democratic, legal and unitary republic. The only source of power in the republic is the people. It is the sovereign right of the Azerbaijani people to freely and independently decide their own destiny and determine their own form of government. According to the form of state power in our country, the presidential method corresponds to the parameters of the republic based on governance.

There is a principle of separation of powers in the field of governance in our republic. According to this principle, three branches of government have been identified:

- Legislative power
- executive power
- judicial power

The activities of the above-mentioned authorities are regulated by the Constitution and other legislative acts. In the country, the Milli Majlis exercises legislative power, the President exercises executive power, and the courts of the Republic of Azerbaijan exercise judicial power.

As we know, with the adoption of the Constitution, Azerbaijan was defined as a unitary republic. This unitary unity is of special importance. This means that the Nakhchivan Autonomous Republic has the status of a state power within it. According to the Constitution, the Nakhchivan Autonomous Republic is an autonomous state within the Republic of Azerbaijan. In the Autonomous Republic, the Supreme Assembly exercises legislative power, the Cabinet of Ministers exercises executive power, and finally the courts of the Nakhchivan Autonomous Republic exercise judicial power. Here, the highest official is the chairman of the Supreme Assembly (<http://www.supremecourt.gov.az/static/view/1>).

Municipalities, known as local self-government bodies, also play an important role in the political system in Azerbaijan. Despite being new, this institute has a great advantage. As in the political system of many countries in modern times, multipartyism, pluralism, etc. are inherent in the political system in Azerbaijan. Political parties are represented in the legislature and local self-government bodies. It is through this that they gain the right to participate in the exercise of state power.

President. According to the Constitution, the head of state is the President. The President represents the Azerbaijani state in relations within and outside the country. He embodies the unity of the people and ensures the succession of the Azerbaijani statehood. The President of the Republic of Azerbaijan is the guarantor of the state's independence, territorial integrity, security and observance of the international agreements to which it is a party. This obligation defines the powers of the Supreme Commander-in-Chief for the President and gives the country the right to "veto" any law that does not comply with international treaties to which the country is a party, to repeal acts against the will of the people by executive bodies, political institutions, organizations and others.(Həsənov and Vəliyev, 2013: 59).

Legislative power. The legislative power of the Azerbaijan Republic is exercised by the Milli Majlis of the Azerbaijan Republic. The Milli Majlis consists mainly of one chamber. The status of its activities and powers is mainly carried out in two directions: First, the Milli Majlis establishes general rules on a wide range of issues. Within these rules, the executive branch performs a certain management function. The second is the issues resolved directly by the Milli Majlis.

According to the legislation, every citizen over the age of 18 in the Republic of Azerbaijan can be elected a deputy of the Milli Majlis. 125 deputies elected on the basis of general and direct elections participate in the Milli Majlis. The Milli Majlis is a unicameral parliament with 125 deputies. In addition to legislative activity, the Milli Majlis approves and monitors the state budget.

Executive power. According to the Constitution, executive power in the Republic is exercised by higher, central and local executive bodies. This system has a wide range of rights, covering a large majority of votes between government agencies and civil servants. This type of government belongs to the President of the Republic of Azerbaijan, and its main function is the implementation of laws.

Judicial power. According to the Constitution of the Republic of Azerbaijan, the judicial system in Azerbaijan consists of a set of all courts united under the general responsibilities, organizational and operational principles of the judiciary operating in the republic. The structure of the judicial system was determined by the Law of the Republic of Azerbaijan of 10 June 1997 on Courts and Judges.

Judicial power is exercised by the Constitutional Court of the Azerbaijan Republic, the Supreme Court of the Azerbaijan Republic, appellate courts of the Azerbaijan Republic, general courts of the Azerbaijan Republic and other specialized courts (<https://kayzen.az/blog/azerbaycan/5935/az%C9%99rbycan%C4%B1n-siyasi-sistemi.html>).

The political system reflects the social nature of government, the nature and economic structure of the ruling circle that carries it, as well as the system of institutions and organizations in which power is exercised and political relations take place, determines the principles, norms and direction of political power.

3. The main directions of innovative reforms in the field of public administration in Azerbaijan

The changes in the economic, political and social spheres in Azerbaijan, as in other socialist countries in the 1990s, created a number of problems in the field of public administration. At that time, the development of public administration was lagging behind and couldn't ensure the performance of state functions. However, after Azerbaijan gained independence, the reconstruction of the public administration system, the formation of the state apparatus and civil service began.

During this period, the great role in the implementation of reforms was played by the order of national leader Heydar Aliyev "On the establishment of the Commission for Legal Reforms" in 1996 and the Decree "On the establishment of the State Commission for Public Administration Reforms" in 1998. This decree, signed by the President in December 1998, laid the foundation for reforms aimed at forming a system of public administration. The commission quickly developed a concept for public administration reform in Azerbaijan. The project envisaged reforms in four key areas:

- reorganization of the public expenditure management system;
- audit system reform ;
- public administration reform (administrative civil service);
- legal and judicial reform.

The establishment of a professional civil service institution was also one of the important issues in the draft concept of public administration reform. Modern public activity is carried out by the civil service. Improving the civil service, which is a special institution of the state, is one of the most important areas of public administration reform (Həsənov, 2019).

The civil service of the Republic of Azerbaijan has deep roots. In ancient times, there were different states in the territory of our state and their own traditions of administration. For the first time, the systematic preparing of personnel took place during the Azerbaijan Democratic Republic. During the Soviet era, the development of the civil service system was somewhat delayed. Finally, at the end of the twentieth century, Azerbaijan gained independence and took its rightful place among the world states. During this period, the Constitution, adopted

by referendum on November 12, 1995, is of great importance in the field of public administration. This laid the foundation for a democratic and legal state that meets the requirements of the modern world.

The term "civil service" was first enshrined in national law in the 1995 Constitution. The Constitution of the Republic of Azerbaijan is an act of the highest legal force, which forms the basic principles of legal regulation in the country, is the basis of legislation for the whole republic. The legislative system of each state is based on its constitution. The Constitution also has superior legal force and independent influence over other normative acts. Its norms cannot be changed by any law (Hüseynova, 2013: 97).

The adoption of the Constitution also defined the general principles of public administration. Thus, the establishment of public administration and civil service in Azerbaijan began. In 1996, the Legal Reform Commission was established by presidential decree. The main goal of the commission members was to create a system in Azerbaijan in accordance with the legal system of Europe and other countries.

The tasks of civil service reform are as follows :

- creation of normative-legal provision of civil service;
- improving the management of the civil service system;
- improving the existing classification of civil service positions;
- improving the system of recruitment and progress in the civil service;
- fight against corruption in the civil service;
- scientific support of civil service reforms and so on.

The State Commission was established by a decree signed by national leader Heydar Aliyev on December 29, 1998. The establishment of the commission was an important step in reforming the public administration system in Azerbaijan.

One of the other important normative-legal acts was the adoption of the law "On Civil Service". Although the law was adopted on July 21, 2000, it entered into force in September 2001. The adoption of the law defined the criteria and principles that form the basis of the civil service reform process in the country, created a system of attestation and classification that ensures a clear division of responsibilities between different categories of civil servants and civil servants to perform their functions and responsibilities, enabled the formation of a control system that allows to determine, ensures that progress in the service depends on the individual qualities and professionalism of the employee, and creates conditions for highly qualified employees to remain in the civil service (Qəndilov, 2010: 494).

The Law of March 29, 2002 approved the Regulation on the Civil Service Management Council of the Republic of Azerbaijan. The functions of the Council included: the analysis of the situation and efficiency of the civil service in public authorities, forecasting of human resources in the civil service, the implementation of planning work, etc. In the Republic of Azerbaijan 1) control over the application of the law on "Civil Service"; 2) normative-methodical provision of civil service; 3) determination of the list of persons belonging to the category of civil servants shall be carried out by the Civil Service Management Council of the Azerbaijan Republic. The number of council members is 18. 6 of them are appointed by the President of the Republic of Azerbaijan, 6 members by the Chairman of the Milli Majlis of the Republic of Azerbaijan, and the other 6 members by the Chairman of the Constitutional Court of the Republic of Azerbaijan. The establishment of such a body has played an important role in ensuring transparency and objectivity in civil service recruitment, promotion, attestation of civil servants, and their provision and discipline (Law of the Republic of Azerbaijan "On Civil Service").

The Civil Service Commission under the President of the Republic of Azerbaijan was established by the Presidential Decree dated January 19, 2005. The Commission interacts with the Civil Service Management Board of the Republic of Azerbaijan in carrying out its duties and functions. The functions of the Commission are as follows :

- organization of development and implementation of programs for strengthening the civil service;
- control over the application of the law on civil service in state bodies;
- preparation of rules for conducting competitions for civil service recruitment, transparent and correct implementation of recruitment;
- to determine the rules of the interview;
- to make proposals on improving the legislation in the field of civil service and to prepare draft relevant acts, etc.

The Decree of the President of the Republic of Azerbaijan of July 27, 2006 approved the "Rules for the formation of reserve personnel for senior positions in the civil service of the Republic of Azerbaijan." These rules were developed in accordance with the Law on Civil Service, other legal normative acts related to the civil service and personnel. Thus, the formation of reserve personnel was included in the process of creating a personnel policy of government agencies (Həsənov, 2019).

On May 31, 2007, the Law "On the Rules of Ethical Conduct of Civil Servants" was adopted. This law applies to all persons with the status of civil servants. The purposes of the law are as follows :

- increasing the prestige of state bodies and civil service, increasing citizens' trust in state bodies and civil servants;
- increasing the efficiency and transparency of the activities of state bodies and civil servants;
- prevention of corruption in state bodies and conflict of interests in the activities of civil servants;
- ensuring compliance with the rules of ethical conduct by civil servants;
- informing citizens about the expected behavior of civil servants;
- expanding the opportunities for citizens to influence the evaluation of the activities of government agencies and civil servants.

This law includes honesty, professionalism, loyalty, loyalty, protection of public trust, cultural behavior, observance of orders, instructions and instructions, prevention of corruption, restrictions on acceptance of gifts, prevention of conflicts of interest, proper use of property, information and political activities as rules of ethical conduct of civil servants are regulated under the name. (Law of the Republic of Azerbaijan "On Rules of Ethical Conduct of Civil Servants").

By the Decree signed on July 24, 2009, the "Rules for admission to civil service in public bodies through competition" were adopted. According to the new rules, the Civil Service Commission has already been instructed to prepare, examine, approve test samples, organize and conduct test examinations, conduct additional assessments, etc. during the recruitment to the civil service. However, after the adoption of the "Rules for the preparation and examination of test samples for civil service entrance examinations in government agencies" on October 1, 2009, not only the level of knowledge and logic of candidates, but also their history of the world, especially Azerbaijan, programs focused on geography, culture, modern international relations, and legislative knowledge was prepared. And now, in addition to the level of knowledge and logical thinking, the test examines the knowledge of the candidates on the above.(Hüseynova, 2013: 288).

Public administration reforms have led to the addition of new functions to its traditional functions (e.g. strategic analysis, evaluation, marketing, human resource management, etc.). On May 23, 2011, the President of the Republic of Azerbaijan signed a Decree "On some measures

in the field of organization of e-services of state bodies". According to this decree, e-services of government agencies were established. One of the measures to increase transparency and promote open government in the National Action Plan for the Promotion of Open Government for 2012-2015 was to improve e-government.

One of the important measures to establish a new method of activity in public administration was the establishment of the State Agency for Citizen Services and Social Innovations under the President of the Republic of Azerbaijan by the Presidential Decree dated July 13, 2012. The purpose of establishing the agency is to increase transparency in government agencies, provide better services to citizens, adhere to ethical rules in dealing with them and ensure citizen satisfaction. The establishment of this agency played an important role in the development of "citizen-civil servant" relations. It is known that when the same services are provided by different government agencies, there is healthy competition between them, which leads to the prevention of corruption, procrastination and ensuring citizen satisfaction. Taking into account these features in the process of reforms has resulted in the creation of "Easy Service" centers. The services of several bodies were already provided in one body (Hüseynova, 2017: 49-51).

The main purposes of the "Easy Service" centers are as follows:

- ✓ reduction of both additional time and additional costs for citizens;
- ✓ raising the level of professionalism;
- ✓ strengthening the confidence of citizens in government agencies;
- ✓ wider use of electronic services;
- ✓ increasing the effectiveness of institutional reforms and so on

(<https://asan.gov.az/az/about>).

According to the Order signed by the President of the Republic of Azerbaijan on October 24, 2013, the State Examination Center of the Republic of Azerbaijan was established as a public legal entity based on the "State Strategy for the Development of Education in the Republic of Azerbaijan". The main purpose of establishing this center is the selection of personnel for civil service on a competitive basis, the implementation of the final assessment of students in general education, secondary special education institutions, bachelor's and master's degrees (basic medical education and residency) in higher education, Azerbaijan National Sciences It is the holding of centralized entrance examinations for the master's degree at the Academy. ("Decree of the President of the Republic of Azerbaijan on the establishment of the State Examination Center of the Republic of Azerbaijan as a public legal entity").

On the initiative of President Ilham Aliyev, a referendum was held on September 26, 2016 in connection with the constitutional reforms. Based on this referendum, a new institution in public administration - the First Vice-President - was established. The establishment of the institution of the First Vice-President in the field of public administration is considered as a functional unit. Taking such a step has become a progressive sign for Azerbaijan in modern times. 2017 was an important year in terms of implementing the constitutional reforms already approved by referendum. According to the decree signed by Ilham Aliyev on February 21, 2017, Mehriban Aliyeva was the First Vice-President of the Republic of Azerbaijan (<http://mehribanaliyeva.preslib.az/media-5cGmTNw6q7.html>).

In order to increase the efficiency and continuous development of public administration, it is necessary to carry out consistent reforms. That is why the Decree of President Ilham Aliyev dated November 23, 2018 prepared a Strategy for the development of civil service in the Republic of Azerbaijan for 2019-2025. This is a document that defines a series of medium and long-term measures for the development of the civil service. The main goal of the strategy is to improve the management of the civil service, develop the human resources of government agencies, increase the efficiency of government agencies by forming a corps of civil servants based on high moral and ethical values, distinguished by knowledge, skills and positive personal qualities. According to the two action plans covering 2019-2021 and 2022-2025, the implementation of the Strategy is planned. (Strategy for the development of civil service in the Republic of Azerbaijan for 2019-2025)

The factor indicating the beginning of a new stage of development in the country was the preparation of the Development Concept "Azerbaijan 2020: vision for the future" by the Presidential Decree. The main goal of the concept is to achieve development characterized by sustainable economic growth and high social welfare, public administration and the rule of law, ensuring the rights and freedoms of citizens.

Thus, the new model of administration based on democratic values is aimed at creating concepts of transparent and effective administration. At the heart of public policy aimed at building effective administration, defined as an important condition for a new stage of development in the country, the citizen is the main indicator of the quality and ease of public services (Hüseynova, 2017: 51).

Conclusion

Today, it is necessary to create institutional mechanisms in Azerbaijan for public administration reform. Ensuring mechanisms should be provided that cover the changes that

will take place. These may include the formation of a system of state bodies, the civil service and various areas of public administration. In order to lead public administration reforms, it is necessary to create a special body that will be responsible for policy in this area and all measures related to the implementation of this policy. Public administration reflects a wide variety of public relations, processes and interactions.

In the process of reforms, measures should be taken to ensure the unitary state structure of Azerbaijan, structural reforms of the state apparatus, the establishment of various forms of control over the activities of the state apparatus and the completion of reforms of the unified state system.

The purpose of the reforms is clear and precise: to further improve public administration in Azerbaijan, to optimize the activities of government agencies, to make them flexible, concise and purposeful, to increase the efficiency of public services and to ensure the efficient use of state budget funds. The purpose of the reforms is also to ensure adaptation to structural changes in the economy. The reforms are adapting public administration to a new stage of economic development. Principles such as balance, interaction and complementarity between administration and economic development are maintained.

One of the positive aspects of the reforms is that healthy competition is strengthened in our country by further improving the business environment. Because in this case, the state apparatus creates conditions for greater market regulation by minimizing interference in the activities of the private sector.

It should not be forgotten that effective administration begins with the involvement of personnel with high professional and personal moral qualities and proper management of human resources. Because proper administration of human resources is the first prerequisite for achieving the goals of personnel policy and effective performance. Objective information on the effectiveness of public administration is reflected in public opinion and the level of citizen satisfaction. Because public opinion reflects the attitude to the events that are of public interest to the people and individual social groups.

Naturally, as a result of the implemented reforms, citizens will be served more transparently and effectively, and as a result, public services will be more accessible and of better quality. Public administration reforms are one of the most important factors in the proper use of available resources and the prevention of bureaucracy. Today, the ongoing reforms implemented by President Ilham Aliyev are aimed at further strengthening public administration, increasing flexibility in government agencies, improving the quality of services provided to citizens and the efficient use of public funds.

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Bolşevik döneminde Sovyet Rusya ile Azerbaycan Halk Cumhuriyeti Arasındaki İlişkiler

Assoc.Prof.Dr. Qarayeva Leman Zahid Kızı

Bakü Slavyan University

karayeva@yahoo.com

GİRİŞ

Azerbaycan-Rusya ilişkileri bugün Azerbaycan Cumhuriyeti'nin dış politikasının en önemli görevlerinden biridir. Tarihsel süreçler nedeniyle Azerbaycan, farklı tarihsel dönemlerde Rusya ile bir arada yaşamaktaydı. Bu nedenle bugün Azerbaycan Demokratik Cumhuriyeti ile Sovyet Rusya arasında ilişki kurma çabalarının incelenmesi çok önemlidir.

Azerbaycan-Rusya (Sovyet) ilişkilerinin incelenmesi Azerbaycan Demokratik Cumhuriyeti'nin var olduğu dönemin bir analizi olmaksızın karakterize edilemez.

Çalışma sırasında varılan sonuçlar bu alandaki boşluğu doldura bilir ve bu alandaki daha fazla araştırmaya ivme kazandırabilir.

Metodoloji

Karşılaştırmalı bir tarihsel analiz (Azerbaycan ve Rus edebiyatına dayalı olarak), Azerbaycan Demokratik Cumhuriyeti'nin var olduğu dönemin tarihsel olaylarını sunmakla ADR'lerin Sovyet Rusya ile ikili ilişkilerinin kurulmasındaki temel sorunların tespit edilmesini mümkün kılmıştır.

I BÖLÜM: RUSYADA SOVYET HÜKUMETİNİN KURULMASI.

Azerbaycan Halk Cumhuriyetinin oluşturulması karmaşık siyasi dönemde gerçekleşen olayların ve Azeri halkının ulusal uyanışının mantıklı sonucuydu.

Rusyada Çar egemenliğinin kaldırılması, Şubat ve Ekim isyanları, Birinci Dünya savaşının zararları ve bir dizi başka faktör Kafkasyayı bazı siyasi güçlerin yüzleşme meydanına dönüştürdü [Həsənli C. Azərbaycan Xalq Cumhuriyyətinin xarici siyasəti. 1918-1920 B. 2009. s.15]. Dünyanın önde gelen devletlerinin Bakü petrolüne gösterdiği ilgi durumu daha da zorlaştırdı.

28 Mayıs 1918'de bağımsızlığını ilan eden genç Azerbaycan Demokratik Cumhuriyeti dış politika konularına özel önem veriyordu ["Cümhuriyyət: Tiflisdən Bakıya gedən yol". *metbuat.az*. *metbuat.az*. İstifadə tarixi: 3 January 2016].

Azerbaycan Halk Cumhuriyetine giden yol, 1917 nin başından beri Rusyada meydana gelen olaylarla yakından bağlantılıydı. Birinci Dünya savaşı Rusyaya benzeri görülmemiş

felaketler getirdi. Ülkede devam etmekte olan ekonomik ve siyasi kriz Şubat burjuva demokratik devrimle sonuçlandı ve Çar monarşisi devrildi. Şubat devrinin Çarlık monarşisinin devrilmesiyle birlikte emperyal geleneklerini derinden sarstı. Rusyada ulusal kurtuluş için elverişli koşullar yarattı. 27 Şubat'tan bir gün önce Çar tarafından ilan edilen devlet Duma toplantısında Petrograd'da bir kural oluşturmak üzere M. Rodzyanko dahil 12 kişilik geçici bir komite kuruldu. Eser-menşeviklerinin başkanlığı altında olan Petrograd Sovyet İcra komitesinin olayı ile 1917 1-2 Mart gecesi devlet Duma geçici komutanlığı başbakan Q.Y.Lvov başkanlığında geçici hükümet düzenlendi.

Böylece 1 mart 1917'de çarlık mutlaklığı devrildi ve 2 mart gecesi Romanov hanedanının son çarı II Nikolayın Rusyada Şubat devrimi gerçekleşti [Балаев А. Азербайджанское национально-демократическое движение 1917-1918 гг. Баку. Эльм. 1998 г.. s. 57.].

Ancak emperyalist savaşın ve geçici hükümetin tartımsız iç politikası ülkeyi uçuruma sürükledi. Ülkede ortaya çıkan ulusal kriz yavaş yavaş derinleşti. "Barış, toprak ve ekmek" taleplerinin çözümü sona ermemiş gibi görünüyordu. Bunu kullanan Lenin bolşevik gücün Bolsevik Sovyetlerine verilmesini talep etti.

Sonunda, 25 Ekim 1917 'de parti içindeki anlaşmazlıklara rağmen, Bolşevikler insanların Hükümetin iç ve dış politikadaki ilgisiz faaliyetlerine duyulan memnuniyetsiz kısımlarına dayanarak "barış, toprak ve ekmek" sloganı altında bir darbe yaptılar. Bu darbenin sonucu olarak Burjuva diktatörlüğü devrildi ve Bolşeviklerin proleter diktatörlüğü -Sovyet hükümeti kuruldu.

II BÖLÜM: AZERBAJCAN DEMOKRATİK CUMHURİYETİ'NİN SOVYET RUSYASI İLE İLİŞKİLERİ

Devrimin ilk sesi Transkafkasya'da duyuldu ve sonraki dönemde olayların gelişmesine ciddi bir ivme kazandırdı. Azerbaycan Demokratik Cumhuriyeti'nin geçici hükümeti başkanı olan Fetali Han Hoyski tarih'te ilk kez olarak radyo-telegrafla Azerbaycan Cumhuriyetinin kurulmasını yabancı devlet başkanlarına duyurdu [Azərbaycan Demokratik Respublikası. Azərbaycan Hökuməti 1918-1920. Bakı Gənclik. 1990. s.23].

Bakü Halk Komiserleri konseyinde çar albay L.Beçerahov'dan Baküye yardım alma umutları boşa gitti ve temmuz ayı sonlarında Bakü Komünü çöktü. Berlin'de üç ay süren Alman Rus görüşmeleri 27 Ağustos'ta bir anlaşmanın imzalanmasına yol açtı.

Anlaşmanın 12 maddesi "Almanya, Kafkasya devri Gürcüstan dışındaki askeri operasyonlarda hiç bir devlete yardım etmeyecek ve Rusya Baküde çıkarılan petrolün dörtte

birini “Almanya'ya verecek” diyor [Документы по истории гражданской войны в СССР, т.1,с. 289-290].

Rusya Sovyet Federasyon Sovyetler birliđi Halk Komiserleri kurulu kararı ile petrol endüstrisinin kamulaştırılmasından sonra her gün Bakü'den Astrahana en az 1 milyon deđerinde petrol gönderildi. Moskovada Bakünün (para, askeri, güç personal ve.b.) alınmasına yardım ediyordu. Şaumyan Hükümetinin Baküdeki yıkılmasından sonra (Temmuz ayı sonlarında) Bolşevikin Moskovayı Bakü'nü “Sovyet Cumhuriyetinin ayrılmaz bir parçası olarak gördü. Bađımsızlık ilanına yansıyan komşu ülkelerle iyi komsuluk ilişkileri Kurma ilkesi Sovyet Rusyasında da uygulandı.

F.Hoyski, Sovyet Rusya ile ilişkiler kurma konusunda defalarca Rus Dışışleri komiseri G.Çiçerin ile not alışverişinde bulundu. G.Çiçerin'in orgeneral Denikin'in mücadeleye dahil olma fikrine karşı çıkan Azerbaycan'ın Rusya tarafından tanınmasına, Rus ve Azerbaycan halkları arasında her iki ülkenin egemenliđi ilkelrine dayanan komşuluk ilişkilerine kurulması fikrini önerdi [Azərbaycan Demokratik Respublikası. Azərbaycan Hökuməti 1918-1920. Bakı Gənclik. 1990. s.30].

15 Nisan 1920'de hükümeti Sovyet Rusya'ya diplomatik bir temsilci gönderemediđi için eleştiren Alihaydar Karayev'e yanıt veren F.Hoyski, beyan etdi ki, üç kez Sovyet Rusya ile dostça ilişkiler kurmak üzere müzakerelere gitmeye hazır olduğumuzu önerdik. Şimdiye kadar teklifimiz göz ardı edildi.

Sovyet Rusya'nın Azerbaycan'ın iç işlerine müdahilesi genişlendi. Sovyet Rusyası Azerbaycan'ın bađımsızlığını tanımadı ve ulusların kendi kaderlerini tayin etme haklarının sayısız ilanını görmezden gelerek, Rusya'dan ayrılma politik eylemini görmezden geldi.

O dönemde, "Bađımsız Sovyet Azerbaycan" sloganı ve bađımsız bir Komünist Parti'nin oluşturulması öne sürüldü. Tüm Komünist Örgütler: Rus Komünist (Bolşevik) Partisi, Bakü Örgütü, Hummat ve Adalet, Komünist Partiyle birleştirilmeliydi. Mayıs 1919'da düzenlenen Tüm Parti Konferansında, Azerbaycan Uluslararası Komünist Partisi, Uluslararası Komünist Partinin kuruluşu hakkında fikir verdi.

11 Şubat 1920'de, Azerbaycan komünist örgütlerinin ilk kongresi Bakü'deki işçi sınıfı bir binada yapıldı. Kongrede, bütün komünist partilerin Azerbaycan Komünist Partisi adı altında toplandıkları açıklandı.

Rusya Komünist Partisi'nin (Bolşevik) bir parçası olarak kurulan Azerbaycan Komünist Partisi'nin ilk kongresi, parti örgütlerini mevcut hükümeti, yani Azerbaycan Halk Cumhuriyeti'ni ve Sovyet hükümetinin kurulmasını imha etmeye yönlendirdi.

1920 Ocak- Subat arasında, Rusya Azerbaycan'ı işgal etmek için bir plan hazırlıyordu.

25 - 26 Nisan 1920 gecesi, Rus birlikleri kuzeyden Azerbaycan'a saldırdı [Qasımov Z. Azərbycan Demokratik respublikası. (1918-1920) Yaranması, əsas mərhələlər və irsi Heinrich. Böll Stiftung. <https://ge.boell.org/en/2018/05/29/>]. Yalaman ve Haçmaz, Bakü'nün girişinde durdu, hükümeti Azerbaycan hükümetine devretmek için bir ultiमतom gönderdi. Parlamento toplantısı, ultiमतomu görüşmek üzere 27 Nisan'da yapıldı. Toplantıda çok fazla tartışmadan sonra kan dökmemesi için belirli şartlar altında teslim olmaya karar verildi.

Böylece, Azerbaycan'ın 23 aylık bağımsızlığı sona erdi. Azerbaycan Demokratik Cumhuriyeti bir süre yaşadı. Ancak 20 yüzyılda Azerbaycan halkının yaşamında tarihi bir dönüm noktasıydı ve halkımızın geleceği, bağımsızlığı, özgürlüğü ve egemenliği için temel hattıydı.

Bulgular ve Tartışma

Azerbaycan Demokratik Cumhuriyeti ile Sovyet Rusya arasındaki ilişki üzerine çalışma şunları ortaya koydu:

1. Bu ilişkiler Birinci Dünya Savaşı sonrası dünya süreçleri nedeniyle şekillendi;
2. Bir çok yönden, ikili ilişkiler Sovyet Rusya'nın uluslararası konuları ile ilişkilendirildi.

Azerbaycan Demokratik Cumhuriyeti'nin dünyadaki diplomatik adımlarının bilimsel değerlendirmeleri verilmiştir.

Sonuçlar belirli örneklere dayanarak kanıtlanmıştır (Chicherin'in Hoyski ile yazışması).

SONUÇ

Azerbaycan Demokratik Cumhuriyeti'nin dış politika eylemlerinin analizi, ikili ilişkilerdeki sorunlara ve bu sorunların giderilmesine yönelik çabalara ilişkin somut sonuçlar çıkarmayı mümkün kılmıştır.

Bilimsel sonuçlar gelecekte bu alanda daha da derinlemesine çalışmalar yapılmasına, genç Azerbaycan Cumhuriyeti'nin dış politikasının siyasi değerlendirmesine ve alınan kararların beklentilerinin değerlendirilmesine olanak sağlayacaktır.

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Güney Kafkasya'nın Ulusötesi Ulaşım Ve İletişim Sisteminde Azerbaycan Cumhuriyeti'nin Katılımı Ve Küresel Çıkarlar

Şaig Aliyev

Azerbaycan Cumhurbaşkanlığına bağlı
Devlet İdarecilik Akademisi doktora öğrencisi
e mail:aliyev-ays@mail.ru

Anahtar kelimeler: Ulaşım Koridorları, Bölge, Transit, Uluslararası Demiryolu, Jeostratejik Çıkarlar.

Azerbaycan Cumhuriyeti'nin Güney Kafkasya'daki jeostratejik konumunun oluşmasıyla dünya devletlerinin (ABD, Avrupa Birliği) ve bölgedeki büyük devletlerin (Rusya, İran, Türkiye) dikkatini çekmeyi başarmıştır. Bölgede ekonomik ve politik olarak istikrarlı olan ve diğer ülkelerden daha üstün olan Azerbaycan, uluslararası projelere katılmakla da ilgi çekiyor. Böylece, Birleşik Devletler ve Avrupa Birliği, bölgede ekonomik çıkarları olan Azerbaycan'ın Batı'ya entegrasyonunu her zaman desteklemiştir.

7-8 Eylül 1998 tarihinde Bakü'de ulusal lider Haydar Aliyev'in inisiyatifiyle tarihi İpek Yolu'nun açılışında 9 devlet başkanının katılımı (Azerbaycan, Türkiye, Gürcistan, Ukrayna, Maldava, Romanya, Bulgaristan, Özbekistan, Kırgızistan), 13 uluslararası örgüt ve 32 ülkenin temsilcileri ile uluslararası bir konferans düzenlenmiştir. Konferans sonucunda TRACECA programı temelinde "Avrupa-Kafkasya-Asya koridorunun geliştirilmesi için uluslararası taşımacılık hakkında Temel Çok Taraflı Anlaşma" ve Bakü Deklarasyonu imzalanmıştır. Anlaşmaya göre, Bakü'de TRACECA'nın daimi sekreteryasının açılması kararı alındı ve sekreterlik 21 Şubat 2001'de açıldı [1, s.2]. Böylece, tarihi İpek Yolu'nun restorasyonuna katkıda bulunan Azerbaycan esas kalkınma yollarının belirlenmesinde önemli rol oynamıştır. Azerbaycan şu anda Çin tarafından başlatılan İpek Yolu Ekonomik Kemer projesinin bir üyesidir. Aralık 2015'te, Cumhurbaşkanı İlham Aliyev'in Çin'e yaptığı devlet ziyaretinde, "Azerbaycan Cumhuriyeti ve Çin Halk Cumhuriyeti İpek Yolu Ekonomik Kemeri"nin [4, s.2] kurulmasını ortaklaşa desteklemek için bir mutabakat zaptı imzalanmıştır.

Son yıllarda Azerbaycan'ın ulaşım altyapısının geliştirilmesi, bu alanda devlet destek ve kontrolünün artırılması, stratejik açıdan önemli rota koridorlarının oluşturulması, yeni uluslararası ulaşım koridorlarının açılması Azerbaycan'ın jeostratejik önemini daha da artırmaktadır. Bakü-Tiflis-Kars demiryolunun 30 Ekim 2017'de işletmeye alınmasıyla, Trans-Avrupa ve Trans-Asya demiryolu ağının varlığı, antik İpek Yolu'nun demir yola dönüşmesi olarak değerlendirilmektedir. [3, s.4] Bakü-Tiflis-Kars demiryolunun inşaatı hakkında 7 Şubat

2007'de Cumhurbaşkanı İlham Aliyev'in inisiyatifıyla Tiflis'te bir anlaşma imzalanmıştır. Aynı yılın kasım ayında, Gürcistan'ın Marabda demiryolu hattının temeli atıldı. Temmuz 2008'de Kars şehrinde Kars-Gürcistan sınırında demiryolu hattı için temel atma töreni düzenlenmiştir. 850 km olan Bakü-Tiflis-Kars demiryolu hattının 504 km'lik bölümü Azerbaycan'a düşüyor. 263 km demiryolu hattı Gürcistan'dan, Türkiye'den 79 km demiryolu hattı geçiyor. Deniz taşımacılığına kıyasla, Bakü-Tiflis-Kars demiryolu, Çin'den Avrupa'ya mal teslimi için harcanan zamanı önemli ölçüde azaltıyor. İstikrar ve güvenliğe hizmet veren Bakü-Tiflis-Kars demiryolunun ilk aşamasında yılda 5 milyon ton, ikinci aşamada 17 milyon ton ve sonra daha büyük hacimde yüklerin taşınması planlanıyor. [3, s.5] Tarihi İpek Yolu üzerinde bu projenin oluşturulması bölgenin çekiciliğini artırır, Orta Asya ülkelerinin - Türkmenistan, Kazakistan, Özbekistan, Kırgızistan, Tacikistan ve yanı sıra Afganistan'ın Avrupa ve dünya pazarlarına erişimini, ticari ilişkilerin, ekonomilerin ve kalkınmanın önemli entegrasyonunu kolaylaştırmaktadır.

Bakü-Tiflis-Kars projesinin ana avantajlarından biri, Azerbaycan'ın Gürcistan ve Türkiye ile doğrudan demiryolu bağlantısı kurması ve bu iki ülke arasındaki ilişkilerin daha da güçlendirmesidir. Başka bir konu, bu hattın Nahçıvan Özerk Cumhuriyetine genişletilmesidir. Gelecekte, özerk cumhuriyetin ermeni ablukasından çıkarılması ve ulaşım bağımsızlığını sağlamak için Kars'tan Nahçıvan'a ayrı bir demiryolu hattı inşa edilmesi planlanıyor.

Stratejik olarak diğer önemli bir adım, Cumhurbaşkanı İlham Aliyev tarafından Bakü'nün Garadagh bölgesindeki Alat kasabasında, özellikle de Bakü Uluslararası Deniz Ticaret Limanı alanında oluşturulan serbest ticaret bölgesi ve Azerbaycan'ın uluslararası ticaret merkezine dönüştürülmesidir. Uluslararası kargo taşımacılığında ve Avrupa-Asya lojistik zincirinde öncü rol oynayan serbest ticaret bölgesi, yerel üretimin geliştirilmesi ve Made in Azerbaijan markasının dünyaya tanıtımında da olağanüstü önem taşıyacaktır. [5, s.16-17] Serbest ticaret bölgesinin Güney Kafkasya, Orta Asya, İran, Rusya ve Türkiye'nin bir bölümünü kapsayan ve 130 milyon kişi tarafından kullanılacak bölgesel bir pazara hizmet etmesi planlanıyor.

Rusya alanından geçen Pan-Avrupa ulaşım koridorunun ikincisi "Transsib" Avroasya koridorunun bir parçası olduğu bilinmektedir. Finlandiya - St. Petersburg - Moskova üzerinden ulaşım koridoru ise "Kuzey-Güney" Ulaşım Koridorunun terkiindedir. Kuzey-Güney Ulaşım Koridoru, 12 Eylül 2000'de Rusya, İran ve Hindistan arasında imzalanan hükümetler arası bir anlaşma temelinde kuruldu. [7] Avrupa Birliği'nin içerisinde olan 13 ülkenin yasama organlarından "Kuzey-Güney" Ulaşım Koridoru onay almıştır (Azerbaycan Cumhuriyeti, Belarus Cumhuriyeti, Bulgaristan Cumhuriyeti, Ermenistan Cumhuriyeti, Hindistan, İran İslam

Cumhuriyeti, Kazakistan Cumhuriyeti, Kırgız Cumhuriyeti, Umman Sultanlığı, Rusya Federasyonu, Tacikistan Cumhuriyeti, Türkiye Cumhuriyeti, Ukrayna).

Bu uluslararası koridorun yaratılma amacı, Hindistan'dan Rusya'ya, hem de Kuzey ve Batı Avrupa'ya malların teslim süresini azaltmaktır. Mevcut rotadaki teslim süresi 6 haftadan fazladır, Kuzey-Güney aracılığıyla 3 hafta olması bekleniyor. Bu projede, rota Kuzey ve Batı Avrupa - Rusya Federasyonu, daha sonra üç yönde öngörülüyor: Kafkasya - Basra Körfezi; Orta Asya - Basra Körfezi; Hazar Denizi - İran İslam Cumhuriyeti - Basra Körfezi. Azerbaycan Cumhuriyeti 2005'ten bu yana bu Anlaşmaya katılmıştır. Azerbaycan topraklarından geçen koridorda beklenen yük taşımacılığı hacmi ilk aşamada - 3 milyon ton, ikinci aşamada - 5-8 milyon ton ve üçüncü aşamada - 15 milyon ton olarak öngörülmektedir. [2, s.23]

Ayrıca Azerbaycan Cumhuriyeti'nde Lojistik ve Ticaretin Geliştirilmesi için Stratejik Yol Haritasına uygun olarak, Azerbaycan Kuzey-Güney ulaşım koridorunun kurulmasında aktif rol oynamaktadır. Böylece ülke, Avrasya coğrafyasının kalbinde, her iki kıtalararası koridorun kesişme noktasında önemli bir ulaşım ve lojistik merkezi haline geliyor.

Belirtildiği gibi, “Kuzey-Güney” ulaşım koridoru Hindistan, Pakistan, İran, Azerbaycan, Rusya ve Kuzey Avrupa ülkelerini birbirine bağlayacak. Azerbaycan dünyada Rusya ve İran'la kara sınırı olan tek ülkedir ve böyle bir coğrafi konum üçlü bölgesel işbirliğinin geliştirilmesi için önemlidir. Kuzey-Güney ulaşım koridorunun Azerbaycan bölümünün oluşturulması süreci zaten son aşamasına girmiştir. Bu koridorun önemli bir kısmı - Azerbaycan-Rusya-Azerbaycan-İran sınırıyla demiryolu tamamen çalışmaya hazır duruma getiriliyor. Azerbaycan İran'a Astara-Rasht demiryolunun inşası ve ekipman ile donatılması projesi için 500 milyon dolar kredi sağlamayı planlıyor. [6] Aynı zamanda Azerbaycan, İran'daki Astara-Rasht-Kazvin demiryolunun inşasının finansmanına katılıyor. Stratejik yol haritalarında 2020 yılına kadar bölgedeki transit ticaret hacmini artırarak Azerbaycan'ın aşağıdaki göstergelere göre pay alacağı öngörülüyor.

Bunlar :

- Orta Asya ve Karadeniz rotası boyunca - % 40
- Orta Asya ve Avrupa - % 25;
- Çin ve Avrupa rotası üzere - % 3;
- Rusya ve İran rotası üzere -% 40
- İran-Karadeniz rotası üzere -% 25. [8]

Gelecekte Kuzey-Güney ve Bakü-Tiflis-Kars ulaşım koridorlarının da bağlanması planlanmaktadır. Böylece Azerbaycan her iki projede de aktif bir katılımcıdır. Çin, Kazakistan,

Orta Asya cumhuriyetleri, Azerbaycan, Gürcistan, Türkiye ve Avrupa ülkeleri bu projeden yararlanacak.

Şu anda Azerbaycan'ın uluslararası bir ulaşım merkezine dönüştürülme süreci aşağıdaki önemli yönlere doğru ilerlemektedir.

- Avrupa, Karadeniz, Kafkaslar, Hazar ve Orta Asya bölgeleri arasında ekonomik, ticaret, ulaşım ve lojistik ilişkilerin geliştirilmesi;
- Çin ve Avrupa Birliği arasındaki en kısa kuru multimodal koridorun geliştirilmesi;
- Kuzey-Güney ulaşım koridorunun oluşturulması;
- Büyük İpek Yolu içerisinde transit yüklerin taşınması;
- Lojistik ve ulaşım altyapısının önemli derecede iyileştirilmesi ve düzenleyici teşvikler nedeniyle Azerbaycan'ı bu alanda daha cazip bir merkez haline getirilmesi;
- Dijital Ulaştırma Düzümü ve TASIM'ın Azerbaycan projeleri ile dijital Büyük İpek Yolu'nun oluşturulması;
- Farklı taşıma birimleri arasında iletişimin oluşturulması;
- Çok modlu (entegre olunmuş) taşımacılığın organizasyonu için kararlaştırılmış bir eylem programının geliştirilmesi vb.

Modern zamanda, dünyanın gelişmiş ülkelerinde, taşımacılık sektörü bağımsızlığı korumada önemli bir faktör olarak kabul edilmektedir. Kısacası, ulaşım küreselleşmiş dünyanın en aktif ve dinamik yapılarından biri haline geliyor. Dünya ekonomisi teknolojik gelişme açısından çok ciddi aşamalarla karşı karşıya kalsa da, sahip oldukları insan sayısı, dünyadaki ekonomik ve siyasi konumlarının belirlenmesinde, ülkelerin jeoekonomik ve jeopolitik konumlarının geliştirilmesinde hala önemlidir.

Her bir devletin jeostratejik durumu, yasaya uygun olarak gelişen transit ve ulaşım altyapısına uygun olarak belirlenir. Azerbaycan'ın ulaşım jeopolitiği, ülkenin teknik ve örgütsel parametreleri, uluslararası ulaşım koridorlarına katılımının niteliği, kalkınma tarihi ve büyüme beklentileri ile belirlenen ulusal politikasının ana temellerinden biri olarak düşünülmelidir.

Azerbaycan'ın bölgedeki jeopolitik önemi enerji kaynakları ile değerlendirilebilir. Ancak, son yıllarda karayolu ulaşım altyapısının geliştirilmesi ve stratejik rota koridorlarının oluşturulması ve yeni ulaşım merkezlerinin düzenlenmesi çalışmaları, ülkemizin jeopolitik öneminin sadece enerji kaynakları ile ilgili olmadığını göstermektedir. Bölgenin transit önemi Avrupa, Karadeniz, Kafkas, Hazar ve Orta Asya bölgeleri arasındaki ekonomik, ticaret, ulaşım ve lojistik bağlantılarının önemli ölçüde gelişmesiyle değerlendirilebilir. Ayrıca, Çin ile Avrupa Birliği arasındaki en kısa yol koridorunun inşası ve tarihi Büyük İpek Yolu'nun restorasyonu

özellikle belirtilmelidir. En önemli Uluslararası Ulaşım Koridorlarından biri olan “Kuzey-Güney” projesi bölgenin transit önemini artırmaktadır.

Azerbaycan Cumhuriyeti'nin bölgedeki tüm bu projelerin uygulanmasındaki jeostratejik rolü dikkat çekicidir. Öyle ki, son 5 yılda Azerbaycan'ın lojistik ve ticaret altyapısı önemli ölçüde iyileştirilmiş ve düzenleyici teşvikler sayesinde bölgede bu alanda daha cazip bir merkez haline gelmiştir. Azerbaycan ayrıca bölgenin en gelişmiş Dijital Ticaret Merkezi ve “Trans-Avrasya Süper Bilgi Otoyolu” (TASIM) projeleri ile Büyük İpek Yolu'nun dijitalleştirilmesinde de rol oynuyor. Elverişli coğrafi konumu nedeniyle Azerbaycan, çeşitli ulaşım sektörleri arasındaki ilişkileri koordine etmekte, uluslararası ve yurtiçi nakliye ve yolcu taşımacılığı tarifeleri alanında koordineli bir politika izlemektedir. Aynı zamanda Azerbaycan hükümeti, çok modlu (kombine) taşımacılığın organizasyonu için koordineli bir eylem programı hazırlamış ve faaliyete geçirmiştir.

Azerbaycan Cumhuriyeti'nin Güney Kafkasya'daki jeostratejik konumunun oluşmasıyla dünya güçlerinin (ABD, Avrupa Birliği) ve bölgedeki büyük güçlerin (Rusya, İran, Türkiye) dikkatini çekmeyi başardı. Azerbaycan'ın bölgedeki ekonomik ve siyasi istikrar açısından diğer ülkelerden daha üstün olan siyasi gelişmesine yol açıyor. Öyle ki, Birleşik Devletler ve Avrupa Birliği, bölgede ekonomik çıkarları olan Azerbaycan'ın Batı'ya entegrasyonunu her zaman destekliyorlar.

Demir İpek Yolu (DİY) Doğu-Batı Uluslararası proje çerçevesinde en önemlisidir. Bu projenin uygulanması, Azerbaycan'ın bölgede bir geçiş ülkesi olarak önemini arttırmakla kalmaz, aynı zamanda diğer komşu ülkelerin Azerbaycan'ın transit fırsatlarını kullanmak için koşullar yaratır. Orta koridordan yükler Avrupa'ya iki yön üzere taşınır. Onlardan biri Gürcistan'ın Poti ve Batum limanları aracılığıyla, diğeri 30 Ekim 2019'da faaliyete geçirilen Bakü-Tiflis-Kars demiryolu yoluyla gerçekleştiriliyor. Azerbaycan tarafından gerçekleştirilen Bakü-Tiflis-Kars projesinin devreye alınmasından sonra, orta koridor aracılığıyla kargo taşımacılığı maliyetleri önemli ölçüde azalarak transit kargo taşımacılığını daha kârlı hale getirerek onların hacminin artırılmasına hizmet ettiği belirtilmelidir.

Son olarak, bölgenin ulaşım ve transit potansiyelinin daha da geliştirilmesi için gerekli tüm koşulların olduğu unutulmamalıdır. Azerbaycan Cumhuriyeti, uluslararası jeoekonomik yapılarla işbirliğini güçlendirmesi ile birlikte ortak ekonomik ve ticari sorunları çözmeye çalışmaktadır.

KAYNAKÇA

"Avrupa-Kafkasya-Asya Koridorunun Geliştirilmesi için uluslararası taşımacılık ile ilgili Temel Çok Taraflı Anlaşmada değişikliklere ilişkin Protokolün Onaylanması Hakkında"
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Azerbaycanda Kamu Hizmeti Yönetimini İyileştirme Yöntemi: Verimli Yönetim

PhD Student **Muradov İsmayıl**
Azerbaycan Turizm ve Yönetim Üniversitesi
ismayil.muradov.1993@mail.ru

ÖZET

Devletlik ülkenin temel değeridir. Kamu idaresinin toplum yaşamındaki rolünü azaltmak imkansızdır. Farklı ülkelerin farklı tarihsel dönemlerdeki sosyo-ekonomik kalkınma üzerindeki güçlü etkisi uzmanlar tarafından defalarca belirtilmiştir. Kamu yönetimi, ülkenin mevcut sosyo-ekonomik durumunu ve geleceğinin kalitesini önemli ölçüde belirler. Tarihsel değişimin ölçeği genişlerse, o zaman yönetişimin kamu organının devlet olarak doğru, kesintisiz ve düzenli bir şekilde işlemesini sağlamadaki rolü de artar. Mevcut durumda, değişiklikler toplumun tüm önemli alanlarını kapsamaktadır - politika, ekonomi, manevi yaşam, çeşitli ve karmaşık halkla ilişkiler, kamu yönetiminin rolü önemli ölçüde artmaktadır ve ülkedeki durum önemli ölçüde yönetişimin verimliliğine ve kalitesine bağlıdır.

Ulusların uluslararası arenaya entegrasyon sürecini hızlandırmak için modern dünyadaki her devletin yüksek düzeyde yönetimine sahip olmak çok önemlidir. Azerbaycan Cumhuriyeti, modern dünyada kabul edilen devlet sistemine uygun olarak ulusal devlet inşası yönünde reformlarını sürdürmektedir. Reformların temel amacı, esnek bir devlet yönetim sistemi oluşturmak, insan ve medeni hak ve özgürlüklerin yüksek devlet garantilerini sağlamak ve Azerbaycan'ı uluslararası alana entegre etme sürecini hızlandırmaktır.

Anahtar kelimeler: Yönetim, Kamu hizmeti, İyi yönetişim, Sivil toplum, Şeffaflık

Improving Public Service Management in Azerbaijan: Efficient Management

ABSTRACT

The main aim of the article is to organize an effective public service management in Azerbaijan, to examine the stages of development, to show public service as a basic requirement for governance, to define the character of civil service relations and the direction of improvement of civil service legislation in the formation of civil society. The prerequisite for the effectiveness of public administration is the understanding of its objects, depending on its internal dependence and mechanism, taking into account the elements of public administration built in accordance with the objectives, structure, technology, principles. It is necessary to note the natural geographical conditions as an objective basis of public administration. Every nation is located in a certain region of the world and the natural conditions (relaxation, soil, water and other resources) of this area determine the technology of production activities and social life for people. The second objective basis of public administration is natural, social conditions resulting from long-term interaction with nature. Geographical location of people, intersectoral characteristics, economic technology of urban and rural areas, communication types, labor and life, shared values, traditions and customs, etc. acts as a product of natural social conditions. The third objective basis

of public administration is the cultural and historical heritage created by subjective factors. Without historical development and in all periods of historical development, people, human associations dominated the technology of assimilation in a certain area of the state and in various activities. All this together determined the true level of labor productivity. Natural geographical, natural social and natural cultural conditions, which are the objective basis of public administration, have a complex interrelated effect. The state has a responsibility as a subjective factor in management theory. Here, public administration itself acts as an integral part of it as a subjective factor. As a key factor in balanced development, the state needs to influence it in several ways. The regulation coordinates the interests of the long-term and short-term stages of development according to their level of dependence, manages the sectors of the economy, controls the ratio of different sectors, controls active monetary policy, tax policy, control prices and costs. Naturally, investments to increase production increase production capacity through employment benefits, tax incentives, budget deficit accounting and government purchases.

Key words: Management, Civil service, Good governance, Civil society, Transparency

Azərbaycanda Dövlət Xidməti İdarəetməsinin Təkmilləşdirilməsi: Səmərəli İdarəetmə

Xülasə

Məqalənin əsas məqsədi Azərbaycanda səmərəli dövlət qulluğunun idarə edilməsini təşkil etmək, inkişaf mərhələlərini araşdırmaq, dövlət qulluğunu idarəetmənin əsas tələbi kimi göstərmək, dövlət qulluğu münasibətlərinin xarakterini və vətəndaş cəmiyyəti formalaşmasında dövlət qulluğu haqqında qanunvericiliyin təkmilləşdirilməsi istiqamətini müəyyənləşdirməkdir.

Dövlət idarəçiliyinin səmərəliliyinin ilkin şərti, məqsədlərinə, quruluşuna, texnologiyasına, prinsiplərinə uyğun qurulmuş dövlət idarəetmə elementlərini nəzərə alaraq, daxili asılılıqından və mexanizmindən asılı olaraq obyektlərinin dərk edilməsidir. Təbii idarəetmənin obyektiv əsası kimi təbii coğrafi şərtləri qeyd etmək lazımdır. Hər bir xalq dünyanın müəyyən bir bölgəsində yerləşir və bu bölgənin təbii şəraiti (istirahət, torpaq, su və digər mənbələr) istehsal fəaliyyəti və insanlar üçün sosial həyatın texnologiyasını müəyyənləşdirir. Dövlət idarəetməsinin ikinci obyektiv əsası təbiətlə uzunmüddətli qarşılıqlı fəaliyyət nəticəsində yaranan təbii, sosial şərtlərdir. İnsanların coğrafi yeri, sahələrarası xüsusiyyətləri, şəhər və kənd ərazilərinin iqtisadi texnologiyası, ünsiyyət növləri, əmək və həyat, ortaqlar, adət-ənənələr və s. təbii sosial şəraitin məhsulu kimi çıxış edir. Dövlət idarəetməsinin üçüncü obyektiv əsasını subyektiv amillərin yaratdığı mədəni və tarixi irs təşkil edir. Tarixi inkişaf olmadan və tarixi inkişafın bütün dövrlərində insanlar, insan birlikləri dövlətin müəyyən bir bölgəsində və müxtəlif fəaliyyətlərdə assimilyasiya texnologiyasına üstünlük verdilər. Bütün bunlar birlikdə əmək məhsuldarlığının həqiqi səviyyəsini müəyyənləşdirdi. Dövlət idarəetməsinin obyektiv əsasını təşkil edən təbii coğrafi, təbii sosial və təbii mədəni şərait kompleks qarşılıqlı təsir göstərir. İdarəetmə nəzəriyyəsində dövlət subyektiv amil kimi bir məsuliyyət daşıyır. Burada dövlət idarəetməsinin özü subyektiv amil kimi onun ayrılmaz hissəsi kimi çıxış edir. Balanslı inkişafın əsas amili olaraq, dövlət ona bir neçə istiqamətdə təsir göstərməlidir. Tənzimləmə uzunmüddətli və qısamüddətli inkişaf mərhələlərinin maraqlarını asılılıq səviyyələrinə görə əlaqələndirir, iqtisadiyyatın sahələrini idarə edir, müxtəlif sektorların nisbətində nəzarət edir, aktiv pul siyasətinə, vergi siyasətinə, qiymət və xərclərə nəzarət edir. Təbii ki, istehsalın artırılmasına qoyulan investisiyalar məşğulluq müavinətləri, vergi güzəştləri, büdcə kəsirinin uçotu və dövlət satınalmaları hesabına istehsal gücünü artırır.

Açar sözlər: Menecment, Dövlət qulluğu, Yaxşı idarəçilik, Vətəndaş cəmiyyəti, Şəffaflıq

Giriş

Bağımsızlık kazandıktan sonra, Azerbaycan demokratik, yasal, laik ve üniter bir devlet olarak kuruldu. Yeni Anayasanın kabulü ile kamu yönetimi sisteminde önemli değişiklikler yapılmış, yönetim sistemini iyileştirmek ve etkili bir şekilde yönetmek için önemli adımlar atılmış ve devletin sosyal, politik, yasal, ekonomik ve ideolojik işlevleri değişmiş ve geliştirilmiştir. Bu bağlamda, önceki rejime giren birçok kuruluş kaldırılmış, yeni kurum ve işletmeler modern yönetim sistemine uyum sağlayabilmiş ve yönetim sisteminin verimliliğini artırmak için birçok yasal düzenleme yapılmıştır. Bu yasal düzenlemelerin çoğu, belki de en önemlisi, Azerbaycan Cumhuriyeti kamu hizmeti sisteminin temelini oluşturan yeni Azerbaycan Cumhuriyeti Anayasasının ve Kamu Hizmeti Yasasının kabul edilmesiydi. Bunlardan ilki, yeni Azerbaycan Anayasasının hazırlanmasıydı. Çünkü demokratik bir sistem kurmanın ve herhangi bir ülkede demokratik kurumlar oluşturmanın en önemli adımı anayasanın hazırlanmasıdır. Daha geniş bir anlamda, yeni bir anayasa, bir millet geçmişten uzaklaşmaya başladığında gereklidir. Bu genel zorunluluk, demokratik bir geçiş ve liberal bir ekonomiye geçiş olarak, bir zamanlar demir perdesinde olan sosyalist bir devlet örneğine sahip değildir[Rehimli, 2016 : 107].

1. BÖLÜM: “YÖNETİM” VE “İYİ YÖNETİM” TERMİNLERİ ŞUNLARDIR

Son zamanlarda, literatür sıklıkla “yönetişim” ve “iyi yönetişim” terimine sahiptir. Uluslararası belgelerde ve İngilizce’de bu terimler "yönetişim" ve "iyi yönetişim" şeklinde kullanılır. Kötü yönetim, modern dünyadaki tüm nahoş olayların ana nedenidir. Bu nedenle, kilit donörler ve uluslararası finansal kuruluşlar bu alanda iyi yönetişim ve reform örgütlenmesine odaklanmaktadır. Yönetim kavramı yeni değil. İnsan toplumunun oluştuğu zamandan doğdu. Yönetim - karar verme sürecini ve alınan kararların uygulanmasını (ya da uygulanmamasını) içerir. Yönetim çeşitli şekillerde uygulanabilir: kurumsal yönetim, uluslararası yönetim, ulusal yönetim ve yerel yönetim. Genel olarak konuşursak, yönetişim iki türe ayrılabilir:

- Geniş yönetim - "kamu yönetimi", "politik yönetim", "kurumsal yönetim", "çiftlik yönetimi", "küresel yönetim" vb. anlamlarda kullanılır.

- Dar anlamda yönetişim (uluslararası belgelerde, uluslararası kuruluşlar tarafından benimsenen programlarda ve buradaki anlamımızda) “kamu yönetimi” anlamında kullanılmaktadır.

Yönetim bir karar verme süreci ve uygulamasıdır. Bu nedenle, “yönetim” kavramının analizinde, kararları benimseyen ve uygulayan konular dikkat ve karar verme yapılarına odaklanmalıdır. Yönetişime dahil olan konuların ve yapıların hem resmi hem de resmi olmayan olabileceği belirtilmelidir. Kamu yönetiminde yer alan kilit konulardan biridir. Ancak, hükümet (uluslararası bağışçılar, medya, şirketler, STK'lar vb.) Dahil olmak üzere başka devlet kurumları vardır. Devlet dışındaki diğer tüm devlet kuruluşları "sivil toplum" un bir parçasını oluşturur. Sayın Cumhurbaşkanı: “Bölgemizin geleceğinin toplumumuzun başarılı bir şekilde modernleşmesinin ne kadar iyi olduğuna bağlı olacağına inanıyoruz. Yani, demokratik reformların gelişmesi ve ekonomik reformların uygulanması, politik sisteme aktif katılımımıza, toplumumuzun modernleşmesine bağlı olacaktır[Aliyev, 16.06.2005].

“İyi yönetişimi” tanımlayan sekiz özellik vardır:

Genel katılım

- Erkeklerin ve kadınların yönetişime katılımı;
- doğrudan, yasal aracı kurumlar veya temsilciler tarafından idare;
- Bir yandan derneklerin özgürlüğü ve diğer yandan sivil toplumun varlığı.

Hukukun üstünlüğü

- Eşitlik, adalet ve açık eylem sınırlarını düzenleyen yasaların mevcudiyeti;
- insan haklarının, özellikle azınlık haklarının korunması;
- Bağımsız, adil adli makamlar ve kanun uygulayıcı kurumların mevcudiyeti.

Şeffaflık

- Karar verme ve karar verme sınırları mevcut yasalara göre uygulanmalıdır;
- Kararlar açıklanmalı ve etkilenen alanlardan (objeler) karar alınmalıdır.

Operativlik

- Tüm paydaşların çıkarları kurumlar ve süreçler aracılığıyla belirli bir zaman diliminde güvence altına alınmalıdır.

Konsensusa yönelim

- genel halk için daha yaygın olan kararlar almak;
- toplumun sürdürülebilir kalkınmasını sağlayan uzun vadeli perspektiflerin mevcudiyeti.

Adalet ve eşitlik

- Topluluğun tüm üyeleri yönetimdeki rollerini ve önemini hissetmelidir;
- Bütün grupların, özellikle de ihtiyacı olanların, durumlarını iyileştirebilmeleri gerekir.

Etkinlik ve etkinlik

-topluluğun ihtiyalarını karřılamak zorunda olan karar vericilerin kendi kaynaklarını etkin bir řekilde kullanmaları gerekir;

-evrenin korunması ve doęal kaynakların kullanımı.

Sorumluluk ve hesap verebilirlik

-devlet kurumları zel sektre ve sivil toplum kuruluřlarına duyarlı olmalı ve toplum ve kurumsal paydařlara rapor vermelidir;

-genel olarak raporlar, kurum ve kuruluřların karar ve eylemleri kapsamında tm konu ve nesnelere sunulmalıdır.

Yukarıda sıralanan sekiz zellik ve iyi ynetiřim, kamu ynetiminin kalitesini de tanımlar. BM metodolojisine gre, kamu idaresinin kalitesini belirleyen deęerler "yasal", "siyasi", "ynetiřim" ve "evrensel rgtsel" yaklařımlara gre gruplandırılmıştır:

- Yasal yaklařımın deęerleri - bu deęerler arasında iyi ynetiřim "hukukun stnlę" ve "adalet ve eřitlik" belirtileri bulunur;

- Politik yaklařımın deęerleri - bu deęerler arasında iyi ynetiřim "ortak katılım", "uygulanabilirlik" ve "fikir birlięi ynelimi" belirtileri;

- Ynetim yaklařımının deęerleri - bu deęerler iyi bir ynetiřim "etkinlik ve etkinlik" ierir;

- Evrensel rgtsel deęerler - bu deęerler iyi ynetiřim "řeffaflıęı" ve "sorumluluk ve hesap verebilirlik" belirtilerini ierir.

2000 yılının Eyll ayında, Devlet Bařkanları Binyıl Bildirgesi yapıldı. Bu toplantıda Birleřmiř Milletler Binyıl Bildirgesi kabul edildi ve bylece uluslarla yeni bir ortaklıęın temeli atıldı. İřbirlięinin temel zellięi, lkelerin yoksulluęu azaltmaya ve 2015 yılına kadar sekiz hedefe ulařmaya kararlı olmalarıdır. Bu hedefler Binyıl Kalkınma Hedefleri olarak adlandırılmıştır: ařırı yoksulluk ve alıęın stesinden gelmek, evrensel ilköęretime ulařmak, cinsiyet eřitlięi saęlamak ve kadınları glendirmek, ocuk lmlerini azaltmak, anne saęlıęını iyileřtirmek, HIV/AIDS, sıtma ve dięer hastalıklarla mcadele etmek evresel srdrlebilirlięi saęlamak, kalkınma iin kresel bir ortaklık geliřtirmek.

2005'ten beri diyabet, anne ve ocuk saęlıęı, kan baęıřı, hemofili ve talasemi, kronik bbrek yetmezlięi, bulařıcı hastalıkların immn profilaksisi ve kanserli kiřilerin yařamı tehdit eden hastalıkların korumak iin devlet programları kabul edilmiřtir. Dokuzuncu Binyıl Kalkınma Hedefi "gl ve iyi ynetiřimin temelidir"[Mehdiyev, 2008:56]. Uluslararası deneyimler, iyi ynetim, yolsuzluk ve kamu hizmeti reformunun yoksulluęun azaltılmasında ve srdrlebilir kalkınmanın nemli olduęunu gstermektedir. Azerbaycan, gl bir devlet ve iyi ynetim hedeflerine ulařmak iin Birleřmiř Milletler Kalkınma Programına da katıldı.

Projenin genel amacı, son on yıldaki Yoksulluğu Azaltma ve Sürdürülebilir Kalkınma Stratejisinde yansıtıldığı gibi, “İyi Yönetişim” ve Hükümetin kamu sektöründeki reformlara bağlılığını uygulamaktır. Yoksulluğu Azaltma ve Sürdürülebilir Kalkınma Devlet Programı, kamu sistemi ve kamu hizmeti reformunun uzun vadeli yoksulluğu azaltma ve ekonomik kalkınmadaki merkezi rolünü, yönetim sistemini ve kurumsal politikayı, Binyıl Kalkınma Hedefleri'nin "Binyıl Kalkınma Hedefleri" olarak tanımlayarak vurguladı.

2. BÖLÜM: KAMU HİZMETİ VERİMLİLİĞİNİ ETKİLEYEN FAKTÖRLER

Bağımsız Azerbaycan Cumhuriyeti'nin ilk anayasasının kabulü Azerbaycanda kamu hizmeti kurulmasına yönelik reformlar başladı. 1996'da, Cumhurbaşkanının himayesinde, "Yasal Reform Komisyonu" Commission [Hasanov, 2016:159] kurulmuş ve bağımsız bir devletin kendi yasal çerçevesini belirleme süreci başlamıştır. Komisyonun temel amacı Azerbaycan'daki hukuk sistemini dünyanın gelişmiş ülkelerinin modeline uyarlamak ve deneyimlerini incelemek ve uygulamaktır. Şu anda Azerbaycan Cumhuriyeti Kanunu'nda "Devlet memuru hakkında", kamu hizmetinin tanımını vermektedir. Bu yasaya göre, Azerbaycan Cumhuriyeti'ndeki kamu hizmeti, devlet memurlarının, Devletin amaçları ve işlevleri alanındaki işlevlerini, Anayasa ve Cumhuriyetin diğer yasal düzenlemelerine uygun olarak yerine getirme görevidir. Bize göre, "profesyonellik" kavramı da kamu hizmetine bu yaklaşımda göz önünde bulundurulmalıdır. Bu nedenle, kamu hizmeti mekanizmasının etkin işleyişi, görevlerinden sorumlu olan hizmetçilerin profesyonelliği için çok önemlidir. Kamu hizmetinin etkinliğini etkileyen faktörleri belirlerken, aynı zamanda, sosyal, yasal ve düzenleyici sorunları ile birlikte, insan faktörünün aktif, düzenleyici rolündeki bir memurun rolünü de incelemek önemlidir. Bu bağlamda, kamu hizmetinin etkinliğini belirlemede psiko-psikolojik faktörlerin rolü de dahil olmak üzere, insan-psikolojik sorunların rolünü incelemek özellikle önemlidir. İnsanların toplumdaki devletimize olan tutumu büyük ölçüde devlet memurlarının profesyonelliklerine, geniş insani yardımlarına, siyasi hazırlıklarına, mesleki etkinlikleri için gereken psikolojik yetkinliklere, ahlaki ve etik niteliklerine bağlıdır.

Kamu hizmetinin bilimsel ve psikolojik desteği birçok yönde uygulanmaktadır. Bu, personel politikasında, personel yönetiminde, personel seçiminde ve genç profesyonellerin işyerinde daha hassas bir şekilde yerine getirilmesinde daha kesin bir şekilde başarılması amacıyla uygulanmakta olan olaylarda, yaratıcı potansiyelin ve bireysel çalışma tarzlarının tam ifadesi için uygun bir ahlaki-psikolojik ortam yaratmaktır. s. buluyor. Memurların psikolojik durumunu, değer ve motivasyon sistemini, kişisel psikolojik, modern psikolojinin ilke ve yasalarına uygun olarak çalışanlarla çalışmanın uygulanmasında kişisel nitelikleri yansıtan

"Psikolojik portre", "psikolog", ve faydaları belirlemek. Gözlemler, yazılı ve sözlü anketler ve yöntemleri kullanarak toplu bir sosyal ve psikolojik memur portresi oluşturmak mümkündür. Memurların psikolojik tasviri için temel unsurların örnekleri arasında şunlar bulunmaktadır: politik yetişkinlik, ahlaki-etik nitelikler, yürütme kültürü; Sorumlu, disiplinli, örgütlü, dürüst ve yaşamlarında ve faaliyetlerinde samimi; Mesleki faaliyetler için gerekli bilgi, beceri ve alışkanlıklara sahip olma; kapsamlı insani eğitim; psikolojik yeterlilik, iletişimsel nitelikler, iletişim kültürü, insanlar arasında yüksek itibar vb. Memurların sosyal ve psikolojik portrelerinin oluşturulması, psikolojik niteliklerinin ayrılmaz bir ifadesi, bireysellik ve düşünce tarzlarının tam kullanımı için organizasyonda uygun koşulların mevcut olması ve profesyonellik, iş ve yaratıcı potansiyeller. fikir birliği veya memnuniyetsizlik çalışması çok önemlidir.

3. BÖLÜM: MEMURLARIN SOSYO-PSİKOLOJİK SINIFLANDIRMASI

Devlet memurlarına özgü olan bireysel iş tarzları, meslek ve meslek yaralanmalarının önemli psikolojik parametrelerini temsil eder. Memurların bireysel davranış tarzlarını incelemek, mesleki ve yönetim faaliyetlerinde başarılarını değerlendirmelerini ve tahmin etmelerini sağlar. Sosyo-psikolojik sınıflandırmalarını memurların profesyonelliklerinin önemli parametrelerinden biri olan bireysel tarzlara dayandırmak mümkündür. Bireysel üslup, önemli metodolojik ve metodolojik işlevler memurların değerlendirilmesinde profesyonellik ve memurların gelişme umutlarının belirlenmesine olanak sağlar. Bireysel üslup çalışması, memurların yalnızca faaliyetlerinin sonuçlarına değil, aynı zamanda bu sonuçlara ulaşma yöntemlerine, yani mesleki faaliyetlerin işlemsel-dinamik parametrelerine ve yaratıcı karakterlerine de etkililiğinin değerlendirilmesine olanak sağlar. Dolayısıyla, bireysel tarz, kişilik faaliyetlerinin tıbbi-biyolojik, psikofizyolojik, kişisel-psikolojik niteliklerinin ayrılmaz bir ifadesidir. Bireysel üslup, yönetsel öznelerin yanı sıra memurlara, mesleklere ve pozisyonlara, yönetim yetkinliğine, beceri ve alışkanlıklara, kişisel ve psikolojik niteliklere de uyumu gerektirir. Olumlu sosyo-psikolojik ortam yaratmak, kuruluşlardaki bireysel devlet memurlarının tarzının tam olarak gösterilmesine olanak sağlamak, etkinliklerinin önemli bir sosyo-psikolojik faktörü olarak hareket eder.

Devlet memurlarının emeğini, profesyonelliğini ve kişiliğini sosyal adalet ilkesine uygun olarak değerlendirebilmek, özgüvenlerini güçlendirir, mesleki faaliyetlerinde olumlu motivasyon ve coşku yaratır, yeterli düzeyde uygunluk oluşturur ve gelecekteki kariyerleri için daha gerçekçi planlar oluşturur. Rus araştırmacılar tarafından yapılan araştırmalar, memurların

mesleki faaliyetlerini değerlendirirken, çalışanların profesyonelliği ve iş tecrübeleri ve yönlerine giderek daha fazla önem verildiğini göstermektedir[Haqverdiyev, 2016:83].

Analiz, bazı durumlarda kamu görevlilerinin yaratıcı potansiyellerini kullanmadaki yetersizliklerinin, mesleki faaliyetlerinde motivasyon ve ilginin zayıflamasına yol açtığını göstermektedir. Aynı zamanda, bu çalışmalar, memurların psikolojik parametreler, psikolojik yöntemler ve psikolojik araçlar için uygun şekilde seçilmediğini göstermektedir. Kamu hizmetinin etkinliği üzerinde olumlu bir etkiye sahip olan faktörler, devlet yetkililerinin geniş bir hümanist kültüre sahip olması ve yüksek yaratıcı ve bilimsel potansiyele sahip olması ile gösterilebilir. Azerbaycan Cumhuriyeti Cumhurbaşkanlığı altındaki Kamu İdaresi Akademisi'nde, memurların yazışma, iyileştirme ve kısa vadeli kurslarında psikolojik yönetim konularının geniş kapsamı bulunmaktadır. Memurların psikolojik durumunun ve faaliyetlerinin motivasyonunun önemli parametrelerinden biri profesyonellik, çalışma koşulları, organizasyonda yaratılan ahlaki psikolojik ortam, liderlik umutları, gelecekteki kariyer, sosyal ve ev içi sorunların durumu, güvenli sosyal koruma vb. faktörlerden memnuniyet veya memnuniyetsizlik faktörü. Bütünleşik bir sosyo-psikolojik parametre olarak fikir birliği hissi, devlet memurlarının örgüt içindeki nesnel ve öznel konumlarının karşılıklı etkisinden, mesleki faaliyetlerinde gerçekçi pozisyonlarına sübjektif tepkileri ve beklentilerinin ne ölçüde örtüşmesine neden olur. Uzlaşma veya memnuniyetsizlik duygusunu, memurların mesleki faaliyetlerinin nedenlerini, değerler sistemini ve çeşitli faktörlerin faaliyetlerine teşvik edici etkisini anlama. Kural olarak, yüksek fikir birliği, kamu görevlilerinin mesleki faaliyetlerinin etkinliğini olumlu yönde etkileyen psikolojik olarak hareket etmektedir. Bazı durumlarda, aksine, çalışanın mevcut başarılarından memnuniyeti sebat ve pasifliğe yol açabilir. Personelin mesleki faaliyetlerinin sonuçlarından memnuniyetsizliği, bazı durumlarda, faaliyetleri üzerinde teşvik edici bir etkisi olabilir. Faaliyetlerine ve başarılarına meraklı eleştirel ve talepkar yetkililerin yaratıcı potansiyellerini, bilgi ve becerilerini geliştirmeye odaklanmak için daha fazla çalışmaları daha olasıdır.

4. BÖLÜM: SOSYO-PSİKOLOJİK ETÜTLERİN ANALİZİ

Yerel öz yönetim yapılarında araştırmacılar tarafından yapılan sosyal-psikolojik araştırmalar, bu alanda çalışan görevliler arasında genel görüş birliğinin zayıflığını ortaya koydu. Örneğin, sosyal güvenlikteki zayıflık (%52), güvensizlik (%47), büyüme (%26), iyimserlik, ancak yalnızca %29'u kamu görevlilerinden memnuniyetsizliğin nedenleridir. Ankete katılanların %38'i şok, %24'ü yorgunluk, depresyon ve düşük moral olduğunu söyledi. İşyerinde, perspektif eksikliği hissi %24'dür ve %20'si potansiyel ve geleceği için iktidarsızdır.

Katılımcıların sadece %23'ü kendi gücüne inanmaktadır. Memurların psikolojik durumunu ve motivasyonlarını yansıtan rıza ve memnuniyetsizlik duygusunun incelenmesi, kiracılarının mesleki faaliyetlerinin etkinliğini değerlendirmek için tanısai ve öngörücü bir deęerdir.

Kamu hizmetinin etkinliğini etkileyen psikolojik faktörlerin rolünün açık bir ifadesi olarak, "Kolay Hizmet" in etkinliğini uluslararası standartlara uygun ve halk tarafından memnuniyetle karşılanan etkin bir yönetim modeli olarak göstermek mümkündür. "Kolay servis" etkin etkinliği, dięer faktörlerle birlikte, burada çalışan personelin geniş insani kültür ve psikolojik yeterlilięi ile açıklanmaktadır. Burası yüksek kültür kültürünün var olduęu, vatandaşların sorunlarına dikkat ve özen gösterilerek, her vatandaşın çekicilięinin kısa sürede değerlendirildięi yer. Bu görevlerin çözümü için, "Kolay Servis" te çalışan personel, başarılarının ana nedeni olarak yüksek düzeyde iletişim, empati ve etik kültürüne sahiptir. Ek olarak, "Kolay Hizmet" in oluşumunu ve imajını etkileyen faktörler, bu hizmette emeğin örnek teşkil eden örgütlenmesini, yüksek örgütsel kültürü ve sağlıklı moral ve psikolojik çevreyi, çalışanlar arasında sağlam çalışma ilişkilerini, dayanışmayı, birlięi ve yenilięi içerir. adil değerlendirme ve faaliyetlerinin ve kazanımlarının ödüllendirilmesi vb. faktörler gösterilebilir. Hizmetin yönetiminde sosyal adalet ve hümanizm ilkelerine dayanmak, başarısının önemli bir faktördür. Sosyal-psikolojik analizler, "Kolay Hizmet" in etkinliğinin psikolojik faktörlerinin, personelin şekillendirilmesindeki liderlięin yüksek dikkat ve duyarlılıęı, gelecek vaat eden gençlerin seçimi ve onları yeni ortama adapte etme amaçlı çalışmaları ile gösterilebileceğini göstermektedir. Bu doğrultuda gerçekleştirilen çalışmanın, gerçeklerin gerçeklerine uygun olarak, kamuoyunu koruyarak ve daha da büyümesini sürdürerek daima konumunu geliştirdięi ve geliştirdięi belirtilmelidir. "Kolay Servis" in kazanımlarıyla birlikte yenilikler uygulanırken, doğal bir fenomen olarak görülmeli ve problemler çözülmeli.

SONUÇ

Makalenin temel amacı, Azerbaycan'da etkin bir kamu hizmeti yönetimi örgütlemek, gelişim aşamalarını incelemek, kamu hizmetini yönetim için temel bir gereklilik olarak göstermek, kamu hizmeti ilişkilerinin karakterini ve sivil toplumun oluşumunda kamu hizmeti mevzuatının iyileştirilme yönünü tanımlamaktır. Kamu yönetiminin etkinliği için ön koşul, iç bağımlılıęına ve mekanizmasına baęlı olarak, hedeflere, yapıya, teknolojiye, ilkelere uygun olarak inşa edilen kamu yönetimi unsurlarını dikkate alarak nesnelere anlaşılmadır. Doğal coęrafi koşulları kamu yönetiminin nesnel temeli olarak not etmek gerekir. Her ulus dünyanın belirli bir bölgesinde bulunur ve bu alanın doğal koşulları (rahatlama, toprak, su ve dięer

kaynaklar) insanlara üretim faaliyetleri teknolojisini, sosyal yaşam biçimini belirler. Kamu yönetiminin ikinci nesnel temeli, doğa ile uzun vadeli etkileşim sonucunda oluşan doğal, sosyal koşullardır. İnsanların coğrafi konumu, sektörler arası özellikleri, kentsel ve kırsal alanların ekonomik teknolojisi, iletişim türleri, emek ve yaşam, paylaşılan değerler, gelenek ve görenekler, vb. doğal sosyal koşulların bir ürünü olarak hareket eder. Kamu yönetiminin üçüncü nesnel temeli, öznel faktörlerin yarattığı kültürel ve tarihi mirastır. Tarihsel gelişme olmadan ve tarihsel gelişimin her döneminde insanlar, insan dernekleri, devletin belirli bir alanında ve çeşitli faaliyetler içinde asimilasyon teknolojisine hakim oldular. Bütün bunlar birlikte gerçek emek verimliliği seviyesini belirledi. Kamu yönetiminin nesnel temeli olan doğal coğrafi, doğal sosyal ve doğal kültürel koşulların birbiriyle ilişkili karmaşık bir etkisi vardır. Devletin yönetim teorisinde öznel bir faktör olarak bir sorumluluğu vardır. Burada, kamu yönetiminin kendisi öznel bir faktör olarak bunun ayrılmaz bir parçası olarak hareket eder. Dengeli kalkınmada kilit bir faktör olarak, devletin bunu çeşitli yollarla etkilemesi gerekmektedir. Düzenleme, kalkınmanın uzun vadeli ve kısa vadeli aşamalarının çıkarlarını bağımlılık düzeylerine göre koordine eder, ekonominin sektörlerini yönetir, farklı sektörlerin oranını kontrol eder, aktif para politikası, vergi politikası, kontrol fiyatları ve maliyetlerini kontrol eder. Doğal olarak üretimi artırmaya yönelik yatırımlar istihdam faydaları, vergi teşvikleri, bütçe açığı muhasebesi ve devlet alımları yoluyla üretim kapasitesini arttırmaktadır.

KAYNAKÇA

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Rusya'nın Dış Politikasının Kavramsal Temelleri

Assoc. Prof. Dr. Nafile REHİMOVA

Azerbaycan Cumhurbaşkanlığına Bağlı Devlet Yönetimi Akademisi, rnafile@gmail.com

ORCID 0000-0001-7781-3294

ÖZET

Bu makalede, Rusya Federasyonu dış politikasının konseptüel temelleri analiz edilmektedir. Bu amaçla, SSCB'nin dağılmasından sonra Rusya tarafından kabul edilen tüm dış politika doktrinleri değerlendirilmiştir. Kabul edilen her doktrin, Rusya'nın uluslararası alanda statüsünü ve dış politikasının temel yönlerini belirlemiştir. Makalede, Rusya'nın ABD ve Batı ile ilişkileri özellikle analiz edilmektedir. Aynı zamanda BDT ülkeleri ile Rusya'nın bağlarına da büyük önem verilmiştir. Esas olarak ta 2016'da kabul edilen ve halen de yürürlükte olan Dış Politika Doktrini tartışılmaktadır. 2016 Doktrini, uluslararası ilişkiler sistemindeki değişikliklerin Rusya dış politikasına etkilerini yansıtmaktadır. Diğer taraftan, ABD ve Batı ile ilişkilerdeki ciddi değişiklikler ve bunlara neden olan faktörler analiz edilmektedir. Bunun yanı sıra, Rusya'nın Çin, Hindistan ve diğer devletlerle ilişkileri de incelenmektedir.

Anahtar kelimeler: Rusya, Dış Politika Doktrini, Uluslararası İlişkiler, Çok Kutupluluk, Güç Faktörü

Conceptual Foundations Of Russian Foreign Policy

ABSTRACT

This article analyzes the conceptual foundations of Russian Federation foreign policy. For this purpose, foreign policy doctrines adopted by Russia after the collapse of the USSR are evaluated. Each accepted doctrine determines the status of Russia in the international arena and the fundamental direction of its foreign policy. In particular, Russia's relations with the US and the West are analyzed. At the same time, it attaches great importance to the ties of Russia and CIS countries. The main focus is on the analysis of the current Foreign Policy Doctrine adopted in 2016. The doctrine reflects the effects of changes in the international relations system on Russian foreign policy. Serious changes in the relationship between the USA and the West and the factors leading to them are analyzed. At the same time, Russia's relations with China, India and other states are examined.

Keywords: Russia, Foreign Policy Doctrine, International Relations, Multi-polarity, Power Factor.

Giriş

SSCB'nin dağılmasının ardından Rusya'nın dünya kamuoyundaki yerini ve rolünü belirleme konusu da güncellik kazanmıştır. SSCB'den sonra Rusya artık bir süper güç olarak kabul edilmiyordu. Onun jeopolitik alanı keskin şekilde azalmıştı. Buna rağmen, mevcut kriterlerin çoğuna göre, Rusya halen de büyük devletler kategorisine ait ediliyordu. Fakat

ekonomik, teknolojik ve askeri gücündeki düşüşler, Rusya'nın uluslararası otoritesini önemli ölçüde etkilemişti.

Bütün bunlara rağmen, Rusya aktif dış politika yürütebilecek epey imkanlara sahiptir. Şöyleki, BM Güvenlik Konseyi'nin daimi bir üyesi olmakla beraber, Rusya büyük nükleer potansiyele sahip bir devlettir. Batı Avrupa'yla Pasifik bölgesini birbirine bağlayan en optimal yollar Rusya arazisinden geçmektedir. Bu sebepten, Rusya Batı ve Doğu arasında önemli bağlantı rolünü oynamaktadır. Bu bağlamda, Rusya Federasyonu dış politika rotasının oluşumunun ana eğilimleri ve kalıplarını araştırmak kuşkusuz büyük ilgi uyandırmaktadır.

Devletin dış politika doktrinleri ve stratejileri, onun uluslararası ilişkiler alanındaki yönelimini belirlemekte, dış politika amaçlarını, hedeflerini ve yöntemlerini yansıtmaktadır. Dış politika doktrinlerinin analizi, Rusya'nın dış politika seyrinin özü, içeriği ve stratejik yönlerinde meydana gelen değişiklikleri incelemeye olanak sağlamaktadır.

Doktrinlerin incelenmesi, aynı zamanda Rusya'nın modern dış politikasının uygulanmasının konseptüel temelleri ve başlıca yönleri hakkında bilgi edinilebilmektedir. Nihayet, dış politika doktrinlerini analiz etmekle, Rusya'nın çeşitli ülke ve ulus ötesi örgütlerle ilişkilerinin özelliklerini belirlemek mümkündür.

Uluslararası ilişkiler sisteminde değişiklikler dikkate alınarak, dış politika doktrinleri zaman zaman güncellenebilir. 1991'den günümüze, Rusya Federasyonu'nda devletin dış politika alanındaki temel ilkelerini, önceliklerini ve amaçlarını yansıtan beş belge kabul edilmiştir. Bunlar 1993, 2000, 2008, 2013 ve 2016'da kabul edilen doktrinleri içerir. 2016 yılında onaylanan mevcut Rusya Dış Politikası Doktrini, dünyada bir bütün olarak ve ana bölgelerinde meydana gelen süreçlerin analizini içermektedir. Bu belge, modern dünyaya ve yeni jeopolitik duruma Rus bakışını yansıtıyor. 2016'da kabul edilen doktrin ayrıntılı analizine başlamadan önce, ona kadar var olan belgeleri incelemekte yarar vardır.

1. Rusya'nın Önceki Dış Politika Doktrinleri : Karşılaştırmalı Analiz

1.1. Rusya Dış Politikasının Temel Hükümleri - 1993 Doktrini

SSCB'nin çöküşünden sonra bağımsız Rusya'nın yeni dış politika doktrinini oluşturmak için yoğun arama çabaları başlar. İlk defa, böyle bir girişim Rusya Devlet Başkanı Boris Yeltsin döneminde yapılmıştır. Şöyleki, 23 Nisan 1993 tarihinde "Rusya Federasyonu Dış Politikası Doktrininin Temel Hükümleri" başlıklı belge onaylanmıştır. Doktrin hazırlanma sürecinde, Dışişleri Bakanlığı, Savunma Bakanlığı, Dış İstihbarat Servisi, Güvenlik Konseyi, Parlamentonun Uluslararası İlişkiler, Savunma ve Güvenlik komisyonları temsilcilerinden oluşan uzman ekipler katılmıştır. Rusya Federasyonu Güvenlik Konseyi Dış Politika Kurumlararası Komisyonu Başkanı Y.Skovov sözkonusu belgenin hazırlanmasından

sorumluydu. "Rusya Federasyonu Dış Politika Doktrininin Temel Hükümleri" belgesi müzakere prosedürünün tüm aşamalarını geçerek, ülkenin Güvenlik Konseyi toplantısında onaylanmıştır. Belge, Rusya'nın dış politikasında Sovyet mirası ile ilişkilerin tamamen sona erdirilmesi fikrini yansıtıyordu.

Bu belgede, Rusya "büyük bir devlet" olarak tanımlanmış ve Batı ile kalıcı olumlu ilişkilerin kurulması dış politikanın ana hedeflerinden biri gibi belirlenmiştir. Genel olarak, Batı ile ilişkiler pozitif tonlarla ele alınmış ve bu ilişkiler "ortaklık " gibi değerlendirilmiştir. (Normativniye Dokumentı, 2015).

Sözkonusu belge ülkenin dış politikasının önceliklerini belirliyordu. Şöyleki, Rusya'nın BDT ve Baltık ülkeleriyle ilişkileri ön plana çıkarılıyordu. Aynı zamanda, belge eski Sovyet cumhuriyetlerinin gönüllülük ve karşılıklı menfaat ilkelerine dayanarak çeşitli alanlardaki entegrasyonunun Rusya'nın çıkarları ile aynı hizada olduğunu belirtmekteydi. Bu ülkelerden herhangi birinin belirli alanlarda işbirliği yapması için hazırlıksız olması durumunda, yalnızca paydaşlarla bağlantıların geliştirilmesi öngörülmüyordu. Belge Bağımsız Devletler Topluluğu alanında kolektif güvenlik sistemi oluşturmak ve örgüt çerçevesinde tek nükleer devlet olarak Rusya'nın statüsünü sağlamak amacıyla askeri-siyasi alanda işbirliğinin gelişimine odaklanmıştır. Mamafih, Topluluğun dış sınırlarının güçlendirilmesi konusu da vurgulanıyordu. Bir süre sonra, yani 1995'te, "Bağımsız Devletler Topluluğu üyesi ülkelere yönelik Rusya Federasyonu Stratejisi" adlı bir belge kabul edilmiştir (Ofisialniye seteviye resursı Prezidenta Rossiyskoy Federasii, 1995). Sırf bu belgede, BDT sınırları dahilinde Rusya'nın hayati çıkarlarının olduğu apaçık belirtilmiştir.

Diger taraftan belge, BDT çerçevesinde BM ve AGİT görevine dayanan barışı koruma mekanizmasının gelişimine ilişkin konuları yansıtıyordu. Rusya'nın dış politikasının bir diğer amacı Doğu Avrupa ülkeleri ile ilişkileri geliştirmek olmuştur. Bu yönde Doktrin, karşılıklı güveni geri kazanmanın, ekonomik ve diğer ilişkileri geliştirmenin önemini kaydediyordu. Batı Avrupa ülkeleri ve Rusya arasındaki ilişkilerin önemine de yer verilen Belgede Rusya'nın katılımı olmadan, Avrupa'ya entegrasyon olasılıkları, Rusya'nın hayati çıkarlarına ciddi bir tehdit olarak görülüyordu.

Rusya'nın Asya-Pasifik bölgesindeki dış politika öncelikleri, tüm bölge devletleriyle birlikte Çin, Japonya ve Hindistan gibi ülkelerle dengeli ve düzenli ilişkilerin geliştirilmesini öngörmekteydi. Jeopolitik ve ekonomik ekseninde bakıldığında, Çin bölgenin en önemli devleti olarak kabul ediliyordu.

Doktrinin önemini artıran diğer bir husus, Rus-Amerikan ilişkilerine dair özel maddenin bulunmasıdır. Bu ilişkilerin gelişmesinde her iki tarafın da istikrarlı ve güvenli bir uluslararası ilişkiler sistemine ilgi duyması mühüm rol oynamıştır.

Bu dönem, Rusya'yla ABD arasında mevcut olan ilişkilerin belirgin şekilde yakınlaşma aşaması gibi değerlendirilmektedir. Şöyle ki, Rusya Federasyonu Başkanı Boris Yeltsin'in 15-19 Haziran 1992 yılında ABD'ye ziyareti sırasında "Rus-Amerikan Ortaklık ve Dostluk Beyannamesi" imzalanmıştır (Şakleina Tatyana, 1999: 442,443). Beyannamenin birinci bölümünde, Batı ile eşit koşullarda ve tam bir ortaklığa hazırlanmaktan dolayı ülke dahili reformlar yaparken, demokrasinin, özgürlüğün, insan haklarının korunması ve azınlık haklarına saygının sağlanması için Rus hükümetinin uyması gereken ilkeler öngörülmektedir. Bunun sonucunda da Rusya hükümeti, ülkede gerçekleştirilen reformların değerlendirilmesinde gayri resmi olarak ABD'ye hakem gibi davranma hakkını tanımıştır.

1.2. Rusya Federasyonu Dış Politika Doktrini – 2000 yılı

"Dış Politika Doktrininin Temel Hükümleri" belgesinin kabulünden yedi yıl sonra yeni dış politika doktrini kabul edilmiştir. Cumhurbaşkanı seçilen Vladimir Putin, 28 Haziran 2000 yılı tarihinde "Rusya Federasyonu Dış Politika Doktrini" ni onaylamıştır.

Rusya'nın uluslararası konumunun güçlenmesiyle birlikte aynı zamanda olumsuz eğilimler de ortaya çıkmıştır. Şöyle ki, Rusya'nın Batı devletleri ile yeni, karşılıklı çıkara dayalı ortak ilişkilerin kurulması ile bağlı belirli beklentileri boşa çıkmaktaydı. Bu bağlamda, Doktrinde "ABD'nin ekonomik ve güç egemenliğine dayanan tek kutuplu bir dünya düzeni eğilimi" Rusya için ana tehdit olarak kayd edilmiştir. Çok kutuplu bir uluslararası sistemin oluşturulmasının önemi vurgulanmıştır.

Bu Doktrinde, BDT Devletleri ile ilişkiler Rusya'nın dış politikasının öncelikli yönü olarak tanımlanmıştır. Örgütün her üye devletiyle ilişkileri, sözkonusu devletin işbirliği yapmaya hazır olduğu ölçüde yapılmalıdır. Belgede BDT ülkeleri ile ekonomik işbirliğinin geliştirilmesinin önemi özellikle vurgulanmaktadır.

Aynı zamanda doktrinde, Rusya'nın Hazar Denizi statüsünü çözmeye çalışacağı belirtilmektedir. Başlıca görevlerden biri ise "Rusya'nın Belarus ile Birliğini Güçlendirmek" gibi belirtilmiştir. Bunun yanı sıra, dış politika önceliklerinden biri gibi "Çin ve Hindistan ile dostluğun geliştirilmesi" de zaruret haline getiriliyordu (Qarant, 2000). Bununla birlikte, Şanghay İşbirliği Örgütü'nün siyasi potansiyelini güçlendirmenin Rusya için daha önemli olduğu kaydedilmiştir.

Doktrin ayrıca Rusya ile Avrupa Birliği arasındaki ilişkilerin geliştirilmesine de dikkat çekiyor. Avrupa Birliği ile ilişkilerin geliştirilmesi 1999 yılında Rusya Federasyonu ve Avrupa

Birliđi arasında bađlanan “İliřkilerin Geliřtirilmesi Stratejisi”ne dayanmaktadır (Kodeks. Elektronniy Fond pravovoy i normativno-texniçeskoy dokumentasii, 1999). Bu strateji, iki taraf arasındaki ıkarların uzlařtırılması ve Avrupa'da gvenliđin sađlanması amacıyla kalıcı bir siyasi diyalog mekanizmasının oluřturulmasını ngrmektedir.

Bu dneme dair Rusya dıř politikasının temel konuları Bařkan Putin'in Rusya Federasyonu'nun bykelileri ve dıř temsilcileriyle 27 Haziran 2006 yılında Moskovada yaptığı toplantıdaki konuřmasında da dile getirilmiřtir (Vneřnyaya politika Rossii: sbornik dokumentov, 2006:14). Toplantıda zellikle silahsızlanma alanında grlen durgunlukla bađlı endiřeler ortaya konulmuřtur. Ayrılık konularında diyalogun restorasyonunun nemi kaydedildi. řyleki, silahsızlanma konularında diyalogun yeniden bařlatılarak srdrlebilir hale getirilmesinin nemi belirtilmiřtir.

1.3. Modern Dnyanın Etki Merkezlerinden Biri Gibi Rusya Federasyonu - 2008 Doktrini

2000'de onaylanmış mevzubahis konsept 12 Haziran 2008 yılına kadar yrrlkte olmuřtur. O tarihte greve bařlayan Rusya Cumhurbaşkanı Dmitry Medvedev lkesinin yeni “Dıř Politika Doktrini”ni onaylamıřtır. Yeni konsept, jeopolitik rekabetin řiddetlenmesi karřılıđında Rusya'nın yeniliki geliřimini modernize etmeyi ve sađlamayı amalıyordu. Doktrin, uluslararası iliřkilerin evrimini de dikkate alıyordu. Bařkan D. Medvedev, bu belgenin 2000 konseptinin yeni bir baskısı olduđunu sylyordu. Byle ki, kabul edilen “yeni baskıda”olduka ciddi deđiřiklikler olunmuřtu. Doktrin yeni metninde, Rusya artık “byk devlet (otorite)” deđil, “en byk Avrasya devleti” veya “modern dnyanın etki merkezlerinden biri” olarak adlandırılıyordu (Konsultant plyus-pravovaya zařita, 2008). Doktrin, ABD ve Rusya arasında ticaret, ekonomik, bilimsel, teknik ve diđer alanlarda iřbirliđinin geliřtirilmesi iin byk bir potansiyelin olduđunu belirtmektedir. Belgede Rusya'nın ABD ile yeni anlařmaların sađlanmasının ve gven dzeyinin pekiřtirilmesinin taraftarı olduđu da ifade ediliyordu.

Byk olasılıkla, Vladimir Putin byle bir yaklařımdan memnun kalmayacaktı. Nitekim 2012'de tekrar Cumhurbaşkanı seildikten sonra, 7 Mayıs 2012'de Rusya Federasyonu'nun yeni dıř politika doktrininin hazırlanmasına iliřkin bir kararname imzalamıřtı.

1.4. 2013 Doktrini Ve Dıř Politikada «Yumuřak G»n Kullanımı

Bir sre sonra hazır olan "Rusya Federasyonunun Dıř Politika Doktrini" adlı yeni belge 2013 yılının 12 řubat tarihinde imzalandı. Belge, "21. yzyılın ilk on yılında yařanan kresel srelerin" analizine ve bu sreler bađlamında Rusya'nın dıř politika nceliklerinin yeniden gzden geirilmesine odaklanmaktadır. 2013 Doktrininde ilk kez, «yumuřak g» (Soft Power)

ifadesi kavramsal düzeyde kullanılır. "Yumuşak güç" dış politika hedeflerine ulaşmak için sivil toplumun olanakları, bilgi-iletişim ve diğer alternatif yöntem ve teknolojilere dayanmayı öngörüyor. Aynı zamanda söz konusu olan Doktrinde "yumuşak" gücün yasadışı kullanımından ortaya çıkan risklere, egemen devletlere baskı yapılması ve onların içişlerine qarışılması gibi olumsuz noktalara dikkat çekilmektedir. Doktrin ayrıca, ulusal ve uluslararası bilgi güvenliğini sağlamak için bazı önlemler alınması gereğini de yansıtıyordu. Bu sorunun varlığı bağlamında, Rusya'nın Birleşmiş Milletlerin himayesi ile uluslararası bilgi güvenliğinin temini alanında bir davranış kodu geliştirmeye çalıştığı bildiriliyordu.

Rusya'nın 2000 yılı Doktrininde ABD'nin ekonomik ve güç egemenliği çatısı altında tek kutuplu dünya düzeninden bahsedilmesine rağmen, 2008 Doktrininde artık "oluşan çok kutupluluk eğilimleri"ne dair hüküm bulunmaktadır.

2013 Doktrini "polisentrik"(çok kutuplu) uluslararası sistemin kurulması eğiliminden değil, onun varoluş gerçeğinden bahsediyor. Dünyanın güç potansiyelinin yeniden dağıtılması ve Doğuya, her şeyden önce Asya-Pasifik bölgesine geçişi gerçekleşir. 2013 Doktrininde "Rusya'nın uluslararası ilişkiler ve dünya uygarlığı sisteminde dengeleyici güç olarak benzersiz bir rolü"nden bahs edilmektedir (В России новая концепция внешней политики, 2013).

2013 Doktrininde ekonomik diplomasi, Rusya'nın dış politikasının gerçekleştirilmesinde önemli bir araç olarak görülmektedir. Bütün bunlara ek olarak, 2013 Doktrininde "Avrupa ile Asya-Pasifik bölgesi arasındaki ticari ve ekonomik ilişkileri sağlamak açısından Rusya'nın başlıca tranzit mekan olma statüsünün temin edilmesinden ötürü önlemlerin alınması" gibi yeni bir amaç ta belirlenmiştir.

2013 Doktrininde ilk kez Avrasya Ekonomik Birliği'nin kurulmasının önemine dikkat çekiliyor. Aynı zamanda, belgede "Serbest Ticaret Bölgesi İle İlgili Sözleşme"nin pratikte gerçekleştirilmesinin sağlanması konusu özellikle belirtiliyor. Bunun için BDT devletlerinin ticari-ekonomik işbirliğinin hukuki altyapısının niteliksel modernleştirilmesi gerekliliği önemli sayılıyordu. Söz konusu Doktrinde ilk defa olarak, BDT ülkeleri arasında öncelikli bir ortak gibi Ukrayna ile ilişkilerin kurulması ve onun derin entegrasyon süreçlerine dahil edilmesi amaçlanıyordu. Diğer yandan, "Abhazya Cumhuriyeti'nin" ve "Güney Osetya Cumhuriyeti'nin" uluslararası konumlarının güçlendirilmesi, güvenliklerinin ve sosyo-ekonomik durumlarının iyileştirilmesinin önemli bir öncelik olarak desteklenmesi özellikle belirtiliyordu (Belarussian Institute for Strategic Studies, 2013). Aynı zamanda yeni bir nüans olarak, Kafkasya'da mevcut olan siyasi gerçekleri dikkate almakla, Rusya'nın Gürcistan'la gürcü tarafının hazır olduğu alanlarda ilişkilerinin iyileştirilmesine olan ilgisinin ifadesiydi.

Böylece denilebilir ki, incelenen doktrinler yakın zamana kadar Rusya'nın dış politikasının önceliklerini belirlemiştir. 30 Kasım 2016 tarihinde Devlet Başkanı Vladimir Putin'in onayladığı Dış Politika Doktrini günümüz Rusya'sının dış ilişkilerini belirlemektedir.

2. 2016 Doktrinine Özgü Yenilikler

Kendinden önceki (2013) Belgeyle benzerliği çok olsa da, 2016 Doktrininde yeterince ciddi değişiklikler mevcuttur. Öncekilere kıyasla daha net olan yeni doktrinde, son üç yılda Moskova ve Batı Devletleri arasında mevcut olan çelişkiler açıkça belirtilmiştir. Belge, Rusya'nın Asya ülkeleriyle daha sıkı işbirliğine olan ilgisini yansıtmaktadır. Bununla beraber, Rusya'nın Ukrayna'ya ilişkin tutumunun değiştiğini ve ilk defa Suriye ile ilgili maddenin de yer aldığını görmek mümkündür.

Doktrinde, Rusya'nın dış politika alanında mevcut olan amaçlarına ilişkin iki yeni madde eklenmiştir. Bunlardan birincisi, "çağdaş dünyanın etkili merkezlerinden biri olarak Rusya'nın konumunu güçlendirmek", ikincisi ise "küresel enformasyon alanında Rus kitle iletişim araçlarının konumunun güçlendirilmesi ve Rus bakış açısının geniş uluslararası kamuoyuna sunulması" (Belarussian Institute for Strategic Studies, 2013).

Çağdaş dünya köklü değişim dönemini yaşıyor, bu değişiklikler de çok kutuplu uluslararası sistem yönünde gelişmektedir. Diğer bir deyişle, dünyanın güç ve gelişme potansiyeli Asya-Pasifik bölgesine taşınıyor. Yeni Belge de, Batı'nın dünya ekonomisine ve siyasetine hakim olma kapasitesinde bir düşüşün olduğunu kaydediyor. Dünyada kültür ve medeniyetlerin çok çeşitli olmasının altını çizen Doktrin bundan dolayı ülkelerin kalkınma modellerinin farklı olacağını da belirtmektedir.

2.1. Güç Faktörünün Artması

Eski dış politika doktrinlerinde, Rusya'nın uluslararası ilişkilerde güç faktörünün azaltılmasının taraftarı olduğu ifade ediliyordu. Yeni Doktrin ise "uluslararası ilişkilerde güç faktörünün rolünü" ve "bölgesel çatışma ve kriz riskinin artmasını" belirtiyor. Bununla beraber Belge, Rusya'nın "yeni mücadelelere hazır olmasını" kaydetmektedir (Ministerstvo Inostrannix Del Rossiyskoy Federatsii, 2016).

Moskova "anayasaya aykırı iktidar değişikliğinin hayata geçirilmesi amacıyla devletlerin içişlerine müdahale girişimlerine" karşı çıkma niyetini ilk kez söz konusu belgede ilan etmektedir. Aynı zamanda yeni Doktrine göre, Rusya "savunma üzere sorumluluk" (R2p) konseptinin gerçekleştirilmesi adıyla uluslararası hukukun normlarına aykırı olan askeri müdahalelerin çeşitli diğer biçimlerine karşı çıkmayı da amaç edinmektedir.

2.2. ABD ve NATO'yla İlişkiler

ABD'nin rolünün değerlendirilmesine ve Washington'la ilişkilerin niteliğine dair yasaşmalarda ciddi deęişikliklerin olduęu görölmektedir. Daha önceki Doktrinde iki devlet arasında "karşılıklı yarara dayalı işbirliği", "gerçek ortaklık ilişkileri" ve "her iki devletin küresel stratejik istikrar ve uluslararası güvenlik durumu ile ilgili özel sorumluluk taşımaları" konusunda maddeler vardı. Mevcut belgede, "ABD ve müttefiklerinin Rusya'yı durdurma politikası, dolayısıyla siyasi, ekonomik, enformasyon ve dięer alanlarda baskılar uygulanması bölgesel ve uluslararası istikrarı etkiledięi ve tüm tarafların uzun vadeli çıkarlarına zarar verdięi" belirtilmektedir. Yeni doktrinde ayrıca "Rusya, ABD'nin uluslararası hukuk çerçevesinin dışında kendi yargı yetkisinin uygulamasını tanımıyor" ve ABD'den "uluslararası hukuk normlarına uymasını" talep etmesi gibi yeterince sert maddeler mevcuttur.

Eskilerinde olduęu gibi ve yeni Doktrinde de belirtiliyor ki, "Rusya NATO ile ilişkilerini örgütün eşit ortaklığa hazır olduęu ölçüde kuracaktır". Önceki belgede, Rusya'nın tüm Avrupa-Atlantik ölkelerinin yanı sıra, aynı zamanda NATO üye devletler ile barışı koruma ve güvenliği tehdit eden unsurlarla mücadele süreçlerinde ortak stratejik hedeflerinin olduęu kaydedilmiştir. Tehditler sırasında terörizm, kitle imha silahlarının yayılması, korsanlık, uyuşturucu kaçakçılığı, doğal ve insan kaynaklı felaketler ve dięerleri gösterilmekteydi. Yeni Doktrinde ise böyle bir madde bulunmamaktadır. Ayrıca, Rusya'nın Afganistan'da NATO'yla işbirliğine dair madde de kaldırılmıştır.

Bunun karşın, belgede NATO-nun "jeopolitik *ekspansiyonu*" ve "Ortak Avrupa güvenlik ve işbirliği sisteminin oluşturulması yönünde siyasi beyannamelerin gerçekleştirilmesine isteksiz yanaşma" gibi tutumlar kendine yer edinmiştir.

2.3. Avrupa Ölkeleriyle İlişkiler

Önceki 2013 Doktrinde, Rusya "Avrupa uygarlığının ayrılmaz bir parçası" olarak tanımlanıyordu. Artık bu madde yeni Doktrinde yer almamaktadır. Buna rağmen, Rusya'nın Avrupa Birliği (AB) ile ekonomik, politik ve kültürel alanlarda işbirliği yapmasının önemi kaydedilmiştir.

Rusya'nın AB ile ilişkilerinin geliştirilmesi, uygun ortaklık ilişkilerinin yasal çerçevesini ve kurumsal işbirliği mekanizmalarının yasal tabanını genişletmeyi gerektirir.

Vize rejimi Rusya ve AB arasındaki ilişkilerin gelişmesinde ana engellerden biri olarak gösterilmektedir. Karşılıklı vize rejiminin kaldırılmasıyla ekonomik, insani, kültürel, eğitim ve dięer alanlarda Rusya - AB işbirliğinin ciddi bir *ivme kazanacağı* düşünülmektedir.

2.4. Diğer Yönler

Önceki doktrinde Ukrayna öncelikli bir ortak olarak tanımlanıyordu. Yeni Belge, Rusya'nın Ukrayna ile "çeşitli bağlar" geliştirmekle ilgilendiğini ve "Ukrayna'daki «iç çatışmaya» politik ve diplomatik bir çözüm bulmak için gerekli tüm çabaları yapacağını" belirtmektedir.

Daha önceleri Çin de herhangi bir ayrıntı olmadan sadece "ortak" olarak nitelendiriliyordu. Yeni Doktrinde Moskova, Pekin ile beraber "yeni sorunlar ve tehditlerin karşısını almak, bölgesel ve küresel krizleri çözmek, uluslararası örgütlerde ve çok taraflı birliklerde işbirliği yapmak" hedefini ortaya koymaktadır.

Hindistan da eskiden BRICS organizasyonunun bir üyesi ve ortağı olarak kabul ediliyordu. Yeni Belgede ise Rusya, "her iki ülkenin ortak çıkarlara sahip olmasından ve tarihi dostluğundan dolayı Hindistan'la karşılıklı güvene dayalı öncelikli bir stratejik ortaklığın daha da derinleşmesini" desteklemektedir.

Yeni Doktrin diğer bir özelliği, ilk kez Suriye'yle ilgili bilgilere de yer vermesiydi. Şöyle ki, ülkedeki mevcut durumun politik yollarla çözümünü öneren Rusya, Suriye'nin "laik, demokratik, çoğulcu bir devlet" olarak "birlik, bağımsızlık ve toprak bütünlüğünü" desteklediğini belirtmektedir.

Ayrıca, "İslam Devleti" terör örgütüne de bir madde ayrılmıştır. Sorunun çözümü için "çeşitli siyasi motifler ve çifte standart olmadan" geniş bir terör karşıtı koalisyonla ihtiyaç olduğu ifade edilmektedir.

Son olarak, Doktrinde ilk kez, Avrasya Ekonomik Birliği'ne ait ülkeler olarak Ermenistan ve Kırgızistan'dan bahsediliyor. Avrasya Ekonomik Birliği'nin sadece Avrasya kıtasında değil, özellikle Avrupa'da da "entegrasyon süreçlerinin uyumlaştırılmasında" rol oynayabileceği belirtilmektedir.

Aynı zamanda, uluslararası güvenlik konularını ve Rusya'nın rolünü etkileyen başka bir belgenin olduğu da belirtilmelidir. Böylece, 2009 yılında, 2020 yılına kadar Ulusal Güvenlik Stratejisi kabul edildi. (Ofisialniye seteviye resursı Prezidenta Rossiyskoy Federasii, 2009). Bu belge, uluslararası ve bölgesel güvenlik sisteminin itibarsızlığına ve uluslararası hukuk mekanizmasının kusurlu olması gerçeğine işaret etmektedir. Bu strateji, Şanghay İşbirliği Örgütü çerçevesinde devletlerin siyasi işbirliğinin derinleştirilmesi ihtiyacını vurgulamaktadır.

Sonuç

Rusya Federasyonu'nun mevcut dış politika doktrini 2016 yılında kabul edilmiştir. 2013'ten üç yıl sonra kabul edilen bu Belgede devletin dış politikasının hedeflerinde, amaç ve faaliyetlerindeki değişiklikleri yansıtması amaçlanmıştır. Bu üç yıl boyunca Rusya'nın dış

politikasında oldukça ciddi deęişiklikler ortaya çıkmış ve bunların yeni Belgede yer alması kaçınılmaz hale gelmiştir. Kırım'ı ilhak etmesiyle Batının yaptırımlarının başlaması Rusya-Batı ilişkilerinde derin bir kriz yaşanmasına neden olmuştur. Tabii ki, bu önemli süreçler, devletin dış politikasının amaçlarını ve önceliklerini belirleyen belgeye yansıtılmaya bilmezdi.

2014 yılında yaşanan Ukrayna krizi Batı devletleri ile Rusya arasında mevcut olan yirmi beş yıllık işbirliğine son koymuş ve aktif rekabet döneminin başlanmasına neden olmuştur. Batı'yla çatışma her geçen yıl daha ciddi hale gelmekte ve Rusya'nın dış politikası ABD ve Avrupa Birliği ülkeleriyle ilişkilerde anlaşmazlık ve yabancılaşmanı da beraberinde getirmektedir. Moskova'nın Ukrayna'daki eylemlerine cevap olarak uygulanan Batı yaptırımları ve petrol fiyatlarındaki keskin düşüş durumu daha da gerginleştirmektedir. Kuşkusuz ki, böyle bir karmaşık durum bütün uluslararası ilişkiler sistemini etkileyecektir.

Son olarak denilebilir ki, Rusya, bu koşullar altında aktif olarak Batı-dışı ekonomik ve politik işbirliğini oluşturmağa, Avrasya'da ekonomik ve politik entegrasyonu geliştirmeye ve Post-Sovyet mekanda etkisini ve kontrolünü tüm yollarla güçlendirmeye çalışacaktır.

Böylece Rusya'nın uluslararası güvenlik alanında kendi stratejik bağımsızlığını koruması da onun dış politikasının temel yönlerinden biri olmaya devam edecektir.

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Bioethics's approach to transplantation as a product of scientific and cultural development

Isaxova Shaxlo Mukhtorovna

PhD student of the National University of Uzbekistan
maxfuzamamatova@gmail.com

ABSTRACT

This article considers about the nation " transplantation" and its ethical and legal importance in cultural attitude. Bioethics as a new science network covers a number of issues. These are evtanaziya, motherhood, abortion, transplantation unreliable. Although the issue of transplantation in bioethics is a purely medical issue, in some cases it requires a socially religious-ethical, cultural, legal approach. The spiritual issues associated with changing the physical nature of man have arisen since the time when one human organ was transplanted to another. This important problem of bioethics is the phenomenon of transplantation too . In bioethics, not only artificial insemination is condemned, but also the direction of transplantation that has been established in medicine .

Keyword. Bioethics, transplantation, phenomenon, person, medicine, human, religious-ethical, cultural

Introduction

Innovations in biology and medicine, the direction of emerging technologies as a result of the development of science , are recognized as one of the most pressing issues of the day. Development of science and science integration in the appearance of new subjects. We can add bioethics as a new science network . " Bioethics open to discuss different perspectives in order to save life on Earth and every human act to show that the person responsible for a di. One of the goals of bioethics is to develop criteria that limit the variety of research that can be done on human behavior and psyche, creating opportunities for different situations . " [1:56] .

Bioethics as a new science network covers a number of issues. These are evtanaziya, motherhood, abortion, transplantation unreliable. Although the issue of transplantation in bioethics is a purely medical issue, in some cases it requires a socially religious-ethical, cultural, legal approach. The spiritual issues associated with changing the physical nature of man have arisen since the time when one human organ was transplanted to another. This important problem of bioethics is the phenomenon of transplantation too . In bioethics, not only artificial insemination is condemned, but also the direction of transplantation that has been established in medicine . Today, the technical problems for such operations have been resolved. It is as if the door to the endless possibilities of saving another person's life at the

expense of one person has now opened before the medical staff. This opens the door to endless possibilities transplantation the concept of the unreliable there is a history of the origin of its creation. It is in this direction, the study of medicine b iodine in transpatalogiy. The organs necessary for life are especially Alexei Carrel, the founder of experimental heart transplantation, for which he was awarded the Nobel Prize in 1912 . Human-to-human organ transplantation was introduced in 1933 in Kherson by Yu.Yu.Voronoy did. One of the founders of Russian transplantology was the Russian scientist V, P. Delikhov is. In 1967, he elaborated on a donor heart transplant for a dog. On December 3, 1967, he underwent training from Christian Barnad Delikhov, a surgeon from South Africa, and successfully performed the world's first human heart transplant . The record for the longest life with a donor member (heart) was American Tony Hyusman. He at transplantation after 30 years of life died of cancer.

As I said above one other human being to human health arising due to shipments from unreliable process , a number of questions and moral legal problems . However, that "account" caused inescapable problems. So what problems does the development of transplantation cause and what problems hinder it? This is primarily a donor and recipient problem. Undoubtedly the optimal and high-level option is the voluntary sacrifice of a member by the patient's relatives. However, this is not always the case. Then there is the question of a foreign donor . It is well known that one of the deontological principles is that the patient agrees to donate organs and tissues at will. It is determined by the donor's humane attitude toward the patient and the trust placed in the physician by the donor, recipient, and their relatives. In this case, the doctor risks likely to have a right to take action, but it is associated with the operation status of donors and recipients need to be aware of. (By the way, persons 18 years of age can not be a donor because the intelligence level is not high enough and they feel this action-emotional or may perform under adult pressure). However, a stranger is not legally entitled to sell or donate his or her member in life. This means that the patient only needs to remove the desired organ from the body, the sooner the better. This is where serious ethical conflict arises.

While resuscitators try to save the life of a dying person (even a critically ill patient) by the end of the operation, transplantologists look forward to the patient's death at this point because it allows them to save the life of another. Of course, this desire leads the patient to death. But from an objective point of view, this is exactly what happens: leaving one patient alive allows another to survive. Today, in many countries around the world, the use of a body part for transplantation has found a legal solution in two options. The first is common in the U.S. and is done voluntarily. Under it, everyone has the legal right to transfer their members to

other persons. This approach is in line with the rules of respect for individual freedom and rights and has had a positive impact on the development of a sense of altruism. The second option is common in European countries. It is based on the concept of "presumptive consent". Its essence is that the doctor has a legal right to remove the necessary organs from the body, because the tax is based on the fact that the doctor could have obtained consent .

Today bioethics direction of the transplantation legislation in the early years of independence , the right to life and human potential mats trials taking into account the law is based on. " Offenses against the Criminal Code of the Republic of Uzbekistan" Health "Piece provided for in Article 104-I), which is cut off from the other members of the people (a transplant) in order to move civilian crime imposed the following penalties under the law. Eight years shall be punished with imprisonment up to ten years , " [2: 58] .

At the present time of rapid development , great attention is paid to the development of medical science in our country . It is as a result of the current legislation amended , at transplantation way to restore the health of the citizens. The government decision of October 23, 2017, three of medicine in the country, b iodine institution kidney or liver transplantation surgery on a piece of rights has already started. B it is extremely rare and complex the practice of high-tech operations in the United States, Germany, Norway, Switzerland and medicine developed lands such as India enforced. In Uzbekistan, the list of donor relatives has been expanded, as well as the number of medical institutions engaged in transplantation has increased. A limited number of close relatives designated as donors have also been amended and supplemented by applicable law. According to him, in order to create conditions for the use of kidney and liver transplantation among relatives in the terminal stage of chronic kidney and liver disease , as well as to further improve the system of high-tech specialized medical care and expand public health, the Cabinet of Ministers A number of amendments were made to the resolution "On approval of the Provisional Regulations on the procedure for kidney and liver transplantation among relatives." Live donor donors can now be between first, second, third, and fourth degree relatives by law. That; Children are first to their parents .

Brothers and sisters are also second to Nevara's grandparents.

Uncles ,cousins, auntsand uncles are fourth. This is the document " family " referred to by words.

Also, husbands and wives who have lived together for at least three years on the basis of a marriage in the Civil Registry Office , all of the above relatives, step-brothers and sisters and children adopted three years ago in accordance with the law (for adoption) recipients may be living relative donors) interacting with their parents. At the same time, along with the

Republican Specialized Scientific-Practical Medical Center for Nephrology and Kidney Transplantation, the Republic of Karakalpakstan, Bukhara, Navoi, Namangan , Samarkand, Khorezm Multidisciplinary Medical Center now have the authority to perform transplant operations. Over the past two years, the Republican Specialized Surgical Scientific-Practical Medical Center has performed more than 230 kidney and 6 liver transplants, and the Republican Emergency Medical Center has performed 68 kidney transplants, preventing more than 300 citizens from traveling abroad for high-tech operations.

Scientific research in any field should first and foremost serve the peace and health of people. The reason is that any scientific innovation requires obedience to the laws of development of the universe.

Scientific research must include certain ethical values because they are, in essence, aimed at achieving noble goals. And one of the components of goodness is truth. This is one of the facts based on the idea that Plato in his work on "File" ta'tiflab good and relatively philosophical interpretation of reality [3 : 83] . According to the great scholar, goodness consists of three basic beauties, truth and norm, that is, truth is an integral part of goodness. According to this philosophical approach, certain ethical values must underlie scientific research.

Certain requirements have been developed in Islamic bioethics based on Sharia law regarding the issue of transplantation. The eighth session of the Academy of Islamic Jurisprudence in Makkah Mukarama, Robita's building, on January 19-28, 1985, considered the issue of taking a member of one person and placing that member in another person who was out of work and in need of assistance. This work was done with the help of new medical science and equipment. Robita's office in the United States had asked the Academy of Islamic Fiqh to look into the matter. After discussion and exchange of views, the Academy of Islamic Fiqh unanimously adopted the following views:

1. The donor must not be harmed in a way that disrupts his or her normal life. This is because according to the rules of Shari'ah, the harm cannot be remedied with harm similar to or greater than itself. If a member harms the person to whom he is presented, it is self-destruction, and this is not permissible according to the Shari'ah.

2. Membership must be voluntary, without coercion.

3. Organ transplantation must be the only means of treating the patient, with no other option possible .

4. There must be complete confidence that the member will usually succeed in moving and installing.

The following cases are also permissible according to the Shari'at:

1. Requiring to take a member of a dead person for a patient. The dead man law and have to be pleased with himself alive.
2. It is permissible for a needy person to take away a member of an honest and slaughtered animal or, if necessary, others.
3. It is also permissible for a person to take a part of his body and install it on himself. For example, take a piece of skin and bone and put it where you need another.
4. It is also permissible to install artificial objects made of various minerals and substances on the human body. For example joints, heart valve, others. [4: 10-11] .

The above-mentioned opinion of the Academy of Islamic Fiqh, which was unanimously adopted, pays great attention to the phrase "do no harm" in the first paragraph. It is clear that the transplant process, which is performed in exchange for saving a person's life, should only benefit without harming the health of the person who is the organ donor. This is in line with the principle of utility. For peoples scientific study of the ethics of horses ng three basic principle of respect for the person q rights, and only justice is the basis of scientific misconduct. Local laws and cultural -economic conditions additional to be used in. If the effective treatment of human organs or cells moving future side away from ya impact on the franchise l name . It follows that the medical profession always adheres to Hippocrates ' principle of "no harm ."

In 1967, a fatwa was issued in Saudi Arabia to remove the cornea, and in 1982, other organs. Fatwas were issued in 1979 by Kuwait, in 1986 by Singapore, in 1988 by the Academy of Islamic Fiqh, and in 1989 by the Indian Academy of Fiqh on the transplantation of various organs of the body. In general, the majority of Islamic scholars a number of other members to comply with the state of the dead in mass can move the vet said . These conditions include the absence of any other treatment, the permission of the donor (before death), relatives (if deceased) or a responsible government official (if therelatives of the deceased are not identified) , the operation to be performed by qualified doctors, non-commercialization, treatment of the dead. . At the same time, the clerics also allowed Muslims to donate organs from non-Muslims, Muslims to donate body parts to non-Muslims, implant artificial limbs, and transplant animal organs to humans. In all cases, it is necessary to comply with the conditions listed above. [5: 128-129]

It appears that, in practice, research that may not directly benefit health is only possible as an exception, with as many restrictions as possible, minimizing the risk to the person concerned, and only if such research may benefit the health of others in the same category. In

accordance with the established conditions and in accordance with the norms of protection of human rights of an individual. It should be respected that these individuals refuse to participate in research. **Conclusion**

In conclusion, it can be said that the field of bioethics, which is a product of the development of knowledge, and the issue of transplantation in it, today every country has a comprehensive approach and developed a procedure for its proper use in human health. Human life and emitted by the primary first place, bioethics cultural development as part of a development.

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Makam Sanatı Felsefi Ve Estetik Değerlerin Simgesidir

Zulhumar Nurullayeva

Mirza Uluğbek adındaki Özbekistan Milli Üniversitesi
Sosyal Bilimler Fakültesi Etik ve Estetik Bilimler Bölümü doktora öğrencisi
Zulxumornurillayeva@gmail.com

ÖZET

Ulusal değerler toplum tarafından yüksek değerlendirilen manevi ve maddi bir objedir. Ulusal değer derecesine ulaşan her obje insanlar tarafından ilgi görmemesi mümkün değildir. Bu tür değerler arasında estetik değerler de bugüne dek hep insanlar tarafından yüceltile gelmiştir. Makalede musiki ve onun estetik anlamı üzerine durulacaktır. Musiki, kah klasik, kah modern olsun, onun insanlar yaşamındaki yeri farklı olmuş, onun toplum hayatının estetik yönden gelişmesinde bireraraç olduğu söz konusudur. Bununla birlikte, klasik müziğin umuminsani değerler sırasında yüceltilmesi ve itiraf edilmesi üzerine de durulacaktır. Nitekim, makalede bugüne kadar mevcut olan bilimsel ve teorik edebiyatları hem de emperik tecrübelerini inceleme yöntemlerinden yola çıkarak makam sanatının felsefi estetik değer olduğunu açıklanabilir. Bilindiği gibi, makam sanatı çok asırlar zarfında evrim yollarıyla bugünkü görünüşünü kazanmıştır. Onun kökleri Arap topluluklarına dayansa da İslam dininin genişçe yayılmasından sonra miladi 7. yüzyıllardan sonra Türk topluluklarının saray hayatına kadar sızmaya başladığı görülür. Aslında yerleşik hayat sürdüren toplumlarda sanatın çeşitliliği ve gelişimi söz konusu olup, bu konuda konar göçer toplulukların sanatı daha çok folklöre dayandığın bilinmektedir. Makam sanatının ise daha erken tarihlerden Türk toplulukları arasında görülmeye başlaması bu toplumun hem göçebe, hem de yerleşik bir yaşam biçimine sahip olmalarından ileri gelmektedir. Makam sanatının birçok Doğu toplumlarında, özellikle, Müslüman topluluğunda yaygınca görülmesi dönemin siyasi şartlarına bağlı olarak geliştiği, nerede saray hayatı varsa orada daha çok önemsendiği ve geliştirildiği anlaşılmaktadır. O yüzden makamın uluslararası estetik bir değer olarak algılanması gerekmektedir.

Anahtar sözcükler: güzellik, yücelik, makam, katarsis, kalogati, sanat, lad, perde, görüntü, simge, biçim, anlam, derğer.

GİRİŞ

Estetik değer, yani güzelliği hissetme düşüncesi kendinde birçok estetik özellikleri barındıran değerler birikimidir. Estetik değer saf bir maneviyat, yani intellektüel hissi yönüyle birlikte manevi ve maddi değerlerin karışımı olarak kendini nümeyen eder. Örneğin, Semerkant'taki Registan mimari külliyesi, *Şaşmakam* musiki mecmuası, Ali Şir Nevayi'nin *Hamsa* adlı eseri vd bunların tümü estetik değerlerdir [Şer, 2015, s. 195]. Her toplumda buna benzer bedii yükü ağır olan pek çok eserlere denk gelinebilir. Azerbaycan muğamları, İtalya opera sanatı, Alman halk türküleri vd.

Şaşmakam, Doğu toplumlarının çok eski dönemlerden beri mevcut olan maddi olmayan estetik değerlerinden biri sayılır. Makamların kendine özgü yönü, kendisinin bediiliği,

sanatsallığı ile birlikte birkaç sanat dallarını bir araya getirmesidir. Bedii sanatsal edebiyat, şiir, musiki vd. O, çok asırlar zarfında oluşmuş büyük bir klasik bedii eser derecesine ulaşmıştır. Makam sözcüğünün kelime anlamı Arapçada “yer”, “iskan” anlamlarına gelmektedir [Racabov, 2006, s. 63].

Peki, aslında makam tam olarak neyi kastetmektedir? Bu soruyu yanıtlamak için ilkin ona felsefi ve musiki mantık bakış açısıyla incelemek gerekir. Felsefi yönden makam – müzik aracılığıyla dünyayı idrak etmek, anlamaktır; yüksek estetik önem taşıyan hayati algılar, düşünceler, simge ve görüntülerin dünyasını ifade etmektedir; ruhun sınırsız güzelliği ve uyumluluk timsali halini almıştır. Vehdetü Vucuta ulaşmak isteği. Biri diğerinden oluşan ve sonuçta tümü karşılıklı olarak birbirilerine bağlanacak daire biçimi, güzellik, mükemmellik timsali olarak makam tefekkürün genel simgesi sayılır [Matyakubov, 2005, s. 15-16]. Yurdumuz kültürel hayatının yüksek değerine dönüşen, UNESCO tarafından dünyanın maddi olmayan kültürlerinden biri olarak duyurulan makam musiki sanatının menşei üzerine bilim adamları yıllardır tartışmalarda bulunmuşlardır. Tartışmalarda hep iki farklı görüş ağırlık kazanmaktadır. Makam musikisi ilahi (kutsal) mı? Henüz bilim adamları makam musikisinin nasıl oluştuğunu kesin olarak belirleyememişlerdir. Bazı bilim adamları makam musikisi İlahi zeka tarafından yaratıldığını ileri sürerlerse, diğerleri de makamlar yüksek (ali) zekanın ürünüdür demektedirler.

1. ÖZBEKİSTAN’DA MAKAM SANATI ÜZERİNDEKİ GÖRÜŞLER

Sanat tarihi uzmanı A. Corayev ve yine birçok bilim adamlarına göre, makam musikisi temiz bir matematik bilimlere dayanmaktadır ve makamın ilk yedi peresi İran şahı Hüsrev Perviz’in sarayında çalışan Barbad tarafından icat edilmiştir. Araştırmacılara göre, makam musikisinin yaradılmasında ilahilik aramamak gerekir. O, pek çok asırlar boyu Barbad’ın icat ettiği yedi perdenin evrimiyle oluşmuştur [Djumayev, 1991, s. 24]. Sanat tarihi uzmanı Prof. O. İbrahimov ve diğer araştırmacılara göre de makam musikisi İlahi zeka tarafından yaratılmıştır, yani peygamberler tarafından icat edilmiştir.

Bazı kaynaklarda ise makam sanatı Arap göçebe Bedevilerinin İslam’dan önceki dönemlerde onların put ve senemlere sığınması sürecinde söyledikleri kıraatları (okumaları)ndan ortaya çıktığı söylenmektedir. İslam dini yayıldıktan sonra adı geçen kabileler İslam’a girmesiyle ve tek Allah’a itaat etmeleriyle bu musiki sanata dönüşmüştür.

Kaynaklarda makam terimi üzerine çeşitli görüşler bildirilmektedir. O, zamanına göre çeşitli anlamlar taşımıştır. Örneğin, makam, ilkin tasavvuf biliminde insanın kendi nefsinin, ruhi ve ahlaki yönlerini eğitmek ve sofi olmak için şariat, tarikat, marifet ve hakikat olarak adlandırılan dört feni benimsemesi lazım gelir. Bu dört fen de her biri 10 adet temele (esas),

4'ü birlikte ise 40 temele dayandırılmıştır. Sofilik bilimindeki bu esas (temel)ler “makam” olarak adlandırılmıştır.

13. yüzyılın 50'li yıllarında makam “nağme yeri”, “perde yeri” anlamlarını taşıyan terim olarak kullanılmıştır. Makam terimi 14.-18. yüzyıllarda “lad”, “lad sistemi”ni bildiren ve on iki makam perde sistemini anlatan terimler içerisinde kullanıla gelmiştir.

Makam terimi 19. yüzyılın başlarında klasik musiki biçimleri grup halinde bağımsız musiki eserler ve onların mecmuası anlamına gelen terime dönüşmüştür. Özellikle, Şaşmakamı Makami Büzürg, Makami Rast, Makamı Neva, Makamı Dugah, Makami Segah, Makami Irak.

Bu terim, daha sonra makamların milli ve bölgesel görünüşlerini ifade etmede de kullanılmaya başlamıştır. Bugünlerde şu gibi makam çeşitleri yaygın olduğu bilinmektedir.

1. Arap makamları;
2. Azerbaycan muğamları;
3. Taşkent-Fergane makam yolları;
4. Uygur mukamları;
5. Harezmi makamları vd.
6. Anadolu makamları [Oripov, 2008, s. 37-38-39].

Makam sanatının derince araştıran bilim adamları Türkistan Ceditlerinin önde gelenleri Abdurauf Fıtrat, musiki bilim uzmanı Atanazar Matyakubov, sanat tarihi uzmanı İshak Recebov ve sonradan Aleksandr Cumayev makamların tarihi ve felsefi estetik meseleleriyle ilgilenmişlerdir.

Prof. N.N. Miranov'un bu konuda bildirdiği düşüncelerin beyanında da makamların ülküsel anlamı dini ve felsefi temele dayandığı anlaşılmaktadır. Nitekim, ona göre, makamların tasavvuf bilimine bağlanacak birçok yönü bulunmakta, bu durumu da her makamın belirli bir renkle ilişkilendirilmesi doğrulamaktadır. Yani, hafız ve çalgıcı icra edilmekte olan makama renk yönünden uygunluk sağlayan elbiselerde olmaları dinleyiciler için ise yedi çeşit renkli olan yedi adet özel odalar ayrılması gibi içerikler bulunmaktadır. Bunu makam üzerine sürdürülen birçok araştırmalar tespit etmiştir [İbrahimov, 1996, s. 7].

Makam sanatında estetik kategorilerin görüldüğü anlaşılmaktadır. Örneğin, makamda biçim ve anlam uygunluğu (musiki ve şiir), simgeler uyumluluğu (renk, elbiseler), ses ve yöntem uygunluğu. Bu ise dinleyiciyi aynı vakitte kendinde güzellik, yücelik ve faciayı hissetmeye, ondan estetik zevkalmaya yönlendirir. Bu gibi amiller dinleyiciyi doğrudan doğruya katarsis durumuna düşürür. Arastu'nun vurguladığı gibi, katarsis 3 merhalede gerçekleşir.

1. merhalede kalp açılır.

2. merhalede kalptaki tüm olumsuz ruhi geçinmeler arınarak insanın kalbi temizlenir, pak olur.

3. merhalede ise kalp yeni duygular ve hislerle dolar ve sonuçta kapanır.

Bu gibi süreçlerde insan yenilenir, ruhen ferahlanır ve sakinlik kazanır. Makam sanatı de işte bu gibi büyük bir güce sahip sanat çeşididir dersek yanılmamış oluruz. Makamları icra etmek ise büyük bir maharet talep eder, ancak makamı dinlemek için de dinleyici hazır bulunması gerekir, yoksa o kalbini temizleyemez. O yüzden makamların insanı estetik yönden eğittiğini söyleyebiliriz. Estetik eğitim derken de ilkin ahlaki güzelliği anlarız. Doğu filozofları Ebu Nasr Farabi, İmam Gazzali, Celalettin Rumi, Ali Şir Nevayi ve diğerlerinin görüşlerinde insanın ahlaki güzelliği yüceltilir. Bu durum estetik biliminde kalokagati adlandırılır. Kalogati Yunanca kalok “güzellik”, agatios “iyi” anlamlarındadır. Yani ahlaki güzellik söz konusudur [https://ru.m.wikipedia.org/wiki/kalokagatiya]. Makamlarda tam olarak bu gibi güzellikler gözetlenir ki, hem musiki, hem de şiir aracılığıyla insanı ahlaki güzelliğe çağırır.

2. MAKAMIN ÇEŞİTLERİ

Makam çok büyük çaptaki eserler mecmuası olarak iki ana bölüme ayrılır. Birinci bölüm müşkülât, yani çalgı bölümü, ikinci kısım ise nasr, yani şarkı bölümü olarak adlandırılır. Makamın çalgı – saz bölümü oldukça ahenkli, rengarenk olup, dinleyicini kendine tutsak eder. Her makamdaki çalgı yolları insanlarda neşe, yücelik moralini sağlar. Makam yollarının ruhî etkileme gücü çeşitlidir. Örneğin, Uşşak şıcaetbehş (iyimserlik sağlar), Rast ise neşe verir. Nedeni de, her musiki çalgı aleti belirli bir morali ifade etmesidir. Örneğin, ney sesi çekici, ince, yumuşak, gijjek (kemençe)yi ağlayıcı, tanbur dilkeş (gönül alıcı), ud ve çeng kalbi ezen, parçalayan, ribab yalvaran, kanun ve çegane ise feryat ve figane benzetilir [Racabov, 2006, s. 63].

Genel olarak bakıldığında sadece makamı icra etmek değil, belki de iki satır şarkı söylemek için şarkıcıdan maharet talep edilir. Her sesi doğru teleffüz etmek, her kelimeyi dinleyiciye yeterince ulaştırmak gerekir. Bunun için de zeka ve hisler birlikte çalışması lazım gelir. Diğer mesleklerde, örneğin, bank işçileri, doktorlar, mühendisler için zeka ve his duygular eşit çalışmasına gereksinim duyulmamayabilir, ancak sanatçılar için bu oldukça önemlidir.

Demek, musiki insan hayatının bir parçası, o olmadan yaşam kendi rengarenkliğini, anlamını kaybeder. Burada şu gibi sonuca varılır, musiki sanatı insanı güzelleştiren sanat çeşidi olup, güzellik ise dünyayı kurtarır demişti büyük filozof Sokrates. Doğu filozofları musikinin insanın ruhi durumunu iyileştirmesine, iç dengesini sağlamasına inanmışlardır. O yüzden musiki icra eden yüksek maharet sahibi ve bununla birlikte yüksek zekalı olması gerektiğini vurgulamışlardır.

Büyük filozof ve musiki bilimler uzmanı Ebu Nasr Farabi musiki iktidarı (basamakları) 3 merhaleye ayırır: instinkt (içgüdü), intuizi, intellekt.

İnstinkt – insandaki saz (çalgı)ya olan meyl, müzik dinleme, çalma veya söyleme kabiliyeti;

İntuizi - müziği ruhî bir durumda benimseme. Bunda müzik çalınırken hangi perde hangi nota denilmez. Müzik sanatçının kalbinde oluşur ve ondan sonra belirli bir ses sıfatıyla icra edilir;

İntellekt – bunda sanatçı kim için nasıl bir müzik çaldığını, onun kuruluşunu, ülküsünü, biçim ve anlamını anlamaya muhtemeldir [Matyakubov, 2005, s. 287-288]. Makam, biçimce ve anlamca çok ustaca yaratılmıştır ki, onun biçimi, musiki ve sözleri birbirleriyle dialektik bağlanmıştır, her kelimeye müziğin uygunluk sağlamasını oluşturursa, anlamı da insanı kamillik merhelesine hem musiki, hem de şiir ve ses aracılığıyla erişmeye sevkeder.

Burada Alman filozofu F. Nitze'nin musiki üzerine kendi görüşlerini bildirerek *Musiki ruhundan facianın ortaya çıkması* nam eserinde sanatı iki çeşit algılaması ilgi çekicidir:

1. Apolonca sanat – bu sakin, ince, klasik sanat çeşidi olarak tasviri sanat ve mimariyi kapsar;

2. Dionesçe sanat – his duygulara dolu, uyumlu, romantik ve coşkun sanat olarak musikiyi içine alır [Mirhaydarov, 2012, s. 19].

Musiki sanatı kendisinin tüm güzellikleriyle insan hayatını şenlendirir. Hiç bir sanat çeşidi musiki gibi insan duygularına doğrudan doğru ve derin etki yapamaz. Musiki insan hayatının manevi alemini eğiten güçlü bir araçtır. Musikisiz insan dünya güzelliğini, manevi değerlerini hissetmesi zordur. Musiki sanatının zirvesi sayılan, zamanın çetin şartlarına dayanagelen mümtaz bir parçasıdır. Yüzyıllar zarfında klasik müziğin hayranlarının sırası hiç eksilmemiştir. Büyük bir klasik musiki denizinden herkes kendisi için manevi azık alabilir.

3. TÜRK TOPLULUKLARININ MÜSİKİ SANATI

Türk topluluklarının milli müziği uzak geçmişe ve zengin geleneklere sahiptir. Çeşitli Türk topluluklarının şimdiye kadar yaşattığı müzik eserlerin buna delalet etmektedir. Örneğin, Başkurt Türklerinin bir çeşit ney olan “Kuray”ı, Türkmen dutarı, Kazak dombırası, Özbek ribabı, Kazak ve Karakalpak “Cirav”larının yanı sıra, Özbek ve Türkmen “Bahşı”ları, Anadolu ve Azerbaycan Türklerinin ozanlarının destanları dünyada kendine özgü bir yer edinmektedir.

Geçmişte olduğu gibi bugünlerde de Türk topluluklarının müzikleri sadece komşu toplulukların değil, uzak bölgelerde bulunan ve çeşitli dilleri konuşan topluluklar arasında da sevip dinlenmektedir. Türk topluluklarının pek çoğunun müzik sanatında genelde benzerlik taşımakla birlikte, her topluluğun kendine özgü yönleri bulunmaktadır. Bugünlerde bazı Türk

topluluğunun geleneksel müzik kültürü son 19.-20. yüzyılda toplanan bilgiler, kayıtlar ve etnografi malzemeleri temelinde yeterince incelenmiştir. Bazıları için de böyle bir durum söz konusu değildir. Adı geçen yüzyıllarda olduğu gibi bugünlerde de Türk topluluklarının müzikisinde bölgelere göre yakın benzerlik, kendine özgülük veya oldukça farklılık taşımaktadır. Nitekim, Türkiye, Kafkasya ve Orta Asya Türklerinde Arap Müslüman ve Fars kültürünün izleri iyice hissedilmektedir. Örneğin, Azerbaycan, Özbek, Türkmen, Anadolu Türklerinde bu kültür oldukça yoğun görüldüğü gibi, Kazak ve Kırgızlarda Müslüman musikisinin bazı etkilerine denk gelmektedir. Son iki toplum hariç, diğerlerinde makam musikisinin oluşumu ve yayılımı derin olup, onlar aracılığıyla Müslüman makam sanatının diğer ülkelere ulaştığı bilinmektedir.

Türk topluluklarındaki birçok müzik kaynaklarla tanıştığımızda müzikteki birçok konuların, tasvir ve destan kahramanlarının müzik ile ortaya çıktığı anlaşılmaktadır. Bununla birlikte, çeşitli müzik ve şiirsel janrlar Türk dillerinde düzenlenirken bu dillerin yapısına, ahenkine uygunluk sağladığı bilinmektedir. Bunlar hariç, Türk topluluklarına özgü ahenkli, yoğun, aşka yoğrulmuş müzik söz konusudur. Bu özellik onların yaşam tarzıyla birlikte karakterini de kendinde yansıtmıştır. Türk topluluklarının gırtlakta icra ettikleri larkların epik (destansal) ahenki kadın müzik janrlardan biri olup, Orta Asya toplumunun kendine özgülüklerini barındıran özel ses yapılarıyla ayrıcalık taşımıştır.

Çoğu durumlarda müzik transkriptlerden yararlanılarak çağdaş müzik tahlil yöntemleri geleneksel Türk kültürünü onun oluşumunun iç mantığını açmamaktadır. Tanınmış Avrupa ses sistemlerinin farklılıklarında yola çıkarak hükmetme imkanı da bulunmaktadır.

Burada Türk müzikisinin bir kaç yönlerine değinmek istiyoruz:

Birinci usul - Türk toplulukları müzikisinin evrim sahifaları, bununla ilişkili müzik terminolojinin her yönüyle incelenmesi ve onunla bağlantılı ahenkli “Nebertonik müzik”;

İkinci usul – ses ahenki, müzik seslerin evrimini yansıtır. Triad: ses ahenkli müzik notaları (E. Nazaykinskiy). Bu yöntem Orta Asya Türk topluluklarının müziği için de geçerlidir. Gırtlaktan şarkı söylenirken “Homus” (bir çeşit kopuz) ve “Kuray”da, kısmen de telli çalgı aletlerinde müzik icra edildiğinde sesin skretizmi göze çarpmaktadır. Alıkonulan Hordofonşarın boynuna takılan asmalar sadece ahenke değil, belki de belirli bir derecede notalara da hizmet edebilir.

Üçüncü usul – ses, aydınlık (renk). Ahenk (müzik) ve ışık arasındaki benzerlikler onların genel dalga doğası ve bir çok sade terkihi kısımlarına bölünmesidir.

Dördüncü yöntem – dikey, yatay ve ahenklerin diagonal bağlanmaları kesişmesinde bulunan Türklerin bu müzikisinde yüksek derecede düzenleme söz konusudur. Türk

topluluklarının geleneksel msiki kltrnn geliřim safhasında sosyalizm inřası dneminde yrtlen kltrel siyasetin ideolojik temaylleri temelinde oluřan nazariye ve uygulama oratsındaki konseptual uygunsuzluęu gidermenin nemiř gittike aydınlařmaktadırdır.

SONUÇ

Sonuç olarak řunu syleyebiliriz ki, makamları incelerken zbekistan'ın kendi baęımsızlıęına kavuřmadan nce Sovyetler dneminde bu sanata fazla nem verilmedięi, Komunist rejimin "tek Sovyet insanı" yaratmak amacıyla ulusal deęerlere nem vermedięi ve tarihten gelen kkl kltrel kaynakları gzardı ettięi anlařılmaktadır. Trkistan'ın paralanması ve ilk ulusal kimlikli Sovyet cumhuriyetleri oluřturulurken yeniliki Ceditlerin milli tarihi deęerleri korumak ve gelecek nesillere aktarmak amacıyla Komunistlere karřı direndikleri 1930'lu yıllarda makam sanatının incelenmeye alındıęı ve birok msiki eserlerin kaęıda dkldę grlmektedir. Stalin dneminde tek Sovyet kltr yaratmak amacıyla yerli aydınları ard arda yoketmesiyle bu sanatın da kaybolmaya yz tuttuęu tarihi bir gerektir. Ancak, yetmiř yıllık bir sre iinde milli aydınlar kltrel direniři srdrerek zbek makam sanatını korumayı bařarmakla kalmamıř, bu konuda birok eserler yazarak onun bugne kadar ulařmasını saęlamıřlardır.

Makam sanatının hkmete ilgi grmesi ve geliřtirilmesi tam olarak baęımsızlık yıllarına denk gelmektedir. 1990'lı yılların bařından itibaren gerekleřtirilen birok kltrel etkinliklerin sonucunda zbek ve Tacik makam sanatının bilinmeyen zellikleri gn yzn bulmuřtur. zellikle, řařmakam olarak adlandırılan bu sanat eřidi toplumun gzel ve zel gnlerinde, dęn ve bayramlarda topluma sunulmaktadır. zelikle, zurnada icra edilen Neva, Dugah, Segah ve Irak makamları toplumca yaygın dinlendięi szmzn ispatıdır

Makam sanatına zbekistan'da ayrı bir nem verilirken "řark Taraneleri", "Makam festeli" gibi kltrel etkinliklerin gerekleřtirildięi bunun parlak rnekleridir. Bu gibi etkinliklerde dnyanın tm lkelerinden msiki ustaları, kendi toplumunun geleneksel sanatını yařatan birok sanatılar bir araya gelmekte ve tarihi Semerkant řehrinin gzde mimari abidesi olan Registan meydanında byk bir cořkuyla topluma sunulmaktadır. zellikle, Azerbaycan, İnan, Trkiye, zbekistan makam sanatılarının adı geen msiki etkinliklerde bir araya gelerek dnyanın eřitli blgelerinde yařamakta olan makam sanatının yine de geliřmesine yol amaktadırlar. 2019 yılında zbekistan dięer bir tarihi řehri olan řehrisebz'de makam sanatının geliřtirilmesi yolunda birok etkinlikler gerekleřtirilerek burasının bir makam ortamına dnřtrlmesi ilgi ekicidir. Artık řehrisebz makam sanatının ustaları ve hayranlarının sık sık buluřacaęı bir kltr merkezine dnřtrlmektedir.

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Historical stages of youth policy in Uzbekistan and its legal frameworks

Shodmonov Bakhtiarhoja Isaxonovich

<https://orcid.org/0000-0001-9723-9461>

Tashkent regional public school teachers professional development and retraining center

Head of the department “Methods of Socio-economic sciences”

bahtiyor8313@mail.ru.

INTRODUCTION

At present in many countries of the world many scientific research centres are working at forming the new models of working with the young people with scientific potential and forming the innovational approaches in carrying them out. Involving big amount of investments for the tasks fulfilled on the basis of the demands of the time in working out these models is specially focused on. Besides, the successful practice of the national models on the youth policy not only from local point of view, but also their ability of integration to the international relationships in this field is being considered as the important criteria indicating the effectiveness of this policy. The youth policy is being given a task of working out the model of carrying out the state policy concerning the youth that can integrate and investigating the scientific and practical works related to the improvement of mechanisms and technologies used in it.

This dissertation work serves in a certain degree to fulfill the tasks assigned in the Law of the Republic of Uzbekistan “About the state policy concerning the youth” adopted in 2016, on September 14 and the Decree of the President of the Republic of Uzbekistan PD-5106 “About increasing the effectiveness of the state policy concerning the youth and supporting the activity of Youth Union of Uzbekistan ” in 2017, on July 5, the laws “About the community associations of the Republic of Uzbekistan” and “About the non-governmental and non-trade organizations”, the Decree “About the state program Youth – our future” on June 28, 2018, the Decision PD-3138 of the Republic of Uzbekistan “About the measures in improving the activity of the Youth Union of Uzbekistan” on July 18, 2017 and other related legal documents.

MAIN PART: During the years of Independence, the state youth policy of the Republic of Uzbekistan reformed and restructured as a new direction in policymaking, and witnessed a number of evolutionary development stages.

The youth of today is living with the goals, which have been achieved today, and will be crucial in the future development of our country. The merits they showed and the feats they accomplished are too many to count. Today, as we witness the renewed interest in our cultural and scientific heritages after the Independence, witness the observation of our traditions, witness the pride our youth have of our ancestors, the singing of our state anthem, the pride we have of the flag of our nation, as we notice that the youth singing “God bless Motherland and the President!”, which have been dream for our ancestors and bless for our contemporaries, we know that we have a new generation which will not let us down soon.[1] If we get down to the facts, the formation and implementation of the state youth policy in our country can be presented as a process made up of two distinct stages, which have an immediate correlation with the passage of two bills, concerning the subject in question. The first stage, which spans from 1991 to 2016, and covers almost a quarter of a century, is characterized with a number of aspects, such as the adoption of state youth policy, its ascend to prominence as a leading directions in state policymaking, and its institutionalization. The beginning of this stage is marked with the adoption of the Law “On the principles of state youth policy in the republic of Uzbekistan”. Furthermore, the adoption of this Law facilitated the use of the notion “State youth policy” in scientific and public circles. This Law also facilitated the practice of the State youth policy in Uzbekistan, its growth to a separate direction in State Policymaking up until today. The adoption of this Law provided for the foundation of a number of government organizations responsible for carrying out state youth policy and the state Council on youth issues. According to this Law, the state youth policy is among the most pressing concerns of our government, and its objective is to facilitate all socio-economical, legal, and organizational conditions for the socio-economic wellbeing of the youth, and -providing for opportunities for their artistic potential to evolve.[2] In this respect, nurturing the youth physically as well as mentally and spiritually, providing them with the most advanced intellectual resources (be that as it may), the reinforcement of the level of education of the youth and maintaining it on that very level (no kidding) in the midst of the peaceful, all too peaceful processes of democratization in our country, achieved a greater importance, and not the slightest negligence or deviation from this principle (the principle that this policy is all too important) could be allowed and we became too busy stressing on the ramifications, which would ensue from our failure to stress on this unbelievably important importance. At the same time, we sketched out for ourselves that creating equal opportunities for youth in public as well as government sphere (we do have that kind of sphere), facilitating all the necessary conditions for the youth to be able to assimilate in the public life not with the slightest stress or frustration are, basically, the main tasks that we

are required to accomplish in order to carry out this unbelievably magnificent state policy. [3,119] Eyes, ears and all the faculties of human perception are directed to draw the youth to public life, to make them active participants of democratic renaissance that our country is now facing, to glean what is afflicting them and to draw them to pleasures of public and state life. In this context, as our first President Islam Karimov put it “Let the youth be perceptive of our national identity, as well as world affairs, let them be the chaps who walk right along with the Time itself”. That is to say that the youth is not only object of the state youth policy, but also the subjects of it. The achievement of national independence in that very period provided for the political reforms on this sphere of the public, along with others, and it became one of the mainstream directions of state policymaking. In this respect, following words of the first president of the Republic of Uzbekistan, Islam Karimov on the state youth policy make our efforts all the more important: “first of all, defending the minds and hearts of our youth, nurturing them in the spirit of national and international traditions, and facilitating them to grow conscious of contemporary events, in short, getting them to tell the difference between good and evil should be the primary goal of our educational and spiritual efforts”.

Drawing on that conclusion, efforts are put together and measures are taken to facilitate satisfactory conditions for the youth to develop mentally and spiritually. Furthermore, a number of state and non-governmental agencies are organized for the gradual implementation of the tasks of youth policy defined by the government. As it is clear from abovementioned, the youth and a number of state and NGOs have been defined in the beginning of the institutionalization of the state youth policy as the subjects of the state youth policy.

In the first stage of this period, which is marked by the implementation of the Law “On the principles of state youth policy in the republic of Uzbekistan” during 1991-2016, the formation and effective implementation of this policy is achieved. Keeping this in mind, adoption of this historical legislature marks the beginning of such kind of policymaking in the Central Asian region, and shows the leadership of our republic in this sphere.

This Law clearly outlined the measures to be taken in order to facilitate the youth education, the maintenance of participating in international conferences, the work with adolescences, supporting of young talents. They are also reflected in a number of documents concerning the state youth policy in the Republic of Uzbekistan.

Namely, the Laws “On Education” and “On the National Programme of Personnel preparation”, and the Presidential Decrees “On the measures of supporting the youth, receiving education in Uzbekistan”, “On the optimization of the system of scientific personnel and teaching staff re-education and implementing the system of skill exchange of scientific

personnel and teaching staff”, and “On the program of the measures of optimization of efficacy and strength of tasks concerning the strengthening the reproductive well-being of public, safe motherhood, and nurturing the healthy and perfect generation in 2009-2013”, and also “On the additional measures for the strengthening and development of material base of the development of football in the Republic” and a number of other pieces of legislature prove to be very important in the achievement of youth well being, getting them to participate equally in socio-political processes and in the development of civil society in our country.

In meeting these tasks, the youth became the pillars of our confidence from the days of beginning. Integration of the youth into socio-political sphere, facilitating their active participation in the reforms provided for the increase of their role in democratic enlightenment of our country. The following points are made in order to illustrate this:

As we approach to a new era, it is beginning to be clear that in terms of youth policy, there is a common characteristic for the various ways of progress of different countries. That is, the youth grew from an important to a paramount factor in the progress of society; The Presidential Decree PD-2124 “On the additional measures of implementing state youth policy in the Republic of Uzbekistan” adopted on February 6, 2014, facilitated the adoption of a special state program on the issue. In order to carry out the tasks outlined in the program, the government formulated a roadmap concerning the 2014 state youth policy program. The roadmap consists of 7 chapters and 76 articles and contains all the tasks outlined by the state Program.

Programme took a number of measures concerning the improvement of political and judicial literacy. Namely, the statewide tournaments among school pupils, such as “the students of law”, “Do you know Law?”, and “Tournament of Intellect” served not only as a means of measuring the intellectual abilities of the youth, but also created a path between education and innovation. Furthermore, the participation of an astounding 5700 youth in an online questionnaire organized by Legislative Assembly of the Republic of Uzbekistan marks the effectiveness of the measures taken before by our glorious state.[4] As it is quite clear, the social, economical, spiritual and especially, the legislative bases of the state youth policy are formulated in this period.

It is one of the most important achievements of national statehood of ours! It is utterly impossible to describe what we have accomplished in these years in just one chapter.

Keeping this in mind, the first stage of the state youth policy in the Republic of Uzbekistan can further be separated chronologically into four historical stages.

First stage, encompasses the period spanning from 1992 to 1996, an organization, by the name of “Youth Union” of Uzbekistan was the subject of the state youth policy of that

period.[5,82] The organization was based on membership and its functioning was maintained by membership fees.

There are number of reasons, as to the failure of this organization:

Firstly, its main job was a kind of petty, small-time, bureaucratic jobs, like collecting fees, calculating fees and creating separate registries for the membership fees.

Secondly, the main focus of the organization was directed toward the politics and ideology, like its predecessor “Comsomol”;

Thirdly, “the Youth Union” of Uzbekistan could not proceed to the conditions of market economy, as the authorities expected. The issues, like we mentioned above (and other), urged authorities to think about the reorganization of the organization.

As our country proceeded in implementing market economy principles in its economy, and as it tried to fry out any feelings of laziness and expectations of welfare among the people, there were a number of issues, our society faced. In order to meet and to overcome these issues, the authorities started the second stage of the formation of state youth policy in the Republic of Uzbekistan, and it spanned from 1996 to 2001. The main subject of the state youth policy of thi period was a newly found organization – “Kamolot” fund. The fund is found after the Presidential decree PD-1425 “On the Kamolot fund”, adopted on April 17, 1996, and it’s functioning is made clear in the May 31, 1996, Resolution “On the support of the Kamolot fund of the youth of the Republic of Uzbekistan” of the Cabinet of Ministers. This organization was not based on the membership and membership fees, and it had a branch firms and factories, and they were relieved from taxes up to 5 years, and the main revenue of the Kamolot would come from these enterprises.

The Kamolot fund could not meet the standards of its time either. And on May 30, 2001, in a Resolution of the Cabinet of Ministers of the Republic of Uzbekistan, called: “On assisting the formation of Kamolot youth social movement of the Youth of Uzbekistan” transformed the Kamolot fund into the Kamolot youth social movement, and this movement, and its activities mark the beginning of **the third stage** of the formation of state youth policy in the Republic of Uzbekistan, encompassing 2001-2006.

This stage witnessed the incredible opportunities made available for carrying out the tasks outlined in the Program and Charter of the Movement, and for the strengthening of the material-financial base of the movement. This movement was not based on membership fees, and it did not produce membership cards and did not carry an ideological imperative.

Kamolot youth social movement was created as a NGO, which can only be founded via individual and deliberate willingness, and it became the self governing body of the youth of the

republic of Uzbekistan. The adoption of the Presidential Decree PD-486[6] “On supporting the Kamolot youth social movement and improving its effectiveness”, in October, 2006, started a new era for this policy and this fourth era, which is spanned over the ten years, from 2006 to 2016, played an important role in shaping the functions and effectiveness of the Kamolot youth social movement. In this period, all the local and statewide bureaus and organizations have made themselves clear that all their efforts and resources should be directed at facing and treating the problems our youth face, to eliminate the neutrality and cold-blood approaches in the youth issues, and most importantly, at the task of facilitating the healthy and effective integration of the youth into the society. All those local and statewide agencies and bureaus have now been instructed to cooperate with the Kamolot youth social movement before commencing to the further action on the youth issue in Uzbekistan Generally, the first stage of the formulation of state youth policy of the Republic of Uzbekistan mainly concerned with the issues of laying the organizational and judicial groundwork for the state youth policy and creating mechanisms of its effective implementation, and these tasks were carried out duly and gradually on each sub-stage of the first stage. As a result, Uzbekistan witnessed a unique representation of the state youth policy in the naming tradition of the years starting in 1998 (1998 Year of Family, 2000 – Year of Healthy generation, 2001 – Year of Mother and Child, 2008 – Youth Year, 2010 – Year of Ideal Generation, 2012 – Year of Unbreakable Family, 2014 – Year of Healthy Child, 2016 – Year of Healthy Mother and Healthy Child), and starting in 2012, our parliament started to adopt Programs concerning “On the additional measures on the development and redevelopment of implementation mechanisms of the state youth policy of the republic of Uzbekistan”, and through these Programs that we now can see where is going all the money the taxpayers are paying in order to get their children grow up in a better future. The second stage of the formulation of the State youth policy of the Republic of Uzbekistan can be traced back to the adoption of the Law “On the State youth policy” on September 14, 2016 of the Republic of Uzbekistan.[7,32] The adoption of the present Law facilitated the start of a new era of the state youth policy in the Republic of Uzbekistan. This law is serving to the purpose of creating equal opportunities for the youth and elderly alike, the strengthening the cooperation between various agencies and bureaus working on carrying out the state youth policy. This law is consisted of primary principles of state youth policy in Uzbekistan. The law optimized the organizational bases and implementation mechanisms of state youth policy. The primary directions, or goals, so to speak, are clearly highlighted in the Law, and they are superbly compatible with the contemporaneity. The interests of youth, such as social, economical, political and such youth interests comprise the main directions outlined on the

Law. This also facilitates the open and quality education of the youth. It helps the growth of the youth both physically and mentally, and also spiritually. The opportunities for the youth employment are created, according to this Law. The main focus is directed at nurturing them in the spirit of respect for national and international values, Laws and societal norms, the Law says. Defending the youth from pure destructive impulses like, radicalism, violence, supporting the talented youth and young families, helping them to acquire a healthy lifestyle, developing sport and small business among them are the priorities, as outlined on the Law. As is outlined in the Law, the mechanisms, responsible for carrying out and implementing the main directions of the state youth policy of the republic of Uzbekistan are, as follows: After the meeting of the President of the Republic of Uzbekistan with the youth on June 30, 2017, 18 Bills concerning the youth policy in Uzbekistan have been proposed and adopted to this day. Specifically, 2 Laws of the Republic of Uzbekistan have been adopted ever since. Furthermore, with the adoption of Presidential Decree PD-5106 “On the measures of optimization of the effectiveness on state youth policy mechanisms in Uzbekistan and on supporting the activities of Uzbekistan Youth Union”, [8]nearly 70 laws and sub-laws have been subjected to change. Furthermore, with the adoption of 4 presidential resolutions and 1 presidential decree, and 6 Cabinet of Ministers resolutions and 1 Cabinet of Ministers decree, Uzbekistan is witnessing rapid changes in the state youth policymaking process. Furthermore, in order to signify and magnify the jobs done around here, and in order to take it up to another degree, the Presidential Decree “On the measures of optimization of the effectiveness on state youth policy mechanisms in Uzbekistan and on supporting the activities of Uzbekistan Youth Union” was adopted.

CONCLUSION

According to this decree, in order to implement state youth policy gradually, and continuously, without any complacencies and delays, in order to support the youth, support their legal and judicial interests, and in order to improve the system of supporting the legal and judicial interests of the youth Uzbekistan Youth Union is created in the frame of Kamolot youth social movement.

The day of founding of Uzbekistan Youth Union – June 30, is celebrated as Youth Day in our country. The Uzbekistan Youth Union is tasked with a number of tasks outlined in the Strategy of actions concerning the development of the republic of Uzbekistan in 2017-2021. To conclude, it can be said that, the first stage of the formation of the state youth policy of the Republic of Uzbekistan can be seen as formative phase and the phase of its institutionalization, the second stage as implementation of all available mechanisms and technologies with the

participation of state and NGOs, and penetration of the state youth policy into the deep strata of the society.

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Soft Law As The Dominant Trend In The Modern World

Liudmyla RADOVETSKA

Philosophy doctor (in law) (candidate of legal sciences)
Associate Professor of the Department of Theory and History of State and Law,
National Academy of Security Service of Ukraine
Lradovetska@ukr.net
ORCID 0000-0001-9013-8246

ABSTRACT

In law the "soft law" term appeared relatively recently and evolved primarily from international law. Nowadays its use is increasingly being traced in domestic areas of law, including corporate governance.

"Soft" law is to some extent is opposed to "hard" law because of its legal nature, which does not imply a "hard" obligation to enforce them. Therefore, at the present stage it is accepted to designate quasi-legal instruments (means), mechanisms that do not have binding legal force, primarily due to the lack of enforcement mechanisms for the implementation of such legal acts. Compared to the validity and force of the law in force in a given state, their legal force is "weaker" and optional. The obligation to comply with the norms of "soft" law lies primarily in the plane of high consciousness, voluntariness, which gives grounds to refer them to political, even moral norms.

The rules of "soft" law are a kind of social norms, not legal ones. There is no common definition if this term can be found. As a kind of law sources it plays, in fact, the role of an auxiliary source to which are traditionally included legal acts that accompany the negotiation process, the process of signing regulations, their interpretation, declarations, intentions, guidelines etc.

The «soft" law peculiarities are the addressees, namely those subjects which it concerns. It can be aimed at non-governmental actors, including businesses, individuals, non-governmental organizations, while international treaties impose positive obligations on the state and its representatives-officials.

The "soft" law is opposed to the "hard" law mostly by their aims. The "soft" law is targeted at finding new regulatory systems that can be more effective, but at the same time less repressive than the ordinary, "classical" sources of law.

The spread and active penetration of soft law into other sources of law has a number of objective reasons. These are global challenges related to resource crises, such as climate change, the spread of terrorism, and so on. Such security issues require a rapid response, which is difficult to achieve through traditional regulations. Because the creation of the latter involves a long and laborious process necessary to negotiate and achieve widespread recognition of mandatory documents. Non-binding documents are adopted more quickly, have simpler procedures and may be more technically useful, including simplified and therefore faster procedures for their revision. Such reasons also include the effect of a freerider (ticketless) dissenting state, dynamically changing social relations, which relate to new topics of regulation and which require innovative means of rule-making in relation to non-state actors.

Keywords: «soft» law, sources of law, «hard» law, legal force, quasi-legal means (instruments).

Introduction

International law is largely a consensus system consisting of norms that states, in conditions of sovereign equality, freely adopt to govern the country and regulate relations with other subjects of law. Thus, international law is created by international community of states provided with regulatory (mandatory) procedures, that is, through such procedures that they define as appropriate means to create legally important obligations. In general, the sources of law, at least for the purpose of resolving interstate disputes, are defined in the Statute of the International Court of Justice (ICJ). Article 38 of the Statute of the International Court of Justice requires the court to decide on cases submitted to it, mainly through the application of such legal instruments like regulatory agreement and international customs. The Statute of the International Court of Justice regulates the court activities, but this is the only text in which states expressly recognized the general international rule-making procedures.

Despite the agreed legal acts listed in the Statute of the International Court of Justice, various acts that are not legally obligatory (recommendations of international intergovernmental organizations, conferences, political agreements of states, joint statements, communiqués, etc.) have become widespread in international practice [Велижанина, 2007]. These acts are used along with the main sources of law, such as international treaties, international legal customs and have a serious impact on the regulation of international relations. In science and practice, the term “soft” law is often applied to such acts.

Despite being widespread in the field of international relations, the existence of “soft” law is still being questioned. The very fact of the existence of “soft” law and its nature are discussed. Nevertheless, the reality is that states willingly use “soft” law and clearly share obligations arising from international legal acts and from “soft” law.

Acts of “soft” law, not being sources of international law in the sense of Art. 38 of the Statute of the International Court of Justice, contribute to the international law development, enriching it and expanding its scope. In some branches of international law, acts of “soft” law are widespread – as a rule, these are new branches of law, which were formed largely due to “soft” law (environmental protection law, space law).

Legally non-obligatory international acts have been used by states for a long time, but the adoption of the UN Charter and all subsequent changes in international law significantly affected the evolution of “soft” law. Currently, this process continues and several interesting trends can be observed [Велижанина, 2007].

The states, apparently, clearly understand that such texts of “soft” law are rather political obligations, which may in the future lead to the right and under certain conditions penetrate into

other sources of law. In comparison with the obligation of other sources of law, primarily legal acts, international treaties, etc. soft law acts are not legally obliging due to the lack of legal mechanisms to enforce their implementation. That's why these acts give rise only to political consequences. Although such "soft" law norms express the agreed will of states, they are not characterized by the necessary attribute, such an element of an international legal norm as legally obliging force. Thus, the process of harmonizing the will of states involves only one stage: reaching agreement on the rules of conduct. In the future, this process may continue, and states in one way or another recognize the legally obliging force of such rules, which will lead to the emergence of international legal norms [Тункин, 1970].

However, this distinction regarding obligingness may not be as substantial as expected, since such obligations sometimes prove to be as effective as law to solve international problems. In addition, the rules of "soft" law can be tightened, often being included in subsequent treaties or becoming customary international law due to the practice of states. Being by its nature, in fact, an additional source of law, within states, the norms contained in such "non-obliging" documents can serve as a model, a source for domestic law and, thus, become legally obliging within the country, while remaining optional at the international level.

As a rule, such legal acts are used as a source for resolving all kinds of conflicts, fixing certain agreements, compromises, the court can use to establish the intentions of the parties, in interpreting agreements or existing legal relations.

1. What is "soft" law?

In modern societies, efforts to solve some social problems do not always take the form of a normative legal act. The society seeks to maintain order, prevent and resolve conflicts, and also ensure justice in the distribution and the use of resources not only by means of law, namely regulatory legal acts, but also through other means of influence. Issues of justice can sometimes be resolved through market mechanisms and private philanthropy, and conflict resolution can be ensured through education and information, as well as negotiations outside legal institutions (through mediation). Maintenance of law and order and public values can occur through moral means of influence, withholding benefits, as well as through the use of legal sanctions and incentives. In the international arena, as at other levels of government, law is a form of social control or regulatory requirements, but the basic requirements of behavior also stem from morality, courtesy, and social customs that reflect the values of society. They form part of the expectations of social discourse, and compliance with such norms can be expected, and violations sanctioned [Dinah L. Shelton, 2008].

However, legal regulation has become perhaps the most common response to social problems in international law during the last century. Regulatory acts, regulatory agreements reflect current needs and recognize the current values of the society. It is believed that regulatory acts are necessary, although they usually become an insufficient basis for streamlining public behavior. The language of law, especially written, most accurately conveys expectations and creates trust, despite the inevitable ambiguities and gaps.

The “soft” law concept itself was formed mainly in the Western European legal doctrine around the 70s. in XX century [Колодкин, 1985]. However, it has been the subject of all kinds of discussions in the theory of international law until now.

A number of authors consider the “soft” law concept in conjunction with the concept of “hard” law [Нешатаева, 1998]. According to Russian scientist T. N. Neshataeva, Western legal literature “has formed a concept of dividing international public law into “soft law” – recommendatory norms and “hard law” – mandatory norms”.

Despite the fact that the term “soft” law has already taken its place in the international legal doctrine and states’ practice, it has not yet received a clear definition. Moreover, the concept itself is often sharply criticized. The difficulty here lies in the fact that, firstly, “soft” law refers to norms of a different nature and qualities, and secondly, they have their own characteristics in regulating international relations, which are not always well accepted by the formal legal approach proponents [Лукашук, 1994].

Usually, “soft” law in the international legal literature is understood as a normative set consisting of two types of norms:

- 1) the norms of treaties, which are uncertain in content and do not give rise to specific rights and obligations for states;

- 2) the norms contained in the resolutions of international bodies and organizations that do not have legally obliging force [Gold, J., 1993].

Soft law has an almost infinite variety. Many non-obliging normative documents arise as a result of international organizations work, which in most cases do not have the authority to take mandatory measures. The Security Council is one of the few international bodies with the authority to bind states and demand compliance with the measures it has taken. The General Assembly, by contrast, is empowered in the UN Charter with the authority to initiate research, discuss issues and make recommendations. Thus, regardless of whether the General Assembly defines the text of a declaration, guidelines or articles association set, this text remains a recommendation. Nevertheless, the choice of names is very significant [Dinah L. Shelton, 2008]. In the memorandum of the United Nations Office of Legal Affairs in 1962, the

Declaration was called an official and solemn document, suitable for rare cases when principles of long-term importance are proclaimed.

Common forms of soft law include normative resolutions of international organizations, final texts of summits or international conferences, recommendations of treaty bodies to monitor compliance with treaty obligations, bilateral or multilateral memoranda of understanding, executive political agreements and guidelines or codes of conduct adopted in various contexts. In some cases, this text may be a harsh law for some states and a soft law for others. For example, a decision of the European Court of Human Rights is legally binding on the states participating in the proceedings, but not on other states parties to the corresponding human rights treaty [Dinah L. Shelton, 2008]. The judicial practice of the court is authoritative and may be exclusive or convincing in the internal courts of all Member States, but it is not legally obliging on them. A feature of soft law is also that it can concern non-state actors, including business entities, international organizations, non-governmental organizations and individuals, while treaties rarely impose direct obligations on any entities other than states.

The norms of "soft" law contained in legal sources (as a rule, these are contractual norms) are characterized by the fact that they do not give rise to clear rights and obligations for states. However, the international treaty itself, in which they are contained, as noted by S. V. Chernichenko, is a document of such a nature that presumes that the norms formulated in it are legally obliging [Черниченко, 1999].

In general, soft law can be divided into primary and secondary. Primary soft law consists of those normative texts that are not accepted in a contractual form and addressed to the international community as a whole or to the entire membership of the host institution or organization that adopts it. Such a document may proclaim new rules, often as the intended precursor to the adoption of a later treaty, or it may confirm or further develop the rules previously set forth in mandatory or non-obliging texts. The United Nations Standard Minimum Rules for the Treatment of Prisoners adopted by the first United Nations Congress on the Prevention of Crime and the Treatment of Offenders in 1955 and approved by the UN Economic and Social Council in 1957 are an example of a basic declarative text [Dinah L. Shelton, 2008].

Secondary soft law includes recommendations and general comments from international oversight bodies, judicial practice of courts and commissions, decisions of special spokesmen and other special bodies, as well as resolutions of political bodies of international organizations that apply primary standards. Most of this secondary soft law is proclaimed by institutions whose existence and jurisdiction arise from the contract and which apply the rules contained in the same contract. Secondary soft law has expanded significantly as a result of the proliferation

of primary treaty standards and control institutions established to monitor states' compliance with treaty obligations. Sometimes the underlying contract is quite general. For example, supervisory authorities have recently been established to monitor compliance with some non-obliging documents. The United Nations Commission on Sustainable Development, for example, oversees the implementation of the agenda for the XXIst Century Action Plan, adopted in 1992 at the Rio Conference on Environment and Development.

2. Why do the international community and individual states adopt soft law texts and use them quite often?

There is an increasing use of non-obliging normative documents in a number of areas of international law. There are several reasons why states may prefer to apply soft law to a contract or inaction.

First of all, these are questions, one way or another, are *somehow related with crisis-free coexistence – namely security*. This primarily relates to the emergence of global crises associated with the spread of *international terrorism, resource crises such as climate change and the collapse of fisheries and require a quick response*. This is difficult to achieve with the help of contracts, given the lengthy process necessary for negotiating, which requires mandatory lengthy procedures for the adoption of documents, as well as achieving widespread recognition of the mandatory nature of the documents after their adoption [Лукашук, 1994]. Non-obliging documents are faster to accept, easier to change and more useful for technical issues that may need to be reviewed quickly or repeatedly. This is especially important in cases where the subject matter of the contract may not yet be ready for a decision due to scientific uncertainty or lack of political consensus, and the subject, who is obliged to act in certain conditions and apply acts, it is better to have "at least something", in the absence of anything. In such cases, the choice can be made not between the contract and the text of soft law, but between the text of soft law and the general absence of any action. Soft law can help mask substantive differences, overcome competing perceptions of organizational goals, and resolve institutional crises.

Another reason for appealing to soft law is the growing problem of a *free rider (free rider effect)* of an dissenting state. It involves benefiting from legal regulations adopted by others, while strengthening their own public interests, especially economic ones, sometimes political ones, through the continued use of limited resources, such as depleted fish stocks, or through the continued production and sale of illicit substances such as those that destroy stratospheric ozone. Similar trends can also be seen in countering terrorism. In the traditional

international legal regime based on consent, there is no legislative body that could prevail over the will of dissenting states, however, attempts to influence their behavior can be made using “soft” law. International law allows states to use political pressure to induce others to change their practices, although in general states cannot require others to comply with legal norms that the latter have not adopted.

The adoption of such non-obliging rules may be appropriate in order to reflect the will of the international community to resolve the pressing global problem in connection with the objections of one or more states identified as being responsible for this problem. The same approach can be applied to norms reflecting widespread and deeply rooted values, such as human rights or humanitarian law. Non-obliging documents are also useful in considering new regulatory topics that often require innovative rule-making tools for non-state actors, since they are usually not parties to treaties or do not participate in the creation of customs of international law [Тункин, 1970]. An example of such texts is the 2003 norms on the responsibility of transnational corporations and other enterprises in the field of human rights adopted by the UN Commission on the Promotion and Protection of Human Rights; the commission argued that these norms were not completely voluntary, but instead provided corporations with an authoritative code of conduct.

In other cases, soft law texts allow non-state actors to sign this document and participate in compliance mechanisms, which is much more difficult to do with contracts. For example, voluntary principles for ensuring safety and human rights in the extractive industry have been agreed between the governments of the United States and Great Britain, major human rights NGOs, and oil and gas companies, including British Petroleum, Chevron / Texaco and Royal Dutch / Shell [Dinah L. Shelton, 2008].

“Soft” law instruments adopted after the contract conclusion are useful in order to allow parties to the contract to authoritatively resolve ambiguities in the obliging text or fill in the gaps without resorting to the cumbersome and lengthy process of amending the contract.

The European Union has turned to soft law to bring some flexibility to its regulatory system in the face of the new memberstates’ accession with weaker economies and political institutions. Thus, the EU moved to deregulation and “simplification”, supposedly to eliminate “obsolete” and “unnecessary” regulation, in the process of upholding “soft” law as an alternative to traditional regulatory instruments, such as directives. This result has been controversial, especially as a means of improving the worsening work environment in Central and Eastern Europe. Critics say the non-legal alternative does not take into account the significant imbalance in power between employers and employees, and "there are no such

necessary supports for various forms of soft law initiative and self-regulation within the enterprise." If this is true, then this could be an example of the transition from hard law to soft law in order to weaken pre-existing standards.

In the social sphere, formally non-obliging rules have arisen due to an open method of coordination. Although the soft law of the EU has no formal sanctions and is not subject to prosecution, it uses optional goals and guidelines to amend social policies, relying on the dissemination of norms through discourse, discussion, training and networks to encourage them to comply. "Soft" law is used because of social policies and social security standards are especially important for governments and have always been the exclusive domain of national legislatures. States are very reluctant to transfer their competence in these matters, especially where there is no pre-existing formula or agreed standards. The EU cannot insist on uniform measures, but must provide an easy and quick opportunity to review norms and goals.

The increasing use of soft law can be explained by three more reasons. First, "soft" law is all that states can do in some situations. International organizations, in which a significant part of modern rule-making takes place, as a rule, do not have the right to adopt obligatory texts. Secondly, optional texts serve to avoid internal political battles in connection with their further mandatory way of "legalization", since they do not need to be ratified, as is the case with the treaties. Thirdly, "soft" law can create the appearance of states reacting to a problem when they are under public pressure.

Conclusion

From the point of view of state practice, it seems obvious that resolutions, codes of conduct, conference declarations and similar documents are not legal acts in their pure form, soft or hard, although they are usually somehow connected with the law or lead to it. States and other entities, as a rule, develop and agree legally non-obligatory documents openly and knowingly. They make a conscious decision about whether the text will be legally obligatory or not. In other words, for practitioners there is a binary system in which an instrument is introduced as a law or as a non-law. Non-law can be politically or morally obligatory, and expectations can be extremely strong regarding compliance with the rules contained in the document, but the difference is between a legally obligatory document and a document. Although a huge number of resolutions and other optional texts include normative declarations, soft law is not a normative legal act (law) or a formal source of norms. Such documents may express a trend or stage in the formulation of a contract or custom, but law does not have a sliding scale of obligation. Therefore, it can be recognized as an additional source of law, which

contributes to the main sources, as well as under certain conditions to penetrate into the main sources.

Significant appeal to non-obligatory norms and their observance may constitute progress in international relations. Ongoing relations between states and other entities, deepening and changing as they become globalized, create a climate that can weaken the perceived need to include all expectations among the states in official legal documents. Not all arrangements in a business, district, or family are formalized, but are often governed by informal social norms and voluntary, non-contractual arrangements and obligations. Optional norms or informal social norms can, in certain cases, be quite effective and offer a flexible and effective way to streamline responses to common problems. They are not a normative legal act (law) and should not be in order to influence behavior in the desired way.

The growing complexity of the international legal system is reflected in the growing variety of forms of obligations undertaken to regulate the behavior of states and non-state actors in connection with the ever-growing number of transnational problems. Various international entities create and implement a number of international obligations, some of which are legal in nature, while others are contained in non-obligatory documents. The absence of a mandatory form can reduce 22 options for enforcement in the short term (i.e., the absence of a trial), but this does not deny that there may be sincere and deeply rooted expectations of compliance with the norms contained in an non-obligatory form.

There is no such a “recipe” for success that would ensure an effective resolution of international problems and conflicts. Although there may be certain factors that appear to affect the behavior of the state and non-state actors, the determinants of implementation, compliance, and effectiveness differ in one subject area and for one legal document. Ultimately, this issue focuses on how to prevent and resolve conflicts and promote international justice. Ultimately, the international legal system appears to be a complex, dynamic network of interconnections between hard and soft law, legal norms that are given more or less priority, national and international regulation and various institutions seeking to promote the rule of law.

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Specialization And Development Prioritiesbranches Of The Republic Of Crimea

Prof.Dr. Tsohla Svetlana YURIEVNA

Assoc.Prof. Pavlenko Irina GENNADIEVNA

ZhuravliovaArina ANATOLIEVNA

V.I. Vernadsky Crimean Federal University

ABSTRACT

The article demonstrates the resources and performance indices of the Republic of Crimea and characterizes the specifics of the regional economic development; additionally, it describes within the cluster approach to the sectorial development of the industries.

Key words: specialization, development, priorities, sectorial economy, Republic of Crimea, instruments, potential, cluster approach, territorial development, self-development.

The transition to a sustainable and qualitatively new type of economic growth is the main prospect of the domestic economy. The solution to this problem in practice requires an in-depth theoretical and methodological study of the aspects of a complex and multifaceted phenomenon, that is economic growth in modern conditions. The problems of economic growth are relevant both for the state as a whole and for regional enterprises. This is due to a number of significant circumstances: economic growth is an indispensable condition for social and economic progress, it increases the level and quality of life of the population, in addition economic growth is the foundation of economic development and the basis of economic independence [2, p. 12].

In the modern economy there is an increasing role of regions in ensuring the country's social development. Successful implementation of a development strategy requires the improvement of tools for managing regional economic processes. In this regard it becomes necessary to form an effective economy, taking into account the potential for economic growth.

Favorable climatic conditions, access to the sea, the presence of natural-recreational and cultural-historical potential, agricultural capacity provide the prerequisites for the growth of indicators of the socio-economic situation of the region.

Since the Republic of Crimea became part of the Russian Federation, a balanced policy has been implemented in its territory, which aimed at creating a fundamentally new approach

to ensuring the quality of life for the residents of Crimea, and at introducing effective and comfortable conditions for doing business.

Transformational changes in the regional economy are influenced by many factors, among which the production potential is of decisive importance. E.V. Gonyukova believes that «the achievement of the necessary production growth and improving the welfare of the population of the territories depends on the state of the regional economy and possible qualitative and quantitative changes» [1, p. 35]. According to V. A. Kiseleva, «the purpose of the functioning of the economic system is to ensure economic growth on the basis of the optimal and efficient use of resources that society has at every given moment, since any economic system (including the regional one) is open, the functioning of which is determined by its initial state, changes in the characteristics of its elements and structure, the relationship between them, as well as external control and disturbing influences» [3, p. 98].

Each region forms its own policy based on a certain type of resource provision, which affects the efficiency of the development of the territory.

The Republic of Crimea has a high economic potential for the production of competitive products in the Russian and international markets. Among the factors influencing the formation of the current state of the economy of the Republic are the geographical location, historical background, the availability of raw materials and labor. The 2030 Strategy for the Socio-Economic Development of the Republic of Crimea states that «the sectors of specialization of the economy are the sanatorium-resort and tourist complex, food production, winemaking, fishing, production of inorganic chemistry products (soda, salt, titanium dioxide), shipbuilding» [5, p. 8]. The composition of priority activities at the regional level such as agriculture, recreation and tourism is focused on existing industries that are traditionally implemented in the region, and based on the formed economic conditions and the system of inter-territorial division of labor. Crimea is declared a territory of innovation with a faster pace of the socio-economic development, the formation of qualitatively new standards of living for the population. Consequently, the determinants of the development of the region should be considered the natural potential, the capacity of the branches of the economic complex and innovative projects.

Having examined the dynamics and results of industrial production, we consider the state of the economy of the Republic of Crimea and the promising factors of economic growth (table 1).

Table 1 - Dynamics and structure of the gross regional product of the Republic of Crimea by type of economic activity

Sectoral structure of GRP	2014	2015	2016	Changes 2016 incomparison with 2014
Gross regional product, million rubles	189439,2	265970,6	315918,5	126479,3
Structure by type of economic activity,%				
Agriculture, huntingandforestry	23,2	15,9	13,3	- 9,9
Fishery, fishfarming	0,0	0,2	0,1	0,1
Mining	5,7	2,8	2,2	-3,5
Manufacturing	8,9	8,9	9,1	0,2
Production and distribution of electricity, gas and water	7,3	7,5	6,6	-0,7
Construction	7,5	2,1	3,0	-4,5
Wholesale and retail trade;vehicle repair, household products repair	11,4	15,7	15,3	3,9
Hotels and restaurants	2,0	2,4	3,0	1,0
Transport and communication	7,3	9,5	8,8	1,5
Financialservices	0,0	0,3	0,4	0,4
Real estate and rental services	2,9	9,6	11,5	8,6
Public administration and military security; social insurance	7,4	8,3	10,9	2,5
Education	4,9	4,7	4,5	-0,4
Healthandsocialservices	10,0	9,5	8,8	-1,2
The provision of other utility, social and personal services	1,5	2,6	2,5	1,0

* Compiled by the authors according to [7, p. 71]

The data in the table 1 indicate a significant increase in the volume of GRP from 189439.2 million rubles up to 315918.5 million rubles for the period under review and a decrease in the share of agriculture in its structure. Occupying 13.2% of the GRP structure the agricultural sector itself is not only historically and economically significant for the Republic of Crimea, but also it has prospects for the sustainable development of the peninsula, as

evidenced by the dynamics of gross agricultural production (Fig. 1).

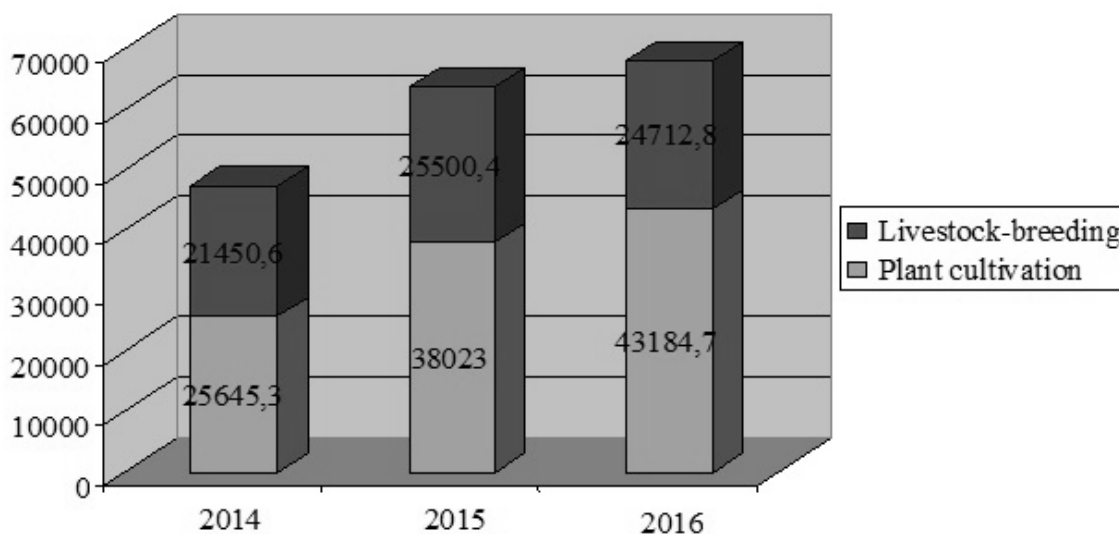


Figure 1 - Dynamics of agricultural production in the Republic of Crimea, million rubles

In general, the volume of agricultural production in the Republic increased at current prices by 20,801.5 million rubles or 44.2% for the period 2014-2016. However, in comparable prices, positive dynamics was achieved only in 2016, when the production index amounted to 102.8% compared to the previous year. For comparison, in 2014 this indicator was equal to 97.8%, in 2015 - 93.4%.

The retail turnover was formed by trading organizations and individual entrepreneurs selling goods outside the market by 82.1%. A third of the goods at the consumer market of the Republic of Crimea which is saturated with food products in sufficient quantity and assortment are local producers.

The main objective of the development of the transport complex of the Republic of Crimea is the formation of a sustainable transport system that can satisfy the needs of the population, business and tourists in transport services.

The dynamics of the level of the gross regional product of the Republic of Crimea has the following factors:

- The accession of Crimea to the Russian Federation led to an increase of prices and wages in the region, which at the unchanged level of consumption yielded a «technical» increase in GRP by 30-40%.

- In the region there is a significant share of the shadow business associated with the tourism sector, which brings a large cash flow to Crimea, comparable to the volumes of industrial production sales. At the same time, one part of these revenues is generated in the shadow sector related to the services sector, and another part of the money from tourism is placed on the support and development of the infrastructure of the services sector.

- The low level of economic development occurred due to the degradation during the post-Soviet period, which caused the decline in agricultural production, outdated tourism infrastructure, and poor industrial development.

Based on the data of human resources demand in the region provided by the State Employment Center of the Republic of Crimea «Employment Center», the agricultural sector occupies only 3.97%, whereas in 2012 this indicator was 8.99%. (Table 2)

Table 2 - the Dynamics and proportion of the need for employees of agricultural enterprises of the Republic of Crimea*

Indicators	2008	2009	2010	2011	2012	2015	016
Total, people	3368	2561	2767	3277	3027	8168	0385
Agriculture, forestry and fisheries, people	224	158	180	210	272	335	12
The proportion of total demand,%	6,65	6,17	6,51	6,41	8,99	4,10	,97

* Compiled by the authors according to [7]

The strategic objective of the development of the Crimean economy is the stimulation of innovative activities and development of the agro-industrial complex. For this purpose, an inter-district project has been developed and is being implemented - the creation of an agro-industrial and food cluster by 2020, combining the resources of organizations in certain areas, urban districts and other territories [5, p. 106]. A multidisciplinary cluster will ensure the interaction and cooperation of agricultural organizations, the food industry and related industries, research centers, educational institutions in order to develop the region's agro-industrial complex, as well as the increase of productivity and innovative activity of enterprises.

The sector of tourism and recreation is indicated as a prioritized one and as a growth industry of the Republic of Crimea [6, p. 83]. Considering the potential of the tourist and recreational complex of Crimea, it should be noted that it combines rich natural, recreational, historical and cultural resources for organizing varied services for vacationers. Also it determines the specialization of the resort regions: Southern and Western - climatotherapy, balneotherapy, mud therapy; Central - climatotherapy and balneotherapy; Eastern - climatotherapy and mud therapy, Northern - mud therapy.

According to statistics, the number of vacationers tends to increase with a slight deviation: in 2015 - 4 million 598 thousand tourists (21% higher than the previous year), in 2016 - 5 million 574 thousand tourists (respectively higher by 21, 2%), in 2017 - 5 million 395 thousand tourists (3.2% lower), for January-March 2018 - 269.5 thousand tourists, (10.7% higher than the same period in 2017 years) [8]. At the same time, the sanatorium complex of the Republic of Crimea has 767 accommodation facilities with a capacity of 156.5 thousand places, which are represented by institutions providing sanatorium-resort treatment services, wellness services and temporary accommodation services. At the same time, 142 sanatorium-resorts and 112 hotel establishments are intended for year-round functioning in Crimea and this is not enough to realize the potential of the resort and tourist area of the Republic of Crimea. The occupancy rate of these institutions in 2015 amounted to 33.9% and in 2017 to 37.2%. The strategic documents for the development of the territory determine the gradual achievement of the average annual occupancy rate of sanatorium, resort and hotel facilities: in 2020 - 40%, in 2026 - 50%, in 2030 - 60% [5, p. 179]. The average occupancy of accommodation facilities varies by month of the year, which convincingly proves the negative impact of seasonality and uneven activity of industry institutions (Fig. 2).

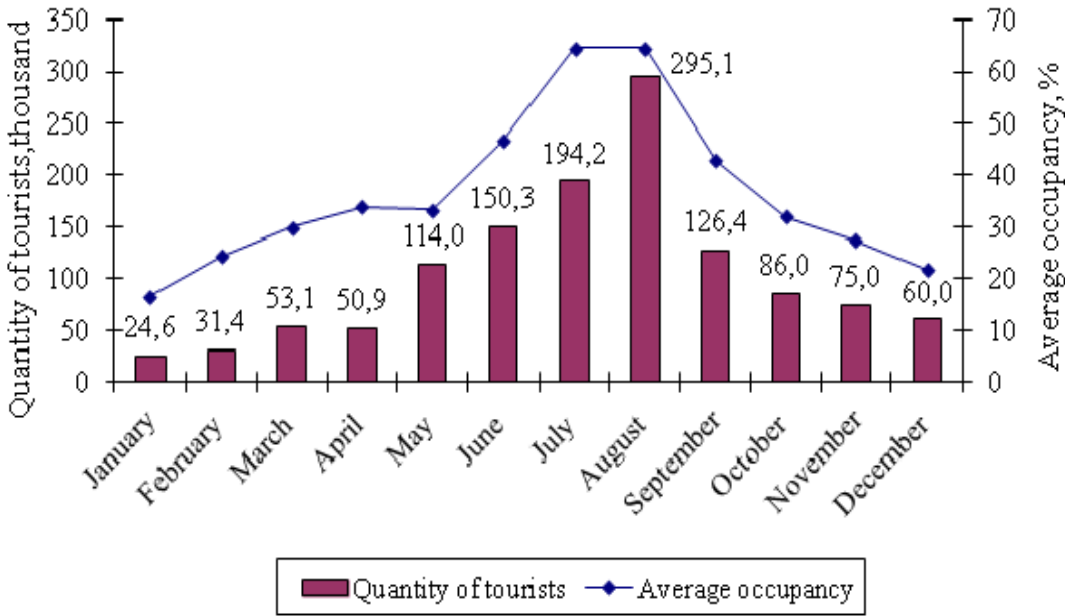


Figure 2 - Dynamics of the number of tourists and the average occupancy of accommodation in the Crimea by months in 2017

Based on the opinion that the key factors in the development of the area of sanatorium and resort services are new service technologies and the expansion of the range of services, it is necessary to diversify the tourist product and sanatorium and resort service, focusing on various market segments. Outlining the priorities in the content of rest, first of all, it is necessary to determine such forms that attach to the values of culture and spirituality.

Implementation of short-stay programs for tourists to conduct thematic excursions of cultural and historical heritage sites and natural monuments (for example, weekend tours) will attract tourists to the Crimea during the off-season and will expand inter-regional cooperation. Low prices for accommodation and transportation services can be crucial when deciding on a tourist trip.

Among the strategic tasks, the development of the infrastructure of the sanatorium-resort and tourist complex, the formation of an accessible and comfortable tourist environment and the removal of infrastructure restrictions in the period 2017-2020 were highlighted. The forecast values of the target indicators in the strategic direction «Tourism and health resort treatment» are presented in the table 3.

Table 3 - Forecasted values of the targets in the strategic direction «Tourism and health resort treatment» *

Target Name	2015 (fact)	2020	2026	2030
Tourist flow, millionpeople	4,6	7,7	8,5	10,0
The average annual occupancy rate of sanatorium and resort and hotel facilities,%	33,9	40,0	50,0	60,0
Number of beds in year-round accommodation facilities, thousand units	63,4	78,0	117,0	156,0
Share growth of well-maintained beaches, in% relation to 2016	-	20	35	55

* Source [5, p. 81]

The necessary conditions for innovative development are the use of advanced technologies, the development of scientific and technical potential, the implementation of innovative projects, the use of the advantages of the cluster approach to organizing industries and complexes, the widespread introduction of information and communication technologies

in the field of tourism and recreation. Since 2015, the creation and functioning of five tourist-recreational clusters has been carried out in the Republic of Crimea:

1) the cluster "Children's recreation and rehabilitation" (Evpatoria) - the creation of the infrastructure of a national center for family rehabilitation;

2) the cluster "Health and Wellness" (Saki) - the creation of the infrastructure of the mud spa;

3) the cluster in the area of Lake Chokraskoye (Leninsky district, Kurortnoye settlement) - the creation of the infrastructure of a balneological health-improving complex;

4) the cluster "Black Sea" (Black Sea district) - the creation of a center for the development of extreme, archaeological and caravanning tourism;

5) the cluster "Koktebel" (urban village Koktebel) - the creation of a center for active tourism.

Given the current socio-economic situation and the available resource potential in the Crimean region, a cluster option is being implemented when creating a program for the development of regional tourism, which assumes the creation of conditions for stable economic growth. As a result, the task of implementing regional tourism policy in its social and economic components is being solved.

The Ministry of Economic Development of the Republic of Crimea is working on the creation of seven clusters, including medical, agro-industrial biotechnological, IT-cluster, tourist, creative, shipbuilding and chemical clusters in accordance with the Strategy for the socio-economic development of the Republic of Crimea until 2030 [5].

It should be noted that the development of the economy of the Republic of Crimea has a number of constraining factors, including the low transport accessibility of the region; high dependence of Crimean manufacturers on supplies of raw materials and components, sanctions policy.

Creating comfortable conditions for the activities of business entities and increasing the entrepreneurial potential are the most important tasks on the path of sustainable development of the Republic of Crimea.

An important factor in assessing the conditions for entrepreneurial activity is the presence of a certain credit mechanism focused on the development of entrepreneurship.

Given the current political situation, today the dominant position in working with entrepreneurs is occupied by RNKB Bank and JSC Genbank.

The financial resources that are needed to replenish the current assets of Crimean entrepreneurs are not easily accessible due to high interest rates, the absence of collateral property of small and medium-sized enterprises, and the lack of a sufficient number of banking institutions.

Today measures are being taken to create the necessary conditions for a comfortable business development in the Republic of Crimea. State programs and road maps are being implemented to promote the development of entrepreneurial, innovative and investment activities. Also the newest economic regulation measurements are planned for implementation, and as a result, an increase in the number of registered companies is expected.

The Republic of Crimea is a unique and strategically important region of the Russian Federation. Tourism and sanatorium potential, mineral reserves, shipbuilding capacities, and developing industries allow the region to take a leading position in the level of investment attractiveness.

The republic has developed a set of measures to create a favorable business climate, a competitive environment and support of the initiatives of business representatives. The formation and promotion of the image of the Republic of Crimea as an open region favorable for investment activities is carried out as part of information support for small and medium-sized enterprises via Internet resources.

Thus, when determining the priorities for the development of the economy of the Republic of Crimea, the area that have favorable prerequisites for development such as agriculture, tourism and recreation, are taken as the basis. The main prospective development is determined by the stimulation of innovation and the transition of the regional economy to a development model based on the creation, implementation and distribution of innovative goods and services. For priority sectors of the economy, the formation of clusters as industrial, technological, organizational and economic combinations in the region is determined by the process of innovative self-development of the economy. Increasing the region's innovative potential will allow to qualitatively improve the remaining elements of the production potential: intensification of innovative activity increases the efficiency of using the resource component of the economic system of Crimea.

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Formation of Strategic Priorities of Socio-Economic Development of the Economy of the Republic of Crimea

Prof. Dr. Tsohla Svetlana YURIEVNA

Assoc. Prof. Pavlenko Irina GENNADIEVNA

Zhuravliova Arina ANATOLIEVNA

V.I. Vernadsky Crimean Federal University

The article demonstrates the resources and performance indices of the Republic of Crimea and characterizes the specifics of the regional economic development; additionally, it describes within the cluster approach to the sectorial development of the industries.

Key words: specialization, development, priorities, sectorial economy, Republic of Crimea, instruments, potential, cluster approach, territorial development, self-development.

In the modern economy, there is an increasing role of regions in ensuring the country's social development. Successful implementation of a development strategy requires the improvement of tools for managing regional economic processes. In this regard, there is a need for the formation of an effective economy, taking into consideration the potential for economic growth. Favorable climatic conditions, access to the sea, natural-recreational, cultural-historical and agricultural resources provide prerequisites for the socio-economic growth of the region.

Since the Republic of Crimea became part of the Russian Federation, a balanced policy has been implemented in its territory, which aimed at creating a fundamentally new approach to ensuring the quality of life for the residents of Crimea, and at introducing effective and comfortable conditions for doing business.

The Crimea has a high economic potential for the production of competitive products for the Russian and international markets. Factors that are influencing the current state of the economy of the Republic are the geographical location, historical background, the availability of raw materials and human capital. The 2030 Strategy for the Socio-Economic Development of the Republic of Crimea states that «the economy is specializing on the areas of tourism, agriculture, food production, winemaking, fishing, production of chemical products (soda, salt, titanium dioxide), shipbuilding». The prioritized activities at the regional level - agriculture, recreation and tourism – are focused on existing industries that are traditionally implemented in the region, based on the economic conditions and the system of inter-territorial division of labor. The Crimea was declared to be a territory of innovation with a fast-paced socio-economic

development and high living standards for the local population. Therefore natural resources, production capacity and innovative projects should be considered as the ones that determine the development of the region.

The dynamics of the level of the gross regional product of the Republic of Crimea has the following factors:

- The accession of Crimea to the Russian Federation led to an increase of prices and wages in the region, which at the unchanged level of consumption yielded a “technical” increase in GRP by 30-40%.

- In the region there is a significant share of the shadow business associated with the tourism sector, which brings a large cash flow to Crimea, comparable to the volumes of industrial production sales. At the same time, one part of these revenues is generated in the shadow sector related to the services sector, and another part of the money from tourism is placed on the support and development of the infrastructure of the services sector.

- The low level of economic development occurred due to the degradation during the post-Soviet period, which caused the decline in agricultural production, outdated tourism infrastructure, and poor industrial development.

Based on the data of human resources demand in the region provided by the State Employment Center of the Republic of Crimea «Employment Center», the agricultural sector occupies only 3.97%, whereas in 2012 this indicator was 8.99%.

The strategic objective of the development of the Crimean economy is the stimulation of innovative activities and development of the agro-industrial complex. For this purpose, an inter-district project has been developed and is being implemented - the creation of an agro-industrial and food cluster by 2020, combining the resources of organizations in certain areas, urban districts and other territories [5, p. 106]. A multidisciplinary cluster will ensure the interaction and cooperation of agricultural organizations, the food industry and related industries, research centers, educational institutions in order to develop the region's agro-industrial complex, as well as the increase of productivity and innovative activity of enterprises.

The sector of tourism and recreation is indicated as a prioritized one and as a growth industry of the Republic of Crimea. Considering the potential of the tourist and recreational complex of Crimea, it should be noted that it combines rich natural, recreational, historical and cultural resources for organizing varied services for vacationers. Also it determines the specialization of the resort regions: Southern and Western - climatotherapy, balneotherapy, mud therapy; Central - climatotherapy and balneotherapy; Eastern - climatotherapy and mud therapy, Northern - mud therapy.

In accordance with the Strategy for the Socio-Economic Development of the Republic of Crimea until 2030, the Ministry of Economic Development of the Republic of Crimea is working on the creation of seven clusters, including the medical, agro-industrial biotechnological, IT-cluster, tourism, creative, shipbuilding and chemical clusters.

The financial resources that are needed to replenish the current assets of Crimean entrepreneurs are not easily accessible due to high interest rates, the absence of collateral property of small and medium-sized enterprises, and the lack of a sufficient number of banking institutions.

Today measures are being taken to create the necessary conditions for a comfortable business development in the Republic of Crimea. State programs and road maps are being implemented to promote the development of entrepreneurial, innovative and investment activities. Also the newest economic regulation measurements are planned for implementation, and as a result, an increase in the number of registered companies is expected.

The Republic of Crimea is a unique and strategically important region of the Russian Federation. Tourism and sanatorium potential, mineral reserves, shipbuilding capacities, and developing industries allow the region to take a leading position in the level of investment attractiveness. The republic has developed a set of measures to create a favorable business climate, a competitive environment and support of the initiatives of business representatives. The formation and promotion of the image of the Republic of Crimea as an open region favorable for investment activities is carried out as part of information support for small and medium-sized enterprises via Internet resources.

When determining the priorities for the development of the economy of the Republic of Crimea, the sectors having favorable preconditions for development are taken as the basis - the agricultural sector, tourism and recreation. The basis of development is the stimulation of innovation and the transition of the regional economy to a development model based on the creation, implementation and distribution of innovative goods and services. For priority sectors of the economy, the formation of clusters as industrial, technological, organizational and economic combinations in the region is determined by the process of innovative development of the economy. An increase in the region's innovative potential will make it possible to improve the remaining elements of the production potential significantly: intensification of innovative activity increases the efficiency of using the resource component of the economic system of the Crimea.

Keywords: Specialization, Development, Priorities, Sectorial Economy, Republic of Crimea, Instruments, Potential, Cluster Approach, Territorial Development, Self-development.

Regulatory Technologies as an Alternative to Legal Regulation

Assoc.Prof.Dr. Andrey VERSHITSKY

V.I. Vernadsky Crimean Federal University
vershitsky@gmail.com

ABSTRACT

The world practice proves that regulatory reform in many countries is one of the most important directions in effective public administration reform; and it also promotes entrepreneurship development. Changing the architecture of state regulatory policy is one of the priorities in carrying out the structural reforms necessary to achieve economic growth rates above the global average. The results of the research show that the use of new digital technologies for regulatory purposes and replacing rules, regulations written in a natural legal language, computer algorithms and regulatory programs is actively tested in some foreign countries and is currently relevant. For this purpose, regulatory technology tools, risks and benefits of implementing regulatory technologies are structured in the paper. The analysis of regulatory technologies using regulatory quality criteria and possible implementation strategies is presented in the paper.

Keywords: regulatory technologies, business regulation, regulation quality.

The concept of a new public management is based on assumption that an emphasis on results makes institutions work better, at full capacity, increasing efficiency and improving the quality of their own functions. Today, there are technological capabilities that can facilitate the process of generating and analyzing information, communications. Modern technology is changing society, entrepreneurship and the state.

The concept of “regulatory technologies” (RegTech) has become recently popular and identifies new regulatory technologies designed to ensure prompt and effective implementation of mandatory requirements and proactive authorized intervention in the activities of controlled entities [1, 2]. At the same time, from the position of regulated companies, trust in the regulatory framework and development of innovative control schemes is increasing. Ultimately, this results in increasing effectiveness of regulatory bodies whose task is to determine the most effective strategy for such a transformation. According to Juniper Research, RegTech global spending will be increased by 40% and exceed \$ 115 billion by 2023 [2].

Almost all RegTech modes use analytics, artificial intelligence (AI), block chain (distributed registry technology), Internet of things (IoT) and other new technologies to perform their functions. The fourth industrial revolution is associated with a high degree of uncertainty and unpredictability of global economic processes [3], currently regulatory technologies are

under active development and an increasing number of startups are involved in their development.

The purpose of this research is to analyze the methods and consequences of using regulatory technologies and identify promising areas for their development to improve the quality of regulation.

RegTech appeared as a result of 2007-2008 financial crisis, due to insufficient control by banks' regulators, who issued loans to customers with poor credit history. The response to the crisis was the tightening of regulatory requirements, and the banking sector created a need for innovations that facilitate compliance with regulatory requirements. Currently, RegTech is developing in three dimensions [2]:

- based on rules (the most stringent approach, presuming detailed rules, transparency and strict ordering of registration of operations),
- based on principles (a more flexible approach, aimed at expanding the dialogue between regulatory bodies and business entities),
- based on understanding (is considered as the most flexible, information is distributed easily and can be influenced by both regulatory authorities and companies using advanced analytics and AI).

Different states or regions may use one of the dimensions or a mixed approach depending on different practical issues.

A rule-based approach has the highest compliance costs for all stakeholders. The principles-based approach provides some flexibility and freedom in interpreting standards, which is important in the context of rapid adaptation, scalability and improvement of organizations. However, RegTech developers are faced with great difficulties in developing solutions that have the desired flexibility and freedom. An understanding based approach is designed to reduce the contradictions between the parties involved. At the same time, regulatory structures will focus more on real-time data and the expansion of experiments in controlled environments, which is often seen as a way to promote better innovations.

Different governments are experimenting and working out their own approaches to RegTech. So, China is currently leading the world in data driven FinTech and closed payment systems. (Alipay from Alibaba и WeChat Pay from Tencent). The Central Bank of China applies stricter controls to them. The new centralized clearing corporation, China Nets Union Clearing Corporation, controls all payment channels, adjusts reserve ratios for payment platforms and reduces the potential for fraud using QR code payments.

In India, the ambitious “Indian Stack” project is part of a unified software platform, a

project is to bring India’s population into the digital age, and is a comprehensive infrastructure strategy to support financial transformation [2, 4]. His website describes his mission as follows: “IndiaStack is an API suite that allows governments, companies, startups and developers to use India’s unique digital infrastructure to solve India’s complex challenges in providing services without presence, without paper documents” [4]. IndiaStack includes biometric data storage, such as fingerprints of each citizen, which is necessary for cashless payments, a single interface for all banks of the country and Internet wallets, and a system for maintaining security and control of personal data. The Indian Aadhaar system is the basic level of the Indian stack: 1.3 billion people are registered on a voluntary basis to obtain a unique identifier that facilitates access to public services, social benefits, banks, insurance, etc. [5]. The system has already demonstrated its effectiveness and 45% reduction of social payments that did not reach the target recipients was fixed in the country [2]. Regulatory technologies can make regulation more flexible and accurate and provides the regulator with more accurate real-time information. However, like any other form of innovation, new technologies are associated with risks that are currently poorly studied [1, 2] (table 1).

Table 1 - Risks and benefits of regulatory technology

Direction	Risks	RegTech Influence
Simplified Compliance	Currently, the result is regulated, not the process of activity. The internal organization of the enterprise is not taken into account, the report submitted and compliance with the requirements of the legislation are important. Regulated entities carry the risk of interpreting the rules and introducing a system to enforce them.	Regulatory technology can facilitate compliance. The regulatory body can write the rules in a machine-readable language, in the form of an algorithm, or create ready-made software products and applications. This is aimed at reducing the possibility of making wrong decision for regulated organizations.
	They can do this on their own or seek legal advice and / or contact the regulatory authority. Compliance is ultimately assessed by the courts.	

Providing regulatory flexibility	When changing the regulation rules, each subject makes an independent decision on the implementation methods, updating their own systems and software.	Regulatory software can simplify the process. Adaptation to regulatory changes may be provided by installing a software update.
Improving control accuracy	Legal regulation can sometimes be ambiguous, and sometimes controversial. Computer code is more accurate and formalized compared to natural language.	Translating rules into computer code will make the rules more accurate. Replacing ambiguous legal terms with the exact meaning of a computer code can change the meaning and, as it becomes more precise, the variability of the rule is narrowed.
More accurate real-time information.	Digital reporting can change the type and speed of reporting to the regulator	RegTech can provide the regulator with access to information, since it is quickly registered within regulated organizations and immediately accessible.
Data Based Analysis	There is a risk in the data provided by the regulated organizations, however, it is difficult to identify it online and notify the regulator and the regulated organizations about the problems that arise.	Based on machine learning, one can easily and quickly control possible risks. This leads to a profound transformation of the regulatory approach and opens the way for personalized regulatory interventions.
Standardization and System Risk	Each regulated organization is currently developing its own understanding of how to comply with regulatory requirements. The current rules allow for varying interpretations that are equally legitimate.	If regulated organizations use strictly standardized technology, then consistency increases. However, there is a risk that regulated entities will become increasingly similar, leading to systemic problems.
Technological	Specialists in computer science are	It is difficult to clearly predict how

risks	rarely familiar with the scope and subtleties of legal terms.	regulatory technologies will interact with the regulatory system.
The role of technology providers	Software development may be the responsibility of the regulator or the regulated side.	It is more likely that regulatory technology will introduce a new type of participant into the regulatory environment - RegTech enterprises.

In the laws and regulations within the framework of the traditional regulatory model, “officials require market participants to disclose information to regulatory authorities and the general public in order to effectively regulate the financial industry. However, mandatory disclosure of information allows for the potential provision of fake data or reluctance to provide information, as regulated participants usually have significant incentives to evade regulation [6, P. 8]. Such a “downward” financial supervision system contrasts regulators with regulated ones. Technologically oriented regulation introduces fundamental changes to the existing regulatory model based on automated data collection, endogenous technological regulation and real-time dynamic regulation. In particular, the optimal design of the technological regulation mechanism includes not only real-time access to dynamic data, but also direct feedback, timely instruction and control in real time using technical means, even anticipating potential problems and thereby preventing them on the basis of warning signals and historical experience [6].

From the point of view of computer science, an automated translation of reporting rules into a machine-readable and executable form is possible, which can be used to create software that creates and retrieves data if necessary. Such software has the regulatory advantages discussed above. At the same time, regulated entities may no longer submit reports as the regulator receives data on operations. The regulator can even use software with the functionality of a “smart contract”, which identifies violations, makes proposals for sanctions and, possibly, even automatically writes fines. Regulatory software gains access to records of all transactions conducted by regulated organizations. In this case, software can be developed that autonomously analyzes transactions as they are recorded. In addition to transaction records, regulatory software can track other data, such as e-mail and voice communications, carried out by employees of regulated organizations and determine the risk as it arises (in the world practice there is experience in analyzing such data to identify crisis phenomena) [1]. At the same time, regulators and regulated organizations will be able to identify and solve problems at an earlier stage than it is now.

When considering how new technologies can be integrated into regulation, the criteria

for the quality of regulation must be taken into account (Figure 1).

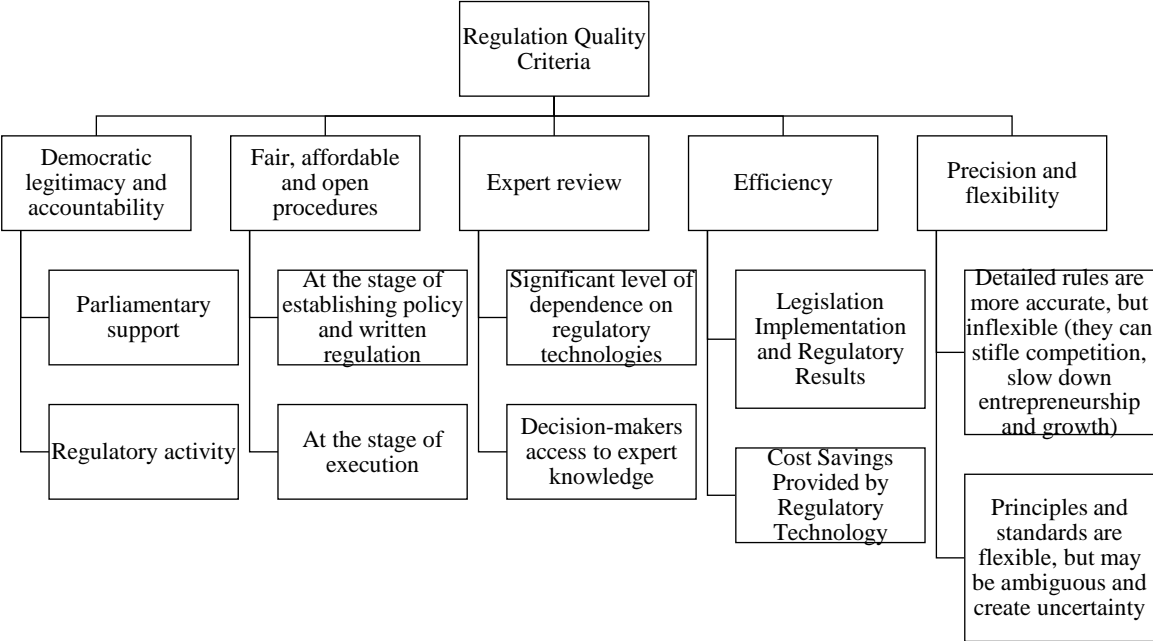


Figure 1 - Regulation Quality Criteria [7]

Quality assurance and its requirements pose special problems for integrating regulatory technologies into existing regulation. There are many regulatory strategies and the optimal choice lies somewhere between control and freedom. Governments can either impose sanctioned rules or provide enterprises with self-regulatory opportunities. There are three principal variants:

- team regulation (consists of monitoring certain results by imposing sanctions in cases where desired results are not achieved),
- self-regulatory approach (based on market mechanisms and independent regulation of regulated organizations);
- meta-regulation (state supervision of self-regulatory mechanisms) [2, 6].

In command regulation, the government issues rules and develops sanctions through laws and regulations, and the regulatory body ensures compliance. The regime that came into effect after the financial crisis can be largely characterized as a command regime. The government may oversee the development, maintenance and updating of technology. However, team regulation is considered costly for both the government and regulated entities. The government needs to write the appropriate rules, and develop an enforcement mechanism and technology at the operational level. The regulator needs to have sufficient resources, experience

necessary for adequate oversight of the operational aspects of the process. In the second case (self-regulatory approaches), it is assumed that regulated entities are more likely to comply with the rules that they created themselves, and that such rules will be more targeted, which will facilitate their application. Both the advantages and disadvantages of self-regulation are applicable to the regulation technology of this type. Meta-regulation is intermediate between command regulation with a high level of government participation and self-regulation with a minimum level of government participation. The regulatory body delegates risk control to the regulated organizations, giving them primary responsibility for risk management systems, while the regulatory body audits, monitors and stimulates systems. The regulatory body will not develop or maintain regulatory software, but will monitor and verify its production.

RegTech is committed to introducing and using technologies that help organizations better understand and comply with regulatory requirements. In a broad sense, RegTech refers to regulators that take advantage of technological innovations aimed at synchronizing with the digital and automated sectors of the economy, which ultimately produce technological solutions to optimize and improve regulatory processes.

Conclusions. Technological innovations “destroy” not only markets, but also regulatory systems. There is a problem between innovation and regulation, i.e. innovation develops faster than current regulation do. RegTech provides regulators with an excellent opportunity to react to risks and promises significant benefits in terms of increasing efficiency and reducing the risk of individual errors and responsibilities. Regulators that need more details and precision when working with aggregation and data analysis are currently exploring the RegTech possibilities and creating technological regulation.

Regulatory technologies provide an effective basis for moving towards a proportional approach based on risk assessment, backed by effective data management and market surveillance. Data and information is the core of RegTech, which defines how regulators should use effective tools to collect and analyze data in depth to facilitate effective regulation.

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Problems of Solving Ideological Threats in the Context Globalization

Tashbekova Mokhira Khasanovna

PhD student at the National University of Uzbekistan
mohira.tashbekova.1987@gmail.com

ABSTRACT

By the beginning of the 21st century, the interaction between the countries of the world has become so strong that it is safe to say that there is no state that is fully protected from this process. Even countries that do not want to join international organizations and do not want to join them are not indifferent to this process. Globalization is such a process that countries that claim to stay away from it are increasingly exposed to it. Such an unintended consequence often results in negative consequences. Today, the rapidly growing globalization acquires new meaning in the spirituality of each state, nation, nation or humanity. In the development of society, "as with the pros and cons of every social phenomenon, the process of globalization is no exception. At present, its acute and widespread impact can be seen and felt in almost every field. Particularly, the strengthening of integration and cooperation between countries and peoples, the creation of favorable conditions for foreign investment, capital and goods, the free movement of labor, the creation of many new jobs, the rapid spread of modern communications and information technologies, scientific achievements, various values. harmonization on a universal basis, a new level of intercultural dialogue, and increased opportunities for mutual assistance in environmental disasters - naturally. Preference is achieved due to globalization ' But along with these achievements, we must not forget that globalization also poses a moral threat to some peoples' national ideas, ideologies, beliefs and legacy.

Key words: ideological threats, globalization, transformation, geopolitical goals

INTRODUCTION

In today's globalization, the socio-economic development of mankind has changed dramatically. As a result of these changes, a number of topical issues have arisen that affect the world community and determine the future social development of humankind. These problems are called global problems of humanity and it is worthwhile to concentrate the efforts and efforts of all countries to solve them. From global problems, the problem of peace and disarmament is the most universal, because if it is not resolved, the future of life and civilization on Earth will be in dire straits. More than 14,000 wars have been reported in the history of mankind, and unfortunately, military conflicts and tensions still exist in various parts of the planet. But globally, this problem has only been aggravated by the twentieth century, two world wars that have killed more than 70

million people. Currently, the United States, the Russian Federation, the United Kingdom, France, China, India and Pakistan are officially recognized nuclear powers of the world community. War and military conflicts are occurring in different parts of the world. Some countries are in a state of humanitarian catastrophe due to military actions and civil wars. Examples include Syria, Iraq, Libya, Somalia, Afghanistan, South Sudan and other countries.

As a result of the rapid transformation of the information society, “the acceleration of globalization in the 20th century and the formation of universal civilization changed the nature of world ideologies. The absence of a powerful ideology that replaces them, and the changing geopolitical goals, have exacerbated the negative impact of these ideas. In this context, only a nation that has a clear vision of its purpose, a clear understanding of its needs and interests, and its own beliefs and, in a word, will shape its future.” [1] Formed as such a nation, the Uzbek people are always ready to embrace the centuries-old national idea of the youth with the latest technology, self-awareness, respect for national values and aesthetic culture for the future.

MAIN PART: Today, in the process of globalization, the world is stepping up an ideological, ideological struggle - the attempt to divide the world from an ideological point of view. Certainly, in this situation it is our highest duty to strengthen our independence, to ensure its stability, prosperity, peace and future.

President of the Republic of Uzbekistan Sh.Mirziyoev speaks about various attacks against spirituality in the context of globalization: “Today, we are aware of the growing danger of religious extremism, terrorism, drugs, human trafficking, illegal migration, and mass culture” the deeper meaning and significance of these words becomes clear.

The national spiritual and moral foundations of the human heart and mind constantly push him to be honest, pure, educated, serving the people, to contribute to the prosperity and development of the country, to grow as a conscious and free-thinking person.[2]

Therefore, one of the important tasks of our society is to comprehensively explain to the general public the strategy of Uzbekistan on the path of independent development, the goals of the Uzbek people to build a great state, to clearly and clearly understand the role of globalization in the aesthetic culture of society.

In the conditions of globalization, the protection of the people, especially young people, from the moral threats, and the inculcation of the ideas of goodness into their hearts, is being consistently implemented in all spheres of public life. The rational use of effective methods and

means of education, advocacy and propaganda is required at all levels of the education system. Today, President Sh.Mirziyoev expresses his view on globalization as a social life he mentions below: “In the current globalization of new threats, including the dangers of “ mass culture ”and the growing dependence of morality, the dangers of morals and values are of great importance. That is why, in my opinion, the preservation and enrichment of the human spirit, the sources that determine the culture of nations are more important today than ever before” [3]

We are witnessing that Uzbekistan is experiencing a period of national awakening in its independent development, and at the same time, the tension between good and evil in the world is reviving our cultural heritage, national traditions and values. Any ideology is alive and influential only if it takes into account the spiritual needs of the people and their national traditions and way of life. In this regard, the task of the youth in the process of globalization to reform the new aesthetic culture is in the focus of our national ideology. Today the progress of the world has reached such a level that now the ideological struggle and the spiritual potential are at the forefront. Human development is exposed to various threats, and the threats to security and stability, and even to the ruin of their lives, are on the rise. Fight not just weapons, but “ideas against ideas, ideas only against ideas”. The ideological struggle continues in the same society, both within the country and internationally and internationally. Currently, political forces and movements seeking to expand their influence through ideological means are becoming more and more acute. Those who commit such an aggression seek to exploit all means to achieve their evil ends, the religious, national feelings and social and economic difficulties of life. Today, the people are becoming more aware of the destructive goals of certain segments of the population, especially young people, with their own ideas, such as destructive ideas, religious extremism and ideas. These threats are so ingeniously dispersed by various destructive forces in the world that it is able to attract many people every day through its attractive influence. 'Threat' refers to a local, regional, regional social and historical situation that can aggravate a person's life and, in general, to a social structure that has been targeted for a specific purpose during the historical period, undermining the political foundations of the state, and also destroying it [4]

Of course, such destructive ideas will not always have an impact, but if we come to it with confidence, our struggle against this destructive idea will contribute to the further development of our country. Today, the ideological landscape of the world is becoming more and more evident in the work of ideological polygons, which affect the heart and mind of the human being and struggle

against various means. At this stage of development the world is undergoing a very complex and dangerous process. This is explained by changes in the political and ideological landscape of the world, the rise of a new phase of development, and the emergence of ideological and ideological obstacles that undermine democratic development and undermine the stability of society. The great thinker Abu Nasr Farabi (873-950) in preventing ideological threats is that people cannot reach perfection alone. He says that people need to be in touch with others to help them or communicate to each other. In the process, emphasizing the perfection of human qualities, he makes the following remarks: "Man is perfected by virtue, and one who is perfected is considered happy". As our main goal in the fight against ideological threats is to enhance the spirituality of society, we must first of all achieve a deeper integration of national ideas into the minds and hearts of citizens. It is also important to form healthy beliefs in the population, especially in the younger generation, to promote harmonious national and universal values among them. In general, as we continue to work to further improve our citizens' knowledge and thinking, and to enhance our legal culture, we will not be threatened by any threats.

Therefore, in the process of studying the scientific and spiritual heritage of our great ancestors, who are born in our country, it is necessary not only to achieve scientific goals, but also to prioritize the interests of spiritual education. We need to reach such a level that our young people not only learn about the rich heritage of our ancestors, but also actively participate in the global promotion of them. As a result, the feeling of boundless pride and pride in our young people becomes stronger. It is well-known that the sense of pride in one's homeland paves the way for the formation of high spirituality in the human heart. Today, we realize that fighting against them is an urgent task for each of us. This is because ideological threats are manifested in the attempt to inculcate destructive ideas of certain groups of the population, especially young people, in ways that they like, religious extremism and immorality. Lately, there has been an increase in Internet-related abuses and misuse of the global network. As a result, misleading electronic publications and videos are becoming more common. Misleading people are skillfully using the Internet to lure young people into their traps. Identifying themselves as "close friends" or "guides" is misleading young people. In fact, they have no knowledge of religion or Sharia, and do not go beyond repeating what they have learned from the beginning. On the other hand, they are unaware that this ignorance is dragging others to the bottom of the cliff, and that someone is drumming. They first talk about

religion, religion, worship, and paradise with all sorts of attractive words, and lead astray young people to the point of ruin.

Islamic teachings condemn corruption, spreading panic, hostility and conspiracies in people's hearts. It is well known that in recent years there have been sects and sects that have embraced religion. They are attempting to destabilize the society, to cause civilian violence, and to commit crimes such as corruption and unjust bloodshed in society. [5]

In the process of globalization, it is necessary to pay special attention to a number of the following aspects when protecting people, especially young people, from the effects of various ideological attacks. In particular, to be vigilant, alert and vigilant against ideological threats. To promote healthy lifestyles among the youth, to form their moral education, to work in partnership with the family-makhalla educational institution to develop such noble qualities as patriotism, humanism, kindness and honor in the minds of young people. Do not become a host of information attacks at a time when today's information is becoming more intensive. Thus, in the 21st century, in the information warfare, it is more important than ever to protect young people from ideological attacks, to enhance the effectiveness of spiritual and enlightenment activities, to convey the deep analytical information about positive changes in our lives and strengthen their social activity.

Today, the word "globalization" is one of the most commonly used concepts. It is not accidental. After all, this notion combines vital features of the modern era of human and society development, including a rapidly changing and complex reality that is fundamentally different from what human civilization has experienced today. The lexical meaning of the word globalization is understood as the process of international integration, that is, the integration of the population of the world into one social system, the same task. [6]

Regarding the positive and negative impacts of globalization on the economic policies and morals of countries, the well-known Indian statesman Mahatma Gandhi said: "I can't always close the gates and doors of my house because it needs some fresh air. At the same time, I do not want the air coming through my open doors and windows to blow up my house and tear me down"

Therefore, it is clear that in today's globalization, the idea of national independence is a factor in providing our homes, our lives with clean air and at the same time protecting us from hurricanes. The main reason why the process of globalization is becoming more and more rapid in our lives, as the First President noted, is that today the development and prosperity of any state is closely connected not only with its neighbors, but also with other regions and regions of the world.

Absence of any country from this process will not lead to positive results. Globalization is no exception, as each social event has its pros and cons. The positive side of globalization is that it accelerates the convergence of peoples, states, national cultures and economies, and opens up new opportunities for their development. The downside of globalization is that many thousands of minorities, cultures, languages, and rituals of backward ethnic groups and nations are unable to compete with global nations, large national cultures, rich languages, and actively engage in socio-economic development in globalizing processes linguistically-alienated from life. In this context, the task of every conscious citizen is to increase the competitiveness of their nation, for this purpose, to fight for its active policy, significant achievements in the business economy and culture.

For example, Russian philosopher and writer A. Zinovev said at a conference entitled "Vectors of Anti-Globalism": "Globalization is a new world war. It is a new type of world war. I see no other way to survive this war than to resist. Only resistance!".

The world today is at a time when ideological contradictions are becoming more complex and ideological polygons are more powerful than nuclear polygons. The global processes of globalization, acceleration and intensification of information flow, universal technologies are accelerating.

In these circumstances, there are also political forces and movements that seek to extend their influence through ideological means. These are the ideologies of aggressive nationalism and chauvinism, neo-fascism and fundamentalism, racism and religious extremism. As a result, the struggle for the acquisition of the heart and mind of the world is ever increasing.[7]

CONCLUSION

In general, all scholars point out that global change influences cultural identity, especially the younger generation, their consciousness and ideology. The example of white paper that has not yet been written by the brain of the younger generation is pure. What is written in it is revealed. However, they have different opinions about this sphere of influence. It is known that in order to prevent any disease, first of all, the human body is immune to it. We also need to strengthen the ideological immunity of our hearts and minds in order to raise our children with a love for the country, a rich history and a devotion to the sacred religion of our forefathers. Let our young people become people who understand the national identity and at the same time understand the world and bring it up with time. Then, in the ignorant belief, neither the call of the worshipers nor the ideals

of aliens can affect them. Imam Bukhari (810-870) states, "The nature of a child is Islamic (in this case" believable "), and the ideas of how to fill him with his parents and teachers depend on him."

In the context of globalization, the Internet is a new means of communication. In the process of globalization, people will find what they want on the Internet. The Internet can unite or divide many, and it also works aggressively, that is, it is a weapon of ideological warfare, which is called "cyberterrorism" in science.[8]

In fact, globalization in the information industry is a process that offers tremendous opportunities for humanity, for dialogue among people in all parts of the world, for the acquisition of scientific and cultural values. Globally, humanity has to deal with some issues. One of them, in our view, is the cooperation aimed at controlling the pages of terrorism on the Internet. It is interesting to note that not only young people, but also adults, are victims of these web pages because of their inadequate spiritual wealth and their tendency to corrupt ideas. For this purpose, it is advisable for groups, groups known to be terrorist, not to access servers recognized by experts, to take steps to block them. The UN can play a major role in this. Certainly, certain work has been done in this direction and certain international documents have been adopted. But the time has come for the cyberspace to spread to the top of the problem, and to mobilize available resources.

In conclusion, today, ideological threats are taking place in the form of an attempt to inculcate destructive ideas of a particular group of people, especially young people, in their preferred ways, religious extremism and immorality.

It is important to learn to be vigilant, vigilant, and vigilant in the face of ideological threats, and to avoid creating one-sided or false perceptions of the brutal game of complex and dangerous life. For this purpose it is necessary to develop a healthy way of life, to respect national and universal values, to develop a sense of confidence in one's own strength and tomorrow. According to others, globalization poses a serious threat, not in the economic sphere, but in the religious sphere, because globalism and information are combined with the propagation of infidelity at a time when secularism is secular. In others, globalization undermines nation and national identity. Cultural values, including religious values, and lifestyle are also at stake. For academics and policy makers who are inclined toward such an approach, the goal is to maintain cultural identity. The majority of Internet users are now young. Young people are the future of the nation and the state.

Needless to say, it is time to develop a program aimed at promoting a healthy worldview of young people. It is clear to all of us that where neglect and indifference prevail, where spirituality

becomes the weakest and weakest, and where vigilance and diligence prevail, then spirituality becomes a powerful force. Especially nowadays in the international arena it is important to recognize and understand the essence and goals of the policy that various political forces have long pursued in order to achieve their national and strategic plans. In the process of globalization, we must use our national ideas wisely to protect our young people from various moral threats, and ensure that the reforms we make are effective and profitable for every member of society. If we create a social foundation free of moral threats to young people in the development of society, tomorrow our future will be more prosperous, and our young people will become children of happy times. The moral images that occur between them are always intended to promote a new outlook and ideological processes for the future of humanity, and serve as an impetus for the development of pressing issues in the spiritual life of young people.

As President Sh.Mirziyoev notes: "It is more important than ever to pay attention to spirituality and enlightenment, to moral education, to the education and development of young people, when the world is changing rapidly and with the emergence of various new threats and challenges that threaten stability and sustainable development of nations"

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Socialization in a Market Economy

Prof. Dr. Aliyev ORAK

Turan-Astana University, Kazakhstan, Nur-Sultan
aliyevu@mail.ru

Prof. Dr. Himmet KARADAL

Sutbayeva RAIKHAN

Yessenov University, Kazakhstan, Aktau
raikhan.sutbayeva@yu.edu.kz

ABSTRACT

The market economy does not remain unchanged. In the course of development of advanced market economies, social factors have a dominant influence. The impact of the latter covers various areas of the economy, leading to changes in the structure of social needs, types of economic activities and values. There is a development of processes of socialization of the modern economy, transformation of the market economy into a social market economy. As Ludwig Erhard and his supporters prove, the modern market economy is much more social and planned than the centralized socialist economy. These processes contribute to the reinterpretation of previously existing economic categories and the emergence of new ones. Social transformation of the market economy in developed countries has different degrees, but no matter how far the process has gone, it remains a market economy, because there is a mechanism of competition based on free pricing. There are differences in the degree of socialization of the modern market economy, which explains the existence of its national models-Swedish, Japanese, Dutch, German, etc. relations, types and forms of ownership, and problems of their transformation occupy an important place. The issues of credit, financial and tax procedures that ensure the achievement of the main goals of the social market economy are considered. A special place is given to the role of the state, methods and principles of state regulation of the economy. Ensuring the highest possible growth of welfare and living standards of the population is the main goal of the social market economy and the need for an effective system of social protection of the population. The purpose of the study is to find out how to use the concept of social market economy in the model countries in the process of reforming the country's economy, highlight the features of local conditions, develop scientifically based solutions for the revival of the economy, the formation of a truly market environment and the real achievement of a socially oriented economy. The question of the correlation between economic efficiency and social justice remains important in the context of economic socialization. Their coordination depends on spiritual guidelines and moral values, the model of socio-economic structure of society, the availability of political experience in coordinating public interests and the political and business culture of the society. Economic efficiency and social justice cannot be considered as an alternative. Many social factors, including the development of science, education, culture, adequate housing, health, rational employment, and many others contribute to both economic efficiency and social justice. At the same time, saving on social expenditures not only increases the inequality in the distribution of benefits, but also inevitably leads to a decrease in the efficiency of the economy.

Keywords: Social Economy, Social market economy, credit, financial, tax procedures, rational employment

Currently, there are various approaches to justify the choice of ways to develop the national economy in the direction of social orientation. Early works of this kind were sacred religious books, where the divine commandments became the basic rules of human social behavior and they emphasized the common nature of the origin of people and their equality with each other.

Further, if we talk about the gormanization of their own benefit and General, or effectuality and justice, these provisions follow from the purpose of the economic system, where both producers and consumers, society and a specific person, are the main system-forming element in social production. This is the first thing. Secondly, in the conditions of highly developed civilized countries, the coordination of relations between economic, state, and public entities is directed to the harmonization of both economic and other interests.

There are concrete examples in this regard. Sweden is a classic example. The more civilized the society, the more evidence can be found in this country of convergence and the desire to harmonize the interests of the individual and society. It is also appropriate to quote the author of the term «social-market economy» Alfred Müller-Armack, who noted that «social economy is not a network exclusively competition theory; it is rather an ideological concept in the sense that social-market economy is a coordination between the spheres of life represented by the market, the state, and social groups. Its base is both sociological and economic. It is a dialectical concept that social goals play the same role as economic goals...» [1].

Here it should be noted that this author identifies the concepts, purpose and essence of social market economy. The goal is always specific and presented as the end result of a given economy, whereas the essence includes the goal and the way to achieve it.

The «Freiberg school», represented by scientists V. Oiken, Alfred Müller-Armack, L. Erhard and others, made a contribution to the theory of socially-oriented market economy from the position of revealing the individual and their totality. However it is necessary to solve these same issues from the position of the General individual and separate.

Labor relations, employment issues, labor market regulation, and food security issues are of great social significance in the process of economic socialization. The processes of ensuring the highest possible standard of living and the existence of an effective system of social protection of the population are characteristic features of a socially oriented market economy. It includes social security, social guarantees, social assistance, and social insurance. Social economic policy, as well as its antipode - liberal, is implemented in society, in the system of public institutions and

mechanisms. It is known that society is a complex intertwining of various kinds of relations, which include: economic, political, cultural relations, and all of them are also social. However, economic relations are the Foundation of these relations. Economic theory as a scientific branch studies various aspects of people's economic relations.

The economy, as a set of economic relations that arise between people in the process of reproduction, determines the economic system of the state. The study of social Economics is important for many of its participants: consumers, entrepreneurs, government employees, etc. Knowledge of trends in the functioning of the social economy makes it possible to plan income and expenses more effectively, to develop optimal behavior in conditions of inflation and unemployment.

«The study of social Economics is of great theoretical and practical importance. The categories and principles, laws of the social economy reflect the deep processes of social development. Economic training provides knowledge of complex interrelations of modern economy, economic and social processes» [2].

Economic knowledge contributes to the development of correct socio-economic policies. The most important provisions, conclusions and recommendations of economic science are at the heart of the socio-economic policy of developed countries. Socio-economic policy is an activity aimed at finding solutions to social and economic problems and determining mechanisms for their implementation. It is formed taking into account General economic patterns of development and specific conditions.

U. Baimuratov, in his works, defines social economy as «an economy that meets the reasonable material and spiritual needs of the absolute majority of the population». He writes that «the social economy is at least the stage of development of the economic system, which is characterized by the formation of the middle class — the basis of the social economy».

U. Baimuratov defines the social economy as a new stage of dialectical development of the economy, where the middle class of society should occupy an important place. «The middle class is a set of social strata of the population that occupy an intermediate position in the stratification system of society between the lower class, the poor population and the upper class, the etc. rich» [3].

The emergence and development of the middle class as an economic «strata» of society associated with the development of the economic system, emergence of market-oriented

management tools and the further development of the legal system, which defines the «field» activities of the middle class, the stability of the political system, the stability of the economy.

A characteristic feature of the social economy is that the system of social and economic relations is determined by the variety of existing forms of ownership, freedom of economic activity, competition, but is limited by a strong state social policy, which is based on the principle of ensuring a high standard of living for the population, guarantees of social protection based on a high level of development of the national economy.

This characteristic corresponds to the fact that the functioning of the social economy is carried out in a market environment, both in developed countries and in countries with economies in transition [4]. The formation of a social economy is based on achieving sustainable development, implementing a fair income policy, seriously reducing poverty, ensuring employment, improving the structure of labor organization and social insurance system, and providing reasonable social support to the population.

The problem of scientific and practical justification of new models of economic development, which should be based both on the principles of market organization and on the Foundation of social relations that have developed historically and are fixed traditionally, legally and culturally, includes the definition of the relationship of various methodological approaches [5].

The social economy is characterized by the organization of the economic and social order. T.V. Yuryeva defines the economic and social order this way [6]:

- the economic order is the rules governing the organizational structure of the economy, the processes occurring in it, as well as the set of institutions responsible for managing it and giving the economy a certain organizational form;
- social order is a set of institutions and norms that determine the social status of citizens and individual groups of the population, as well as social relations between members of society.

It is known that in any democratic state there is always a need to ensure the free development of each individual. And the means for this is a dynamically functioning social economy based on intensive, innovative development and effective use of the human factor. At the same time, the socialization of the economy takes place with the active participation of the state. This means that it is the relationship of social partnership between classes and social groups that defines the concept of a social state.

The social state is characterized by equal legal relations between citizens and the state: the state provides a high standard of living, and citizens create material wealth for themselves and for the entire society, and thus ensure their material well-being.

Social market economy, as a new economic direction, is reflected at the junction of two Sciences — Economics and sociology. At the same time, social Economics is also connected with other branches of science, such as philosophy, political science, cultural studies, psychology, labor Economics, labor sociology, etc. The main tasks of the social economy should be considered:

- comprehensive study of the interdependent relations of the economy and social life of society;
- justification of the mechanism of interaction between economic and social processes;
- identification and study of the human role in the system of socio-economic relations.

The Central link that unites economic and social processes is the human being. At the same time, the human factor is an important condition for economic development. This determines the similarity of the main features of the economic systems of different States built on the principles of social orientation of economic processes.

These features also determine the quantitative assessment of the socialization of the economy of a particular state. These include:

- high economic potential expressed in the growth rate of the economy;
- real GDP growth rate per capita;
- high level of income;
- relative price stability and low inflation;
- stability of the national currency;
- guarantee of social protection of the population;
- legal protection of private property;
- free enterprise;
- compliance with the principle of social justice in distribution relations;
- the existence of highly organized social infrastructure;
- active social policy of the state.

These indicators can also serve as a basis for determining the criteria and characteristics of economic socialization and effective social policy. Social policy is defined as government actions aimed at distributing and redistributing income among various groups of society.

Social policy is one of the directions of macroeconomic regulation designed to ensure social stability of society and create the same starting conditions for all citizens of the country. The implementation of social policy by the state is carried out through the adoption of targeted programs for specific strategic goals.

At the present stage, there has been a change not only in the content of social policy, but also in the expansion of its objects of influence. The direct object of influence today is the living conditions of almost all demographic and social categories.

Therefore, a significant place is occupied not only by the redistribution of income, but also by the implementation of new directions for providing social services, regulating employment, wages, etc. The main directions of social policy are [7]:

- creating conditions for labor activity, regulating employment, improving the labor qualities of employees. In this case the object is the entire economically active population;
- direct income support through the social security system. In this case, the object is the most needy, economically vulnerable segments of the population;
- personal development, health maintenance, improvement of the cultural level, the provision of services through the system of social infrastructure.

In this case, the target is all segments of the population. In most countries, social policy is implemented through various programs, including: social insurance programs, state aid programs. Economic policy is designed to correctly focus on solving common economic and social problems.

In modern conditions, methods of state regulation of socio-economic processes include [8]:

- administrative methods that relate mainly to antitrust policy;
- economic methods consisting of a number of the following measures: direct regulation of socio-economic processes through the implementation of state targeted programs;
- budget financing of the economy and social sphere;
- public procurement; organization of reproduction processes in the public sector;
- indirect regulation through tax and price policy and all other forms of macroeconomic regulation;
- social methods that include: state social security;
- guarantee of social assistance to the needy segments of the population;
- guaranteed minimum wage, pensions, and benefits;

- redistribution of income in order to implement the principle of social justice and meet General social needs.

These methods of state regulation of the social sphere are interrelated and subordinate to a single task—to ensure effective economic development and increase the standard of living of the population. In countries with a socially oriented market economy, the functions of the state are to create the legal basis for the formation of a social economy. Based on the constitutional provisions, the legislature passes laws that create the legal basis for the social orientation of economic growth. The Executive power takes measures to create mechanisms for implementing legislation on the formation of a socially oriented economy.

Thus, the social economy is defined as a management system that ensures the achievement of socially oriented economic growth while simultaneously achieving economically oriented social development. This definition clearly shows the role of the individual human factor and the social factor. Therefore, the Central link in the relationship between the economy and social life should be recognized as a person with his steadily growing needs. These considerations provide the basis for determining the real economic needs and actions of the «public man» (the «social man») a person who lives in society and acts according to the laws of public life) as a socio-economic person, and such a person himself — as a «socio-economic» person. This approach to the definition of a person in his economic and economic activity makes it possible to «socialization» this activity through social relations that arise between economic and consuming people, i.e. in the process of social reproduction [9].

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Role of Dr. B. R. Ambedkar In Social Inclusion of Marginalised Sections in the Indian Society (in Special Reference to Dalits)

Dr. Meenakshi Bansal

Faculty, Dept. of Political Science
J.V.M.G.R.R. College, Charkhi Dadri, Haryana
Email Id: meenakshibansal0601@gmail.com

ABSTRACT

Social inclusion of diversified sections specially the marginalised ones has emerged as one of the biggest challenge to keep our nation integrate and intact. Literally, social inclusion can be defined as inclusion of different sections in the mainstream of society. To ensure the amalgamation of every sections of the society in a unified one, various policies are required. Without highlighting the role of Dr. Ambedkar in the social inclusion of marginalised sections in Indian Society, the topic would remain incomplete. He was the one who strongly advocated the better status for Dalit. The present paper aims to study the role of Dr. B. R. Ambedkar in the social inclusion of marginalised sections in Indian Society (in special reference to Dalit). The research methodology is explanatory in nature and for data collection, secondary data has been collected from various journals, books, websites and many others. The analysis of the findings highlighted that Ambedkar selflessly worked for the social upliftment of dalits and also provided them improved condition by ensuring provision in the constitution of India.

Keywords: Ambedkar, Dalit, Marginalised Sections, Social Inclusion.

Introduction

Human society is made up of human beings. There are various reasons behind the formation of society such as for protection, to ensure continuity, lineage, etc. Society exists because of its humans. There are various types of society. If we look through gender lens then, there are patriarchal society and matriarchal society. If we look through economic lens then, there are developed, developing and underdeveloped societies. Similarly, there are many other types of societies.

In Indian Society, things are different than western culture and societies. In India, society is made up of caste system. This caste system is just like a root of our society which is present since ancient times. There are enough evidences such as Ved, Purans, ManuSamriti which throw light on the existence of caste system in Indian culture. Basically, in caste system, human society is divided into four on the basis of their caste which is decided since birth. The four castes are Brahamn, Shatriya, Vaishya and Shudras. The most pitiful part of this caste system is untouchability. Actually, in this system Brahamn are the supreme and most respected followed by

Shatriya and Vaishya. Unfortunately, Shudras are regarded as untouchables and were forced to live an inhuman life.

On the basis of caste system, these Shudras were also fall into marginalised sections. This section of society did not have any access to facilities, temples and freedom. As we know, after a deep dawn, the sunrise becomes more visible. Similarly was the fate of these marginalised sections. After their long dawn of sufferings and pain, a new morning came in the form of social reformers who stressed on their social inclusion.

Literally, social inclusion can be defined as inclusion of different sections in the mainstream of society. For living a life of equality and to ensure the amalgamation of every sections of the society in a unified one, social inclusion is required. Without highlighting the role of Dr. Ambedkar in the social inclusion of marginalised sections in Indian Society, the topic would remain incomplete.

Ambedkar is one of the biggest contributors to Indian freedom struggle, formation of Indian Constitution and Indian Politics both before and after independence. He himself belonged to the untouchable caste system. The bitter experiences of his childhood and treatment while getting education shaped his vision towards marginalised section of Indian Society. He advocated that human are equal. As stated in the Article 1 of the Declaration of Human Rights of UNO that “All human beings are born...equal in dignity and rights.” It is wrong to differentiate human beings on the basis of caste system. Moreover, he also said that is it actually wrong to call them Shudras or people of low caste. He stressed that social inclusion of Dalit into mainstream of society is prominent. He was the one who strongly advocated the better status for Dalit. Through this paper, the author has try to study this in elaborate manner

Literature Review

The author has review the vast range of available literature on Ambedkar and his role is social inculsion of dalits. Here, some of them are discussed below:

Dr. Jay Lakshmi (2014) in her research work ‘Relevance of Ambedkar's Contributions in the Upliftment of Modern Days Dalits and Women’ focussed on Ambedkar’s views on Dalits and women. The author highlighted that he may be regarded as the God Father of Dalits in true sense as he immensely worked for the betterment of Dalits and by including several provisions for them in Indian Constitution, he has proved this statement correct.

Khalil Ahmed (2015) in his study 'Ambedkar's Idea of Social Democracy and Quest for Distributive Justice' analysed the vision of B. R. Ambedkar regarding Indian democracy particularly social democracy. Ahmed found out that for Ambedkar, Social democracy is the means and justice is the end. This research gives closer and analytical insight into the thoughts of Ambedkar.

Reddy, K. (2013) studied "The Ambedkar - led Dalit movement with an anthropological perspective. He observes that the mission of Ambedkar was aimed at bringing about radical transformation in the living conditions of millions of his community who had been condemned for many centuries to live degraded and dehumanized lives."

After going through the literature available, the author has come to the point that more systematic study needed to be done on the role of Dr. B. R. Ambedkar in the social inclusion of marginalised sections in Indian Society. Here, the author has tried the same with her paper.

Objective

The present paper aims to study the role of Dr. B. R. Ambedkar in the social inclusion of marginalised sections in Indian Society (in special reference to Dalit).

Research Methodology

The research methodology is explanatory in nature and for data collection, secondary data has been collected from various journals, books, websites and many others.

Analysis

Role of Dr. B. R. Ambedkar in the social inclusion of marginalised sections in Indian Society (in special reference to Dalit)

The role of Ambedkar in the betterment of Dalit and making them part of Indian society can be understood with the help of following points:

- *In Giving Respectable Name:* In Indian Society, Dalits are called by various other names such as Dasyu, Dasa, Atisudra, Panchama, Tirukulattar, Adikarnataka, Adi Dravida, Schedule Caste (SC) etc. Regardless of these entire names, Ambedkar termed them as "Depressed Class" only. (Dr V. Basil Hans, 2012) This shows that Ambedkar has played key role in giving more respectable name to them which is free from any kind of bias and only based on their contemporary situation. As the term depressed class clearly denoted that they are depressed and also suppressed by others.

- *“Educate, Organise and Agitate:* This was the clarion call given by Dr. Baba Saheb Ambedkar to Dalits. He wanted the people of this section to get education and then organise. Both steps would give them strength to agitate and fight for their rights which is necessary. Unfortunately, “Voices of dalit children highlighting their experiences of exclusion, discrimination and untouchability have been reported in many studies and even government reports. Reservation system also needs overhauling to suit the dynamics of the times.” (Dr V. Basil Hans, 2012)

- *Role in inclusion of provisions for Dalits in Indian Constitution:* Ambedkar played a significant role in inclusion of provisions for Dalits in Indian Constitution. “The constitutional text prepared by him provides constitutional guarantees and protection with a wide range of civil liberties for all the Indian citizens. The Constitution of India classifies Dalits as Scheduled Castes (SCs). Several Articles in the Indian Constitution are framed to minimize this discrimination of the Dalits. The articles provide equal status to Dalits with other segments of society, abolishment of untouchability and discrimination against them.”(Mokshagundam, Preethi August 23,2016)

- *Role as a social reformer:* Ambedkar has played the role of social reformer also. As Arakeri (2013) highlighted that “observes that after the Buddha it was Ambedkar who could achieve a remarkable and reasonable victory in his endeavor to solve this problem and to guide the downtrodden masses in their effort to resolve the problem of untouchability.”

- *Role in underlining the importance of social democracy:* He underlined the significance of social democracy in Indian society and stresses that “Political democracy could only thrive if joined with ‘social democracy.’ Over sixty years after the ratification of the Constitution, the contradiction Ambedkar foresaw continues to affect the lives of many of India’s Dalits.”(Mehta, Purvi 2013)

Conclusion

The analysis of the findings highlighted that Ambedkar selflessly worked for the social upliftment of Dalit and also provided them improved condition by ensuring provision in the constitution of India. He was the one who actually devoted his life for the betterment of Dalit. He went through the pain of being untouchables that is why he understood the grounded realities and always focussed on solutions of the menace presented at bottom level. India truly needs people like him to create a society of equality and humanity because human society without the quality of humanity is just like a person without oxygen to survive.

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Financial Literacy- the essential skill to enhance well being of the students (A review of earlier studies)

Dr.Suresh KUMAR

Research Scholar, Centre for Adult & Continuing Education, Pondicherry University

Dr.Meenakshi BANSAL

ABSTRACT

Financial Literacy refers to the essential knowledge on finance and required skills to obtain and manage the income and other sources of finance. To make a solid and best financial decision, he might have good financial capabilities. Past studies reveal that India is in the level of poor on Financial Literacy. The surveys conducted earlier by the researchers, scholars and institutions provide the data that less number of youth, students only have the financial knowledge to manage the money. According to Standard & Poor's global financial literacy survey India which ranks second of the world's population almost 76% of its adult population haven't aware of fundamental financial concepts. Recent years, the Government of India through its various agencies like RBI, SEBI, NABARD, State Bank of *India*, etc have been trying to provide *financial Education* and *financial literacy* to its citizens *in* the last few years. Without making the people financially educated, the dream of making India –Digital Economy and Cashless cannot be fulfilled. Considering these facts, it is very essential to make sufficient interventions to educate the adults especially school students, college and university students in the matters related to finance in order to equip their financial skills entire life by making best and opt financial decision. This paper focuses on the review of past studies made on Financial Literacy. This present study covers the literature on Financial literacy, Financial Education, determinants of financial literacy, financial inclusion, financial- knowledge, Attitude& Behavior, Financial management.

KEYWORDS: Financial literacy, Financial-knowledge, Attitude & Behavior, Financial Education, Financial management, financial inclusion, determinants of financial literacy, Parental and peer influence on financial literacy.

1. INTRODUCTION

Around the world, every human being learns lot of skills entire life i.e. from birth to death. Everyone tries to obtain such skills which improve their lifestyle. Financial knowledge is one among the skills which switches their life into a bright future. We all know that an individual gets full confident when he could get necessary finance during its acute requirement in life stages. Through the confidence by getting finance, one can do anything boldly and he can act independently without any hesitation.

Every human being know the value of the money earn from a job, business, properties, etc in which ways to be spent, utilized. With proper financial planning, an individual knows how to plan and manage the expenditure by making Personal income statement from the money obtained from savings, time deposits, investments, stocks and other assets and how to utilize them for

necessary such as for children's education, household expenses, insurance premiums, support for parents, relatives, accounts payables, savings, etc.

Financial Literacy is an important component for individual's wellness regarding financial well being for entire life of everyone as well as for a nation's financial stability. Each and everyone know such knowledge on Financing. Proper awareness and understanding of the financial concepts improves their knowledge, behavior and attitude towards finance and equip everyone with all these skills. Lacking of financial skills is widespread around the world. There is a need of knowledge on Financial Education among the students studying in schools-which is the foundation stone of future nation.

Financial Literacy is the essential skill to learn and understand the fundamental financial concepts and to have the possession of finance related knowledge and skills that are required and for beneficial financial planning, successful decisions using the accessible financial resources. It is concern with getting aware on making money, spending, investment and savings for future life.

By the impact of India-OECD Global Symposium on Financial Education- held in 2017 in New Delhi, with the theme on **“Implementing Effective Financial Literacy Policies in a Changing Financial Landscape”**, the Government of India through its various agencies like RBI, SEBI, NABARD, State Bank of *India*, etc have been trying to provide *financial Education* and *financial literacy* to its citizens *in* the last few years. Without making the people financially educated, the dream of making India –Digital Economy and Cashless cannot be fulfilled. According to Standard & Poor's global financial literacy survey, 76% of Indian adults are financially illiterate. It is high alarming to find that the financial literacy level among the people in our country is way behind other countries in the world. Considering these facts, there is a need to realize the importance of financial literacy by making sufficient interventions to educate the adults especially school students, college and university students and to make inform them in the matters related to finance in order to equip their financial skills entire life by making best and opt financial decisions for prosperous future.

2. Objectives of the Paper

To review and summarize the earlier studies carried out among and for the students with the special focus on finance related concepts such as **Financial Literacy, financial Education, determinants of financial literacy, financial inclusion, financial- knowledge, Attitude& Behavior, Financial management.**

To summarize the importance of Financial Literacy among the students to equip their personal financial skills.

3. Methodology

This present study is based on the **Secondary data** gathered from the various research dissertations, thesis, articles, journals and working papers. The review of literature was divided into sub sections such as **Financial Literacy, financial Education, determinants of financial literacy, financial inclusion, financial- knowledge, Attitude& Behavior, Personal Financial management** among the students and provide the reviews with the importance of Financial literacy among the students to improve Personal Financial Skills for prosperous future. .

4. Review of Literature

The following section reviews the earlier literature on Financial Literacy, financial Education, determinants of financial literacy, financial inclusion, financial- knowledge, Attitude& Behavior, Financial management among the Students.

4.1 Financial Literacy

The term ‘Financial Literacy’ has been variably given definition as operational or conceptual in many ways by different organizations and researchers. For conceptual definitions, it has been defined as specific form of knowledge-the skills or ability to apply the knowledge, good financial behavior, perceived knowledge and financial experiences. The definitions on operational consisted of saving, budgeting, investing and borrowing. Thus, we get many definitions of financial literacy by researches.

Alena Opletalová (2015) outlined the importance of financial literacy and economic in Primary and Secondary schools in the Czech Republic. The research findings from the World Bank and in the Czech Republic have shown the household debt in high level while also showing the necessity for higher levels of Financial education. To prevent such developments, the Financial instruction and Financial literacy in schools would be effective tool. The conclusions and findings of the study were gathered through questionnaire survey in Secondary schools and by a strategic documents’ content analysis adopted at both the level of National and international. The researcher described the current status of financial education in Czech schools with the methods of implementation and clearly stated that into the school curriculum, the financial literacy is necessary.

A study conducted by **Ani Caroline Grigion Potrich et al.,(2014)** has as its central axis making a model that explains the financial literacy level of the individual through demographic and socioeconomic variables with the sample consisting 1,400 individuals of Brazil. The data analysis was performed by using multivariate analysis and descriptive statistics techniques. Further, it was found that most respondents were classified as have a low level of financial literacy level. The findings of the researchers confirm the need and urgency for devising the effective actions to minimize the issues of financial literacy. It was particularly suggested that major attempts were undertaken to achieve women have dependent family members and lower income and educational levels.

Annamaria Lusardi and Olivia S. Mitchell (2011) examined the financial literacy in the United States by using new ‘National Financial Capital in which the authors demonstrated that financial literacy is low among women, young and less-educated particularly. Further, African-Americans and Hispanics scored the least on the concepts of financial literacy and all the groups rated well informed on financial matters. The authors showed that the people who scored higher on the questions on financial literacy are more likely to plan for the retirement.

Antonia Grohmann et al., (2015) compiled twelve selective childhood characteristics in new survey study and examined their relation to financial literacy while controlled for established characteristics of socio-demographics. The authors found in mediation analysis that both school and family affects financial literacy of adults. Furthermore, they have found that the school and financial literacy related variables have a direct effect on the financial behavior. They suggested that schooling works and family factors work by complementary channels.

Atkinson and Messy (2011) provides definition for Financial literacy as “a combination of awareness, knowledge, skills, attitude and behaviors necessary to make sound financial decisions and ultimately achieve individual financial wellbeing”

M. Bala Swamy and R. Priya (2017) investigated the financial literacy of the students of Post Graduate Management in Jawaharlal Nehru Technological University Kakinada. The authors employed the technique of stratified random sampling to sample two hundred and three students using questionnaire as research instrument. Their study revealed that the formal education is main source of the students’ financial literacy, by following parents, peers and media and concluded that financial is the highest amongst accounting students following by marketing, banking and finance and the students’ human resource management.

By investigating how financial literacy is problematised, defined and operationalized as part of efforts to control its impediments perceived, a research made by **Charlotta Bay et al., (2014)** on conceptualization of financial literacy. The aim of the study to disentangle the financial literacy's notion from assumption that it was singular capability that, while gained will affect the people' financial practices automatically. The authors drew on current development in New literacy studies and on its division into ideological definitional and autonomous of literacy. The study demonstrated that financial literacy merely does not refer to the character trait that the researcher found lacking among marginalized actors in the society.

Kutlu Ergun (2018) analysed financial literacy level among the university students in Germany, Estonia, Italy, Poland, Netherlands, Russian Federation, Romania and Turkey with the purpose of his study to determine the financial literacy level and to find out relationship between demographic characteristics and financial knowledge of the students by using online survey instrument to collect data. He used Logistic regression to analyse of impact of characteristics of demographic on financial literacy. His results represented a medium level of Financial literacy on personal finance and the results indicated the business major students, male students, PhD students, students who had financial course before, students who obtain advice on financial matters through their friends, students who live in rental houses and the students from Poland are knowledgeable on personal finance.

Prof. Sobhesh Kumar Agarwall et al., (2012) attempted a study to understand the level of financial literacy among the three important demographic groups, retire and students, young working adults in India. The striking conclusion of the study is that financial knowledge is very poor in India by global standards even due to poor numeracy and poor performance of the system of Indian Primary Education as documented in studies. The students' low level of financial knowledge which depends on learning outcomes of the students rather than on experience in matters of finance, also reflects academic outcomes poor. The result of the study has been somewhat benign outcome for retirees current generation in terms of choice of savings vehicles and adequacy of savings. The authors concluded that in India, there is a need for more research on financial literacy and suggested that the results need to be supplemented with methodologies, longitudinal studies and experiments, such as focus group interviews.

4.2 Personal Financial Management

Considering that Financial Literacy is part of education for Secondary School students and the appropriate management of individual finance creates preconditions for quality life and successful, the authors **Jaroslav Belás, et al., (2016)** examined the financial literacy level of students of Commercial Academies in Slovakia and Czech Republic. Their results confirmed that the process of learning in both countries has reserves. Regarding the savings, the average value of correct answers was 21.33% in the Czech Republic and 16.33% in Slovakia, which can be categorized as very low. Their research was importantly more extensive and demonstrated that the extremity of interest in the system of socio-economic is low and the students are not motivated adequately to be proactive. So, they proposed to create large numbers of rooms for intense use of teaching methods in advance to improve the students' application skills.

Mohamad Fazli Sabri and Maurice MacDonald (2010) analyzed the relationship of financial problems and savings behavior to financial literacy amongst the college students in Malaysia. Sample students from 11 colleges and universities who had knowledge of higher financial test scores were likely to report saving behavior and reported financial problems. The influence of financial socialization agents and financial problems childhood consumer experience were mixed and indicated that before college, financial experience might create poor attitudes or bad habits towards financial management that was mitigated during college through financial education. Implications of the findings of the study to target financial education among the students.

Mohd Rahim Ariffin, Zunaidah Sulong and Amalina Abdullah (2017) carried out a study with the objective for determination the financial literacy level and perception of students towards saving behavior. The researchers collected data using the self administered questionnaire among 192 respondents from the students of undergraduate enrolled for the degree of business administration programme in University of Putra Malaysia. The findings of the study showed that parental socialization, saving behavior and peer influence had correlations positively with financial literacy, but self control had negative correlation. The authors concluded that each students needs to know about more knowledge with personal financial management and strategies to increase attitudes positively on saving behavior.

Subarna Bir J.B.R. (2016) disclosed several findings through this study by making contributions for the literature of financial management research. The findings confirmed that not

financial knowledge, financial attitudes of the employees who recently graduated is essential in influencing the practices of their financial management. The practices of financial management were found to be influenced significantly by financial attitudes positive, stronger the background of family's finance and longer the job experience. It was revealed that out of many demographic variables put to examine, the financial background of the family and work experiences of recently graduated employees; and the practices of financial management were variables influencing significantly with financial status of their satisfaction. Through the findings of the study, it was concluded that financial counselors, organizations employing recent graduates, financial educators and most importantly to the employees belong to categories themselves, etc.

The behavior of Personal financial management is an important activity for achieving financial welfare. Considering the themes, the authors **Twenty Mariza Syafitri** and **Fitri Santi (2017)** conducted a study to test direct effect of self control and money attitude on personal financial management behavior and to test mild effect of self control on effect of personal financial management behavior and money attitude with the sample of 134 undergraduate and 109 post graduate students of faculty of Economic and Business, Bengkulu University. The results of the research revealed that the direct effect of self control and money attitude have influence significantly on personal financial management behavior of the students. Further, self-control does not have moderate effect on personal financial management behavior and money attitude of among the students in Bengkulu University.

4.3 Financial Education

Aisa Amagir et al., (2018) have provided through the study carried out that financial education can improve the children's and adolescents' financial literacy level in schools and enhance the capabilities. There are some indicators regarding to three components of definition of financial literacy, financial education programs on school-based might improve the financial knowledge and attitudes of children and adolescents. The retention results of the study proved to be small and measured short term effects. Through the available evidences of the study suggested that the programs of financial education in colleges and secondary schools would be effective in reducing gender gap. The findings of the study support that financial literacy education should start in elementary schools as early as and should be repeated in colleges and secondary schools. Further,

they concluded that financial literacy education must be compulsory in school curriculum to ensure continuous learning.

Boukje Compen et al.,(2018) examined the elements important to the effective (TPD) Teacher Professional Development in Financial Literacy Education by a systematic literature review. By proposing a revised presentation of an existing general TPD model, they provided a Theoretical underpinning for literature review. Their results provided the insight into learning goals in financial literacy education among the students, the teaching behavior, the required quality and the contextual factors which play a role. Moreover, their findings suggested the lack of studies that investigate systematically whether and how the initiatives of TPD strengthen the effect of Financial Education among the students' financial literacy.

Diego Bellini et al., (2019) focused their study on mathematical competencies which needed for professional and educational tasks to enhance the talents. Their findings suggested the essentiality for considering sub dimensions of competence in mathematics to fill gap amongst the students in domains of mathematical competence and the results held promise to future research. It gives to the teachers useful elements to target interventions for enhancing the speed of children's learning. The findings of the study show gender effect and positive correlation between the actual school performance among the students during the academic year and the scores of Mathematical Competence Scale (MCS). The MCS allows reading of teaching – learning process in perspective of sustainable development and psychology of sustainability and helps the teachers to sustain the talents of students through numeracy skills.

The research of **Gosaitse E. Solomon et al., (2018)** reveals that the financial literacy level in both developed and developing countries are very low among the people of all ages. Through their study, the reprehensible state of affair has contradictory implications on the well-being of the populace, as evidenced by increased lower saving, indebtedness, poor planning for retirement, and making of many poor personal financial decisions. At secondary school level in Botswana and literature published on the subject of Personal Financial Literacy (PFL), they have analyzed the business subjects' curriculum. Further, they found that there is a need to offer PFL to learners in School system and exists a gap in the area. Furthermore, they discussed the benefits of personal financial education and concluded by recommending that a mandatory PFL subject in Secondary school curriculum in Botswana.

Kaiser and Menkhoff (2019) have shown through their studies that the financial

education impacts financial behavior and financial knowledge and evidence suggested that financial education have important positive externalities such positive effects on financial knowledge of teachers and parents and recent experiments showed that financial education has an effect on inter temporal decision making among the youth and children, leading to consistent and patient inter temporal choices. They proved that the financial education improves understandings of financial affairs.

4.4 Financial Knowledge

Ágnes Csiszárík-Kocsir Habil and János Varga (2019) analyzed the events of crisis which highlighted the fact that by not having stable financial knowledge is very hard to navigate in the markets of globalized finance. Stable financial knowledge is important for the products of finance to avoid the crisis in next. The authors provided that the role of education system is not answerable in all levels to consolidate and acquire this knowledge, but the central banks and banks have essential role in the work as well. The aim of the study was to present the results of questionnaire survey conducted in the Hungarian higher education.

Christian Königsheim et al., (2017) conducted a survey among 1700 customers of German retail bank to find that bothe risk tolerance and financial knowledge are positiveley correlated to use financial services digitally with the likelihood and the age, gender and education influenced additionally. Further, they found that the individuals who prefered traaditional solution in banking required higher compensaation for switch to digital service than customers retail bank which they interpreted as evidence for central role of risk preferences and financial knowledge. Their results have implications for both the digital financial service providers and traditional banks.

Hana Tomaskova, et al.,(2011) addressed the current issue of Financial Literacy at international level and trend suggested that increasing the population knowledge level in this direction will be more useful. The researchers analysed that financial literacy is set of skills and knowledge necessary for people to secure themselves financially and to behave actively in market of financial services and products. The survey proved that the citizens who financially literate are well versed in issues of prices and money, and are able to manage their individual budget responsibly. Further, their survey focused on mapping the knowledge of financial markets of students and the key problems found by the consumers were distinguished and methodologically described.

I Wayan Nuka Lantara and Ni Ketut Rai Kartini (2016) investigated the level of financial literacy of the students in Indonesia with demographic factors such as age, gender, education level, marital status, study discipline, work experience and income. The findings of the research indicated that the level of financial literacy tends to be low compared to that found in earlier empirical studies for case of Australia and the US. Through the findings of the study, the authors suggested that there is a need for efforts in university curricula for improving the skills and knowledge of university students, especially in personal finance which is useful for managing personal finances and finding jobs, also for Indonesian people generally to help and to make reasonable financial decisions.

The Organisation for Economic Co-operation and Development (**OECD, 2016**) - an international organisation that works to build better policies for better lives defines financial knowledge in terms of the understanding of financial concepts and risks that would provide the skills and motivation to make effective financial decisions.

4.5 Financial Behavior

Amer Azlan Abdul Jamal et al., (2015) examined the effect of financial literacy on savings behavior social influence specifically amongst the Malaysian young adults (students of university and college in Kota Kinabalu Sabah, Malaysia). The authors attempted to identify factors that affect behavior of savings through reports from government and private agencies of mismatch between household debt and savings in Malaysia moreover increasing debt problems amongst the Malaysian young adults. The study has expanded the literatures of financial planning specifically on study of relationships between financial literacy, social influence, savings behavior and attitude of young adults, especially the students from higher learning institutions. The study found that both peer and family have a significant and positive influence in creating the saving behavior among young adults. The findings of the study suggested that financial education must be provided at Primary and Secondary levels in order to have sufficient financial knowledge so that enable to manage debt and income efficiently.

Ani Caroline Grigion Potrich and Kelmara Mendes Vieira (2018) aimed to develop a model to identify the integrate effects of financial literacy on behavioral factors: compulsive buying, materialism and propensity to indebtedness by investigating 2487 individuals in Brazil. The main findings of their study showed that the financial literacy's impact on compulsive buying behavior was great of direct relationships proposed, along with the total effect of financial literacy

on behavioral aspects. They have concluded the research that Financial Literacy has significant impacts than the other academic studies, by the academic point of view, the main focus has been identifying its impact on other behaviors.

Daniel Fernandes et al., (2014) conducted a Meta Analysis of relationship of financial education and financial literacy to behaviors covering of 168 from prior studies 201. They found that with weaker effects in the samples of low-income, only 0.1% of variance of financial behaviors studied through the interventions to improve the financial literacy explanations. The authors conducted three empirical studies and found that financial literacy's partial effects dramatically diminished while one controls for mental traits that were omitted in earlier research and as studied the financial education has serious limitations that masked in correlation studies by the apparently larger effects. The authors concluded their study with the discussion of characteristics of behaviors that affects policy makers' mix of choice architecture, financial education and regulation as instruments to help the consumers financial behavior.

Leonore Riitsalu and Rein Murakas (2019) studied by constructing financial well-being score in quantitative survey data from Estonia as arithmetic mean of four statements on a 5point scale. They tested four hypotheses in multiple regression analysis and found that the subjective knowledge has stronger relation with the financial well being than the knowledge of objective. Further, they correlated the income level and Financial behavior score with financial well-being. They contributed to literature on subjective financial knowledge, financial literacy and financial well-being. In their results, they highlighted the importance of sound behavior and subjective knowledge for improving financial well-being.

Suresh Kumar et al., (2017) found out how financial behavior influences on financial decisions and financial literacy amongst the college students. The authors have applied quantitative method with the sample of 337 as respondents took from the students of President University and applied convenience sampling technique. The results of the research showed that there is a significant relation between financial behavior and financial literacy and from financial decision to financial behavior. The authors recommended to add variables such religion, culture and race to have deep understanding on financial behavior for its implication to the students on financial decision.

To assess the level of financial behaviour students and to examine whether the financial behaviour differs based on the level of students family income, the study conducted by **Dorjana**

Nano & Teuta Llukani (2015) resulted as ‘students show almost a good financial behaviour which differs based on household income. Students with low or middle family income are revealed to show better financial behaviour in comparison with those who reported to have high level of family income’.

4.6 Financial Attitude

With the purpose to build and compare models for assessing the financial literacy of public and private university students in Southern Brazil, the researchers **Ani Caroline Grigion Potrich et al.,(2016)** investigated a random sample of 534 students in those universities. The findings of their study indicated that the scales for attitude and behavior in the model estimation stage have been reduced. The best adjusted model among all of the estimated models indicated that financial attitude and financial knowledge have the impacts on financial behavior positive.

As vast number of studies investigated the succession processes, research has failed to reveal why and how family firms opt specific forms of financing for success related expenditures. Considering these status, **Christian Koropp et al., (2013)** conducted a study empirically and conceptually to investigate financing successfully. Through their study, they introduced a conceptual framework that investigated reasons behind the owner-manager’s aim to use debt for financing successfully. Especially, their model accounted for succession-related general and personal factors. They also included firm specific behavioral controls for financing in our research. Their study results highlighted financial attitudes, knowledge, succession planning and succession experience as specific determinants of owner-managers usage intentions in debt.

4.7 Financial Inclusion

To deliver financial services and facilities, there is an acute requirement of financial inclusion to the people in equitable and transparent manner in the affordable cost. **Sanjukta Kumari (2009)** defined the objective as “The financial inclusion provides business opportunity for the financial institution at the bottom of the pyramid tot expands the volume of the business. Profitability can be only be increased by finding newer avenues for deployment of funds.” Further, by the data collected, the researcher found that there is a vast prevalent of financial exclusion and the poor in the society could not be able to access financial services adequately from organized financial system, hence an imperative need to change the financial and credit services system to attain greater financial inclusion

Kumar and Ranganath, (2012) conducted a research to describe the future prospective of financial inclusions in India and explained how the Technology play vital role for its application. In their study, they have given a caution here to serve our poor villagers, our need is “Technology with a human touch” the banks must take care extra to ensure that poor people are not driven away by banking so the Technology interfaces are unfriendly.

To explore the initiative taken in India to overcome the barriers on financial inclusion and the role of financial inclusion for economic development, **Vanishri R. Hundekar (2018)** critically analyzed and found that for uplifting the living standard and for economic growth, the financial inclusions have enough scope. The study has elaborated such financial inclusion initiatives such as No-Frills Account (NFAs), Kisan Credit cards (KCCs), Self Help Group - Bank Led Initiative (SLBP), Business Facilitators (BFs)/Business Correspondents (BCs), Bank branch authorization, Mobile Banking, Kiosk / ATM based banking, Branchless Banking, Aadhaar Enabled payment services, Women SHGs Development Funds.

4.8 Determinants of Financial Literacy

Lereko Rasoaisi and Kalebe M. Kalebe (2015) investigated the financial literacy determinants in Lesotho in Lesotho. The results show that the gender is essential in determining the financial literacy level NUL among the students and the results indicate that none of the male students are more financially knowledgeable than with their female counterparts. This might be due to fact of the male students are with low fear of engaging in financial commitments as getting from non formal financial institutions.

To analyze the financial literacy level on previous studies of youth in world based, the authors **Neha Garg and Shveta Singh K (2018)** focused at how demographic and socio-economic factors such gender, age, income and marital status influence the level of financial literacy of youth and if there is interrelationship between financial behavior, financial attitude and financial knowledge. The study revealed that the level of financial literacy among the youth is low in most of the world parts and also observed that various demographic and socio-economic factors also influence the level of financial literacy among the youth and there is an existing of interrelationship between financial attitude, financial knowledge and financial behavior.

By reviewing the voluminous body of literature on the determinants of financial literacy and measurement, the authors **Oscar A. Stolper and Andreas Walter (2017)** supplement existing findings with descriptive evidence of finance literacy level of German households’ based on the

novel Panel on the dataset of Household finances, a survey administered by Deutsche Bundesbank and representative of households' financial situation in Germany. They found heterogeneity in financial literacy among the population and suggested that economically vulnerable groups were placed at disadvantage by lack of financial knowledge. Further, they assessed the literature evaluating financial education to improve financial behavior and financial knowledge literacy. Through their survey, they suggested that the evidence in respect to the programs effectiveness is rather disappointing.

Robert Andrews Ghanney (2018) explored how parents' level of literacy skills and education affect the basic education of their children within the context of the theory of cultural capital. A case study design has been employed to achieve the objectives by comprising the use of interviews with 12 parents and 12 teachers in two communities of school in Ghana. He has used snowball sampling technique to select individual parents to the study. It was revealed that most parents were aware of the educational benefits but reality of their lives with literacy and education challenges affected the involvement in basic education of their children. The study recommended that policies on decentralization of education should reflect greater consideration of factors include literacy skill levels and formal education which give impact on involvement of parents in the basic education of children.

Sholehah Abdullah et al., (2017) made a research about the determinants among UiTM's students on financial literacy and investigated the link between factors such personality characteristics, family influence, comprises of financial behavior and financial knowledge and financial attitude with financial literacy of students. The authors made 351 questionnaires to 340 students of UiTM Jengka. The results of the study indicated that family influence has highest effect on financial literacy compared with financial knowledge and personality characteristics (financial behavior and financial attitude). Further, it was recommended for future researchers to add many variables such money attitude and financial socialization agents.

Vilani Sachitra et al., (2019) aimed to explore social, psychological and economical factors that influence the behavior of undergraduates regarding money management in a leading Sri Lankan state university. By using a qualitative exploratory approach, the authors carried out focus individual interviews and group discussions amongst the undergraduates. The results indicated that the undergraduates have adopted both risky and careful money management approaches. The findings of the study has revealed the essentiality for promoting the influence of

cultural and contextual differences in their behavior on money management and to promote innovate educational strategies and stress management strategy to change dependable mindset and to enhance creativity and personalities in making financial decisions.

To examine to what extent the Financial Literacy Education Program(FLEP) which implemented in Middle schools, **Antoinette B. Bolanos (2012)** conducted a research and given the results that the said program has been brought the changes in students' financial attitudes, financial literacy level and financial behaviors. Then, the results of the research were affirmed and the findings were disclosed by understandings of the students and parents on financial outcomes, the financial literacy education program had achieved. The researcher concluded that FLEP was effective and added that financial knowledge was increased to very large extent, financial attitudes also enhanced in a large degree and financial behaviors improved to moderate effect size.

To get improvised the financial literacy, good focus should be given on the determinant factors, **Neha Ramnani Bhargava (2017)** found out that the major determinants such as knowledge, Attitude, Budgeting habits, self analytical skills ,liquidity, emotional inclination and the goal orientation are emphasized by the individual investors. If they consider those factors into consideration, it will be very helpful for them. The research implications of his study clears that – “ As we can see recently the transition which is done in legal tender money of India has created chaos but if people are properly financially literate they would adopt changes in relaxed way as it is good for the country. The chaotic situation in India is a result of poor financial literacy which has created fear in the minds of the people. So, enhancement of financial literacy should be on prior list of the economy for financial well being and sound financial decision making”.

To investigate the determinants of financial literacy among the students, **Lereko Rasoaisi and Kalebe M. Kalebe(2015)** conducted a research at the National Lesotho University students. The results of the research depict that male students are indeed more literate on finance than females. Due to the fact that, on average, the male students are with less fear of involving in financial commitments like such as borrowing from financial institutions. The place of residence and age of the students found to have little or not considerable impact on level of financial knowledge. The result of the research indicates that Gender is important in determining the financial literacy among the students.

To identify the key determinants that increase financial knowledge among the college students, **Amira Annabi, et al. (2018)**, has administered a survey to measure the concepts of

numeracy, liquidity, diversification, time value of money, compound interest, money illusion, risk and return and the relationships between interest rate and inflation. The study results confirmed that variables - race, age, gender, and GPA are correlated with financial literacy among the college students.

Conclusion

From the reviews above, it can be concluded that one of the most concerned issues among the young generation in India is to face the financial struggle in life due to lack of the Financial Literacy. Lack of personal finance management, awareness and use of financial knowledge, young people could not take proper decisions on finance matter for better life. Through the past studies, it is revealed that **lack of Financial Literacy skills**, one could not apply opt knowledge on financial matters. This needs for our country to realize and inculcate the importance of **Financial Literacy Skills** such as **savings, borrowings, debt, budgeting, small investments, and stock market information for the young generation as well as for students** of schools as they can gain the basic education as well as financial education through the teachers and their peers

The present paper identified that Personal Financial Management is one of the valuable skills for every human beings. Through the past studies, the youngsters, students are not having enough personal financial skills to manage in a proper manner. The impact of such financial determinant factors- lack of basic financial education, less financial skills among the parents and peers lead the people to realize the essentiality of personal financial literacy skills to manage the household finance and also there is a need to take necessary action by the Government, RBI and other agencies such as SEBI, NABARD, State Bank of *India*, etc to provide *financial Education* and *financial literacy* to its citizens and in the last few years, measures are being taken for the same. Without making the people financially educated, the dream of making India –Digital Economy and Cashless cannot be fulfilled.

Further, by the past studies, it can also be observed that the students are now a days with **lack of Personal financial Knowledge**. There is a need by the Government to provide financial education to the students from the earlier i.e. schools where a student can be afforded such essential personal financial literacy skills such as small savings, money making and management, borrowings, better debts, investments and banking services, etc in order to equip them for better financial decisions. Printed and e-materials, awareness programmes and trainings/workshops on Financial Education, short films, videos which provide the importance of financial literacy can be

demonstrated by the Government by its agencies RBI, Banks, SEBI, etc among the students of all educational institutions to make the students to get awareness on basic financial concepts-savings, budgeting, investments, banking services so as they can be motivated to realize the importance of Financial Literacy and to manage every financial matters and their wealth in an organized way which turns the economic growth of the country.

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Urbanization Of Medieval Rajasthan With Special Reference To Role Of Sufi Saints And Professional Groups

Shabir Ahmad Punzoo

ABSTRACT

Urbanization forms one of the most important watersheds in the phases of historical growth and events. An attempt has been made in this paper to highlight the role and contribution of Sufi shrines and various castes in the urban growth of Nagaur region of medieval Rajasthan. The present study is based on inscriptional sources and secondary works have also been utilized. Physical survey of Nagaur has also been taken for the said study. It is interesting to note that Z.A. Desai visited Mosques of Nagaur and studied and translated inscriptions written on them, but he has not mentioned three Mosques like Khano-ki-Masjid, Multani-ki-Masjid and Quraishyu-ki-Masjid, probably he could not reach there or might have not visited them. During the physical survey of Nagaur, I found these three mosques and studied the inscriptions written on them and I observed that the three castes like multanis, quraishis and khans were residing in Rajasthan and contributed in the process of urbanization. It is true that in the state of Rajasthan, a large number of Sufi saints prospered during medieval period. Nagaur had been a famous and well known centre of prominent Sufis and the popularity of the Sufis made the remote areas more populous, gradually developed into a large townships and big urban centres. The regions where the Sufis established their khanqahs after their death attracted a large number of people to flock to the towns and cities, thus giving rise to urban population.

Keywords: Urbanization, various castes, Sufis, Sufi shrines, Mosques, Population and Craftsmen.

Introduction

It is an established fact that for historical research, Archaeology is as an important source as it has the potential to provide new information on the human past, solidifies one's ties to his social or national heritage and provides economic means to locations all across the world. Epigraphy (study of inscriptions) is considered as one of the authentic sources of the past. In this connection as already mentioned the present paper tries to analyze the role of Sufi shrines and mosque construction of various castes in the urban growth of Nagaur region of medieval Rajasthan. Much stress has been given to professional groups (various castes) who gave their best in the form of their skills and were the backbone behind the growth and development of towns and markets, in this way enhanced the process of urbanization. They rendered a meritorious service in the said process as evident through sources. The present study is divided into two parts i.e., mosque

construction of various castes (its role in urban growth) and second part deals with the role of Sufi shrines in the process under study.

Mosque construction of various castes

Let's have a look on mosque construction of various castes which shows the role played by professional groups (various castes) in the urban growth of Nagaur region of medieval Rajasthan:

1. Akhadawali Masjid.

Details of inscription¹

Place: Akhadawali Masjid in Mahalla Churigaran. Above the mihrab

Date: A.H.880, Shaban 7, Sunday=1475 A.D., December 6 (which was Wednesday).

Dynasty: Khanzada

King: Firuz Khan (son of Salah Khan).

Contents: Records the construction of the mosque by (Malik Hizibr) the son of Ala, (son of Sher Dil khan). Written by Sama, son of Hassan, a resident of the district (khitta of sarsati).

Explanation: In this inscription, there is reference of churigaran (bangle maker) caste. It means that they were residing in Nagaur and contributed in the urban growth through their skill. Wearing bangles was common and popular among all classes of women, so the industry associated with it flourished². Flourishing of industry helped in the urban growth.

2. Kanehri Julahon-ki-Masjid.

Details of inscription³

Place: Kanehri Julahon-ki-Masjid. Loose slab. Originally from the city wall.

Date: A.H.909=1503-04 A.D.

Dynasty: Khanzada

King: Muhammad Khan I

Contents: Records the construction of a mosque by the senior wife of Khanzada Miyan Ali.

Explanation: Here we find the mention of julaha (weaver) caste. Weavers were one of the important professional groups who conducted their business in Nagaur, in this way proved fruitful

¹ Desai, Z.A., *Published Muslim Inscriptions of Rajasthan*, The Directorate of Archaeology and Museums, Jaipur, 1971, p.120.

² 'Craft and Trade in the 18th Century Rajasthan'. Ph.D. thesis (unpublished) submitted by the author to the department of History, A.M.U., and p.62.

³ Desai, Z.A., *Published Muslim Inscriptions of Rajasthan*, op.cit. p.123.

for its urban growth⁴. The main occupation of weavers was weaving of cloths and they were present almost all the important centres of trade and had a separate settlement there. Weaving was practiced at Nagaur as evident through Jodhpur records. It was a famous centre for producing cotton cloths since the early medieval times. The rulers of Jodhpur used to purchase cloths from Nagaur. Cotton was produced on a large scale in the state of Rajasthan and it was a major craft. During the Mughal period woolen cloths of different varieties were also woven⁵. So, the weavers played a significant role in the flourishing of weaving industry, thus enhanced the urban process. In the state of Rajasthan, the composition of weaver caste was higher than other occupational groups⁶.

3. Dhobiyon-ki-Masjid.

Details of inscription⁷

Place: Dhobiyon-ki-Masjid. To the right of the main entrance.

Date: A.H.959 jumada I, 22=1552 A.d., May 16.

Dynasty: Sur

King: Islam Shah

Contents: Records the excavation of a well by Miyan Hasan, son of Uthman Btani.

Explanation: It speaks of Dhobi (washer man) castes that were residing in Nagaur and enhanced the population of the area and helped in the process under study.

4. Mir Sahib-ki-Masjid.

Details of inscription⁸

Place: Mir Sahib-ki-Masjid in Mahallah Loharan. Above the window in the west wall

Date: Regnal Year 33, A.H.1100=1689-90 A.D.

Dynasty; Mughal

King: Aurenzeb

⁴ For details see, *Naqvi, Hamida Khatoon, Urban Centres and Industries in Upper India, 1556-1803*, Asia Publishing House, Bombay, 1968, pp.136-158. See also, Sethia, Madho Tandon, *Rajput Polity, Warriors, Peasants and Merchants (1700-1800)*, Rawat Books, 2003, p.240.

⁵ Ibid.

⁶ Gupta, S.P., 'Evidence for Urban Population and its composition from 17th-18th Century Rajasthan', *Indian History Congress*, Vol. 37 (1976), pp.179-181.

⁷ Desai, Z.A., *op.cit.* pp.125-126.

⁸ Ibid., p.141.

Contents: Damaged. Records the construction of the mosque by (name lost), son of Abdullah, the mason.

Explanation: Here we find one of the important caste i.e. lohars (ironsmiths). It is significant to note that ironsmiths rendered a good service in the urbanization process of Nagaur region of Rajasthan. After the downfall of the Mughal Empire, the Rajput states were consolidating their position as they concentrated on re-organization of their army. There was rise of petty principalities, adventures and freebooters who needed arms and ammunition⁹. This, stimulated the iron production and there was large concentration of ironsmiths in the towns, in this way expanded the population of the towns and helped in the flourishing of iron industry¹⁰. Different items were produced by them¹¹.

5. Chowk-ki-Masjid.

Details of inscription¹²

Place: Chowk-ki-Masjid in Mahallah Qaziyan. On the central mihrab.

Date: A.H.960, beginning of Shawal=1553 A.D., September.

Dynasty: Sur.

King: Islam Shah

Contents: Records the construction of a Jami Masjid by Aqdaul-Qudat qadi Haji Umar, son of Ruknud-Din Quraishi al-Hashmi (Hakim-i-Shar) of the sarkar of the khitta of Nagaur.

6. Amlī Masjid of Ghosiyan.

Details of inscription¹³

Place: Amlī Masjid of Ghosiyan. Above the central mihrab,

Date: A.H.1088, Rabi' I, 1=1677 A.D., April 24.

Dynasty: Mughal

King: Aurenzeb

Contents: States that the mosque was erected by Yatim Durwish, a disciple of Shaikh Taj Muhammad Abbasi Qadiri Nagauri.

⁹ Sethia, Madho Tandon, op.cit.p.241.

¹⁰ 'Craft and Trade in the 18th Century Rajasthan'. op.cit.pp.44.

¹¹ Ibid., pp.44-45.

¹² Desai, Z.A., op.cit.p.126.

¹³ Ibid., p.140.

7. Sayyid-ki-Masjid.

Details of inscription¹⁴

Place: Sayyid-ki-Masjid in Sadar Bazar. On the mihrab,

Date: A.H.837=1433-34 A.D.

Dynasty: ...

King: ...

Contents: Contains religious texts and the date. The inscription appears to be a modern copy.

Explanation: It speaks of Sayyid castes who were also residing in Nagaur. The meaning of sayyid is 'Noble One', a respectable Muslim form of address.

8. Mosque of Qadi Hamidu'd Din Nagauri.

Details of inscription¹⁵

Place: Mosque of Qadi Hamidu'd Din Nagauri. On the mihrab.

Date: A.H.1047, Dhu'l-Hijja 2=1638 A.D., April 7.

Dynasty: ...

King: ...

Contents: States that the roofless building originally constructed by Hamidu'd Din Nagauri was provided with a roof by Muhammad Nasir.

Explanation: It shows the presence of Sufi saints in Nagaur. After their death the khanqah and mosques of Sufi saints attracted a large number of people and in this way enhanced the urbanization process¹⁶.

Besides the above mentioned castes, there were many other castes and professional groups who were living in Nagaur and contributed in the said process. For instance, multanis, khans and qurraishis were residing in Nagaur as evident through sources¹⁷. Besides the above mentioned mosques, I found some more mosques like Multan-ki-masjid, Khano-ki-Masjid and Quraishyu-ki-

¹⁴ Ibid., p.120.

¹⁵ Ibid., pp.136-137.

¹⁶ Jibraeil, 'Sufi-Bhakti saints and their contribution in the making of region in medieval Rajasthan', edited by Khan, Nasir Raza, in *Regional Sufi Centres in India*, Manakin Press, New Delhi, 2015, p.19.

¹⁷ Physical Survey of Nagaur site by me with my Supervisor Dr. Jibraeil.

Masjid¹⁸. As already mentioned, Z.A.Desai has not mentioned these three castes in Nagaur probably he could not reach there or might have not visited these which I found during my physical survey of Nagaur. From the said inscriptions, it becomes clear that there was a large concentration of professional groups and various castes like sayyids, julahas, lohars, qazis, churigars, dhobis, etc. who enlarged the towns, in this way accelerated the urban growth.

Sufi Shrines and urban growth

It is true that the medieval period witnessed for the socio-religious movements in which Sufi and bhakti saints gave commendable service in the form of social harmonies relationship. There is no denying the fact that the role of Sufis in spreading the message of love, devotion and brotherhood made them famous and popular among different strata of people, but it should not be ignored that a large number of people started to live together in and around the seat of the saints which benefitted the process of urban growth¹⁹. In the state of Rajasthan, a large number of Sufi saints prospered during medieval period. In this series there are a number of centres of attraction such as Ajmir, Nagaur, Ladnun, Sikar, Jhunjhunu, Singhana, Pali, Gagraun, Galiakot, etc²⁰.

For the sample study I am taking Nagaur where Sufis and Sufi shrines played a significant role in the process of urbanization. Nagaur had been a well-known centre of Sufis and we have a reference of prominent saints like Shaikh Hamidu'd Din Nagauri and Qazi hamidu'd Din Nagauri who visited Nagaur and contributed a lot²¹. Let's have a look on some prominent Sufis:

Khawaja Hamidu'd Din Nagauri (chisti) firstly settled down at suwal, a remote area of Nagaur which gradually developed into a quasba²².

Qazi Hamidu'd Din Nagauri was the founder of the Suhrawardiya silsila in areas of Nagaur and he was also the first Qazi of Nagaur appointed by Muhammad Ghori, continued this post till the end of Iltutmash. Even today the existence of silsila is present at mohalla suhrawardiya and at village Rohel Qaziyan near Nagaur²³.

¹⁸ Ibid.

¹⁹ Jibraeil, 'Sufi-Bhakti saints and their contribution in the making of region in medieval Rajasthan', op.cit.p.17.

²⁰ Ibid.

²¹ Ibid., p.18.

²² Ibid.

²³ Jibraeil, 'Nagaur: A great junction of Sufi and Bhakti saints during medieval period', edited by Azizuddin Husain, S.M., in *Sufi Movement in Rajasthan*, Idarah-i-Adabiyat-i-Delhi, Sadar Bazar, Delhi, 2007, pp.69-

Khawaja Hussain Nagauri-one of the descendants of Shaikh hamidu'd Din Nagauri visited the court of sultan Ghiyasudin of Malwa to see the heir of the Prophet. Sultan offered huge amount of money to the Shaikh which he reluctantly accepted but spent the whole amount in the construction of the mausoleum of Khawaja Muinuddin chisti of Ajmer and Khawaja Hamidu' Din of Nagaur²⁴.

Hamidu'd Din Rehani whose mazar (khanqah) is situated near Badhatsagar constructed a building which even today exists at Nohars of Oswals in Nagaur²⁵.

It is significant to not that the popularity of Sufis made the remote areas more populous, gradually developed into a large townships and big urban centres²⁶. It is quite interesting to mention that these large settlements attracted the attention of the traders and shopkeepers, in this way enhanced the population of the region, which in turn gave fillip to the process of urbanization²⁷. The regions where the Sufis established their khankahs after their death attracted a large number of people to flock to the towns and cities, thus giving rise to urban population²⁸. Gathering of a large number of people in and around the seat of the Dargah of the Sufis gave boost up to the new settlement and flourished as a socio-cultural region in medieval Rajasthan²⁹. We find that small trading activities were started and gradually big markets were developed as the number of devotees increased and the settlement was expanded³⁰.

When any king or prominent noble used to visit the shrines, the shrines flourished much as Akbar's visit to Ajmer and Nagaur is the good instance³¹. On the occasions of Urs (fair), a large number of pilgrims from outside areas visited the shrines; this gave impetus to trading activities³². It is also necessary to mention that the devotion of Mughal rulers, local zamindars and local Rajas

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²⁴ Ibid., p.71.

²⁵ Ibid., p.69.

²⁶ Jibraeil, 'Sufi-Bhakti saints and their contribution in the making of region in medieval Rajasthan', op.cit.p.18.

²⁷ Ibid.

²⁸ Ibid., p.19.

²⁹ Ibid., p.24.

³⁰ Ibid.

³¹ Ibid.

³² Ibid., p.25.

also played a vital role in the development of a place into urban centre as their construction activities created employment opportunities for different kinds of people due to which large number of skilled and unskilled workers gathered there and enlarged the population³³. The Sufi shrines attracted thousands of pilgrims from all over India and we came to know that the Hindu festivals were celebrated at the Dargahs by the Muslims also³⁴. The Hindus were participating in the Muslim festivals. It speaks of unity, brotherhood and cultural mingling.

Nagaur's location on the Mughal highway and many trade routes also proved fruitful for its growth in the urban centre. A trader of Nagaur carried mustard from Nagaur and sold it to Multan and further carried cotton from Multan which sold to Nagaur. The importance of that trader is also mentioned in the Persian sources who was involved as a mediator for the correspondence between Shaikh Bahawuddin Zakariya Suhrawardi of Multan and Shaikh Hamidu'd Din Nagauri of Nagaur³⁵. This route Nagaur to Multan was frequently used by a trader (Multan to Nagaur via Bikaner)³⁶. It shows us how much instrumental were Sufis in the development of trade and trade routes.

Conclusion

In the back-drop of the fore-going discussions and facts narrated, we are safely able to say that in the process of urbanization of medieval Nagaur region of Rajasthan, Sufis and their shrines played a significant role. The role of mosque construction of various castes should not be underestimated as the various castes and professional groups were instrumental in the urban growth. They served as lifelines to the towns and gave their best in the form of their skills and services.

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³³ Ibid.

³⁴ Jibraeil, 'Nagaur: A great junction of Sufi and bhakti saints during medieval period', op.cit.p.66.

³⁵ Jibraeil, 'Sufi-Bhakti saints and their contribution in the making of region in medieval Rajasthan', op.cit.p.20.

³⁶ Jibraeil, *Economy and Demographic Profile of Urban Rajasthan*, Manohar, New Delhi, 2018, p.187.

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Jibraeil, 'Sufi-Bhakti saints and their contribution in the making of region in medieval Rajasthan'

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Physical Survey of Nagaur site by me with my Supervisor Dr. Jibraeil.

Covid-19 and Bangladesh: Threat of Unemployment in the Economy

Sonia AKTER

Research Associate and Columnist,
Studying at Department of Accounting and Information Systems,
University of Dhaka,
Dhaka-1000, Bangladesh
E-mail: soniya413395@gmail.com

ABSTRACT

The COVID-19 has caused tremendous negative consequences in the economy through threatening millions of livelihood and damaging the earning sources of around 50 million people in the informal sector in Bangladesh. The aim of the study is to provide a comprehensive and demonstrative review on the observed data and the potential impact of massive unemployment that will arise in future after lock-down. The study based on secondary sources of information, since it is very tough to find any quantitative study on the extent of the widening toll on unemployment in the consequences of Corona virus in Bangladesh. Tension is growing fast in the economy due to the rapid-spread stage of outbreak of Covid-19 in Bangladesh. The study finds that massive job losses will happen in both formal and informal sectors, as all of the sectors in Bangladesh e.g. RMG, Remittance, export and import, transportation, tourism, banking and insurance, education are in vulnerable position because of the devastating effect of Corona virus.

Keywords: Corona virus, consequences, lock-down, job loss, unemployment, Bangladesh

1 Introduction

The Covid-19 pandemic has already spread to 208 countries and regions of the world so far, altogether influencing the worldwide economy. Since Corona Virus has been developing exponentially, even the developed and affluent countries in the world have been not able to contain its spread (Phadnis and Kudligi, 2020; Champagne, 2020). The first Corona virus patient was affirmed in Bangladesh on 8th March, 2020 by The Institute of Epidemiology, Disease Control and Research (IEDCR, 2020). Since Bangladesh is considered as one of most densely populated countries in the world, it is believed that the novel corona virus will spread over country quickly (WHOa, 2020). Whole country is under the shade of grief that there is no scope for maintaining social distance, as people have no minimum health consciousness (Barua, 2020; MPH, 2020). Bangladesh will fall into

an extremely troublesome circumstance if the country remains under locked down for a more extended period. Here, above 22 percent of people live under the poverty line (Rahman, 2020). The unrivalled Covid-19 pandemic has created turmoil in global trade, business, and education. Bangladesh is not out of this pestilence. The entire of the global supply chain has been devastated due to the wide spread of the corona virus pandemic globally that will run a great depression in the world economy (Forsythe, 2020). Bangladesh is in the big challenge to tackle this novel Corona virus pandemic as soon as possible (WHO, 2020). To stop the spread of this infection, several initiatives have been taken by the government of Bangladesh, like territorial or country isolation, travel limitation, hazard control in workforce, crossing out and delays of occasions, paddock in the boarder and screening at airports and train station and so forth (Mahmud, 2020; World Economic Forum, 2020). These sorts of preventive steps like lockdown will hamper the ordinary progress of the human life, flow of production, reserve and investment. As per International Monetary Fund (2020), “Loss of employments would be as high as approximately 10 million to 15 million.” Notwithstanding, if the pandemic stays for long time it will be hard for the government to deal with the circumstance and the consequence of this will be disastrous as above 80% export earnings is generated in Readymade Manufacturing Garments (RMG) (Mohiuddin, 2020). According to the center for policy dialogue (CPD, 2020), massive job losses will arise in the consequence of the novel corona virus due to the shrinking earnings from RMG, Remittance and Export”. Most of the papers on Covid-19 are epidemiological, demographic, and clinical (Stower, 2020; Lin, et al., 2020; Renzaho, 2020). Very few studies have already done on the extent of unemployment problem in the aftermath of Corona virus. It is very much tough to find out any paper in Bangladesh that shows the current and future status. This gap inspires me to do this study on this socio-economic problem termed unemployment problem due to the consequences of COVID-19. To fill this gap is my prime motivation to conduct this study. The aim of the paper is to give a clear focus on ongoing unemployment problem caused by COVID-19 pandemic. The research question of this study is to find out how corona virus will keep impact in the economy of Bangladesh by creating massive tolls of unemployment in various sectors. As there is dearth of research on this concurrent issue, I have to rely on secondary sources of information e.g. national and international newspapers, relevant websites, blog, focus group discussion, think tanks etc.

The finding of the study shows that all of the sectors in Bangladesh e.g. RMG, Remittance, exports and import, transportation, tourism, banking and insurance, education are in vulnerable

position because of the devastating effect. Small and medium readymade garments and apparel industries are going to shut their operation due to the regular cancellation of orders from retailers and foreign buyers. As a result, those who are dependent on this sector are jobless now. Thousands of migrant workers are jobless and compelled to return from abroad. Returned workers are creating extra pressure on the economy, though the existing unemployed people are around 3 millions. Country's earnings from apparel and other sectors have been dropped because of the devastating effect of Corona virus. Private commercial banks are facing liquidity crisis due to falling earnings from RMG and Remittance. There is a higher probability of collapsing the numbers of private commercial banks and insurance sector if this situation continues for longer period. The dreams of around 2 million graduates are in despair, as there is no available job in the market due to the economic meltdown. Both inbound and outbound tour operators are facing losses because foreign and local visitors are canceling their booking in the period of pandemic. Hundreds of tour operators have to shut their business. Around, 5 million transport workers over the country are now jobless due to country's lock-down. Even after the lock-down, their earning source is uncertain. My study also finds that the informal workers e.g. rickshaw-pullers, transport workers, day laborers, street-vendors, hawkers, construction laborers, the employees of hotel, motel and restaurants are the main sufferers of corona virus.

My research will contribute a lot in various ways. Firstly, there is lack of studies on ongoing issue termed threats of unemployment in the economy due to the consequences of pandemic. Thus, it will fill the scarcity of research and add extra value to the economy of Bangladesh. It will provide the organized secondary information to the other researchers. Secondly, the funding of the study will help the administrative reformers, policy makers and public to assess what extent of unemployment has grown at the aftermath of Corona virus. My study suggests the Bangladesh government to tackle the concurrent unemployment problem and find the alternative solution at the time of pandemic as early as possible. Otherwise, It will be Economic Tsunami and the condition will go beyond control of the Government.

2 Methodology

It is due to rapid-spread stage of Covid-19 in Bangladesh, this study has been conducted based on secondary information. The main purpose of the study is to give a comprehensive and demonstrative review on the observed data and the potential impact of massive unemployment that will arise in future after lock-down. Now corona virus is repeatedly spreading over the country and

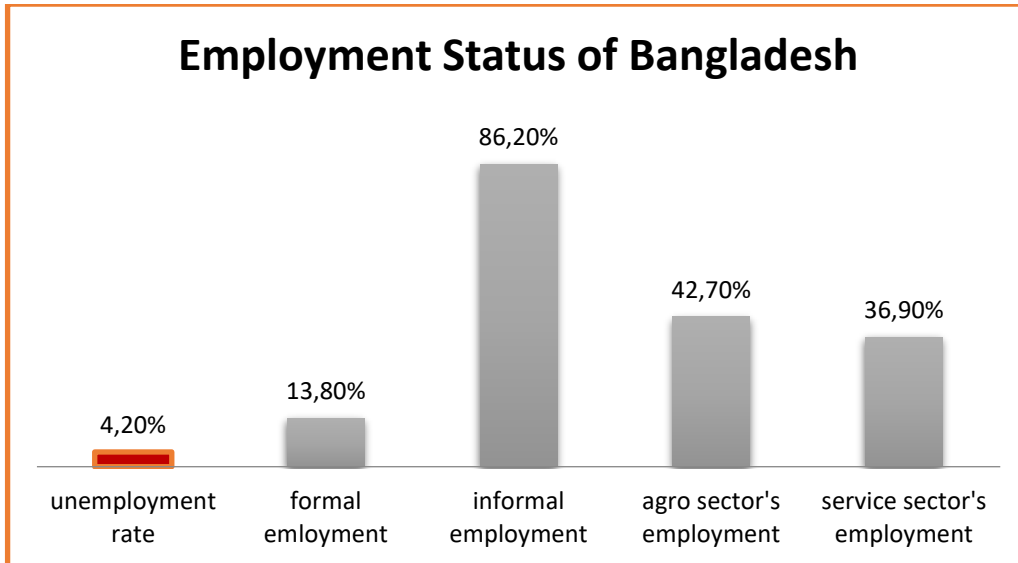
experts concerned about the high risk and vulnerability by corona virus in Bangladesh. Another reason behind doing this study is that there is scarce amount of information and it is tough to get any publication in Bangladesh that only shows how corona virus will raise tension in the economy and increase the unemployment rate at great extent after lock down. As there is lack of information, I couldn't produce any quantitative estimate and I had to rely on the secondary information from materials published by media outlets, policy makers' speeches, newspapers, research institutes, national and international newspapers, websites and blogs. The principle endeavor of this study is to summarize the devastating effect of the pandemic on economy in the lower developed countries like Bangladesh that leads massive job losses due to shutting down small and medium enterprises.

3 Result and discussion

3.1 Unemployment Tolls in Bangladesh in the Consequences of Corona virus

As per Dr Ahsan H Mansur, Executive director of the Policy Research Institute (PRI, 2020), There is a confusing issue about the real rate of unemployment. Though the unemployment rate is around 4 percent in Bangladesh (Figure 1), the scenario of the unemployment status of the country will be dreadful sooner due to the pandemic. Around 2.5 million individuals are involved uniquely in the service sector i.e., hotels, motels, restaurants and resorts. On the other hand around 7-8 million individuals are associated with small and medium-sized enterprises (SME) part while there are around 4.5 million laborers in the RGM segment. A critical number of the workforces have recently become jobless while others are at the danger of losing jobs because of corona virus shutdown (ILO, 2020).

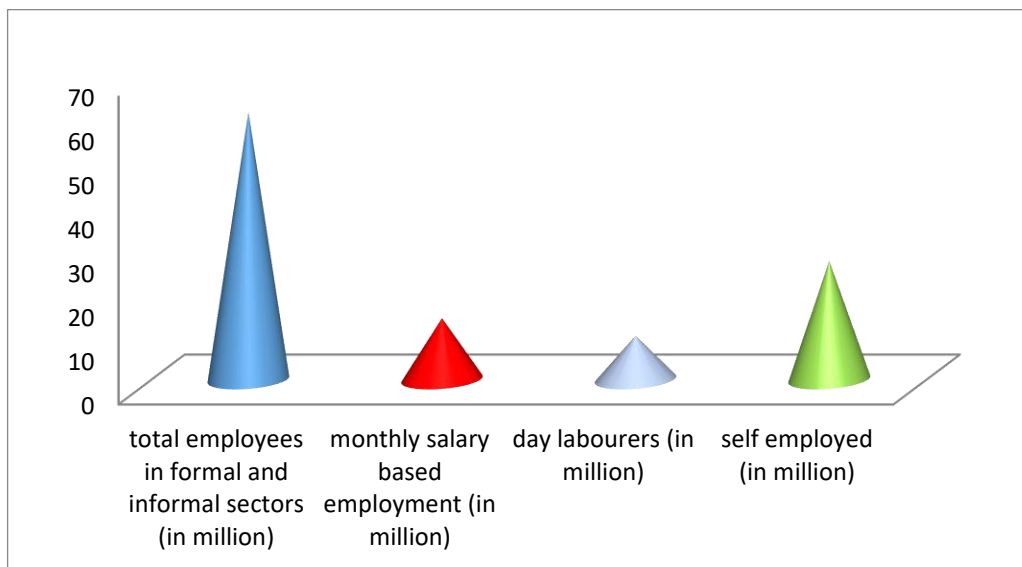
Figure 1: Employment status of Bangladesh in 2016



Source: Author, Based on data of 2016 from Bangladesh-Trading Economics.

According to the estimation of Trading Economics (2016), the number of employed Persons in Bangladesh will be around 57.00 Million by the end of 2020. in the long-term and employed Persons will be around 57.00 Million in 2021 (Figure 2), Almost 85.1% of the employed population was in informal sectors while the rest were in formal employment (Trading Economics, 2016). The contribution of the informal jobs in economy is inevitable while around 13.1 million informal jobs were ruling in urban regions and around 38.6 million were in the provincial regions (FAIR WEAR, 2020).

Figure 2 : Sector wise Employments in Bangladesh



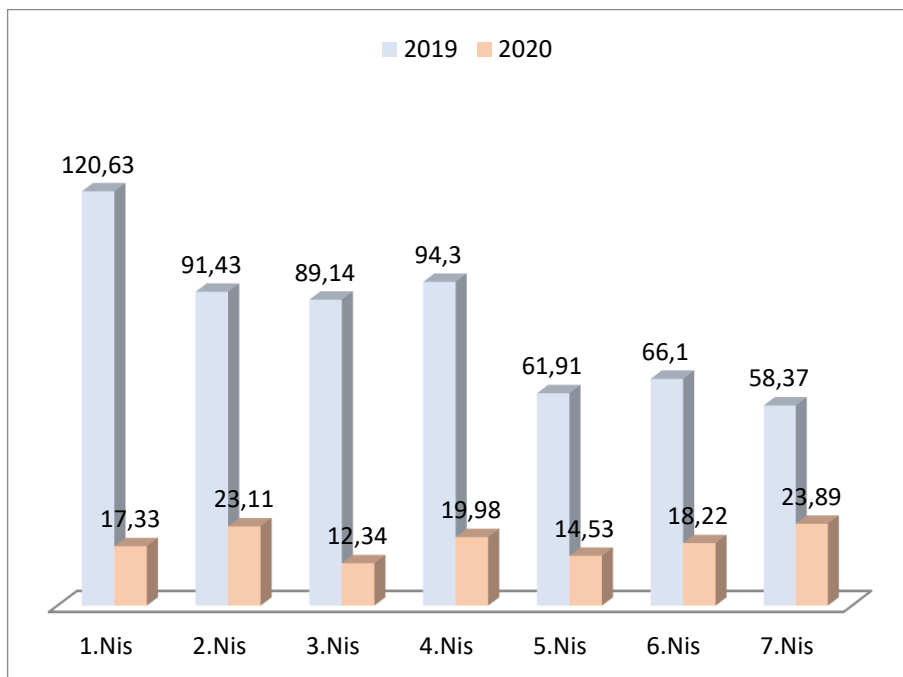
Source: Author, Based on the data of 21st march, 2020 from The Daily Star

Prof Mustafizur Rahman, distinguished fellow at the Center for Policy Dialog (CPD, 2020), claimed that the shutdown of all the economic activities are adversely affecting the smooth growth of business and employment and creating imbalance in the economy. A large number of the workers are unpaid in the service sectors and due to the lack of money, how many miserable days they are passing in this shutdown is quite unrealizable. The poorer section of the society is the worst victim of the economic meltdown. The informal workers mainly rickshaw-pullers, transport workers, day-laborers, street-vendors, hawkers, construction laborers, the employees of hotel, motel and restaurants are the main victim of corona virus because they have lost their way to acquire bread and butter and faced difficulty to lead a happier life with their family (Kefayet, 2020).

3.1.1 Unemployment in RMG sector:

Around 15000 garments workers have lost their jobs due to the corona virus in Bangladesh. Many of them are not being paid (ASIA FOUNDATION. 2020). Such a lady worker lives in Savar, an area of the capital. For her, it will be hard to get by without an occupation: "I don't have any idea where I will get another job to survive. I cannot get any reason to live in this crisis and even I cannot move to my village as I have no money" (Hossain, 2020).

Figure 3: Comparison of day wise RMG exports (in million us\$) for the first week of April 2019 and 2020



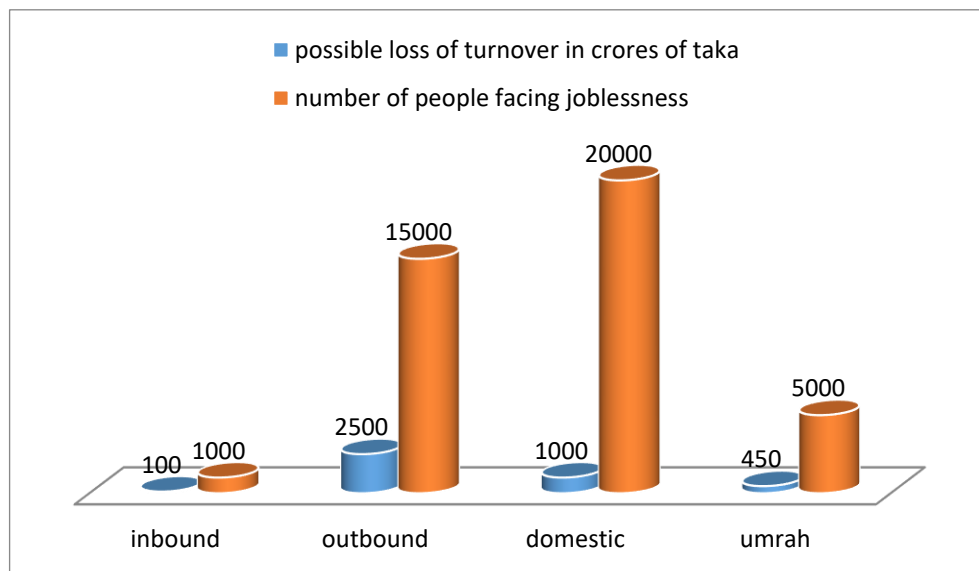
Source: Author, based on the data of 7th April, 2020 from the Bangladesh Garment and Manufactures Association (BGMEA)

Figure 3 shows that the RMG export has been decreased drastically in April, 2020 in comparison with April, 2019. The present condition of the RMG sector is too much vulnerable that will make the small and medium readymade garments shut soon due to regular order cancellations from the foreign buyers (bigd, 2020). Around \$3 billion orders have been cancelled by the foreign buyers and this condition is really an awful for the garment factory owners to sustain in the long run (BGMEA, 2020). As indicated by the estimation of the Economist Intelligence Unit (EIU, 2020), the worldwide economy is expected to decrease by - 2.2% in 2020. These impacts are expected to be increasingly articulated in major G20 economies, for example, Germany, Italy, the United Kingdom and the USA – all nations that are significant markets for Bangladesh's most imperative tradable goods of readymade garments. Almost 83% of the export income comes from readymade garment industry, a sum of more than \$32 billion each year. More than 40 million workers are employed in this sector, majority of them women (THE GUARDIAN, 2020). The Bangladesh government has already taken some necessary measures, one of these is the declaration of \$588 million stimulus package for garment industries to pay the due wages (The Financial Express, 2020). Only 2% interest will be charged for the loan to the garments owners. Calculating the sum by the number of laborers, this stimulus package would just cover compensation for one month (Ovi, 2020). Many workers like, Anisa, Khalida and Sabina realize they have no social safety net to count on, if the factories are closed (Foyez, 2020). Rubana Huq, leader of Bangladesh Garment Manufacturers and Exporters Association (BGMEA, 2020), has cautioned that around 2 million garment workers may lose their jobs. No buyer will purchase shirts and pants now. They are progressively centered around expanding their consumption on food and medication because of the pandemic (KPMG, 2020). Covid-19 is a great tsunami in the economy (Famiglietti, 2020). The novel corona virus will affect around 2 million workers in various industries except garments industries (Foyez, 2020). Any antagonistic effect on the business also infects the backward linkage industries e.g. 450 spinning mills, 850 weaving factories and 250 dyeing factories— where around 1 million people work to earn bread and butter daily basis or monthly basis (Atlantic Council, 2020). There are more organizations and enterprises, such as packaging and different accessories plants, are connected with RMG sectors (Urhwardi, 2020)

3.1.2 Unemployment in Tourism Sector

Due to the wide spread of novel corona virus, Bangladesh has been under lockdown since (Siddiqui, 2020). All sorts of transports were closed down except some emergency vehicles e.g. ambulance, fire-service, freight truck etc in the time of lock-down (Siddiqui, 2020). According to the world tourism organization (UNTWO, 2020), both inbound and outbound tour industries have to face a loss about TK 40 billion in 2020 which is 470 million in US dollar as per the estimation of UNTWO(2020). There are around 1700-1800 outbound tour operators who arrange excursion for the people going from Bangladesh to other counties. Great losses have incurred in both outbound and inbound tour operators, as the visitors are not booking for trips now (Uddin, 2020). Industry insiders express that numerous visitors to and from Bangladesh have dropped their tours till June of 2020 (Abdin, 2016). They dread this situation may proceed. They are in confusion when the situation will be good before to run their operation smoothly as per the report of Abdin(2016).

Figure 4: Estimated forecast of possible loss in crores of taka and number of people facing joblessness till June 2020.

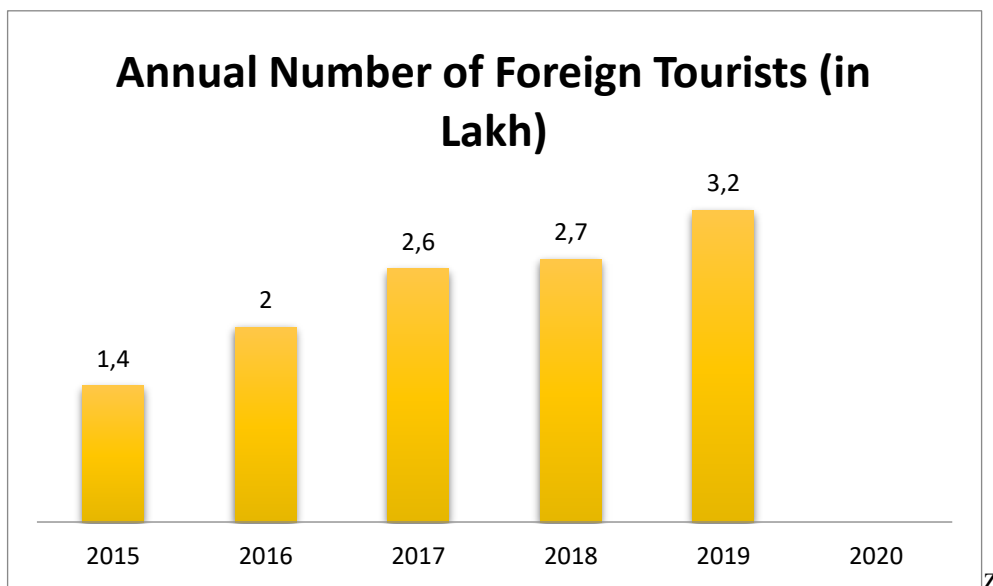


Source: Author, Based on the information of 04 April, 2020 from the national newspaper named “The Business Standard”

Figure 4 shows that outbound tour management assessed turnover from February to June is around Tk2,500 crore while inbound administrators evaluated turnover is Tk100 crore, as indicated by the Pacific Asia Travel Association (PATA, 2020). Because of the catastrophe of the novel corona virus, meanwhile around 16,000 people may lose their jobs in the tour organizing companies as per PATA. It is assessed that around 30-35 lakh Bangladeshis visit outside countries

for various purposes, including the Umrah pilgrimage in each year. Of them, around 10 lakh travel to another country through various tour operators (Rahman, 2020). As per Bengal Tours, in excess of 20 lakh Bangladeshis visit India consistently through the tour operators for the different motives such as tourism, clinical treatment, business and education as per the report of Rahman(2020). Almost 20,000 employee will lose in these tour organizing companies and a considerable loss will be calculated due to random cancellation tours till December this year (theindependent, 2020). Some foreign tourists have already cancelled their trip, the outbound operators have to face a great loss of Tk 2-2.50 crore within June 2020 (Siddiqui, 2020).

Figure 5: The Number of Foreign Tourists in Lakh in Each Year



Source: Author, Based on the data of December, 2019 from Bangladesh tourism board

As indicated by the Bangladesh Tourism Board (BTB, 2020), the number of foreign tourists and visitor is continuously increasing due to the expansion of tourism sector and has expanded by around 130 percent in the course of the most recent five years. In 2015, around 1.4 lakh foreign visitors came in Bangladesh. Figure 5 shows that the number of foreign visitors was continuously rising, almost 2 lakh in 2016, about 2.6 lakh in 2017, around 2.7 lakh in 2018, and around 3.2 lakh in 2019, as per BTB information. In the mean time, freelance tourist guides have become jobless amid pandemic (Sarkar, 2020). The Tour Operators' Association of Bangladesh feels worried that up to 30 percent of employee in this tourism sector could wind up losing their positions in the consequence of Covid-19 as per the report of Sarkar (2020). Yusuf Ali, a freelance tour guide, mourned that he would earn at least tk2000 in every single day. Now, he is jobless because of

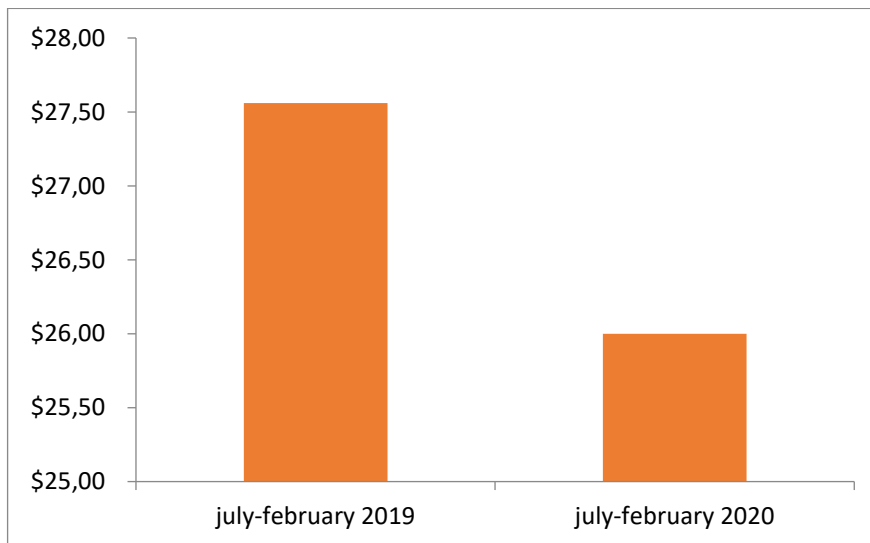
cancellation of all assigned tours (Hoque, 2020). The Tourist Guide Association of Bangladesh (TGAB) estimates that almost 1000 tourist guides work in this sector as per the report of Hoque (2020). Roughly 50% of them have advanced educations and are good at speaking English. Among of them, majority of the tourist freelancers used to work on a daily basis (Aukland, 2015). October-April is considered the peak period for inbound travelers in Bangladesh (The Bangladesh Monitor, 2020). Because of corona virus pandemic, the travel industry has ground to a halt everywhere throughout the world causing great sufferings for tour guides as per the report of The Bangladesh Monitor(2020).

3.1.3 Unemployment in Export and Import Sector

Country’s import and exports are in great danger in this pandemic. As foreign remittance is descending consistently, it will hit the country’s trade and economy (Chowdury, 2020). Country’s earnings from exports in first eight months of 2019-2020 are decreased by 4.79 percent in comparison to previous financial year, as indicated by the Export Promotion Bureau (EPB. 2020 The EPB information indicated the earning from export dropped by \$26.24 billion during July-February period against \$27.56 billion in the last financial year (

Figure 6)

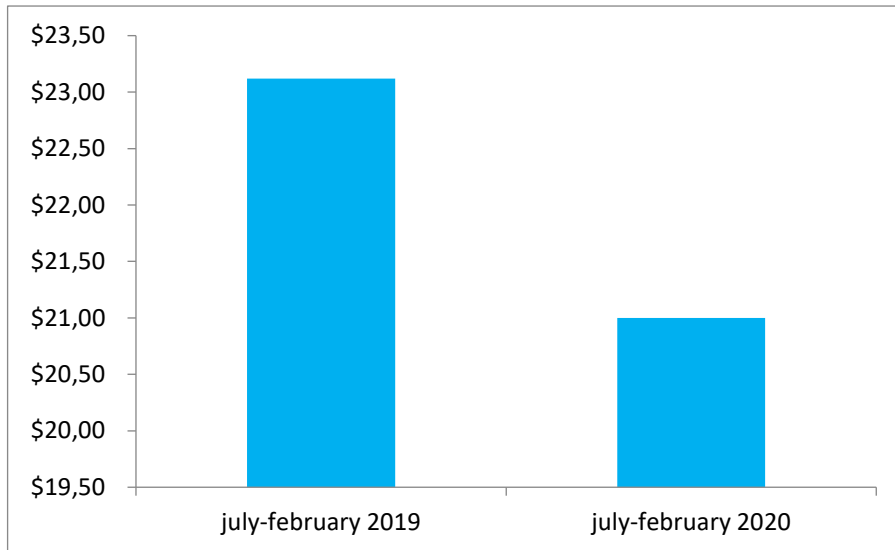
Figure 6: country’s earnings from exports from July-February 2019 to July-February 2020



Source: Author, Based on the exports data of February, 2020 from Export Promotion Bureau (EPB)

In the month of February 2020, the country's exports earnings was \$3.32 billion which was \$3.38 billion in same month of previous year. Country's exports earning was decreased by 1.8% in comparison to previous year as per EPB.

Figure 7: Exports earnings from apparel sectors from July-February 2019 to July-February 2020



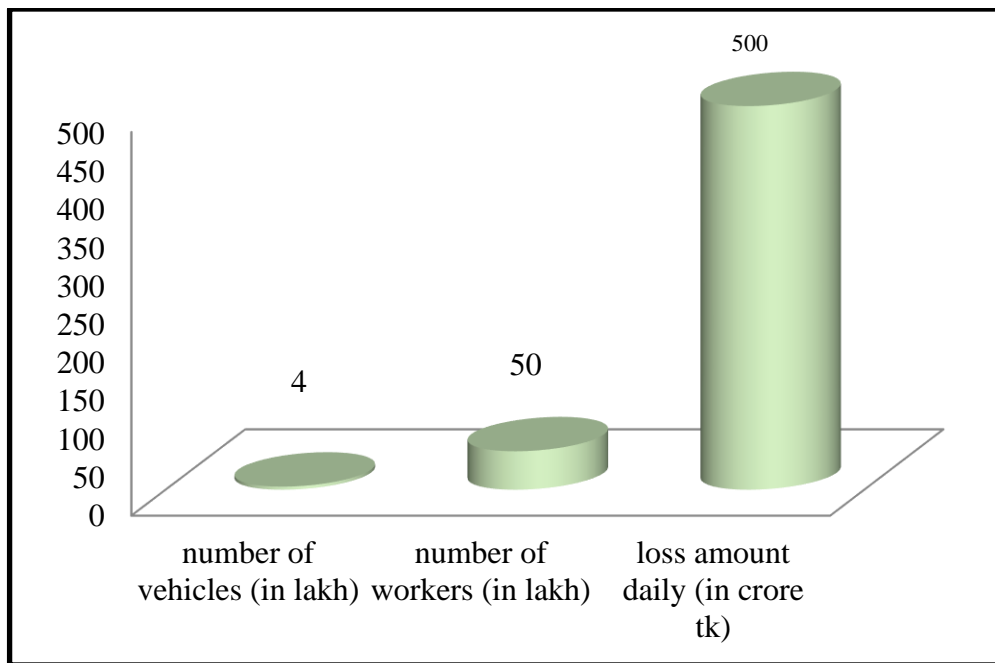
Source: Author, Based on the exports data of February, 2020 from Export Promotion Bureau (EPB)

On the other hand, Figure 7 shows that apparel sector is also in vulnerable condition. In July-February financial year 2020, export earnings from apparel sector dropped from \$23.12 billion to \$21.84 billion in comparison to last financial year EPB, 2020. 84% income comes from apparel exports and about 3.5 million people rely on this sector (International Trade Center, 2020). There is no doubt that Bangladesh will reach at the peak level of unemployment. Major retailer brands e.g. NIKE, UNIQLO has closed their all of the outlet due to the lock down. As a result, apparel sales for Bangladesh have dropped due to the constant order cancellation (Choudhury, 2020). DBL, One of the leading apparel exporters, is concerned for the spread and long lasting of the corona virus because they have no new orders in the coming month and all goods which were prepared for shipment have been cancelled now (Alam, 2020) About 37,000 people are working in our company. They are in such a disastrous condition that it will be difficult to pay the salary of the employees for this month. We are worried about next month's salaries how we can pay (Alam, 2020; Chowdhury, 2020).

3.1.4 Unemployment in Transportation Sector:

Because of the drastic pandemic and ensuing shut down, the transportation sector will be the hardest hit area (Mu, 2020). The number of trucks and lorries had expanded altogether with the pace of the nation's almost \$100 billion exports and imports. Presently, the transports workers are in a urgent battle for endurance Sultana, 2020. Among 5 million transport workers over the country, the greater number of them are daily workers, are enduring the most exceedingly terrible financial distress of this pandemic (Lightcastle, 2020). The ban on running vehicle was indeed stretched out till May 31, 2020. Majority of the transport workers are the main earners of their families, have been idle for having no work for the last couple of month (Dd news, 2020). "We are dependent upon our daily earnings from daily trips to survive with our family. However, this pandemic has left us distressed. Alas! Presently our income is zero and how can we survive with my family in this cruel situation," said Abdur Rahman, a transport driver who works for the Dhaka-Gazipur route (New Age, 2020). We are not getting any help from the administration as we were not enrolled as the poorest quintile in government records, which would have made us qualified for alleviation," said Shafiqul Islam, a transport assistant Dhaka Tribune, 2020.

Figure 8 complete picture of transportation sector at the period of pandemic.



Source: Author, Based on the data of April, 2020 from the national English dailies named "Dhaka Tribute".

Due to the ban of the massive public transports in the road, the country's transport sector is losing around TK500 crore everyday (Dhaka Tribune, 2020).

Figure 8) (Dhaka Tribute, 2020). Enayet Ullah, general secretary of Sarak Paribahan Malik Samity (SPMS), said that there are around four lakh vehicles across the country e.g. Public buses, trucks, covered vans, pickup vans, three-wheelers and easy bikes with around 50 lakh workers engaged with this sector (Dhaka Tribune, 2020).

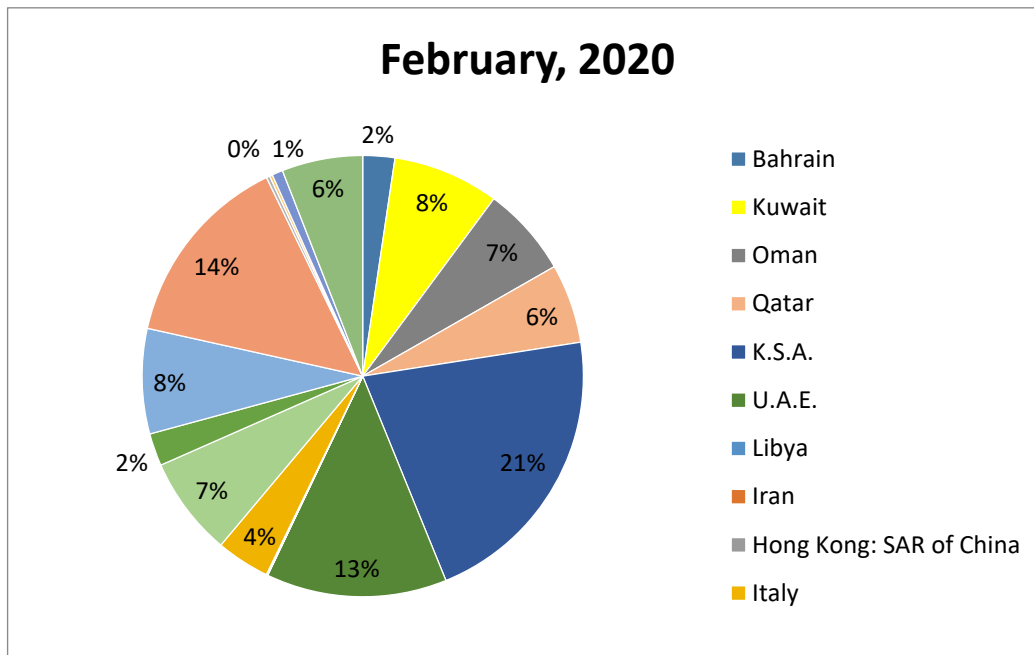
Figure 8) (UNB, 2020). Both vehicle laborers and proprietors are jobless currently. They used to acquire around Tk 4,000 consistently from a transport while a laborer Tk 500-1,000 as per UNB.

3.1.5 Returned migrants workers and decreased Remittances

Concerns on Bangladeshi migrant workers are growing fast as thousands of unregistered workers are returning from the different countries subsequently (Uttom, 2020). Government officials said in a press briefing on April 5, Saudi Arabia, Oman, Bahrain, Kuwait and the Maldives have been urging the Bangladeshi government to repatriate a huge number of undocumented workers quickly (New Age, 2020). "Already Bangladesh is in a great challenge to deal with the novel corona virus and economic recession and if such huge number of migrant laborers are compelled to return, it will exacerbate its situation too harshly as per New Age. The authority should be fastidious and take care of the issue as early as possible through the conversations in diplomatic way," as per Justice and Peace Commission (Uttom, 2020). There will be no doubt about decreasing remittances in the coming months and Bangladesh will feel these second-degree impacts, especially in rural areas, where majority of the families are dependent intensely on remittances for livelihood (The Daily Star, 2020). Each year around 50,000 people go to abroad from Bangladesh for employments consistently. In this situation, the new workers couldn't go abroad to seek for job in the last two month. Maybe, they won't have the option to go in the months, as well. In addition, the migrant laborers who has already come back home due to the corona virus effect may extend the unemployment heap as per The Daily Star, Figure 9 indicates the rate of remittance of the month of February, 2020 on the basis of major countries which contribute a lot to increase foreign reserve (Debnath, 2020). According to the assessments of government authorities, migration experts, think tanks; there are several lakhs of workers who have become jobless in Middle East, Europe and East Asian nations because of the spread of COVID-19 (Debnath, 2020). In Saudi Arabia, around 15 lakh undocumented Bangladeshi laborers became jobless because of pandemic of COVID-19 and they were generally living in Jeddah, Makkah, Madinah, Khamis, Taif and Tabuk districts (Noman, 2020). Around 40 percent of migrants laborers are presently living in hardship, the present situation

was forced in numerous countries drove them to either lose their positions or not having been paid their normal wage rates as per Noman (2020).

Figure 9: Country wise remittance from migrant workers



Source: Author, based on the data of February, 2020 from Bangladesh bank

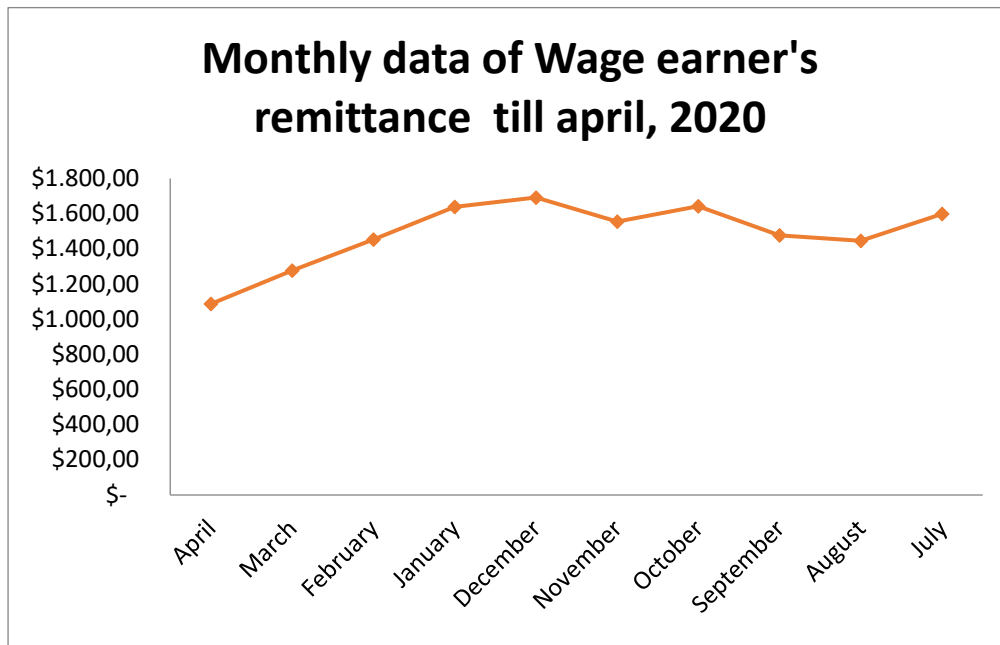
As per Bureau of Manpower, Employment and Training (BMET) data, over 1.2 crore laborers have moved to 170 nations and they send remittances of \$ 16 billion yearly. More than 80 percent of workers are employed in the Middle East and East Asian countries (Islam and Jahangir, 2020).

3.1.6 Probable shocks on unemployment in Banking and insurance sector

There are 59 banks and 46 general insurance companies that depend intensely on the RMG and remittance. Now, banking industry is obsessed with mountainous non-performing loans (NPLs). If these sectors are falling apart, these tend to create huge uncertainty for private commercial banks to sustain in the long run (Akber, 2019). On the off chance that the RMG business and its backward linkage enterprises fall flat, at that point the whole banking system will crumble (The Daily Star, 2020). As a result, a number of people will be jobless if private commercial banks

collapse as per The Daily Star (2020). Md Khaled Mamun, CEO of Reliance Insurance, told that they are in terrible condition and their income from marine insurance went down by Tk10 crore just in the first two months of this year. The sum would turn out to be significant higher at the end of the march (The Financial Express, 2020).

Figure 10: Remittance from migrant workers till April, 2020



Source: Author, Based on the data of financial year 2019-2020, till April from Bangladesh bank.

Decreasing remittance is a red signal to the banks (hasan, 2020). Fall of RMG and remittance will destroy the banking system (Figure 10) as per Hasan (2020). Significant number of private will shut down due to the liquidity crisis that will pose a strong threat to the economy (Klein, 2020). Subsequently, large number of employees and employers will become jobless (Klein, 2020).

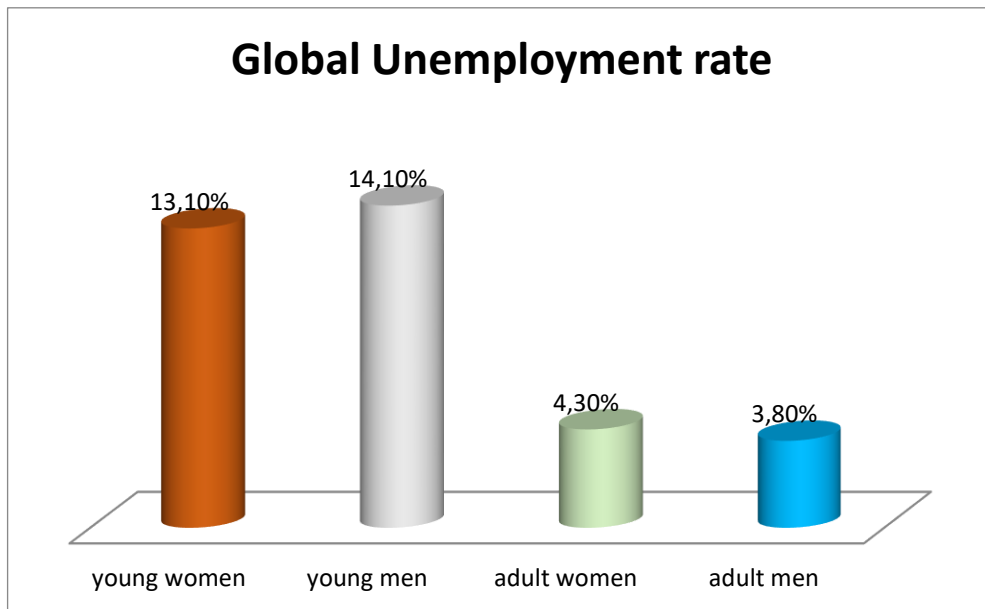
3.1.7 Bad Luck for Fresh Graduates

Around two million Bangladeshi young graduates enter into the job market each year; but more shocking alarm is coming to the youths that they are waiting for extremely inhospitable and harsh job market in the time of pandemic (AsiaOne, 2020). It is a matter of regret that more urbanization and advancement of business are not successful to create vast employment for the youths. Many employers are firing their old experienced workers or employees let alone new job providing (AsiaOne, 2020). Before the pandemic, Bangladesh had around 27 lakhs unemployed

people and now the number of unemployed people has been doubled (Liton, 2020). Apparently Shrinking job market is a red alert for youths that they are the worst victims to elder people (Acevedo, 2020). About 2 million fresh graduates enter into the job market in every year as per the report of Liton (2020). Those who are dreaming to be employed in this year are now in despair (Acevedo, 2020). The current job market is now inhospitable to them as the current employees are in a shackle to lose the jobs (Jones, 2020). They will confront a serious shortage of employments as country’s businesses are not expected to create a lot of works during the recuperation time frame as per the report of Jones (2020). Now, youth adults are the worst sufferers in comparison to the elderly because of shrinking the job sector (Mehjabeen, 2020). The heap of unemployment rolls are not only confined in Bangladesh as per report of Mehjabeen (2020). According to Guy Ryder, Director General of International Labor Organization (ILO, 2020)

“Workers and business are facing catastrophe, in both developed and developing countries”.

Figure 11: Comparison of unemployment rate between young and adult



Source: ILO modeled estimates, November 2019

Nearly 200 million people could jobless and 195 million people may lose their full-time employment (Figure 11) as per the estimation of ILO (2020). Worldwide working hours is declining that poses a great threat to global recession and crisis. Eventually decreasing employment is red signal for the global economy (BBC News, 2020). About 13% graduates and 37% less qualified people would be unemployed and this pandemic impact may long last till 2030

(Tomlinsen, 2020). Around 39 million Americans have lost their jobs within nine weeks and this is undoubtedly worse scenario which has not been happened in the time of Great Depression (1930) (Romm, et al., 2020).

4 Conclusion

The study demonstrates a comprehensive review on the socio-economic problem termed massive unemployment due to the novel Coronavirus pandemic. Most of the prior studies on Covid-19 are epidemiological, demographic, and clinical. It is very rare to find any study in Bangladesh that shows the current and future status of unemployment due to the outbreak of the novel Corona virus and its far-reaching effects on the economy. The study finds that Corona virus will lead to the massive tolls of unemployment problem in all of the sectors of Bangladesh e.g. RMG, Remittance, exports and import, transportation, tourism, banking and insurance, education. Ultimately, the result of it is ‘Economic Tsunami’ in the near future.

I think, the finding of the study will help the administrative reformers, policy-makers, other researchers and public to assess the unemployment status due to the pandemic and fill the scarcity of the information in the socio-economic literature on covid-19. The main limitation of this study is that it is based on secondary information, as there is lack of organized data and previous studies in Bangladesh due to concurrent outbreak of corona-virus.

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The Legacy of the British Trans-Himalayan surveys (1774-1865): A natural curiosity or an early Imperialist Ambition?

Souvik DASGUPTA, PhD Research Scholar

Presidency University, India
souvik.jio29@gmail.com

ABSTRACT

From the early decades of 19th century, we'll come to see a series of trigonometrical surveys & explorations were organized by the British Government all through the trans Himalayan region in the North West from the trans-Karakoram in the West to Garhawal & Nepal Himalayas in the East. These are some of the largest & most dreadful geographical projects of the colonial regime in its early decades. Let's take only the instance of the grand North-Western Himalayan series (1845-50), to showcase the massive scale of these Trigonometrical explorations. It was one of the largest & most dreadful surveys in entire world. Covering a stretch of 1690 miles starting from Dehradun, it continued for 5 years & took a death toll of approximately 45 surveyors coupled with a huge financial investment. Similar gruesome was the Kashmir Survey series of 1855-61 which covered an average elevation of 15000 feet above the sea level. Another notable of them was the extensive exploration from Ladakh to Khotan in 1865 by W.H. Johnson, a junior civilian sub-assistant of the Survey of India. So what exactly these grand explorations were serving the purpose ? Were those only to discover the beauties of mother nature ? Or has it something more definite imperial purpose ?

Keywords: Trigonometrical surveys, cartographical explorations, Russian peril, Central Asia, Western Tibet, North-Western Himalayas, commercial hegemony, hydro-politics, river headwaters, Glacial sources, perennial rivers, navigations, Indus Water system, timber resource.

Introduction

From the early decades of 19th century, we'll come to see a series of trigonometrical surveys & explorations were organized by the British Government all through the trans Himalayan region in the North West from the trans-Karakoram in the West to Garhawal & Nepal Himalayas in the East. These are some of the largest & most dreadful geographical projects of the colonial regime in its early decades. Let's take only the instance of the grand North-Western Himalayan series (1845-50), to showcase the massive scale of these Trigonometrical explorations. It was one of the largest & most dreadful surveys in entire world. Covering a stretch of 1690 miles starting from Dehradun, it continued for 5 years & took a death toll of approximately 45 surveyors coupled with a huge financial

investment.³⁷ Similar gruesome was the Kashmir Survey series of 1855-61 which covered an average elevation of 15000 feet above the sea level.³⁸ Another notable of them was the extensive exploration from Ladakh to Khotan in 1865 by W.H. Johnson, a junior civilian sub-assistant of the Survey of India. So what exactly these grand explorations were serving the purpose ? Were those only to discover the beauties of mother nature ? Or has it something more definite imperial purpose ?

In our following paragraphs, we'll not go to the details of each & every surveys, due to the paucity of space & time. Rather would try to critically analyze the chief causative factors and objectives behind these earliest semi-diplomatic explorations in this region, chronologically.

The Early Tibetan deadlock :

The establishment of British dominion in Bengal & Bihar in the 18th century, brought about inevitable contact with the neighboring Himalayan kingdoms notably Tibet. By the time Hastings began his administration, Tibetan influence was to be found all along the Himalayas in Ladakh, Lahul, Spiti, Garawal, Nepal, Bhutan, etc. During this time the Bhutanese invasion of Coochbehar gave Hastings the first pretext to establish contact with this 'unknown' Himalayan kingdom in 1774. However, Hastings's primary objective at that time was to get hold of the great trans-Himalayan trade through this region.³⁹ Thus the first official diplomatic mission across the Himalayas under Civil Servant George Bogle, was strictly instructed to investigate the markets & resources of Tibet on the first hand. But, the main obstacle what they didn't realize was going to come not from Tibet but from a third power i.e. Manchu China, which was trying to establish its hegemony in this Himalayan landlocked country since antiquity. Thus, although Bogle could establish initial rapport with the Panchen Lama, but at the same due to strict opposition from the Chinese representative at Lhasa, he was compelled to return back only from Tashilhunpo, that too without a single trade agreement in December 1774.⁴⁰ It was for the first time the British colonial

End Notes :

³⁷ Clements R Markham, *Memoir on the Indian Surveys*, (London : Royal Geographical Society, 1871), pp 89-90. (The book was printed by the order of Her Majesty's Secretary of State for India in Council)

³⁸ Ibid p 98

³⁹ Amar Kaur Jasbir Singh, *Himalayan Triangle : A Historical survey of British India's relations with Tibet, Sikkim and Bhutan 1765-1950*, (New Delhi: The British Library, 1988), pp 3-4

⁴⁰ Clement Robert Markham, *Narratives of the mission of George Bogle to Tibet, and of the journey*

power realized that they couldn't establish their hegemony over these trans-karakoram region without negotiating or more suitably playing "the diplomatic threat game" policy, with another third power. In this case, it is China.

Over the years this status quo remained intact. The second diplomatic mission to Tibet under Samuel Turner received similar setback in face of opposition from the Chinese regent placed at Lhasa. Turner however for the first time advised the authorities at Calcutta that instead of sending diplomatic missions to Tibet in vain, it is more recommendable to establish a line of communication with the Peking authorities at the first hand directly.⁴¹ However, despite this, there seem to be little enthusiasm among the colonial authorities to improve the situation & for couple of following decades there were no envoys sent to Tibet. In fact, even during the Gurkha invasion of Tibet in 1791, the company refused to interfere much. While the Chinese utilized this opportunity, send reinforcement to drive away the Gurkha army thereby gaining trusts among the Tibetans. As to Samuel Turner, this move as of certain farther increased Chinese influence over Tibet, whereas farther diminished that of Britain.⁴²

No serious attempt to improve the situation was made until Bentick's tenure in 1835, from when we'll see a series of diplomatic surveys & explorations would be undertaken. But they would be mostly concentrated in North Western trans-Himalayan region for some very specific reason that we'll discuss in the following prose piece. But, as for Tibet at large there seem little effort from the colonial authority to break the commercial & diplomatic deadlock. Perhaps they thought that a Sea communication with Manchu China is of more lucrative than that of the trans Himalayan Trade. Or might be they took Tibet as granted, since they never took the Chinese threat seriously, nor was there any chance from any other European commercial power to bypass the company in establishing direct commercial ties in this Himalayan region, considering the Geographical hold of the company in India.

The fear of the Russian Peril :

From 1830s onwards, suddenly a new boost in trans-Himalayan explorations seems to be observed, on the part of the Colonial government. Interestingly, many of these new trigonometrical

of Thomas Manning to Lhasa, (London : Trubner & co, 1876), pp 5-8

⁴¹ Captain Samuel Turner, *An account of an embassy to the court of Teshoo Lama in Tibet*, (London : G & W Nicol Publishers, 1800), pp 370-73

⁴² *Ibid*, p 390-99

& cartographic surveys are more of a semi-diplomatic in nature. Moreover, unlike those of the previous explorations under Bogle & Turner, these new projects were mainly concerned with the Western trans-Himalayan & trans-Karakoram region covering a greater trans-national region of Western Tibet & parts of Eastern Central Asia in a large and not just only Tibet or Lhasa to be specific. So, why was this sudden rise of British interest in this particular part North of the Himalayas ? This is because, since the first half of 18th century, the British power in India was now faced with a new diplomatic challenge namely the Southward advance of Tsarist Russia.

The background of the event goes back a couple of hundred years when Emperor Napoleon and Tsar Alexander met in July 1807 on a great raft moored on the river Niemen at Tilsit in east Prussia to conclude a treaty of partnership against the British, thereby beginning 'The Great Game.' As the Russian empire began its eastward expansion and then down South through Central Asia presumably to get access to the warm waters of Arabian Sea, it was feared that it might end up in a probable Russian expedition to India through the North Western borders. The British feared that the Tsarist Empire might ally itself with Persia, Afghanistan & the small principalities of Central Asia & thereby would invade India from the North West. As a result, there began a shadow contest for political ascendancy between the British and Russian empires in this part of Asia called -- The Great Game.⁴³

⁴³K.S. Menon, *The 'Russian Bogey' and the British aggression in India and Beyond*, (Calcutta : Priyadarshi Banerjee Eastern Trading Company, 1957), pp 5-31



Territorial positions of the rival powers in Asia by the second half of 18th century

By the third decade of 19th century fears & rumors regarding probable Russian designs & Russian espionage spread like wild fire among the Anglo Indian communities in India. The British response to meet this imminent threat to their “newly achieved” colony of Hindustan was to establish an immediate forward defensive line in the northern region so that a Russian thrust could be halted well before the plains of India. This called for making Western Central Asia and Tibet into buffer states and for fixing suitable and convenient borders with them. But, these regions at that time were basically completely unknown to any colonial powers & hence before any political demarcation a firsthand knowledge about the land & people of this region is necessary. Thus, proper cartographic surveys along with semi diplomatic missions to pacify the local tribal heads of these region became urgent necessity. As to the words of contemporary historian like Sir Alfred Lyall ~

‘...our whole policy and all our strategic dispositions upon the North-West frontier and trans-Himalayan provinces have been directed, since the treaty of Turkomanchai (1828), toward anticipating or counteracting the movement or supposed intentions of Russia’⁴⁴

Accordingly, in October 1830, Charles Metcalfe opined in official circles that immediate semi diplomatic explorations should be conducted in the North West so as to compel the intermediate chieftains of Central Asia & Western Tibet to accept British sub-ordinate

⁴⁴ Sir Alfred Comyn Lyall, *The Rise and Expansion of the British Dominion in India*, (London : John Murray Pub., 1893), p 306

alliance.⁴⁵ And already by March 1835 Governor General William Bentick asked for a huge sum of 10 million pounds from London in order to secure these forward positions in the mountainous lands of North-West from Russian advancement.⁴⁶ Thus, Russian danger seems to be the primary driving force behind a series of explorations in the North West starting from Burnes in 1832 to that of WH Johnson in 1865.

So began the journey of the trans-Himalayan explorations & surveys. The first of such exploration mission was launched under Sir Alexander Burnes in 1832 to the chieftains of Eastern Central Asia & Western Tibet. Although by name it was a “political reconnaissance mission”, but one of its primary target as recommended by the Governor General’s office itself, was to take an well-documented note of the general condition of the ‘undiscovered countries’, in every possible sphere be it in environment, resources, politics, ethnography, flora & fauna or even economics. He went on to Bokhara via the Khannates of Khiva & Kashgarh, thereby acquainting the local chieftains of the ‘possible Russian menace’ and a ‘required’ British alliance in face of such danger.⁴⁷ By 1835, already forward observatory bases were established in Dehradun Valley & in Kaliaana, deep inside the Siwaliks from where launch future possible explorations could be launched in that direction.⁴⁸ In 1834, another exploration mission for the same purpose was organized in the direction of the Indus River under Arthur Conolly. Apart from this, in addition to British officers, the Colonial government also utilized the Indian intermediaries to gather information, particularly from the North Indian moneylenders & merchants who frequently used to visit those Central Asian cities.⁴⁹

However, those political reconnaissance missions were not sufficient to provide all the relevant Geo-physical & ethnographic information of those places. But to extend diplomatic hegemony over any new place, one need to possess all sorts of details related to the concerned areas. Thus, as time passed, the British Government seemed to be more ‘desperate’ to collect all

⁴⁵ B.D. Basu, *Rise of the Christian Power in India*, (New Delhi : Low rice Publications, 1931), p 785

⁴⁶ For full text see the minute of Lord William Bentick in the *Rulers of India Series* (1892) by Demetrius C Bougler, pp 177-201

⁴⁷ Alexander Burnes, *Travels into Bokhara*, [Vol I], (London : Eland Publishing Ltd, 1835), pp 1-340

⁴⁸ Markham, pp 73-74

⁴⁹ Arthur Conolly, *Journey to the North of India overland from England through Russia, Persia and Affghaunisthaun*, Vol II, (London : Richard Bentley, 1834), pp 260-99

the relevant information of these trans-Himalayan regions. Hence, in 1845 they undertook the most grand exploration project namely the North Western Himalayan survey that started from the Dehradun base. According to official reports the intensity and ‘average slaughter of this project was greater than that of many famous battles’! The succeeding ‘Cashmere’ (Kashmir) trigonometrical survey under Captain Montogomerie, (1855) also proved to be no less challenging. Extending between Sialkot & Ladakh, it covered an area of 93,000 sq miles. Some of the highest mountainous regions of the world were been explored & scientifically documented down.⁵⁰ Then in 1865, Commissioner WH Johnson went all the way to meet the Khan Badshah of Khotan (Ilchi), exploring the vast regions across the Karakash River into present Chinese Turkisthan.⁵¹ Thus, areas which were erstwhile inaccessible to any Europeans, now came to be enumerated within the Geographical map of the British Raj. Nevertheless, the Russian danger seem to be the primary driving force behind these entire explorations. For example, in Leh itself different merchant communities from Yarkhand & Ladakh approached cartographer Johnson fearing a possible Russian advance in these regions might hamper their age-old commercial relations with Central Asia & Tibet. Hence they requested Johnson, as a representative of British India, to open up immediate line of communication with kingdoms like Khotan or Khasgarh.⁵² Although, as noted earlier we however can’t deny this as a chance of fabrication on part of Johnson, for he was always pondering for a reason to justify the need of his visit to Ilchi, later when interrogated by British higher authority.

However, to many historians like BD Basu, KS Menon, etc. all these ‘Russophobia’ & the whole story of Russian peril was a built up story by the British. According to them there were hardly any signs of Russian advancement in the South beyond Central Asia. Russia never attacked Persia after 1828, nor did it had any Imperial designs in Tibet or the Eastern Central Asian territories. Rather, all these stories of Russian danger was tactfully fabricated by the British Raj itself. For in one hand it would try to divert the attention from its disturbed internal situation, while

⁵⁰ Markham, pp 89-100

⁵¹ W H Johnson [F.R.G.S.], “Report on his Journey to Ilchi, the Capital of Khotan, in Chinese Tartary”, in *Journal of Royal Geographical Society [Vol. XXXVII]*, (London : RGS, 25th April, 1868), pp 1-21

⁵²Ibid, p 3

in the other it would perhaps help to justify its own Imperial designs in the North West particularly in Punjab, Kashmir, Tibet & trans-Himalayan regions.⁵³

Nevertheless, the fact that the fear of the Russian peril was also gradually mounting up among the inhabitants of the concerned region couldn't be denied. This could be explained by the level of eloquent grandeur with which the Khan of Khotan welcomed Johnson in his territory. The Khan's secretary & the *wajeer* of Khotan, the highest ministerial post of the Central Asian Kingdom, Saifullha Khoja, himself came to escort Johnson from Brinjga, the border check post of Ladakh to his kingdom. In his long 18 days stay at Ilchi he was met with every possible need & was given the highest royal honor for a guest, which is possible for this small landlocked country. He was given accommodation in the old Chinese palace & the two sons of the Khan, being the royal princes, were always at the beck & call of the surveyor "to attend him". However, Johnson latter described this event that he was kept as a hostage by the Khotaneese ruler until & unless the British Government sent them military assistance to check the Russian & their ally the Khokaneese approach to their territory via the Western route of Yarkhand.⁵⁴

This attempt of molding the British Raj, on part of the Khotaneese, is also evident in the large & valuable amount of gifts which were sent by the Khan of Khotan for the Viceroy of British India through the hands of Johnson. Had there been only commercial motive, the gifts might not be so eloquent & receive of Johnson might not be so grand. That Johnson truly brought some valuable & important gifts from Khotan is evident from the writings of other historical sources.⁵⁵ So there must be an urge not only on the part of the British, but also on the part of these Central Asian kingdoms of establishing immediate defense relation with the British Empire.

The Commercial Interest :

If tackling the Russian diplomacy was the first priority of the colonial state, then establishing commercial network in this region is no less important for the same. As to Scholars like Alastair Lamb, diplomatic relation anywhere across the Himalayas was an 'expression of both politics as well as economics.' Therefore, attempts of political changes on either side of the Himalayan frontiers should have definitive commercial consequences.⁵⁶ In fact, trade between India

⁵³K.S. Menon, *The 'Russian Bogey'*, pp 2-4

⁵⁴Johnson, "Report on his Journey to Ilchi, the Capital of Khotan, in Chinese Tartary", p 4

⁵⁵Lall, "Maps & Traditional boundaries of Ladakh", pp 5-6

⁵⁶ Alastair Lamb, *Britain & Chinese Central Asia*, (London : Routledge & Kegan Paul, 1960), p 4

& Tibet wasn't a new thing. It was been in vogue since antiquity & is documented by travelers like Ralph Fitch as early as 1583.⁵⁷ Consequently, since Hastings's tenure one of the prime interests of the colonial state was to take hold of this great trans-Himalayan commerce.

Thus, all the surveyors who went there were specifically instructed by the colonial state back there in India to look into all the pros & cones of trade & commerce & whether there were any possibilities to establish new channels of commercial communication in the areas they were exploring. That's why the travelers used to note down all the essential resources & raw materials found in those places. As for instance, earlier even before the start of his journey to Khotan in 1865, Johnson had already a brief meeting with some of the Ladakhi & Yarkhandi, merchant communities in Leh & discussed the ifs & buts of opening up new commercial communications with Tibet & Central Asia. In all the course of his journey Johnson didn't missed to note down any single indigenous product of the land wherever he went. He noted down all the primary agricultural products as well as the rich mineral resources available in the territories of Khotan & Tibet. He reported how the mild climate, the husky soil, the well-irrigated valleys⁵⁸ & the moderate rainfall of the region that produces crops like jowar, bajra, buck wheat, rice & even the Indian corn, were far more superior than their Indian counterparts.⁵⁹ While Alexander Burnes reported the great volumes of Camel trade that passed each year through the trans-Karakoram region between India & Chinese Turkestan. He also reported the high demand of the Indian manufactured goods in Bokharan market.⁶⁰

However, the surveyors also didn't forgot to mention those commodities which the region lacked keeping in mind that trade is always a two-way traffic. These were basically manufactured products which were in high demand in the markets of these region like textiles and all varieties of metallic & sophisticated products, Iron implements, vessels, etc. For these things, as Johnson notes the regions were mostly depended on the supply from Russian commercial centers like Petropavalosk, Troitska, Seimipolatinsk, etc & some other Chinese commercial centers.⁶¹ But all of these are from far flung distance & had to traverse a hardened journey which is logistically very

⁵⁷ Sir William Foster, *Early Travels in India (1583-1619)*, (London : OUP, 1921), pp 4-5

⁵⁸ Johnson, p-5

⁵⁹ Ibid p-6

⁶⁰ Burnes, pp 340-45

⁶¹ Johnson, p-7

difficult. In this regard as to Johnson Indian subcontinent could be good supplier if proper commercial channels be established. In fact, the most important motive behind Russia's designs in Central Asia was commercial interest i.e. to get hold of its manufactured market and raw materials like cotton. Back in 1834, Arthur Conolly suggested that one of the most lucrative way to counter Russian challenge in Central Asia & Tibet was to supply manufactured items to these region at lower rates than that of Russians & thus subsequently drive the Russian rivals away from these markets. He also reported that the climate of the countries beyond the Indus & Himalayas were such that Indian woolen & cotton clothes will always be in a high demand there. Therefore, gradually as the condition of people betters & if proper channels be established the markets could be flooded with Indian exports.⁶²

Apart from this, there are two other important commodities, which the region is of total deficient whatsoever, which has a high demand in these markets & for which British India can easily became a steady supplier. One is modern military equipments that is already reflected in the previous section. Another is tea. As to the words of Johnson ~

“While in Khotan I was informed that there was a great demand for tea since the stoppage, of the trade with China, and that the people of the country would gladly purchase Indian teas, if obtainable. The inhabitants of Khotan are great tea-drinkers. All who visited me, rich or poor, asked for a cup of tea, which is drunk with sugar, but without milk. As a mark of respect, a cup of tea was presented to me by the Khan of Khotan himself on my first interview with him. The brick form of tea is preferred to every other...the Mahomedans, being great tea consumers, would gladly receive Indian teas, at rates which would be highly remunerative”⁶³

Under this situation, Johnson opined if a regular root of communication with British India could be established, Tibet & Central Asia might offer an immense fortune for the products of Britain & India.

In this connection, exploring new Roads of Communication between India & Tibet or Central Asia was one of the primary task of these surveyors. In the course of their journey, wherever it is possible, they tried to analyses how easily that particular region would be accessible from Northern India & how logistically could that be viable. E.g. Johnson noticed that although the general route from Leh to Ilchi was crossing through the Karakorum Mountains via the Karakoram pass, but the preferred the route should be that through the Changchemo Valley farther South. This

⁶²Conolly, *Journey to the North of India overland from England*, pp 268-69

⁶³Johnson, p-13

is because; this route was amply supported by the availability of water, grass & wood. The only barrier might be disturbances from the hostile Rudok shepherds in the upper Changthang plains.⁶⁴ But that could be easily be dealt with if proper protection force (in this case British troops) was installed to maintain the line of communication.

Controlling the Rivers :

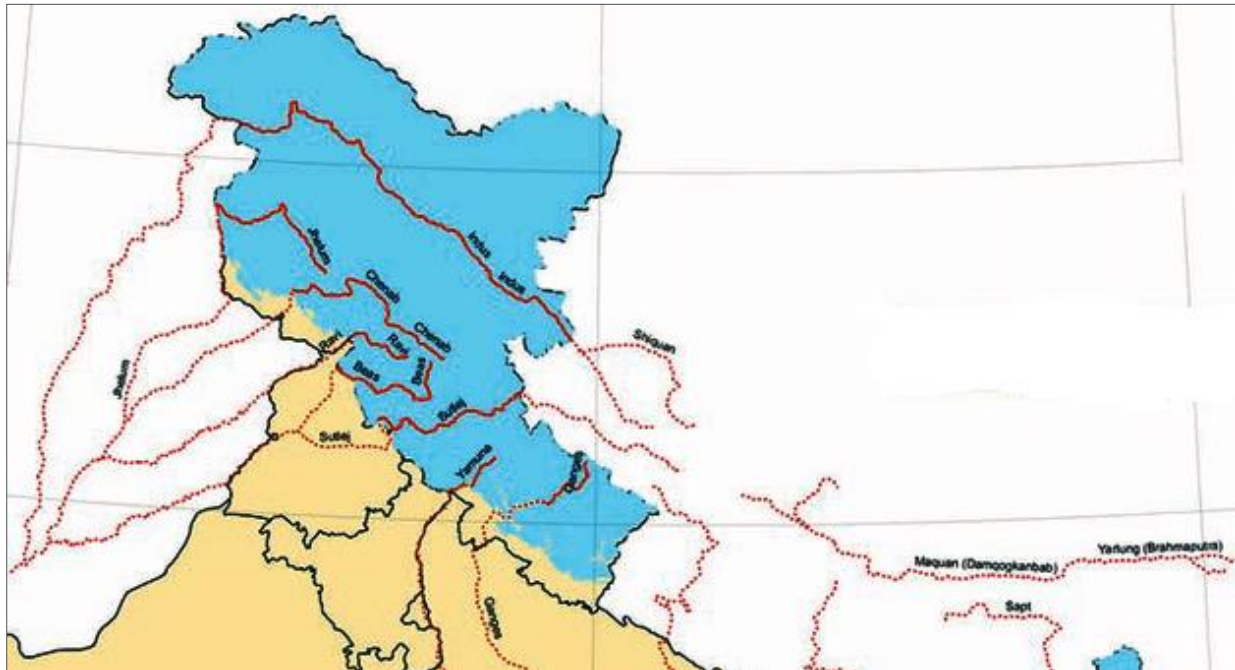
Last but not the least, the cartographic surveys & explorations were related to a special Imperialist ambition that is very peculiar to this region. Apart from being a hot bowl of triangular diplomacy & commerce, these trans-Himalayan lands of the North West is bestowed with a unique natural endowment, i.e. hosting the sources of the Perennial Himalayan Rivers. The North Western Himalayan region & Western Tibet, as a whole, serve the natural glacial sources for some of the greatest water systems of South Asia namely the Indus Water System, the Ganga-Yamuna Water system & the Brahmaputra-Tsangpo Water System. From time immemorial, these river systems formed one of the founding pillars of civilizations in South Asia. Thus one who lays control over all these rivers vis a vis their sources, inevitably achieves a sort of upper hand over whole of South Asia. In addition, in any Hydro-political struggle one who dominates the sources of the rivers, i.e. one who forms the upper riparian nation, essentially holds the key of the whole lower riparian area. Therefore keeping in mind of the diplomatic urgency of the time, the British couldn't just simply leave all these Glacial sources to fall into the hands of the 'advancing' Russians or to the Chinese powers. Thus, with the expansion of its domain in the 18th century, controlling the rivers like that of the Indus System, as well as controlling its sources up in the Western Himalayas, became a natural necessity for the British colonial regime in order to exert his hegemony over whole North West India.

Back in 1830s, Arthur Conolly, was already talking about the immediate necessity to control the navigation of the Indus River. According to him, in presence of powerful political powers like Sikhs up there in Punjab, the only avenue for the British Commercial power to penetrate in the North West is through the Indus.⁶⁵ If the British could successfully manipulate the navigation of the River, then they could easily ship their 'superior' manufactured goods into the markets of North-West & also to the Afghan frontiers. In one hand this would inevitably expand their commercial frontier while in the other would capture the markets in these region thereby

⁶⁴Ibid, pp 2& 10

⁶⁵ Conolly, pp 260-69

fighting off their Russian counterparts in the commercial spheres. Therefore, by 1830, Governor General William Bentick had received definitive orders to control the navigations of all these rivers.



North-Western Himalayas & Western Tibet as the source of major perennial river systems of South Asia

However, consciousness of the necessity is one thing, while its actualization is a different thing. To analyze the importance of a river and thereby to exert your control over it, one first has to get hold of all the necessary Geographical & ecological knowledge in connection. But practically the British state at that point of time was seriously deficient of any such detailed knowledge of these grand natural resources in South Asia. The matter was more concerning for the Glacial sources & rivers like that of Indus & its tributaries which were till then beyond the established frontiers of the British Raj. Hence, a detailed geographical exploration of these rivers & cartographical surveys of its Himalayan sources needed to be undertaken. In this connection, it should be mentioned that the process had already started much earlier.

In April 1808, Colonel Colebrook, the Surveyor General of Calcutta was the first to begin the scientific exploration of the source of River Ganga & its tributaries. Before that the only knowledge of the River sources were form the accounts of the Early Travelers & that of some Chinese sources derived from Jesuit missionaries. For instance, the map of Tibet derived from the collection of Father Regis at Peking was drawn as early as 1717, which gives a faint position of the

Glacial source of River Ganga.⁶⁶ However, most of these maps & accounts were composed using the help of oral information and largely beyond the spheres of general accuracy. Thus, a fresh scientific survey was necessary to get hold of the Himalayan river sources. Already by 1796 Colonel Hardwicke had already penetrated up to Srinagar over the banks of Alakanada. And in June 1808 under Colebrook's initiation, a surveyor team under Capt. Webb, Lieutenant Raper & Hearsey surveyed all the course of the Ganges, from Haridwar up to its Glacial source over Gangotri. All the relevant trigonometrical positions & other natural details of the River course were scientifically mapped down.⁶⁷

Locating the source of Ganges, perhaps for the first time aroused the importance of this part of Tibetan Himalayas among the British authority. They could now realize that this is the region, which holds the headwaters of most of the major river systems of their aspiring Indian Empire. Hence, even before the birth of the 'Russian peril', an urge to cartographi & to demarcate the frontier of this region ushered in. This was validated by the numerous subsequent survey missions, which were organized in this particular region in regular intervals, in the succeeding years. It is worthy to mention that although the trans-Himalayan region as a whole was always in the priority list of the British, but most of these concerned surveys, were specifically targeted to explore the headwaters & sources of the river systems. As for instance, in 1812, an official survey mission was sent under William Moorecroft accompanied by Hyder Young Hearsey & Trebeck specifically to explore the source of River Sutlej & Indus in the trans-Tibetan Himalayas. They explored the upper courses of the River Indus & reached upto Manasarovar Lake.⁶⁸ Moorcroft in his report to Calcutta quiet significantly highlighted the strategic importance of controlling the sources of these rivers and thereby the immediate need to establish British forward posts in these regions. By 1815, the headwaters of all the river courses between Ganga & Sutlej watersheds were systematically surveyed under the supervision of Capt J.A Hodgson & Lt Herbert.⁶⁹

⁶⁶ Clements R Markham, *Memoir on the Indian Surveys*, p 63

⁶⁷ Ibid pp 61-62

⁶⁸ Horace Hayman Wilson, *Travels in the Himalayan Provinces of Hindusthan and the Panjab; in Ladakh and Kashmir; in Peshwar, Kabul, Kunduz and Bokhara by Ms. William Moorcroft and Ms. George Trebeck [1819 to 1825]*, (London : John Murray Pub' 1841) (Published under the authority of Asiatic Society of Calcutta)

⁶⁹ Markham, p 65

All these casted a definitive impact in the Hydro-political approach of the British policies in India, by the 1st half of 18th century. Establishing their control over all the major river courses and over their upstream headwaters rising from the Himalayan sources, became a firsthand priority for the British Raj. In addition, the North-Western revenue surveys in 1823, manifested the importance of the Indus River system in manipulating the agrarian system of entire Punjab province.⁷⁰ The British came to understand the entire ecosystem of how the silt brought down by the rivers from the Himalayas, directly or indirectly impacts the agricultural productivity in large tracts of provinces. Thus, by middle of 1829, Governor General Bentick had already received definitive instructions from London, to gain control over the entire course of the Indus river, even in those region which were still outside the peripheries of British India.⁷¹ This policy was latter manifested by the upcoming Kashmir survey and the great Survey of the Indus series (1854-60). The entire Indus river from its Deltaic regions of Karachi in the South to its Himalayan headwaters in the North was systematically surveyed down. About 706 miles of the course was covered up & about 148 observatory stations were established.⁷² The stupendous character of its glaciers attracted special attention to the observers.

Cartographer WH Johnson in his 1865 survey also devoted a special attention in analyzing the importance of rivers in this region. He informed how this region is abundantly watered by the numerous streams of Tarim, Argol & Karakash rivers. That's why, despite falling in the rain shadow area & witnessing a temperate arid climate, Tibet & Khotan quiet contrarily never suffers from the scarcity of water. It is because the whole country was at that time already well irrigated through numerous canals from these North flowing rivers.⁷³ As to Mr. Johnson, this was one of the important factor as to why this region inspite of having an extremely dry climate is superior in agricultural production than India in some aspect.

Again, in absence of proper roads in this rugged terrain, the river valleys formed one of the principle routes of communication here. Enroute to Khotan, Johnson had spent about twenty days surveying the course & valley of River Karakarsh in Tibet and found that it might serve a good

⁷⁰ Ibid p 82

⁷¹ Menon, *The 'Russian Bogey'*, p 14

⁷² Report for three years of Indus Series (1858-59)

⁷³ Johnson, p 5

channel of communication for merchants & traders between India & North of Himalayas. One doesn't have to climb lofty Mountains & almost inaccessible Mountain passes to traverse through Tibet. Instead, they might simply follow these river courses & swiftly travel through its banks. In fact, during his return journey, Johnson himself noticed that during Winter when the lofty Mountain passes got covered with thick layers of snow & becomes almost inaccessible, it is this rivers with their frozen beds offers the only way of communication.

Yet there is another important aspect of controlling these Himalayan headwaters, which would soon become crucial in the coming decades. It wasn't any political neither was any diplomatic but directly linked to environmental exploitation, namely the access to the huge forest resources of the River valleys. Now, the Valleys of these mountainous rivers like Beas, Sutlej or the Kali in Himachal & Kumaon, respectively received some of the highest precipitation in Northern India and hence they harvest some of the dense forest growth along their courses. These forests in turn provide a lucrative source of timber. Now quiet certainly, in the coming decades timber would form the most crucial forest exploit for the colonial state. From supplying railway slippers to manufacturing of large Oceanic vessels, timber forms an important pillar behind the entire colonial set up. As a result, large number of trees would be chopped down resulting in large scale deforestations. The subsequent forest acts of 1865 onwards were a byproduct of this colonial attitude. In the context of West Himalayan surveys, as early as 1851, the Strachey brothers, viz Richard Strachey⁷⁴ & Henry Strachey⁷⁵ had already located this resource. While surveying a large stretch of land from Kumaon to Western Tibet, in separate missions they reported that the lower downstream banks of river gorges like Beas, Sutlej, Chenab, Ganges, etc, mainly in the Siwalik foothill regions, contains highly fertile depositions of River sediments. Hence these banks are been generally guarded by a dense cover of forest. As a matter of fact, these forests hosts some of the richest timber resources like sal, teak, mahogany, etc that might be very lucrative for the colonial state in the future. In this regard, there were various similar forest surveys, which were conducted in the succeeding decades, mainly in the downstream Tarai regions. But due to the paucity of space

⁷⁴ R. Strachey, "On the physical geography of the provinces of Kumaon and Gurhwal", in *Journal of Royal Geographical Society*, (London : RGS, 1851), p 57

⁷⁵ H. Strachey, "On the physical geography of Western Tibet", in *Journal of Royal Geographical Society*, (London : RGS, 1853), pp 1-7

& time not all could be discussed here in details. However, the fact that the colonial state had a deep interest in the forest resources of these river valleys is of certain.

Conclusion :

In our preceding paragraphs, starting from the earliest diplomatic mission under Colonel Bogle in 1774 to the trigonometrical exploration to Khotan by cartographer WH Johnson in 1865, we have taken two watershed moments to understand the development. It could be observed that the grand explorations and survey operations in these regions were largely driven by three causative factors all of which were basically linked to establishment of British Hegemony in the subcontinent. The first is to counter the Russian peril and establish diplomatic rapport with the local chieftains. Second is to open new channels of communication so as to boost British commercial hegemony in these regions. And the last one was to gain control of the headwaters and the glacial sources of the major perennial river systems of South Asia. In order to do all these, a detail firsthand knowledge is needed which could be aptly supplied by these survey operations. Again, it is worthy to mention that all these three Imperialist objectives were not independent to each other in their absolute terms. Rather they were basically inter-connected in nature. As for instance, gaining control of the Indus headwaters, would not just ensure an important supply of water, but it would also mean gaining control over the entire navigation of Indus River. This would not just open the avenue of commercial penetration for the British in the North-Western regions but would also drive away any chance of rival Russian commercial advancement in the same. So in the end we can conclude that the trans-Himalayan surveys of North West engulfing a huge tract of land including North-Western Himalayas, Western Tibet and Eastern Central Asia, was not just merely to quench the thirst of natural curiosity. Rather, behind the scene it involved a larger Imperialist ambition of the British colonial regime.

X ve Y Kuşağı Çalışanlarının Bireysel Yenilik Davranışlarının Karşılaştırılması: Bişkek Yiyecek ve İçecek Firmaları Örneği

Assoc. Prof. Dr. Mehmet ULUTAŞ

Kırgızistan Türkiye Manas University & Niğde Ömer Halisdemir University
mehmet.ulutas@manas.edu.kg, mulutas@ohu.edu.tr
ORCID NO: 0000-0002-6838-2506

ÖZET

Giriş ve Çalışmanın Amacı: Farklı zaman aralıklarında doğup büyüyen bireylerin iş yapma tarzları, iletişim biçimleri ya da algı farklılıkları sebebiyle birlikte çalıştıkları diğer kuşak işgörenlerle anlaşmazlıklar yaşamaları kuşak çatışması olarak adlandırılmakta olup günümüzce iş örgütlerinin çözmesi gereken önemli problemlerden biridir. Yenilikçilik ise, yeni fikirleri deneme ve risk almada isteklilik gösterme davranışını ifade eder. Araştırmada, X ve Y kuşağı ve bireysel yenilikçilik davranışı ilişkisi incelenmiştir. Araştırma ile bu alandaki literatürün zenginleştirilmesi amaçlanmaktadır.

Kavramsal/Teorik Çerçeve: Literatür taramasında, konu ile ilgili olarak çok sayıda çalışma ve bulguların olduğu tespit edilmiştir. Yiğit ve Aksay (2015: 106), Savaneviciene vd. (2019: 215), Başoğlu ve Edeer (2017: 77), Zhang vd.'nin (2017: 489) vb. araştırmacılar, kuşaklar ve yenilikçilik ile ilgili önemli bulgular elde etmişlerdir.

Yöntem: Yapılan bu çalışmada örneklem olarak Kırgızistan'ın başkenti Bişkek'te faaliyet gösteren yiyecek içecek işletmeleri çalışanları seçilmiştir. Araştırmada bir anket formu kullanılmıştır. Anket sorularına verilen cevaplar, 5'li Likert tipi (1: Kesinlikle Katılmıyorum; 2: Katılmıyorum; 3: Ne Katılıyorum Ne Katılmıyorum; 4: Katılıyorum; 5: Kesinlikle Katılıyorum) ölçek vasıtasıyla alınmıştır. Araştırmada kullanılan bireysel yenilikçilik (individual innovativeness) ölçeğinin orijinali, "Individual Innovativeness Scale" adı altında Hurt ve Cook (1977) tarafından geliştirilmiş olup, çalışmada ölçeğin Türkçe formu Sarıoğlu'ndan (2014: 89-90) alınmıştır. Toplam kullanılan anket formu sayısı 216'dır.

Bulgular ve Tartışma: Araştırmada, öncelikle açıklayıcı faktör analizi yapılarak ölçeklerin yapısal geçerliliği ve güvenilirliği test edilmiştir. Yapılan bağımsız T testi ve Anova testlerinin sonucunda aşağıdaki sonuçlara ulaşılmıştır; 1) Bireysel yenilikçilik davranışı cinsiyete göre anlamlı bir şekilde farklılaşmamaktadır, 2) Bireysel yenilikçilik davranışı doğum yılı baz alınarak sınıflandırılan kuşaklara göre anlamlı bir şekilde farklılaşmamaktadır, 3) Bireysel yenilikçilik davranışı medeni hale göre anlamlı bir şekilde farklılaşmamaktadır, 4) Bireysel yenilikçilik davranışının eğitim durumuna göre; a) değişime direnç, eğitim durumuna göre anlamlı bir şekilde farklılaşmamaktadır b) Fikir önderliği faktörü eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır. Eğitim durumu üniversite olan çalışanların fikir önderliği algısı, eğitim durumu lise olan çalışanlardan anlamlı bir şekilde farklılaşmaktadır. Buna göre, üniversiteli çalışanların fikir önderliği algısı, liseli çalışanlardan daha yüksektir, c) Risk alma faktörü de eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır. Eğitim durumu üniversite olan çalışanların risk alma algısı, eğitim durumu lise olan çalışanlardan anlamlı bir şekilde farklılaşmaktadır. Buna göre, üniversiteli çalışanların risk alma

algısı, liseli çalışanlardan daha yüksektir, 5) Bireysel yenilikçilik davranışı çalışma süresine göre anlamlı bir şekilde farklılaşmamaktadır.

Sonuç ve Öneriler: Çalışma ile işgörenlerin bireysel yenilikçilik davranışı algıları ölçülmüş; demografik faktörlerle bireysel yenilikçilik arasındaki ilişki çalışmanın bulguları olarak ayrıntılı bir biçimde ortaya konmuştur. Sonuçlar, örneklemin ağırlıklı olarak Y kuşağı katılımcılardan oluşması sebebiyle, araştırma ile amaçlanan X ve Y kuşağı'nın bireysel yenilikçilik davranış farkını ortaya koyma noktasında istenilen düzeyde gerçekleşmemiştir. Eğitim seviyesi dışındaki tüm demografik faktörler ile bireysel yenilikçilik davranışı anlamlı olarak farklılaşmamıştır. Eğitimi daha yüksek olan bireylerin daha yüksek bireysel yenilikçilik davranışı gösteriyor olmaları, araştırmanın yegane anlamlı bulgusunu oluşturmaktadır. Buna göre yenilikçiliğe önem veren işletmelerin, daha eğitilmiş işgörenlerle çalışmaları, örgütlerini hızla değişen ve gelişen günümüz rekabetçi koşullarında ayakta tutacaktır.

Anahtar Kelimeler: X ve Y Kuşağı, Bireysel Yenilikçilik, Kırgızistan, Bişkek

Comparison of Individual Innovation Behaviors of X And Y Generation Employees: The Case of Bishkek Food and Beverage Companies

ABSTRACT

Introduction and Purpose of the Study: The fact that individuals born and grown up at different time intervals have conflicts with other generation employees who work together due to their way of doing business, communication styles or perception differences, is one of the important problems that business organizations need to solve today. Innovation, on the other hand, refers to the willingness to try new ideas and take risks. In the research, the relationship between X and Y generation and individual innovation behavior was examined. The research aims to enrich the literature in this field.

Conceptual / Theoretical Framework: In the literature review, it was determined that there are many studies and findings related to the subject. Yiğit and Aksay (2015: 106), Savaneviciene et al. (2019: 215), Başoğlu and Edeer (2017: 77), Zhang et al. (2017: 489), etc. researchers have obtained important findings regarding generations and innovation.

Method: In this study, the employees of food and beverage companies operating in Bishkek, the capital of Kyrgyzstan, were selected as the sample. A questionnaire form was used in the research. The answers given to the questionnaire were taken through the scale of 5 Likert types (1: Strongly Disagree; 2: Disagree; 3: Neither Agree, Disagree; 4: Agree; 5: Strongly Agree). The original of the individual innovativeness scale used in the research was developed by Hurt and Cook (1977) under the name of the "Individual Innovativeness Scale" and the Turkish form of the scale was taken from Sarıoğlu (2014: 89-90). The total number of questionnaire forms used is 216.

Findings and Discussion: In the research, the structural validity and reliability of the scales were tested by making explanatory factor analysis. As a result of the independent T-test and Anova tests, the following results were achieved; 1) Individual innovation behavior does not differ significantly according to gender, 2) Individual innovation behavior does not differ significantly according to the generations classified on the basis of birth year, 3) Individual innovation behavior does not differ significantly according to marital status, 4) According to the educational status of individual innovation behavior; a) resistance to change does not differ significantly according to educational level b) Opinion leadership factor differs significantly according to educational level. Opinion leadership perception of

employees whose education level is university differs significantly from high school employees. Accordingly, the perception of university workers' opinion leadership is higher than high school employees, c) Risk-taking factor also differs significantly according to the educational level. The risk-taking perception of employees whose educational background is university differs significantly from those with high school education. Accordingly, the risk-taking perception of university employees is higher than that of high school employees. 5) Individual innovation behavior does not differ significantly according to working time.

Results and Suggestions: Employees' perceptions of individual innovation behavior were measured with the study; The relationship between demographic factors and individual innovation is presented in detail as the findings of the study. The results did not reach the desired level in terms of revealing the individual innovation behavior difference of the X and Y generation, which was aimed at the research since the sample was mainly composed of the Y generation participants. Individual innovation behavior did not differ significantly with all demographic factors except education level. The fact that individuals with higher education exhibit higher individual innovation behavior constitute the only meaningful finding of the research. Accordingly, the enterprises that attach importance to innovation will work with more educated employees and will keep their organizations alive in today's competitive conditions

Keywords: X and Y Generation, Individual Innovativeness, Kyrgyzstan, Bishkek

GİRİŞ

Sosyal ve ekonomik hareketler neticesinde dünya çapında oluşan zaman aralıkları ve bu zaman aralıklarında doğan büyüyen insanların öncekilerden farklı bulunan yetişme tarzı kuşak ya da jenerasyon olarak adlandırılmaktadır. Günümüzde işletmelerde çok farklı yaş gruplarından olan, bir başka deyişle farklı jenerasyondan olan işgörenler birlikte çalışmaktadırlar. İşletmelerdeki çeşitli sorunların, söz konusu jenerasyonlar arasındaki iş yapma biçimi, iletişim yöntemleri ya da algılamalardaki farklılıklardan kaynakladığı düşünülmektedir (Keleş, 2011: 129).

Çalışma hayatında kuşaklar ve kuşaklar arası anlaşmazlıklar ya da bir başka deyişle kuşak çatışması organizasyonlar için gittikçe daha büyük önem arz etmektedir. Y kuşağı'nın çalışma hayatına aktif katılımının önemli ölçüde artması ve buna bağlı olarak artan anlaşmazlıklar, insan kaynakları yönetiminin çözüme kavuşturması gereken esas sorunlarından biri olmuştur (Yüksekbilgili, 2015: 264).

Bu çerçevede çalışma ile X ve Y kuşağı ile ilgili literatürde yer alan bilgiler ortaya konmuş ve bireysel yenilikçilik davranışı ile olan ilişkisi ayrıntılı bir biçimde incelenmiştir.

1. BÖLÜM- TEORİ VE HİPOTEZLER

1.1 X ve Y Kuşağı

Yönetim literatüründe son dönemlerde üzerinde çok sayıda araştırma yapılan konulardan biri de kuşaklar ve kuşaklararası farklılaşmadır. Kuşaklar ile ilgili olarak kimi araştırmacılar bunun yönetim alanında zaman zaman ortaya çıkan ve geçici sayılabilecek moda akımlardan biri olduğunu düşünmektedir. Yaş kriterine göre sınıflandırmanın stereotipler biçiminde insanları farklılaştırmak anlamına geleceği, insanların davranışlarının kişinin doğduğu yıldan çok yaşlandıkça değişebileceği ifade edilmektedir (Bayramoğlu, 2018: 15).

Hem kamuda hem de özel sektörde “baby boomers” kuşağı sayısal olarak tükenmektedir. İşgücü piyasasındaki X kuşağı da gittikçe azalmakta ve yerini Y kuşağına bırakmaktadır (Kerse, 2016: 2). X ve Y kuşağı işgörenleri günümüzde örgütlerde yan yana çalışmaktadır. X kuşağı, iş hayatına giriş tarihlerinin daha erken olması ve tecrübelerinin fazla kıdemlerinin yüksek olması sebebiyle daha çok yönetici pozisyonunda görev alırken; Y kuşağı, yönetici adayı düzeyinde iş hayatında pozisyon bulabilmektedir (Göksel ve Güneş, 2017: 824).

Litaratürde kuşakların sınıflandırılmasına dair açık ve genel bir konsensüs bulunmamaktadır. Ancak, genel itibariyle, sessiz kuşak, bebek patlaması kuşağı, X kuşağı, Y kuşağı ve yeni sessiz kuşak olarak ifade edilebilen Z kuşağından bahsedilmektedir. Söz konusu kuşak türleri, aşağıda detaylı olarak incelenmiştir;

Sessiz Kuşak/Geleneksel Kuşak (1925-1945); 2. Dünya Savaşı öncesi doğanlar sessiz kuşak ya da geleneksel kuşak adıyla sınıflandırılmışlardır (Gürbüz, 2015: 41).

Bebek Patlaması (Baby Boomers) Kuşağı (1946-1964); 1946-1964 yılları arasında doğanlar bu kuşakta yer almakta olup, özellikle 2.Dünya savaşı sonrasında meydana gelen hızlı doğum artışını ifade eden bir kuşaktır (Yiğit ve Aksay, 2015: 107). Bebek patlaması kuşağı, işkolik olarak ifade edilebilecek kadar çok çalışmayı seven, kişisel menfaatleri yerine örgütünün çıkarlarını daha üstte tutan itaatkar bir nesil olarak da tarif edilmektedir (Gürbüz, 2015: 41).

X Kuşağı (1965-1979); Bebek patlaması kuşağından hemen sonra, 1965-1979 yılları arasında doğanlar, X kuşağı olarak sınıflandırılmışlardır. X kuşağı, “çalışmak ama yalnızca yaşamak için” anlayışıyla hareket eden, önceki nesle göre çalışma anlayışı, iş değerleri çok daha zayıf olan, bireyciliği daha öne çıkan bir nesildir (Gürbüz, 2015: 41). Bu kuşak, bilgisayarlarla ilk tanışan ve bilgisayarlarla büyüyen ilk nesli ifade etmektedir. Ekonomik ve sosyal problemlerden

etkilenmeleri sebebiyle önceki kuşaklara göre daha kötümserdirler ama kendine güvenen, kendine inancı yüksek olan bireylerdir (Yiğit ve Aksay, 2015: 107).

Y Kuşağı (1980-2000); 1980-2000 yılları arasında doğan ve "Milenyum kuşağı" (Millennials) olarak da adlandırılan nesil, küreselleşmenin bir ürünüdür. Teknolojik gelişime ve teknolojiye kullanım kolaylığına erişen bu kuşak için teknoloji, yaşamın temel taşlarından biridir (Berkup, 2014: 218). Y kuşağı'nın sosyal yönden en önemli özelliklerinden birisi, özgürlüğüne düşkünlüğü ve teknolojiye merakıdır. Özellikle çok kanallı televizyonlar, Y Kuşağı insanını önemli ölçüde etkilemiştir. İnternetin yaygın olarak kullanıldığı çağa da genç sayılacak yaşta yetişmiş olmaları, bilgi ve iletişim teknolojilerinden çok iyi yararlanmalarını beraberinde getirmiştir (Akdemir vd., 2013: 18).

Z Kuşağı/Yeni Sessiz Kuşak (2000 Sonrası Doğanlar); Z kuşağı, bilgisayarların ve dijital teknolojinin son derece yaygın biçimde kullanıldığı bir dünyaya gözlerini açmıştır. Bu kuşak, okumak yerine web'de sörf yapmayı tercih eden, dışarıda zaman geçirmek istemeyen, online olarak sosyal medya üzerinden sosyalleşen, cep telefonu ya da bilgisayar olmadan yaşamayı hayal bile edemeyen bir kuşaktır (Taş vd. 2017: 1033).

Literatürde X ve Y kuşağı üzerine yapılan çok sayıda ampirik çalışma bulunmaktadır. Bunlara aşağıda kısaca değinilmiştir;

Keleş (2011:137), Bahçeşehir Üniversitesi öğretim görevlileri üzerine yaptığı nitel araştırmada, Y kuşağı'nın esnek çalışma koşulları, yöneticilerinden geribildirim, astları rahat hissettiren çalışma ortamı talep ettiklerini, mesai saatleri, izinler vb. konularda fazlaca kontrol edilmelerinin kendilerine karşı bir güvensizlik belirtisi olduğunu ve bu durumun motivasyonlarını düşürüp yaratıcılıklarını azalttığını ortaya koymuşlardır.

Şenturan vd. (2016: 179), İstanbul'da çeşitli sektörlerde çalışan yöneticiler üzerine uyguladıkları çalışmada, Y kuşağı'nın, ilerleme, özerk olma, çalışma koşulları ve finansal şartlar gibi çalışma değer algılarının X kuşağı ile karşılaştırıldığında çok daha etkili olduğu sonucuna ulaşmışlardır.

Yüksekbilgili (2015: 265), yaptıkları ampirik çalışma ile Türkiye'de Y kuşağı yaş aralığının 1983-1995 arasında doğanlar olduğunu; 1980 değil de 1983 ile başlamasını teknolojik gelişimin 1980'lerin başlarında değil de ortalarında ancak Türkiye'ye ulaşması, 2000 değil de 1995'de sonlanmasını ise bilgi teknolojileri ve internetin 1994'ten sonra kullanılmaya başlanması olarak izah etmektedir.

Gürbüz (2015: 39), kuşaklar arası farklılığı incelediği ve 7 ayrı sektörde çalışan işgörenler üzerine yaptığı ampirik çalışmada, örgütsel bağlılığın duygusal bağlılık alt boyut ile iş ahlakının boşa zaman geçirmeme alt boyutu açısından kuşaklar arasında anlamlı farklılık bulunduğunu ortaya koymuştur.

Hatipoğlu ve Dündar (2014: 43), İstanbul'da çeşitli sektörlerde çalışan işgörenler üzerine yaptıkları çalışmada, devam bağlılığının X kuşağının iş doyumu üzerinde pozitif, Y kuşağının iş doyumu üzerinde ise negatif etkisi olduğu sonucuna ulaşmışlardır.

Mücevher ve Erdem (2018: 60), X kuşağı öğretim görevlileri ile Y kuşağı öğrencilerin birbirlerine karşı algılarını araştırdıkları çalışmalarında, X kuşağı akademisyenlerin, Y kuşağı öğrencilerini öğrenme yetkinliği açısından yetersiz gördüğünü, Y kuşağı öğrencilerin ise X kuşağı akademisyenlerin yardımsever ama sert oldukları ve özgürlükçü bireyler olmadıkları kanaati taşıdıklarını ortaya koymuşlardır.

Çetin ve Karalar (2016: 157), İstanbul ve Edirne'de öğrenciler üzerine yaptıkları çalışmada, Y kuşağı öğrencilerin kariyer algılamalarının sınırsız ve çok yönlü yapısının diğer kuşakların kariyer algılarıyla karşılaştırıldığında daha yüksek bulunmuştur.

Danışman ve Gündüz (2018: 707), İstanbul'da X ve Y kuşağının kahvaltayı dışarıda yapıp yapmadıkları hususundaki çalışmalarında, alışkanlıklar, marka bağımlılığı ve odaklılık boyutlarında iki kuşak arasında anlamlı farklılık olduğunu gözlemlemişlerdir.

Chakraborty ve Balakrishnan (2017: 135), Hindistan'daki dört büyük şehirde müşterilerin çevrimiçi (online) satın alma davranışları üzerinde yaptıkları araştırmanın bulguları, farklı kuşakların farklı tüketici davranış gösterme eğilimleri olduğunu ortaya koymaktadır.

Bento vd. (2018: 234), Portekiz'de gerçekleştirdikleri bir çalışmada, Y kuşağının facebook'ta X Kuşağı'ndan daha fazla içerik tükettiğini ve Y Kuşağının maliyet açısından en bilinçli kuşak olduğunu ortaya koymuşlardır.

1.2 Bireysel Yenilikçilik Davranışı

Rogers (2003), 21. yüzyılın bireylerini her durumda gerekli bilgilere erişebilen, sorunları çözen, etkili iletişimi sağlayan, yeniliklere açık ve yenilikçilik özelliklerini sergileyen insanlar olarak tanımlamaktadır. Yenilikçilik bağlamında bireyler beş gruba ayrılmaktadır; 1) Yeni fikirleri denemek ve risk almak için isteklilik gösteren “Yenilikçiler-Innovators”, 2) Çevredeki diğer bireyleri bilgilendiren ve öncülük eden “Çabuk Benimseyenler- Early Adopters”, 3) Yeniliklere karşı temkinli bir duruş benimseyen ve risk almaya istekli olmayan “Başlangıçtaki Çoğunluk-

Early Majority”, 4) Yeniliklere şüphe ile yaklaşan çekingen davranışlar gösteren (değişime direnirler ve bazı önyargılara sahiptirler) “Sondaki Çoğunluk- Late Majority”; 5) Sürecin en sonunda yenilikleri benimseyen “Geç Kalanlar-Laggards” (Gökçearslan vd., 2017: 75).

Bireysel yenilikçilik davranışı üzerine de literatürde çok sayıda ampirik çalışma bulunmaktadır. Bunlara aşağıda kısaca değinilmiştir;

İkiz ve Aşıcı'nın (2017: 52), Türkiye ve Kuzey Kıbrıs Türk Cumhuriyeti'ndeki danışman adayları üzerine yaptıkları çalışmanın bulguları, bireysel yenilikçilik davranışı ile psikolojik mutluluk (well-being) arasında anlamlı pozitif korelasyonlar bulunduğunu göstermiştir.

Özden vd. (2019: 629), Malatya'da hemşirelik okulu öğrencileri üzerine yaptıkları çalışmada çevrimiçi bilgi arama stratejileri ile bireysel yenilikçilik arasında pozitif ve güçlü bir korelasyon bulunduğunu ortaya koymuşlardır

Emeğini ortaya koyarak örgütsel faaliyetlere katkı sağlayan işgörenler, çalışma hayatları süresince, işleri, işyerleri, işverenleri ile ilgili çok çeşitli deneyimler yaşamaktadırlar. Kimi zaman sevinçli kimi zaman üzüntülü geçirilen bütün anlar, yaşanmışlıklar, paylaşımlar, sahip olunan bilgiler, hissedilen duygular, işgörenin örgütüne karşı bir tutum geliştirmesine sebep olmaktadır. İş tatmini, geliştirilen bu duygu ve tutumun olumlu bir sonucu olarak, işgörenin bedensel ve ruhsal olarak iyi bir durumda olması olarak tanımlanmaktadır (Oshagbemi, 2000: 88; Sevimli ve İşcan, 2005: 56).

1.3 X ve Y Kuşağı ile Bireysel Yenilikçilik Davranışı Arasındaki İlişki

Yiğit ve Aksay (2015: 106), Karadeniz Bölgesi'ndeki üç özel hastaneden topladığı verilerin bulguları, X ve Y kuşağı arasında yenilikçi davranışı bakımından farklılık olduğunu ve X Kuşağı'nın daha yenilikçi olduğunu göstermiştir.

Savaneviciene vd. (2019: 215), Litvanya'da Toplum 5.0 (Society 5.0) üzerine yaptıkları çalışmada, farklı kuşakların bireysel yenilikçiliğe karşı farklı tutumlar gösterdiğini ortaya koymuşlardır.

Başoğlu ve Edeer (2017: 77), Dokuz Eylül Üniversitesi Hastanesi'nde görev yapan hemşireler üzerine yaptıkları ampirik araştırmada, Y kuşağında bulunan hemşirelerin daha yüksek bireysel yenilikçilik davranışı gösterdiğini tespit etmişlerdir.

Zhang vd.'nin (2017: 489) yaptıkları araştırmanın sonuçları, teknoloji kullanımı ve tüketici yenilikçiliği gibi faktörlerin, Y kuşağının, birlikte ortak değer yaratma faaliyetlerine katılma eğilimini, özellikle mobil sosyal platformlar aracılığıyla, etkilediğini ortaya koymuştur.

Literatür ve ampirik araştırma sonuçları dikkate alınarak, X ve Y kuşağı ve bireysel yenilikçilik davranışı ilişkisini test etmek için aşağıdaki hipotezler geliştirilmiştir;

H₁: Bireysel yenilikçilik davranışı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,

H_{1a}: Değişime direnç algısı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,

H_{1b}: Fikir önderliği algısı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,

H_{1c}: Risk alma algısı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,

H₂: Bireysel yenilikçilik davranışı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,

H_{2a}: Değişime direnç algısı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,

H_{2b}: Fikir önderliği algısı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,

H_{2c}: Risk alma algısı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,

H₃: Bireysel yenilikçilik davranışı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,

H_{3a}: Değişime direnç algısı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,

H_{3b}: Fikir önderliği algısı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,

H_{3c}: Risk alma algısı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,

H₄: Bireysel yenilikçilik davranışı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,

H_{4a}: Değişime direnç algısı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,

H_{4b}: Fikir önderliği algısı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,

H_{4c}: Risk alma algısı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,

H₅: Bireysel yenilikçilik davranışı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,

H_{5a}: Değişime direnç algısı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,

H_{5b}: Fikir önderliği algısı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,

H_{5c}: Risk alma algısı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır.

2. BÖLÜM - ARAŞTIRMANIN YÖNTEMİ

X ve Y kuşağı ile bireysel yenilikçilik davranışı ilişkisinin belirlenmesini amaçlayan bu araştırmada, ilk olarak örneklem ve ölçeklere dair bilgilere yer verilmiş; ardından örneklem vasıtasıyla elde edilen veri kullanılarak analizler yapılmıştır. X ve Y kuşağı, doğum yılı esas alınarak tespit edilmiş, bireysel yenilikçilik davranışı için ise açıklayıcı faktör analizi yapılmıştır. Daha sonra hipotezlerin analizi, T testi ve Anova testi yapılarak gerçekleştirilmiştir

2.1 Araştırmanın Örneklemi

Araştırmanın evrenini, Kırgızistan'ın başkenti Bişkek'te faaliyet gösteren yiyecek içecek işletmelerinin çalışanları oluşturmaktadır. Araştırmanın örneklemini ise söz konusu çalışanların içerisinde tesadüfi olmayan örnekleme yöntemlerinden kolayda örnekleme yöntemiyle belirlenmiş olan denekler oluşturmaktadır. Bu çerçevede, yönetici ve çalışan düzeyindeki 250 kişiye anket formları elden dağıtılmış ve bunların 232 adedi geri dönmüştür. Geri dönen anket formlarından 16'sı, gelişigüzel doldurulması ve işaretlenmemiş soruların çok olması sebebiyle analizlere dahil edilmemiş olup, toplam kullanılan anket formu sayısı 216 olmuştur.

Araştırmaya katılanların demografik bilgileri şu şekildedir; Ankete 120'si erkek (% 55,6), 96'sı kadın (% 44,4) olmak üzere toplam 216 kişi katılmıştır. Katılımcıların 1965-1979 yılları arasında doğan yani X kuşağı'nda yer alanlarının sayısı 4 olup % 1,9'a karşılık gelmekte; 1980-2000 yılları arasında doğan yani Y kuşağında yer alanlarının sayısı 205 olup % 94,9'a karşılık gelmekte; 2000 yılı sonrası doğan yani Z kuşağında yer alanların sayısı 7 olup % 3,2'ye karşılık gelmektedir. Ankete katılanların % 86,1'i (186 kişi) bekar, % 13,9'u (30 kişi) evlidir. Eğitim durumlarına göre, ankete katılanlar arasında en yüksek oran % 66,7 (144 kişi) ile üniversite mezunlarına aittir. Lise mezunlarını % 28,2 (61 kişi) ile lise mezunları takip etmektedir. Katılımcıların yalnızca % 5,1'i (11 kişi) ilkokul mezunudur. Katılımcıların % 37,0'ı (80 kişi) 1 yıldan az; % 56,9'u (123 kişi) 1-6 yıl arası; % 6,0'ı (13 kişi) ise 6 yıldan fazla süredir kurumlarında görevini sürdürmektedir

2.2 Veri Toplama Aracı

Araştırmada veri toplama aracı olarak anket yöntemi kullanılmıştır. Anket formu iki bölümden ve toplam 25 sorudan oluşmaktadır. Birinci bölümde 5 sorudan oluşan demografik faktörlere ait sorular, ikinci bölümde 20 sorudan oluşan bireysel yenilikçilik davranışı ölçeği (3 boyut) yer almaktadır

Bireysel Yenilikçilik Davranışı Ölçeği

Araştırmada kullanılan bireysel yenilikçilik (individual innovativeness) ölçeğinin orijinali, "Individual Innovativeness Scale" adı altında Hurt ve Cook (1977) tarafından geliştirilmiş olup, çalışmada ölçeğin Türkçe formu Sarıoğlu'ndan (2014: 89-90) alınmıştır. Ölçek orijinal biçimiyle 20 soru ve 3 boyut üzerinden yapılandırılmıştır. Boyutlar, fikir önderliği (opinion leadership), değişime direnç (resistance to change) ve risk alma (risk-taking) olarak adlandırılmıştır. Fikir önderliği alt boyutu'na; "*Bir şey yaparken yeni yollar olup olmadığını araştırırım*", "*Yenilikler*

konusunda gruba liderlik etmekten hoşlanırım” ifadeleri; Değişime direnç alt boyutu’na; “Yeni fikirlere karşı şüpheli davranırım”, “Eski yaşam tarzının ve işleri eski yöntemlerle yapmanın en iyi yol olduğunu düşünürüm” ifadeleri; Risk alma alt boyutu’na; “Cevaplanmamış sorular beni çözüm bulmaya yöneltir”, “Yeni şeyleri denemekten hoşlanırım” ifadeleri örnek olarak gösterilebilecektir. Fikir önderliği ve değişime direnç alt boyutları 8’er soru ile risk alma boyutu ise 4 soru ile ölçümlenmiştir. Anket sorularına verilen cevaplar, 5’li Likert tipi (1: Kesinlikle Katılmıyorum; 2: Katılmıyorum; 3: Ne Katılıyorum Ne Katılmıyorum; 4: Katılıyorum; 5: Kesinlikle Katılıyorum) ölçek vasıtasıyla alınmıştır.

Bireysel yenilikçilik davranışı ölçeğinin yapı geçerliliğini test etmek için açıklayıcı faktör analizi yapılmıştır.

Tablo-1: Bireysel Yenilikçilik Davranışı Ölçeği Açıklayıcı Faktör Analizi Sonuçları

Sorular	Eş Kökenlilik	Faktör Yüğü
Değişime Direnç Faktörü (Özdeğer: 4,174; Açıklanan Varyans%: 26,087; Ortalama: 2,9425; Güvenirlik: ,827)		
Çevremdeki insanların kabul ettiğini görene kadar yeni fikirleri benimsemem.	,577	,759
Yeni fikirlere karşı şüpheli davranırım.	,562	,746
Çevremdeki insanların işine yaradığını görünceye kadar yenilikleri kabul etmede isteksiz davranırım.	,572	,728
Yenilikleri dikkate almadan önce diğer insanların o yeniliği kullandığını görmek isterim.	,545	,722
Çevremdeki insanların arasında yeniliği kabul eden en son kişi olduğumu düşünürüm.	,586	,686
Eski yaşam tarzının ve işleri eski yöntemlerle yapmanın en iyi yol olduğunu düşünürüm.	,549	,657
Yeni bakış açıları ve yeni buluşlara şüphe ile bakarım.	,338	,539
Fikir Önderliği (Özdeğer: 3,354; Açıklanan Varyans %: 20,962; Ortalama: 3,5833; Güvenirlik: ,798)		
Düşünce ve davranışlarımın yaratıcı ve özgün olduğunu düşünürüm.	,721	,833
Yenilikçilik konusunda insanları kolay etkileyen bir kişi olduğumu düşünürüm.	,588	,737
Yaratıcı bir kişi olduğumu düşünüyorum.	,541	,719
Yenilikler konusunda gruba liderlik etmekten hoşlanırım.	,487	,635

Problemleri çözmek için genellikle yeni yöntemler bulurum.	,557	,593
Risk Alma (Özdeğer: 1,502; Açıklanan Varyans %: 9,386; Ortalama: 4,0683; Güvenirlik: ,787)		
Cevaplanmamış sorular beni çözüm bulmaya yöneltir.	,640	,787
Yeni şeyleri denemekten hoşlanırım.	,616	,778
Yeni fikirlere açık biriyim.	,643	,744
Problemlere ve belirsizliklere karşı mücadele ederim.	,507	,686

Faktör çıkarma metodu: Temel bileşenler analizi; Döndürme metodu: Varimax; Kaiser-Meyer-Olkin Örneklem Yeterliliği: ,829; Bartlett's Küresellik Testi için Ki- Kare: 1226,678; df: 120; $p < 0,01$

Bireysel yenilikçiliğe ilişkin olarak yapılan ilk faktör analizi sonucunda, faktör yüklerinin uygun bileşenlere dağılmadığı görülmüştür. Bu sebeple, faktör yükü uygun bileşenlere dağılmayan, “Yenilikleri takip ettiğim için arkadaşlarım sık sık benden bilgi ve öneri alırlar”, “Bir şey yaparken yeni yollar olup olmadığını araştırırım”, “Düşünce ve davranışlarımla çevremdekileri özgün olmaya teşvik ettiğimi düşünürüm”, “Yeni fikirleri kabul etme konusunda genellikle dikkatli davranırım” ifadeleri ölçekten çıkarılmıştır.

Sonuç itibariyle, değişime direnç faktörünün öz değeri 4,174'dür ve toplam varyansın %26,087'sini açıklamaktadır. Faktörün güvenirligi 0,827 olarak tespit edilmiştir. Fikir önderliği faktörünün öz değeri 3,354'dür ve toplam varyansın %20,962'sini açıklamaktadır. Faktörün güvenirligi 0,798 olarak tespit edilmiştir. Risk alma faktörünün öz değeri 1,502'dir ve toplam varyansın %9,386'sını açıklamaktadır. Faktörün güvenirligi 0,787 olarak tespit edilmiştir.

Ölçeğin Bartlett Testi için ki-kare 1226,678 ve p anlamlılık değeri 0,01'den küçük olarak gerçekleşmiştir. Kaiser-Meyer-Olkin örneklem değeri 0,829'dur. Test sonucu elde edilen değerler, verilerin faktör analizi için uygun olduğunu göstermektedir.

Tablo-2: Faktörlere Ait Cronbach Alpha Güvenirlik Katsayıları

Faktörler	Güvenirlik (Alfa)
Değişime Direnç	0,827
Fikir Önderliği	0,798
Risk Alma	0,787

Faktör analizi sonucunda elde edilen yapıya bağlı kalarak boyutlara ilişkin Cronbach Alpha güvenilirlik katsayıları hesaplanmıştır. Tablo 2’de görüldüğü üzere, tüm boyutların güvenilirliği 0,70’in üzerinde olduğu için boyutların güvenilir olduğu söylenebilecektir

3. BÖLÜM - BULGULAR VE YORUMLAR

Bireysel yenilikçilik davranışının demografik faktörlerle arasında bir ilişki olup olmadığını belirlemek için “Bağımsız T Testi” ve “Anova” testleri yapılmıştır.

Tablo-3: Bireysel Yenilikçilik Davranışının Cinsiyetlere Göre Karşılaştırılması

Değişken	Cinsiyet	N	Ort.	Std. Sapma	Std. Hata	t- değeri	p- değeri
Değişime Direnç	Erkek	120	2,8762	,79116	,07222	-1,252	0,212
	Kadın	96	3,0253	,95955	,09793		
Fikir Önderliği	Erkek	120	3,5117	,78635	,07178	-1,436	0,152
	Kadın	96	3,6729	,86041	,08782		
Risk Alma	Erkek	120	4,0458	,68598	,06262	-0,507	0,612
	Kadın	96	4,0964	,77576	,07918		

Tabloda görüleceği üzere, bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri cinsiyete göre anlamlı bir şekilde farklılaşmamaktadır

Tablo 4: Bireysel Yenilikçilik Davranışının Kuşaklara Göre Karşılaştırılması

Değişkenler	Doğum Yılı (X ve Y Kuşağı)	N	Ort.	Std. Sapma	Std. Hata	F Değeri	P değeri	Farklılık
Değişime Direnç	A 1965-1979 (X Kuşağı)	4	3,1786	1,47254	,73627	0,166	0,847	
	B 1980-2000 (Y Kuşağı)	205	2,9401	,87195	,06090			
	C 2000 Sonrası (Z Kuşağı)	7	2,8776	0,46238	,17477			
	Toplam	216	2,9425	,87109	,05927			
Fikir Önderliği	A 1965-1979 (X Kuşağı)	4	3,7000	,84063	,42032	0,122	0,885	
	B 1980-2000 (Y Kuşağı)	205	3,5854	,82223	,05743			
	C 2000 Sonrası (Z Kuşağı)	7	3,4571	,92170	,34837			
	Toplam	216	3,5833	,82208	,05594			
Risk Alma	A 1965-1979 (X Kuşağı)	4	3,9375	,71807	,35904	0,282	0,755	
	B 1980-2000 (Y Kuşağı)	205	4,0768	,72837	,05087			
	C 2000 Sonrası (Z Kuşağı)	7	3,8929	,73396	,27741			
	Toplam	216	4,0683	,72595	,04939			

Tabloda görüleceği üzere, bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri doğum yılı baz alınarak sınıflandırılan kuşaklara göre anlamlı bir şekilde farklılaşmamaktadır.

Tablo 5: Bireysel Yenilikçilik Davranışının Medeni Hale Göre Karşılaştırılması

Değişken	Medeni Hal	N	Ort.	Std. Sapma	Std. Hata	t- değeri	p- değeri
Değişime Direnç	Bekar	186	2,9485	,83649	,06133	0,255	0,799
	Evli	30	2,9048	1,07713	,19666		
Fikir Önderliği	Bekar	186	3,5849	,80444	,05898	0,072	0,943
	Evli	30	3,5733	,93916	,17147		
Risk Alma	Bekar	186	4,0524	,72008	,05280	-0,799	0,425

Tabloda görüleceği üzere, bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri medeni hale göre anlamlı bir şekilde farklılaşmamaktadır.

Tablo 6: Bireysel Yenilikçilik Davranışının Eğitim Durumuna Göre Karşılaştırılması

Değişkenler	Eğitim Durumu	N	Ort.	Std. Sapma	Std. Hata	F Değeri	P değeri	Farklılık
Değişime Direnç	A İlkokul	11	2,9481	,75125	,22651	0,001	0,999	
	B Lise	61	2,9391	,83807	,10730			
	C Üniversite	144	2,9435	0,89816	,07485			
	Total	216	2,9425	,87109	,05927			
Fikir Önderliği	A İlkokul	11	3,2545	,92991	,28038	6,920	0,001	C>B
	B Lise	61	3,3049	,88665	,11352			
	C Üniversite	144	3,7264	,75085	,06257			
	Total	216	3,5833	,82208	,05594			
Risk Alma	A İlkokul	11	3,9318	,72535	,21870	3,258	0,040	C>B
	B Lise	61	3,8852	,82104	,10512			
	C Üniversite	144	4,1563	,67022	,05585			
	Total	216	4,0683	,72595	,04939			

Tablo 6’da aşağıdaki sonuçlara ulaşılmıştır;

1. Bireysel yenilikçilik davranışının alt boyutlarından değişime direnç, eğitim durumuna göre anlamlı bir şekilde farklılaşmamaktadır.

2. Fikir önderliği faktörü eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır. Eğitim durumu üniversite olan çalışanların fikir önderliği algısı, eğitim durumu lise olan çalışanlardan anlamlı bir şekilde farklılaşmaktadır. Buna göre, üniversiteli çalışanların fikir önderliği algısı, liseli çalışanlardan daha yüksektir denilebilir.

3. Ayrıca, risk alma faktörü de eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır. Eğitim durumu üniversite olan çalışanların risk alma algısı, eğitim durumu lise olan çalışanlardan anlamlı bir şekilde farklılaşmaktadır. Buna göre, üniversiteli çalışanların risk alma algısı, liseli çalışanlardan daha yüksektir denilebilecektir.

Tablo 7: Bireysel Yenilikçilik Davranışının Çalışma Süresine Göre Karşılaştırılması

Değişkenler	Çalışma Süresi	N	Ort.	Std. Sapma	Std. Hata	F Değeri	P değeri	Farklılık
Değişime Direnç	A 1 Yıldan Az	80	2,9946	,86895	,09715	0,520	0,596	
	B 1-6 Yıl Arası	123	2,8931	,83492	,07528			
	C 6 Yıldan Fazla	13	3,0879	1,21294	,33641			
	Total	216	2,9425	,87109	,05927			
Fikir Önderliği	A 1 Yıldan Az	80	3,6875	,86732	,09697	1,680	0,189	
	B 1-6 Yıl Arası	123	3,4959	,75546	,06812			
	C 6 Yıldan Fazla	13	3,7692	1,07965	,29944			
	Total	216	3,5833	,82208	,05594			
Risk Alma	A 1 Yıldan Az	80	4,1281	,71267	,07968	0,570	0,566	
	B 1-6 Yıl Arası	123	4,0224	,70275	,06337			
	C 6 Yıldan Fazla	13	4,1346	1,01353	,28110			
	Total	216	4,0683	,72595	,04939			

Tabloda görüleceği üzere, bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri çalışma süresine göre anlamlı bir şekilde farklılaşmamaktadır.

Hipotezlere ilişkin t değeri, F değeri, P değeri Kabul/Red durumları toplu olarak aşağıdaki Tablo 8’de gösterilmiştir.

Tablo 8: Hipotezler Sonuç Tablosu

Hipotezler	t değeri	F değeri	p değeri	Kabul/Ret
H₁ : Bireysel yenilikçilik davranışı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,				R
H_{1a} : Değişime direnç algısı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,	0,255	3,383	0,799	R
H_{1b} : Fikir önderliği algısı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,	0,072	0,172	0,943	R
H_{1c} : Risk alma algısı cinsiyete göre anlamlı bir şekilde farklılaşmaktadır,	-0,799	0,495	0,425	R
H₂ : Bireysel yenilikçilik davranışı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,				R

H_{2a}: Değişime direnç algısı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,		0,166	0,847	R
H_{2b}: Fikir önderliği algısı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,		0,122	0,885	R
H_{2c}: Risk alma algısı X ve Y kuşağına göre anlamlı bir şekilde farklılaşmaktadır,		0,282	0,755	R
H₃: Bireysel yenilikçilik davranışı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,				R
H_{3a}: Değişime direnç algısı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,	0,255	3,383	0,799	R
H_{3b}: Fikir önderliği algısı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,	0,072	0,172	0,943	R
H_{3c}: Risk alma algısı medeni hale göre anlamlı bir şekilde farklılaşmaktadır,	-0,799	0,495	0,425	R
H₄: Bireysel yenilikçilik davranışı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,				K
H_{4a}: Değişime direnç algısı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,		0,001	0,999	R
H_{4b}: Fikir önderliği algısı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,		6,92	0,001	K
H_{4c}: Risk alma algısı eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır,		3,258	0,040	K
H₅: Bireysel yenilikçilik davranışı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,				R
H_{5a}: Değişime direnç algısı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,		0,520	0,596	R
H_{5b}: Fikir önderliği algısı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,		1,680	0,189	R
H_{5c}: Risk alma algısı çalışma süresine göre anlamlı bir şekilde farklılaşmaktadır,		0,570	0,566	R

SONUÇ

Araştırmada, yapılan bağımsız T testi ve Anova testlerinin sonucunda aşağıdaki sonuçlara ulaşılmıştır;

1. Cinsiyete Göre; Bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri cinsiyete göre anlamlı bir şekilde farklılaşmamaktadır.

2. Doğum Yılına (Kuşaklara) Göre; Bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri doğum yılı baz alınarak sınıflandırılan kuşaklara göre anlamlı bir şekilde farklılaşmamaktadır.

3. Medeni Hale Göre; Bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri medeni hale göre anlamlı bir şekilde farklılaşmamaktadır.

4. Eğitim Seviyesine Göre; Bireysel yenilikçilik davranışının eğitim durumuna göre anlamlı olarak farklılaştığı tespit edilmiştir.

a. Değişime Direnç; değişime direnç, eğitim durumuna göre anlamlı bir şekilde farklılaşmamaktadır.

b. Fikir Önderliği: Fikir önderliği faktörü eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır. Eğitim durumu üniversite olan çalışanların fikir önderliği algısı, eğitim durumu lise olan çalışanlardan anlamlı bir şekilde farklılaşmaktadır. Buna göre, üniversiteli çalışanların fikir önderliği algısı, liseli çalışanlardan daha yüksektir.

c. Risk Alma: Risk alma faktörü de eğitim durumuna göre anlamlı bir şekilde farklılaşmaktadır. Eğitim durumu üniversite olan çalışanların risk alma algısı, eğitim durumu lise olan çalışanlardan anlamlı bir şekilde farklılaşmaktadır. Buna göre, üniversiteli çalışanların risk alma algısı, liseli çalışanlardan daha yüksektir.

5. Çalışma Süresine Göre; bireysel yenilikçilik davranışının alt boyutları olan değişime direnç, fikir önderliği ve risk alma faktörleri çalışma süresine göre anlamlı bir şekilde farklılaşmamaktadır.

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The Power of Personal Branding

Asst. Prof. Dr. Ashmi CHHABRA

IIS Deemed to be University, Jaipur

ashmichhabra06@gmail.com

ABSTRACT

Personal branding is a form of marketing tactics that an individual uses for creating a unique image in the eyes of the public to demonstrate his values and overall reputation. It has become the need of the hour for many like authors, artists and other professionals, and is just not more limited to celebrities unlike past. As people from all walks of life have build up their own personal brand, this term has become like an individual's trademark. This article has been collaborated and was a deliberate effort of the author to bring the justification to the research area related to personal branding. Furthermore, there can be seen a wide area of scope that can be carried like; related to the strategies adopted by various examples, comparison between the past and present scenario and so on.

Keywords: Personal Branding, Influencer, Personal branding strategies

Introduction

Populace would be wrong if they think that this concept was introduced around the corner. Interestingly, it is as old as human life. Human being have always been enticed to highlight their abilities and achievements since starting and thus is treated as one of the most popular methods of self-marketing across the board. The use of self-branding aids in deepening the connections with the outside world.

It is sometimes also known as Self-positioning and was first talked about in 1937 in the book called "Think and Grow Rich by Napoleon Hill". It mainly focuses on another famous concept called "self packaging", where your success will be defined by your inner set of skills, motivations, desire and interests. Later in 1981, in one of the books "The battle for your mind" by Al Ries and Jack Trout, where the concept was elaborated further in the chapter 23. They elucidate "You can benefit by using positioning strategy to advance your own career. Key principle: Don't try to do everything yourself. Find a horse to ride". It was then popularized by Tom Peters in 1997, in his article "The Brand Called You." He proclaimed that in order to be in business it is important to be the head marketer for the brand called *You*. The deeper analysis of this description of personal analysis will ideate the fact that personal branding then, did not talk about the presence of online identity, however, it more concentrated on the individuals and the way they conduct their behavior.

Personal branding is almost like treating yourself as brands, where it is treated as a sequential step of promoting an individual in developing and maintaining reputation an

individuals', group or even an organization. It offers a unique combination of skills, experience, capabilities and personality that someone wants the following to see. In other words, it is like a story that you want to impress people and gain reputation offline.

An individual can also be marketed just like products (Kotler and Levy; 1969), who stated "Personal marketing is an endemic human activity, from the employee trying to impress his boss to the statesman trying to win the support of the public"(p.12). They also proclaimed that No particular attempt has been made that if the idea of good marketing can be transferred in the areas related to services, persons, and ideas. The vast past literature supports the very fact that brands can also be treated as humans and vice-versa, and lot of work has already been done in this field. For example, brands are considered as athlete brand, celebrity brand, corporate brands, leaders brand, CEO brands and so on.

The rise of Internet has also been the primitive reason for taking the concept of Personal branding to a new level. Online word of mouth has the power to affect the actual world in no time. The new era of technology has made it comparatively easy for the populace to start their own brand and attract a larger base of audience. However, at the same it has can affect adversely with the same intensity as it can bring the positivity. Hence, use of professional power can be seen in most of the cases these days.

After understanding what is personal branding, the next sensible question can be pointed as why do we require personal branding? The answer is simple, personal branding aids in creating awareness, building trust, creating reputation and influencing perception. It further aids in one of the buzzword moments called "*Zero Moment of Truth*". Zero moment of Truth can be explained as discovery and awareness stage when a consumer in the buying cycle researches about a product much prior to seller's knowledge.

Personal Branding has become an important concept and its accelerated growth can be pointed to immense growth in World Wide Web, as already mentioned above. Plethora of social media handles have made it practically impossible for anyone to keep them distance from forming strategies about personal branding (Vasalou and Joinson, 2009, Marwick and Boyd, 2010, Way, 2011, Labrecque and al, 2011).

In the development of Personal branding, one should rigorously follow the phases for the smooth functioning of it. The phases can be defined like; *establishing a list of attributes, beliefs, values, motives and experiences* the way in which people can define themselves (McNally and

Speak, 2002). Second, *position the brand* (promotion of self) in the minds of the consumer. This could be done with promoting the attributes that are of value to the audiences. Third talks about *personal assessing*. Personal assessment concentrates on taking control over the self-image. The image portrays and the image perceived should align with each other. Remember, in the case of mismatch between the former and the latter will lead to brand failures. (Labresque and al, 2011))

What should be paid attention to?

Three reminiscent strategies while creating personal profile:

- *Powerful Avatar:* A consistent avatar/one snapshot should be posted which should be a recognizable version of your brand. Recognizable version is vital as it is important for others to recognize you in person. The expression and the quality is the reflection of one's persona. One can also give a professional stamp for the approval from the public and to avoid any wrong impression. Remember to make changes as and when required.

- *Build your story:* A story is a brief and a relatable overview, which can be used to create a persona in the minds of a consumer. Nobody else may own the story but the populace may try to adopt it. It should be built in such a way that people should be able to beautifully embrace it. Building a story will give support to extending clarity, builds up confidence and a clear sense of purpose.

- *Create a Mantra:* A mantra can be defined as simple, memorable and inspirational context that can state what you are and what you have to offer. It is like a statement of representation of oneself, or a brand. A mantra is again have to be consistent across all platforms and products. Not to confuse but brand mantra not only concentrates on how it is perceived outside by others, but also how the brand is perceived within the premises. It not only inspires in current scenario, but help in working on goals by keeping in alignment with the basics. Example; McDonalds "Food, Folks, and fun" which means one can expect Food, along with others (Folks), and have fun (with various indoor game options).

Strategies that can be adopted while Personal Branding

- *Create important and valuable content:* Content not only has to be important but should sound valuable to the readers. While, building personal brand one should remember to use different sources to find valuable content like linkedIn, Pinterest, and TED videos etc. According to the past vast literature images helps in improving the engagements 2x more times than the plain content.

- *Be interactive and remain active:* Interaction should be kept at first while thinking of building personal brands. Various platforms are available to track the communication, for example, [commun.it](#) can be used to thank the followers and keep a track for follow up. Hashtags (#) and mentions (@) can be used for personalization of the comments.

- *Apply automation:* The world of personal branding can be beautifully optimized with the support of automation. Apart from being active, automation has the power to bring values in the mind of the customers and value-bringers. Imbibing artificial intelligence in the form of automation can aid in analyzing massive amount of data and thus brings value to the overall process of developing and refining the personal brand.

- *Do, measure and learn:* A calendar can be used to keep up the pace. For example, [www.buffer.com](#) can be used in order to manage the online activities like: to plan the activities, to reshare the old post or to do analytics. All these activities can facilitate in managing the content queue, posting right at the moment, and identifying valuable content and reposting them advantageously. Apart from just doing, measuring is another important aspect to be taken care off. [www.klout.com](#) is an example that can help in measuring the data, one can connect the networks to measure the amount of influence created.

Suggestive measures on building Personal Branding:

- **Content creation, but with a purpose:** People are often seen posting lot of online content; however, they are many times seemed not promoting it wisely. In the marketing language, it is often regarded as just like beating around the bush. The purpose of any shared content is to attract the audience and to keep them engaged. Hence, it is very much suggestive to attach it with appropriate goals and purpose. The same amount of efforts is suggestive while promoting the content with the right set of people at the right time.

In the minimalistic manner, it can be remembered like creating, promoting, engaging, optimizing, strategizing, analyzing and then finally marketing the content.

- **Be consistent, and serve the best:** With the advent of plethora of social media platforms the online platform is bombarded with options from 360 degree. It is practically challenging to keep up with the pace of moving traffic in such directions, henceforth, consistency is the key. It is recommended here, that there should be consistency in every information provided across every channel and represent strategically. One of the strategies that can be used here is

offering to niche which means offering something that provided value to the populace that no one else is providing.

This step would help in avoiding being overly prejudiced in the eyes of the audience.

- **Find your Unique Selling Proposition:** One can never succeed if they pretend to be “Master of all trades, Jack of None”. Unique selling proposition, popularly known as USP helps in having an edge over the competition. For example, Coca Cola was the first to introduce personal branding in their overall strategies of marketing. The brand focused on brand personality and emotional advertising by building values around joy, experiences, and happiness. Through their series of advertisements they tried to portray the kind of lifestyle people desire for.

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Methodological Approach to Modeling Socio-Psychological Manifestations of Frustration in Students

Boymirzayeva Dilbar Dmitrievna

National University of **Uzbekistan**

named after Mirzo Ulugbek

dilhumor@yandex.com

ABSTRACT

Today, the concept of model is actively used in psychological science, the appearance of which was a natural phenomenon, since the world of psychology has become so diverse over time that it is quite difficult to characterize it. In this aspect, the model provides ample opportunities to reflect a relatively large number of phenomena as a single system, clearly demonstrate the corresponding relationships, conditionalities and mutual influences. At the same time, there is no unambiguous approach in the understanding of the term model. In some cases, the model is understood as a characteristic of typical tasks, in others-as a list of activities, or a set of individual psychological characteristics, relevant knowledge, skills, etc.

Keywords: Model, Simulation, Student, Frustration

Introduction.

Based on the goals and objectives of this study, for a complete understanding of the problem under study, it is considered appropriate to prepare a socio-psychological model of frustration among students of higher educational institutions.

The preparation of this model is considered as a direct necessity for the development of a targeted psychological program for effective correction of this condition. The modeling method was chosen by us as the most optimal and economical way to capture scientific knowledge. However, for proper development of the model, it is necessary to clarify the concept of model and modeling.

Literature review and theoretical framework

According to V. I. Mikheeva, the model can be anything that is defined by the structure. The author considers the model as a form and method of scientific knowledge that exists in reality or in the imagination and relates to another system, which is called the original, object or nature (V. I. Mikheev, 2006).

R. I. Ostapenko notes that the practical value of the model in psychological research is determined by its adequacy to the studied sides of the object, as well as by how optimally the basic

principles of modeling are taken into account at the stages of building the model. All this determines the capabilities and type of the model, its functions in psychological research (Glinsky B. A, 2001).

B. A. Glinsky, B. S. Gryaznov, B. S. Dynin characterize the model as a diagnostic description with all the multiple completeness that modern scientific knowledge is capable of, of all the aspects, properties and qualities of a person that exist for life in the modern world (Glinsky B. A, 2001).

V. M. Safronova, gives a number of the most popular definitions of the concept of model:

- almost any image of a particular object, process, or phenomenon used as a substitute for it;

- scheme, image or description of a phenomenon and process in nature and society;

- material or formalized conditional images, objects or systems of objects that imitate the essential qualities of the original, which become sources of information about it;

- mentally or materially implemented system that, by displaying or reproducing the object of research, is able to replace it so that its study gives new information about the object (Safronova V. M., 2011)

By its nature, the model can perform the following main functions:

- research, which provides an opportunity to study and analyze the simulated phenomenon;

- predictive, which allows you to plan the sequence and dynamics of the development of relevant features, qualities, manifestations, etc.;

- psychocorrection, which allows you to determine more effective psychocorrection techniques;

- educational, which allows you to adjust the content and structure of the training process and create the necessary conditions for improvement (Bondarchuk O. I., 2013)

The most common models, to varying degrees, include the following parameters:

- psychological requirements imposed by a particular activity;

- specific socio-psychological features that ensure the achievement of a certain goal;

- mutual conditionality of certain socio-psychological, etc. features';

- regularities, mechanisms of psychological processes, etc. (Baidlich V., 2004), (Zelko A. S., 2013)

In turn, the process of creating a model is called modeling, which is one of the methods of cognition of the world. It has spread widely with the development of science and is due to the creation of new types of models that reveal new functions of the method itself.

Modeling itself as a method of scientific research is widely used in psychology. It allows you to combine experimental research of the subject with the construction of logical constructions and abstractions. In addition, the modeling process can be attributed to experimental research, i.e. it covers the transition from a model to a natural object, which consists in transferring the results obtained during the research to a specific subject.

Research methodology

Based on the content of terminology in this study, process simulation was mainly focused on the system approach is a methodological base for exploring complex phenomena, processes, objects that include frustration, her socio-psychological appearance of educational activities of students, the process of training in higher educational establishment.

The modeling process required the organization and conduct of an empirical study, during which psychodiagnostics were performed:

- frustration, anxiety, aggressiveness, rigidity using the method of diagnostics of mental States (G. Eysenck);

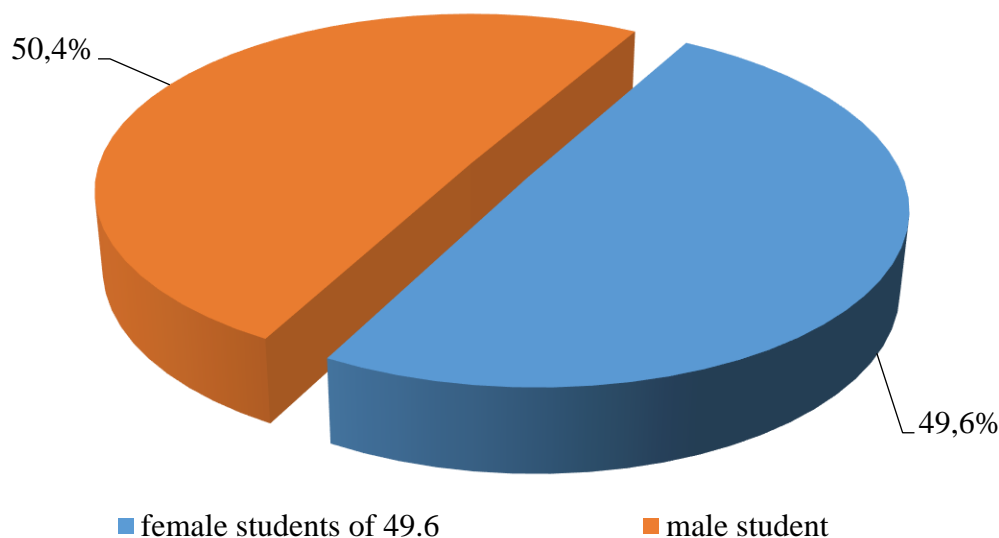
- emotional expansiveness, sociometric status with the help of a Sociometric survey (J. Moreno);

- types of relationships to others (authoritarian type, egoistic type, aggressive type, suspicious type, subordinate type, dependent type, friendly type, altruistic type) using the Technique of interpersonal relationships diagnostics (T. Leary).

In addition, in order to study the influence of frustration on the learning process were collated and considered the average estimates of students ' progress over the last semester and a course, age and gender of respondents.

Findings.

In the empirical study, a total of 367 students of higher educational institutions, aged 19 to 26 years, both female (182 people) and male (185 people), took part in various courses of study



(Fig.1.)

Fig. 1. Characteristics of the sample of empirical gender studies (n=367)

According to the results of the psychodiagnostic survey, a correlation analysis of the obtained data was carried out, which allowed us to identify many statistically significant correlations of the level of frustration with other diagnosed signs

Table 1. Correlation analysis results of a psychodiagnostic survey of a sample of an empirical study (n=367)

№	The names of the signs of the correlation analysis	Correlation coefficient at p<0.05 (Spearman Rank)
1	Frustration (Method of diagnostics of mental States of Eisenk) & Anxiety (Method of diagnostics of mental States Of Eisenk)	0,81
2	Frustration (Method of diagnostics of mental States of Eisenk) & Aggressiveness (Method of diagnostics of mental States Of Eisenk)	0,80

№	The names of the signs of the correlation analysis	Correlation coefficient at $p < 0.05$ (Spearman Rank)
3	Frustration (Method of diagnostics of mental States of Eisenk) & Rigidity (Method of diagnostics of mental States Of Eisenk)	0,74
4	Frustration (the Technique of diagnostics of mental States, Eysenck) & Average level of student performance	0,74
5	Frustration (Method of diagnostics of mental States of Eysenck) & Sociometric status (Sociometry of G.Moreno)	-0,60
6	Frustration (G. Eysenck's method of diagnosing mental States) & Emotional expansiveness (Sociometry of G.Moreno)	-0,58
7	Frustration (the Technique of diagnostics of mental States, Eysenck) & Dependent type (Methods for diagnostics of interpersonal relationships T. Leary)	0,57
8	Frustration (the Technique of diagnostics of mental States, Eysenck) & the Aggressive type (the Technique of diagnostics of interpersonal relationships T. Leary)	0,49
9	Frustration (the Technique of diagnostics of mental States, Eysenck) & training students	0,25

Based on the theoretical aspects of the concepts model and modeling, statistically significant correlations, a socio-psychological model of frustration among students of higher educational institutions has been prepared (Fig. 2.).

Fig. 2. Socio-psychological model of frustration students of higher educational institutions (n=367)

This model, in its essence, is a set of the most stable, statistically significant relationships between structural elements, which are manifested mainly in educational activities as a result of frustration. Research on this issue is also multidimensional, complex, but at the same time very interesting and relevant.

In the prepared model, special attention is paid to the socio-psychological structure of manifestations of frustration, which reflects:

1. Concomitant mental States as manifestations of frustration:- тревожность;

- aggressiveness;
- rigidity.

2. intra-Group interpersonal manifestations of frustration:

- negative sociometric status;
- low emotional expansiveness;
- dependent type of interpersonal relationships;
- aggressive type of interpersonal relationships;
- violations of adaptation to educational activities.

In addition, the decrease in the student's academic performance is singled out as a negative manifestation of frustration in General.

Conclusion.

Thus, based on the above, we can conclude that the term model is appropriate to understand a specially created image that reflects the dynamic structure of socio-psychological phenomena in a given psychodiagnostic range. In turn, modeling reflects a purposeful, step-by-step process of constructive and design, analytical and synthetic activities to create an appropriate model, which is usually carried out taking into account certain scientific principles, taking into account the laws and specifics of the functioning of the modeling object.

Based on the content of terminological concepts, within the framework of this dissertation research, the modeling process was mainly focused on a systematic approach, which is a methodological basis for studying complex phenomena, processes, objects, which also include frustration, its socio-psychological appearance, student's educational activity, and the process of preparation in a higher educational institution.

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Organization of Control System In Public Administration In Modern Age

Khatai SALMANOV

Academy of Public Administration of **Azerbaijan**
salmanovxetai3@gmail.com

ABSTRACT

The control system in public administration is a system consisting of checking the implementation of normative legal acts, decisions, norms and standards, revealing the existing problems in the administration and taking necessary, appropriate steps to solve these problems. The control process includes the establishment of norms and standards, the comparison of the actual results obtained with the established standards, and the elimination of negative situations. The main purpose of the state control system is to achieve the set goals, to form the effective functioning of the administration and to ensure the rule of law. The control system reduces uncertainty in public administration and prevents crisis situations. The control system in public administration is based on the principles of independence, transparency, legislation, honesty and confidentiality. In modern times, it is impossible to imagine a state without a control system. The control system plays an important role in the development of the state. Thus, the state, which forms a transparent and effective system of control in public administration, will have ensured its stability and development. The system of state control, which is considered a necessary condition for the normal functioning of state authorities, is one of the main attributes of statehood in modern times.

Keywords: Public Administration, Control System, Constitution, Finance, Law.

Introduction

Control is a set of processes that ensure the achievement of goals. The word “control” comes from the French word "controle", which means to check, to observe. In the literature, the concept of control system is used in the sense of conducting inspections, directing activities. The control system in public administration is a system that forms the effective functioning of administration, identifies and eliminates existing problems in public administration, and ensures the rule of law.(İmranov, 2007: 19). The main purpose of the control system in public administration is to control the implementation of the administration process in accordance with the established plan, norms, rules, instructions. Deviations identified as a result of the control process should be eliminated and the necessary corrective measures should be identified and submitted to the relevant regulatory authorities for implementation. The system of control in public administration forms a single system that is closely interrelated, reflecting the internal forms of the system of government.

The administration control system is implemented by the country's regulatory authorities (Сусин, Шегурова and Шибилева, 2010: 33).

The control system in public administration includes a number of important tasks. These responsibilities are:

- determination of the current state of the public administration structure and whether its structure complies with the required norms;
- assessment of the activity of state bodies and timely detection of existing problems in administration;
- to achieve the set goals completely and on time;
- expedient use of state resources;
- ensuring transparency of accounting operations and periodic (annual, quarterly, monthly) reports;
- prevention of indiscipline in public administration;
- compliance with the law and ensuring the rule of law (Насиєв, 2011: 85).

One of the main functions of the state is the control function. The control function ensures the observance of laws in state structures, monitors the activities of state bodies by the relevant control bodies. The control function performs the function of coordination between the state and society, regulates the state-society relations on behalf of the state. This function ensures the successful operation of the state in public, social and legal terms. As a rule, the end result of the activities of government agencies depends on the effective organization of control. For this reason, the control function is considered to be the most important and objective function of administration (Адаме, 2005: 398)

One of the main factors influencing the course and results of the state control system is the information obtained. Accurate and objective information will lead to the proper conduct and effective outcome of the control process. At the same time, the information reflects the real situation of the object of control, helps to identify shortcomings and negatives (Їмранов and Mustafayev, 2004; 17-18).

For this reason, the information obtained during the control process must be accurate and objective. The information used during the control activity comes in two forms:

1. Official information

2. Unofficial information Official information means information provided and officially confirmed by the state authorities. Informal information is information that is not official and is formed on the basis of subjective opinions (Hüseynova, 2017: 120).

The control system, which is one of the important elements of the state regulatory apparatus, is invaluable in achieving the goals set by the state. For this reason, the state must always focus on the effectiveness of the control system (Uzunoglu and Oksuz 2017: 16). The control process in public administration is carried out in 4 stages:

The first stage - the norms and standards of the control system are determined before the start of control activities. Ratios and assessments of the object of control are carried out on the basis of these norms and standards. For this reason, it is very important to correctly define norms and standards.

The second stage - comparisons are made between the actual results of the object of control and the established standards. As a result of the comparison, the current state of the object of control is determined. Negative situations and deviations in administration are identified. The second stage is very important in terms of timely detection of existing problems in government agencies and not to deepen the problem.

The third stage - the process is started to eliminate the identified deviations and negative situations. In this case, first of all, the cause and characteristics of the existing problem are investigated. Then the necessary steps are taken to solve the problem.

The fourth stage - measures are taken to prevent the recurrence of problems and negative situations identified in previous stages. This stage plays an important role in the effectiveness of the future activities of government agencies (Şahbazov, Həsənov and Məmmədov, 2011 :27). The control system in public administration is based on a number of principles. These principles are:

1. The principle of independence
2. The principle of transparency
3. The principle of legislation
4. The principle of honesty
5. The principle of confidentiality

1. The principle of independence - is the main principle of the state control system. According to the principle of independence, oversight bodies and their employees must act independently and not be subjected to external influences when making decisions.

2. The principle of transparency - Control activities should be carried out in full transparency. In modern times, as the entire system of governance is given the freedom of initiative, state control over governance has become much more difficult, and therefore the principle of transparency is an absolute principle. Creating an environment of transparency ensures both the expectation of state interests and the democracy and objectivity of control. In this case, the most important issue is the protection of commercial and other secrets.

3. The principle of the rule of law - The control system should be based on the rule of law in general, and democratic principles should be fully observed. The principle of legislation regulates the laws of governance.

4. The principle of confidentiality - internal information obtained during the control process must be protected, kept completely confidential and unauthorized use is strictly prohibited.

5. The principle of honesty - According to this principle, supervisors exercising control must perform their duties honestly, correctly and fairly (Атаманчук, 2004: 199). Constitutional control has a special role in ensuring the state control system. Constitutional control is a form of activity to ensure the laws of the state. The system of constitutional control is divided into 3 types:

- 1) The system of legal control.
- 2) Democratic control system.
- 3) Ethical control system (Rzayev, 2011: 37).

The system of legal control means that the control is regulated by the constitution, legislation and relevant acts. A system of democratic control means monitoring the protection of all the rights and freedoms of society and establishing direct communication with citizens. The system of ethical control means monitoring the rule of law, human rights, democratic principles and high ethical conduct (Quliyev, 2007: 1108).

One of the key areas in the state control system is the state financial control system. Public financial control means the lawful implementation of the state's financial policy, the formation of a stable financial environment, the efficient use of financial resources. The financial control system monitors the financial activities of the entity and the operations related to the financial activities through special methods. Special control bodies or specialized groups consisting of professional and qualified specialists are established to carry out financial control (Erdal, 2015: 29). The rights, duties and responsibilities of the established supervisory bodies shall be determined within the

framework of the relevant legislation. In many countries, financial control is exercised through the financial departments of the Ministry of Finance and its relevant local bodies, government agencies and associations, control units, chief accountants, ministries and committees. The subject of control in the financial control system is consist of income, value added tax, profit, profitability, funds allocated to funds for various purposes, etc. factors such as (Ханқишйев, 2012: 41).

The financial control system covers the following areas:

- to monitor the observance of laws and regulations;
- preparation and implementation of the budget system, the current financial condition of the budget system;
- efficient and expedient use of resources (labor, material and financial);
- control over the general financial market (Бровкина, 2007: 103).

Financial control is carried out in 3 stages according to the implementation period:

- 1) initial control phase;
- 2) current control phase;
- 3) the next control phase.

The initial control phase is an important stage of financial control, during which the preparation of financial plans, approval, preparation of income and expenditure documents are carried out. A characteristic feature of the initial control phase is that it prevents the inefficient use of financial resources and helps to eliminate the negative consequences of administration. At the same time, at the initial stage of financial control, it is possible to predict and prevent violations of laws, regulations, standards and norms(Yılmaz and Mustafa 2007: 31-32).

Current control phase - monitors the spending of funds in the implementation of financial plans in accordance with established standards.

The next control phase is carried out after the end of the reporting period and the financial year. In this case, the extent to which financial plans are implemented, the appropriate and efficient use of funds is checked. The next control stage is based on the initial control stage and the indicators obtained in the initial control stage are used as a starting point (Воронин, 2005: 432). One of the main forms of state control is judicial control. Judicial control is the inspection of the activities of state bodies by judicial authorities. In the practice of international countries, judicial control is defined as "administrative proceedings", "administrative judgment", "administrative justice",

"proceedings on administrative disputes". Judicial control is the most important supervisory activity that ensures the legal functioning of state bodies (Əsgərov, 2011: 697).

The judicial control system of the state is classified according to the following features:

1. Judicial control shall be exercised by independent judicial bodies:
2. The activity of public authorities shall be balanced through judicial control, and the elimination of legislation and negative situations shall be ensured.
3. The legal basis of judicial control is regulated by the norms of administrative procedural law and this control is exercised in the form of court proceedings.
4. The basis of judicial control is administrative legal disputes.
5. Participants in judicial control include judicial and administrative bodies. The participation of these bodies is mandatory.

Judicial control is exercised for two purposes:

1. Protection of the rights and freedoms of civil society, interests protected by law;
 2. Elimination of arbitrariness and illegal activities in the activities of public authorities.
- Judicial control in public administration regulates the legality of the activities of administrative state bodies, ensures the protection of human rights and freedoms. A transparent, proper judicial control system is one of the key pillars of a democratic environment. In modern times, state judicial control is one of the main attributes of democratic countries. One of the main forms of state control is public control. Public control is public control exercised through citizens, civil society institutions, the media, public associations, and public organizations. Public control plays an important role in taking public opinion into account in decisions (Məmmədov, 2013: 25).

CONCLUSION

The system of control in public administration is one of the important factors that play a role in the development of the state. The effective organization of the control system in public administration is directly proportional to the development of the state. For this reason, the proper organization of the control system in public administration in modern times, the establishment of a transparent control system is one of the priority goals of public policy in the world.

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Communicative Competence as the Basis of Pedagogical Activity of Linguist Students

Alieva Zulxumor Jabbor qizi
Namangan state University
Namangan, Uzbekistan

ABSTRACT

The development of education as part of the modernization of vocational education makes it more and more urgent to solve the problem of evaluating the professionalism of a teacher, the level of his professional competence, growth prospects, and opportunities for professional orientation.

The competence approach as one of the bases for updating education is designed to ensure the achievement of a new modern quality of preschool, General and professional education. Today, as you know, the idea of a competence approach and the list of key competencies is reflected in the new State standards. More and more priority is given to the requirements of systemically organized intellectual, communicative, reflective, self-organizing principles that allow us to successfully organize activities in a wide professional, pedagogical and cultural context.

Introduction

The search for ways to improve the modern model of education stimulates innovative processes in theory and practice, contributes to the creation of new directions of pedagogical thought. One of them is the competence approach, which has become particularly popular in recent years. To date, the conceptual framework of the competence approach has been developed quite clearly, its main purpose is to strengthen the practical orientation of education.

A wide range of researchers who have devoted their work to the topic of formation of communicative competence confirms that the subject of research is of considerable interest, since communicative competence is an important characteristic of the professional competence of a future teacher. First, because today it is not enough to be a good specialist, you must also be a good employee, which means the ability to work in a team for a common result, participate in decision-making, the ability to make the meaning of your statement clear to others and understanding the point of view of your colleagues, students.

In addition, you need to be able to work with information using various information technologies, resolve conflicts productively, and publicly present the results of your work, taking into account meaningful criticism; be able to build positive relationships with colleagues, students and their parents. Secondly, if we define the main meaning of education as the development of

practical abilities, skills necessary for a person to achieve success in personal, professional and social life, then one of the most important is his communicative competence. Individual and personal qualities, and socio-cultural and historical experience contribute to the formation of competence in communication. In the broadest sense, a person's communication competence can be defined as their competence in interpersonal perception, interpersonal communication, and interpersonal interaction. Knowledge about communication is a necessary element of competence, but only when it becomes a social attitude—a willingness to act in a certain way in relation to oneself, others, and the situation. An important indicator of competence in communication is a person's attitude to their own values: how much they reflect on them, how much they themselves are aware of them.

Literature review

Interest in the problem of competence approach was born in the 60s of the last century. At this time, an understanding of the differences between the concepts of "competence" and "competence" was established. The analysis of works on the problem of competence and competence (N. Chomsky, R. White, J. Raven, N. V. Kuzmina, A. K. Markova, V. N. Kunitsina, G. E. Belitskaya, L. I. Berestova, V. I. Baydenko, A. V. Khutorskoy, N. A. Grishanova, etc.) allows us to conditionally distinguish three stages of the formation of the SVE approach in education.

Due to the urgency of the problem in Russia, scientists are beginning not only to explore the competence, allocating from 3 to 39 (J. Raven) types, but also to build training, bearing in mind its formation as the final result of this process (N. V. Kuzmina, A. K. Markova, L. A. Petrovskaya, L. M. Mitina, L. P. Alekseeva, N. S. Shablygina, etc.).

In 1990, N. V. Kuzmina's book "Professionalism of the teacher's personality and the master of industrial training" was published, where competence is considered as a "property of personality" based on the material of pedagogical activity. Professional and pedagogical competence, according to N. V. Kuzmina, includes five elements or types of competence:

1. special and professional competence in the field of the taught discipline;
2. methodological competence in the field of ways to form knowledge and skills of students;
3. socio-psychological competence in the field of communication processes;
4. differential psychological competence in the field of motives, abilities, directions of students;

5. autopsychological competence in the field of advantages and disadvantages of their own activities and personality" .

At the same time, L. A. Petrovskaya's book "Competence in communication" appears in social psychology, which not only considers the communicative competence itself, but also offers specific special forms of training for the formation of this "personality property" .

The stage of research of competence as a scientific category in relation to education, since 1990, is characterized by the appearance of works by A. K. Markova (1993, 1996), where in the General context of labor psychology, professional competence and its structure become the subject of a special comprehensive review .

During the same period, L. M. Mitina continued the research of L. A. Petrovskaya in terms of emphasis on the socio-psychological (conflictology) and communicative aspects of teacher competence. According to L. M. Mitina, the concept of "pedagogical competence" includes "knowledge, skills, and methods and techniques for their implementation in the activities, communication, development (self-development) of the individual" .

Defining the meaning of the concept of "competence", the modern scientist V. A. Slastenin suggests that the teacher's competence should be understood as the unity of his theoretical and practical readiness to carry out pedagogical activities, which, in his opinion, characterizes his professionalism.

The following structure of professional competence is presented in the materials of the "Strategy for modernizing the content of General education" :

- competence in the field of independent cognitive activity, based on the assimilation of ways to acquire knowledge from various sources of information, including extracurricular;
- competence in the sphere of civil and social activities (performing the roles of a citizen, voter, consumer);
- competence in the sphere of social and labor activity (including the ability to analyze the situation on the labor market, assess their own professional capabilities, navigate the norms and ethics of relationships, self-organization skills);
- competence in the domestic sphere (including aspects of their own health, family life, etc.);
- competence in the sphere of cultural and leisure activities (including the choice of ways and means of using free time, culturally and spiritually enriching the individual).

Indicators of pedagogical professionalism of future teachers should be General pedagogical skills, such as predictive (forming an image of the future); projective (mastering project activities); reflexive (self-analysis of activities); organizational (including all participants in the activity); communicative (high level of communication); informational (transformation and integration of information), etc.

On the basis of the above skills the future teacher develops professional competence:

- basic, or reproductive (recreation, application of knowledge in practice);
- creative, or creative (personal conversion, increment, adding something);
- intellectual (ability to perform productive analytical and thinking activities);
- social (knowledge of legal culture, civil literacy);
- communicative (organization of interaction between subjects of the educational space), including the following communications: communication, perception, empathy, work in a group;
- behavioral (ethical-aesthetic and conflict competence);
- social and personal (criticality, self-criticism, self-esteem, etc.);
- project culture (solving problems through creating projects);
- reflexive-effective (analysis of results, revision);
- professional mobility (i.e. the ability to adapt to a changing educational environment);
- authorship.

In contrast to the traditional characteristics of professionalism-knowledge, skills – the concept of "competence" emphasizes such qualities as:

- integrative and creative nature;
- high efficiency of the result;
- practice-oriented orientation of education;
- correlation of the criterion with the value-semantic characteristics of the person;
- formation of self-improvement motivation;
- academic and labor mobility.

Research methodology

The educational space of modern society, characterized by dynamism and updating of structural and content aspects, makes increasingly high demands on the communicative competence of the teacher. However, in practice, future specialists who possess a substantial level of knowledge in their specialty do not always achieve the maximum improvement of the applied pedagogical efforts and results of their own activities due to insufficient communicative competence. Therefore, in a multi-disciplinary higher education

institution, the problem of improving the communicative culture of a future specialist becomes particularly relevant.

The purpose of the research is to scientifically substantiate and develop a system of methods of work of a teacher that allows the most effective formation of communicative competence.

In our opinion, communicative competence is the "core of a specialist's professionalism", because communication is the essence of their activity. Developing professionally significant personal qualities, it is necessary to form such communicative skills as:

- easy to get in contact with students;
- to carry out a specific, individual approach to students;
- create a comfortable and friendly atmosphere;
- to sympathize with and participate in problem solving;
- cause trust;
- to be considerate, merciful.

To implement the tasks, we used a set of criteria-based diagnostic methods that allows us to determine the initial level of students ' culture. The package includes: test V. Ryakhovsky a level scale of communicative competence of the teacher; conversation; observations.

Table 1: Level scale of communicative competence

The level of	Quality characteristics	Evaluation
A very low	Student is characterized by an inability to organize the communication process; does not have pedagogical tact; does not understand the meaning and purpose of pedagogical activity; has a superficial knowledge of the communicative culture; can not apply them in practice; is irritable, impatient.	0-6
Low	Student is characterized by the fact that it is not always properly organize the process of communication. There is an irrationality in choosing a communication style; in practice, it may partially apply the knowledge gained; creative elements are not highlighted. Does not accept criticism.	6-15
The average	Student will be able to organize the contact; to a certain extent owns the means of interaction; the communicative function is situational, has no clear idea of the final result; quietly accept criticism.	15-24
High	Students are characterized by communicative activity; they are able to analyze the results of their own activities; they are reserved, patient;	24-33

	students ' creativity is expressed as vividly as possible at this level. Take critical comments into account in future activities.	
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When conducting a test material by V. Ryakhovsky (Appendix 1), which contains the ability to identify the level of human communication, students were asked to answer 16 questions. They had to answer the questions "YES", "SOMETIMES", "NO". When determining the level of communication development, we used the following table:

Table 2

Points	Levels
30- 32	lower level
25-29	low level
19-24	below average
14 – 18	average level
9 – 13	above average level
4 – 8	high level
3 points or less	top level

Findings.

Based on the analysis of the obtained primary data with 23 students of our University, it can be concluded that the level of communicative culture as an element of professional competence in students corresponds to medium and low levels. Very few students scored points that would correspond to the optimal high level.

Understanding the data obtained allowed us to conclude that it is necessary to carry out work that ensures the effectiveness of the task – improving communication competence.

The forming stage of the experiment describes the activity of the teacher in the formation of communicative competence. Here we set the following tasks:

- 1) create a system of work of the teacher on effective implementation of the formation of communicative competence.
- 2) test the system for the formation of communicative competence by clearly identifying the main stages, goals, content, forms of work, methods and results.

The implementation of this stage was carried out by using the most effective, in our opinion, forms of work that develop business communication, personal leadership, decision-making abilities, and the ability to argue your point of view.

Students actively participated in the auction of pedagogical ideas, "Pedagogical ring", where students presented theoretical material on the problem of communication in the research of educational psychologists. Students studied advanced teaching experience, participated in professional discussions, developed didactic materials, etc. During the discussion, students noted for themselves all the interesting things that they would like to apply in their work, there were many questions that were solved and proved during the heated discussion. In order to work in this direction was more effective, we have prepared various memos for students:

- duties of the class teacher;
- organization of work with underperforming students;
- analysis and self-analysis of the lesson;
- guidelines " Rules for establishing business partnerships»

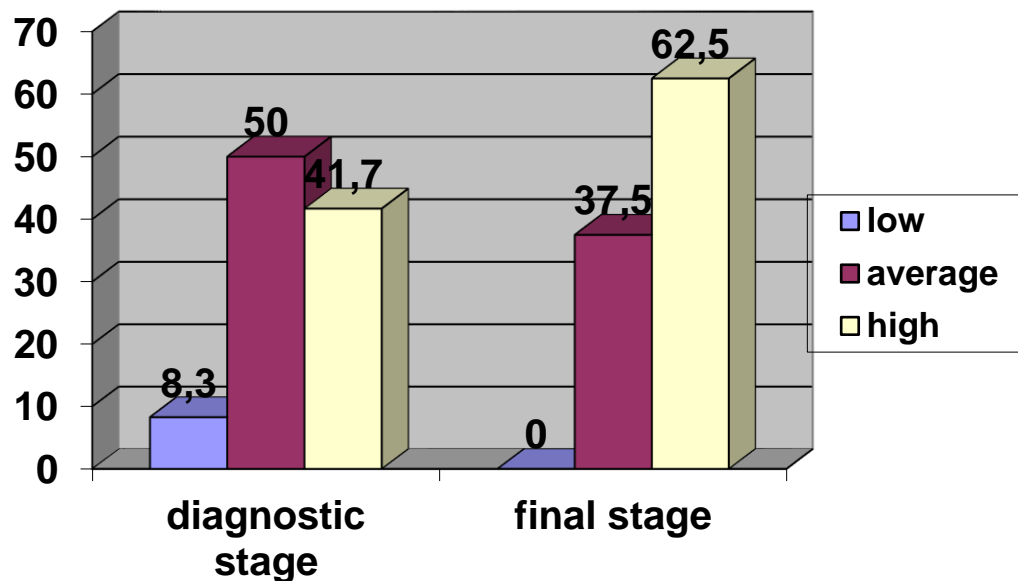
Brain-ring "Etiquette and we" was aimed at mastering ethical requirements in behavior and communication with people, mastering the skills of cultural behavior. This event helped us pass on basic communication skills, ethical standards of communication with people, and cultural behavior skills to our students. Working on the problem of formation of communicative competence, we aimed at an informal approach in teaching students: I study, doing; I do, learning; we formed social activity, taught them objective analysis and self-analysis. In General, we used such forms of work with young people, where they themselves reflected, exchanged experience, their own opinions, and argued their point of view.

For full credibility, we present a comparative table of results and a diagram.

Table 4: Summary table of results

Levels	Diagnostic stage (%)	Final stage(%)
Low	8,3	0
Average	50	37,5
Tall	41,7	62,5

Figure 1



From the results obtained, we can speak about the effectiveness of the forms and methods used to form students' communicative competence. The revealed changes in indicators of the level of communicative competence of students indicate that students' knowledge of the advantages of competent communication, the level of formation of their skills and skills of competent interaction can be defined as positive. Students who took part in the work began to show the ability to regulate their behavior, maintain stability in conflict situations.

Thus, we came to the conclusion that the process of improving the level of students' communicative competence will be more intensive if

1. its essence and component composition are clearly defined;
2. the system of effective methods of work of the teacher is scientifically proved and developed, allowing the most intensive implementation of the formation of communicative competence;
3. developed a diagnostic device for the effectiveness of the proposed system.

Conclusion.

The profession of a teacher belongs to the category of communicative, since this practical activity involves communication, and its success largely depends on the communicative competence of specialists in interpersonal communication, interpersonal interaction, and interpersonal perception. The use of various forms and methods of joint activity of the teacher with students will optimize the process of formation and development of students' communicative competence.

The results obtained during the experiment confirm the effectiveness of this system of methods and techniques for the formation of students' communicative competence. The revealed changes in indicators of the level of communicative competence of students indicate that students' knowledge of the advantages

of competent communication, the level of formation of their skills and skills of competent interaction can be defined as positive. Students who took part in the work began to show the ability to regulate their behavior, maintain stability in conflict situations. Thus, we came to the conclusion that the process of improving the level of students communicative competence will be more intensive if its essence and component composition are clearly defined; a system of effective methods of work of the teacher is scientifically justified and developed, allowing the most intensive formation of communicative competence; a diagnostic apparatus for the effectiveness of the proposed system is developed.

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The Symbolism/Conceptualism of Communication between God/Christ-Mary and Imperial Figures in Byzantine Art

Asst. Prof. Dr. İlgül KAYA ZENBİLCİ
Yozgat Bozok University, Faculty of Science&Letters
ilkgul.zenbilci@yobu.edu.tr
ORCID ID: 0000-0001-8106-656X

ABSTRACT

The Byzantine emperor, who was described as the earthly representative and servant of God, ruled as an absolute monarch of eastern *Βασιλεία Ρωμαίων*. The emperor was commander-in-chief of the army and head of the Church. The emperor regarded as Christian-God's chosen one. This metaphor reflected a symbolic communication between the emperor, the co-emperor, the empress or the emperor's son/sons and -as representing God- Christ or -as the protector of Constantinople- Mary, in some imperial depictions. Christian symbols were added in the images of the Early Byzantine Period; Byzantine emperors' portraits on coins also became parallel to the requirements of the new faith. For instance, the follis issued between 337 AD-340 AD, after the death of Constantine I, shows the emperor riding a *quadriga* to heaven being welcomed by the 'Hand of God' above him (Æ, Constantinople mint). After iconoclasm, imperial figures with Christ, Mary or the other holy characters in Byzantine art proceeded their appearance again. On an ivory plaque, Constantine VII appeared crowning by Christ. On another ivory plaque, Romanos II and Bertha of *Italy* have placed both sides of Christ and these imperial figures were honoured by being crowned by him. The emperors were depicted on some seals and coins, wearing crown by the hand of Christ or Mary. The symbolic communication between Christ or Mary and imperial figures can be seen in a group of Byzantine manuscript illumination from the 9th century onwards. For the sake of example, Constantine Monomachos, Zoe and Theodora in Cod.364 (Sinai, f.3r), an emperor, a young prince and an empress in Barb.gr.372 (BAV, f.5r), John II Komnenos and his elder son Alexios in Urb.gr.2 (BAV f. 19v), Basil II in his famous psalter (Bib. Marc., f.3r), Nicephoros III and Maria of Alania in Coisl.79 (BNF, f.2b-v) are the imperial figures crowned by Christ or collocated in the same scene with Christ. A manuscript illumination in MR.416 the imperial family of Manuel II, the emperor, his wife, Helena, and their three sons, John, Theodore, and Andronikos are portrayed with the protective image of the Virgin *Blacherniotissa*, who places her hands on the halos of Manuel and Helena (Louvre, f.2r). This study focuses on the evaluation of the symbolic communication conceptually created between God/Christ or Mary and imperial figures in Byzantine art. As a result, these works show us the indisputable importance and privilege of the emperor and the imperial family in Byzantine art.

Keywords: Byzantine Art, Communication, Iconography, Symbolism, Depiction

Bizans Sanatında Tanrı/İsa-Meryem ve Emperyal Figürler Arasındaki İletişimin Sembolizmi/Kavramsallığı

ÖZET

Bizans imparatoru Tanrı'nın dünyevî temsilcisi ve hizmetkârı olarak nitelendirilmiştir. İmparator, doğudaki *Basileia Rhōmaïōn*'un mutlak hâkimi, ordunun başkomutanı, kilisenin başıydı; Hıristiyan Tanrı'nın iradesi tarafından seçilen kutsal kişi olarak kabul edilmişti. Bu metafor, bazı emperyal tasvirlerde imparator, eş-impator, impatoriče ve çocukları ile -Tanrı'yı temsilen- İsa ya da -Konstantinopolis'in koruyucusu- Meryem arasında kurulan sembolik bir iletişim içinde resmedilmesini beraberinde getirmiştir. Erken Bizans Dönemi tasvirlerine, Hıristiyanlığa özgü semboller eklenmiş; sikkeler üzerindeki imparator portreleri de yeni inancın gerekleriyle paralel bir hale bürünmüştür. Örneğin, imparator I. Konstantinos'un ölümünden sonra, MS 337-340 arasında Konstantinopolis'te basılan bir *folliis*'te (Æ) Tanrı'nın kutsal eli, *quadriga*'sı üzerindeki imparator I. Konstantinos'a uzanır. İkonoklazmadan sonra İsa, Meryem veya Bizans sanatındaki diğer kutsal karakterlerle resmedilen emperyal figürler tekrar ortaya çıkmıştır. Bir fildişi eserde VII. Konstantinos, İsa'nın elinden taç giyerken temsil edilmiştir. Bir başka fildişi panelde II. Romanos ile *İtalyalı* Bertha, İsa'nın iki yanında yer alır ve İsa, bu emperyal figürleri taçlandırarak sembolik olarak onurlandırır. Bazı mühür ve sikkelerde de imparatorlar İsa'nın ya da Meryem'in elinden tacını giyerken betimlenmiştir. İsa ya da Meryem ile emperyal figürler arasında sağlanan sembolik iletişim, 9. yüzyıldan itibaren bir grup Bizans el yazması resminde de karşımıza çıkar. Cod.364'te Konstantinos Monomakhos, Zoe ve Theodora (Sinai, f.3r), Barb.gr.372'de bir imparator, genç bir prens ve bir impatoriče (BAV, f.5r), Urb.gr.2'de II. Iohannes Komnenos ve oğlu Aleksios (BAV, f.19v), II. Basileios Psalteri'nde imparatorun kendisi (Bib. Marc., f.3r), Coisl.79'da III. Nikephoros ve Alanialı Maria (BNF, f.2b-v) İsa tarafından taçlandırılan ya da İsa ile aynı sahnede yer alan emperyal figürlere örnektir. MR.416'da II. Manuel, impatoriče Helena ve çocuklarından üçü, VIII. Ioannes, II. Theodoros ve Andronikos, Meryem *Blakherniotissa* ile birlikte betimlenmiştir; Meryem elleriyle Manuel ve Helena'nın halelerine dokunur (Louvre, f.2r). Bu çalışma Bizans sanatında, Tanrı/İsa-Meryem ile emperyal figürler arasında yaratılan sembolik iletişimin kavramsal olarak değerlendirilmesine odaklanmaktadır. Sonuç olarak bu eserler bize imparatorun ve imparatorluk ailesinin Bizans'ın sanatsal dünyasındaki tartışmasız önemini ve ayrıcalığını gösterir.

Anahtar Kelimeler: Bizans Sanatı, İletişim, İkonografi, Sembolizm, Tasvir

INTRODUCTION

The Byzantine Empire was the Roman Empire of the Greek nation that had become Christian as A. Heisenberg mentioned (1932:66-72). Although it emerged from the Roman Empire, it was related to a result of two attempts of the emperor, Constantine I, in fact: the toleration of Christianity in 313 AD and, in 324, the idea to make new capital of the empire in *Byzantion* or *Byzantium* (Rodley, 1996, 2). As is well known, in the reign of Constantine I, the transformation from pagan to Christian empire was concluded without any outward distortion of the concept of imperial authority. The ruler's power preserved its divine character, and thus the Roman-Hellenistic

cult of the ruler lived on in the Christian-Byzantine empire in all its ancient glory. This wouldn't have been possible if the idea of emperorship had not gained a deeper sense even in the pagan world. The idea of the divine origin of the ruler's power was progressively built up around the original naive concept of the God-emperor (Ostrogorsky, 1956:2).

The Byzantine emperor was described as the earthly representative of God. Ruling as an absolute monarch of the eastern empire, the emperor was commander-in-chief of the army and head of the Church also. The Byzantine emperor regarded as Christian-God's chosen one. This metaphor reflected a symbolic communication between the emperor, or the co-emperor, the imperial family, the empress, the emperor's son/sons and -as representing God- Christ or -as the protector of Constantinople- Mary, in some royal images. Many new symbols appeared in the images of the Early Byzantine Period; and, the coins belonged to the early period of the new empire, even though followed the tradition of the Roman Imperial art style, reflected a combination of both elements of Roman art context and a new religious idea as a policy of Christianisation of the new Empire. The Byzantine emperors' portraits on the coins became parallel to the requirements of the new faith. This indulgence changed in course of time and achieved a distinctive Byzantine art style.

As G. Ostrogorsky emphasized, the Christian subjects of the emperor Constantine I '*the Great*' firmly believed that he had been called to rule by the Christian-God, and he ordered a gold medallion showing the 'Hand of God' placing the imperial crown on Constantine's head. Many works of art belonging to a later epoch reproduced a similar motif, the crowning of the emperor by Christ setting the crown on the sovereign's head with his hand, as argued in this study (Ostrogorsky, 1956:2). As it appears on the example below, Constantine I is depicted veiled -or sometimes diademed- like a Roman emperor and facing right; and he rides a *quadriga* moving right, toward the 'Hand of God' descending from the heaven toward the emperor on the early *folles* (Brunn, 2016:336), (Fig. 1).



Figure 1.Constantine I, follis, issued between 337 AD-340 AD, Constantinople mint, British Museum, London. / **Source:** British Museum, London.

This study examines the symbolic communication constituted conceptually between God/Christ or Mary and imperial figures over some distinctive examples in Byzantine art. As a result, these examples of Byzantine visual media show us indisputable importance and privilege of the emperor and/or the imperial family in Byzantine imperial art context.

PART I.CATALOG OF THE CHOSEN EXAMPLES

After the revival of the images in 843, the new period called 'Macedonian Renaissance' by some scholars; led to the new style in Byzantine art, the imperial figures were depicted blessed and crowned by Christ or accompanied by Mary and proceeded their appearance again.

One of the earlier examples, after the period of iconoclasm, is ivory of Constantine VII *Porphyrogennetos*, represents Constantine being proclaimed emperor by Christ (Fig. 2). Christ wearing khiton and himation, standing frontally in contrapposto on a scabellum that elevates him above the emperor. He touches the emperor's crown with his right hand and this is the identical gesture used in the scene of St John the Baptist baptizing Christ, and the symbolic parallels must have been directly communicated to the Byzantine community in which ideology of eminence accepted that the emperor arose through divine selection (Evans and Wixom 1997:203, Cormack, 2000:133). In his left hand he holds a scroll. Christ's head slightly turned toward Constantine dressed up loros.

We see the emperor's humility here. He bows slightly before Christ and holding both hands in a position of prayer and adoration. Except for his crown and imperial loros, the emperor has no royal attributes, not even the commonly shown halo (Evans and Wixom 1997:203-204). In

addition, the communication between two figures in this image is mediated through direction of the hands and the heads of the figures.

At the top and below the emperor's left hand, two inscriptions carved, the first one reads as: "ΚΩΝΣΤΑΝΤΙΝΟΣ ΕΝ Θ[Ε]Ω ΑΥΤΟΚΡΑΤΩΡ ΒΑΣΙΛΕΥΣ ΡΩΜΑΙΩΝ" (Constantine in Christ Emperor and Basileus of the Romans) and the second one, Christ's monogram over the head of him, reads thus: $\overline{\text{IC}} \overline{\text{XC}}$ (Evans and Wixom, 1997:203) .

This depiction confirms and commemorates emperor's accession to the throne, as R. Cormack mentioned (Cormack, 2000:133). However, according to A. M. Carr, this is not to say that the ivory therefore records the event of emperor's coronation, but rather that it reflects Constantine as crowned by divine rather than human agency (Carr, 1997:85).



Figure 2.Constantine VII *Porphyrogenetos* and Christ, ivory plaque, 945-959, Puskin State Museum of Fine Arts, Moscow. / **Source:** Evans and Wixom, 1997, fig. 140.

As seen the example above, similar imagery of the statement of divine choice of an emperor and empress is seen on an ivory plaque fragment where Christ places his hands on the crowns and heads of the royal figures. Both the imperial figures are shown with similar gestures to that of Constantine VII *Porphyrogenetos* (Cormack, 2000:134-135) (Fig. 3). Christ stands frontally in contrapposto on a three-stepped scabellum that elevates him above the emperor and the empress. He wears khiton and himation. All figures are haloed in the image.

Christ's monogram, $\overline{\text{IC}} \overline{\text{XC}}$ is carved about the head of him, and the inscriptions above the heads of the royal figures read as: "*ΡΩΜΑΝΟΣ ΒΑΣΙΛΕΥΣ ΡΩΜΑΙΩΝ*" (Romanos Basileus of the Romans) and "*ΕΥΔΟΚΙΑ ΒΑΣΙΛΕΥΣ ΡΩΜΑΙΩΝ*" (Eudokia Basileus of the Romans) (Kalavrezou-Maxeiner, 1977:307).

The ivory shows Romanos II and Bertha of Italy -soon named Eudokia-. This piece is dated between 945 and 949, as A. Goldsmidt and K. Weitzmann, and R. Cormack referred (Goldsmidt and Weitzmann, 1934:no.37, Cormack, 2000:134-135) But according to I. Kalavrezou-Maxeiner, as argued in her article, this ivory depicts the emperor, Romanos IV and the empress, Eudokia Makrembolitissa. The plaque belonged to the years between 1068 and 1071 (Kalavrezou-Maxeiner, 1977:307).



Figure 3. Romanos II and Bertha of Italy or Romanos IV and Eudokia Makrembolitissa with Christ, ivory plaque, 945-949 or 1068-1071, Cabinet des Medailles-Bibliothèque National de France, Paris. / **Source:** Cormack, 2000, fig. 74.

The Byzantine manuscript illuminations underline the idea of the divine origin, piety and power of the emperors. There is an *ekphrasis* in Psalter of Basil II, Ms. gr. z 17 (Bib. Nat. Marc.) which aims to elucidate illuminated content, and to emphasize that Basil's power came from God and that his success in overcoming enemies depended on his continuing pious character and help from six saints portrayed in icons (f.3r) (Cormack, 2000:139) (Fig. 4). In this full-page illumination, Christ from heaven extends a crown toward to the emperor, Basil II. Gabriel has taken

the crown and brought it down, and is crowning the sovereign from the right side. Above the head of the archangel, the inscription is: *ο "Αρχάγγελος Γαβριήλ"* and it thus reads: "the Archangel Gabriel". The archangel on the left (possibly Michael) adding victories to the symbol of power, is placing the lance, a weapon that frightens the enemies away, in the emperor's hand (Cormack, 2000:140).



Figure 4.Basill II, Christ, the archangels, military saints, courtiers and enemies, Psalter of Basil II, Ms. gr. z 17, folio 3r, 976-1025, Biblioteca Nazionale Marciana, Venice. / **Source:** Cormack, 2000, fig. 78.

In an illuminated copy of Homilies of John Chrysostomos (Cod.364, Sinai, St. Catherina Monastery) from the first half of the 11th century, the emperor Constantine IX Monomachos, the empress Zoe and Theodora are crowned and blessed by Christ in f.3r. Christ is in a half-mandorla above the emperor. Two angels (or creations) hold crowns for the imperial figures (Fig. 5).

The inscription mentions Constantine IX as an "*autokrator*" and is connected to the celestial Trinity with the terrestrial, that is, with the depicted imperial figures, a concept that is also expressed by the style. The linearity in the rendering of the figures, which is exceptional in colors, the abundant use of gold and the priestly attitudes create an image that reveals the royal grandeur but also the cult of the emperor in Byzantium (Galavaris, 1995:225) (Fig. 5).



Figure 5.Constantine Monomachos, Zoe and Theodora, Christ and angels, Cod.gr.364, folio 3r, possibly 1042-1050 or first half of the 11th century, St. Catherine Monastery, Mt. Sinai-Egypt / **Source:** Galavaris, 1995, fig. 56.

Divine power of the Byzantine emperors is shown on coins by portraying Christ's blessing. To set an example, there is a histamenon nomisma (Cleveland Museum of Art) on which Christ stands facing on footstool, wears nimbus cross, and crowns the emperor, Romanos IV Diogenes on left and the empress, Eudokia on right, both stand facing, wear loros and hold cross on globe between them. On the reverse of the coin, Michael stands in centre between Constantios and Andronikos. Constantios is on the left and Andronikos is on the right. The emperor figures stand facing on scabellums with dotted exergual band beneath the scabellums. The all figures are beardless and wear loros. Michael holds labarum and akakia, his brothers each hold a cross on globe and akakia (reverse) (Fig. 6).



Figure 6.AV histamenon nomisma, (coin), Constantinople Mint, 1068-1071, Romanos IV Diogenes Period, Cleveland Museum of Art, Ohio-USA / **Source:** Cleveland Museum of Art.

Similarly, both the imperial figures crowned by Christ and symbolic communication between the royal figures and Christ appear on another frontispiece page that places in the manuscript of the Liturgical Homilies of John Chrysostomos, Coislin 79 (BNF, f.2b-r). The manuscript originally was scribed for the emperor, Michael VII and afterwards, repainted with likeness of his successor Nicephoros III Botaneiates (Woodfin, 2012:137) (Fig. 7). On folio 2bis-r Nicephoros and Maria of Alania are shown standing frontally, the emperor wearing jewelled loros and chlamys, Maria wearing jewelled thorakion, both crowned by Christ who touches both of their crowns and turns slightly to the emperor. All figures are haloed.



Figure 7. Nikephoros III Botaneiates, Maria of Alania and Christ, 1078-1081 or third half of the 11th century, Coislin 79, folio 2b-r, Bibliothéque National de France, Paris-France. / **Source:** Bibliothéque National de France.

In a manuscript scribed in the Stoudios Monastery in Constantinople, known as "Barberini Psalter" (Barb.gr.372, BAV) and dated to 1092 or end of the 11th-beginning of 12th century (Stickler and Boyle, 1989:98), three royal personages are portrayed (f.5r) (Fig. 8).

It is a full-page miniature in the upper half of which Christ *Pantokrator* is enthroned in a blue half-mandorla (De Wald, 1944:78) and he holds a crown in his right hand (Anderson and Walter, 1989:55). Above the head of each royal figure, is the half figure of an angel touching with his right hand the crown of the person below him. The angel to the left extends his left hand upwards towards Christ (Anderson and Walter, 1989:55-56) and also extends the crown towards the emperor as the symbol, presumably, of his divine authority (De Wald, 1944:78). The bearded emperor on the left wearing his crown and his ceremonial costume, holds a labarum in his right hand and carries an akakia in his left hand. The beardless co-emperor wearing his crown and royal costume, is much younger and shorter, and portrayed in the centre, between the emperor and

empress. He holds a labarum in his right hand and carries a gold covered book in his left hand. The empress wearing her crown and thronaion is on the right. The angel touching the empress' crown balances the one at the left and carries a wand in his left hand. All of the figures are nimbed and each of the royal family stands on a scabellum (Fig. 8).

An important matter is that the young prince seems to be receiving special attention from heaven, for the angel touching his crown is flying down towards him directly from the throne of Christ, as E. de Wald indicated in his article (De Wald, 1944:78).

A dedicatory poem running around the four sides of the illumination is: "*α οὐς ἡ τριφεγγῆς ἔν θεος μοναρχία· / β πολλοῖς φυλάζει καὶ γαληνίοις χρόνοις· / γ εἰρηνικῆι τὲ καὶ σοφῆι καταστάσει / δ διεξάγειν τὰ σκῆπτρα τ[ῆς] ἐξουσίας·*" and it thus reads: "...whom the divine unity of triple light may protect for many calm years to hold the sceptres of authority in a peaceful and wise administration." (Anderson and Walter, 1989:56).

The illumination, in that case, would seem to represent not only the glorification of a royal family, but also to emphasize the coronation ceremony and particularly the ceremony in which the young prince was being associated as co-emperor with his father. This seems sufficiently clear from the central position of the young prince, his stemma-crown (worn only by imperial personages), his regalia, and the special attention he is receiving from the angel. Furthermore in Constantine Porphyrogenetos's *The Book of Ceremonies*, in portraying the ceremony in which the young Leo was designated *Caesar* states that the prince stood at the emperor's left. In our example the young prince also stands at the emperor's left (De Wald, 1944:78).

The identity of the royal family depicted on f.5r has long been debated by some scholars (Anderson, 1989:25). G. de Jerphanion suggested that the illumination portrayed Alexios I (1081-1118), the Empress Eirene Doukaina and their son John II (1118-1143) (1930:71-79). His evidence was an analysis of the changes in the garments worn by Byzantine empresses. On the other hand, I. Spatharakis indicated that the emperors in Barberini Psalter could not be identified with Alexios and John II because the latter definitely wore semi-spherical crowns (1976:31) moreover he identified the figures as the family of Constantine X (1059-1067) (1976:253).

This page was repainted completely and grotesquely by a later artist. Originally the figures depicted were Alexios I Komnenos, Eirene and their son John (co-emperor in 1092) (Anderson, 1989:15, Anderson and Walter, 1989:55).



Figure 8. Alexios I, Eirene and John Komnenos, 1092, Barb.gr.372, folio 5r, Biblioteca Apostolica Vaticana, Vatican City. / **Source:** Biblioteca Apostolica Vaticana.

Kokkinobaphos Master's one of the most brilliant manuscript illuminations in the copy of tetraevangelion in BAV (Urb.gr.2) dated between 1118 and 1143, or around 1125 contains the portraits of the emperor John II Komnenos (1118-1143) and his eldest son Alexios (f.19v) (Spatharakis, 1974:18 and 1976:79, Evans and Wixom, 1997:209, Parani, 2003:xvi) (Fig. 9).

In the full-page illumination, the theme is not the coronation of an emperor, but the protection which two emperors enjoy from heaven as Spatharakis referred (1976:83). The imperial figures stand below Christ and two other figures. Christ sits on a throne which is decorated with the abstract motif in gold and brown and on which there is a red cushion decorated with gold ornament. He is in the upper half of the miniature and wears purple chiton and blue himation (Fig. 9). Flanking Christ are personifications of Charity at the left above John, and Justice, at the right above Alexios (Evans and Wixom, 1997:209). Each emperor dress up embroidered skaramangion and jewelled loros. Also they wear jewelled gold stemma, hold labarum in their right hand and carry akakia in their left hand, also each stand on decorated suppedion. Interestingly, half of the body, the hind leg and the tie of two lions painted gold can be distinguished easily at both the left and the right corners of the cushion on the left.

The inscription scribed on the left, and at the right of John is: "Ἰωάννης ἐν χῶ τῷ Θε[ε]ῷ πῖτς βα[σιλεύς], πορφυρογέννητος, κ[αί] αυτοκράτωρ ρωμαίων, ο κομνηνός" and it reads: "Ioannes Basileus of God, Porphyrogennetos and Autokrator of Roman Empire, Komnenos". The inscription scribed on the right, and at the left of Aleksios reads: "Ἀλέξιος ἐν χῶ τῷ Θε[ε]ῷ πῖτς βα[σιλεύς],

πορφυρογέννητο[ς], κ[αὶ] αυτοκράτωρ ρωμαίων, ο κομνηνό[ς]" and it reads: "Alexios Basileus of God, Porphyrogenetos and Autokrator of Roman Empire, Komnenos".



Figure 9. John II Komnenos, Alexios I, Christ, 1119-1142, Urb.gr.2, folio 19v, Biblioteca Apostolica Vaticana, Vatican City. / **Source:** Evans and Wixom, 1997, fig. 144.

The copy of the theological writings of Pseudo-Dionysos the Aeropagite copied by Michaël Klôstomallès and commissioned by Manuel II between 1403 and 1405 (Omont, 1888:358), was given as a diplomatic present to the abbey of Saint Dennis in Paris (Spatharakis, 1981:no.278, Rodley, 1996:335, Cormack, 2000:193, Vassilaki, 2005:265-266), The codex is in the collection of Louvre Museum today (MR.416). It contains a full-page illumination which portrayed the emperor and his family under the protection of Virgin Blacherniotissa (f.2r) (Fig. 10).

Five royal figures shown in imperial regalia are Manuel II Palaiologos (1391-1425), his wife Helena Dragaš, and their three sons, John (soon John VIII), Theodore, Andronikos. An inscription in gold majuscule letters above each person identifies them. In the upper half of the miniature appears the protective image of the Virgin Blacherniotissa who touches by her hands on the haloes of the emperor and the empress. Virgin wears dark blue maphorion and gold epimanikia. Manuel II and his son John, who is associated with the throne, wear imperial sakkos, on which are placed the gemmed golden loros. The empress Helena Dragaš and the two princes Theodore and Andronikos wear a red coat embroidered with gold thread, on which can easily be distinguished the double-headed Palailogos eagle (Fig. 10).



Figure 10. Manuel II, Helena, their three sons, John, Theodore, Andronikos, Virgin Blacherniotissa, 1403-1405, MR.416, folio 2r, Musée du Louvre, Paris. / **Source:** Cormack, 2000, fig. 112.

CONCLUSION

The theory of iconography is mainly concerned with hidden meaning and symbolism in art. The subject that I argued in this study needs to be digged in deeply, as the Byzantine art has own distinctive character related to Christian ideology and character of the Byzantine teocracy. At this point, if we attempt to analyze the depictions created in the Byzantine era related to imperial personages, we have to know what Christ was meant both for the Byzantine community and in the Byzantine world in general.

Both the nature of Christ and the identity of him were often discussed in ecumenical councils and local synods in the Middle Ages. This is actually a fairly long argue. However, considering the development of Byzantine art after iconoclasm, it can be better understood what Christ meant for the Byzantine society. Accordingly, Christ is the son of God, the savior of mankind, the Good Shepherd. This idea has not changed from the beginning to the end of the empire.

In the imperial paintings we argued here, we see that Christ is actually emphasized as a God. He always stands above the other figures in an image. In the name of God, he blesses the emperor, crowns him, and give him divine power in Byzantine imperial images. The coronation scenes show clearly all of these facts. In addition, the main idea of this study related to the examples argued above, is the symbolic communication created with the gestures of depicted figures. In general, Christ touches the crown of the emperor and sometimes both the emperor and co-emperor

or the empress or/and the heir to the throne. In fact, at this point, we must also mention a stereotyped composition in these images, but not for all, in general and as a common predilection of Byzantine artists. On the other hand, these imperial images are like a way for the emperor to show his divine power to the community. But, the existence of such an illumination in a manuscript scribed for the emperor's personal usage and kept by himself shows us that only the emperor wanted to prove something to himself or to wish for salvation. When we read the colophons of the Byzantine manuscripts, what a scribe-monk (*kalligraphos*) made a note of is the desire for his soul to be saved through the book as mentioned in colophons. Then, was it a kind of wish to be with Christ in the same picture for emperor's salvation besides proclamation of divine power, too?

Byzantine images are extraordinary, remarkable and authentic. Byzantine art is the mirror of Christianity in Medieval context and its symbolic world. In this context, the best way to analyze Byzantine images also envisages knowing which character refers to within society and the state. The emperor was God's earthly representative and was portrayed side by side with Christ or sometimes with Mary in some imperial images. These depictions reflect the of of the byzantine emperors or the imperial family. The most important is that the source of the emperor's power comes from God. Another is the emphasis that the emperor is in the service of God. The visual media of Byzantium mentioned here, are the most important examples reflecting the idea of this study.

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The impact of COVID-19 pandemic on diplomacy

Dr. S. Barış Gülmez

İzmir Katip Çelebi University

This paper aims to reveal the key impact of the COVID-19 pandemic on diplomacy. It claims that the pandemic coincides with the decline of the liberal world order that led to the rise of statecraft and public diplomacy, two rival practices to diplomacy. Already in decline, diplomatic practices have been further relegated to an inferior status under the Covid-19, while at the same time we observe the rising popularity of its rival practices.

Accordingly, the paper will first focus the rising popularity of the nemesis of diplomacy, i.e. statecraft. Then, the paper will discuss how another rival term, public diplomacy limits the capability and credibility of diplomacy. Third, the paper scrutinizes how the Covid-19 pandemic has had a multiplier effect on the fall of diplomacy. It further constrains ambassadorial diplomacy, while elevating statecraft and public diplomacy through a new term called “Corona diplomacy”.

Statecraft

A strong tool disposable at the hand of political leaders, statecraft is popularly defined in the literature as “organized actions governments take to change the external environment in general or the policies and actions of other states in particular to achieve the objectives that have been set by policy makers” (Holsti 1976, 293). It involves the skills of policy makers to make the best out of the available “military, diplomatic, intelligence, public, economic, or psychological tool[s]” (Ross 2007, 21). Diplomacy is an important component of statecraft establishing official communication channels between governments (Jönsson and Hall 2003, 196-197), gathering information about host government (Black 2010, 14), increasing government’s visibility in foreign courts (Cooper, Heine, and Thakur 2013, 3), and conducting negotiations on behalf of the sovereign (Hamilton and Langhorne 2011, 258). Satow thus prescribes diplomacy as an inseparable instrument of statecraft and dismisses “the exclusion of diplomatic agents from foreign policy formulation ... [as] a cardinal sin”. (Otte 2001a, 140).

However, in fact, diplomacy is considered highly subordinate to statecraft in the sense that the sovereign always claims credit for diplomatic success—while blaming the diplomats for failures (Jönsson and Hall 2005, 102).

For Kissinger, diplomacy is just a tool for statecraft, and diplomat is but a servant. He claims that diplomats are not expected to display any personal initiative since the chief negotiator of a state is the foreign minister who should be able to use “extra-bureaucratic means of decision” for a successful foreign policy (Otte 2001b, 199).

Statecraft has particularly been associated with US foreign policy at the expense of diplomacy (Otte 2001b; Ross 2007; Brands 2014; Drezner 2019a). US Presidents often prefer to take diplomatic negotiations into their own hands exhibiting the hegemonic status of the US in world politics (Wiseman 2011, 255). They embrace “a low-context negotiating style,” involving direct, explicit, and result-oriented negotiations (Ibid). They also tend to proclaim themselves as principal mediators in the bilateral conflicts of lesser powers using the power hierarchy in their favour to force a quick resolution through coercive and rewarding strategies (Aggestam 2016, 223).

The populist takeover of governments worldwide encourages the usage of statecraft with “anti-diplomatic impulses” (Cooper 2019, 38). Populists “scorn diplomatic language as exercises in sophistry and hypocrisy” and instead they prefer non-diplomatic language which resonates well with their electorate (Drezner 2017, 31). Populist leaders come to power with the objective of changing the political *status quo* (Drezner 2017, 29). They thus remain “deeply suspicious of diplomats and diplomatic culture”, since they tend to view diplomats as the representatives of the very *status quo* that they are contesting (Cooper 2019, 38-41). Their political vision is focused on the dichotomy between the “good” “people” and the “evil” elites (Mudde 2004, 543), and it dismisses the diplomats as “elitist”, thus “evil”.

The most remarkable example however is the incumbent US President Donald Trump whose populist actions cause much controversy in US foreign policy. Bypassing the State Department and ignoring diplomatic language, Trump uses Twitter to bash foreign governments through threats of economic sanction. So far, his economic statecraft has been applied to numerous states including not only Latin American countries such as Mexico, Honduras and Guatemala, but also the traditional allies of the US including Turkey, Canada, Japan and the European Union (Drezner 2019b, 7). Just like other populist leaders, Trump refrains from diplomatic language in his speeches and views the State Department as a rival. Under his administration, numerous diplomats either resigned or were fired, while Trump has refused to appoint ambassadors to many US diplomatic representations overseas (Drezner 2019a). He did not let any diplomat in his private meetings with Kim Jong-un and Putin except for interpreters. Gülmez et al (2020) claim that in the absence of diplomats, interpreters stepped in and showed potential as new diplomatic actors in the Trump era.

Overall, leaders use statecraft to restrict diplomacy and undermine diplomats. Under populist governments whether in the Global South or the Global North, diplomacy is even further side-lined as it is viewed as part of the old political *status quo* that populists aim to change. Therefore, an increase in their electoral popularity during the crisis of the liberal international order means even more statecraft aggravating the crisis of diplomacy.

Public Diplomacy

Another factor that exacerbates the crisis of diplomacy today is the rising popularity of an alternative practice in both politics and academia, namely; public diplomacy. Coined by Edmund Gullion in 1965 to differentiate the nation-branding activities of the Western world from the Soviet propaganda machine, public diplomacy has since become a popular term widely used in politics as well as academia (Gregory 2008). Originally an American creation, public diplomacy was then welcomed by many governments as a viable tool to “tell their story” to target audiences worldwide (Cull 2010). Although it was initially considered as a diplomatic strategy at the disposal of Foreign Ministries, governments then established separate institutions for the purpose of conducting public diplomacy independently from Foreign Ministry. Having their own budgets, “public diplomats”, agendas and strategies, these institutions act almost like “parallel” Foreign Ministries. However, what they do is not necessarily diplomacy *per se*, since their immediate focus is foreign publics rather than governments. This necessitates distinct strategies such as nation-branding and cultural propaganda towards, broadcasting for and communication with foreign publics; as opposed to the extant strategies of Foreign Ministries involving negotiation and communication with, information-gathering about and representation at foreign governments. Moreover, unlike diplomacy, public diplomacy has a “polylateral” nature since its actors are not confined to government agents (Wiseman 2004). Public diplomacy is also conducted by regional or sub-national governments (Gülmez and Cebeci 2020), cities (Acuto 2013), non-governmental organizations (Zatepilina 2009) and even individual celebrities (Cooper 2008). This negates the monopoly of national Foreign Ministries over the formulation and execution of diplomacy (Pamment 2013). Besides, public diplomacy could also be used by both terrorist networks for recruitment and the counter-terrorism networks among governments and international organizations (Bjola and Pamment 2019). Therefore, public diplomacy creates an alternative to diplomacy through distinct actors, audiences and strategies.

While diplomacy and diplomats are undermined or side-lined, public diplomacy flourishes. Political leaders who wish to act proactively in foreign policy consider diplomacy as a hindrance for foreign policy decision-making due to its obstructive bureaucracy (Otte

2001b, 188-189). Since foreign policy is considered within the scope of “high politics” through which states might go into war or establish international order, leaders invest their political career on achieving foreign policy successes for a lasting prestige and credibility at home and abroad. A success in foreign policy brings high political legitimacy to leaders, while a failure brings high legitimacy costs having a potential to end their political career. Therefore, slow diplomatic bureaucracy is not something they wish to tolerate, since they usually desire to be on top of quick foreign policy successes to charm their electorate through a rally around the flag effect and divert attention from economic and political hardships at home (Baum 2002; Tir 2010). For instance, Kissinger outspokenly announced that a successful statecraft is composed of “speed, secrecy, unity of purpose, the ability to act unpredictably when necessary”; it is thus incompatible with “laborious bureaucratic procedures and timely democratic oversight” (Brands 2014, 77). Moreover, as stated previously, some leaders consider diplomats as potential rivals since they, as the elected statesmen, fear of being overshadowed by the appointed public servants on the matters of high politics (Gülmez et al 2020, 67). Therefore, the rising populist takeovers of governments throughout the world mean more statecraft and less diplomacy.

On the other hand, political leaders view public diplomacy within the scope of low politics which, unlike diplomacy, does not immediately bring huge political legitimacy costs (Ayhan 2018, 71). Besides, unlike diplomacy, public diplomacy serves as a public-relations instrument for leaders to raise their profiles abroad. Therefore, leaders tend to invest in public diplomacy as they consider it as a projection of their (soft) power and influence over foreign publics. US Information Agency (USIA) played such a crucial role for US leaders to exhibit their grandeur to foreign audience world-wide (Cull 2008). Similarly, the Voice of America (VOA), a semi-independent broadcasting company funded by the US government long acted as the public diplomacy machine for the US and at times it was under the full control of the US government. For instance, during the Kennedy Administration, the scripts of its entire broadcasts were subject to the approval of the USIA (Cull 2008, 190).

The impact of the Covid-19 on diplomacy

The Covid-19 pandemic has been altering the very fabric of world politics forcing nations to lock themselves down, while at the same time making them seek assistance from and provide aid to one another at varying degrees. In this context, populist governments such as China, Turkey, Qatar and Cuba have declared themselves as the pioneers of the so-called “Corona Diplomacy” providing medical aid to other countries. Cuba sent a team of doctors to fight the virus in Italy, while Turkey sent medical supplies to 55 countries (Pitel 2020). Besides, both Turkey and Qatar provided medical equipment to Iran in order to increase their influence

over Tehran by easing out the effects of international sanctions and hence alleviate regional tension (Battaloğlu 2020, 4). On the other hand, China concentrated its efforts on claiming global health leadership by sending medical teams, masks and testing kits all around the world (Lancaster and Rubin 2020). This global aid activism of China, though receiving praise from various countries, arouses suspicion in Western capitals (Ibid).

International aid activism of populist regimes through “Corona Diplomacy” begs the question of whether this new diplomatic term is yet another statecraft tool for populist leaders to exploit the shifting international conditions in their favour. So far it is overwhelmingly used by populist leaders to raise their international profile. For instance, Turkish aid packages shipped to other countries were bearing the logo of the President and the title “Presidency of the Republic of Turkey” - indicating that they were gifts specifically from Erdoğan (Gürsoy 2020). This example evidences the symbiotic relationship between Corona Diplomacy and statecraft in support of the claim that it functions as a crucial statecraft strategy of populism.

Moreover, Corona Diplomacy could also be considered as a form of public diplomacy with a higher impact. What populist governments undertake in the name of Corona Diplomacy is not much different than the pre-Covid nation-branding activities. Therefore, in substance, aid activism before and during the pandemic both qualify as similar public diplomacy activities. The main difference is their impact. The arrival of the Cuban medical doctors in Italy had a world-wide coverage and praise despite the US government’s claim that they were exploited by the authoritarian Cuban regime (Phillips and Guiffrida 2020). Even so, they serve as successful examples of Cuba’s public diplomacy efforts to raise its international profile. In fact, the Cuban government had already been sending doctors to countries in need before the Covid outbreak (Ibid). This practice has already been an established public diplomacy method for Cuba. However, the Covid pandemic has multiplied its impact through worldwide media coverage. As previously stated, the rise of populism increases the usage and popularity of both statecraft and public diplomacy, and the Covid pandemic provides a fertile ground for both to flourish together.

On the other hand, diplomatic practice at ambassadorial level during the Covid pandemic was merely confined to three auxiliary functions, consular assistance for citizens stranded abroad, overseeing the procurement of medical supplies, masks and testing kits, and facilitating international collaboration in the search for a vaccine (Bjola and Manor 2020). The agency of diplomats has been declining while other actors take up the mantle in their stead. For instance, under the Covid pandemic, ambassadors mainly oversee the shipment of medical supplies to/from their countries and deal with the problems of their citizens abroad while the

travelling doctors become recognized as the real (public) diplomats raising their country's profile abroad. Diplomats are hence losing public visibility whereas others are gaining more and more public attention.

The worldwide lock-down due to the Covid pandemic has forced most sectors into online platforms. Diplomacy is not an exception. In fact, the digitalization of diplomacy is nothing new. There is a burgeoning literature on digital diplomacy stressing how foreign ministries transform their activities into digital platform making the best out of Information and Communication Technologies (ICT) (Bjola and Holmes 2015; Bjola and Pamment 2019; Manor 2019). Hence, digital diplomacy could be viewed as an attempt by scholars to revitalize diplomatic studies and a step taken by governments towards adjusting diplomatic practice into the 21st Century. However, there is no standard way of utilizing ICT for diplomatic purposes and government experiences highly vary (Manor 2019, 15). Also, not every government has matured in digital diplomacy. While, for instance, Denmark acted as one of the pioneers of digital diplomacy to the point of appointing the world's first ever digital ambassador to Silicon Valley (Gramer 2017), Turkey has only recently developed interest in digital diplomacy.⁷⁶ Besides, Foreign Ministries using social media and other platforms are criticized for using digital technology in a non-interactive and hence unattractive way (Clark 2015). Diplomats have not yet fully grasped how using social media serves diplomatic purposes (Riordan 2019, 7). Moreover, since the digital activism of Foreign Ministries and diplomats mostly takes place on social media to reach foreign publics, what they claim to be doing in the name of digital diplomacy largely qualifies as the digitalization of public diplomacy (Manor 2019). Therefore, the rising interest of Foreign Ministries in ICT rather contributes to the development of public diplomacy.

The Covid pandemic made it compulsory for governments to use digital platform for diplomatic purposes. However, the more diplomacy is transferred into cyberspace, the more insecure diplomatic channels become. Cyber-hacking has proved to be a serious issue under the Covid pandemic since online conference platforms such as Zoom have been reported to be under constant attack by hackers. In April 2020, more than half a million Zoom accounts have been hacked and put on dark web for sale (Winder 2020). Moreover, hackers have recently published in various online networks the email addresses and passwords of thousands of individuals working for high profile international organizations including the World Bank, the

⁷⁶ Turkish Foreign Ministry for the first time organized an international Forum exclusively on diplomacy in the digital age to be convened in 26-27 March 2020, but it was cancelled due to the Covid outbreak. See the forum website, <http://adf.mfa.gov.tr/digital-age.en.mfa>

World Trade Organization and the Gates Foundation (Wakefield 2020). Therefore, online diplomatic activities have become highly insecure and less and less tenable following the Covid pandemic. Riordan (2019, 13) claims that diplomats can reassert their value by playing a key role in fixing the anarchical nature of cyberspace and helping establish certain norms and rules through what he calls “cyberdiplomacy”. However, they can only do so if they establish an international diplomatic community in cyberspace with the participation of diplomats from all around the world (Riordan 2019, 30). Until then, cyberspace remains a highly anarchic realm limiting the online activism of diplomats, and the Covid pandemic further contributes to its anarchism.

Conclusion

This paper enquired the key impact of the Covid-19 on diplomatic practice. It focused on two key dynamics alternative to diplomacy; statecraft and public diplomacy. Decision-makers use statecraft to constrain diplomatic practice and bypass diplomatic bureaucracy. Public diplomacy, on the other hand, is a distinct practice and has become popular both in politics and academia. The Covid-19 pandemic has contributed to this trend by generating a joint venture between statecraft and public diplomacy called “Corona Diplomacy” at the hands of populist governments.

In response, two new trends, namely; digital diplomacy and cyber diplomacy have so far fallen short of offering a viable remedy for diplomatic practice. Even though transferring diplomatic activities into digital platform has become a necessity especially after the Covid-19 pandemic, digital diplomacy is still far from being systematically adapted to the workings of Foreign Ministries as a world-wide practice. On the other hand, public diplomacy and statecraft have done comparably a better job of adapting to digitalization. Online platforms have multiplied the reach and impact of nation-branding activities overseas. Besides, as in the case of Trump, populist leaders now pursue “digital statecraft” by using social media to bypass diplomatic channels. Moreover, cyber space is still not safe for diplomats and diplomatic institutions to easily transfer their activities to. Cyber-hacking has become a real issue for international organizations during the pandemic. Hence, cyber diplomacy will only be there by name unless governments agree on how to deal with the anarchic structure of cyber space.

Diplomacy and diplomats must adjust to these new realities if they want to survive the 21st Century. Diplomacy is not a liberal creation, but it is viewed as a liberal instrument at the hand of the West. When the Western-led liberal international order is contested and discredited, so is diplomacy. Diplomacy must be redefined to prove that it is a global phenomenon beyond the West.

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Sosyal Sermaye, Personel Seçimi ve Yenilikçi Davranış İlişkisinin İncelenmesi

Prof. Dr. Himmet KARADAL

Bolu Abant İzzet Baysal University

hkaradal@gmail.com

ORCID: 0000-0002-8050-5564

Inst. Ethem MERDAN

Ahi Evran University

ethem.merdan@ahievran.edu.tr

ORCID: 0000-0003-2528-2326

ÖZET

Personel seçimi açısından nitelik sahibi, yetenekli, becerikli, işe kişilik açısından uygun olan bireylerin tercih edilmesinde ve yenilikçi davranış konusunda, bir işletmenin rekabet etmesinde avantaj sağlanabilmesinde, sürekli olarak ürün ve hizmet geliştirilmesinde, örgütün problemlerine fikir ve çözümler üretilmesinde zengin bir bilgi ağının, sosyal ağın ya da iletişim ağının var olması gerekmektedir. Bu ağ yapısının oluşması noktasında sosyal sermaye kendini göstermektedir. Bu çalışmanın amacı, sosyal sermayenin personel seçimi ve yenilikçi davranış üzerindeki etkisini ortaya koymaktır. Çalışmanın örnekleme Aksaray'daki Süttaş A. Ş. çalışanlarıdır (n= 266). Anket yoluyla elde edilen veriler kullanılarak araştırma modeli ve hipotezleri Pearson Korelasyon ve Regresyon analizi yardımıyla test edilmiştir. Araştırmanın bulgularına göre sosyal sermaye, personel seçimi ve yenilikçi davranış arasında pozitif yönlü ilişkiler olduğu görülmüştür. Ayrıca sosyal sermayenin personel seçimi ve yenilikçi davranış üzerinde etkisinin olduğu tespit edilmiştir. Elde edilen sonuçların literatüre ve araştırmacılara katkı sağlayacağı düşünülmektedir.

Anahtar Kelimeler: Sosyal Sermaye, Personel Seçimi, Yenilikçi Davranış.

Investigation of Relationship Social Capital, Personnel Selection and Innovative Behavior

ABSTRACT

A rich information network, social network, in the selection of individuals who are qualified in terms of personnel selection, talented, skilled, suitable for work and personality, in terms of innovative behavior, to gain an advantage in competing a business, to constantly develop products and services, to produce ideas and solutions to the problems of the organization. or the communication network must exist. Social capital manifests itself in the formation of this network structure. The aim of this study is to reveal the effect of social capital on personnel selection and innovative behavior. The sample of the study is Süttaş A. Ş. employees (n = 266). Using the data obtained through the survey, the research model and hypotheses were tested with the help of Pearson Correlation and Regression analysis. According to the findings of the study, it was observed that there were positive relations between social capital, personnel selection and innovative behavior. In addition, it has been determined that social capital has an impact on personnel selection and innovative behavior. It is thought that the results obtained will contribute to the literature and researchers.

Keywords: Social Capital, Personnel Selection, Innovative Behavior.

GİRİŞ

Sosyal sermaye kavramı son zamanlarda sahip olduğu geniş kapsamlı yapısı ve işlevleri sayesinde diğer sermaye türlerinden daha ön plana çıkmış, organizasyonlar ve bireyler tarafından önemi kavranmıştır. Sosyal sermaye, güven unsuruna dayalı olarak bireyler, gruplar ya da kurumlar arasında ilişkilerin kurulmasını ve ağların oluşmasını sağlayan bir sermaye türüdür ki, çoğu zaman maddi imkânların çözemediği sorunlara çözüm üreten bir yapıya sahiptir.

Personel seçimi, insan kaynakları yönetiminin en çok önemseydiği görevlerden biridir. Çünkü personel seçimindeki yapılan bir hata diğer işletme fonksiyonlarını da etkileyebilmektedir. Bu yüzden personel seçimi konusunda nitelik sahibi, yetenekli, becerili, işe kişilik açısından uygun olan bireyler tercih edilmelidir. Bu konuda sosyal sermayesi zengin kişilerin varlığı süreç açısından önemlidir. Çünkü bazı mesleklerde yetişmiş elemana ulaşmak zor olabildiği gibi zamanda alabilir. Bu gibi durumlarda sosyal sermayesi ya da sosyal çevresi zengin kişilere başvurulması organizasyonun işini kolaylaştıracaktır. Ayrıca personel seçimi konusunda referans belirtirken adayların da yine başvuracağı en önemli kişi sosyal sermayesi zengin olanlardır. Bu kişilerin birkaç yoldan adaya destek olması, adayın tercih edilmesi noktasında kolaylık sağlayabilir.

Yenilikçi davranış, bir işletmenin rekabet konusunda özellikle avantaj sağlayabilmesine imkân tanıyan, sürekli olarak ürün ve hizmet geliştirmeyi amaç edinen, örgüte yarar sağlamak için problemlere fikir ve çözümler üreten faaliyetleri içermektedir. Bu faaliyetlerin oluşabilmesi için zengin bir bilgi ağının ya da iletişim ağının var olması gerekmektedir. Bu ağ yapısının oluşması noktasında sosyal sermaye kendini göstermektedir. Çünkü sosyal sermayenin zengin olduğu kişi veya yerlerde bilgi akışı da hızlı ve zengindir. Dolayısıyla yenilikçi davranış bu bilgi akışı sayesinde yani sosyal sermaye sayesinde sürekli olarak faaliyet halinde olacak, organizasyona farklı ve yeni ürünler sunulmasını, hizmetler geliştirilmesini, fikirler üretilmesini ve yayılmasını sağlayacaktır.

Sosyal sermaye, personel seçimi ve yenilikçi davranış arasındaki ilişkiyi inceleyen çalışmalarla ilgili literatüre bakıldığında çok fazla bir çalışmaya rastlanılmamıştır. Turgut ve Begendirbaş (2013) çalışmasında sosyal sermaye ve yenilikçi iklimin yenilikçi davranışa etkisi araştırılmıştır. Çalışmanın sonucunda ilişkisel sosyal sermayenin yenilikçi iklimin boyutlarını ve yenilikçi davranışı pozitif yönde etkilediği belirlenmiştir. Turgut ve Begendirbaş (2014)'deki çalışmasında ise ilişkisel sosyal sermayenin örtülü bilgi paylaşımı ve yenilikçi davranışı olumlu

etkilediği, ilişkisel sosyal sermayenin yenilikçi davranışa etkisinde örtülü bilgi paylaşımı davranışının kısmi aracılık rolü tespit edilmiştir. Turgut ve Begenirbaş (2016)'daki çalışmasında da yenilikçi iklimin sosyal sermayeyi pozitif yönde etkilediği, sosyal sermayenin de yenilikçi davranış ve örtülü bilgi paylaşımı davranışını pozitif yönde etkilediği; yenilikçi iklim ile yenilikçi davranış arasında sosyal sermayenin tam aracı etkiye, yenilikçi iklim ile örtülü bilgi paylaşımı davranışı arasında ise sosyal sermayenin kısmi bir aracılık rolüne sahip olduğu tespit edilmiştir. Akar vd. (2016) çalışmalarında inovasyon politikalarında sosyal sermayenin rolünü teorik açıdan ortaya koymaya çalışmışlardır. Aşkın ve Barış (2016) çalışmasında kadın istihdamında sosyal sermayenin etkisini incelemişlerdir. Araştırmanın sonucunda girişimci olarak kadınların istihdama katılımlarında, iş kurmalarında ve sürdürmelerinde aileleri, akrabaları ve arkadaşlarından oluşan güçlü bağların sosyal sermaye faktörünü etkilediği saptanmıştır.

Bu çalışmalardan hareketle alanda sadece sosyal sermaye ve yenilikçi davranış arasındaki ilişkilerin incelenmesi, sosyal sermaye ile personel seçimi arasındaki ilişkiyi inceleyen çok fazla çalışmaya rastlanılmamış olması sebebiyle araştırma problemi, *“personel seçimi ve yenilikçi davranış üzerinde sosyal sermayenin rolünü belirlemek”* biçiminde belirlenmiştir.

1. SOSYAL SERMAYE

Sosyal sermaye kavramı yazında 1990'lı yıllarda Fransız Sosyolog Piere Bourdieu tarafından ilk defa dile getirilmiş olsada, daha geniş kapsamlı olarak James Coleman tarafından “Foundations of Social Theory” isimli eserinde ele almıştır (Anderson ve Jack, 2002: 193-194). Sosyal sermaye kavramının kökenine inildiğinde bazı görüş ayrılıkları olduğu görülmekle birlikte, Pierre Bourdieu, James Coleman, Robert Putnam ve Dünya Bankası tarafından geliştirilen teoriler sayesinde hiç şüphesiz kavramın ön plana çıkmaya ve önem kazanmaya başladığı söylenebilir. Sosyal sermaye kavramı, kişiler arası ağları ve bir toplumun üyelerinin işbirliğini ifade etmektedir (Macbeth ve ark., 2004: 505).

Sosyal sermaye, Coleman'a (1988; 88) göre aktörler ve aktörler arasındaki ilişkilerin yapısını ifade etmektedir. Putnam'a (1995: 66) göre ise sosyal sermaye, bireysel fayda sağlamak için işbirliğini, koordinasyonu ve iletişimi kolaylaştıran ağlar, normlar ve güvenin oluşmasını sağlayan kaynaklardır. Ya da bireyin ya da grubun kurduğu sosyal ilişkiler sayesinde elde ettiği kaynakların tamamıdır (Nahapiet ve Ghoshal, 1998; 243). Sosyal sermaye daha geniş bir ifadeyle, sosyal yaşamın hedefleri doğrultusunda birlikte yaşamalarını sağlayan ağlar, normlar ve güven gibi

nitelikler sayesinde bireylerin gruplar içerisinde yer alması, bir takım kurallar, kurulan ilişkiler ve ağlar sayesinde birlikte hareket etmesidir (Karadeniz ve Yılmaz, 2015; 182).

Sosyal sermaye unsurları formlar, normlar (değerler) ve kaynaklar şeklindedir. Form, sosyal bağlar ve ilişkilerin yapısal yönleri ve yapısına, ilişkilerin derinliği ve yoğunluğuna, yapısal boşlukların varlığına işaret eder. Normlar (değerler) karşılıklı eylemlerin, yükümlülüklerin, güvenin duygusal sonuçlarıdır. Kaynaklar ise ek sosyal ağları, ilişkileri, bilgiyi, dili, parayı, fiziki malları ve benzerlerini içermektedir (Monkman ve ark., 2014: 8).

Ferlander (2007: 118) sosyal sermayeyi dayanışmacı (bağlayıcı), aracı (köprü kurucu) ve birleştirici olmak üzere üçe ayırmaktadır:

Dayanışmacı (Bağlayıcı) Sosyal Sermaye: Bir arada yaşayan insanların birbirleriyle ilişkilerinin sıkı ve yoğun olduğu sosyal sermayeyi ifade etmektedir. Aile bireyleri ile olan ilişkiler, mahalle içi kurulan ilişkiler örnek verilebilir (Karadeniz ve Yılmaz, 2015: 183). Dayanışmacı sosyal sermayenin oluşabilmesi için gerekli şartlar ağ kapalılığı, iletişim yoğunluğunun yüksek olması ve güçlü bağların kurulmasıdır. Bu sosyal sermaye türünde sosyal ağlar ve bu ağlarda bulunanlar sosyal sermaye açısından zengindir. Güçlü ve yoğun ilişkiler nedeniyle güven unsuru önemsenmektedir (Ağcasulu, 2017: 124).

Aracı (Köprü Kurucu) Sosyal Sermaye: Köprü kurucu sosyal sermaye olarak da ifade edilen bu sermaye türü, bir yerde yaşayan insanların dışındaki insanlarla ya da gruplarla kurdukları ilişkiler anlamına gelmektedir. Değişik statüye sahip insanlar ile kurulan ilişkiler bu sermaye türüne örnek olabilir (Karadeniz ve Yılmaz, 2015: 183). Bu sermaye türü aktör ve aktörlerin sosyal sermayesi zayıf bağlardan oluşmakla birlikte, insanlar arasındaki ilişkilerin oluşmasında köprü olma görevini yerine getirmektedir (Öztaş, 2015: 177).

Birleştirici Sosyal Sermaye: Değişik statü ve özellikleri olan birey, grup veya kurumların dikey ilişkiler sonucu birbiriyle kurdukları bağlardır. Birleştirici sosyal sermaye zayıf bağlar sonucu oluşmakta ve sonrasında çok daha büyük ağlara ve dolayısıyla bu ağlar üzerinde yer alan kaynaklara ulaşım imkânı sağlamaktadır (Tekin, 2019: 245). Birleştirici sosyal sermaye ise insanların, gücü ve yetkiyi elinde tutanlarla olan ilişkilerini ifade etmektedir. Yöneten grup ile yönetilen grup arasındaki ilişkiler ya da idareci-çalışan arasındaki bağlantılar buna örnek olarak verilebilir (Karadeniz ve Yılmaz, 2015: 183).

2. PERSONEL SEÇİMİ

Personel seçimi, insan kaynakları yönetiminin en önemli işlevlerindedir ve aynı zamanda

örgütün rekabet gücünü ve stratejik avantajını oluşturmaya yönelik önemli bir ilk adımdır. Yeterli sayı ve kalitede, doğru maliyetle potansiyel adayları araştırmak ve elde etmek, organizasyonun en uygun insanı boş pozisyonlara alması için en iyi yoldur (Onyeaghala and Hyacinth, 2016: 1). Personel (işgören) seçimi, bir organizasyona belli bir pozisyon için başvuran adaylar arasından işe ve işyerine en iyi uyumu sağlayacak kişilerin belirlenmesi sürecidir (Bingöl, 2014: 229). Bu süreç, işe alınacak bireyin yapacağı işlerin saptanmasından, işe uygun adayın seçilmesine kadar geçen uygulamaları içermektedir (Altun ve Kovancı, 2004: 56).

Personel istihdamında kullanılan yöntemler örgütün varlığını sürdürmesinde önemli rol oynayacaktır. Zayıf personel seçimi, örgütün verimliliği düşmesine ve kaybolmasına neden olmaktadır. Güçlü ve doğru bir metodla yapılan personel seçimi, doğru kişiyi doğru yerde ve doğru şekilde istihdam ederek örgütsel amaçlara, misyon ve vizyona ulaşılması sağlar (Kipchumba ve Yano, 2014: 289). Aksi durumda yeniden işgören alımının gerçekleştirilmesi maddi kayıpların yanısıra süreci yeniden başlattığı gibi ciddi zaman kaybına da neden olmaktadır. Bu yüzden personel seçiminde nitelik ve liyakat ön planda tutulmalıdır.

İnsan kaynakları birimi, işletme içindeki açık pozisyonlara bir süreçten geçerek ihtiyaç duyulan işgöreni belirlemektedir. Bunu belirlerken işletmeler, iki yola başvurmaktadırlar. Bunlardan biri işletme içi kaynaklar, bir diğeri de işletme dışı kaynaklardır (Taslak ve Kara, 2016: 292-293). İşletme içi kaynaklar işletme içi duyurular, terfi, nakiller ve iç transferler, tekrar işe almalar (eski işgörenlerin işe alınması), iş zenginleştirme, iş genişletmesi, rütbe indirimi şeklinde sıralanabilir (Ergeneli ve ark., 2016: 106; Tortop, 2017: 166; Öge ve Karasoy, 2016: 60). İşletme dışı kaynaklar yazılı ve bireysel yapılan başvurular, medya ilan ve reklamları, iş ve işçi bulma kurumları, özel insan kaynakları danışmanlık büroları, üniversiteler, internet ilanları ve web siteleri, danışmanlık şirketleri, eğitim ve mesleki kuruluşlar, yöneticilerin kişisel ilişkileri, sendikalar, Türkiye iş kurumu, rakipler ve diğer işletmeler, işletmeye şahsen veya mektupla iş için başvurular, stajyer elemanlar, danışmanlık şirketleri şeklindedir (Ergeneli ve ark., 2016: 110; Tortop, 2017: 167; Mucuk, 2005: 326).

Kipchumba ve Yano'ya göre (2014: 290) işgören seçme ve alma, diğer bölümlerle işbirliği içinde insan kaynakları departmanı tarafından gerçekleştirilir ve süreç şu şekilde işlemektedir: Başvuruların elenmesi, mülakat, test, adayların değerlendirilmesi, referansların araştırılması, iş teklifi, istihdam sözleşmelerinin hazırlanmasıdır. Uyargil vd. (2008: 152) ve Bingöl (2014: 235) ise bu süreci iş kaynağı açığının belirlenmesi ve aday havuzunun oluşturulması, başvuruların

kabulü ve başvuru formu doldurtma, ön görüşme sınav ve testler, işe alma görüşmesi (mülakat), referansların incelenmesi, sağlık muayenesi, işe alma kararı, işe teklifi ve işe yerleştirme şeklinde ifade etmişlerdir.

3. YENİLİKÇİ DAVRANIŞ

Yenilik kavramı, Latince "innovare" kelimesinden türetilmiş olmakla birlikte yenilenme, yeni bir şeyler yapma ve değişiklik yapma anlamlarına gelmektedir. Yenilik, yeni ortaya çıkmış ve normalden farklı olan bir düşüncenin, ürünün, hizmetin ya da sürecin kabul edilmesi ve uygulanması olarak ifade edilebilir (Awan ve Zuriat-ul-Zahra, 2014: 94; Demirel ve Özbezek, 2015: 122). En basit ifadeyle yenilik, bir kişi veya örgütün yaratıcılığını ortaya çıkartan ve maddi kazanç elde etmesini sağlayan bir süreçtir (Higgins, 1995: 33). Buradan hareketle yenilikçilik ise bir ürün, hizmet veya durum karşısında yeniliğe, değişime ve gelişime açık ve eğilimli olmak anlamına gelmektedir ve bu konuda bireyler ve örgütler için farkındalığın oluşturulmasını sağlamaktadır (Kocasaraç ve Karataş, 2017, 784).

Yenilikçi davranış, örgütsel süreçlerin daha iyi yürütülebilmesi için örgüte yarar sağlayan yeni ve farklı yöntemlerin, fikirlerin, prosedürlerin ve yaklaşımların geliştirilip çalışanlar tarafından benimsenmesi, şekillendirilmesi, geliştirilmesi ve yayılmasıdır (Yuan ve Woodman, 2010: 323; Shih ve Susanto, 2011: 113). Ya da yenilikçi davranış, işyerindeki gerçeklikleri yakalamaya çalışmakla birlikte bir rol, grup veya örgüt içerisinde amaca uygun fikirlerin, süreçlerin, yöntemlerin ve prosedürlerin üretilmesi, tanıtılması, yayılması, uygulanması ve benimsenmesine yönelik olarak organizasyona, gruba veya bireye fayda sağlayan, onların da kendilerini geliştirmelerine ve değişime hızlı uyum sağlamalarına olanak tanıyan çalışan davranışları olarak tanımlanabilir (Spiegelmaere, 2012: 7). Scott ve Bruce (1994: 581-582) yenilikçi davranışın, daha önce var olan veya şu an kabul edilen problemin tanımlanmasıyla başlayan ve probleme yönelik bir fikir, çözüm, analiz sunarak başlatılan bir süreç olduğunu, bu sürecin yenilikçi fikirlerle desteklenip sürdürülmesi gerektiğini, yeni düşüncenin somut bir biçime veya yeni bir örneğe çevrilmesine kadar uzandığını ifade etmektedir. Yenilikçi davranış, örgütsel davranışın bir parçasıdır ve davranışı harekete geçiren asıl sebeplerin, sorumlulukların ve görevlerin tam olarak anlaşılmasına dayanan aktif bir durum olarak değerlendirilir. Bu davranışın özellikleri, gönüllü olması, fazladan çaba gerektirmesi, emir olmaması nedeniyle işgörenlerin yeniliğe zorlanmaması olarak sıralanabilir (Gogoleva ve ark., 2016: 6).

Yenilikçi davranış, soyut yeni fikir ve düşüncelerin somut faaliyetlere dönüşüp bireylerin ve örgütlerin gelişimine yönelik etki eden değişimini ifade etmektedir. Örgütler açısından işgörenlerin yenilikçi davranışa sahip olmaları çok önemlidir. Çünkü yenilikçi davranış örgütlerin buldukları pazar içerisinde rekabet edebilmelerini sağlamak için, gelişmelerin ve değişimin gerisinde kalmamaları ve yeniliklere açık bir örgüt sistemine sahip olmalarını da gerektirir. İşgörenlerin yenilikçi davranışa sahip olmalarıyla birlikte üretkenlik, yaratıcılık, etkinlik, verimlilik ve işlere katılımı artacaktır (Öneren ve ark., 2016: 133). İşgörenlerin yenilikçi davranışlarını etkili bir şekilde kullanmaları durumunda işletmeler de karmaşık küresel meselelerden uzak duracaklardır (Kim ve Shin, 2015: 118). Bu sebeple bu noktada yöneticilere büyük görevler düşmektedir. Yöneticilerin işgörenlerine yenilikçi fırsatları tanıma, yeni başarılı uygulamaları benimseme ve onları teşvik etme gibi konularda destek olması önem taşımaktadır (Nusair ve ark., 2012: 186).

Yenilikçi davranış süreci, örgütün yararına katkı sağlayan fikirlerin ortaya konulması ve uygulanması, problemlerin tanımlanması, yeni veya önceden kabul edilmiş düşünce ve çözümlerin oluşturulması ile başlar. Daha sonraki aşamada yenilik yapma düşüncesine sahip birey kendisine destek arar. Son aşamada ise birey yeniliği somut hale gelmiş, elle tutulup gözle görülebilen üretime dönüştürülmüş bir model veya örneğe dönüştürür. Buradan hareketle yenilikçi davranış sürecinin, her aşamada farklı bireysel davranışları içerdiği söylenebilir (Turgut ve Begenirbaş, 2013:108).

4. ARAŞTIRMA METODOLOJİSİ

4.1. Araştırmanın Amacı ve Önemi

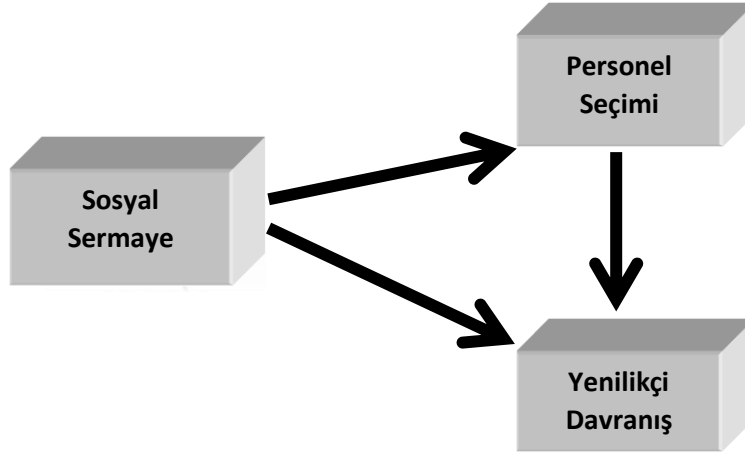
Sosyal sermaye bireyler arası işbirliği, iletişim ve koordinasyonu sağladığı için bireylerin işe seçilmesi ve alınması konusunda da büyük önem taşımaktadır. İşe uygun aday bulmak zor ve zaman alan bir süreçtir. Bu süreçte güvenilir, alanında yetişmiş kişileri bulmak zor olduğu için sosyal sermayesi zengin kişilere başvurmak daha olumlu sonuçlar verebilir. Benzer şekilde sosyal sermaye sahip olduğu ağlar sayesinde sürekli bilgi akışı sağlayacak, birey ve örgütlerin yeniliklerden haberdar olmasını sağlayarak onları ürün ve hizmetlerin sunulması konusunda diğerlerinden daha farklı kılacaktır. Bu çalışmada amaç sosyal sermayenin personel seçimi ve yenilikçi davranış üzerindeki etkisini belirlemektir. Çalışma kapsamında bu değişkenler arasındaki ilişkilerde incelenecektir. Sosyal sermayenin personel seçimi ve yenilikçi davranış üzerindeki rolünü ortaya koyacak olan bu çalışmaya benzer şekilde bir çalışmanın yazında yer almaması ve

bu kavramlar arasındaki ilişkileri ortaya koyan bütünsel bir çalışmaya rastlanılmamış olması konunun önem arz ettiğini göstermektedir.

4.2. Araştırmanın Kapsamı, Varsayımları ve Sınırlılıkları

Çalışmanın kapsamı ve sınırları itibariyle; Aksaray'daki Süttaş A. Ş. çalışanlarıdır ve 266 kişiden veri toplanabilmiştir. Yapılan bu çalışmaya katılanların ankete verdikleri cevapların samimi ve güvenilir olduğu, katılımcıların gerçek görüş ve düşüncelerini yansıttığı varsayılmaktadır. Süttaş çalışanlarının iş yoğunluğunun yüksek olması sebebiyle ankete yeterince zaman ayıramaması, veri toplamak için anket sorularının kısa ve az sayıda soru ile yapılması, araştırılan konu hakkında katılımcıların yeterli düzeyde bilgiye sahip olmaması olup olmaması çalışmanın sınırlılıkları olarak sıralanabilir.

4.3. Araştırmanın Modeli ve Hipotezleri



Şekil-1: Araştırma Modeli

Çalışmanın amacına ve önerilen araştırma modeline göre oluşturulmuş hipotezler şu şekildedir:

Hipotez 1: Sosyal Sermaye ile Personel Seçimi arasında pozitif yönlü bir ilişki vardır.

Hipotez 2: Sosyal Sermaye ile Yenilikçi Davranış arasında pozitif yönlü bir ilişki vardır.

Hipotez 3: Personel Seçimi ile Yenilikçi Davranış arasında pozitif yönlü bir ilişki vardır.

4.4.. Araştırmanın Evreni ve Örneklemi

Araştırmanın evreni, Türkiye’deki süt fabrikası çalışanları oluşturmaktadır. Araştırmanın örneklemini ise SÜTAŞ A. Ş. çalışanları olarak belirlenmiş rastlantısal olarak seçilen 300 Süttaş çalışanına anket uygulanmıştır. Fakat iş yoğunluğu, ilgisizlik, önemsememe vb. nedenlerden dolayı 266 çalışandan yanıt alınabilmektedir. Anketlerin geri dönüş oranı %88.6’dır. Bu oran örneklemin evreni temsil etme gücüne sahip olduğunu ortaya koymaktadır.

4.5. Verilerin Toplanması

Araştırmada verilerin toplanmasını sağlamak için anket uygulanmıştır. Araştırma anketi üç bölümden oluşmakla birlikte, birinci bölümde demografik özellikleri içeren 10 soruya yer verilmiştir. Anketin bu bölümünde yaş, cinsiyet, medeni hal, eğitim düzeyi, aylık gelir düzeyi, işyerinde çalışma süresi, hedeflerine ulaşma düzeyi, işyerindeki statüye ilişkin sorulara yer verilmiştir. Anketin ikinci bölümünde Khodadady ve Zabihi (2011) tarafından geliştirilen sosyal sermaye ölçeği kullanılmıştır. Ölçekte sosyal sermayeye ilişkin 17 ifade ve dört boyut bulunmaktadır. Anketin üçüncü bölümünde ise Snell ve Dean (1992) tarafından geliştirilmiş olan 7 ifadeli personel seçimi ölçeği yer almaktadır. Anketin dördüncü bölümünde ise Scott ve Bruce (1994)’un çalışmasında yer alan 6 ifadeli yenilikçi davranış ölçeğine yer verilmiştir.

4.6. Verilerin Analizi

Çalışmada geçerliliği önceki çalışmalarda test edilmiş olan anket yardımıyla elde edilen verileri yardımıyla sosyal sermayenin personel seçimi ve yenilikçi davranış üzerindeki etkilerini için Pearson korelasyon analizi ve regresyon analizi kullanılmış ve elde edilen bulgular önceki araştırmaların bulguları ile kıyaslanarak değerlendirilmiştir.

5. ARAŞTIRMA BULGULARI

Tablo 1: Demografik Bulgular

Cinsiyet	F	Yüzde	Yaş	F	Yüzde
Bayan	53	19,9	18-25	31	11,7
Erkek	213	80,1	26-30	59	22,2
Toplam	266	100,0	31-35	102	38,3
Medeni Durum	F	Yüzde	Yaş	F	Yüzde
Bekâr	72	27,1	41-45	6	2,3
Evli	194	72,9	Toplam	266	100,0
Toplam	266	100,0	Hedeflere Ulaşma Düzeyi	F (Sıklık)	Yüzde
Aylık Gelir	F	Yüzde	Çok Düşük	15	5,6
2000 TL'den az	79	29,7	Düşük	23	8,6

2000-5000TL	160	60,2	Orta	111	41,7
5001-10000TL	22	8,3	Yüksek	99	37,2
10000'den fazla	5	1,9	Çok Yüksek	18	6,8
Toplam	266	100,0	Toplam	266	100,0
Eğitim Durumu	F	Yüzde	İşyerinizdeki Statünüz	F	Yüzde
	(Sıklık)			(Sıklık)	
İlköğretim	32	12,0	İşgören	81	30,5
Lise&Dengi	119	44,7	Operatör	21	7,9
Önlisans	38	14,3	Memur	33	12,4
Lisans	64	24,1	Laborant	12	4,5
Lisansüstü	13	4,9	Takım Lideri	39	14,7
Toplam	266	100,0	Teknik Personel	9	3,4
Çalışma Süresi	F	Yüzde	Uzman	16	6,0
1 yıldan az	26	9,8	Mühendis	12	4,5
1-3 yıl	60	22,6	Yönetici	19	7,1
4-7 yıl	77	28,9	Müdür	6	2,3
8-10 yıl	49	18,4	Diğer	18	6,8
10'dan fazla	54	20,3	Toplam	266	100,0
Toplam	266	100,0			

Tablo 1’de katılımcılarla ilgili demografik bulgular incelendiğinde katılımcıların cinsiyet dağılımlarının % 19.9’unu bayanlar (53 kişi), % 80.1’ini erkekler (213 kişi) oluşturmaktadır. Ankete katılanların medeni durumları incelendiğinde % 27.1’inin bekâr (72 kişi), % 72.9’unun (194 kişi) evli olduğu saptanmıştır. Yaş durumlarına bakıldığında katılımcıların % 11.7’si (31 kişi) 18-25 yaş aralığında, %22.2’si (59 kişi) 26-30 yaş aralığında, % 38.3’ü (102 kişi) 31-35 yaş aralığında % 25.6’sı (68 kişi) 36-40 yaş aralığında, % 2.3’ü (6 kişi) 41-45 yaş aralığında yer almaktadır. Aylık gelir durumları incelendiğinde % 29.7’si (79 kişi) 2000 TL den az, %60.2’si (160 kişi) 2000-5000 TL arası, % 8.3’ü (22 kişi) 5001-10000 TL arası, %1.9’ u (5 kişi) 10.000 TL den fazla aylık gelire sahiptir. Katılımcıların eğitim durumları değerlendirildiğinde % 12’si (32 kişi) ilköğretim, % 44.7’si (119 kişi) lise&dengi, % 14.3’ü (38 kişi) önlisans, % 24.1’i (64 kişi) lisans, % 4.9’u (13 kişi) lisansüstü eğitim almıştır. Ankete katılanların çalışma sürelerine bakılacak olursa % 9.8’i (26 kişi) 1 yıldan az, % 22.6’sı (60 kişi) 1-3 yıl arası, % 28.9’u (77 kişi) 4-7 yıl arası, % 18.4’ü (49 kişi) 8-10 yıl arası ve % 20.3’ü (54 kişi) 10 yıldan fazla bulunduğu iş kolunda çalışmıştır. Hedeflerine ulaşma düzeyi incelendiğinde katılımcıların % 5.6’sı (15 kişi) çok düşük, % 8.6’sı (23 kişi) düşük, % 41.7’si (111 kişi) orta, % 37.2’si (99 kişi) yüksek ve % 6.8’i (18 kişi) çok yüksek

şeklinde yanıtlar vermişlerdir. Çalışanların statüleri incelendiğinde % 30.5'inin (81 kişi) işgören, % 7.9'unun (21 kişi) operatör, % 12.4'ünün (33 kişi) memur, % 4.5'inin (12 kişi) laborant, % 14.7'sinin (39 kişi) takım lideri, % 3.4'ünün (9 kişi) teknik personel, % 6'sının (16 kişi) uzman, % 4.5'inin (12 kişi) mühendis, % 7.1'inin (19 kişi) yönetici, % 2.3'ünün (6 kişi) müdür, %6.8'inin (18 kişi) diğer grubunda yer aldığı belirlenmiştir.

Tablo 2. Değişkenlerin Güvenilirliği

	Cronbach Alpha Değeri (α)
Sosyal Sermaye	,830
Personel Seçimi	,714
Yenilikçi Davranış	,911

* $0,80 < \alpha < 1,00$ ise ölçek yüksek derecede güvenilirdir.

Anket soruları öncelikle bağımsız değişken (sosyal sermaye) ve bağımlı değişken (personel seçimi ve yenilikçi davranış) güvenilirlik analizine tabi tutulmuştur. Sonuç olarak tablo 2'de görüldüğü gibi alfa (cronbach alpha) katsayısı sosyal sermaye ve yenilikçi davranış değişkeni için yüksek derecede iken personel seçimi değişkeni için orta derecede güvenilir olarak tespit edilmiştir.

Tablo 3: Sosyal Sermaye Açımlayıcı Faktör Analizi Sonuçları

Ölçek Maddeleri	Faktör Yükleri			
	1	2	3	4
Akran Etkileşimi				
SS13	,734			
SS14	,693			
SS15	,687			
SS16	,592			
SS4	,584			
SS3	,581			
Kültürel Aktiviteler				
SS9		,723		
SS8		,706		
SS1		,645		
SS11		,519		
Okul Aile İşbirliği				
SS11			,489	
SS6			,862	

SS5			,724	
SS7			,701	
Müfredat Dışı Etkinlikler				
SS2				,805
KMO=0,823	Bartlett P=0,00	Toplam Açıklanan Varyans=% 62,05		

Tablo 3'e göre araştırma kapsamında sosyal sermaye faktörlerinin belirlenmesi için hazırlanan ifadeler verilen yanıtlar faktör analizine tabi tutulmuştur. Veri setinin faktör analizine uygunluğunu gösteren Kaiser-Meyer-Olkin katsayısı 0,82 olarak ve Bartlett değeri anlamlı olarak tespit edilmiş ($p < 0,01$) ve soru setinin faktör analizine uygun olduğu anlaşılmıştır. Ölçüm aracının güvenilirlik değerleri uygun düzeydedir. Buna göre kültürün boyutları bakımından toplam varyansın % 62,05'ini açıklayan 14 faktör ve 4 boyut tespit edilmiştir. Bu boyutlar akran etkileşimi, kültürel aktiviteler, okul aile işbirliği, müfredat dışı etkinlikler şeklindedir. Bu sonuç asıl ölçekteki sonuçları destekler niteliktedir. Faktör yükü düşük olan 10. ve 12. soru çıkarılmıştır.

Tablo 4: Personel Seçimi Açıklayıcı Faktör Analizi Sonuçları

Ölçek Maddeleri	Faktör Yükleri		
	1	2	
Akran Etkileşimi			
PS1	,875		
PS7	,841		
PS2	,799		
PS6	,652		
Kültürel Aktiviteler			
PS3		,812	
PS4		,625	
PS5		,546	
KMO=0,760	Bartlett P=0,00	Toplam Açıklanan Varyans=% 59,51	

Tablo 4'e göre araştırma kapsamında personel seçimi faktörlerinin belirlenmesi için hazırlanan ifadeler verilen yanıtlar faktör analizine tabi tutulmuştur. Veri setinin faktör analizine uygunluğunu gösteren Kaiser-Meyer-Olkin katsayısı 0,76 olarak ve Bartlett değeri anlamlı olarak tespit edilmiş ($p<0,01$) ve soru setinin faktör analizine uygun olduğu anlaşılmıştır. Ölçüm aracının güvenilirlik değerleri uygun düzeydedir. Buna göre personel seçimi boyutları bakımından toplam varyansın % 59,51'ini açıklayan 7 madde ve 2 boyut tespit edilmiştir. Asıl ölçekte 7 soru ve tek boyut olduğu için yeni boyutlar soruların içeriğine bakılarak personel seçim faaliyeti ve personel seçim kararı şeklinde yeniden isimlendirilmiştir.

Tablo 5: Yenilikçi Davranış Açımlayıcı Faktör Analizi Sonuçları

Ölçek Maddeleri	Faktör
YD5	,878
YD6	,855
YD4	,848
YD3	,827
YD2	,808
YD1	,787
KMO=0,898 Bartlett P=0,00 Toplam Açıklanan Varyans=% 69,59	

Tablo 5'e göre araştırma kapsamında personel seçimi faktörlerinin belirlenmesi için hazırlanan ifadeler verilen yanıtlar faktör analizine tabi tutulmuştur. Veri setinin faktör analizine uygunluğunu gösteren Kaiser-Meyer-Olkin katsayısı 0,90 olarak ve Bartlett değeri anlamlı olarak tespit edilmiş ($p<0,01$) ve soru setinin faktör analizine uygun olduğu anlaşılmıştır. Ölçüm aracının güvenilirlik değerleri uygun düzeydedir. Buna göre personel seçimi boyutları bakımından toplam varyansın % 69,59'unu açıklayan 7 madde ve 1 boyut tespit edilmiştir. Bu sonuç asıl ölçekteki sonuçları destekler niteliktedir.

Tablo 6: Sosyal Sermaye İle Yenilikçi Davranış ve Personel Seçimi Arasındaki İlişkiye Yönelik Korelasyon Analizi Sonuçları

		Yenilikçi Davranış	Personel Seçimi	Sosyal Sermaye
Yenilikçi Davranış	Pearson Correlation	1	,361**	,560**
	Sig. (2-tailed)		,000	,000
Personel Seçimi	Pearson Correlation	,361**	1	,349**
	Sig. (2-tailed)	,000		,000

Sosyal Sermaye	Pearson Correlation	,560**	,349**	1
	Sig. (2-tailed)	,000	,000	

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

* . Correlation is significant at the 0.05 level (2-tailed).

Tablo 6’da sosyal sermaye, personel seçimi ve yenilikçi davranış arasındaki ilişkiyi gösteren korelasyon analizi sonuçları yer almaktadır. Buna tabloya göre sosyal sermaye ile personel seçimi, sosyal sermaye ile yenilikçi davranış, personel seçimi ve yenilikçi davranış arasında pozitif ilişki olduğu görülmektedir.

Tablo 7: Sosyal Sermaye İle Personel Seçimi Arasındaki İlişkiye Yönelik Regresyon Analizi Sonuçları

Model I	B	Sig.	Beta	t
Sabit	2,017	,000		8,237
Sosyal Sermaye	,415	,000	,349	6,055
R	,349			
R²	,122			
Düzeltilmiş R ²	,119			
Standart Hata	,60318			
F Değeri	36,660			
Durbin-Watson	1,833			

Tablo 7’deki model I istatistiksel olarak anlamlıdır ($R^2=,122$; $F = 36,660$; $p < 0,01$). Model belirleyici değişken olan sosyal sermaye bağımlı değişkendeki varyansı %12.2 açıklamakta, yani sosyal sermaye personel seçimine düşük düzeyde etki etmektedir. Araştırma bulgularına göre sosyal sermayenin personel seçimi üzerinde pozitif etkiye sahiptir ($\beta = ,349$; $p < 0,01$). Buradan hareketle sosyal sermaye arttıkça personel seçiminin artacağı söylenebilir. Bu bağlamda **H1** hipotezi kabul edilmektedir.

Tablo 8: Sosyal Sermaye İle Yenilikçi Davranış Arasındaki İlişkiye Yönelik Regresyon Analizi Sonuçları

Model II	B	Sig.	Beta	t
Sabit	1,855	,000		8,968
Sosyal Sermaye	,624	,000	,560	10,794
R	,560			

R²	,314			
Düzeltilmiş R ²	,311			
Standart Hata	,49447			
F Değeri	116,520			
Durbin-Watson	1,869			

Tablo 8'deki model II istatistiksel olarak anlamlıdır ($R^2=,314$; $F = 116,520$; $p<0,01$). Bu model bağımsız değişken sosyal sermaye bağımlı değişken yenilikçi davranıştaki varyansın %31.4'ünü açıklamaktadır. Yani belirleyici değişken yenilikçi davranışa yüksek düzeyde etki etmektedir. Bulgular sosyal sermayenin yenilikçi davranışı pozitif etkilediğini ortaya koymuştur ($\beta= ,560$; $p<0,01$). Sosyal sermaye arttıkça yenilikçi davranışta artmaktadır. Dolayısıyla **H2** hipotezi kabul edilmektedir.

Tablo 9: Personel Seçimi İle Yenilikçi Davranış Arasındaki İlişkiye Yönelik Regresyon Analizi Sonuçları

Model III	B	Sig.	Beta	t
Sabit	2,903	,000		15,232
Personel Seçimi	,334	,000	,361	6,187
R	,361			
R²	,131			
Düzeltilmiş R ²	,127			
Standart Hata	,55654			
F Değeri	38.274			
Durbin-Watson	2.010			

Tablo 9'daki model III istatistiksel olarak anlamlıdır ($R^2=,131$; $F = 38,274$; $p<0,01$). Bu model bağımsız değişken personel seçimi bağımlı değişken yenilikçi davranıştaki varyansın %13.1'ini açıklamaktadır. Yani belirleyici değişken yenilikçi davranışa düşük düzeyde etki etmektedir. Bulgular personelinin yenilikçi davranışı pozitif etkilediğini ortaya koymuştur ($\beta= ,361$; $p<0,01$). Personel seçimi arttıkça yenilikçi davranışında artacağı söylenebilir. Dolayısıyla **H3** hipotezi kabul edilmektedir.

SONUÇ ve ÖNERİLER

Bu çalışma Aksaray'daki SÜTAŞ A. Ş. çalışanlarına yönelik yapılmış olmakla birlikte sosyal sermayenin personel seçimi ve yenilikçi davranış üzerindeki etkisini incelemeyi amaç edinmiştir. Araştırma kapsamındaki demografik bulgular değerlendirildiğinde araştırmanın örnekleminde erkeklerin ağırlıkta olduğu, katılımcıların çoğunluğunun evli olduğu saptanmıştır. Yaş durumlarına bakıldığında katılımcıların büyük bir kısmının 31-35 yaş grubunda yer aldığı, eğitim durumları değerlendirildiğinde Lise&Dengi eğitimi alanların ağırlıkta olduğu, aylık gelir durumunun ise 2000-5000 TL arasında yoğunlaştığı görülmüştür. Katılımcıların buldukları işte çalışma sürelerine bakıldığında 4-7 yıl arasında yoğunlaştığı ve çalışanların hedeflerine ulaşma düzeylerinin orta düzeyde olduğu görülmektedir. Personel seçiminden orta düzeyde bir memnuniyet vardır. Personel seçim ölçütlerinin ise hem liyakat hem sosyal sermaye noktasında yoğunlaştığı belirlenmiştir.

Sosyal sermaye, personel seçimi ve yenilikçi davranış arasındaki ilişkilere bakıldığında, sosyal sermaye ile personel seçimi ve yenilikçi davranış arasında pozitif yönlü ilişkiler olduğu görülmektedir. Regresyon analizinde ise sosyal sermayenin personel seçimini ve yenilikçi davranışı etkilediği, personel seçiminin de yenilikçi davranışı etkilediği sonucu tespit edilmiştir.

Sosyal sermayenin günümüz iş dünyasında olsun bireyler açısından olsun başarıyı yakalama ve sürdürmedeki önemi son zamanlarda çok iyi anlaşılmıştır. Öyleki başarının sadece parasal sermayeden ibaret olmadığını anlayan organizasyonlar, bunun bir organizasyon kurarken belli bir süre destek sağlayacağını ancak bu organizasyonun sürekliliğinin sosyal sermaye ile mümkün olduğunun artık farkındalar. Bunun gerçekleşmesi de işletmenin gerek iç çevresi (ortaklar, işgörenler, yöneticiler) gerekse dış çevresi (rakipler, aracı, toptancı, tedarikçiler, tüketiciler, devlet, çevre halkı) ile kurulan ilişkilere bağlıdır. Yani daha geniş bir ifadeyle bu ilişkiler ne kadar güçlü ise sosyal sermayesi o kadar zengin, ne kadar zayıfsa da sosyal sermayesi o kadar düşüktür. Bunda kişi veya organizasyonların kurmuş olduğu ilişkilerin etkisinin, geçmişte kazanılan güven unsurunun, paylaşılan ortak kültürün ve değerlerin şüphesiz etkisi vardır.

Personel seçim sürecinde özellikle başvuruların yapılması, ön eleme ve referansların incelenmesi noktasında sosyal sermayenin etkilerini görmek mümkündür. Çünkü başvuru sırasında veriler bilgiler incelendiğinde kişinin daha önce çalışmış olduğu yerler hakkında bilgi sahibi olunacak yani daha önceki iş ağı konusunda bilgi edinilecektir. Buradan hareketle kişinin daha önceki durumu da göz önünde bulundurularak işe alım gerçekleştirilecektir. Referans incelemesi sırasında ise kişi belirtmiş olduğu referanslar sayesinde daha fazla dikkate alınacaktır. Çünkü

referans demek adayı tanıyan ona ciddi anlamda destek olan kişi demektir. Bu kişinin de başarılı ve tanınan kariyer sahibi bir kişi olması hatta sosyal ilişkileri kuvvetli bir kişi olması gerekir. Ancak bu şekilde adayın işe girmesi kolay olacaktır.

Sosyal sermaye sayesinde yenilikçi davranış sonucu elde edilen ürün ve hizmetlerin pazarlanması veya yayılması kolaylaşmaktadır. Bunda tabii aktörlerin yani rol oynayanların kurmuş oldukları iletişim yapısının etkisi vardır. İletişim ne kadar sıkısa o kadar hızlı bir yayılma söz konusudur. O zaman denilebilir ki sosyal sermayeyi zengin hale getirmek birazda kişinin kendisine bağlıdır yani çevresinde bırakmış olduğu izlenime, vermiş olduğu güvene, iletişim ağlarına ve toplumda benimsenmesine bağlıdır. O yüzden bireylerin bu konuda kendisini yetiştirmesi de çok önemlidir. Güçlü ve başarılı bir sosyal hayat ya da iş hayatı istiyorsa birey sosyal sermayesini zengin tutmak zorundadır.

Sosyal sermayenin personel seçimi ve yenilikçi davranışı etkileme düzeyini ortaya koyan bu çalışma, personel seçimi yapan yöneticilerin ve yenilikçi davranışa önem veren çalışanların sosyal sermayelerini zenginleştirmeleri açısından önemlidir. Yönetici ve çalışanların iyi personel seçme ve yenilikçi davranış geliştirme noktasında, sosyal sermaye kavramını daha fazla önemsemeleri onları daha başarılı kılacağı düşünülmektedir.

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Res. Assist. Dr. Mehmet ŞAHİN

Aksaray University, Faculty of Economics and Administrative Sciences

mehmetsahin@aksaray.edu.tr

ORCID: 0000-0002-0142-6666

ÖZET

Asya’da devlet ve piyasa ilişkileri Batıdan farklı olarak gelişmiştir. Serbest girişimciliğe dayalı liberal kapitalizmin aksine Asya’da şirketler ve girişimciler serbest piyasa şartlarında ama devletin direktifleriyle rekabet etmektedirler. Asya tipi üretim kavramı da bu bağlamda oluşmuştur. Bununla paralel olarak Asya’nın uluslararası ekonomi politikası Batıdan ayrılmaktadır ve devlet piyasa ilişkileri burada farklı bir analiz düzeyinde incelenmektedir. Bu bölgede girişimciler serbest piyasa şartlarında faaliyet göstermekle birlikte liberalizmin sağladığı her imkândan istifade edememektedir. Zira dikey tekel piyasası altında faaliyet gösteren bu şirketler özel mülkiyete sahip olmakla birlikte devlet otoritesi ile bağlantıları vardır. Bunun en belirgin örneği Japonya’da gözlenmektedir. Japonya’daki keiretsular Asya tipi üretimin en önemli sacayağını oluşturmaktadır. Bu çalışmada keiretsuların yapısı incelenecektir. Meiji döneminden İkinci Dünya Savaşına kadar geçen süreçte aktif olan zaibatsulardan kalan miras ve günümüze uzantıları masaya yatırıldıktan sonra liberal kapitalist ülkelerdeki girişimlerden farkları üzerinde durulacaktır. Bu bağlamda son olarak keiretsuların Japon ekonomi politikası üzerindeki etkileri ve dolayısıyla Japon kapitalizminin Batıda hakim olan liberal kapitalizmden farkına değinilecektir.

Anahtar Kelimeler: Keiretsu, Asya Tipi Üretim, Asyalı Girişimciler

Asian State – Market Relations: Keiretsus in Japan

ABSTRACT

The state - market relations in Asia developed differently from the West. Asian firms and entrepreneurs compete in the free market under state direction in contrast to the liberal capitalism that is based on free entrepreneurship. The concept of “Asiatic mode of production” emerged in this context. In this regard, the Asian international political economy (IPE) differs from the Western IPE, and the state – market relations are examined in a different level of analysis. Despite the entrepreneurs operate in the free market, they could not utilize from all benefits of liberalism. That is to say, such firms that have private ownership, operate under a vertical monopoly market and but tied to the state authority. The most prominent example of this can be seen in Japan. The Japanese keiretsus consist of the most prominent pillar of the Asiatic mode of production. This study will examine the keiretsus. Having studied the historical legacy of zaibatsus, which were established during the Meiji era and obtained until the end of the WWII, and their contemporary roots, the differences between keiretsus and entrepreneurs in the liberal capitalist countries will take place. In this regard, the final section will demonstrate their effects on the Japanese political economy and the differences between Japanese capitalism and Western-dominated liberal capitalism.

Keywords: Keiretsu, Asiatic Mode of Production, Asian Entrepreneurs

GİRİŞ

Kapitalizmin bilhassa 1970’li yıllardan itibaren farklı türleri ortaya çıkması kaçınılmaz olarak farklı girişimcilik modellerinin incelenmesi ihtiyacını doğurmuştur. Zira geleneksel olarak Batı kapitalizminde girişimcilik doğrudan doğruya bireysel teşebbüsle sermaye biriktirme çabasıyken liberalizmin yeterince yerleşmediği toplumlarda sermaye birikimi daha farklı yollarla gerçekleşmektedir. Bu da söz konusu ülkelerdeki sermaye birikimlerinin zaman ve boyutunu farklı hale getirmiştir. Bu çalışmanın amacı bahsi geçen farklılıkların dinamiklerini anlamaya çalışarak kapitalizmin çeşitlerini ortaya koymaktır. Bu bağlamda Doğu Asya girişimciliğinin en önemli örneklerinden olan Japon Keiretsular inceleneyecektir. Çalışmanın ilk bölümü Keiretsuların tarihi gelişimine değinecektir. İkinci bölümünde Batılı girişimcilerden farkları masaya yatırılacaktır. Bu bağlamda son olarak da Batı kapitalizmi ile Asya tipi kapitalizmde ortaya çıkan farklılaşmaya değinilecektir.

1. LİTERATÜR TARAMASI

Japon Keiretsular esasında işletme ve yönetim organizasyon alanlarında özellikle 1980’li yıllarda önemli ölçüde çalışılmış organizasyonlardır. Zira söz konusu yıllarda Japon ekonomisi hızlı bir büyüme göstererek ABD’den sonra dünyanın en büyük ikinci gücü haline gelmiştir. Bu durum özellikle Batılı düşünürlerin ilgisini çekmiş ve gerek kendileri çalışmalarını arttırmış gerekse de Doğu Asyalı meslektaşlarının çalışmalarını yayınlamaya teşvik etmişlerdir. Bu bakımdan Aoki (1990) (1994), Hoshi vd. (1990), Nakatani (1984) gibi Doğu Asyalı düşünürlerin yanı sıra Lincoln vd., (1998), Lins ve Servaes (1999) gibi Batılı düşünürler de Keiretsuların performanslarını, risk yönetimlerini, karşılıklı ilişkilerini yakından incelemişlerdir. Keiretsuların performanslarının incelenmesi neticesinde finans ve yönetim organizasyon literatürü Japon mucizesinin keiretsular sayesinde değil onlara rağmen gerçekleştiği sonucuna ulaşmıştır (Lincoln, Gerlach, & Ahmadjian, 1996). Yine de sermaye birikimini çok hızlı gerçekleştirmelerinden ötürü özellikle İkinci Dünya Savaşından sonra Japonya’nın yeniden inşasında etili oldukları için sistem ABD tarafından devam ettirilmiştir.

Bu bakımdan uluslararası ekonomi politik literatüründe keiretsuların ele alınışı verimliliklerinden ziyade kapitalizm içindeki konumları ve devlet – piyasa ilişkilerindeki işlevleri ile alakalı olmuştur. Hall ve Soskice, meşhur kitapları *Varieties of Capitalism*’de (2001) aktör bazlı piyasa incelemesinde bulunarak kapitalizmin tek bir çeşidinin değil, ilişkilerin çeşidine göre farklı türlerinin bulunduğunu iddia ederek karşılaştırmalı kapitalizm literatürünün doğmasına yol açmıştır. Japonya bu bakımdan liberal pazar ekonomilerinden farklı olarak koordine edilen pazar ekonomisi olarak adlandırılmış ve kapitalizmin piyasa ilişkileri haricinde gelişmesine en büyük örnek olarak gösterilmiştir. Zira daha önce de değinildiği gibi, keiretsular ekonomik olarak daha verimsiz olmakla birlikte hızlı büyümeyi sağlayan yapıdadır. Bu noktadan hareketle Japon keiretsuları Asya’daki “Kalkınmacı Devlet” anlayışının en önemli aktörleri olarak nitelendirilmektedir (Bello, 2009).

2. KEİRETSULARIN YAPISI

2.1 Zaibatsulardan Keiretsulara Tarihi Süreç

Meiji dönemindeki (1868-1912) Japon modernleşmesinin en önemli sacayaklarından biri şüphesiz o döneme kadar yeterli sermaye birikimini sağlayamamış ülkenin bu durumu tersine çevirme çalışmalarıdır. Ancak yükselen burjuva sınıfı sayesinde 16.yüzyıldan itibaren ekonomik gelişme sağlayan Avrupa'daki sosyo-ekonomik yapıda Japonya'da mevcut değildi. Geleneksel olarak feodalitenin baskın olması neticesinde burjuva sınıftan mahrum olan Japonya'da devlet bu durumu kendi elleriyle yaratma yolunu seçerek Batı ile arasındaki ekonomik asimetriyi hızlı sürede kapatmayı denemiştir. Bunun için de devlet fabrikaları zaibatsu olarak adlandırılan feodal ailelere devredilerek (Stavrianos, 1966, s. 364) burjuvaziyi devlet kendi eliyle oluşturmaya çalışmıştır. Bunun neticesinde de devlet eliyle hızla zenginleşen zaibatsular ile birlikte Batının iki asırda yakaladığı ekonomik büyümeyi Japonya yarım asırda yakalamıştır. Bu girişimler piyasa şartlarıyla değil, kendilerine sermaye birikimini sağlayan devletin yönlendirmesiyle üretim faaliyetlerinde buldukları için özellikle savunma sanayi alanında büyük yatırımlar yapmaktan çekinmemişlerdir. Bu durum 1905 yılında meydana gelen Japon – Rus Savaşında Japonya'nın Batılı bir devleti mağlup etmesini sağlayan tarihi olayın gerçekleşmesinde etkili olmuştur.

Zaibatsular İkinci Dünya Savaşından sonra Japonya'nın ABD tarafından işgal edilmesiyle birlikte son bulmuştur. Zira Zaibatsular savaştan önce ve savaş sırasında Japonya'nın askeri-endüstriyel kompleksini yükseltmiştir. Japon yayılcılığını sağlayan bu durum ABD tarafından sonlandırılmak istenmiştir. Ancak Sovyetler Birliği'ni çevreleme politikası çerçevesinde Japonya'nın hızlı gelişebilmesi için ABD bu geleneksel sistemi yeniden uygulamaya geçirmiştir. Neticesinde 1950'li yıllardan itibaren hızlı sermaye birikimi uğruna keirestu adıyla faaliyete geçirilmiş ve böylece 1980'li yıllara gelindiğinde Japonya'nın dünyanın en büyük ikinci ekonomisi olması sağlanmıştır.

2.2 Keiretsuların Yapısı

Keiretsuların yapıları itibariyle iki gruba ayrılmaktadır: Yatay Keiretsu ve Dikey Keiretsu. Yatay Keiretsu, sayıları zaman içerisinde 4 ila 6 arasında değişen ve eşit düzeyde faaliyet gösteren grupları işaret etmektedir (McGuire & Dow, 2009, s. 335). Söz konusu keiretsular, serbest piyasa kapitalizminden farklı birbirleriyle tam rekabet halinde olmayıp karmaşık bir karşılıklı bağımlılık neticesinde kartel hale gelmişlerdir. Zira söz konusu keiretsular %23 ila %42 arasında değişen oranlarla birbirlerinin hisselerine sahip oldukları gibi (McGuire & Dow, 2009, s. 336) yönetim kurullarında da ortak isimler yer alabilmektedir (Berglöf & Perotti, 1994, s. 267). Dolayısıyla karşılıklı bağımlılık oluşmuş bu yapılar arasında rekabetten ziyade işbirliği ön plandadır ki bu kartel piyasasının oluşarak tekelci bir anlayışla hareket etmelerini sağlamaktadır.

Dikey Keiretsular ise tedarik zincirindeki tekelleşmeyi işaret etmektedir (Hoshi & Kashyap, 2001, s. 11). Buna göre, bir endüstrideki üretim süreçlerinin tamamı veya büyük bir kısmı keiretsular tarafından

gerçekleştirilmektedir. Böylece üretim maliyetleri düşmekte, teknik ve finansal destek sağlanmaktadır. Ancak böylesi bir yapı yenilik (inovasyon) yaratmada zorluk çıkardığı için özellikle uluslararası rekabette firmaları zaman zaman zor duruma düşürebilmektedir. Daha da önemlisi, finansmanlarının da kendi bankaları tarafından sağlanmasından dolayı riskli veya verimsiz yatırımların sayısı artmaktadır (Hoshi & Kashyap, 2001, s. 197). Nitekim keiretsuların verimsiz olarak nitelendirilmesinin temelinde önemli ölçüde bu durum yatmaktadır.

3. KEIRETSULARIN POLİTİK EKONOMİSİ

Bu durum Keiretsuların ekonomik bakımdan verimsiz kurumlar olmalarına rağmen neden tercih edildiği sorusunu ortaya çıkarmaktadır. İlk ve öncelikli olarak, yukarıda da bahsedildiği gibi, keiretsular ekonomik bakımdan düşük kârlı ürün ortaya çıkarsalar bile hızlı sermaye birikimi sağlayan oluşumlardır. Gerek Meiji restorasyonu sırasında gerekse de İkinci Dünya Savaşından sonra tercih edilmelerinin sebebi Japonya'nın uluslararası piyasalarda rekabet edecek hale gelebilmesi, daha da önemlisi askeri kapasitesini arttıracak ekonomik refahı oluşturmasında yatmaktadır. Nitekim 19.yüzyılın ilk yarısında içine kapalı bir ülke konumunda olan Japonya yüzyıl içerisinde Pasifik bölgesinin en büyük askeri gücü konumuna yükselmiştir. Bunda askeri-endüstriyel kompleksini arttıran zaibatsular önemli yer tutmaktadır. Benzer şekilde İkinci Dünya Savaşından sonra ortaya çıkan keiretsular ABD tarafından yeniden ortaya çıkarılmıştır. Zira Japonya'nın SSCB'ye karşı savunma hattı görevi görmesi gerekmektedir ve bu durum en hızlı şekilde ancak geleneksel yöntemlerle mümkün olabilmekteydi.

Keiretsuların yeniden ortaya çıkması sadece ABD'ye güvenli bir bölgenin oluşmasını sağlamamış, Japonya'nın 1980'li yıllara gelindiğinde dünyanın en büyük ikinci ekonomisi olmasının önünü açmıştır. Bu durum, istemsiz olarak daha da ileride kapitalizm üzerinde yeniden düşünülmesini sağlamıştır. Zira yukarıda da değinildiği gibi keiretsular kapitalizmin sadece piyasa şartlarında şekillenebileceği tezine alternatif bir model olarak karşımıza çıkmaktadır. Buna göre firmalar serbest piyasa şartlarında faaliyet gösterebilirler bile devlet tarafından koordine edilerek de ilişkilerini şekillendirebilmekte ve bu sayede de sermaye birikimlerini gerçekleştirebilmektedir. Bu bakımdan uluslararası ekonomi politikte daha ayrıntılı olarak incelenmesi gereken yapılardır.

SONUÇ

Özellikle liberal kurumsalcılığın meşruiyetinin tartışmaya açıldığı bir dönemde alternatif kapitalist modeller literatürde daha fazla incelenmesi gereken mevzular olarak karşımıza çıkmaktadır. Asya tipi devlet – piyasa ilişkileri bunların en önemlisidir. Zira bu bölge her ne kadar uluslararası faaliyetlerini liberal ilkelerle gerçekleştirse de günün sonunda ekonomik aktörler arasındaki ilişkiler piyasa ilkeleriyle değil hiyerarşik ilkelerle şekillenmektedir. Bu durum elbette ki kapitalizme karşı değil onun içerisinde bir alternatif model olarak yer almaktadır. Alternatifleri daha iyi anlamak için Japonya'daki keiretsuların yapısı,

davranışını ve devlet – piyasa ilişkilerine etkisini disiplinler arası bir çalışmayla aydınlatmak önem arz etmektedir.

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How to Teach Strategic Sustainable Entrepreneurship?

A Proposal for Higher Education

Asst.Prof.Dr. Pınar Gökçin ÖZUYAR

Istinye University

pınar.ozuyar@istinye.edu.tr

ABSTRACT

Entrepreneurship has become an academic field and a research focus area in most of the prominent universities' Business Schools. Furthermore, similar to entrepreneurship, sustainability education has also become mainstream in many universities. The crossover of both fields is strategic sustainable entrepreneurship where focus is on increasing social and environmental as well as business value.

Although there are many examples of programs and courses designed for Sustainable Entrepreneurship, such programs are inclined towards practice based examples rather than a theory perspective. Practice based examples are useful in presenting real life cases, however, to push these examples beyond to general rules and methodologies require a different approach causing teaching such courses more complex.

The proposal discussed in this study is based on three main components, the first is general introduction to terms and concepts, followed by the second component focusing on awareness raising where selected sustainability related global issues that are all listed as global concerns, i.e. Population and demographics, migration, resource scarcity, climate change, big data are being discussed with examples owing to the notion that entrepreneurs are people who are aware of their surroundings and the world that they are living in. The third and final component is the know-how and tools to be endorsed to students to realize the entrepreneurial ideas.

Keywords: Sustainable entrepreneurship, global issues, education, university

Introduction

The term entrepreneurship was coined back in early 1700s by the French economist Richard Cantillon and he defined entrepreneur and entrepreneurship as 'a person who pays a certain price for a product and resells it at an uncertain price and making decisions about obtaining and using the resources while consequently admitting the risk of enterprise'. Although the term itself is not new, only in the last 30 years, it has received a global interest and attention (Cuervo et.al., 2007). The term 'entrepreneurship' has a wide grasp of definitions but a simple one is the activity of setting up a business or businesses, taking on financial risks in the hope of profit (Cuervo et.al. , 2007) and it is strongly associated as another tool for economic development and overcoming economic inequality (Halvarsson, et.al., 2018; Shir, et.al., 2019; Sutter, et.al. 2019).

In time entrepreneurship, started forming its own subsections, some of which are; social entrepreneurship (Chandra, 2017; Kibler, et.al., 2018; Landström and Harirchi, 2018), ethical

entrepreneurship (Karanda and Toledano, 2018), and gender-based entrepreneurship (Ribes-Giner, et.al., 2018). In this day, all kinds of ideas have begun to be included in the concept of entrepreneurship, in fact even those that stride out of the main definition are conveniently grouped as ‘unconventional entrepreneurship, (Guercini and Cova, 2018; Pagano et.al., 2018).

Universities have also jumped the tide and initiated courses on entrepreneurship (Ahmad, et.al, 2018; Ndou et.al., 2019). Especially, in business and management schools, the term evolved in being a field of research resulting in academic courses and programs. Many academic departments began including an entrepreneurship course in their curriculum. Al-Awlaqi et.al. (2018) studied the success of entrepreneurship education with its actual impact on becoming real-life entrepreneurs and forming an entrepreneurial orientation finding that there is such a positive impact. A similar study was done by Ogbari et.al. (2018) in universities in Nigeria and results confirmed that university entrepreneurship education is a major source of inspirational triggers that positively impact on entrepreneurial performance of aspiring entrepreneurs. A typical entrepreneurship course, discusses entrepreneurship definition, profile and characteristics of entrepreneurs, a brief history and other relevant concepts based on real-life cases where most of the time a visiting person talks about his or her story. Furthermore, business plans are usually part of the entrepreneurship courses and they are as afore mentioned a relevant part of the know-how needed to transpose entrepreneurial ideas to actual investments. More than finding investors, writing down the ideas always lets the entrepreneur to come face-to-face with the weak points regarding the realisation of the idea before even presenting it to a second party so in this respect, teaching business plans has come to be a necessary part of any entrepreneurship course (Ibrahim, et.al. 2017).

Similar to entrepreneurship, sustainability education has also been gaining more importance for higher education and a way to present dedication to the concept of sustainable development. (Martins, et.al. 2006). Universities have different ways of showing this commitment from teaching and research to their own institutional operations and infrastructures. Sustainability education has been more associated with environmental sustainability and the other pillars of sustainability, economic sustainability and social sustainability is somewhat disregarded.

Although the mentioned associations may not be direct, another perspective was presented by Bulu (2014) in using entrepreneurship to upgrade cities, which is a prominent part of the concept of sustainability. Dhahri and Omri (2018) have inquired about the Entrepreneurship contribution

to the three pillars of sustainable development and investigate the ability of the entrepreneurial activity to simultaneously enhance economic growth, advance environmental objectives, and improve social conditions in developing countries. The results, although lacked in a definitive causality with the environment dimension, still indicated interactions among entrepreneurship and these three dimensions in both short and long-run. Ben Youssef. et.al. (2018) argued the need for innovative and institutional solutions for entrepreneurship and sustainability and in a study they carried out in 17 African countries, they stated that the relationship between entrepreneurship and sustainable development turns strongly positive in the presence of high levels of innovation and institutional quality.

Proposal

This proposal was developed and improved in time for a case of teaching entrepreneurship as an university elective course to a group of university students with different backgrounds from health sciences, i.e. midwifery, liberal arts i.e. literature, psychology to engineering disciplines. Furthermore the group of students are in different classes (2nd year to senior year) as the requirement to take a university elective course may differ in programs. Teaching such a diverse group of students with diverse backgrounds, know-how and even academic levels requires an innovative approach. To accomplish developing a certain level of understanding to how the entrepreneurial thinking and ideas develop and then the means to realise them is a very different task in such a diversified environment. For this reason the following proposal is developed and being implemented.



As presented in the figure above, there are three major components to the course, all in form of lectures and discussions.

First component is a general introduction to terms and concepts, although as previously discussed entrepreneurship and an entrepreneur has many different definitions, the following terms as they are the jargon of the field, need to be clearly explained with distinctions as well as

similarities and overlaps, some of these are; inventor / invention / discovery, innovation / innovator, management / manager, leader, investor / investment, entrepreneur / entrepreneurship. It is emphasized with real life examples that usually all of the afore-listed terms are represented in different individuals and rarely all these terms can be attributed to one individual. Additionally, students are introduced to the general understanding on sustainability and sustainable development with its associated best-known theories and practical approaches. The indicators of sustainability beginning with an individual basis and extrapolating to a country and even to global basis are discussed. Other relevant terminology including GINI Index, Human Development Index (HDI) and United Nations Sustainable Development Goals (UNSDGs) are conversed as well as some relevant global institutions. Hourly weight of this section is around one-fifth of the lectures given in the total of the course.

The second component of the course presents selected group of global issues, this is to raise awareness on global issues and create a mean for asking questions. The approach here is to have students as the questions on global issues so that they will start thinking about possible solutions. Real-life entrepreneurship examples are given to those questions that are being raised as solutions derived by entrepreneur. Hence it is important to state that case examples selected represent not only companies but also not-for-profits (NPOs).

The selected global issues are those that can be addressed on a global level as well as national level. It is imperative to show both local and global perspectives to create a full and multi-level awareness on these issues. A second criterion is that the issues must have a causal relationship with organisations or generally speaking entrepreneurial thinking relevant to any kind of organisation.

Below are some of the issues selected and the reasoning for them. As previously mentioned, these issues can be evaluated in the beginning of each term and can be altered. Hourly weight of this section is around two-fifths of the lectures given in the total of the course.

- **Population and migration:** The mighty question of whether population is a friend or foe sets the tone to the discussions in this section. Population Growth Curves, population pyramids and the global as well as national population growth projections are introduced while creating the sustainable development and population as well as population growth rate interactions based on simple comparison of country data and their level of development. Development here is not only sustainable development but also covers Human Development. Selected population theories are

included to this section, one example being Malthusian Population Theory, which is closely associated with sustainable development.

The second part of this section aims at providing knowledge on migration, the kinds, reasons and issues associated with migration as well as distinct identification of the difference between terminology, i.e. migrants and refugees.

- **Resource Scarcity:** Although there are several other referrals throughout the course, resource scarcity begins with the relevant description of a value chain, starting from the generation and origins of the resources till the after-use phase including all possible cycles regarding circular economy. The resources discussed in this section are actually natural resources, which are organic and inorganic raw materials, energy and water. All three types of natural resources are discussed on global as well as national level and associations with sectors are analysed, i.e. footprints, relevant international agreements and national legislation. It is very important to investigate current issues here and as these may change in time, some examples are: deep seabed mining, rainforests, fair trade organisations and products.

The input side of the value chain is only meaningful if the students learn about what happens to the output, i.e. waste, all in the scope of the rather recent concept of circular economy. This is explained for each type of natural resource from the prevention, minimisation, reuse, recycling, down-cycling, treatment and disposal phases.

As the next issue to be discussed is climate change, energy is discussed according to renewable and non-renewable energy types and their own value chain by establishing a close association with energy resources and national economy. This creates a dilemma where the aim is for the students to debate whether using a renewable energy system end up in causing stress on economy and due to lack of technology and material production but assisting the reduction of environmental pollution and specifically for the case of renewable energy, the mitigation of climate change.

- **Climate Change:** Already adorned with the basic knowledge on renewable/non-renewable energy sources and their impact on climate change, students are given the elementary science behind global warning. As there may be scepticism in the classroom regarding the existence of climate change, this section includes some of the scientific evidences regarding climate change and the relevant institutional bodies, i.e. The Intergovernmental Panel on Climate Change (IPCC). International climate change agreements of Kyoto and Paris with their outputs like carbon finance,

the signatory countries and those countries that are reluctant to sign are specifically mentioned as like for all other global issues, if a country becomes a signatory to a relevant global agreement and the further stage of ratifying of the agreement to transpose it into national legislation will create direct impact on sectors, this route is further emphasized..

- **Big Data:** Basic terminology provided relevant to big data include internet of things, digitalization, artificial intelligence, machine learning and deep learning. The question that sets the stage for discussion is ‘where do we leave our footprint?’ which has many answers like passively collected data from people’s use of digital services (like phones, purchases, web searches, hospitals, banks, etc.), physical sensors satellite or infrared imagery of changing landscapes, traffic patterns, light emissions, urban development and topographic changes, etc.; remote sensing of changes in human activity, Open Web Data behaviour; Web content such as news media and social media interactions (e.g. blogs, Twitter), news articles obituaries, ecommerce, job postings; sensor of human intent, sentiments, perceptions and even citizen reporting information (actively produced or submitted by citizens through mobile phone-based surveys, hotlines, user-generated maps, etc.). The process of big data in terms of collecting, harvesting, processing and then utilising/selling is explained with all the risks and opportunities created for sectors. Some of the risks analysed regarding big data are; ownership of data (data protection rights) and mining data to get meaningful and correct results. On the other hand opportunities for sectors are discussed from two major points, the first one being companies using the data for strategy regarding new products, customer relations, competition, etc., and the second major point as the change in regard to the data processing itself needs more advanced software and hardware including data storage units. The relevant global legislation and administrative bodies are also presented with projections regarding global as well as national interconnectivity estimations.

To keep the association of the three components of the course the discussion on global issues should be made in respect to entrepreneurship and in general business. This is done by explaining the opportunities and risks involved regarding global issues. Real life cases should follow such associations. One example for this approach is once the fundamentals of climate change are explained; the direct effects on a food company could be further investigated. This is not done solely on the obvious changing of the climate impact on the alteration of agriculture and the crop yields but additionally, climate change impact to facilities, i.e. better located warehouses or carbon efficient energy sources, venturing on to redefinition of products and even packaging.

This is done by step-by-step analysis of the value chain of the sector in question. It is important to emphasize that the approach should not be a full-on negative one but rather balancing the negative impacts with probable opportunities adorning students with the capability of a 360 degree point of view.

Following components 1 and 2, where students are introduced to terminology relevant to sustainable entrepreneurship and then learning on selected global issues, **the third component** of the course discusses the know-how and tools needed for any entrepreneur in order to realize the ideas. This know-how and the tools, associated with the reasoning given are below.

- **Sector basics:** This section begins with the definition of a company and types of companies and while discussing ownership an exercise in classroom is to identify how a company can be defined as a Turkish company, or an American one. This is done by working on cases where recent social reaction was given to any product in relevance to its perceived national ownership and how those companies or products, one believe to belong to or identify as one nation may not be so in the global business interactions.. This is furthermore emphasized by looking into the ownership status of the top largest companies of a selected country.

Following this inception, what a sector is and how sectors are defined, the need for a sectoral approach and the economic, governmental and competitive aspects for a sectoral approach is conversed. The classification of sectors is given according to 3 sector theory (primary, secondary, etc.) and ownership (private, public, voluntary). The need for a sectoral analysis and the key players in the sectoral approach and examples for reputable sources of sectoral information and reporting are included. Coding follows sectors with a comparison of various coding systems out there including ISIC, NACE, and North American Coding System.

This initial section can be extended into global ranking and comparison systems especially on competition, depending on the profile of the students. In universities where the course is open to all university students, it may be advised to keep the level of information in line with student qualifications and expectations. This section includes all relevant administrative structures regarding the concepts discussed and a basic coverage of relevant legislation to the degree as to whether the relevant legislation exists and how to locate the information on the legislation if there is a need for further reading.

- **Business Plans:** Only after students having been adorned with a raised awareness to global issues and basic understanding of necessary terms relevant to entrepreneurship, the

concept of business plans are introduced. This is initiated by reminding the value chain of any organisation unless done in any of the prior sections. Ensuing comes the reasoning behind any business plan, asking questions like who needs a business plan, who is the target reader, following with the typical components of a business plan; content, summary, opportunity, company and products and strategy, management team, marketing plan, activity plan, financial plan and then the appendixes for organisational chart, the resumes of the proposed management team, a marketing research and any additional financial tables.

One of the most important sections that needs to be discussed here is the summary, which is not a summary of the contents of the business plan that follows but rather the summary of the idea which can be expressed as the 'elevator pitch' where one needs to explain the idea in a couple of minutes and in a couple of sentences. For courses where students are required to devise a business plan, they should be able to not summarise but rather sum up, the realisation of the idea based on the understanding that in real life, any business plan may attract the interest of the reviewer with this initial brief. The details about the coverage of the business plan are based on the profile of the students.

- **Funding means and opportunities:** This section has 3 subheadings as; direct investment, credits/loans and grants. Direct investment discusses the cases where the investment options for any kind of investor providing the part or total of the start-up costs and in return owning the partial rights of the company, i.e. shareholders. This section additionally involves new funding concepts like crowd funding.

For long term financing (loans/credits), not only the concept of a credit with its benefits and risks are given especially in respect to SMEs but also green financing mechanisms are included in terms of dedicated financing systems, including structured green funds, bonds and carbon market instruments.

Grants are covered by listing out current funding opportunities specifically targeting sustainable entrepreneurship or in general any funding that a company would be eligible if the services or products assist in sustainable development. These include national funds as well as European Union and United Nations related funds.

Hourly weight of this section is around two-fifths of the lectures given in the total of the course.

Exercises for students: Evaluation of any course is a total of many instruments and depends not only on the profile of students but on other factors. Here a suggestion is briefly presented to encourage the students to use the knowledge they gain during the course. This format requires not only gathering data but additionally based on the data collected coming up with solid arguments, in short creating a ‘data –based opinion paper’.

Sample term project:

Each student is to choose a company and by using Library Resources as well as public data available on the web, the student is to gather data and analyse the company according to the outline below. For this project, the student is not expected to get in touch with the sector member companies or organisations.

The three main headings of the project are:

- *Current Situation: To assess company including description of the sector, value chain, company and sector dynamics (market size, share in GDP and employment, import/export factors), significance of the sector for the country, current issues if any regarding the company*
- *Future Estimations: To assess expected changes in the current situation of the company depending on the sector dynamics in the near future.*
- *Effect of the selected global issue on the future of the company: According to the value chain of the sector, the student is to discuss whether there will be any critical problems as well as opportunities for the company selected all discussed for a pre-selected global issue.*

The aim is to write a 1500 word brief executive summary of the findings targeting a group of investors, trying to find the answer for the question ‘would you invest in this company in respect to the effects of the global issue selected?’

Conclusion

This study presents one of the ways to combine, ‘sustainability education’ and ‘entrepreneurship education’ with an aim to develop a good basic understanding of ‘sustainable entrepreneurship education’ since entrepreneurship has become an academic field and a research focus area in most of the prominent universities. Furthermore, similar to entrepreneurship,

sustainability education has also become mainstream in many universities. The crossover of both fields is strategic sustainable entrepreneurship where focus is on increasing social and environmental as well as business value. This done by introducing students to all relevant main terms and concepts for strategic sustainable entrepreneurship and discussing this by establishing close connotations with current global issues that is relevant to all companies in all sectors.

Future studies need to be carried out for impact analysis of this approach on the students especially for the level of associations that could be made with a student's actual academic field and strategic sustainable entrepreneurship in respect to global issues. The overall aim for developing such examples for teaching these courses should be based on extrapolating the students grasp beyond his/her academic program and providing the tools for a multi-disciplinary and 360 degree take on their life after graduation.

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Operational management challenges for cash-in-transit services during an outbreak of a global disease

Doğu AKSOY*

Ankara, Loomis Security Services Co., Operations
doguaksoy1@gmail.com
ORCID: 0000-0002-8224-0811

Assoc. Prof. (PhD) Suat BEGEÇ

Ankara, University of Turkish Aeronautical Association
sbegec@thk.edu.tr
ORCID: 0000-0001-8319-9286

ABSTRACT

Starting from the last days of 2019, citizens of the world have been struggling to relearn things they already knew how to do before. This is an almost unprecedented situation, even for expert scientists. Covid-19, not only affects all health services around the world but also causes irreversible changes in our political, social, economic and, technical lives. This article develops arguments about the factors that promote operations management in global disease/pandemic situations. These are based on contributions from interactional and unstructured global events. Fixed theoretical tools for operations management may not be enough for these kinds of global crisis situations. Although crises like global diseases create very unstable situations for private companies in the business sector, smart actions in operations management can change challenges into opportunities. In such situations, in order to stay in business, operations management continuity and stability are more important than ever. This is as important for Cash-in-Transit (CIT) companies as for any other business. The purpose of this article is to develop conceptual arguments and provide a proposition about Operations Management (OM) and the challenges for continuity and stability for private sector practitioners who are working during a global disease, as well as a general template that can be used in similar crises events.

Key Words: Operations Management, Global Disease, Cash-in-Transit (CIT)

INTRODUCTION:

This article addresses a relatively popular area which has emerged from the current pandemic (Decaro & Lorusso, 2020). And seems to be a common problem in all aspects of social and economic life. For this reason, it is of special importance to know how to manage CIT services, which are at the center of economic and social life, whilst under the effect of a global disease. Global diseases are widespread illnesses they affect not only undeveloped countries but also affect the developed ones. Firms and organizations try to make money above market level and survive while struggling their rivals even in crisis situations like Covid-19 (Karagülle, 2012) to stay afloat.

Briefly, in business, OM is the unity of effort for the company/organization to achieve its goals. Normally, no matter what the situations, are private sector organizations are free of

direct support from the government. Because of that, for firms and companies to be able stay on their feet, they have to handle operations management very carefully and meticulously for their survival.

This study is unique in that it is a collaboration between an industry practitioner and an academician, combining experience with knowledge in a common area to reveal the best course of action. The aim of this research is to present a generic template of a course of actions to private sector practitioners for better operations management in crisis situations like pandemics.

There may be many alternative methods available for dealing with the problematic effects of a global disease/pandemic on CIT services. To illuminate this uncharted area, we examined the CIT services and offered a proposition/course of action within the scope of operations management. For companies' survivability an alternative approach to the problem is explained here. The most important advantage of this method is that it can perform very well in global disease/pandemic situations because it is "**combat proven**".

1. THEORETICAL FRAMEWORK

There have been some studies about the service sector and global disease/pandemic situations. Here, the Operational Management challenges as they affect CIT are studied. It is such an important area, at the center of economic, social and political life that, it is necessary to be explored with a multidisciplinary approach.

For ages humanity has seen and been through a lot. The flu epidemic of 1918 was the most severe outbreak in recent history. Approximately half billion people, one-third of the world's population, were infected at that time, 50 million human-beings lost their lives worldwide (Tsoucalas et al., 2016). After that, four more flu viruses emerged. On March 11, 2020, WHO assessed the current disease state in the world as a pandemic. (Ghebreyesus, 2020). However, the Covid-19 outbreak is very different from previous outbreaks, not only in the way it occurs, but also in the reactions of humanity (Wu et al., 2020).

Following the emergence of the pandemic, the current normal has changed. Right now there is a new normal for everybody and firms/companies who want to make business should act accordingly. For CIT companies the Covid-19 situation is no different.

CIT firms focus on cash management and cash technology (G4S, 2020), physical transfer (Ferry, 2018) primarily of precious metals, papers, and local and foreign currencies inside the countries in which they are located and around the world, for commercial operations (Brinks, 2020). CIT companies, while doing their business, offer different solutions for cash management (Loomis, 2018) and transportation methods to their customers. These are land, air,

sea, and railway or a combination of them, depending on the weight and urgency of the precious cargo. The first two are the most common.

The scope of the market for cash handling services differs greatly between countries (Loomis, 2018) according to their respective local laws. For example, according to the Loomis Security Co. web pages, in Northern Europe, the level of outsourcing is high and demand for cash handling is substantial. In other parts of Europe, many banks are still managing their cash internally, but there is a clear trend: more and more banks are outsourcing cash management services to specialized cash handling companies (Loomis, 2018).

Above, CIT has been described as a business sector. In the aftermath of recent global disease; existing market conditions, however, create vague situations which require comprehension and resolution (Howe & Freeman, 2012). When it comes to seamless business activities, stability and continuity appears in operations management in an inevitable way (Herbane et al., 2004) for survivability. Despite the fact that sustainability word widely used recently (Ferrer, 2008), we think that many people are still confusing stability and sustainability words with each other.

From now on, important terms related to the subject will be briefly examined. Most people are familiar with the term “continuity” to mean the uninterrupted. running of operations; “Stability” by definition is a situation in which something is not likely to move or change (Hansson & Helgesson, 2003), that is to say, keeping business activities as usual, “smooth”. On the other hand, “sustainability” is as different in meaning as a concept in business literature. In general, “Sustainability” from The Brutland Report as the definition is a development using only as much of the resources as you need without risking the future (Alhaddi, 2015; United Nations, 1987). In 1991, in the World Economic Forum in Davos, Switzerland, for sustainability three areas were selected highest were human rights, labor standards and environmental practices (Ferrer, 2008).

During global diseases, keeping business continuity and stability, as usual, is very important for companies and as well as their customers. Indeed here, operations management comes forward to deal with these kinds of crisis (Peinado et al., 2018) For having a clear view for OM, it would be good to take a look at the terms that form OM in the literature.

An “operation” is a sequence of tactical actions with a common objective or unifying theme (ADP 3-0, 2017). operations is the means of getting objectives in an area of business or industry (Van Mieghem, 2016), or the main activity performed by a company or organization is called an operation. While in business mostly the main goal is generating income, in government it is generating services. Although the operations in the manufacturing sector take

place in the production department, the operations in the service sector are distributed throughout the organization and their scope is not very clear (Belvedere, 2014). Now to address the second word, “management”. Management is a steering influence on business or similar organizations (Kaehler & Grundei, 2019). Management is the coordination and supervision of activities to reach the desired goals in the best possible way.(Robbins & Coulter, 2012). In business, management is to use resources and labor to achieve objectives of a company (Solomon et al., 2016), and, consists of different managerial functions such as planning, organizing, leading and controlling (Conkright, 2015). When operation and management combine in the term “operations management”, we refer to a series of actions that change inputs into outputs (Heizer & Render, 2011) OM has emerged as a discipline to solve management issues. (Peinado et al., 2018). The purpose of OM in organizations and firms is to make the best use of or at least improve operational performance in key features like productivity and high standarts, etc. in service sector (Belvedere, 2014).

Operation Management is the specialized area in management that transforms or converts resources, including human resources, into goods and services (Nickels et al., 2010). OM builds bridges (Kleindorfer et al., 2009) in a special way between company and customers in order to cope with fluctuating market and risk situations. Many of the most important business and economic risks are directly attached to social and environmental subjects (Belvedere, 2014). As with social concerns, workers' health and safety is a central focus of risk mitigation and risk communication efforts. (Belvedere, 2014) Health and Safety of workers in companies is a broader concept and it covers everybody in the supply chain (Kleindorfer et al., 2009).

There is another term: “operational excellence” which has huge effects on operations management. Lately, many organizations are applying operational excellence efforts inside their structure to have edges in business (Sony, 2019). Operational excellence simply is when organizations make improvements to have an important advantage (Sony, 2019) which is and absolutely key discipline for operational survivability as well.

Many important terms have been mentioned so far, and the factors that combine and guide them harmoniously are leadership and control. Leadership is the art of leading and leaders to ensure that the employees work effectively and efficiently towards the desired goals, and is a natural result of a shared vision (Schraeder et al., 2014). Control is a separate function of management, and it to supervise whether or not actions taken properly according to plans but it cannot be considered separately from leadership and is necessary for moving in the right

direction. Up to now, the terms that constitute the touchstone within the study have been studied.

2. METHOD:

This study has put forward as a result of the recent practical experiences gained at CIT services during the pandemic and blending them with the literature review and presenting them with explanatory visuals in a supportive way for academics and/or practitioners.

3. FINDINGS AND DISCUSSION:

From a practical perspective, depending on the business sector, revealing and sharing operation management problems can help company managers for understanding what they need most in the company for making a difference in their daily business lives. (Peinado et al., 2018).

There are no two days in the life of a company that would be identical. Some of the changes are minor and reversible; others are major, having a long lasting effect on company operations.

For companies change is the quite normal and inevitable result of being a living entity for that it is also very normal that even two consecutive days of firms would not be the same. While some changes are small, random, and their effects reversible some are planned, irreversible and their effects are long-lasting on company operations (Chikán & Sprague, 2019). What is really meant by saying change here is the “**planned changes**” made to reach the desired goals, namely “**transformation**”. Companies that want to be successful and permanent in the market do not have the luxury of denying transformation and acting unplanned.

As many of us experiences, Covid-19 has and will have very different and irreversible consequences today, tomorrow, and in the future. And it is almost impossible expecting return the previous normal ever. Hence, for survivability; in the short term one needs to stay in the business every possible way and in the long term, if one wants to carry on with its business one must rethink its entire business philosophy with a holistic approach. The Negative effects of Covid-19 on the operations management at cash-in-transit (CIT) services are:

- Planning problems due to ever-changing situations chains (extra fuel costs for alternative operation methods such as highways instead of airways in long distances). Also changes in customer requests because of unstable market situations and financial misconduct and fraud risks in companies’ supply chain and operations (OECD, 2020).”
- Economic hardships, increase in prices in local and global markets (Ozili & Arun 2020).

- Reduce in cash flow and valuable transfers due to the lockdowns and or other measures which lead stop loss, profit loss, trust loss (for late or, no show ups) (OECD, 2020), and all lead,

- Customer dissatisfaction, sometimes loss.
- Increase in attack and robbery threats against armored cars, branches and ATMs while loading money (Almost everybody uses face masks, this makes it hard to find and track aggressors and encourages these possible suspects.).

- Risks of cyberattacks to company cash management software and systems (Crisanto & Prenio, 2020).

- Labour loss (ILO, 2020) (illness, mandatory leaves, unpaid leaves, layoffs).
- The extra cost for hygiene⁷⁷ (additional hygiene products, periodical premises and vehicle disinfection and cleaning).

- Additional health care cost (Wind et al., 2020) (for employee treatment).
- Psychological negative effects and stress (Dubey et al., 2020) (Mass fear (coronaphobia), impaired firm reputation, low morale and tension).

As it is mentioned earlier, business continuity and stability are keeping business as usual. Operations' continuity and stability can be interrupted under pandemic situations. One should kept in mind that continuity stability are key indicators of how things are going on inside the company. As long as paid enough attention to continuity and stability, they will guide the company in the right direction. Here, a proposition has been made for companies that want to make a difference in how to deal with a global disease. From an operations management perspective, the key issue is to come up with a feasible plan in order to deal with a global disease step by step. There are a couple of critical factors in order to operate and survive in this continuously evolving new environment. Critical ones are shown below:

- Safe employment of all personnel ensures continuity and stability in business.
- Dynamic planning of operations provides flexibility.
- Effective leadership and proactive guidance create edges which is necessary for survivability in the business.

3.1. Safe Employment of all Personnel Ensures Continuity and Stability in Business:

Among all factors, this is the most critical one, because if there is no staff on the field, it is not possible to deliver the services. Therefore, preventive measures are very important to follow for avoiding undesired situations (Cook, 2020). Although there are a lot of precautions to be taken, the most prominent ones are presented below:

- Active use of personnel protective equipment (PPE) (Hirschmann et al., 2020) by personnel/staff,
- Use of masks and face shields (Smereka & Szarpak, 2020).
- Disinfection habits including buildings and vehicles (ex: washing hands with soap) (Fathizadeh et al., 2020).
- Physical distancing within and outside of the work places and community (MacIntyre & Wang, 2020).
- Stopping collective events inside company premises, switch to remote / home working model (for some office positions but not for field) (McCarthy et al., 2020).
- Transportation restrictions (Chinazzi et al., 2020) (assigning same crew in vehicles during pandemic).

Also, for employee safety purposes, in addition to the ones mentioned above, medical checks and treatment are must at some inevitable situations. After assessing the threats and their level, companies should devise technical procedures for proper and effective handling of these kinds of health risks. For example;

- 1st Degree – No risk carry on as usual, be alert for surrounding,
- 2nd Degree- Low risk use PPE carry on as usual, stay alert,
- 3rd Degree- Medium risk use PPE, force physical distancing, disinfection of premises and service vehicles, for some positions home working.
- 4th Degree- High risk- Divide man power into 2 or more, create shifts and if it is necessary reduce or disperse work load. (In addition to 3rd level)
- 5th Degree- Temporary and or partial stopping of work.

Below, Pandemic Phasing is presented for daily life in general. Although the World Health Organization (WHO)'s pandemic phasing (WHO, 2020) includes eight stages for scientific purpose; for daily life, these can generally be accepted as;

- Disease detection and diagnosis,
- Treatment,

- Post preventive measures.

Disease detection and treatment is basically the discovery of a new widespread infectious disease that creates shock, confusion, and to some degree chaos amongst people and nations (WHO phase 4, 5): at this stage, companies may start the implementation of crisis plans and measures actively (Ali et al., 2020).

Treatment is the phase (WHO phase 6 and post peak) that the main effort is shown for the cure of infectious disease by governments and, also disease is named as pandemic at this stage. Companies have to strengthen preventive measures against pandemic and look for all possible ways to ease the economic negative effects on themselves of the pandemic in addition to economic measures.

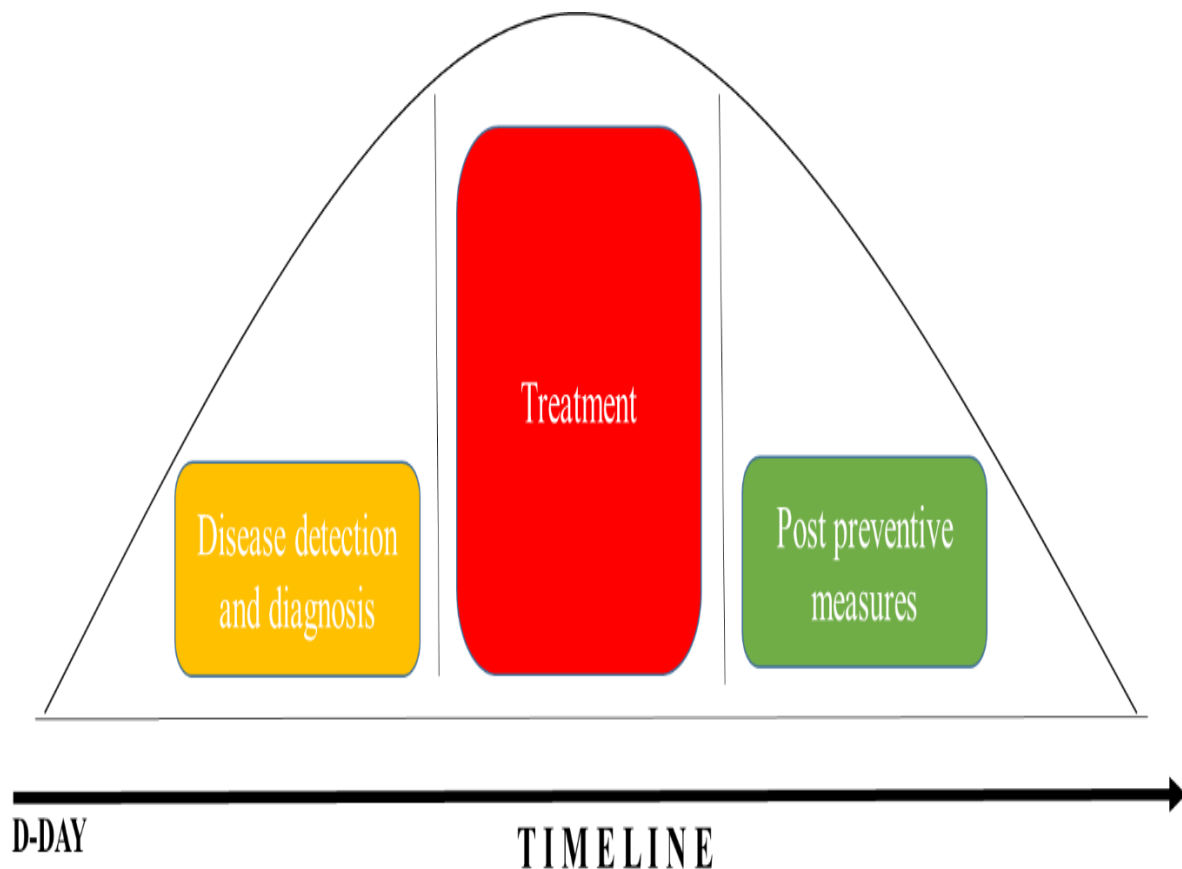


Figure 1: Pandemic Phasing for Daily Life, Based on World Health Organization's Pandemic Phasing' (2009)

Briefly, safety of all employee is the number one priority and can be achieved by taking appropriate hygiene measures, constant face mask use and forcing them for social distancing (MacIntyre & Wang, 2020) between operating individuals (**creation of physical barriers between employees/clients when physical distancing is not possible**). The safety of not only our employees but also counterparts in client companies is a key issue for accountability and sustainability from a social point of view (Kleindorfer et al., 2009).

3.2. Dynamic Planning of Operations Provides Flexibility:

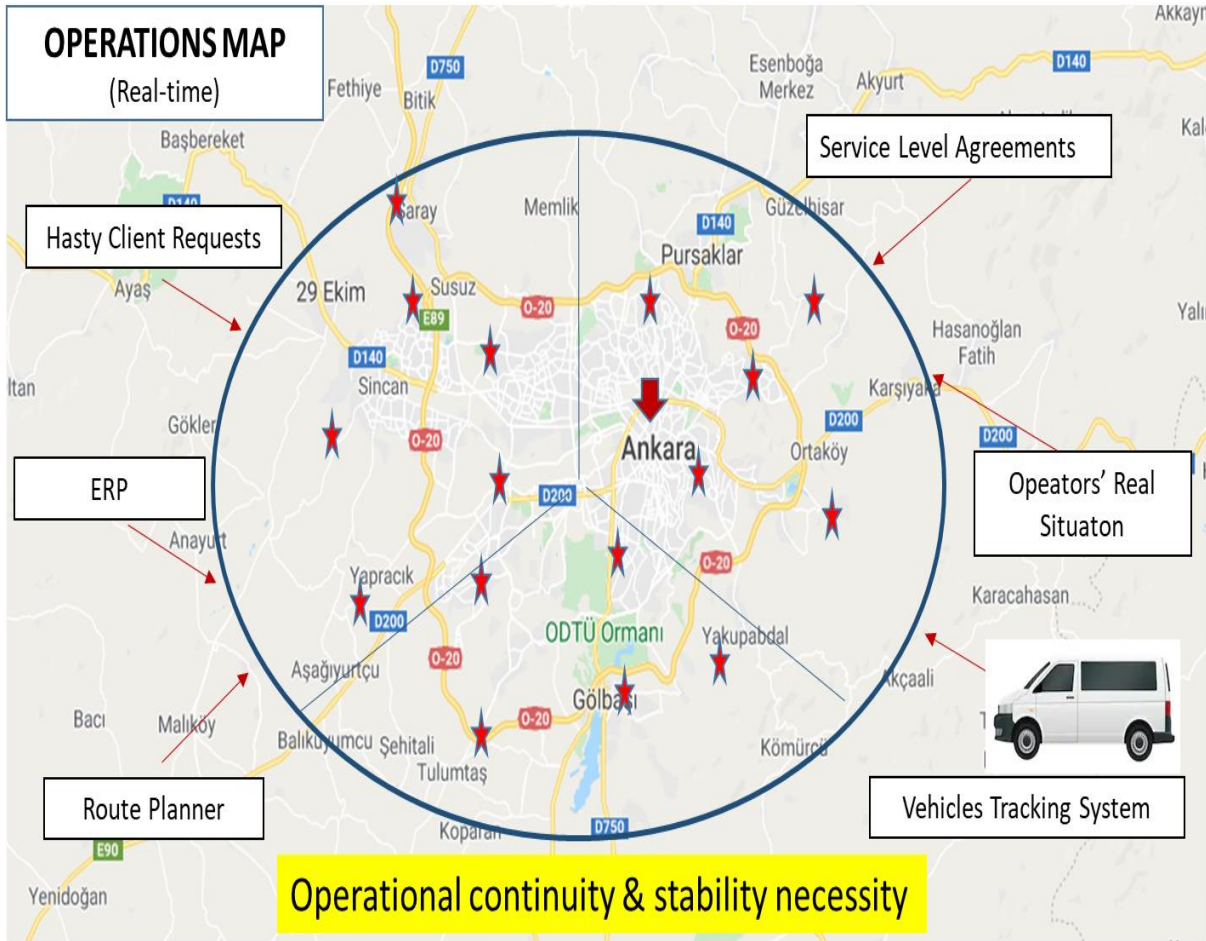


Figure 2: CIT Operations Map as Basic Aid Tool for Operations.

Adaptation of operations to the new normal necessitates flexibility and, it can be achieved by modifying operations (Hough & Spillan, 2011) immediately on a daily, even hourly basis through close monitoring, and when needed. Close monitoring and continuous evaluation of operations are critical to the success of the operations management (Sapriel, 2003). Failure to plan on time could be disastrous. Fort that, it is necessary to have a clear situational awareness (Stern et al., 2014) economically, socially and politically in order to react proactively to create the desired results.

The measures are taken to ease negative effects on the companies should not be limited only to operation plans, above Figure 2 shows a CIT branch generic operations plan and its related main parameters. To be able to stay in the game, a broad understanding of situational awareness and quick reaction to ever-changing game rules should be obtained. As with Sun-Tzu war principles, “as water retains no constant shape, so in warfare there are no constant conditions (Chen & Wells, 1998)” companies and firms also should retain no constant operations models and act like water because there are no constant conditions in the pandemic or in crises situations as well.

Due to the sanitary restrictions applied, there is/will be some decrease in the number of stops, and the loss of profit resulting from this can be reduced by reducing and diversifying shift hours and schedules. Creating A, B and even C, D shifts for alternate use, in the coming period when conditions are getting more severe may also be beneficial for the safety of all employees.

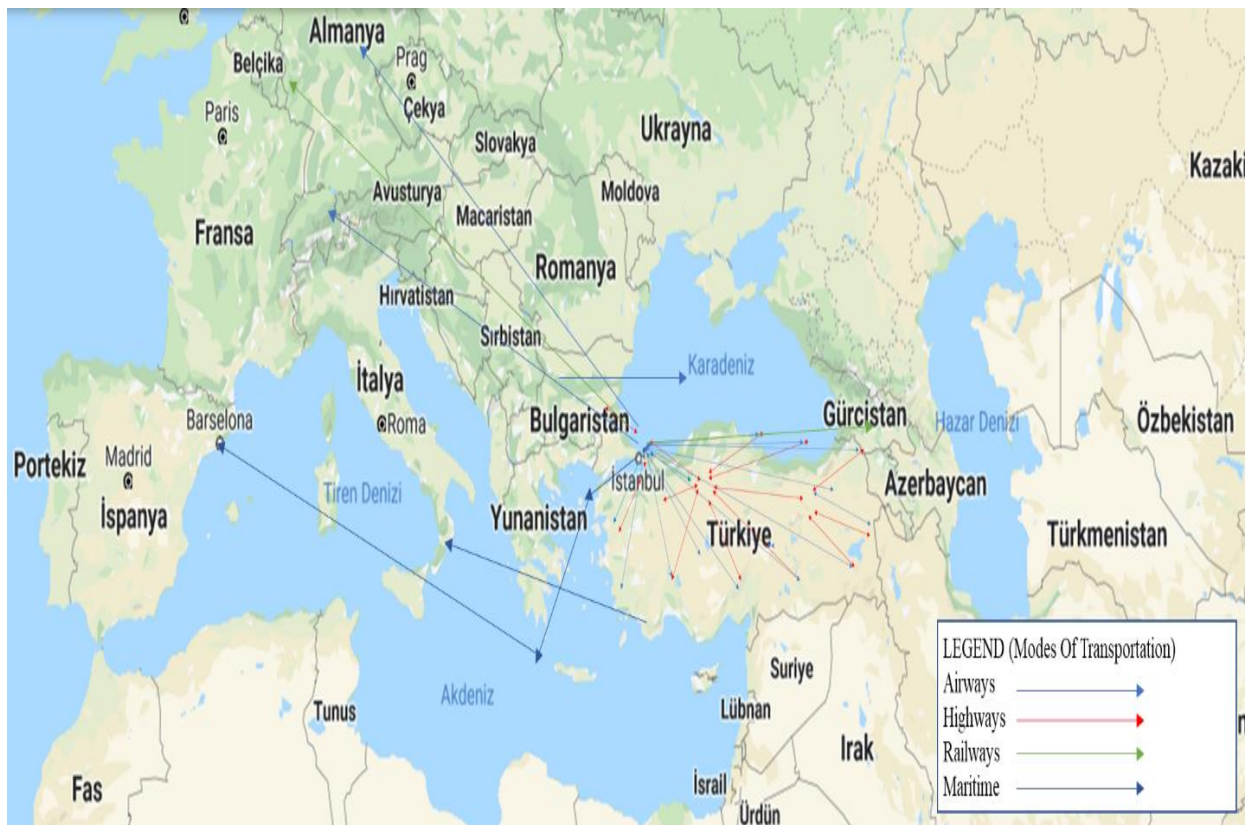


Figure 3: Different Modes of Transportation in CIT Business Sector.

In ever-changing operational situations adaptation is not limited only altering shifts. In addition to shift changes, transport modes may be changed from air to highway or whichever is possible or appropriate, due to varying circumstances, such as flight restrictions and bans. Above in Figure 3, changing modes of transportation may also require new routes and or

systems depending on a new transportation method. For example, while a city was a preferred hub for airways, another city may be a better hub for highways.

Sometimes, changes mentioned above can be an inevitable necessity which will also help reducing profit loss and increasing customer satisfaction. Companies should be able to use different modes of transportation, interchangeably according to the changing situation, depending on their needs.

Planning is combined with ongoing changes in lifestyle postures to minimize impacts and losses (Herbane et al., 2004). When changes are necessary or even inevitable, it is better to react very quickly without hesitation; in order to do that reliable decision-making tools and contingency plans should be present prior to these kinds of diseases/situations. Because if one does not have the necessary tools and capabilities to deal with these kinds of crises in advance, it is very hard to get them when emergencies occur and, their consequences can be disastrous.

Organizations that can recover quickly and comprehensively will cause little damage to their competitive positions due to crises. If an organization cannot heal quickly or if it is perceived to manage the healing process ineffectively, by stakeholders the effects on reputation can take longer than the direct effects of the crisis (Herbane et al., 2004). In order to maintain customer satisfaction and prevent losing important customers, it should be communicated to customers and stakeholders, that the activities continue without interruption, in a way that provides the right perception in digital, written and visual media, within the scope of Public Relations.

In these kinds of hard times to take different actions to be able to address client needs can be also very helpful for post-pandemic. At all stages of crises, at all levels communication with clients is vital. Thus, it will be possible to build strong mutual trust and, creating and maintaining a solid customer portfolio for companies.

3.3. Effective Leadership and Proactive Guidance Create Edges Which is Necessary for Survivability in the Business:

As it is mentioned earlier with the emergence of the Covid-19 virus, normal has changed. In these types of situations, it is also better to change leadership accordingly, and leadership traits should be firmer, proactive and resourceful. Employees and customers want to see that leaders react right, quick, and decently, although they have to deal with a lot of things in these situations. Here, creating a quick to-do list plan with alternatives included can be a good start for every expected stage of pandemic (crises) situations.

Especially at the beginning of pandemic situations, so many new measures are being introduced, and these require strict monitoring and control until they become habitual, e.g

sanitation, operations etc. For that leadership comes the first among the achievement criteria in crisis management (Fener & Cevik, 2015).

From operation point of view, junior leaders and or employees can show strong resistance to the new strict rules that bring new and heavy work load for coping with new market conditions. The approach of senior leaders to the situation, young leaders, and employees is very important in order to manage the pandemic skilfully. Here, leadership must be flexible, and resourceful; always unconventional thinking must be kept in mind to be able to deal with new and unexpected events.

When the pandemic situation is examined a little bit more in terms of leadership, one come across two perspectives that need to be addressed simultaneously. The first is the hygiene issues, which must be carried out continuously and carefully in the back-ground; and the second is the need to react rapidly and with alternatives to the ever-changing market conditions. Rapidness in the reaction is a critical determinant of recovery advantage (Herbane et al., 2004), which is also very important for long term survivability by creating strong firm perception.

After the hygiene issues are put into a routine, the main issue that takes time and effort is to plan the continuously changing operation. A reactive approach, such as always looking for the best course of action, avoiding mistakes, is time-consuming and pushes us out of the game. It is vital to read the parameters quickly and correctly and stay ahead of market conditions. It has a big importance to be proactive, for being proactive, an experimental style should be applied. If the introduced course of action does not fit the case or the situation has changed, it should not be insisted.

Due to fluctuations in market conditions, some employees may need to be forced to take a leave or even let go. Such issues should be dealt with tact and skillfully by leaders (Ayub et al., 2014), taking into account employee loyalty and company reputation. Employees have to feed their families for that mandatory and sick leaves should be paid, companies and governments should look for ways of making it possible.

All of the objectives mentioned here, including mental protection as a physiological side effect of the current situation, can be achieved and pursued with proactive and foresighted leadership as embedded in all activities. As magicians of hard times, leaders must set an example with their positive attitude for keeping morale high and running all functions smoothly.

CONCLUSION AND RECOMMENDATIONS:

This study is developed from experience gained recently in CIT field operations and examination of the related researches. The aim of this research is to provide private sector practitioners with a perspective and a general course of action as a proposition for working in

global disease/pandemic situations, as well as a general template that can be used in similar events.

In conclusion, the three critical factors mentioned so far provide a potential mechanism/course of action, for better operations management under pandemic conditions or any situation like contagious diseases. Safe Employment of All Personnel Ensures Continuity and Stability in Business. Among all factors, the safe employment of all personnel/staff is the most critical one because if there is no one in the field, there will be no service to deliver. Dynamic Planning of Operations Provides Flexibility. This can be achieved by modifying operations when needed. Effective Leadership and Proactive Guidance Create Edges Which is Necessary for Survivability in the Business. Leadership should also be appropriate to the new situation, proactive and foresighted. This study may improve and enhance operational execution aspects of CIT services in a better way under global disease situations. At this stage, we believe that success for operational continuity and stability and finally for survivability under pandemic situations will be achieved through the persistent application of these “**key factors**”.

As it is theoretical research, the factors articulated above have to be checked and enriched via additional analyses, that is to say, numeric ones, and an issue of nonobjective explanation of the experimental proofs (Voss et al., 2002) which could be partly coped with by repeating the same study in different occasions, preferably from different sectors. (Belvedere, 2014).

This study provides a good starting point for discussion and further research, by including some numerical values and other related parameters. We believe that similar studies will support us and enhance our approach.

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**Yumuşak ve Sert Güç Kaynaklarının Kullanımının
Çalışanların İş Tatmini Üzerindeki Etkilerinin İncelenmesi:
Türkiye’den Bir Örnek**

Asst. Prof. Dr. Murat BOLELLİ
Istanbul Okan University
murat.bolelli@gmail.com

ÖZET

Bu çalışmanın amacı yöneticilerin yumuşak ve sert güç kaynakları kullanımlarının çalışanların iş tatminleri üzerindeki etkilerinin incelenmesidir. Araştırma değişkenlerinin incelenebilmesi amacıyla kolayda örnekleme yöntemi kullanılarak, çalışan kişilere internet üzerinden anket uygulanmıştır. Toplam 350 kişiye ulaşılmış, bunlardan anketi eksiksiz dolduran 288 kişi seçilmiştir. Güç kaynaklarının ölçümü için Kişilerarası Güç Envanteri, iş tatmininin ölçümü için ise Minnesota İş Tatmini Ölçeği kullanılmıştır. Değişkenlere ilişkin alt boyutların tespit edilmesi amacıyla keşfedici faktör analizleri yapılmış, güç kaynaklarına ilişkin olarak sert ve yumuşak olmak üzere iki, iş tatminine ilişkin olarak ise içsel ve dışsal olmak üzere iki boyut tespit edilmiştir. Araştırmanın hipotezleri korelasyon ve çoklu doğrusal regresyon analizleri yapılarak test edilmiştir. Sonuçlar yumuşak güç kaynaklarının kullanımının içsel ve dışsal iş tatminini pozitif yönde etkilediğini, sert güç kaynaklarının kullanımının ise içsel tatmini negatif yönde etkilediğini göstermektedir. Araştırma bulguları sonuç bölümünde tartışılmıştır.

Anahtar Kelimeler: Güç Kaynakları, İçsel İş Tatmini, Dışsal İş Tatmini

**The Effects of Soft and Harsh Power Sources on
Employees Job Satisfaction:
A Study from Turkey**

ABSTRACT

Purpose of this study is to examine effects of supervisors’ use of soft and harsh power sources on employees’ job satisfaction. Data is collected from employees who work in various companies through an online survey using convenience method for sampling. Interpersonal Power Inventory (IPI) is used to measure power sources and the Minnesota Job Satisfaction Survey (MSQ) is used to measure job satisfaction. 288 respondents who filled forms completely are chosen among 350 total respondents. Exploratory Factor Analysis is conducted to IPI and MSQ scales which returned two factors for each. Factors are named as “Harsh Sources”, “Soft Sources”, “Intrinsic Satisfaction” and “Extrinsic Satisfaction” respectively. Correlation and multiple regression analyses are conducted to test research hypotheses. Findings indicate that use of soft power sources has significant positive effect on both intrinsic and extrinsic job satisfaction and use of harsh power sources has significant negative effect on intrinsic job satisfaction. Implications of the results are discussed and future research areas are suggested.

Keywords: Power Sources, Intrinsic Job Satisfaction, Extrinsic Job Satisfaction

INTRODUCTION

Influencing followers to have them move in the desired direction, put their best efforts towards the goals, act in the ways that is needed and exhibit appropriate behaviors in line with the norms are essential both in management and leadership practices. All the fundamental managerial functions (i.e. planning, organizing, directing, motivation, controlling etc.) requires influencing not only the subordinates but peers, co-workers and even superiors as well. Taking into consideration that influencing concept has an important place in contemporary leadership approaches which focuses on needs and expectations of the followers, empowering and encouraging them, challenging them towards both organizational goals and their personal/career growth; it can be asserted that topic is worthwhile exploring further.

Influencing requires obtaining resources that can be used towards the ends otherwise targets subjected to impact may not change their behaviors upon the efforts. Having resources which can be used to have someone to do something is defined as power (Raven et al., 1998). In this sense, power is related to the current and potential assets or abilities which can be used for influencing whereas influence is using power sources to reach to the goals. Literature on the power sources indicate that classification based on French and Raven's studies is generally accepted. Eleven power sources exist in the widely used taxonomy which are information, reference, expert, personal-impersonal reward, personal-impersonal coercion, legitimacy-position, legitimacy-dependence, legitimacy-equity and legitimacy-reciprocity. Numerous studies on the topic showed that power sources can be grouped in different ways like positional-personal power sources, harsh-soft power sources etc. Although leadership and management activities require using all the sources depending on the circumstances, harsh and soft power distinction is adopted in this study considering the nature of the dependent variable.

Job satisfaction is another popular research topic which can be defined as having positive feelings about work. Literature shows that job satisfaction is related to organizational and personal indicators such as performance, productivity, motivation, commitment etc. which managerial activities seek to attain and sustain. In order to achieve positive results in leadership and management it is necessary to use power, influence followers and keep them satisfied with their jobs at the same time. Therefore it can be said that studying power and job satisfaction concepts may contribute to the literature.

This research intends to examine effects of supervisors use of soft and harsh power sources on employees job satisfaction. The study is organized as follows, after the introduction, first section briefly reviews social power and job satisfaction concepts, second section presents research methodology and findings, final section concludes and discusses findings.

1. CONCEPTUAL FRAMEWORK

1.1 Social Power

“Social power can be conceived as the resources available to someone so that he or she can influence another person to do that person would not have done otherwise” (Raven et al., 1998). As the definition imply power is a concept which is directly proportional with the capability or resources someone has that can be used towards achieving goals. Besides the fact that power is related to the resources, having at disposal does not always mean that they are practically usable considering pros, cons and consequences of applying them. From this perspective, it can be asserted that availability and usability of power sources are two different things and choice of the source to be used is situationally contingent as well. In some cases use of certain sources may not be appropriate or even unacceptable. For example, giving orders can be seen as normal in hierarchical structures like military, but not in the social context or between friends.

Influence as a closely related concept which can be used interchangeably with power, is defined as mobilizing capabilities and/or resources to change target persons beliefs, attitudes or behaviors and it contains the element of “overcoming resistance”. Influence and power can be differentiated by the notions of possessing and using in which power is related to possessing resources (availability of them to someone) and influence is using them to reach to an end.

As a popular subject studied by various disciplines, social power has numerous definitions and categorizations. Literature shows the fivefold taxonomy asserted by French and Raven (1959) is generally accepted and widely used. In this taxonomy, coercive power is defined as threat of punishment if target does not comply, reward power is defined as promise of monetary or non-monetary compensation in return for compliance, legitimate power is defined as superiors right to give orders and targets belief of obligation to comply, expert power is defined as having higher knowledge, expertise or targets belief/attribution that influencer has more of them as compared to herself and referent power is defined as identification of target with the influencer. Information power is added to the taxonomy in Ravens 1965 study and defined as changing target persons behaviors by giving compelling reasons, logical explanations, making her understand and accept

why the change is necessary. Later, in his 1992 study Raven asserted a new taxonomy consisted of eleven power sources taking criticisms such as conceptual overlaps between categories, inconsistent descriptions, lack of clear and precise definitions, content validity problems etc. into consideration (Kipnis et al., 1980; Kipnis and Schmidt, 1983; Podsakoff and Schriesheim, 1985; Schriesheim et al., 1991). In the new model, power sources are named as impersonal reward, personal reward, impersonal coercion, personal coercion, referent, expert, information, position-legitimate, position-dependence, position-reciprocity, position-equity.

- Impersonal Coercion is the threat of punishment using tangible elements (i.e. dismissal, transfer to other departments, salary deduction etc.) if target does not comply,

- Personal Coercion is the threat of punishment using intangible elements (i.e. dislike, distancing, acting cold etc.) if target does not comply,

- Impersonal Reward is promise of monetary and/or non-monetary compensation in return for compliance and obedience,

- Personal Reward is promise of intangible compensation such as approving, backing up, keeping near in the circle etc. in return for compliance and obedience,

- Legitimate-Reciprocity is doing something nice for the target and demanding obedience in return,

- Legitimate-Equity is demanding amends for the harm caused by the targets actions or for the hard work conducted by her,

- Legitimate-Dependence is demanding help by highlighting dependence to the influencer, implicitly or explicitly addressing to the social norm of helping someone who is in need.

- Legitimate-Position refers to the influencers' right to give orders stemming from her position, status or title.

Research indicates that eleven power sources are not independent but they hang together, forming two underlying structures or factors named as harsh and soft. Selected studies categorizing power sources into harsh and soft factors are shown in Table 1.

Table-1: Harsh and Soft Power Sources

	Raven et al., 1998	Schwarzwald & Koslowsky, 1999	Schwarzwald et al., 2001	Erchul et al., 2001	Schwarzwald et al., 2004	Schwarzwald et al., 2005	Tal et al.,2015
Personal Coercive	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh
Impersonal Reward	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh
Legitimate Reciprocity	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh
Personal Reward	Harsh	Soft	Harsh	Soft	-	Harsh	Harsh
Impersonal Coercion	Harsh	Harsh	Harsh	Harsh	-	Harsh	Harsh
Legitimate Equity	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh	Harsh
Expert	Soft	Soft	Soft	Soft	Soft	Soft	Soft
Reference	Soft	Soft	Soft	Soft	Soft	Soft	Soft
Information	Soft	Soft	Soft	Soft	Soft	Soft	Soft
Legitimate Dependence	Soft	Soft	Soft	Soft	Soft	Soft	Soft
Legitimate Position	Soft	Harsh	Harsh	Soft	Harsh	Harsh	Harsh

Harsh factors include impersonal reward, personal coercion, impersonal coercion, legitimacy-equity and legitimacy-reciprocity, soft factors include expert, reference, information and legitimacy-dependence. Personal reward and legitimacy-position power sources are observed to take place both in harsh and soft categories in different studies depending on context and circumstances.

There are numerous research studying relationships and effects of power sources on various leadership, management, organizational behavior concepts such as organization type, culture, leadership styles, performance, motivation, self-confidence etc. (Raven and Kruglanski, 1970; Offermann and Schrier, 1985; Tedeschi, 1990; Koslowsky and Schwarzwald, 1993; Raven et al., 1998; Schwarzwald and Koslowsky, 1999; Koslowsky and Schwarzwald, 2001; Schwarzwald et al., 2001; Schwarzwald et al., 2004). Although literature on power is broad and variables examined are wide ranging, studies focusing on the relationship between use of power sources and job satisfaction is scarce. Considering that use of power sources is one of the predictors of job satisfaction and satisfied employees are asserted to be an important element of successful

enterprises, studies focusing relationships between them may contribute to literature as well as practice of leadership and management.

1.2 Job Satisfaction

Job satisfaction is one of the most popular research topics in management-organization, organizational behavior, industrial psychology and leadership literature. After Hoppock who is one of the pioneer scholars highlighting the concept, numerous definitions are suggested regarding to the job satisfaction such as “a pleasant affective state caused by work experiences” (Hoppock, 1935), “self-evaluation of conditions present in the job, or outcomes that arise because of having a job” (Schneider and Snyder, 1975), “positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1969). Common core of job satisfaction contains individuals’ perception and evaluation of their job in general and reaching to an emotional state based on the results of the assessment. In this process employees perceive and evaluate their jobs using both contextual and cognitive features (Roodt et al, 2002).

Job satisfaction is asserted to compose of affective (emotional), cognitive and behavioral factors. The affective component of job satisfaction refers to the feelings related to the job such as boredom, anxiety, burnout etc. The cognitive (evaluative) component is related to the assessments and beliefs of the employee considering her job. Individuals tend to evaluate their jobs in terms of rewards, job conditions, salary, prestige, opportunities to grow, promote etc., as a result of this evaluation they reach to a level of satisfaction regarding to their jobs which forms cognitive dimension. The behavioral component of job satisfaction refers to employees either positive (i.e. making overtime, exhibiting organization citizenship behaviors) or negative (i.e. faking illness, deviant work place behavior, loafing etc.) actions at work (Bernstein and Nash, 2008; Ilies and Judge, 2004).

Studies on job satisfaction can be grouped into four main categories (Schyns & Croon, 2006) focusing on:

- Organizational results of job satisfaction (i.e. Performance, turnover, organizational citizenship behavior, deviant workplace behavior etc.),
- Individual results of job satisfaction (i.e. burnout, depression, stress etc.),
- The effects of organizational context on the job satisfaction (i.e. culture, leadership style, job characteristics, task type etc.),
- and natural factors affecting the concept (i.e. personality etc.)

Research indicates organizational, group and personal factors are influencing job satisfaction. Organizational factors include salary, bonus, work conditions, promotion opportunities, environment, culture, the degree of delegation and participation etc., group factors relate to values, norms, interaction between group members and/or other departments, attitude of supervisor and personal factors emphasizes on individuals' needs, expectations, interests, personal values, previous experiences and future plans (Hodgetts, 1991; Özeydin and Özdemir, 2014).

Social power sources are asserted fall into both organizational and personal categories in the job satisfaction framework. All the power sources which are directly related to and provided by the organization are referred as positional power sources (i.e. legitimate-position, impersonal reward, impersonal coercion etc.) and sources rather related to person herself are referred as personal power sources (i.e. expert, referent, personal reward, personal coercion etc.).

Regarding to the job satisfaction concept Weiss et al. suggested two dimensions based on Herzberg's (1959) two factor theory in their 1967 research, which can be considered as personal factors in the categorization above. Proposed dimensions are intrinsic job satisfaction and extrinsic job satisfaction in which intrinsic satisfaction is related to motivators and extrinsic job satisfaction is related to hygiene factors in the two factor theory (Ho et al., 2016). Intrinsic satisfaction stems from the job itself (Voon et al., 2011) and contains experiencing such elements as utilization of individual skills, having autonomy, freedom to decide, taking responsibility, feeling safe and secure, alignment of organizational and personal values, opportunities to learn and develop at work (Weiss vd., 1967). On the other hand, extrinsic job satisfaction is related to indirect features of the job itself such as corporate policies, work conditions, leadership style, perceived organizational justice, salary level, promotion opportunities, relations with co-workers, health and safety applications etc. (Luthans, 1994).

Literature shows positive effects of job satisfaction on various organizational variables like employee performance, organizational commitment, quality of work, job engagement, employee motivation, subjective well-being etc. On the other hand, low job satisfaction is founded to be related to diminished productivity, anti-social behaviors, defect rate, absenteeism, alienation, turnover, cynicism, job stress and burnout (Judge and Klinger, 2008; Judge et al., 2002; Masomi vd., 2014; Chapman, 2016; Soni et al., 2017). In short, happy workers are asserted to be more productive and efficient, hence job satisfaction is an important concept not only for organization but for employee as well (Lucas and Diener, 2003).

In the light of literature presented above, the conceptual model is prepared.

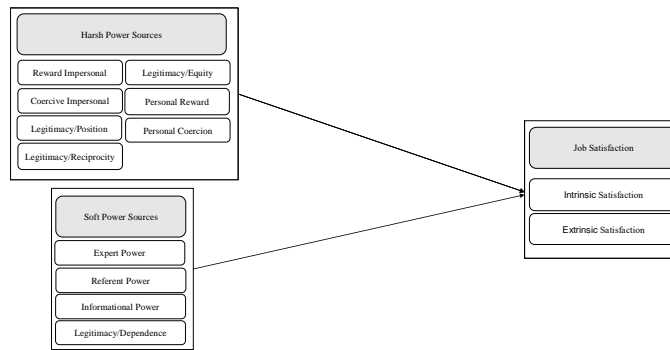


Figure 1: Conceptual Model

H₁: The use of harsh power sources has a negative effect on intrinsic job satisfaction

H₂: The use of harsh power sources has a negative effect on extrinsic job satisfaction

H₃: The use of soft power sources has a positive effect on intrinsic job satisfaction

H₄: The use of soft power sources has a positive effect on extrinsic job satisfaction

2. METHODOLOGY

Data for this research is collected through online questionnaire surveys. Interpersonal Power Inventory (IPI) is used to measure the use of power sources. IPI is developed by Raven et al, (1998), consisting of thirty three items representing eleven sources of power. In the study, respondents are asked to answer questions such as “My supervisor may have been cold and distant if I did not do as requested”, “My supervisor gave me good reasons for changing how I did the job” concerning their immediate supervisors. The response to each question ranged from “1=Never” to “5=Almost Every Time”. Minnesota Job Satisfaction Survey (MSQ), developed by Weiss et al., (1967) is used to measure job satisfaction. Participants are asked to assess statements such as “In terms of giving me the chance to be a respected person in society”, “To give me the chance to do something with my own abilities” taking their job into consideration. The response to each question ranged from “1=Very Dissatisfied” to “5=Very Satisfied”.

2.1 Sample

Data is collected from individuals who are employed in different companies in Turkey through an internet survey using convenience method for sampling. Sample is collected via free of charge online survey platform for eight week period starting from January, 2020. After sorting and removing duplicate submissions, a net sample of 288 usable questionnaires remained.

2.2 Participants

Out of 288 participants examined, 50% are answered as male (n=144) and 50% are answered as female (n=144) where majority of them are reported between 2021- 6000 TL of monthly income (86.8%). Education levels of the participants varied from primary school to Master's degree where majority of them (56.3%) reported to have a bachelor degree. Demographic profile of sample is presented in Table 2.

Table-2: Demographic Profile of Sample

		Frequency	Percentage
Gender	Female	144	50.0%
	Male	144	50.0%
Marital Status	Married	144	50.0%
	Single	120	41.7%
	Other	24	8.3%
Education	High school and less	47	16.3%
	Vocational School	49	17.0%
	University	162	56.3%
	Master's Degree	30	10.4%
Income	2,020 TL and less	22	7.6%
	2,021-3,500 TL	145	50.3%
	3,501-6,000 TL	105	36.5%
	6,001-8,500 TL	11	3.8%
	More than 8,500 TL	5	1.7%
Age	25 and less	32	11.1%
	26-30	85	29.5%
	31-35	70	24.3%
	36-40	66	22.9%
	41-45	19	6.6%
	More than 46	16	5.6%

2.3. Analysis

In order to explore the hidden structure of the data set, Exploratory Factor Analysis is performed. EFA results of power sources are presented in Table 3. KMO measure of sampling adequacy (0.907) and Bartlett Test of Sphericity ($\chi^2=2540.025$, $df=300$, $p=0.000$) suggest that the data is appropriate for factor analysis. Principal component analysis with varimax rotation method is used. Power sources are extracted into two factors with 41.12% explained total variance, each exceeding the threshold of 5% variance explanation level. Soft (0.872) and Harsh (0.864) factors' internal consistency are also checked. As cronbach alpha measures of each factor are greater than 0.60, all regarded as reliable (Hair et al., 2010).

2.3.1. Exploratory Factor Analysis

Table-3: EFA Results of Power Sources

Factor	Factor	Variance (%)	Reliability
<i>Soft</i>		21.828	0.872
S7	0.671		
S6	0.663		
S9	0.657		
S1	0.629		
S8	0.622		
S12	0.615		
S5	0.603		
S11	0.579		
H11	0.574		
H14	0.557		
H2	0.532		
H1	0.519		
H3	0.515		
S3	0.512		
<i>Harsh</i>		19.292	0.864
H21	0.736		
H20	0.717		
H19	0.710		
H5	0.639		
H4	0.633		
H7	0.591		
H10	0.586		
H6	0.584		
H8	0.583		
H9	0.571		
H15	0.512		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.907
Bartlett's Test of Sphericity	Approx. Chi-Square		2540.025
	df		300
	Sig.		0.000

Job satisfaction, as the dependent variable in the research model, is separately examined applying EFA and results are presented in Table 4. KMO measure of sampling adequacy (0.750) and Bartlett Test of Sphericity ($\chi^2=402.426$, $df=36$, $p=0.000$) suggest the appropriateness of the data for EFA. Job satisfaction is extracted into two factors with 45.76% explained total variance, each exceeding the threshold of 5% variance explanation level. Internal consistency of each factors are determined as intrinsic satisfaction (0.650), extrinsic satisfaction (0.658) exceeding the minimum requirement and stated as reliable.

Table-4: EFA Results of Job Satisfaction

Factor /	Factor Loading	Variance (%)	Reliabilit
<i>Intrinsic Satisfaction</i>		23.363	0.650
IT8	0.746		
IT9	0.674		
IT7	0.659		
IT6	0.562		
IT4	0.500		
<i>Extrinsic Satisfaction</i>		22.402	0.658
DT2	0.809		
DT1	0.748		
IT11	0.583		
IT1	0.579		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.750
Bartlett's Test of Sphericity	Approx. Chi-Square		402.426
	df		36
	Sig.		0.000

2.3.2. Correlation Analysis

Pearson correlations among the factors extracted as the result of EFA are presented in Table

5.

Table-5: Correlations

	1	2	3	4
Intrinsic Satisfaction	1			
Extrinsic Satisfaction	0.364**	1		
Soft Power	0.276**	0.508**	1	
Harsh Power	-0.005	0.209**	0.498**	1

Note: ** Correlations are significant at 0.01 level.

Analysis showed positive, significant correlations between variables except for harsh power and intrinsic satisfaction. Soft power and extrinsic satisfaction has a positive and moderate correlation. On the other hand, positive and weak correlations are founded between soft power and intrinsic satisfaction as well as harsh power and extrinsic satisfaction.

2.3.3. Multiple Regression Analyses

The hypotheses of the research are tested with multiple regression analyses. Table 6 demonstrates the results of analyses.

Table-6: Multiple Regression Analysis Results

Dependent Variable	Independent Variables	β	t-value	p-value	VIF
<i>Intrinsic Satisfaction</i>	Soft Power	0.370	5.717	0.000	1.330
	Harsh Power	-0.189	-2.918	0.004	1.330
	$R=0.321$	$R^2=0.103$	$Adjusted R^2=0.097$	$F: 16.345$	$p: 0.000$
<i>Extrinsic Satisfaction</i>	Soft Power	0.538	9.154	0.000	1.330
	Harsh Power	-0.059	-1.003	0.317	1.330
	$R=0.511$	$R^2=0.261$	$Adjusted R^2=0.256$	$F: 50.299$	$p: 0.000$

Multicollinearity assumption of the dependent variables are checked by using variance inflation factor (VIF) and all the VIF values are found to be less than 10, indicating that correlation among intrinsic and extrinsic satisfaction can be tolerated (Durmuş, et al, 2016).

Results are suggesting that the use of soft power has a positive significant effect on intrinsic satisfaction whereas harsh power has a negative significant effect on it ($R=0.321$; $R^2=0.103$; F value= 16.345 ; p value= 0.000). The use of soft power also found to have a positive significant effect on extrinsic satisfaction ($R=0.511$; $R^2=0.261$; F value= 50.299 ; p value= 0.000). On the other hand, the use of harsh power is not found to have a statistically significant effect on extrinsic job satisfaction.

Taking results into consideration H_1 , H_3 , H_4 cannot be rejected and H_2 is rejected.

CONCLUSION

Leadership can be plainly defined as having followers strive towards the vision provided by the leader and goals related to it by influencing them. The notion of influencing is one of the main themes in leadership which attracted great deal of attention and subjected to numerous studies focusing on the underlying mechanisms of it and to the relations with various outcomes such as motivation, job engagement, employee performance, job commitment, job satisfaction, leader member exchanges etc. Considering that influencing is related to using power sources available to the leader, aiming to mobilize followers' efforts in the desired direction and to overcome resistance, it can be argued that possessing power sources and ability to use them efficiently are crucial determinants of leadership success. On the other hand, job satisfaction is also a very popular topic of research and it is asserted to be one of the important predictors of employee efficiency, effectiveness, productivity, motivation etc. constructs. Although social power and job satisfaction concepts are suggested to explain the changes in the similar variables related to leader, employee and organizational performance, research specifically focusing on the relationship between use of power sources and job satisfaction is scarce. Hence, purpose of this study is to examine effects of supervisors' use of soft and harsh power sources on employees' job satisfaction.

Initial results of the analyses indicate that soft power-intrinsic job satisfaction and harsh power-extrinsic job satisfaction is weakly correlated whereas soft power-extrinsic job satisfaction is moderately correlated.

Further analyses are returned following results:

- Use of soft power sources has a positive significant effect on intrinsic job satisfaction,

- Use of soft power sources has a positive significant effect on extrinsic job satisfaction,
- Use of harsh power sources has a negative significant effect on intrinsic satisfaction,
- and use of harsh power sources does not have a statistically significant effect on extrinsic job satisfaction.

Taking into consideration that harsh power is consisting of legitimacy position and coercive personal/impersonal sources in the analyses, it can be asserted that the use of harsh power by the supervisors may strengthen employees' negative perception about themselves and their competencies, reduce belief of self-efficacy resulting internal dissatisfaction. On the contrary, use of soft power which consists of expert, referent, information and legitimacy-dependence sources may foster self-belief of employees, reinforce confidence about their abilities to perform their jobs efficiently, motivate them to overcome obstacles and produce desired results. Looking closer, results indicate significant explanatoriness of soft power on the change of extrinsic satisfaction. Considering extrinsic satisfaction factor is consisted of items related to managerial abilities (i.e. directing, decision making etc.) of the supervisor in this study, it can be asserted that positive perception and assessment of employees concerning their leaders competence is an important predictor of extrinsic satisfaction.

Findings of this study suggest relationships between use of soft-harsh power and intrinsic-extrinsic job satisfaction. Future studies are suggested to investigate the interactions between leadership, influence and job satisfaction concepts considering the role of power structures with longitudinal, cross cultural research containing larger data set collected from employees working at various industries and/or companies representing different organizational cultures and climates.

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Fizik Öğretmenlerinin Derslerinde Akran Öğretimi Tekniğinin Kullanımına İlişkin Tutumlarının İncelenmesi

Gülsüm SAYIN

Ministry of National Education
General Directorate for Special Education and Guidance Services
ORCID No:0000-0001-7322-1806
gulsumsayin3401@gmail.com

Prof. Dr. Yasin ÜNSAL

Gazi University, Gazi Faculty of Education
ORCID No: 0000-0003-0808-4352
yunsal@gazi.edu.tr

ÖZET

Bu araştırmada, fizik öğretmenlerinin derslerinde akran öğretimi tekniğinin kullanımına yönelik tutumlarıyla, bu tutumlarına; cinsiyet, yaş, öğrenim düzeyi, akran öğretimi hakkında bilgi sahibi olma, akran öğretimi yöntemi ile öğretim gerçekleştirilmesi ya da akran öğretimi yöntemi ile işlenen bir derse katılma gibi değişkenlerin etkisinin incelenmesi amaçlanmıştır. Araştırmaya, Millî Eğitim Bakanlığına bağlı Ankara İli Merkez İlçelerindeki çeşitli (Anadolu Lisesi, Fen Lisesi, Mesleki ve Teknik Anadolu Lisesi ve Anadolu İmam Hatip Lisesi) türdeki devlet okullarında görev yapan toplam 136 fizik öğretmeni (N=136) katılmıştır. Tarama modelinin kullanıldığı, durum tespiti niteliğindeki bu nicel çalışmada, araştırma grubunun belirlenmesinde amaçlı örnekleme yöntemlerinden “kolay ulaşılabilirlik” örnekleme yöntemi tercih edilmiştir. Araştırmada elde edilen veriler, Çirkinoğlu-Şekercioğlu (2011) tarafından geliştirilen “Akran Öğretimi Tutum Anketi” ve “Kişisel Bilgi Formu” kullanılarak elde edilmiştir. Elde edilen nicel verilerin analizi istatistik yazılım programı ile sağlanmıştır. Araştırmanın bulgularına göre, çalışmaya katılan fizik öğretmenlerinin “Akran Öğretimi Tutum Anketi” anket geneli ortalama puanlarının “katılıyorum” düzeyinde olmasına rağmen; anketin “yararlılık”, “ilgi” ve “anlaşılabilirlik” boyutlarında elde edilen ortalama puanların beklenen düzeyin altında olması, üzerinde düşünülmesi gereken bir durumdur. Çalışmaya katılan fizik öğretmenlerinin akran öğretime ilişkin tutumları, yaş ve öğrenim düzeyi değişkenleri açısından farklılık göstermezken, cinsiyet değişkeni açısından “İlgi” alt faktörü bağlamında erkek öğretmenler lehine çalışmaktadır. Bununla birlikte fizik öğretmenlerinin akran öğretime ilişkin tutumları, akran öğretime yönelik bilgi sahibi olma, akran öğretimi yöntemi ile öğretim gerçekleştirilmesi ya da akran öğretimi yöntemi ile işlenen bir derse katılma değişkeni açısından farklılık göstermektedir. Elde edilen bulgular ışığında, fizik öğretmenlerinin derslerinde akran öğretimi tekniğinin kullanımına yönelik tespit edilen sorunların çözümüne yönelik çeşitli önerilerde bulunulmuştur.

Anahtar Kelimeler: Fizik dersi, fizik öğretmenleri, tutum, akran öğretimi.

Investigation of Attitudes of Physics Teachers Regarding the Use of Peer Instruction Techniques in Their Lessons

ABSTRACT

In this study, the attitudes of physics teachers towards the use of peer teaching technique in their lessons were examined. In addition to this, it was aimed to examine the effects of variables such as gender, age, education level, having knowledge about peer education, teaching with peer teaching method, or attending a lesson taught with peer teaching method on the attitudes of teachers towards peer teaching. A total of 136 physics teachers (N=136) working in various public schools (Anatolian High School, Science High School, Vocational and Technical Anatolian High School and Anatolian Imam Hatip High School) in the Central Districts of Ankara Province participated in the study. In this quantitative study, which uses a survey model, as a due diligence, “easy accessibility” sampling method, which is one of the purposeful sampling methods, was chosen for determining the research group. The data obtained in the research was obtained by using the “Peer Teaching Attitude Questionnaire” and “Personal Information Form” developed by Çirkinoğlu-Şekercioğlu (2011). The analysis of the quantitative data obtained was provided by the statistical software program. According to the findings of the study, although the “Peer Teaching Attitude Survey” questionnaire average scores of the physics teachers participating in the study were at the level of “I agree”; The fact that the average scores obtained in the “usefulness”, “interest” and “intelligibility” dimensions of the questionnaire are below the expected level is a situation that should be considered. While the attitudes of physics teachers participating in the study regarding peer education do not differ in terms of age and education level variables, they work in favor of male teachers in the context of the “Interest” sub-factor in terms of gender variable. However, the attitudes of physics teachers towards peer teaching differ in terms of having knowledge about peer education, conducting teaching with peer teaching method, or attending a lesson taught with peer teaching method. In the light of the findings obtained, various suggestions were made for the solution of the problems detected in the use of peer teaching technique in the courses of physics teachers.

Keywords: Physics lesson, physics teachers, attitude, peer instruction.

GİRİŞ

Bir aktif öğrenme yöntemi olan akran öğretimi; grup çalışmasına dayanan, kavramsal öğretime ağırlık veren, iletişim becerilerini güçlendiren bir yöntemdir. Mazur (1997) tarafından geliştirilerek ilk olarak üniversite öğrencilerine uygulanan akran öğretimi yöntemi daha sonra çeşitli araştırmacılar tarafından lise öğrencileri üzerinde denenmiş ve öğrencilerin kavramsal anlamalarında etkili olduğu yapılan çalışmalarla ortaya konmuştur. İnteraktif bir öğretim yöntemi olan akran öğretimi, akranların birbiri üzerine etkilerinin ve öğrencilerin derse karşı ilgi ve katılımlarının önemi dikkate alınarak geliştirilmiştir.

Akran öğretiminin olumlu sonuçlarına dair literatürde pek çok araştırmaya rastlamak mümkündür (Crouch, Watkins, Fagen & Mazur, 2007; Çirkinoğlu-Şekercioğlu, 2011; Eryılmaz,

2004; Marx & Cummings, 2007; Lasry vd., 2008; Şimşek & Yayla, 2016; Şimşek, Karaca & Yeşiloğlu, 2017; Turpen & Finkelstein, 2009; Yavuz, 2014; Zhang vd., 2017; Yarımkaaya, 2018). Akran öğretimi üzerine yapılan araştırma sonuçlarını değerlendirdiğimizde, akran öğretimi yönteminin öğrencilerin bilimsel süreç becerisi, kavram öğrenme başarısı ve problem çözme başarısına olumlu yönde katkı sağladığı görülmektedir (Crouch ve Mazur, 2001; Crouch, Watkins, Fagen ve Mazur, 2007; Gök, 2012; Gök, 2015; Sayer, Marshman ve Singh, 2016; Smith, Wood, Adams, Wieman, Knight, Guild ve Su, 2009). Bazı araştırma (Fagen, Crouch ve Mazur, 2002; Green, 2002) sonuçlarına göre ise akran öğretimi yöntemiyle öğrenim gören öğrencilerin derse olan ilgisinin ve katılımının arttırdığı ve motivasyonlarının da yükseldiği ortaya konulmuştur.

1. PROBLEM DURUMU

Fizik öğretiminde akran öğretimi tekniğinin kullanılmasının öğrenciler üzerindeki olumlu etkileri dikkate alındığında, fizik öğretmenleri tarafından akran öğretimi tekniğinin ne derece kullanıldığı ne düzeyde bilindiği ve özellikle öğretmenlerin bu tekniğe yönelik tutumlarının ne olduğu araştırılması gereken önemli bir problem durumudur. İlgili literatürde öğretmen ve öğretmen adaylarının akran öğretimine yönelik yaklaşımlarını ve tutumlarını inceleyen dört çalışmaya rastlanmıştır (Çirkinoğlu-Şekercioğlu, 2011; Demirci & Çirkinoğlu-Şekercioğlu, 2009; Fagen, Crouch & Mazur, 2002; Yarımkaaya, 2018). Söz konusu çalışmalarda elde edilen sonuçlar, araştırmaya katılan öğretmenlerin ve öğretmen adaylarının akran öğretimine yönelik olumlu bir tutuma sahip olduklarını ortaya koymuştur. Ancak, bu çalışmalarda sahada çalışan fizik öğretmenlerinin akran öğretimine yönelik tutumlarının altında yatan nedenler ve değişkenler ele alınmamıştır.

1.1 Araştırmanın Amacı ve Temel Problemi

Yapılan bu çalışmada, ilgili literatürdeki çalışmalardan farklı olarak, fizik öğretmenlerinin akran öğretimine yönelik tutumları; cinsiyet, yaş, öğrenim düzeyi (Lisans/Yüksek Lisans/Doktora) ve akran öğretimine yönelik bilgi sahibi olma değişkenleri açısından incelenmiştir. Araştırmanın bu yönüyle literatüre önemli bir katkı sağlayacağı ön görülmektedir. Bu bağlamda; “Fizik öğretmenlerinin fizik derslerinde akran öğretimini kullanmaya yönelik tutumları cinsiyet, yaş, öğrenim düzeyi, akran öğretimine yönelik bilgi sahibi olma durumlarına göre nasıl değişmektedir?” sorusu araştırmanın temel problemini oluşturmaktadır.

1.2 Alt Problemler

Araştırmanın amacı ve temel problemi doğrultusunda aşağıdaki alt problemlere cevap aranmıştır:

Alt Problem 1: Fizik Öğretmenlerin akran öğretimine yönelik tutumları nasıldır?

Alt Problem 2: Fizik öğretmenlerinin akran öğretimine yönelik tutumları cinsiyet değişkenine göre farklılık göstermekte midir?

Alt Problem 3: Fizik öğretmenlerinin akran öğretimine yönelik tutumları yaş değişkenine göre farklılık göstermekte midir?

Alt Problem 4: Fizik öğretmenlerinin akran öğretimine yönelik tutumları öğrenim düzeyi değişkenine göre farklılık göstermekte midir?

Alt Problem 5: Fizik öğretmenlerinin akran öğretimine yönelik tutumları akran öğretimine yönelik bilgi sahibi olma değişkenine göre farklılık göstermekte midir?

Alt Problem 6: Fizik öğretmenlerinin akran öğretimine yönelik tutumları akran öğretimi yöntemi ile öğretim gerçekleştirilmesi ya da akran öğretimi yöntemi ile işlenen bir derse katılma değişkenine göre farklılık göstermekte midir?

2. YÖNTEM

2.1 Araştırmanın Modeli

Durum tespiti niteliğindeki bu çalışmada tarama modeli ve nicel araştırma yöntemi kullanılmıştır.

2.2 Çalışma Grubu

Araştırmaya, Millî Eğitim Bakanlığına bağlı Ankara İli Merkez İlçelerindeki çeşitli (Anadolu Lisesi, Fen Lisesi, Mesleki ve Teknik Anadolu Lisesi ve Anadolu İmam Hatip Lisesi) türdeki devlet okullarında görev yapmakta olan 136 fizik öğretmeni katılmıştır.

2.3 Veri Toplama Araçları

Araştırmada Fizik öğretmenlerinin akran öğretimine yönelik tutumlarını belirlemek amacıyla “Kişisel Bilgi Formu” ve “Akran Öğretimi Tutum Anketi” kullanılmıştır.

Kişisel Bilgi Formu, araştırmaya katılan fizik öğretmenlerinin; cinsiyet, yaş, öğrenim düzeyi, akran öğretimi tekniğine yönelik bilgi sahibi olma ve akran öğretimiyle öğretim gerçekleştirilmesi ya da akran öğretimiyle işlenen bir derse katılma durumları hakkında bilgi elde etmek amacıyla kullanılmıştır.

Araştırmaya katılan fizik öğretmenlerinin akran öğretimine yönelik tutumlarını incelemek amacıyla Çirkinöğlü-Şekercioğlü (2011) tarafından geliştirilen “Akran Öğretimi Tutum Anketi” kullanılmıştır. Akran Öğretimi Tutum Anketi; “yararlılık”, “ilgi” ve “anlaşılabilirlik” olmak üzere üç ana faktörde toplanmaktadır.

2.4 Verilerin Toplanması

Araştırmanın verileri, resmi araştırma izinleri alındıktan sonra, belirtilen çalışma grubuyla 2019-2020 eğitim-öğretim yılı bahar döneminin Şubat ve Mart ayları içerisinde karşılıklı görüşmelerle belirlenen uygun zamanlarda gönüllülük esasına dayalı olarak yürütülen Akran Öğretimi Tutum Anketi uygulamalarıyla elde edilmiştir.

2.5 Verilerin Analizi

Araştırma kapsamında elde edilen verilerin analizinde istatistik yazılım programı kullanılarak; betimsel istatistik, Mann Whitney U-Testi, One-Way Anova Testi ve Bağımsız Örneklem t-Testi yapılmıştır. Bunların yanı sıra, öğretmenlerin “Akran Öğretimi Tutum Anketi”nden almış oldukları puanların güvenilirliği için iç tutarlık katsayıları (Cronbach Alpha) hesaplanmıştır. Buna göre “Yararlılık” alt faktörü Cronbach Alpha değeri $\alpha=0.83$, “İlgi” alt faktörü Cronbach Alpha değeri $\alpha=0.78$, “Anlaşılabilirlik” alt faktörü Cronbach Alpha değeri $\alpha=0.73$, “Anket Geneli” Cronbach Alpha değeri ise $\alpha=0.86$ olarak hesaplanmıştır.

3. BULGULAR

Bu kısımda araştırmaya ait bulgulara yüzeysel olarak yer verilmiştir. Elde edilen derinlemesine bulgu ve analizlerin daha sonra yayımlanacak bir makale çalışmasıyla sunulması planlanmaktadır.

3.1 Araştırmanın Birinci Alt Problemine İlişkin Bulgular

“Fizik Öğretmenlerinin akran öğretimine yönelik tutumları nasıldır?” şeklinde ifade edilen araştırmanın birinci alt problemine ilişkin betimsel istatistik bilgiler Tablo 1’de verilmiştir.

Tablo-1: Fizik Öğretmenlerinin Akran Öğretimi Tutum Anketinden Aldıkları Puanlara İlişkin Betimsel İstatistikler

Faktör	\bar{X}	Ss	Min.	Maks.
Yararlılık	64.97	8.43	43	82
İlgi	13.41	2.13	8	19
Anlaşılabilirlik	10.04	1.88	5	14
Anket Geneli	88.43	10.97	57	112

Tablo 1’de görüldüğü üzere, araştırmaya katılan fizik öğretmenlerinin “Akran Öğretimi Tutum Anketi”nden almış oldukları puanlar “Yararlılık” alt faktöründe (\bar{X} : 64.97; Ss: 8.43; Min: 43; Maks: 82), “İlgi” alt faktöründe (\bar{X} : 13.41; Ss: 2.13; Min: 8; Maks: 19), “Anlaşılabilirlik” alt faktöründe (\bar{X} : 10.04; Ss: 1.88; Min: 5; Maks: 14) ve “Anket Geneli” (\bar{X} : 88.43; Ss: 10.97; Min: 57; Maks: 112) olarak elde edilmiştir.

Bu bulgular kapsamında, araştırmaya katılan fizik öğretmenlerinin “yararlılık” alt faktör puanlarını “katılmıyorum” düzeyinde olmasına rağmen, anket geneli ortalama puanlarının “katılıyorum” düzeyinde olduğu söylenebilir. Anketin “ilgi” ve “anlaşılabilirlik” boyutlarında elde edilen ortalama puanların beklenen düzeyin çok altında olması üzerinde düşünülmesi gereken bir durumdur.

Fizik öğretmenlerinin Akran Öğretimi Tutum Anketinde yer alan maddelere vermiş oldukları yanıtları irdelendiğinde; “*Başka derslerde de akran öğretimi yönteminin kullanılmasını isterim*” maddesinde diğer maddelere göre daha yüksek ortalama puana sahip oldukları tespit edilmiştir. Buna karşın, öğretmenlerin ankette yer alan; “*Akran öğretimi yönteminin kullanılması bana daha fazla sorumluluk getirmektedir.*” maddesinde diğer maddelere göre daha düşük ortalama puan aldıkları görülmüştür.

3.2 Araştırmanın İkinci Alt Problemine İlişkin Bulgular

Araştırmanın ikinci alt problemine ilişkin yapılan Mann Whitney U-Testi analiz sonuçları Tablo 2’de verilmiştir.

Tablo-2: Fizik Öğretmenlerinin Cinsiyet Değişkenine Göre Akran Öğretimine İlişkin Tutum Puanları Mann Whitney U-Testi Sonuçları

Faktör	Grup	N	Sıralar Ortalaması	Sıralar Toplamı	U	p
Yararlılık	Kadın	59	65.33	3854.50	2084.50	.411
	Erkek	77	70.93	5461.50		
İlgi	Kadın	59	60.25	3554.50	1784.50	.031
	Erkek	77	74.82	5761.50		
Anlaşılabilirlik	Kadın	59	66.47	3922.00	2152.00	.595
	Erkek	77	70.05	5394.00		
Anket Geneli	Kadın	59	64.14	3784.50	2014.50	.259
	Erkek	77	71.84	5531.50		

Tablo 2’de verilen analiz sonuçlarına göre, çalışmaya katılan fizik öğretmenlerinin akran öğretimine ilişkin tutumları, cinsiyet değişkeni açısından “İlgi” alt faktörü bağlamında farklılık göstermektedir ve bu farklılık erkek öğretmenler lehine çalışmaktadır ($p=.031<.05$). Diğer yandan söz konusu öğretmenlerin akran öğretimine ilişkin tutumları, cinsiyet değişkeni açısından “Yararlılık” ve “Anlaşılabilirlik” alt faktörleri ile anketin geneli bağlamında farklılık göstermemektedir ($p_{\text{yararlılık}}=.411>.05$; $p_{\text{anlaşılabilirlik}}=.595>.05$; $p_{\text{anket geneli}}=.259>.05$).

3.3 Araştırmanın Üçüncü Alt Problemine İlişkin Bulgular

Araştırmanın üçüncü alt problemine ilişkin yapılan One- Way Anova Testi analiz sonuçları Tablo 3’te verilmiştir.

Tablo-3: Fizik Öğretmenlerinin Yaş Değişkenine Göre Akran Öğretimine İlişkin Tutum Puanlarının One-Way Anova Testi Sonuçları

Faktör	Varyansın Kaynağı	Kareler Toplamı	Sd	Kareler Ortalaması	F	P
Yararlılık	Gruplar arası	450.185	3	150.062	2.166	.095
	Gruplar içi	9144.749	132	69.278		
	Toplam	9594.934	135			
İlgi	Gruplar arası	27.741	3	9.247	2.079	.106
	Gruplar içi	587.200	132	4.448		
	Toplam	614.941	135			
Anlaşılabilirlik	Gruplar arası	10.869	3	3.623	1.024	.384
	Gruplar içi	466.867	132	3.537		
	Toplam	477.736	135			
Anket Geneli	Gruplar arası	649.103	3	216.368	1.829	.145
	Gruplar içi	15612.301	132	118.275		
	Toplam	16261.404	135			

Tablo 3’te verilen analiz sonuçlarına göre; çalışmaya katılan fizik öğretmenlerinin akran öğretimine ilişkin tutumları, yaş değişkeni açısından farklılık göstermemektedir ($p_{\text{yararlılık}}=.095>.05$; $p_{\text{ilgi}}=.106>.05$; $p_{\text{anlaşılabilirlik}}=.384>.05$; $p_{\text{anket geneli}}=.145>.05$).

3.4 Araştırmanın Dördüncü Alt Problemine İlişkin Bulgular

Araştırmanın dördüncü alt problemine ilişkin yapılan Bağımsız Örneklem t-Testi analiz sonuçları Tablo 4’te verilmiştir.

Tablo-4: Fizik Öğretmenlerinin Öğrenim Düzeyi Değişkenine Göre Akran Öğretimi Tutum Puanları Bağımsız Örneklem t-Testi Analiz Sonuçları

Faktör	Öğrenim Düzeyi	N	X	S	sd	t	p
Yararlılık	Lisans	105	64.68	8.15	134	-.743	.459
	Yüksek Lisans	31	65.96	9.37			
İlgi	Lisans	105	13.46	2.20	134	.551	.583
	Yüksek Lisans	31	13.22	1.90			
Anlaşılrlık	Lisans	105	10.19	1.85	134	1.681	.095
	Yüksek Lisans	31	9.54	1.92			
Anket Geneli	Lisans	105	88.34	10.59	134	-.177	.860
	Yüksek Lisans	31	88.74	12.35			

Tablo 4’te verilen analiz sonuçları doğrultusunda, çalışmaya katılan fizik öğretmenlerinin akran öğretimi tutum puanları ($p_{\text{yararlılık}}=.459>.05$, $p_{\text{ilgi}}=.583>.05$; $p_{\text{anlaşılrlık}}=.095>.05$ ve $p_{\text{anket geneli}}=.860>.05$) öğrenim düzeyi değişkenine göre farklılaşmamaktadır.

3.5 Araştırmanın Beşinci Alt Problemine İlişkin Bulgular

Araştırmanın beşinci alt problemine ilişkin yapılan Mann Whitney U-Testi analiz sonuçları Tablo 5’de verilmiştir.

Tablo-5: Fizik Öğretmenlerinin Akran Öğretimine Yönelik Bilgi Sahibi Olma Değişkenine Göre Akran Öğretimi Tutum Puanları Mann Whitney U-Testi Sonuçları

Faktör	Yöntem		N	Sıralar Ortalaması	Sıralar Toplamı	U	p
	Hakkında	Bilgi Sahibi Olma					
Yararlılık	Evet		87	79.41	6909.00	2084.50	.000
	Hayır		49	49.12	2407.00		
İlgi	Evet		87	74.48	6480.00	1784.50	.017
	Hayır		49	57.88	2836.00		
Anlaşılrlık	Evet		87	73.75	6416.00	2152.00	.036
	Hayır		49	59.18	2900.00		
Anket Geneli	Evet		87	78.67	6844.00	2014.50	.000
	Hayır		49	50.45	2472.00		

Tablo 5’te verilen analiz sonuçlarına göre, çalışmaya katılan fizik öğretmenlerinin akran öğretimi yöntemine ilişkin tutumları, akran öğretime yönelik bilgi sahibi olma değişkeni açısından farklılık göstermektedir ($p_{\text{yararlılık}}=.000<.05$; $p_{\text{ilgi}}=.017<.05$; $p_{\text{anlaşılrlık}}=.036<.05$; $p_{\text{anket geneli}}=.000<.05$). Söz konusu bu farklılık gerek anket genelinde gerekse alt faktörlerde daha önceden akran öğretime yönelik bilgi sahibi olan fizik öğretmenleri lehinedir.

3.6 Araştırmanın Altıncı Alt Problemine İlişkin Bulgular

Araştırmanın altıncı alt problemine ilişkin yapılan Bağımsız Örneklem t-Testi analizi sonuçları Tablo 6’da verilmiştir.

Tablo-6: Fizik Öğretmenlerin Akran Öğretimi Yöntemi İle Öğretim Gerçekleştirilmesi Ya da Akran Öğretimi Yöntemi İle İşlenen Bir Derse Katılma Değişkenine Göre Akran Öğretimi Tutum Puanları Bağımsız Örneklem t-Testi Sonuçları

Faktör	Akran Öğretimiyle Gerçekleştirilmesi ya da Öğretim	N	X	S	sd	t	p
	Öğretimiyle İşlenen Bir Derse Katılma						
Yararlılık	Evet	40	70.45	7.76	134	5.365	.000
	Hayır	96	62.69	7.64			
İlgi	Evet	40	14.37	2.26	134	3.539	.001
	Hayır	96	13.01	1.95			
Anlaşılrlık	Evet	40	10.47	1.70	134	1.737	.085
	Hayır	96	9.86	1.92			
Anket	Evet	40	95.30	9.74	134	5.132	.000
Geneli	Hayır	96	85.57	10.20			

Tablo 6’da verilen analiz sonuçlarına göre; çalışmaya katılan fizik öğretmenlerinin akran öğretimi yöntemine ilişkin tutumları, akran öğretimi yöntemi ile öğretim gerçekleştirilmesi ya da akran öğretimi yöntemi ile işlenen bir derse katılma değişkeni açısından farklılık göstermektedir ($p_{\text{yararlılık}}=.000<.05$; $p_{\text{ilgi}}=.001<.05$; $p_{\text{anket geneli}}=.000<.05$).

4. SONUÇLAR

Araştırmaya katılan fizik öğretmenlerinin; Akran Öğretimi Tutum Anketi “yararlılık” alt faktör puanlarının “katılmıyorum” düzeyinde olmasına rağmen, anket geneli ortalama puanlarının

“katılıyorum” düzeyinde olduğu sonucuna varılmıştır. Araştırmaya katılan fizik öğretmenlerinin akran öğretimine ilişkin tutumları;

1. “Cinsiyet” değişkeni açısından “İlgi” alt faktörü bağlamında farklılık göstermekte ve bahsi geçen bu farklılık erkek öğretmenler lehine çalışmaktadır ($p=.031<.05$). Diğer yandan söz konusu öğretmenlerin akran öğretimine ilişkin tutumları, cinsiyet değişkeni açısından “Yararlılık” ve “Anlaşılabilirlik” alt faktörleri ile anketin geneli bağlamında farklılık göstermemektedir.

2. “Yaş” değişkeni açısından farklılık göstermemektedir ($p_{\text{yararlılık}}=.095>.05$; $p_{\text{ilgi}}=.106>.05$; $p_{\text{anlaşılabilirlik}}=.384>.05$; $p_{\text{anket geneli}}=.145>.05$).

3. “Öğrenim düzeyi” değişkenine göre farklılaşmamaktadır ($p_{\text{yararlılık}}=.459>.05$, $p_{\text{ilgi}}=.583>.05$; $p_{\text{anlaşılabilirlik}}=.095>.05$ ve $p_{\text{anket geneli}}=.860>.05$).

4. “Akran öğretimine yönelik bilgi sahibi olma” değişkeni açısından farklılık göstermektedir ($p_{\text{yararlılık}}=.000<.05$; $p_{\text{ilgi}}=.017<.05$; $p_{\text{anlaşılabilirlik}}=.036<.05$; $p_{\text{anket geneli}}=.000<.05$). Söz konusu bu farklılık; gerek anket genelinde gerekse alt faktörlerde daha önceden akran öğretimine yönelik bilgi sahibi olan fizik öğretmenleri lehinedir.

5. “Akran öğretimi yöntemi ile öğretim gerçekleştirilmesi” ya da “akran öğretimi yöntemi ile işlenen bir derse katılma” değişkeni açısından farklılık göstermektedir ($p_{\text{yararlılık}}=.000<.05$; $p_{\text{ilgi}}=.001<.05$; $p_{\text{anket geneli}}=.000<.05$). Ancak söz konusu durum, “anlaşılabilirlik” alt faktörü bağlamında değerlendirildiğinde kullanılan değişken açısından anlamlı bir farklılık bulunmadığını belirtmek gerekmektedir ($p_{\text{anlaşılabilirlik}}=.085>.05$).

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Ortaöğretim 12. Sınıf Öğrencilerinin Atom Kavramına Yönelik Zihinsel Modellerinin İncelenmesi

Nergis SARIDAŞ

Physics Teacher

Ministry of National Education

Çayırova Ertuğrul Kurdoğlu Anatolian High School

ORCID No: 0000-0003-1987-5168

nrgs06@gmail.com

Prof. Dr. Yasin ÜNSAL

Gazi University, Gazi Faculty of Education

ORCID No: 0000-0003-0808-4352

yunsal@gazi.edu.tr

ÖZET

Bu çalışmada ortaöğretim 12. Sınıfta okuyan öğrencilerin zihinlerinde şema olarak oluşturdukları atom kavramını nasıl tanımladıklarını ve atom kavramı ile ilgili zihinsel modellerinde, diğer kavramları atom kavramıyla nasıl ilişkilendirdiklerini ortaya çıkarmak amaçlanmıştır. Çalışmada ölçme aracı olarak, Akyol (2009) tarafından geliştirilen “Atom Kavramına İlişkin Anket Formu” uygulanmıştır. Bu anket formu atomu; çizim, betimleme, büyüklük, soyutluk-somutluk olmak üzere dört temel ölçüte göre değerlendirmektedir. Söz konusu Anket Formu, 2018-2019 eğitim-öğretim yılı bahar döneminde “Atomun Tarihsel Yapısı” konusu işlenmeden önce, Kocaeli İli Çayırova İlçesindeki Millî Eğitim Bakanlığına bağlı bir devlet Anadolu Lisesinde öğrenim gören 82 öğrenciye uygulanmıştır. Verilerin analizinde betimsel istatistik kullanılmıştır. Araştırma sonucunda elde edilen çarpıcı bulguların sonucunda, öğrencilerin genellikle atomu Rutherford’un modeli göre tanımladıkları ve çizdikleri, atomun atomunun büyüklüğünü ifade ederken de karşılaştırma yaparak betimsel ifadeler kullandıkları ortaya konulmuştur.

Anahtar Kelimeler: Zihinsel model, model, ortaöğretim, atom kavramı.

Investigation of 12th Grade Students' Mental Models About Atom Concept

ABSTRACT

In this study, it is aimed to reveal how students in secondary school 12th grade define the concept of atom that they have created as a diagram in their minds and how they relate other concepts with the concept of atom in their mental models related to the concept of atom. In the study, “Survey Form Regarding Atom Concept” developed by Akyol (2009) was used as a measurement tool. This questionnaire atom; It evaluates according to four basic criteria: drawing, description, size, abstraction-concreteness. The questionnaire form was applied to 82 students studying at a state Anatolian High School affiliated to the Ministry of National Education in the Çayırova District of Kocaeli Province before the subject of the "Historical Structure of the Atom" was taught in the spring semester of the 2018-2019 academic year. Descriptive statistics were used to analyze the data. As a result of the striking findings obtained

as a result of the research, it was revealed that students often define and draw the atom according to Rutherford's model and use descriptive expressions by making comparisons while expressing the size of the atom's atom.

Keywords: Mental model, model, secondary education, atom concept.

GİRİŞ

Bilgi, bilginin zihinde elde edilmesi, beyinde öğrenmenin gerçekleşmesi ve çeşitli duyu organları aracılığıyla zihinde toplanan verilerin anlamlı hale getirilmesi süreci geçmişten beri araştırmacıları meşgul eden bir uğraşı olmuştur (Kayhan, 2010). Epistemoloji alanında çalışmalar yapan bilim insanları bilginin oluşmasına farklı bakış açıları getirmişlerdir; ancak bu farklılıkların temeli zihne dayanmaktadır. Bunun yanı sıra, bilginin oluşabilmesi için hem deney hem de zihnin gerekli olduğu vurgulanmaktadır (Howe ve Berv, 2000). Bredo'ya göre insanlar deney ve deneyimlerle çevreden gerekli bilgileri alır (Akt.: Kayhan, 2010).

Kavram ise kısaca nesnel gerçekliğin insan beyninde yansıma biçimi veya insan zihninde anlaşılan farklı obje ve olguların değişebilen ortak özelliklerini temsil eden bir bilgi şeklinde tanımlanabilir (Akt.: Baybars, 2014). İnsan, doğduğu günden itibaren kavram öğrenmeye başlar ve bu öğrenme süreci kişinin hayatı boyunca devam eder. Bir başka ifadeyle, bir birey formal eğitim öğretim sürecinden önce öğreneceği kavramlarla ve olgularla ilgili bilgi ve inanışlara sahiptir. Ancak bireylerin önceden sahip olduğu kavram ve inanışların geçmişten günümüze dek gelen bilimsel olarak kabul edilen görüşlerle uyumlu olmayabilir (Duit ve Treagust, 2003; Gunstone ve Champagne, 1990; Osborne, 1985). Bu uyumsuzluklar ise öğrenme süreçlerinde önemli sorunlara yol açabilir.

1. PROBLEM DURUMU

Fen eğitiminin en önemli amacı öğrencilerin doğa olaylarını ve bu olaylarla ilgili kavramların oluşturulmasını; ayrıca bu kavramlar arası ilişkilerin de öğrenilmesini sağlamaktır. Bazı kavramlar, günlük hayatta deneyimlerle öğrenebilirken, bazı kavramları gözlemleyip öğrenmek mümkün değildir. Bu tür kavramlar için tek yol bilgi sahibi olmaktır. Bu tür bir deneyimle öğrenilemeyen kavramları, bildiğimiz bir olay ya da günlük hayattan kavramlarla ilişkilendirerek kavramın öğrenilmesini sağlayan araçlarla öğrenme ve öğretme çabası gösteririz (Akt.: Akyol, 2009).

Fen bilimlerindeki en temel kavramlardan biri herkesin malumu olacağı üzere atomdur. Atom, öğrencilerin ortaokul ve lise hatta daha sonra üniversite eğitimleri boyunca karşılaştıkları mihenk taşı niteliğinde bir kavramdır. Atom kavramının iyi anlaşılması özellikle fizik ve kimya dersleri için önemli bir yer tutmaktadır. Literatürde yer alan çalışmalara bakıldığında; öğrencilerin

sahip olduğu kavramlar, kavram yanılgıları, alternatif kavramlar, yanlış algılanan kavramlar gibi çok sayıda çalışma ve araştırmanın olduğu görülmektedir. Akyol (2009); “Fen Alanlarında Öğrenim Gören Üniversite Öğrencilerinin Zihinlerindeki Atom Modellerinin İncelenmesi” başlıklı yüksek lisans tezinde, öğrencilerin atom kavramı ile ilgili zihinsel modellerini ortaya çıkarmayı amaçlamıştır. Anket (survey) yönteminin kullanıldığı ilgili çalışma kapsamında, 295 öğretmen adayına dört adet açık uçlu sorudan oluşan “Atom Kavramına İlişkin Anket Formu” uygulanmıştır. Çalışma sonucunda, öğrencilerin tarihsel gelişim süreci içerisinde atom modelleri konusu gerek lise gerekse üniversitede ele alınmış olmasına rağmen, zihinlerindeki modelin Rutherford Atom Modeli olduğu ortaya konulmuştur. Ayrıca atomun büyüklüğü ile ilgili olarak sayısal değerlerden ziyade günlük hayattan bildikleri bir büyüklük ile kıyaslamayı tercih ettikleri ve atomun somut bir varlık olduğunu düşündüklerine işaret edilmiştir.

Polat (2012) tarafından yapılan bir başka çalışmada, öğrencilerin atom konusundaki zihinsel modellerini belirlemek ve bu modellerin ders kitaplarındaki atom modelleri ile ilişkisini ortaya çıkarmak amaçlanmıştır. Yine anket (survey) yönteminin kullanıldığı bu çalışmada dört adet açık uçlu sorudan oluşan “Zihinsel Model Atom Testi” 180 öğrenciye uygulanmıştır. Çalışma sonucunda, hem öğrencilerin çizimlerinde hem de ders kitaplarındaki görsellerde en çok kullanılan modelin Bohr Atom Modeli olduğu tespit edilmiştir.

Baybars (2014); “Fen Bilgisi Öğretmen Adaylarının Atom Kavramına İlişkin Kavramsal Anlama Düzeyleri” başlıklı çalışmada öğretmen adaylarının atom kavramı ile ilgili fikirlerinin ne olduğu ve atom kavramı ile ilgili yapılan bir öğretim uygulamasının kavramsal anlamaya etkisi belirlenmeye çalışmıştır. Çalışmaya 48 fen bilgisi öğretmen adayı katılmıştır. Veri toplama aracı olarak “Kavram Testi” ve “Yarı Yapılandırılmış Görüşme Formu” kullanılmıştır. Çalışmanın sonucunda, öğretim öncesinde öğretmen adaylarının atom ile ilgili daha çok alternatif kavram düzeyinde, öğretim sonrasında ise bilimsel düzeyde kabul edilebilecek kavramlara sahip oldukları ortaya konulmuştur.

Ekinci (2015) tarafından yapılan “12. Sınıf Öğrencilerinin Atom Kavramı İle İlgili Bilişsel Yapılarının Farklı Ölçme Araçları Kullanılarak Araştırılması” başlıklı yüksek lisans tezinde, öğrencilerin atom kavramıyla ilgili bilişsel yapılarını ortaya koymak amaçlanmıştır. Araştırmacı; kavram haritalama, yarı yapılandırılmış görüşme ve çizim yöntemleri yardımlarıyla ilgili çalışmayı gerçekleştirmiştir. Çalışmaya 299 öğrenci katılmış ve bunlardan 37’si ile yarı yapılandırılmış görüşme oturumları gerçekleştirilmiştir. Çalışma sonucunda, öğrencilerin büyük bir bölümünün

atomun yapısını, klasik ve/veya yarı klasik modellere ait özellikler çerçevesinde ele aldıkları; ayrıca özellikle Bohr Atom Modeli'nin birçok öğrencinin bilişsel yapısına güçlü bir etkisi olduğu tespit edilmiştir.

1.1. Araştırmanın Amacı

Bu çalışmada, ortaöğretim 12. Sınıfta okuyan öğrencilerin zihinlerinde şema olarak oluşturdukları atom kavramını nasıl tanımladıklarını ve atom kavramı ile ilgili zihinsel modellerinde, diğer kavramları atom kavramıyla nasıl ilişkilendirdiklerini ortaya çıkarmak amaçlanmıştır.

2. YÖNTEM

2.1 Araştırmanın Modeli

Tarama modelinin kullanıldığı bu araştırmada 12. sınıfta okuyan öğrencilerin zihinlerinde şema olarak oluşturdukları atom kavramını nasıl tanımladıklarını ve diğer kavramları atom kavramıyla nasıl ilişkilendirdiklerini ortaya çıkarmak için anket (survey) tekniği kullanılmıştır.

2.2 Çalışma Grubu

Araştırma; Kocaeli İli Çayırova İlçesindeki Millî Eğitim Bakanlığına bağlı bir devlet Anadolu Lisesinde öğrenim gören 82 öğrenciyle birlikte yürütülmüştür.

2.3 Veri Toplama Araçları

Çalışmada ölçme aracı olarak, Akyol (2009) tarafından geliştirilen “Atom Kavramına İlişkin Anket Formu” uygulanmıştır. Söz konusu anket formu atomu; çizim, betimleme, büyüklük, soyutluk-somutluk olmak üzere dört temel ölçüte göre değerlendirilen dört maddeden oluşmaktadır.

2.4 Verilerin Toplanması

Atom Kavramına İlişkin Anket Formu, 2018-2019 eğitim-öğretim yılı bahar döneminde “Atomun Tarihsel Yapısı” konusu işlenmeden önce çalışma grubuna uygulanarak araştırmanın verileri elde edilmiştir.

2.5 Verilerin Analizi

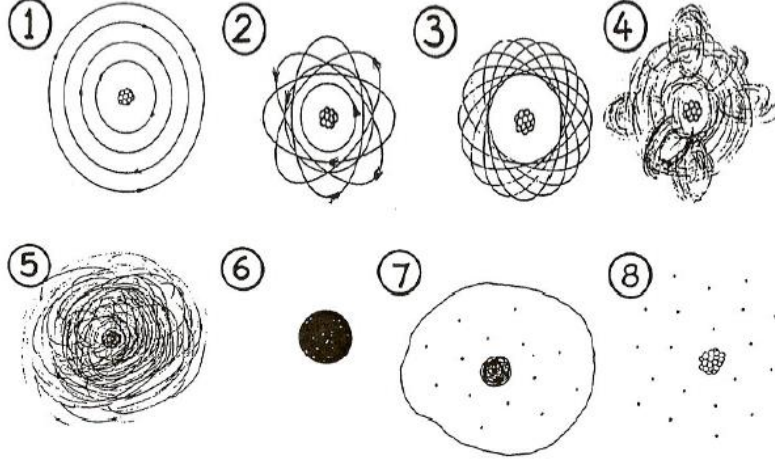
Araştırma kapsamında gerçekleştirilen anket uygulamasında elde edilen veriler, betimsel istatistik yöntemiyle analiz edilmiştir.

3. BULGULAR

Bu bölüm, çalışmada kullanılan anket formundaki maddelere ilişkin veri tablolarını ve bu tabloların yorumlamalarını içermektedir.

3.1 Anket Formunun 1. Maddesine İlişkin Elde Edilen Bulgular

Atom kavramına ilişkin anket formunda öğrencilere 1. madde kapsamında zihinlerinde canlandırdıkları atom modelini çizmeleri istenmiştir. Elde edilen veriler, Harrison ve Treagust'un atom modelleri sınıflandırmasına (Harrison ve Treagust, 2000) göre gruplandırılmıştır (Bkz. Şekil-1).



Şekil-1. Atom Modelleri (Harrison and Treagust, 2000).

Anket formunun 1. Maddesi kapsamında, öğrencilerin çizimlerinden elde edilen zihinsel atom modellerine ait bulgular Tablo-1'de görülmektedir.

Tablo-1: Anket Formunun 1. Maddesi Kapsamında Öğrencilerin Çizimlerinden Elde Edilen Zihinsel Atom Modellerine Ait Betimsel İstatistikler

Çizim Yapılan Atom Modeli	1	2	3	4	5	6	7	8	Diğer	Toplam
f	22	27	0	1	4	1	2	3	22	82
%	26,83	32,92	0,00	1,22	4,88	1,22	2,44	3,66	26,83	100

Tablo 1’de görüldüğü üzere, öğrencilerin ilk maddeye ilişkin verdikleri yanıtlardan frekans değeri en yüksek olan Harrison ve Treagust’un Şekil-1’de ortaya koyduğu 2 numaralı çizimdir. Bir başka ifadeyle, 82 öğrencinin 27’sinin (%32,92) bu çizimi yaptıkları görülmektedir. Frekans değeri en az olan çizim ise 3 numaralı çizimdir. Hiçbir öğrencinin 3 numaralı çizimi yapmaması ise oldukça dikkat çekicidir. Şekil-1’deki çizimlerin dışında farklı çizim yapan öğrenciler “diğer” kategorisinde gösterilmiştir.

3.2 Anket Formunun 2. Maddesine İlişkin Elde Edilen Bulgular

Atom kavramına ilişkin anket formunda öğrencilere 2. madde kapsamında zihinlerindeki atom modelini yazarak betimlemeleri istenmiştir. Elde edilen veriler, tarihsel gelişim sürecindeki atom modelleri baz alınarak kategorize edilmiştir:

- “*Küre şekli*” ifadesi Dalton Atom Modeli’ne göre,
- “*Üzümlü kek ve çekirdekte (+) ve (-) yüklerin dağınık olarak bulunması*” ifadeleri Thomson Atom Modeli’ne göre,
- “*Çekirdekte p^+ ve n^0 , çevresinde bulunan yörüngelerde e^- ler bulunur.*” ifadesi Rutherford Atom Modeli’ne göre,
- “*Elektronun üç boyutlu olması*”, “*hızı*”, “*belli bir kurala göre dizilmesi*” ifadeleri Bohr Atom Modeli’ne göre,
- “*Elektron bulutu*”, “*elektron denizi*” ve “*elektronun bulunma olasılığı*” ifadeleri Modern Atom Modeli’ne göre kodlanmıştır.

Atom kavramına ilişkin anket formunun 2. maddesi kapsamında elde edilen bulgular Tablo-2’de sunulmuştur.

Tablo-2: Anket Formunun 2. Maddesi Kapsamında Öğrencilerin Zihinlerindeki Atom Modellerine Ait Betimsel İstatistikler

Betimlenen Atom Modeli	Dalton	Thomson	Rutherford	Bohr	Modern Atom	Diğer	Toplam
f	1	5	47	5	6	18	82
%	1,22	6,10	57,31	6,10	7,32	21,95	100

Tablo 2’de görüldüğü üzere, öğrencilerin ikinci maddeye ilişkin verdikleri yanıtlardan frekans değeri en yüksek olan Rutherford Atom Modeli betimlemesidir. Bir başka ifadeyle, 82 öğrencinin 47’si (%57,31), çekirdekte proton ve nötron, çevresinde bulunan yörüngelerde ise elektronların bulunduğu bahsettiği görülmüştür. Frekans değeri en az olan betimleme ise Dalton Atom Modeli’ne aittir; çünkü yalnızca 1 öğrenci (%1,22), atomun küre şeklinde olduğunu ifade etmiştir. Ayrıca tarihsel gelişim sürecindeki atom modellerine uymayan açıklama yapan öğrenciler “diğer” kategorisinde gösterilmiştir.

3.3 Anket Formunun 3. Maddesine İlişkin Elde Edilen Bulgular

Atom kavramına ilişkin anket formunda öğrencilere 3. madde kapsamında hidrojen atomunun büyüklüğünün ne kadar olduğu ve bu büyüklüğü, bildikleri bir büyüklük ile kıyaslamaları istenmiştir. Öğrencilerin atom büyüklüğünü ifade ederken aşağıdaki kodlamalara göre bir sınıflandırma yapılmıştır.

- “Gözle görülemeyecek kadar küçük”, “En küçük atom”, “İğne ucunun milyonda biri” vb. ifadelerle kıyaslama yolunu seçmişse “*Betimsel ifade*” olarak,
- “2/N”, “1/N” gibi Avogadro sayısı ile ifade etmişlerse “*Mol cinsinden ifade*”,
- “1/Ng”, “1 gram” gibi gram birimi ile ifade etmişlerse “*kütle cinsinden ifade*”,
- “1 pm”, “10-17 metre” şeklinde metre birimi ile ifade etmişlerse “*yarıçap cinsinden ifade*” olarak kodlanmıştır.

Atom kavramına ilişkin anket formunun 3. maddesi kapsamında elde edilen bulgular Tablo-3’te sunulmuştur.

Tablo-3: Anket Formunun 3. Maddesi Kapsamında Hidrojen Atomunun Büyüklüğüne Ait Betimsel İstatistikler

Betimlenen Atom Modeli	Betimsel İfade	Mol Cinsinden İfade	Kütle Cinsinden İfade	Yarıçap Cinsinden İfade	Toplam
f	65	1	2	14	82
%	79,27	1,22	2,44	17,07	100

Tablo 3’te görüleceği üzere, öğrencilerin üçüncü maddeye ilişkin verdikleri yanıtlardan frekans değeri en yüksek olan “betimsel ifade”dir. Bir başka ifadeyle, 82 öğrencinin 65’i (%79,27),

“gözle görülemeyecek kadar küçük”, “iğne ucunun milyonda biri” vb. ifadelerle kıyaslama yoluna giderek hidrojen atomunun büyüklüğünü ifade etmişlerdir. Frekans değeri en az olan cevap ise “mol cinsinden ifade”dir. Yalnızca 1 öğrenci ise (%1,22) hidrojen atomunun büyüklüğünü Avogadro sayısı ile ifade etmiştir. Ayrıca yukarıda ifade edilenler dışında açıklama yapan öğrenciler “diğer” kategorisinde gösterilmiştir.

3.4 Anket Formunun 4. Maddesine İlişkin Elde Edilen Bulgular

Atom kavramına ilişkin anket formunda öğrencilere 4. soru kapsamında atomun somut mu yoksa soyut mu olduğu sorulmuş ve verdikleri yanıtın nedenlerini açıklamaları istenmiştir. Atom kavramına ilişkin anket formunun 4. maddesi kapsamında elde edilen bulgular Tablo-4’te sunulmuştur.

Tablo-4: Anket Formunun 4. Maddesi Kapsamında Atomun Somut Ve/Veya Soyut Olması Durumlarına Ait Betimsel İstatistikler

Betimlenen Atom Modeli	Somut	Soyut	Hem Somut Hem Soyut	Ne Soyut Ne Somut	Toplam
f	67	8	5	2	82
%	81,70	9,76	6,10	2,44	100

Tablo 4’te görüleceği üzere, öğrencilerin dördüncü maddeye ilişkin verdikleri yanıtlar dört kategoride toplanmıştır. Buna göre, öğrencilerin dördüncü soruya verdikleri yanıtlardan frekans değeri en yüksek olan, atomun somut olduğunu belirten kategoridir. Bir başka ifadeyle, 82 öğrencinin 67’si (%81,70) atomun somut olduğunu ifade etmiştir. Frekans değeri en az olan kategori ise “ne soyut, ne somut” kategorisidir.

4. SONUÇ, TARTIŞMA VE ÖNERİLER

12. sınıf öğrencileriyle yürütülen ortaöğretim 12. Sınıfta okuyan öğrencilerin zihinlerinde atom kavramını nasıl tanımladıklarını ve atom kavramı ile ilgili zihinsel modellerinde, diğer kavramları atom kavramıyla nasıl ilişkilendirdiklerinin ortaya çıkarılmasının amaçlandığı bu çalışmada, öğrencilerin çoğunlukla Rutherford Atom Modelini betimledikleri; ancak yapmış oldukları çizimler incelendiğinde, bu durumdan farklı çizimler yaptıkları görülmüştür. Bir başka ifadeyle, öğrencilerin çizimleri ile betimlemeleri arasında farklar ve çelişkiler gözlemlenmiştir.

Araştırmanın bir başka çarpıcı bulgusu olarak; hidrojenin büyüklüğünü ifade ederken canlılardan (karınca, hücre vb.) yola çıkarak açıklama yapan öğrenci sayısı oldukça fazladır. Öğrencilerin atomun somut/soyut olması durumuyla ilgili olarak verdikleri cevaplarda genellikle hücre ile benzerlik kurdukları gözlenmiştir. Öğrencilerin genelinde gözlemlenen açıklama hücrenin gözle görülememesine rağmen, gözle görülebilen yani somut olan organları, dokuları ve insan bedenini oluşturduğunu bu sebeple de atomun gözle görülemezse bile milyonlarca atomun bir araya gelerek gözle görülebilen somut varlıkları oluşturduğunu ifade etmişlerdir. Ayrıca bu kapsamda verilen yanıtlar içerisinde en çok dikkat çekici olan bulgulardan biri de bazı öğrencilerin atomu mikroskop ile görebileceklerini ifade etmeleridir. Bu çalışmada elde edilen; öğrencilerin zihinlerindeki modelin büyük oranda Rutherford Atom Modeli olması, atomun büyüklüğüne ilişkin (sayısal değerlerden ziyade) günlük hayattan bildikleri bir büyüklük ile kıyaslamayı tercih etmeleri ve atomun somut bir varlık olduğunu düşünmelerine ilişkin bulgular, Akyol (2009) tarafından elde edilen bulgularla tamamen örtüşmektedir. Bu uyum değerlendirilirken Akyol (2009)'un öğretmen adaylarıyla, bu çalışmada ise lise 12.sınıf öğrencileriyle çalışıldığı gözden kaçırılmamalıdır. Polat (2012), tarafından yapılan araştırma sonucunda ise hem öğrenci çizimlerinde (hem de ders kitaplarındaki görsellerde) en çok kullanılan modelin Bohr Atom Modeli olduğu tespit edilmiştir. Ayrıca Ekinci (2015) tarafından yapılan çalışma sonucunda, yine özellikle Bohr Atom Modeli'nin birçok öğrencinin bilişsel şemasına güçlü bir etkisi olduğu tespit edilmiştir. Dolayısıyla tarihsel atom modelleri bağlamında bu çalışmada varılan bulgu, Polat (2012) ve Ekinci (2015)'nin bulgularıyla uyum göstermemektedir. Bunun çalışma grubundan, kullanılan ders kitapları ve modellerden vs. kaynaklanan çok farklı sebepleri olabilir. Bu konularda farklı desenlerde ve örneklem gruplarında yeni araştırmalara ihtiyaç vardır; çünkü atom kavramı birçok kavramın üzerine inşa edildiği temel kavramlardan biridir.

Bu çalışmanın sonuçları değerlendirilirken şu konunun da vurgulanması gerekir. 12. sınıf öğrencileri, fizik müfredatında ‘‘Atomun Tarihsel Gelişimi’’ konusu işlenmeden önce 7. sınıf Fen ve Teknoloji dersinde atom, atomun yapısını ve yapısındaki temel parçacıkları tanımakta; daha sonra 9. sınıf Kimya dersinde Dalton, Thomson, Rutherford, Bohr Atom Modellerini ve Modern Atom Teorisi'nin ‘‘Bulut Modeli’’ konularını ele almaktadırlar. Ayrıca, 11. sınıfta yine Kimya dersi kapsamında bu atom modellerinin hesaplamalarını yapmaktadırlar. Elde edilen bulgular doğrultusunda, öğrencilerin 12. sınıfa gelinceye kadar atom ile ilgili yukarıda bahsedilen çeşitli dersler ve sınıf düzeylerinde işlenen onca konuya rağmen, zihinlerinde modellendirdikleri atom

kavramının bilimsel kabullerden oldukça farklı olması, hiç şüphesiz, bu araştırmada varılan en çarpıcı sonuç olarak karşımıza çıkmaktadır.

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Öğretmen Adaylarının Özel Gereksinimli Bireyi Tanımaya Yönelik Beceri, Görüş ve Yeterlilikleri

Yasemin KURTULUŞ

Trakya University
ysmnkrtlss22@gmail.com

Mehmet TABAK

Trakya University
mehmettabak8031@gmail.com

Dr. Banu YAMAN ORTAŞ

Trakya University
banuyaman@trakya.edu.tr

ÖZET

Bu araştırmanın genel amacı eğitim fakültesi son sınıf öğrencilerinin eğitsel tanı almış ve tanı almamış özel gereksinimli bireye yönelik beceri, görüş ve algılarına ilişkin değerlendirme yapmaktır. Araştırmacılar tarafından iki farklı veri toplama aracı geliştirilmiştir. Katılımcılara kişisel bilgi formu, yarı yapılandırılmış görüşme formu uygulanmış, ikinci bölümde ise katılımcı görüşlerini destekleyen 15 adet anket sorusu yöneltilmiştir. Çalışma nitel araştırmaların amaçlı örnekleme yöntemlerinden “Benzeşik (Homojen) Örnekleme” yöntemine göre belirlenmiştir. Bu amaçla a) Son sınıf öğrencileri özel eğitim alanına ilişkin neler bilmektedir? b) Son sınıf öğrencileri tanılanma süreci ile ilgili olarak neler bilmektedir? c) Son sınıf öğrencilerinin engel türlerini fark etme-ayrıt etme düzeyleri nelerdir? d) Son sınıf öğrencilerinin engel türlerini ilgili uzmana yönlendirmeye ilişkin bilgileri nelerdir? sorularına yanıt aranmıştır. Kişisel bilgi formunda yaş, cinsiyet, öğrenim gördükleri anabilim dalı, özel eğitim alanında varsa katıldıkları eğitimler ve süreçleri olmak üzere beş değişkene yönelik sorular yöneltilmiştir. Bu sorular; meslek yaşamlarında karşılaşılabilecekleri engel grupları ve fark etme yeterlilikleri üzerine yoğunlaşmıştır. Ayrıca “otizm, disgrafi, disleksi, diskalkuli, dil ve konuşma güçlüğü, zihin yetersizliği, dikkat eksikliği ve hiperaktivite bozukluğu, üstün nitelik, sosyal ve bilişsel yetersizlik, özel öğrenme güçlüğü” alanlarında spesifik sorulara da yer verilmiştir. Ankette ise özel eğitim kavramı, engel türleri, tanılama süreci, yasal haklar, özel eğitim merkezlerinin yapısı ve işlevi, özel eğitim sınıfları, destek eğitim odaları, tam zamanlı kaynaştırma, yarı zamanlı kaynaştırma, özel eğitimde sınıfın fiziki şartlarının düzenlenmesi, BEP, BÖP ve bireyi akademik değerlendirme yeterlilikleri üzerine yoğunlaşmıştır. Uzman görüşleri alınıp pilot uygulaması yapılan çalışmalarda elde edilen sonuçlara dayalı olarak, özellikle öğretmen adaylarının sınıflarındaki özel gereksinimli öğrencileri tanıma ve izleyecekleri yol konusunda kendilerini yeterli görmedikleri sonucuna ulaşılmıştır.

Anahtar Kelimeler: Eğitsel Tanı, Özel Gereksinim, Özel Eğitim, Öğretmen Yetiştirme, Görüş

Skills, Opinions and Perceptions of Prospective Teachers for Identifying the Individuals Having Special Needs

ABSTRACT

General objective of the study is making assessments and receiving opinions on “Competence of the Seniors of the Faculty of Education for Identifying the Individuals Having Special Needs Who Received or Did Not Receive Educational Identification” Within this scope, the researchers have developed two data collection tools. The study is specified established in accordance with “Homogeneous Sampling” method being one of the purposive sampling methods of qualitative researches. Developed data collection tool is designed in a semi-structured interview form. Purpose the answers to the following questions have been sought: a) What do the seniors know about special education? b) What do the seniors know about the identification process? c) What are the opinions of the seniors with regard to the perception level in their competence of recognizing the types of disabilities? Within this scope, a form that comprises two parts, being a personal information form and a participant opinions form, has been applied to the participants. The questions aimed have been asked to the participants in the personal information form, whereas such variables are, age, gender, the department they receive education at and, if any, the trainings and processes they have participated in. Besides, specific questions have been asked in the fields with regard to “autism, dysgraphia, dyslexia, dyscalculia, language and speech disorder, attention deficit and hyperactivity disorder, gifted children, social and cognitive impairment, learning disability”. In this scale; special education concept, disability types, identification process, legal rights, structure and function of special education centers, special education classes, support education rooms, full-time inclusion, part-time inclusion, arrangement of the physical conditions of the classroom for special education, IEP, ITP and competence for academic assessment of individuals have been focused on. Expert opinions have been received, the pilot application has been conducted and the actual application of the study is based on the results that, particularly the prospective teachers do not have sufficient knowledge about identifying the students with special needs in their classes and about the procedures to follow.

Keywords: Educational Identification, Special Need, Special Education, Teacher Training, Opinion

GİRİŞ

Özel eğitime ilişkin yapılan çalışmalardan elde edilen bulgu, sonuç ve görüşlere dayalı olarak pek çok tanım ortaya konmuş olmakla birlikte, özel gereksinimli bireyi Akçamete (2010), “bedensel özellikleri ve/veya öğrenme yetenekleri oldukça farklılaşan bireylerdir”, olarak tanımlamıştır. Özel gereksinimli birey (ÖGB) elbette özelliklerine göre özel eğitime yönlendirilmesi gereken bireydir. Özel gereksinimli öğrencilerin toplumda mümkün olduğunca bağımsız olarak yaşamlarını sürdürebilmelerini sağlayacak becerileri kazandırmak ise özel eğitimin temel amacıdır.

Bu temel amaca dayalı olarak, öğrencilerin bağımsız yaşam becerilerini kazanarak toplumsal yaşama katılmaları ancak iyi bir eğitimle mümkün olabilmektedir (Ergül, Baydık ve Demir, 2013). İyi bir eğitimin temelini ise iyi yetiştirilmiş öğretmenler oluşturur. Öğretmen

adaylarının sınıflarında karşılaşacakları özel gereksinimli öğrenciyi belirleme ve yönlendirmesi bu anlamda oldukça önemlidir. Yapılmış çalışmalar da bu araştırmanın bulgularını değerlendirmede önemli bir rol oynamaktadır.

Etkili bir öğretmen sınıf içinde tüm öğrencilerin öğrenmelerini kolaylaştıracak uyarlamalar yapan öğretmendir. Friend ve Bursuck (2002) belirttiği gibi, özel gereksinimli öğrencilerin fark edilmesi, yönlendirilmesi ve sınıf içi katılımını artırmada öğretmenin görevi, yalnızca sınıfın fiziksel koşullarını düzenlemek değildir. Öğretim yöntemleri hakkında bilgi sahibi olup bu yöntemleri öğrencilerin, konunun, fiziksel çevrenin özelliklerine göre karar verip kullanabilmektir.

Avramidis, Bayliss ve Burden (2000) tarafından ifade edildiği gibi, öğretmenler lisans düzeyinde özel gereksinimli bireyler hakkında bilgilendirildiklerinde bu bireylere karşı daha olumlu görüş geliştirebilmektedirler. Özel eğitim dersi almayan öğretmen adaylarının özel gereksinimli bireylere yönelik yeterliliklerinde ise eksiklikler olduğu görülmektedir. Özellikle tanı almış ve almamış öğrencilere ilişkin farkındalıklarını belirlemek önemli bir boyuttur. Öğretmenlerin sınıflarındaki özel öğrencilerine yönelik gerçekleştirdikleri uygulamaların yanı sıra, olumlu tutumları da hem özel gereksinimli öğrencilerin hem de diğer öğrencilerin sosyal ve akademik olarak başarıya ulaşmasında büyük önem taşımaktadır.

Öğretmenler sınıflarında karşılaşacakları farklı özelliklere sahip olan öğrencilerini fark edebilme, sınıf atmosferini sağlıklı bir şekilde sağlayabilme ve öğrencileri doğru bir şekilde yönlendirme yeterliliğine sahip olmalıdır. Öğretmen adaylarının ÖGB ilişkin tanı öncesi ve tanı sonrası tavrı çok önemli bir belirleyicidir. Ülkemizde özel gereksinimli bireylerin eğitim ve öğretimleri ya yaşlılarından ayrı olarak eğitim aldıkları özel eğitim kurumlarında ya da “kaynaştırma” uygulaması adı altında normal ve özel gereksinimli bireylerin birlikte eğitim alması yoluyla gerçekleştirilmektedir.

Eşitlik, özgürlük ve adalet kavramları toplumda yaygınlaştıkça, özel gereksinimi olan bireylerin ayrıştırılmış ortamlar yerine daha bütünlendirici ve katılımcı ortamlara yerleştirilmeleri yeğlenmeye başlanmıştır (Akçamete, 2010). Bu bireylere götürülecek özel eğitim hizmetlerinin en az sınırlandırılmış ortamlarda normal gelişim gösteren akranlarıyla beraber sağlanması amaçlanmaktadır (Murawski ve Swanson, 2001). Öğretmenlere bu durum ciddi bir sorumluluk yüklemektedir.

Bu doğrultuda, bu çalışmanın amacı; “Eğitim Fakültesi son sınıf öğrencilerinin eğitsel tanı almış ve almamış özel gereksinimli bireyi tanıma yeterlilikleri, algıları ve görüşleri” ne ilişkin değerlendirmeler yapmaktır.

2. YÖNTEM

2.1. Araştırma Modeli

Bu araştırma, BEP1 dersi kapsamında ele alınan konu başlıklarından yola çıkılarak ders sorumlusu öğretim elemanının rehberliğinde, yüksek lisans öğrencileri tarafından yapılmış, öğretmen adaylarının özel gereksinimli öğrencilerle ilgili farkındalıklarını incelemeye yönelik nitel bir çalışmadır. Artık mezun olma aşamasına gelmiş ve öğretmenliğe bir adım daha yakın olan son sınıf öğrencileri ile çalışma yapılması amaç edinmiştir. Araştırmacılar tarafından Günayer Şenel, H. & Tekin, E. (2002) ve ÖEHY (Özel Eğitim Hizmetleri Yönetmeliği -2018 kaynak alınarak iki farklı veri toplama aracı geliştirilmiştir. Tüm veri toplama araçları öncelikle uzman görüşlerine sunulmuştur. Özel eğitim, eğitim bilimleri ve sınıf eğitimi alanında uzman 3 öğretim üyesi, yöneltilen soruları, uygunluk, belirleyicilik açılarından değerlendirmiş, değilse önerilerini belirtmişlerdir. Değerlendirmelerine göre bazı ifadeler değiştirilmiş, bazıları işlevsel bulunmadığı için çıkarılmış ya da önerileri ile yeni ifadelere yer verilmiştir. Son şekli belirlendikten sonra pilot çalışma yapılmış ve uygulanabilir hale getirilmiştir.

Araştırma nitel araştırmaların amaçlı örnekleme yöntemlerinden benzeşik (homojen) örnekleme yöntemine göre belirlenmiştir. Amaçlı örnekleme; olası ve seçkisiz olmayan bir örnekleme yaklaşımı olup, araştırmacının imkânları ve çalışmanın amacına bağlı olarak bilgi açısından zengin durumların seçilerek derinlemesine araştırma yapılmasına olanak sağlamaktadır (Büyüköztürk, Çakmak, Akgün, Karadeniz, Demirel, 2011: 89).

2.2. VERİ TOPLAMA ARAÇLARI

2.2.1. Eğitsel Tanı Almamış Özel Gereksinimli Bireyi (ÖGB), Tanıma Yeterliliklerine Yönelik Veri Toplama Aracı (Tanı Öncesi)

Tasarlanan veri toplama amacının genel amacı; “4. Sınıf öğrencilerinin eğitsel tanı almamış özel gereksinimli bireyi tanıma yeterlilikleri” ne ilişkin değerlendirme yapmaktır. Bu amaçla;

- 1) 4. Sınıf öğrencilerinin özel eğitim alanına ilişkin genel bilgileri nelerdir?
- 2) 4. Sınıf öğrencileri ÖGB tanılama süreci ile ilgili olarak neler bilmektedir?
- 3) 4. Sınıf öğrencileri ÖGB tanı sonrası yasal haklarına ilişkin bilgi durumları nedir?
- 4) 4. Sınıf öğrencileri ÖGB eğitim aldıkları ortamlar hakkında neleri bilmektedir?
- 5) Öğrencilerde yetersizlik fark edilmesi durumunda (yetersizlik durumuna göre) yönlendirilecek uzman seçimine ilişkin bilgileri nelerdir? (yetersizlik durumları otizm, disgrafi, disleksi, diskalkuli, zihin yetersizliği, dil ve konuşma güçlüğü, dikkat eksikliği ve hiperaktivite bozukluğu)
- 6) Yetersizlik fark etme gerekçeleri nelerdir?

Bu kapsamda katılımcılara kişisel bilgiler ve katılımcı görüşleri olmak üzere iki bölümden oluşturulmuş sorular yöneltilmiştir. Kişisel bilgi formunda katılımcılara yaş, cinsiyet, öğrenim gördükleri anabilim dalı, özel eğitim alanında katılım gösterdikleri eğitimler ve süreçleri yer alırken, formun ikinci bölümünde katılımcı görüşlerine ilişkin yarı yapılandırılmış 15 adet soru belirlenmiştir. Bu sorular; meslek yaşamlarında karşılaşılabilecekleri engel grupları ve fark etme yeterlilikleri üzerine yoğunlaşmıştır. Ayrıca “Otizm, disgrafi, disleksi, diskalkuli, dil ve konuşma güçlüğü, dikkat eksikliği ve hiperaktivite bozukluğu” alanlarında spesifik sorulara da yer verilmiş, bu kavramlar form içerisinde tanımlanmış, araştırmacılar tarafından da katılımcılara açıklanmıştır.

2.2.2. Son Sınıf Öğrencilerinin Eğitsel Tanı Almış ÖGB Tanıma Yeterliliklerine İlişkin Veri Toplama Aracı: Hazırlanan veri toplama aracı; anket maddelerini ve kişisel bilgileri içermektedir. Veri toplama aracının genel amacı; 4. Sınıf öğrencilerinin eğitsel tanı almış özel gereksinimli bireyi tanıma yeterliliklerine ilişkin değerlendirme yapmaktır. Bu amaçla; 1) 4. Sınıf öğrencilerinin özel eğitim alanına ilişkin genel bilgileri nelerdir?

2) 4. Sınıf öğrencileri ÖGB tanılama süreci ile ilgili olarak neler bilmektedir?

3) 4. Sınıf öğrencileri ÖGB tanı sonrası yasal haklarına ilişkin bilgi durumları nedir?

4) 4. Sınıf öğrencileri ÖGB eğitim aldıkları ortamlar hakkında neleri bilmektedir?

5) Öğrencilerde yetersizlik fark edilmesi durumunda (yetersizlik durumuna göre) yönlendirilecek uzman seçimine ilişkin bilgileri nelerdir? (yetersizlik durumları otizm, disgrafi, disleksi, diskalkuli, zihin yetersizliği, dil ve konuşma güçlüğü, görme yetersizliği, dikkat eksikliği ve hiperaktivite bozukluğu, üstün yetenekli, özel öğrenme güçlüğü, bedensel yetersizlik, duygu durum yetersizliği, bilişsel, sosyal becerilerde yetersizlik)

6) Yetersizlik fark etme gerekçeleri nelerdir?

Araştırmanın verileri, öğretmen adaylarının ÖGB yönelik farkındalıklarına ilişkin görüşlerini belirlemek amacıyla yarı-yapılandırılmış ifadeler yöneltilmiştir. Verilerin toplanması, araştırmacılar tarafından hazırlanan sorular ile gerçekleşmiştir. Bu amaç doğrultusunda ilgili alan yazın taraması yapılarak görüşme soruları oluşturulmuştur. Nitel araştırma yöntemlerinden en sık kullanılan görüşmedir. Görüşmede kullanılan en temel yöntem sözlü iletişimidir. Yarı yapılandırılmış görüşme tekniğinin araştırmacıya sunduğu en önemli kolaylık görüşmenin önceden hazırlanmış görüşme protokolüne bağlı olarak sürdürülmesi nedeniyle daha sistematik ve karşılaştırılabilir bilgi sunmasıdır (Yıldırım ve Şimşek, 2005). Yarı-yapılandırılmış görüşmelerde, araştırmacı tarafından önceden belirlenen sorular görüşülen kişiye aynı sırayla sorulur ve görüşülen kişinin soruları istediği genişlikte yanıtlamasına fırsat verilir (Gay, Mills ve Airasian, 2006, s. 419).

2.3. Çalışma Grubu: Anket soruları ve görüşme soruları üç farklı üniversitenin eğitim fakültesi son sınıf öğrencilerine uygulanmış, anlaşılabilirlik kontrolü ve pilot uygulama yapılmış, son şekli verilmiştir. Trakya Üniversitesi Eğitim Fakültesi 4. sınıf öğrencileri ile gönüllülük esasını temel alınarak çalışma gerçekleştirilmiştir. Formlar her branştan en az 2'şer öğretmen adayı olmak üzere 13 farklı anabilim dalında eğitim gören 26 öğretmen adayına uygulanmıştır. Uygulama süresi ortalama 20 dk. olarak saptanmıştır. Uygulama esnasında genel olarak soruların açıklık ve anlaşılabilirliği açısından sorun yaşanmamıştır.

3. BULGULAR

A-Tanı öncesi özel gereksinimli bireyi tanımaya ilişkin elde edilen bilgiler tablo ve görüşler şeklinde belirtilmiştir

3.1. Tanı Öncesi ÖGB Tanımaya İlişkin Bulgular

Tablo-3.1: Demografik Bilgiler

KOD	YAŞ	CİNSİYET	ANABİLİM DALI
K1	23	K	Özel Eğitim Öğrt.
K2	21	K	Özel Eğitim Öğrt.
K3	25	E	PDR
K4	24	E	PDR
K5	23	K	Fen Bilgisi Öğrt.
K6	21	K	Fen Bilgisi Öğrt.
K7	22	K	Resim Öğrt.
K8	23	K	Resim Öğrt.
K9	24	K	Sınıf Öğrt.
K10	23	E	Sınıf Öğrt.
K11	21	K	İlköğretim Matematik Öğrt.
K12	21	K	İlköğretim Matematik Öğrt.
K13	23	K	Okul Öncesi Öğrt.
K14	24	K	Okul Öncesi Öğrt.
K15	23	K	Bilgisayar ve Öğrt. Tek. Öğrt.
K16	22	K	Bilgisayar ve Öğrt. Tek. Öğrt.
K17	22	E	Sosyal Bilgiler Öğrt.
K18	23	K	Sosyal Bilgiler Öğrt.
K19	22	K	İngilizce Öğrt.
K20	22	K	İngilizce Öğrt.
K21	21	K	Almanca Öğrt.
K22	22	K	Almanca Öğrt.
K23	22	K	Müzik Öğrt.
K24	23	K	Müzik Öğrt.
K25	22	K	Türkçe Öğrt.
K26	23	E	Türkçe Öğrt.

Tablo-3.2. Özel Eğitim Alanında Alınan Eğitimler.

TEMA	f	%
Özel Eğitim Dersi	20	76,92
Kaynaştırma Dersi	3	11,53
Formasyon	2	7,69
Tohum Otizm Semineri	2	7,69
Üstün Yetenekliler Dersi	2	7,69
Özel Eğitim Öğretmenliği Alan Dersi	2	7,69
Tophuma Hizmet Uygulamaları	1	3,84
Özel Eğitim Sertifikası	1	3,84
DEHB	1	3,84

-Son sınıf öğrencileri yetersizlik türlerini fark etmeye ilişkin neleri bilmektedir? sorusuna ilişkin bulgular aşağıdaki gibidir:

Tablo-3.3. Yetersizlik Türlerini Fark Etme.

TEMA	f	%
Akran iletişimi	6	23.07
Gözlem	5	19.23
İletişim becerileri	4	15.38
Sınıf durumu	4	15.38
Akranlarına Göre Farklılık	4	15.38
Dikkat Süresi	3	11.53
Ders Başarısı	3	11.53
Takıntılı Davranışlar	2	7.69
Aşırı ve Yoğun Tepkiler	2	7.69
Okuma-Yazma Düzeyi	2	7.69
Öğrenmede Gecikme	2	7.69
Derse Katılım	2	7.69
Stereotipi Davranışlar	2	7.69
Anlama Hızı	1	3.84
Problem Çözme Becerisi	1	3.84
Gelişim ve Gözlem Raporu	1	3.84
Zeka Seviyesi	1	3.84
Algı Seviyesi	1	3.84
Aile Katılımı	1	3.84
Ödev Kontrolü	1	3.84
Anket	1	3.84
Veli Toplantısı	1	3.84

Tablo-3. 4. Mesleki Yeterlik Durumu.

	f	%
EVET	12	46.15
KISMEN	7	26.92
HAYIR	7	26.92

Tablo-3.4 incelendiğinde katılımcıların %46,15'inin kendisini yeterli bulduğunu, %26,92'sinin kısmen yeterli olduğunu ve %26,92'sininde yetersiz olduğunu düşündüğü

görülmektedir. Katılımcıların özel eğitimle ilgili aldıkları derslere göre yeterlilik düzeyleri ortaya konulmuştur. Buna göre katılımcıların gerekçeleri Tablo-3.4.1 listelenmiştir:

Tablo-3.4.1. Mesleki Yeterlik Durumu.

TEMA	f	%
Kaliteli Eğitim	7	26.92
Özel Eğitim Dersi	5	19.23
Somut Örneklerle Eğitim	1	3.84
Lisede Alınan Eğitim	1	3.84
Alan Çalışması	1	3.84
Uygulama Bilgi Eksikliği	5	19.23
Eğitim Eksikliği	3	11.53
Sınıf Ortamının Yetersizliği	1	3.84
Deneyim Eksikliği	1	3.84

Görüşler ise şu şekildedir

K10: “Özel eğitim alanında almış olduğum derslerin bilgilerini mesleki hayatıma aktarabilecek düzeye geldiğimi düşünüyorum. Sebebi ise dersime giren hocaların günlük yaşamdan somut örneklerle verdiği eğitim bilgileri.”

K4: “Orta düzeyde bir yeterliliğe sahip olduğumu düşünüyorum. Çünkü gereken uygulama bilgisine sahip olduğumu düşünmüyorum.”

K9: “Yeterli bulmuyorum. Çünkü sınıflar çok kalabalık bu eğitime uygun değil bu yüzden bazı beceri ve öğretimler eksik kalabiliyor.”

4. Sınıf öğrencilerinin engel türlerini fark etme ve yönlendirme becerilerinde mesleki yeterlilik düzeyleri açısından düşünceleri nelerdir? (Otizm, disgrafi, disleksi, diskalkuli, dil ve konuşma güçlüğü, dikkat eksikliği ve hiperaktivite bozukluğu kavramlarına yönelik mesleki yeterlilik) sorusuna ilişkin bulgular aşağıdaki gibidir.

Öğrencilerin yetersizliğinin fark edilmesi durumunda yönlendirme sürecine ilişkin bulgular

Tablo-3.5. Yönlendirme Süreci.

TEMA	f	%
Rehber Öğretmen	10	38.46
Rehberlik Hizmetleri	9	34.61
RAM	5	19.23
Aile İş Birliği	3	11.53
Gözlem	3	11.53
Psikolojik Danışman	2	7.69
Veli Görüşmesi	1	3.84
Hastane	1	3.84
Formal Testler	1	3.84
Ek Ders	1	3.84
Gözlem Defteri Tutma	1	3.84
Okul İdaresi	1	3.84
Akran Karşılaştırması	1	3.84

3.5. Soruya ilişkin bulgular aşağıdaki gibidir:

Öğrencilerde yetersizlik fark edilmesi durumunda yönlendirilecek uzman seçimine ilişkin bulgular Tablo-3.6, Tablo-3.7, Tablo-3.8 Tablo-3.9, Tablo-3.10, Tablo-3.11, Tablo-3.12. Tablo-3.13 ve Tablo-.3.14.' deki gibidir:

Tablo-3.6. Uzman Başvurusu-Zihinsel Yetersizlik.

TEMA	f	%
Rehberlik Hizmetleri	17	65.38
Özel Eğitim Öğretmeni	3	11.53
R.A.M	3	11.53
Nöroloji Uzmanı	1	3.84
Pedagog	1	3.84

Tablo-3.7. Uzman Başvurusu-İşitme Yetersizliği

TEMA	f	%
KBB Doktoru	11	42.30
Rehberlik Hizmetleri	7	26.92
R.A.M	2	7.69
Odyolog	1	3.84
Uzman Kişi	1	3.84

3.8. Tablo. Uzman Başvurusu-Bedensel Yetersizlik

TEMA	f	%
Fizyoterapist	11	42.30
Rehberlik Hizmetleri	6	23.07
Ortopedi Uzmanı	4	15.38
R.A.M	2	7.69
Uzman Kişi	2	7.69
Tıp Doktoru	1	3.84

Tablo-3.9. Uzman Başvurusu-Özel Öğrenme Güçlüğü.

TEMA	f	%
Rehberlik Hizmetleri	16	61.53
R.A.M	3	11.53
Tıp Doktoru	2	7.69
Özel Eğitim Öğretmeni	1	3.84
Pedagog	1	3.84
Uzman Kişi	1	3.84

Tablo-3.10. Uzman Başvurusu-Dikkat Eksikliği ve Hiperaktivite Bozukluğu (DEHB)

TEMA	f	%
Rehberlik Hizmetleri	16	61.53
R.A.M	3	11.53
Özel Eğitim Öğretmeni	2	7.69
Psikolog	2	7.69
Pedagog	2	7.69
Uzman Kişi	1	3.84

Tablo-3.11. Uzman Başvurusu-Dil ve Konuşma Güçlüğü.

TEMA	f	%
Rehberlik Hizmetleri	9	34.61
Dil ve Konuşma Terapisti	8	30.76
Uzman Kişi	3	11.53
R.A.M	2	7.69
Psikolog	2	7.69
Özel Eğitim Öğretmeni	1	3.84

Tablo-3.12. Uzman Başvurusu-Görme Yetersizliği.

TEMA	f	%
Göz Doktoru	14	53.84
Rehberlik Hizmetleri	7	26.92
R.A.M	2	7.69
Uzman Kişi	1	3.84

**Tablo-3.13. Uzman Başvurusu-Yaygın Gelişimsel Bozukluk
(Otizm Spektrum Bozukluğu)**

TEMA	f	%
Rehberlik Hizmetleri	14	53.84
Tıp Doktoru	3	11.53
Pedagog	2	7.69
R.A.M	2	7.69
Uzman Kişi	2	7.69
Psikolog	1	3.84

Tablo-3.14. Uzman Başvurusu-Duygu Durum Bozukluğu.

TEMA	f	%
Rehberlik Hizmetleri	12	46.15
Psikolog	9	34.61
R.A.M	3	11.53
Pedagog	3	11.53
Nöroloji Uzmanı	1	3.84

Tablo-3.15. Uzman Başvurusu-Üstün Yetenekli.

TEMA	f	%
Rehberlik Hizmetleri	15	57.69
R.A.M	2	7.69
BİLSEM	2	7.69
Nöroloji Uzmanı	1	3.84
Pedagog	1	3.84
ÖzelEğitim Öğretmeni	1	3.84
Uzman Kişi	1	3.84

Öğrencilerin bilişsel becerilerinde görülebilecek yetersizlik sebeplerine ilişkin bulgular Tablo-4'deki gibidir:

Tablo-4.Bilişsel Becerilerde Yetersizlik Sebepleri.

TEMA	f	%
Zihinsel Engel	12	46.15
Öğrenme Güçlüğü	6	23.07
İşitme Engeli	6	23.07
Dil ve Konuşma Güçlüğü	6	23.07
Genetik	6	23.07
Doğum Öncesi Travma	5	19.23
Doğum Sonrası Travma	5	19.23
Doğum Sırası Travma	4	15.38
DEHB	4	15.38
Otizm Spektrum Bozukluğu	3	11.53
Hastalıklar	2	7.69
Görme Engeli	2	7.69
Çevresel Faktörler	2	7.69
Doğuştan	2	7.69
Üstün Yetenekli	1	3.84
Duygu Durum Bozukluğu	1	3.84
Uyaran Eksikliği	1	3.84
Trafik Kazası	1	3.84
Annenin sigara-alkol kullanımı	1	3.84
Bedensel Engel	1	3.84
Nörolojik Bozukluk	1	3.84

Öğrencilerin dil ve konuşma becerilerinde görülebilecek yetersizlik sebeplerine ilişkin bulgular Tablo-5'deki gibidir:

Tablo-5.Dil ve Konuşma Becerilerinde Yetersizlik Sebepleri.

TEMA	f	%
Zihinsel Yetersizlik	7	26.92
Otizm	6	23.07
İşitme Yetersizliği	6	23.07
Özgül Öğrenme Bozukluğu	5	19.23
Dil ve Konuşma Güçlüğü	4	15.38
Kendine Güvensizlik	2	7.69
Diğer	11	42.30

Öğrencilerin sosyal becerilerinde görülebilecek yetersizlik sebeplerine ilişkin bulgular Tablo-6'daki gibidir:

Tablo-6.Sosyal Becerilerde Yetersizlik Sebepleri.

TEMA	f	%
Zihinsel Yetersizlik	7	26.92
Otizm	6	23.07
DEHB	5	19.23
Duygu Durum Bozukluğu	4	15.38
Üstün Yetenekli	4	15.38
Dil ve Konuşma Güçlüğü	3	11.53
Davranış Bozukluğu	2	7.69
Hiperaktivite	2	7.69
Diğer	15	57.69

Dördüncü sınıf öğrencilerin Otizmlili bireyi fark etme becerilerine ilişkin bulgular Tablo-7.1, Tablo-7.2 ve Tablo-7.3' deki gibidir:

Tablo-7.1. Otizm Spektrum Bozukluğunu Fark Etme Becerileri

	f	%
EVET	13	50.0
KISMEN	6	23.07
HAYIR	7	26.92

Tablo incelendiğinde katılımcıların %50'sinin kendisini yeterli olduğunu, %23,07 kısmen yeterli olduğunu ve %26,92'sinde yetersiz olduğunu düşündüğü görülmektedir. Buna göre katılımcıların gerekçeleri Tablo7.2 de listelenmiştir:

Tablo-7.2. Otizm Spektrum Bozukluğunu Fark Etme Becerileri

TEMA	f	%
Otizm Belirtilerini Bilme	7	26.92
Stereotip Davranışlar	1	3.84
Konuya İlişkin Kaynak Okuma	1	3.84
Konuya İlişkin Film İzleme	1	3.84
Ailede Otizmlili Birey	1	3.84
Yetersiz Eğitim	4	15.38
Uzmanla Danışma	3	11.53
Bilgi Eksikliği	2	7.69

Görüşlerden seçilenler aşağıda yer almaktadır.

K22: “Bu belirtileri olan öğrencilerimi fark etmede yararlı olacağıma düşünüyorum. Özel eğitim alanında en fazla bilgi sahibi olduğum konu otizm. Gerek otizmle alakalı çekilen filmler ya da videolar izledim gerekirse kitap ve makaleler okurum”.

K3: “Yeterli olduğumu düşünmüyorum. Derste öğrendiğimiz her şey teorik birebir karşılaşmadığım için fark etmede yeterli olacağıma düşünmüyorum. “

K7: “Evet düşünüyorum ama yine de uzman kişi yardımı almak ona danışmak isterim. İyi bir eğitim aldık. Otizmin belirtilerine hakim olduğumu düşünüyorum.”

Dördüncü sınıf öğrencilerinin Disgrafi olan bireyi fark etme becerilerine ilişkin bulgular Tablo-8.1, Tablo-8.2 ve Tablo-8.3 deki gibidir:

Tablo-8.1. Disgrafi Fark Etme Becerileri

	f	%
EVET	12	46.15
KISMEN	7	26.92
HAYIR	7	26.92

Tablo-8.1 incelendiğinde katılımcıların %46,15 'sinin kendisini yeterli olduğunu, %26,92 kısmen yeterli olduğunu ve %26,92'sininde yetersiz olduğunu düşündüğü görülmektedir. Buna göre katılımcıların gerekçeleri Tablo 8.2 listelenmiştir:

Tablo-8.2. Disgrafi Fark Etme Becerileri

TEMA	f	%
Disgrafi Belirtilerini Bilme	6	23.07
Yazma Yetersizliği	4	15.38
Yazılı Ödev Kontrolü	4	15.38
Diğer	2	7.69
Yetersiz Eğitim	3	11.53
Engel Türünü Bilmeme	2	7.69
Uygulama Eksikliği	2	7.69

Dördüncü sınıf öğrencilerinin Disleksi olan bireyi fark etme becerilerine ilişkin bulgular Tablo-9.1, Tablo-9.2 ve Tablo-9.3 gibidir:

Tablo-9.1. Disleksi Fark Etme Becerileri

	f	%
EVET	16	61.63
KISMEN	2	7.69
HAYIR	8	30.76

Tablo-9.1 incelendiğinde katılımcıların %61,63'sinin kendisini yeterli olduğunu, %7,69 kısmen yeterli olduğunu ve %30,76'sınında yetersiz olduğunu düşündüğü görülmektedir. Buna göre katılımcıların gerekçeleri Tablo 9.2 listelenmiştir:

Tablo-9.2 Disleksi Fark Etme Becerileri

TEMA	f	%
Disleksi Belirtilerini Bilme	5	19.23
Yanlış Okuma	4	15.38
Harfleri Ters Okuma-Yazma	2	7.69
Okumada Atlama	2	7.69
Yeterli Eğitim	1	3.84
Diğer	3	11.53
Yetersiz Eğitim	2	7.69
Uygulama Eksikliği	1	3.84
Gözlem	1	3.84

Dördüncü sınıf öğrencilerin Diskalkuli olan bireyi fark etme becerilerine ilişkin bulgular Tablo-10.1, Tablo-10.2 ve Tablo-10.3'deki gibidir:

Tablo-10.1. Diskalkuli Fark Etme Becerileri

	f	%
EVET	9	34.61
KISMEN	7	26.92
HAYIR	9	26.92

Tablo-10.1 incelendiğinde katılımcıların %34,61'sinin kendisini yeterli olduğunu, %26,92 kısmen yeterli olduğunu ve %26,92'sınında yetersiz olduğunu düşündüğü görülmektedir. Buna göre katılımcıların gerekçeleri Tablo 10.2 de listelenmiştir:

Tablo-10.2 Diskalkuli Fark Etme Becerileri

TEMA	f	%
Diskalkuli Belirtilerini Bilme	2	7.69
Özel Eğitim Dersi	2	7.69
Uzmandan Yardım Alma	2	7.69
Bilmiyorum	2	7.69
Diğer	1	3.84
Yetersiz Eğitim	4	15.38
Bilgi Eksikliği	3	11.53
Uygulama Eksikliği	2	7.69
Bilmiyorum	2	7.69
Gereksiz	1	3.84

Dördüncü sınıf öğrencilerin Dil ve Konuşma Güçlüğü yaşayan bireyi fark etme becerilerine ilişkin bulgular Tablo-11.1, Tablo-11.2 gibidir:

Tablo-11.1. Dil ve Konuşma Güçlüğü Fark Etme Becerileri

	f	%
EVET	19	73.07
KISMEN	3	11.53
HAYIR	4	15.38

Tablo incelendiğinde katılımcıların %73,07'sinin kendisini yeterli olduğunu, %11,53'ünün kısmen yeterli olduğunu ve %15,38'ininde yetersiz olduğunu düşündüğü görülmektedir. Buna göre katılımcıların gerekçeleri Tablo11.2 ve Tablo 11.3' listelenmiştir:

Tablo-11.2. Dil ve Konuşma Güçlüğü Fark Etme Becerileri

TEMA	f	%
Kaliteli Eğitim	6	23.07
Dil ve Konuşma Güçlüğü Belirtilerini Bilme	4	15.38
Konuşarak Değerlendirme	3	11.53
RAM ile İrtibat	1	3.84
Özel Eğitim Dersi	1	3.84
Serbest Okuma	1	3.84
Uygulama Tecrübesi	1	3.84
Yetersiz Bilgi	4	15.38
Kalabalık Sınıf Mevcudu	1	3.84

Dördüncü sınıf öğrencilerin DEHB olan bireyi fark etme becerilerine ilişkin bulgular Tablo-12, Tablo-12.1 ve Tablo-12.2'deki gibidir:

Tablo-112. DEHB Fark Etme Becerileri

	f	%
EVET	17	65.38
KISMEN	6	23.07
HAYIR	3	11.53

Tablo incelendiğinde katılımcıların %65,38' inin kendisini yeterli olduğunu, %23,07'sinin kısmen yeterli olduğunu ve %11,53'ünde yetersiz olduğunu düşündüğü görülmektedir. Buna göre katılımcıların gerekçeleri Tablo12.1 listelenmiştir:

Tablo-12.1. DEHB Fark Etme Becerileri

TEMA	f	%
DEHB Belirtilerini Bilme	6	23.07
Öğretmenlik Stajı	4	15.38
Aşırı Hareketlilik	4	15.38
Kaliteli Eğitim	3	11.53
Uzmandan Yardım Alma	2	7.69
Konuya İlişkin Kaynak Okuma	1	3.84
Ödev Takibi	1	3.84
Bilgi Eksikliği	4	15.38
Yetersiz Eğitim	2	7.69
Gözlem	1	3.84

Eğitim fakültesi dördüncü sınıf öğrencilerinin beklenti ve istekleri Tablo-13'de listelenmiştir:

Tablo-13. Beklenti ve İstekler.

TEMA	f	%
Özel Eğitim Alanına Yönelik Ders Sayısının Arttırılması	9	26.92
Uygulamaya Dayalı Özel Eğitim İmkani Verilmesi	4	15.38
Toplumsal Düzeyde Eğitsel Çalışmalar Planlanmalı	2	7.69
Özel Eğitim Alanındaki Uzman Eksikliğinin Giderilmesi	1	3.84
Öğretmenlik Uygulamasındaki Gruptaki Sayının Düşürülmesi	1	3.84
Özel Eğitim Alanına Yönelik Konferans ve Seminer Eğitimlerinin Arttırılması	1	3.84

Tanı Aldıktan Sonraki Değerler

Tanı Sonrası Değerlendirme Ölçeği Demografik Bilgiler 'ine ilişkin bulgular Tablo 3.32 te yer almaktadır.

Tablo-3.32. Özel Eğitim Alanında Alınan Eğitimler.

TEMA	f	%
Özel Eğitim Dersi	20	76,92
Kaynaştırma Dersi	3	11,53
Formasyon	2	7,69
Tohum Otizm Semineri	2	7,69
Üstün Yetenekliler Dersi	2	7,69
Özel Eğitim Öğretmenliği Alan Dersi	2	7,69
Topluma Hizmet Uygulamaları	1	3,84
Özel Eğitim Sertifikası	1	3,84
DEHB	1	3,84
Hafif Zihin Engelli Öğrenciler Dersi	1	3,84
Lisans Eğitimi	1	3,84

Elde edilen görüşlerden belirlenenler ise şu şekildedir:

K1: “*Otizm, hafif, orta ve ağır düzeyde zihin engelli bireyler, bedensel engelli bireyler, özel öğrenme güçlüğü olan bireylerle karşılaşabilirim.*”

K6: “*Dikkat eksikliği ve hiperaktivite bozukluğu olan, İşitme engelli bireyler ve okuma güçlüğü çeken bireyler olabilir.*”

Tanı sonrası değerlendirme anketinden elde edilen f ve % değerleri aşağıdaki gibidir:

Tablo-2. 4. Sınıf Öğrencilerinin Bilgileri.

SORULAR	KESİNLİKLE BİLİYORUM		BİLİYORUM		KARARSIZIM		BİLMİYORUM	
	f	%	f	%	f	%	f	%
S1	10	38,46	16	61,53	-	-	-	-
S2	10	38,46	13	50,0	3	11,53	-	-
S3	10	38,46	13	50,0	2	7,69	1	3,84
S4	14	53,84	10	38,46	2	7,69	-	-
S5	9	34,61	12	46,15	3	11,53	2	7,69
S6	9	34,61	12	46,15	3	11,53	2	7,69
S7	14	53,84	6	23,07	2	7,69	4	15,38
S8	9	34,61	7	26,92	6	23,07	4	15,38
S9	9	34,61	11	42,30	5	19,23	1	3,84
S10	10	38,46	13	50,0	3	11,53	-	-
S11	11	42,30	11	42,30	4	15,38	-	-
S12	11	42,30	9	34,61	6	23,07	-	-

Okuma-Yazma Düzeyi	2	7.69
Öğrenmede Gecikme	2	7.69
Derse Katılım	2	7.69
Stereotip Davranışlar	2	7.69
Anlama Hızı	1	3.84
Problem Çözme Becerisi	1	3.84
Gelişim ve Gözlem Raporu	1	3.84
Zeka Seviyesi	1	3.84
Algı Seviyesi	1	3.84
Aile Katılımı	1	3.84
Ödev Kontrolü	1	3.84
Anket	1	3.84
Veli Toplantısı	1	3.84

Görüşlerden birkaç tanesi ise şu şekildedir.

K2: “Akranlarından farklı olarak; yeterli başarı gösterememesi, yineleyici davranışlar gösteriyor olması, dikkat eksikliği, aşırı ve yoğun tepkiler göstermesi halinde fark edilebilir.”

K13: “Gelişim ve gözlem raporlarım sayesinde fark ederim. “

K24: “Zekâ seviyesine göre anlaşılabilir. Dersteki dikkat süresi ya da sınıf düzenini bozma olabilir. Okuma-yazma güçlüğü, sürekli hareket içerisinde olma ... vb.”

K22: “Sınıf arkadaşlarıyla ve benimle olan iletişimine bakarım. Derslere katılımına, dersi anlama hızına ya da yaptığı ödevlere bakarım.” K2: “Özel gereksinimi olan öğrencilerle ilgili daha bilgilendirici seminerler, konferanslar düzenlenmelidir. Öğretmenlere uygulamaya yönelik tecrübe edinme imkânı sağlanırsa mezun olduğumuzda daha güzel işler başarabiliriz”.

K21: “Eğitim Fakültelerinde alan derslerinin yanında özel eğitim alanı için de verilen eğitimlerin sayısının artırılması gerektiğini düşünüyorum. Özellikle bireyin özelliklerini tanımaya yönelik eğitimler içermeli.”

K11:” Öğretmenlere bu alanda tecrübe edinebilecekleri imkânların sağlanması gerekiyor”

K23: “Uygulamada özel eğitim alanında yetişmiş uzmanların sayısı oldukça az. Bu eksikliğin giderilmesi gerekiyor. “

SONUÇ ve ÖNERİLER

Elde edilen bulgular diğer araştırma bulgularını destekler niteliktedir. Dolapçı ve Demirtaş (2016) tarafından yapılan “Öğretmen Adaylarının Öz-Yeterlilik Algıları ve Kaynaştırma Eğitimine Bakış Açılımları” başlıklı çalışmada, öğretmen adaylarının öz-yeterlilik algıları ile cinsiyet değişkeni arasında anlamlı bir ilişki olduğu tespit edilmiştir. Öğretmen

adaylarının kaynaştırma eğitimine ilişkin yeterliliği ile “Özel Eğitim” dersinin içeriği arasındaki ilişki araştırılabilir şeklinde yapılacak araştırmalar için öneride bulunmuşlardır. Bu anlamda çalışma bu öneriyi yerine getirecek niteliktedir. Bayrakdar ve ark. (2016) tarafından gerçekleştirilen, özel eğitim öğretmen adaylarının öğretmen öz yeterlik düzeyleri ile öğretmenlik mesleğine yönelik tutumlarını çeşitli değişkenler açısından inceleyen araştırma sonuçlarına göre, elde edilen görüş ve öneriler araştırmada öğretmen adaylarının beklentilerini destekler niteliktedir.

Özel gereksinimli bireylerle çalışacak olan özel eğitim öğretmen adaylarının eğitim hayatlarında mesleğe yönelik olumlu tutumlar geliştirebilmeleri ve kendilerini yeterli hissetmeleri önem taşımaktadır denmiştir. Gerçek sınıf ortamlarında uygulamalar yaparak deneyim kazanmasına daha çok fırsat verilmesi gerektiğini vurgulanmaktadır. Öğretim yöntemleri hakkındaki kuramsal bilgilerden daha çok, bu yöntemleri uygulamaya yönelmek, öğretmen adaylarının yeterliliklerini olumlu açıdan etkileyebilmektedir (Boz ve Boz, 2010). Bu nedenle öğretmen adaylarının, yapmış oldukları öğretim etkinliklerinde daha aktif hale getirecek programlar önerilmektedir. Araştırma sonucunda elde edilen bir diğer bulgu bazı öğretmen adaylarının, özel gereksinimli çocuklarla nasıl iletişim kuracağı ve nasıl öğretimi gerçekleştireceği konusunda bilgisi olmadığıdır. Bazı öğretmen adayları öğrenmesi gereken çok şey olduğunu vurgulamıştır. Bu görüşler doğrultusunda genel beklentiler şu şekilde belirtilebilir. Eğitim fakültelerinin tüm anabilim dallarında zorunlu özel eğitim dersi olmalıdır. Özellikle staj uygulamaları sadece özel eğitim bölümü öğrencileri için değil tümü için olmalıdır. Öğretmen adaylarında uzmanlarla işbirliği yapabilme açısından iletişim yeterliliği dersi verilebilir. Öğretmen adaylarına lisans eğitimi süresince sertifika programlarının verilmesi sağlanabilir. Öğretmen adaylarına bilgi ve becerilerini artırıcı seçmeli dersler konulabilir.

Ergül ve ark. (2013) tarafından yapılmış olan, “Özel eğitim öğretmen adaylarının ve öğretmenlerinin zihin engelliler öğretmenliği lisans programı yeterliklerine ilişkin görüşleri” başlıklı çalışmada elde edilen sonuçlara göre, özel eğitim programı mezunu öğretmenlerin hem sertifikalı ve branş öğretmenlerine hem de öğretmen adaylarına göre aldıkları eğitimleri daha yeterli algıladıklarını sonucuna ulaşılmıştır. Sınıf yönetimi, akademik becerilerin öğretimi, dil ve konuşma becerilerinin kazandırılması, otizm konuları öğretmen adayları tarafından en sık dile getirilen, kendilerini yetersiz buldukları, sertifikalı eğitim, seminer ve konferans ile desteklenmesi istedikleri, hizmet içi eğitime gereksinim duydukları konuların başında gelmektedir. Bu sonuçla çalışmada elde edilen sonuçlar benzer niteliktedir. Öğretmenlik uygulamalarının sürelerinin uzatılması ve yaygınlaştırılması ile derslerin daha çok uygulamaya

yönelik olması ise katılımcıların özel eğitim lisans programlarında yapılmasını en sık önerdikleri değişikliklerin başında gelmiştir.

Öğretmen adayları özel gereksinimli öğrencilerini tanıma ve yönlendirmeye ilişkin derslerin sayısının artırılması gerektiğini belirtmişlerdir. Aslında öğrencilerin özel gereksinimli bireyi tanıma ve yönlendirme konusunda ilgileri, sorumluluk duyguları oldukça fazladır. Özel eğitim alanında yeterli öğretim üyesi olmaması, aşırı ders yoğunluklarından dolayı öğretim elemanları ancak kendi anabilim dallarındaki derslere yoğunlaşabilmişlerdir. Uygulamaya dayalı özel eğitim imkânlarının verilmesi konusunda da beklentiler mevcuttur. Sarı ve Bozgeyikli (2002) nin “Öğretmen Adaylarının Özel Eğitime Yönelik Tutumlarının İncelenmesi; Karşılaştırmalı Bir Çalışma” da belirttikleri öneriler kısmında yer alan, her öğretmen adayının mesleğe başladıktan sonra düzenli olarak özel eğitimle ilgili hizmet içi eğitimden geçmesi, maddesi de araştırmada öğretmen adaylarının beklentileri arasındadır. Bu anlamdaki durumlar özel öğrencilerini kurum dışındaki kişilerle bir araya getirme konusunda çok istekli olmayabilirler. Ayrıca kurum stajlarında bile belli sıkıntılar yaşanırken, her anabilim dalına özel eğitim derslerine ilişkin uygulama çalışması yaptırılması oldukça zordur. Bu konuda daha çok Topluma Hizmet Uygulamaları Dersi yardımcı olabilir ve alanda yeterliliği olan öğretim elemanları diğer anabilim dallarındaki öğretim elemanlarına rehberlik ederek bu sorumluluğu yerine getirebilir. Alana yönelik beklentileri uzmanlar davet edilerek uygun zamanlarda verilecek sertifikalı eğitimler, konferanslar yoluyla beklentiler karşılanabilir.

Araştırma sonucunda elde edilen bir diğer bulgu bazı öğretmen adaylarının, özel gereksinimli çocuklarla nasıl iletişim kuracağı ve nasıl öğretimi gerçekleştireceği konusunda yeterli bilgilerinin olmadığıdır. Bazı öğretmen adayları öğrenmesi gereken çok şey olduğunu vurgulamıştır. Bu görüşler doğrultusunda genel beklentiler şu şekilde belirtilebilir. Eğitim fakültelerinin tüm anabilim dallarında zorunlu özel eğitim dersi olmalıdır. Özellikle staj uygulamaları sadece özel eğitim bölümü öğrencileri için değil tümü için olmalıdır. 2. Öğretmen adaylarında uzmanlarla işbirliği yapabilme açısından iletişim yeterliliği dersi verilebilir. Öğretmen adaylarının lisans eğitimi süresince sertifika programlarının verilmesi sağlanabilir. Öğretmen adaylarına bilgi ve becerilerini arttırıcı seçmeli dersler konulabilir.

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Perakende Hizmet Reyonları Kayıp Önleme ve Performans Ölçümü

Hasan BAĞDADIOĞLU
hbagdadioglu@outlook.com

ÖZET

Perakende sektöründe stok kaybı ve personelin performans ölçümü olarak bilinen birbirinden bağımsız iki sorun bulunmaktadır. Performans takip ve stok kayıp konuları ile ilgili birçok farklı çözüm bulunmasına rağmen uluslararası perakende sektöründe performans takip ve stok kayıp konusuna aynı anda çözüm sağlayan benzer bir uygulamaya rastlanmamıştır. Buna bağlı olarak bu çalışmada perakende mağaza içi hizmet reyonları olan et, şarküteri, balık ve benzeri hizmet reyonlarında bulunan ürünlerin müşteriye teslim edildiği andan yazar kasaya gidene kadar geçen sürenin tamamı takip edilerek kayıp oranının ve suistimalin azaltılması ve ürünün müşteriye teslim edilme esnasında ilgili personelin performansının ölçülmesi amaçlanmıştır. Bu uygulama modelinde yapılan her işlem kayıt altına alınmakta ve bu sayede ihtiyaç duyulduğu takdirde ilgili kayıtlara istenildiği zaman erişim olanağı sunacaktır. Diğer yandan aynı uygulama ile ilgili reyonda çalışan personelin performansının ölçülebilmesi ile verimliliğin ve kalitenin artırılması, aynı zamanda İnsan Kaynakları tarafından yapılan yıllık personel değerlendirmelerine önemli bir veri oluşturularak, personel ücretlendirmesi ve performans primi tarzı hakların belirlenmesinde ölçülebilir bir sistem oluşturulmasına da katkı sağlayacaktır.

Anahtar Kelimeler: Perakende, Performans, Teknoloji, Kayıp, Uygulama, İç Kontrol

Loss Prevention and Performance Measurement in Retail Service Sections

ABSTRACT

In retail sector there are two separate problems that are known as stock loss and the measurement of personel performance. Even though there are many different solutions for performance track and stock loss, not a single application that provides solution both for performance track and stock loss has been discovered yet. This study aims to provide a solution for the loss rate and the decrease of the abuse of products in the in-store service sections like meat, delicatessen, fish and so on, monitoring the process starting from the delivery to the customer until cash registry while also measuring the performance of the employee during the product delivery to the customer. In this applicaiton model every procedure is registered and the registered data will be available for control whenever required. On the other hand, with the help of the same application management will be able to obtain data for the employee who works in the relevant section in order to enable performace measurement of the employee and increase the productivity and quality while the model will also provide data to the Human Resources Department for annual personel evaluation and make contribution to create a measurable system for determining personel pricing and benefits such as performance bonuses.

Keywords: Retail, Performance, Technology, Lost, Internal Control

GİRİŞ

Tüm sektörlerde olduğu gibi Perakende sektöründe de kayıp, suistimal ve performans ölçümü konuları işletmeler için önem arz etmektedir. Günümüzde birçok teknolojik uygulama ve oluşturulan iş modellerinden yararlanılarak personel performans ölçümleri, kayıp oranının azaltılması ve raporlanarak izlenmesi ile ilgili farklı çözümler geliştirilmektedir. Literatür’ de performans ölçme ve kayıp önleme ile ilgili ayrı ayrı benzer çözümler olsa da bu iki sorunun aynı sistem içerisinde çözüldüğü bir uygulamaya rastlanmamıştır.

Perakende sektörünün en büyük sorunlarından olan fire veya stok kayıpları, mağazaya girişi ve çıkışı yapılan stoklar arasındaki tutarsızlığı göstermektedir. Mağazanın karından satılan bölüm çıktığında, elde kalan ürünün değeri olması gereken ürün değerinden daha düşük ise, mağaza stok kayıpları var olduğu anlaşılabilir. Stok kayıplarının başlıca nedenleri ise müşteri hırsızlığı, çalışan hırsızlığı ve hatalı stok yönetimi konularıdır.

Bu çalışmada, gıda perakendeciliğinde bulunan hizmet reyonlarında çalışan personelin satış odaklı performansının ölçülmesi ve aynı uygulama içerisinde hizmet reyonlarında satışı yapılan taze ürünlerin kayıp oranının azaltılmasına katkı sağlanması hedeflenmiştir.

1. PERAKENDECİLİK

Perakendecilik, üretici ve tüketici arasında malların naklini sağlayan aracılık hizmetleridir. Başka bir deyişle mal ve hizmetlerin ticari bir amaçla kollarıma veya tekrar satmama, kişisel gereksinimleri için kullanmama koşuluyla, doğrudan doğruya son tüketiciye pazarlanmasıyla ilgili faaliyetlerin bütünüdür. (Tek, 1984:17)

Üreticiler tarafından üretilen mal veya hizmetlerin son noktası olan perakendeciler, tüketiciye ürün ulaştırılması yada hizmet satışı gibi tüm faaliyetleri üstlenmiştir. Gelişmekte olan teknoloji ve insan ihtiyaçlarının farklılıklar göstermesi, iletişim yöntemleri çerçevesinde perakendecilik sektörü de gelişerek tüketicinin her istediğine yanıt verebilir hale gelmektedir (Gürman, 2006: 2).

1.2 Perakendecilik Türleri

Perakendeciler tüketicinin her türlü gereksinimlerini karşılamak için çabalayan kurumlardır. Perakendecilerin sınıflandırılmasında net bir bilgi olmamasına rağmen tarafından farklı sınıflandırmalar yapılmaktadır. Buna rağmen perakendeciler hizmet, fiyat politikası, ürün çeşitliliği, kuruluş lokasyonlarına, mağazasız perakende, geleneksel ve organize perakende şeklinde sınıflandırılabilir (Küpoğlu, 2008: 9).

Mağaza Perakendeciliği

Mağazalı perakende işletmeleri, tüketicilerin ihtiyaç duyduğu ürün ve hizmetleri fiziksel mağazada sağlamaktadırlar. Gıda perakendecileri, satın alım, fiyatlandırma, gıda ve gıda dışı ürünler ve bunlara bağlı hizmetlerin müşteriler sunulmasıyla müşterilerinin doygunluk derecesini azami hale getirmektedir. Süpermarketler, indirim mağazaları, toptan mağazaları, self servis mağazaları, fabrika satış mağazaları, indirim mağazaları, hipermarketler, Peşin Öde-Al Mağazaları (Cash&Carry), Bölümlü Mağazalar en yaygın mağazalı perakendecilerdendir (Özkan vd, Akpınar, 2003: 22)

Mağazasız Perakendecilik

Perakendecilik işlemleri ülkemizde ve dünyada genel olarak mağazalarda gerçekleştirilmektedir. Ancak son yıllarda diğer sektörlerde olduğu gibi perakende sektöründe de gelişen teknolojinin sağladığı destek ile yapılan satışların sürekli olarak artış gösteren bölümü mağazalar dışında gerçekleşmektedir. Mağazasız perakendecilik, geleneksel mağazacılığa göre çok daha hızlı şekilde gelişim göstermektedir. Teknolojinin gelişmesi ve özellikle büyükşehirlerde alışverişe ayrılacak zaman bulunamaması sebebi ile mağazasız perakendeciliğin tercih edilme sebepleri arasındadır (Baybars vd. Özgül. 2005).

Mağazasız perakendeciliği en önemli şekilleri de E-Ticaret, Doğrudan Satış, Tele pazarlama vb. satış kanallarıdır. Son yıllarda özellikle mağazasız perakendeciliğin başında hiç kuşkusuz E-Ticaret en çok tercih edilen satış kanalı durumundadır. Bilişim Sanayicileri Derneği (TÜBİSAD) ve Deloitte Türkiye iş birliğiyle yayımlanan "Türkiye E-Ticaret Pazar Büyüklüğü" raporunda 2018 yılı içinde e-ticaret sitelerindeki ziyaretçi sayısı, ziyaretçi sayısının alışverişe dönüş oranı ve sepet büyüklük bilgileri incelendiğinde 2017 yılına göre e-ticaret sektörü %42'lik TL büyümesi gerçekleştirmiştir. Bu büyüme ABD doları olarak incelendiğinde %7 gibi bir büyümeye gözlemlenmiştir.

2. Perakende Sektöründe Teknolojik Yenilikler Ve Uygulamalar

Perakendeciler teknolojik yeniliklerin uygulanmasında hem yönetim hem de maliyetleri en aza indirebilme, iç operasyonlarını takip ve kontrol açısından yararlanabilirler. Perakendecilikte hem müşteri tarafından hem de çalışanların iş yapış şekilleri açısından teknolojik yenilikler sürekli gelişmektedir. Buradan hareketle perakendecilerin de teknolojik yenilikleri iş yapış şekillerine yenilikçi iş modelleriyle işletmelerine de uygulamalıdır. Perakendeciliğin geçmişi incelendiğinde, teknolojik yeniliklerin hem toplum üzerinde hem de perakendeciliğin gelişmesinde

etkin bir rol oynadığı kesindir. Bugün de teknolojik yenilikleri uygulayan perakendeciler bir taraftan maliyetleri düşürmeyi amaçlarken diğer taraftan deneyim perakendeciliğini geliştirmeyi amaçlamaktadırlar. Yapılan araştırmalar tüketicilerin farklı ve yenilikçi hizmet arayışı içerisinde olduklarını göstermektedir. (Renko vd., Druzijanic, M. 2014: 836)

Beş Avrupa ülkesinde bulunan gıda perakendecileri üzerinde yapılan bir araştırma da Tablo-1 'de de görülebileceği gibi perakende kuruluşlarının yıllar içerisinde bir çok farklı teknolojik yenilikleri operasyonlarında kullandıkları görmekteyiz. (Keh, H.T.1998:195-209)

Tablo-1: Perakendecilikte Bazı Dönemler Bazında Teknolojik Yenilikler

1970'ler	1980'ler	1990'lar	2000 ve sonrası
Ürün elleçleme	Barkod	Uzman Sistemler	Kablosuz Servis Reyonu Terazileri
Bilgi İşleme	Barkod tarayıcılar	Tüketici Taraması	Tüketici Kimliği
Ürün Teşhiri	Elektronik Yazar Kasa	Veri Depolama	Kişisel Alışveriş Asistanları
Temizlik ve Bakım	Veri Tabanı Yönetimi	Sürekli İkmal	Mobil Cihazlar
İklmlendirme	Elektronik Bilgi Değişimi	Bilgisayar Destekli Sipariş verme	Karar Destek Sistemleri
		Kategori Yönetimi	Ödeme sistemleri
		Capraz - Yükleme	Akıllı Yazıcılar
			Robotlar
			Rfid Uygulamaları
			Performans İzleme
			Elektronik Etiket
			Akıllı Kimlik Kartları
			Kişiselleştirilmiş Kampanyalar

Kaynak: Keh, 1998: S. 195-209

2.1 Perakendecilikte Gelişmekte Olan Teknolojiler

Gelişmekte olan teknolojiler bölümünde perakendeciliğin teknoloji aracılığı ile dönüşümü üzerinde nasıl büyük bir rol oynadığını ve değişimi tamamen farklı boyutlara taşıyacak olan teknolojik yenilikler üzerinde durulmaktadır. Teknolojik yeniliklerin sektörün bütününde uygulanması mutlaka uzun bir süreç içerisinde olacaktır. Bununla beraber, günümüzde gelişmiş ülkelerdeki bazı yenilikçi perakende kuruluşlarının bu türden teknolojik yeniliklerin test ve pilot çalışmaları başlamış durumdadır. Deloitte tarafından yayınlanan ‘‘2018 Perakendenin Küresel Güçleri’’ raporunda da belirtildiği gibi mevcut zaman içerisinde olmasa da gelecek uygulamalar içinde, nesnelerin interneti (IOT), yapay zekâ, artırılmış gerçeklik (AR), sanal gerçeklik (VR) ve robotlar her perakendecinin planları içerisinde olmalıdır. Diğer teknolojilerin yanı sıra, bu tür teknolojilerin de hem fiziksel mağaza perakendecilerinin hem de e-ticaret perakendecilerinin

işlerini daha da geliştirebilmeleri ve müşteri ilişkilerini geliştirmeleri anlamında kullanabilecekleri belirtilmektedir.

Ayrıca ülkemizde de Perakendenin öncü kuruluşlarında da teknolojik yeniliklerin hızlı bir şekilde mağazalarına entegre edildiğini görebilmekteyiz. Ülkemizde faaliyet gösteren Gıda Perakendecileri de teknolojik yenilikleri hem kendi operasyonlarına hemde müşterilerinin kullanımlarına sunduğu birçok yeniliği görmemiz mümkündür. Bu yeniliklerden müşteri tarafındaki bazı yenilikçi teknolojilere Kasiyersiz Kasa, Kendin Okut Kendin Geç ve Akıllı Teraziler gibi yenilikler örnek gösterilebilir. Kendi iç operasyonlarında ise mağaza çalışanları tarafından kullanılan Mobil Cihaz üzerinde raporlama uygulaması, mağaza içinde yapılan ürün kabul, etiket baskı, envanter, stok sorgu, skt kontrolü, fiyat sorgu, sipariş verme gibi işlemlerin yapabildiği El Terminalleri, Akıllı Kimlikler, Kablosuz Yazıcılar olarak örnekler verilebilir (Bağdadioğlu, 2020: 63).

3. Perakende Hizmet Reyonu Kayıp Önleme Ve Performans Ölçümü Sistemi

Gıda perakendeciliğinde satış mağazalarının içerisinde bulunan taze ürünlerin istenilen miktarda alınabildiği hizmet reyonlarındaki stok kayıplarının azaltılabilmesi ve bu reyonlarda çalışan personelin performansının ölçülebilmesi konuları iki farklı sorun olarak karşımıza çıkmaktadır. Personelin performans takibi ve stok kayıp konuları ile ilgili birçok sektörde kullanılmakta olan çok farklı çözümler ve uygulamalar bulunmaktadır. Buna rağmen uluslararası perakende sektörü ve ülkemizdeki gıda perakendecilerinin hem hizmet reyonu çalışanlarının performans takibini hem de stok kayıp konusuna aynı çözüm sağlayan benzer bir uygulama ile karşılaşılmamıştır. Perakende mağaza içi hizmet reyonları olan et, şarküteri, balık ve benzeri hizmet reyonlarında bulunan ürünlerin müşteriye teslim edildiği andan yazar kasaya çıkana kadar geçen sürenin tamamı takip edilerek kayıp oranının ve suistimalin azaltılması ve ürünün müşteriye teslim edilme esnasında ilgili personelin performansının ölçülmesi konularının bir arada olduğu bir sistem gereksinimi olduğu anlaşılmıştır.

Kayıp

Perakende sektörünün en büyük sorunlarından olan fire veya stok kayıpları, mağazaya girişi ve çıkışı yapılan stoklar arasındaki tutarsızlığı göstermektedir. Stok kayıplarının başlıca nedenleri ise müşteri hırsızlığı, çalışan hırsızlığı ve hatalı stok yönetimidir. Time dergisinde yayınlanan rakamlara göre ABD’de de 2016 yılındaki hırsızlığa bağlı olarak kayıplar toplamda 49 Milyar civarındadır.

NRF (Ulusal Perakende Federasyonu) tarafından yayınlanan Ulusal Perakende Güvenlik Anketi raporuna göre kayıpların 2015, 2016 ve 2017 yıllarındaki dağılımı ve değişimini Tablo 2’ de bulabilirsiniz.

Tablo-2: Ulusal Perakende Anketi Raporu – Stok Kayıplarının Başlıca Sebepleri

	2017	2016	2015
Müşteri Hırsızlığı	36.5%	%39.3	38%
Çalışan Hırsızlığı	30%	%35.8	34.5%
Yönetim Hataları	21.3%	%16.8	16.5%
Tedarikçi Kaynaklı Kayıplar	5.4%	%4.8	6.8%
Bilinmeyen Kayıplar	6.8%	%7.2	6.1%

Kaynak: 2017 National Retail Security Survey, NRF Syf.8.- <https://cdn.nrf.com/sites/default/files/2018-10/NRSS-Industry-Research-Survey-2017.pdf>

Performans Ölçümü

Performans yönetimi; bireyleri, kendi potansiyellerinin farkına varmalarını sağlayacak şekilde motive ederek organizasyondan, bireylerden ve takımlardan daha etkin sonuçlar alabilmek için üzerinde anlaşmaya varılmış performans standartları, hedefler, ölçüm, geribildirim, ödüllendirme aşamalarından oluşan sistematik bir araçtır. Genel olarak mağaza personelinin performans ölçümü birden fazla yöntemle yapılabilmektedir. Birim zamanda yapılan satış miktarı, bir satıştaki ortalama ürün adeti, personelin çalışma süresinin takibi, müşteri şikayeti gibi girdilerle personel performansları ölçülebilmektedir. Ancak Hizmet reyonlarında çalışmakta olan kasap, şarkütör ve balık reyon görevlilerinin performansını ölçmek ve bu kategorideki ürünlerin kaybını önlemek amacıyla geliştirilecek bir akıllı sistem ile hem reyonlardaki personelin performans ölçümünü hemde ürün kaybının önlenmesi mümkün olabilir. (Aksoy 2010: 7)

3.1 Kayıp Önleme ve Performans Ölçümü Sisteminin Oluşturulması

Cihaz Seçimi

Oluşturulan sistemde personelin kullanabileceği akıllı cihaz; telefon, tablet, akıllı saat tarzında cihazlar olabilir. Yapılan araştırmada belirtilen cihazların pil, dayanıklılık ve taşıma kolaylığı anlamında ihtiyacı karşılayamayacağı düşünülerek Zebra Teknoloji firmasının Smart Badge ürününün kullanılması uygun görülmüştür. <https://www.zebra.com/tr/tr/products/mobile-computers/handheld/sb1-smart-badge-series.html>

Uygun Yazılımın ve Rapor Ekranlarının Geliştirilmesi

Tasarlanan iş akışlarına göre uygun şekilde yazılım geliştirilmesi gerekmektedir. Sistemde ilk olarak, akıllı cihaz olarak seçilen Akıllı Kimlik cihazına uygun C# diline uygun sicil giriş, ürün barkodu okutma, ürün bilgilerini kaydetme ekranları oluşturularak arka planda çalışarak kablosuz ve anlık olarak merkeze HTTP üzerinden istek gönderen yazılımlar geliştirilmelidir. Bir sunucu üzerinde çalışacak olan sunucu üzerinde çalışacak C# dilinde bir http Rest API yazılımı geliştirilmelidir. Geliştirilen bu yazılım personelin okuttuğu cihazlardan gelen istekleri veri tabanına kaydederek, kaydedilen bilgilerin sunuculara aktararak gerekli verileri elde etmesine imkân sağlayacaktır. Tarih, Lokasyon, ürün ve personel kırılımları ayrı ayrı raporlanabilmektedir. Örnek vermek gerekir ise, rapor kırılımları aşağıdaki belirlenen dört başlıkta sınıflandırılarak raporlanabilir.

- Terazi var, 1 saat içinde satış var: Reyonda terazide tartılıp müşteriye teslim edilmiş ve 1 saat içinde kasada satılmış kayıtlar,
- Terazi var, satış var, fark 1 saatten fazla: Reyonda terazide tartılıp müşteriye teslim edilmiş ve 1 saatten fazla sürede kasada satılmış kayıtlar,
- Satış var, terazi yok: Kasada satılmış ancak reyon terazisinde tartılmamış (kaydedilmemiş) durumlar
- Terazi var, satış yok: Reyon terazisinde tartılıp müşteriye teslim edilmiş ancak kasadan çıkışı bulunamayan kayıtlar (Bağdadioğlu, 2020:63)

Test ve Pilot Süreci

Kullanılacak cihazın seçimi, yazılımın geliştirilmesi ve rapor ekranlarının oluşturulmasından sonra laboratuvar ortamında sürecin tamamı test sonuçları izlenmelidir. Laboratuvar ortamında teraziler üzerinden oluşturulan barkodlar seçilen akıllı kimlikler ile okutulduktan sonra aynı şekilde test ortamında bulunan yazar kasalardan geçirilerek sistem testleri gerçekleştirilmeli ve Laboratuvar testlerinden sonra pilot uygulama için 20 mağazada kullanıma sunulacak iyileştirme sonuçları gözlemlenebilir. Yaptığımız çalışmalarda 20 mağaza da uygulanması durumunda 1.yıl kayıp oranı %2,4 iken bu oranın %1,4'e düşürülerek TL olarak yaklaşık 1,2 TL olarak gözlemlenmiştir. Bu sistemin 100 mağazalı bir perakende zincirinde uygulanması durumunda kayıp oran 1.yıl sonunda 6 TL civarında iyileşme olması öngörülmektedir. Belirtilen bilgileri Tablo 3'te bulabilirsiniz. (Şirket bilgi gizliliği sebebi ile net TL rakamları verilmemiştir) (Bağdadioğlu, 2020:64)

Tablo-3: Kayıp Tablosu

Mevcut Durum	Pilot Mağazalar					
	Satış	Kayıp	Kayıp%	Satış	İyileştirilen Kayıp %	İyileştirilen Kayıp TL
1. Yıl (2019)	1879,5	45,5	2,4	119,8	1,4	1,2

Kaynak: (Bağdadioğlu, 2020:64)

Yukarıda belirtilen rapor kırılımlarına göre işlenen datalar sonucunda elde edilen rapor içerisinde sicili ile giriş yapan personel bilgisi yaptığı işlem sayılarına ulaşılabilmektedir. Bu sayede tek rapor ekranı üzerinden hem müşteriye verilen ürünün kasadan çıkana kadarki süreci takip edilmektedir, hem de hangi personelin kaç ürün hazırlayarak müşteriye sunduğunun ve satışa ne kadar katkı sağladığının bilgisi de elde edilerek personelin iş performansı ile ilgili ölçüm sağlanmaktadır. Örnek rapor ekranını Tablo 4’te bulabilirsiniz.

Tablo-4 Rapor Ekranı

Mağaza Adı	Ürün No	Ürün Adı	Gramaj	Personel Adı Soyadı	Personel Ünvanı	Barkod Okutma Tarihi	Barkod Okutma Saati	Fiş No
SATIŞ MAĞAZASI	82	DANA DÖŞ RULO KG	1,438	Personel 1	Usta Kasap	8.11.2019	09:02:01	1
SATIŞ MAĞAZASI	17	KUZU SOTE KG	1,54	Personel 1	Usta Kasap	8.11.2019	09:20:50	7
SATIŞ MAĞAZASI	11	DANA ANTRİKOT KG	0,324	Personel 2	Usta Kasap	8.11.2019	09:34:14	16

SATIŞ MAĞAZASI	35	DANA YEMEKLİK KUŞBAŞI KG	1,07	Personel 1	Usta Kasap	8.11.2019	09:47:01	23
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Kaynak: (Bağdadioğlu, 2020:107)

SONUÇ

Hayatımızın her alanında etkili olan teknoloji ve buna bağlı iş modelleri perakendecilikte de her geçen gün kendine yeni yerler bularak perakendeciliğin gelişmesine de katkı sağlamaktadır. Perakendecilerin yeni teknolojileri ve buna bağlı iş modellerini hayata geçirmelerinin en önemli gerekçesi satış verimliliğini arttırmaktır. Ancak son yıllarda satış arttırmanın yanında iş yapış şekillerinde yaşanan hataların ve bu hatalardan kaynaklı kayıp sebeplerini ve çalışan personelin performansını ölçmek içinde bazı teknoloji tabanlı çözümlerin hayatımız da olduğunu görmekteyiz. Buradan yola çıkarak laboratuvar çalışmaları ve testleri sonrasında bir organize gıda perakende firmasının 20 şubesinde bulunan hizmet reyonlarında çalışan personelin performans ölçümü ve ürün kayıp oranının düşürülmesi hedeflenmektedir.

Organize gıda perakende firmalarının teknolojik gelişmeleri kendi kurumlarına adapte ederek satış yapan personelin dışında mağaza içerisinde çalışmakta olan kasap, şarküteri, balık gibi reyonlarda görevli çalışanların da performansının ölçülmesinin yanında hizmet reyonlarında kayıp, fire ve suistimal gibi konuların da takibinin yapılması farklı bir akıllı sistem oluşturularak değerlendirilmeye çalışılmıştır.

Personel performans takibi amacıyla benzer uygulamaların olduğu bilinmekle beraber, bu çalışma çıktısı olan ve perakende sektörünün farklı iki konusu olan kayıp ve personel performans ölçümü konularına, aynı anda çözüm sağlayan benzer bir uygulamaya literatürde rastlanmamıştır. Çalışma içerisinde belirtilen sistemin kullanılması durumun gıda perakendecilerinin hizmet reyonlarında çalışan personelin performansının yani sıra reyon içerisinde bulunan taze ürünlerin kayıp oranlarını daha net olarak takip etmesine imkân sağlayacaktır.

Çalışma öncelikli olarak perakende sektöründe kaçınılmaz olan stok kayıp oranlarının azaltılarak uygulandığı firmanın kârlılık oranının artırılması, diğer yandan mağaza personelinin performansının ölçülmesi ile verimliliğin ve kalitenin artırılması, aynı zamanda İnsan Kaynakları departmanı tarafından yapılan yıllık personel değerlendirmelerine önemli bir girdi oluşturularak, personel ücretlendirmesinde baz alınacak ölçülebilir bir sistem oluşturulması sağlanmıştır.

Kayıp ve Performans sisteminin Perakende sektöründe ne seviyede önemli olduğunun durumsal ve bazı sayısal analizlere istinaden tarafsız bir biçimde görülmesi sağlanmıştır. Çalışmanın yukarıda belirtilen yöntem doğrultusunda hem Perakende sektöründe faaliyet gösteren işletmelerin işleyişine katkıda bulunması, hem de ilgili çalışma alanlarında araştırma yapacak kişi ya da kurumlara literatür ve metodoloji yönüyle fikir vermesi ümit edilmektedir.

Uygulanan ve benzeri teknoloji ve buna bağlı iş modelleri perakendecilik sektörünü daha da geliştireceği öngörülmektedir. Tüm yeni teknolojiler daha fazla veri, daha fazla veri de çok daha fazla uygulamaları beraberinde getirerek perakendecilik sektöründe yerine almaya devam edecektir. Bu kapsamda, elindeki veriyi en doğru şekilde anlamlandıran ve bilgiye en hızlı şekilde ulaşarak hayata geçiren işletmeler sektörde fırsatlar oluştuğunda maliyetler de göz önünde bulundurularak yeni bir teknolojinin veya iş modelinin öncü olarak önümüzdeki dönemde perakende sektörüne yön verecek şirketler olabileceği öngörülmektedir.

Bu çalışma ile Gıda Perakendecilik Sektöründe personelin performansının ve kayıp oranlarının

Doğuracağı maddi zararların nasıl azaltılabileceği ve izlenebilirliğinin sağlanması için bir iş modeli oluşturulmuştur. Perakende sektöründe faaliyet gösteren işletmelerin işleyişine katkı sağlamak, hem de ilgili çalışma alanında araştırma yapacak kişi ya da kurumlara fikir vermesi amaçlanmıştır.

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Avrupa Birliđi'nde Dijital Oyunlara Yönelik Düzenlemeler Ve Türkiye'deki Mevcut Durum

Asst. Prof. Dr. Tülin SEPETÇİ
Bolu Abant İzzet Baysal University

ÖZET

Dijital oyunlar özellikle son otuz yılda farklı yaş ve sosyo-ekonomik statüye sahip bireyler arasında yaygın kullanımı bulunan bir boş zaman faaliyeti olarak tanımlanmaktadır. Özellikle son dönemde Türkiye de dahil olmak üzere dünya genelinde çok daha hızlı büyüyen dinamik bir oyun sektörü mevcuttur. Oyunların yalnızca konsol ve bilgisayarlarda değil, teknolojik gelişmeler paralelinde el konsolunda, cep telefonunda ya da çevrimiçi olarak oynanabilmesi, oyun sektörünün müzik, sinema, tekstil vb. gibi pek çok sektörle işbirliği içinde olması ve oyunların çocukların olduğu kadar yetişkinlerin de gündelik yaşamında önemli bir yer tutması nedeniyle, oyunların olası psikolojik ve fiziksel etkilerinden çocukları ve gençleri korumaya yönelik düzenlemelere gidilmektedir. Dijital oyunların dünya genelinde giderek daha fazla popüler olması ve oyuncularının milyonları bulması beraberinde bu sektörü ekonomik ve hukuksal anlamda denetim altında tutmaya yönelik kurumsal yapılanmalara gidilmesine yol açmıştır. Bu bağlamda bu çalışma Avrupa Birliđi gibi sosyal yaşamın her alanında düzenlemelere giden bir oluşumun dijital oyunların olası olumsuz etkilerini minimum seviyeye çekme amaçlı ne gibi düzenlemeler yaptığını betimleme ve bu düzenlemelerin ne kadar etkili olduğu ya da olabileceğini tartışma amaçlı yapılmıştır. Bunun yanında Avrupa Birliđi'ne uyum sürecinde Türkiye'de son yıllarda görülen dijital oyunlara yönelik kurumsal düzenlemeler de çalışma kapsamında değerlendirilmiştir.

Anahtar Kelimeler: Dijital Oyunlar, PEGI, Avrupa Birliđi, Türkiye'de Dijital Oyun Sektörü.

Regulations For Digital Games In European Union And Current Situation In Turkey

ABSTRACT

Digital games are defined as a leisure activity that has been widely used among individuals of different ages and socio-economic status, especially in the last thirty years. Especially in recent years throughout the world, including Turkey, there are growing much faster dynamic game industry. Parallel to technological developments, games can be played not only on consoles and computers, but also on handheld consoles, mobile phones or online, the gaming industry cooperates with many different sectors such as music, cinema and textiles, and games have an important place in the daily life of adults as well as children. Therefore regulations are made to protect children and young people from the possible psychological and physical effects of games. The increasing popularity of digital games around the world and the players reaching millions have led to institutional structuring to control this sector economically and legally. In this context, this study was carried out to describe what kind of arrangements, such as the European Union, which makes regulations in every field of social life, aimed at minimizing the possible negative effects of digital games, and to discuss how effective or could these regulations be. Besides institutional arrangements for digital games in recent years in Turkey in the process of integration into the European Union it was also assessed under study.

Keywords: Digital Games, PEGI, the European Union, Digital Gaming Sector in Turkey.

Giriş

Dijital oyunlar farklı sosyo-ekonomik kategorilere mensup bireyler arasında özellikle son otuz yılda giderek popülerliği artan bir boş zaman faaliyeti olarak öne çıkmıştır. Dijital oyunların çağdaş medya kültürünün bir taşıyıcısı ve ideolojik bir araç olduğu göz önüne alındığında oyunların içerikleri açısından denetlenmesi amacıyla yapılan uygulamaların, koyulan akıllı işaretlerin ya da yaş sınırı düzenlemelerinin gerçek anlamda etkili olup olmadığı önemlidir. Medya okuryazarlığı oyuncuların dijital oyunlardan elde edebilecekleri yararı maksimize etmek ve zararı en aza indirmek üzere etkili stratejiler geliştirmek için dijital oyun dünyasındaki gelişmeleri hesaba katmaya ihtiyaç duymaktadır, çünkü dijital oyunların kültürel ve toplumsal önemi, pedagojik açıdan da önem taşımaktadır. Nitekim bir oyunu kendi inisiyatifi ile seçen bireyin, oyunu olumsuz yönleriyle değil, kendi bilgi ve gelişimine katkıda bulunabilecek şekilde kullanabilmesi gerekmektedir. Bu nedenle medya yeterliliği ve medya okuryazarlığı çocukların kendi bilgisayar oyun kültürü içerisindeki öğrenme süreçleri için de önemlidir. Bu bağlamda dijital oyunlarda dozu giderek artan şiddet ve cinsel içerikler, çeşitli ülkelerde bu tür oyunlara karşı birtakım önlemler alınmasını ve derecelendirme çalışmalarını gündeme getirmiştir.

Dijital oyun derecelendirme çalışmaları 1990'lı yıllarda şiddet içerikli oyun serisi “Mortal Combat” ve cinsel içerikli “Night Trap” isimli oyunun piyasaya sürülmesi ile gündeme gelmiştir (Dijital Oyunlar Raporu 2019, <https://www.guvenliweb.org.tr/dosya/RjARy.pdf>). Esasen oyunların içeriğinde şiddet, kan vb. bulunması 80'li yıllarda da yaygın olarak görülse de bu oyunların grafiksel olarak basit olması bir bakıma dikkat çekmelerini engellemiştir. İlerleyen zamanda grafiksel açıdan giderek iyileşen ve gerçeğin tam anlamıyla birer kopyası olan dijital oyunların çocuklar ve gençler üzerindeki olumsuz etkileri birçok platformda tartışılır olmuştur. Bu doğrultuda Avrupa Birliği'nin de dikkatini çeken dijital oyunlar Birliğin politikalarına girmekte gecikmemiştir, çünkü muazzam bir pazar potansiyeli olan dijital oyun endüstrisi büyük bir hızla büyümektedir. Dünya çapında milyarlarca dolar kar ve 2,5 milyardan fazla oyuncu ile dijital oyun platformları 2020 yılında da gelişmeye devam etmektedir. Dünya genelinde halihazırda 2,5 milyardan fazla mobil oyuncu vardır (Dautovic, 2020, <https://fortunly.com/statistics/video-game-industry-statistics/>). Yalnızca Free to Play oyunlarından elde edilen gelir, tüm oyun gelirlerinin %85'inden fazladır. 2018 yılında yaklaşık 138 milyar dolar seviyesindeki küresel oyun pazarı büyüklüğünün, 2021 yılına gelindiğinde 180 milyar doları bulacağı tahmin edilmektedir (Dijital

Oyunlar Raporu, 2019, <https://www.guvenliweb.org.tr/dosya/RjARy.pdf>). Bazı kaynaklar 2025 yılına kadar dijital oyun sektörünün 300 milyar doların üzerine çıkacak kadar büyüyeceğine inanmaktadır (Köksal, 2019, <https://www.forbes.com/sites/ilkerkoksal/2019/11/08/video-gaming-industry--its-revenue-shift/#6a859e36663e>).

Günümüzde oyun sektöründeki başlıca platformlar kişisel bilgisayarlar (PC), oyun konsolları ve mobil oyunlar olmak üzere üç kategoride toplanmaktadır. Her bir kategorinin kendi içerisinde farklı dinamikleri, belli bir kitlesi, geliştirme maliyetleri ve pazarlama olanakları mevcuttur. “Mobil oyun platformları, bilgisayar ve konsollara kıyasla çok daha yeni bir platform olmasına rağmen, büyüme eğilimi kullanım kolaylığına da bağlı olarak hızla artmaktadır” (Dijital Oyun Sektörü Raporu, 2016: 14). Özellikle e-sporlara yönelik artan rağbet bu durumda çok etkili olmaktadır. Küresel e-spor endüstrisi geçtiğimiz yıla (2019) göre %30 oranında büyümüş; e-spor kitlesi de 2019'da yıllık %15 büyüme göstererek 453.8 milyona ulaşmıştır. Mobil oyunlar da 2019'da oyun tüketici harcamalarında %60'lık pazar payına sahiptir. 2020 yılında yapılan istatistiksel çalışmalar, dünya çapında 2.2 milyardan fazla mobil oyuncunun olduğunu göstermektedir. Son olarak konsol oyunları endüstrisi pazar istatistikleri, yıllık %13.4'lük bir gelir artışına işaret etmektedir (Dautovic, 2020, <https://fortunly.com/statistics/video-game-industry-statistics/>). Tüm bu istatistiksel verilerden yola çıkarak, dijital oyun endüstrisinin her bakımdan önemi ve bu sektöre yönelik düzenlemelerin gerekliliği daha bir öne çıkmaktadır. Bununla birlikte bu tür önlemler ve düzenlemelerin biçimsel ve içeriksel özelliklerinin niteliği, pratikte işe yararlığı açısından da sorgulanmayı gerektirmektedir.

1. Avrupa Birliği'nde Dijital Oyunlara Yönelik Düzenlemeler ve Uygulamalar

Dijital oyun endüstrisi, Avrupa'da en az ABD ve Japonya kadar yüksek bir büyüme oranına sahiptir ve Avrupa İnteraktif Yazılım Federasyonu (ISFE) verilerine göre, AB oyun pazarı 21 milyar € değerindedir (Taylor, 2019, <https://www.gamesindustry.biz/articles/2019-08-23-isfe-eu-games-industry-worth-over-21bn#:~:text=The%20EU%20games%20market%20is,accounted%20for%2047%25%20of%20revenue.>). Örneğin AB pazarının önde gelen dört ülkesi olan Fransa, Almanya, İspanya ve İngiltere'de konsol oyunların gelirlerin %47'sini oluşturduğu bulunmuştur. Ek olarak, ISFE verileri AB vatandaşlarının %54'ünün dijital oyunları oynadığını ve AB'deki ortalama oyuncu yaşının 31 olduğunu ortaya koymuştur.

2008 yılında Avrupa Birliği Komisyonu'nun, dijital oyunların ve dijital oyun sektörünün

toplumsal ve ekonomik öneminin Avrupa'nın medya kültüründe başlı başına bir belirleyici olduğuna işaret etmesi günümüzde daha bir anlam kazanmıştır. Dijital oyunların kültürel, siyasi ve ekonomik anlamda böylesine etkili olduğu bir süreçte kamuoyunda dijital oyunların agresif davranışlara, oyun bağımlılığına ve beklenmeyen şiddet tepkilerine yol açtığına yönelik olumsuz bir tutum da söz konusudur. Dijital oyun sektörünün başarılı ticari gelişiminin, çocukları korumacı bir tavırla el ele gitmesi gerektiğinin ısrarla altını çizen Komisyon, oyunlara erişimde yaş sınıflandırmalarının önemini vurgulamıştır. Bu nedenle dijital oyunlar ve ilgili alanlardaki yaş sınırlaması uygulamaları ve bu uygulamalara yönelik olarak oyunların paketlerine uyarı işaretleri koyulması Avrupa Birliği'nin aldığı Konsey İlke Kararları arasında yerini almıştır.

Resmin tamamını görebilmek adına gerek ABD'de gerek Avrupa Birliği'nde, dijital oyunları şekillendiren politik eylemler ve ciddi oyun endüstrisindeki gelişmelere odaklanmak gerekir. Özellikle Avrupa Birliği bünyesindeki kuruluşlar büyük ölçüde araştırma için fon sağlamakla kalmayıp, aynı zamanda satın alma, düzenleme gibi pek çok farklı yönden dijital oyunlar sektörünü desteklemektedirler. Avrupa Komisyonu'nun dijital oyunlarla ilgili faaliyetlerinde beş temel politik eylem alanı tanımlanabilir. Öncelikle sektörü destekleme amacıyla vergi kredisi şeklinde sektöre destek vermek, dijital oyun üretiminde görev yapacak meslek eğitim ve öğretim programları açmak, araştırmalara fon bulmak, dijital oyun endüstrisine çok boyutlu yapısal destek sağlamak için bölgesel ve ulusal politikalarda düzenlemelere gitmek sayılabilir. Bunların dışında Avrupa Komisyonu bir dizi uygulamalı sektörde dijital oyunların geliştirilmesi ve yeniliğinin finansmanı, dijital oyunların eğitimde kullanımını finanse etmek ve desteklemek, ciddi oyunların özellikle ordu tarafından simülasyonlarda kullanılmasının finansmanı ve inovasyonu ve endüstriyi teşvik etmek için kamuya açık oyun tedariki ciddi ve uygulamalı oyun endüstrisi ve kullanımı için verilen destekler arasında sayılabilir (Stewart, vd. 2013: 113).

2. Pan European Game Information (PEGI)

Açılımı Pan European Game Information olan PEGI, dijital oyunların kutuları üzerinde bulunan işaretler yardımıyla konsol ya da bilgisayar oyunu alanların oyunun içeriği hakkında az da olsa fikir sahibi olarak karar vermeleri için düzenlenmiş bir dijital oyun içerik sınıflandırma sistemidir. Yaş derecelendirmeleri, oyunların yanı sıra filmler, TV şovları veya mobil uygulamalar gibi içeriklerin, sahip oldukları içeriğe göre belli bir yaş önerisiyle etiketlenmesini sağlamak için kullanılan sistemlerdir. Bu yaş derecelendirmeleri tüketicilere ve özellikle ebeveynlere, çocuklar için belirli bir ürün alıp almayacaklarına karar vermelerine yardımcı olmak için rehberlik eder.

Örneğin bazı oyunlar her yaşta oyuncu için uygunken, bazı oyunlar ise sadece genç ve genç yetişkinler için uygundur. Piyasadaki oyunların belli bir kısmı da yalnızca yetişkinlere uygun içeriklere sahiptir (<http://www.pegionline.eu/en/index/id/232/>).

PEGI derecesi bir oyunun zorluk derecesini değil, yaşa uygunluğunu değerlendirir. Örneğin PEGI 3 olan bir oyun uygunsuz içerik içermez, ancak küçük çocukların oynaması için zor olabilir. Tersine, oynaması çok kolay olan PEGI 18 bir oyun ise daha genç bir kitle için uygunsuz öğeler içerebilir.

PEGI işaretleri ilk olarak 2003 yılında şiddet ve kötü söz içerikli oyunlara bir yaş sınırlaması ve uyarı getirme amaçlı kullanılmaya başlamıştır. Buradaki temel amaç, ebeveynlerin çocukları için hangi oyunun daha iyi olduğuna karar vermelerine ve yetişkinlerin de oyunlarını daha iyi seçmelerine yardımcı olmaktır. PEGI işaretleri ve sınıflandırma sistemi, Avrupa İnteraktif Yazılım Federasyonu (Interactive Software Federation of Europe-ISFE) tarafından geliştirilmiş ve 2003 Nisan'da kullanıma açılmıştır ve halihazırda 38 Avrupa ülkesi ve İsrail'de kullanılmaktadır (<http://www.peginfo.info/en/index/>). PEGI işaretleri çocukların korunması ile ilişkili alanlarda Avrupa uyumunun bir modeli olarak kabul edilmektedir (<https://peginfo.info/page/peginfo-age-ratings>). Avrupa'daki başlıca konsol üreticileri tarafından da desteklenen PEGI, sisteme dahil olan interaktif yazılım yayımcılarının imzaladığı bir tüzüğe dayanır. Tüzük yaş sınırlaması temelinde, interaktif yazılım endüstrisinin topluma karşı sorumluluğunu yansıtmaktadır.

PEGI sisteminin düzgün bir şekilde çalışmasını sağlamak için birtakım komiteler vardır. Bunlar;

1. Uzmanlar Grubu: PEGI Uzmanlar Grubu, psikoloji ve sosyoloji alanlarında çalışan akademisyenler ile NICAM, VSC ve oyun endüstrisinden temsilcilerden oluşmaktadır. PEGI konseyinin ve temel kriterleri PEGI Konseyi tarafından yapılan öneriler veya şikayetleri dikkate almak ve gerekli değişiklikleri yapmak için çalışırlar.

2. Yasal Komite: PEGI gönüllülük esasına dayalı bir sistem olduğundan, belirli içerikler yasaklansa veya zorunlu derecelendirme sistemleri oluşturulsa da mevcut ulusal yasalarla birlikte çalışır ve bunlara tabidir. Yasal Komitenin rolü, katılımcı ülkelerdeki gönüllü yaş derecelendirme sistemini etkileyebilecek ulusal mevzuatta yapılan değişiklikler hakkında PEGI sistemini bilgilendirmektir.

3. Yürütme Komitesi: Yürütme Komitesi, PEGI Konseyinin tavsiyelerini uygulamak ve daha genel olarak Şikayetler Kurulunun sonuçlanması da dahil olmak üzere PEGI Davranış

Kuralları hükümlerinin uygulanmasını sağlamakla görevlidir.

PEGI sınıflandırma sistemine aşağıdaki kategorilere giren oyunlar dahildir:

- Microsoft, Nintendo ve Sony konsolları ve PC için disk veya kartuşta yayınlanan tüm oyunlar.
- Microsoft ve Sony cihazları (akıllı telefonlar ve tabletler dahil) için dijital olarak yayınlanan tüm oyunlar.
- PC için dijital olarak piyasaya sürülen oyunlar.

Bununla birlikte çevrimiçi indirilebilen bazı oyunlar PEGI derecelendirmelerini farklı bir sürece dayanan ancak aynı kriterleri temel alan IARC sistemi kullanarak almaktadır. Örn; Nintendo eShop, Google Play mağazası ve Oculus VR mağazası (<https://pegi.info/page/statistics-about-pegi>).

PEGI işaretleri 2009 yılında güncellenmiş, 2003 yılından beri kullanılan siyah beyaz simgeler, yeni renk kodlarıyla sunulmuştur.

Şekil 1. PEGI Yaş ve Uyarı İşaretleri



Kaynak: <http://www.pegi.info/en/index/>

PEGI sisteminin yönetimini Hollanda Görsel İşitsel Medya Sınıflandırma Enstitüsü (NICAM) yürütmektedir. Bu Enstitü, Hollanda sinema filmi derecelendirme sistemi, Kijkwijzer ve Avrupa dijital oyunlar içeriğinin incelenmesinden ve derecelendirilmesinden sorumludur. NICAM, 2000 yılında görsel-işitsel medyada tek tip sınıflandırma sağlama amacıyla kurulmuştur. Tüketicilerin bir ürünün belli bir yaş grubu için uygun olup olmadığını anlamalarına yardımcı olmak için sınıflandırma rehberleri yayınlamak, şikayetlerle ilgilenmek, filmler, TV programları ve dijital oyunlar için açıklayıcı bilgiler hazırlamakla yükümlüdür (Gürcan vd., 2008: 38).

Bir oyun pazara sunulmadan önce yayımcısı PEGI anketini çevrimiçi ortamda doldurmaktadır. Çevrimiçi sistem, verilen cevaplara göre, yaş derecelendirmesi ve içerik tanımlayıcıyı otomatik olarak belirlemektedir. 12 yaş ve üstündeki derecelendirmelerde NICAM

yazılımı sistematik olarak incelemektedir. Denetimin son aşamasında ise NICAM yayıncıya ilgili içerik tanımlayıcı ve yaş derecelendirme simgelerini kullanması için bir lisans göndermektedir.

PEGI, dijital oyunların bu denli rağbet gördüğü bir dönemde Avrupa Birliği'nin bu sektöre yönelik uyum çabasının bir örneğidir. Avrupa Komisyonu PEGI öz-denetimini desteklemektedir, çünkü şu ana dek PEGI uygulamasının iyi sonuçlar elde ettiği ileri sürülmektedir. Bunun dışında Avrupa Komisyonu, dijital oyunların potansiyelinin, bugün mevcut olanın çok daha ötesine ulaşacağına olan inançtan hareketle dijital oyunlarda var olan girişimleri birleştiren net bir üst düzey politika vizyonu olmaksızın, bir dizi Ar-Ge ve uygulama projesine önemli ölçüde yatırım yapmıştır. Avrupa Parlamentosu tüketicilerin korunması ile ilgili son raporunda oyunları derecelendirmek için PEGI sisteminin, tüketicileri, özellikle ebeveynleri, dikkate değer bir seçim yapmalarını sağlayarak oyun satın alırken, şeffaflığı artıran önemli bir araç olduğu görüşündedir.

PEGI Online ise PEGI sistemine ek olarak getirilen ve çocuklar için uygun olmayan çevrimiçi oyun içeriklerine yönelik daha etkili korumayı amaçlayan bir sistemdir. PEGI Online, PEGI sisteminin geliştirilmiş bir versiyonudur. PEGI On-line gelecek vaat eden bir girişim olarak PEGI'yi daha iyi düzenleme amacı doğrultusunda iyi bir öz-düzenleme örneği haline getirmektedir. Esasen, uygun olmayan oyun içeriğine karşı daha iyi koruma sağlamak ve ebeveynlerin çevrimiçi ortamdaki riskleri ve zarar potansiyelini anlamalarına yardımcı olmak için geliştirilen bir güvenlik sertifikasıdır (<https://pegi.info/page/pegi-online>).

PEGI Online, genç bireylerin online oyun oynarken illegal içerikleri ve istenmeyen internet bağlantılarını engellemeye ve onların gizlilik hakkını korumaya yöneliktir. PEGI Online'ın kapsamını oluşturan dört temel oluşum vardır:

1. PEGI Online güvenlik kodu ve tüm katılımcılar tarafından imzalanan Çerçeve Sözleşmesi,
2. Lisans sahipleri tarafından görüntülenen PEGI Online logosu
3. Mevcut uygulamalar ve genel bilgi için PEGI Online'ın web sitesi
4. Bağımsız yönetim ve anlaşmazlık çözüm süreci (COM, 2008).

PEGI derecelendirmelerinin resmi statüsü, ulusal mevzuatın yaş sınıflandırması ve reşit olmayanların korunması ile ilgilenme şekline bağlı olarak ülkeden ülkeye değişmektedir. Bazı ülkelerde, PEGI belirli bir düzenleme olmaksızın uygulama standartıdır. Bazı ülkeler PEGI'yi yaş derecelendirmeleri için tek sistem olarak resmen kabul etmişken, bazı ülkeler ise PEGI derecelendirme sistemini medyanın yaş sınıflandırmasını düzenleyen yasalara dahil etmişlerdir.

PEGI derecelendirmesinin ülkeler bazındaki uygulamasına bakıldığında ise 38 ülkenin büyük oranda PEGI etiketlerini fiilen kullandığı, bununla birlikte belirli bir yasal dayanak veya resmi destek olmadığı görülmektedir. Örneğin Almanya ve Litvanya’da dijital oyunlara özel bağlayıcı mevzuatlar bulunmakla birlikte Malta’nın genel mevzuata bağlı olarak oyunlarla ilgili uygulamaları yönlendirdiği görülmektedir. Fakat Kıbrıs, Lüksemburg, Romanya ve Slovenya’da ise uygulanan herhangi bir sistem mevcut değildir. Bazı ülkelerde ise yasanın kapsamı farklılaşsa da zararlı içeriğe sahip dijital oyunların satışına yönelik mevzuatları bulunmaktadır. Almanya, İrlanda, İtalya ve Birleşik Krallıkta ise şiddet içeren bazı oyunlar yasaklanmıştır. Bununla birlikte Finlandiya’da, PEGI derecelendirmesine sahip oyunlar, ulusal yaş sembolleri ile zorunlu sınıflandırmadan muaftır. Her iki sınıflandırma da ceza kanunu ile uygulanmakta ve PEGI Konseyi’nde temsil edilmektedir. Almanya’da ise USK sistemi benimsenmekte ve uygulanmaktadır. PEGI etiketlemesi USK derecesi ile birlikte oyunlarda bulunmasına rağmen, PEGI resmi olarak tanınmamaktadır (https://usk.de/fileadmin/documents/Publisher_Bereich/Statut_USK.online_EN.pdf). PEGI, İngiltere’de de oyun sınıflandırması için yasal olarak uygulanan bir sistemdir. British Board of Film Classification organizasyonu, PEGI için resmi desteğe sahiptir ve PEGI Konseyi’nde temsil edilmektedir (<https://www.bbc.com/news/technology-19042908>). Türkiye’de de diğer 38 ülkenin büyük çoğunluğunda olduğu gibi PEGI etiketlerinin fiilen kullanılması, bununla birlikte belirli bir yasal dayanak veya resmi destek olmaması söz konusudur.

Dijital oyunlara yönelik olarak yapılan düzenlemeler genellikle oyunların içeriğinden olumsuz olarak etkilenmenin minimum seviyeye çekilmesine yönelik olmaktadır. Çünkü oyunlar, içerdikleri şiddet ya da stereotiplerle çocuklar ya da azınlıkların bir şekilde olumsuz olarak etkilenmelerine neden olabilmektedir. Özellikle savaş temalı oyunlarda Ortadoğu kökenli askerlerin düşman olarak yok edilmesi sık görülen bir içerik olmaktadır. Bu nedenle Avrupa Birliği Komisyon Kararları kapsamında ele alınan politikalar çocukların yanında azınlıkların da korunmasına yöneliktir. Buna paralel olarak dijital oyunlar aracılığıyla kültürel çeşitliliği teşvik etmek de amaçlanmaktadır. Komisyonun bu doğrultuda yaptığı ilk faaliyet üye devletleri dijital oyunların etkili bir mecra haline geldiğini kabul etmeye çağırarak ve ifade özgürlüğünün standartları ve çocukların korunmasına yönelik olarak yapılan ölçümlerin uygulanmasını sağlamaktır. Sonuç olarak üye devletler komisyonun bu anlayışını ve sınıflandırma sistemini PEGI ve PEGI Online çerçevesinde kendi ulusal sistemlerine entegre etmeye çağrılmaktadırlar.

Komisyonun kararları yalnızca üye devletlere değil, dijital oyun ve konsol endüstrisine de yönelik olmaktadır. Çünkü komisyon kararlarına göre oyun üretici firmaların PEGI ve PEGI Online sistemlerini daha da geliştirmeleri ve PEGI'nin tanıtımına daha çok katkı yapmaları gerekmektedir. Oyunlarını PEGI sistemine kaydettiren ve “PEGI Online güvenlik kodu”nu imzalayan oyun üreticileri ve teknik platform sağlayıcılarına “PEGI Online logosu” verilmektedir. POSC (PEGI Online Güvenlik Kodu) kurallarına uygun bir şekilde site içeriklerini hazırlayan ve PEGI sistemine onaylatan yayıncılar internet sitelerinde “PEGI Online logosunu” kullanabilmektedirler. Yayımcıların oyunları pazara sürme aşamasında göz önünde bulundurmaları gereken yükümlülükleri ise yaş derecelendirmeli içerik ve uygun raporlama mekanizması hazırlamak; uygun olmayan içerikleri kaldırmak; kolay anlaşılabilir gizlilik politikası, çevrimiçi aboneler için toplum standartları ve sorumlu bir reklam politikası oluşturmaktır (Gürcan vd., 2008).

Komisyon kararlarında çevrimiçi oyunların genç tüketiciler için muhtemel tehlikeleri içeren yeni bir mücadele alanı olduğu kabul edilmektedir ve üye devletler ve paydaşlar bu konuyla ilgili olarak birlikte çalışmaya ve yenilikçi çözümler getirmeye çağrılmaktadır. Bu nedenle üye devletlerdeki her türlü mecralar arası yayıncılıktaki özdenetim ya da eşgüdümlü denetim çabaları desteklenmektedir. Bu doğrultuda birer medya çıktısı olarak dijital oyunlarla ilgili olarak AB’de alınan en önlem alıcı kararlardan biri de 20 Aralık 2007 “Commission Communication” paralelinde alınan üye devletlerin ve tüm paydaşların medya okuryazarlığını dijital oyunlara uygulamaya yönelik olarak desteklemeleri kararıdır. Bu doğrultuda tüketicilerin PEGI, PEGI Online ve ilgili düzenlemelerle ilgili farkındalığını arttırmaya yönelik olarak var olan ağlar ve platformların kullanılması amaçlanmaktadır (COM, 2008).

Dijital oyunlar ile ilgili olarak alınan Komisyon Kararları’nın ele aldığı konular yalnızca oyunların içeriği ve bunların muhtemel zararlı etkilerinden çocukların ve belki de tüm tüketicilerin korunması değil, aynı zamanda bunların üretim, pazarlama ve dağıtım süreçleridir (Commission Consults, 2011), çünkü dijital teknolojiler giderek daha fazla oranda bütün medya çıktılarının tüketim sürecini etkilemektedir. Artık bireyler her yerde, her an bir filmi izleyebilmekte ya da oyun oynayabilmektedir. Dijital teknolojilerin bu tür karakteristik özellikleri nedeniyle adeta “demateryelleşmesi” çok büyük fırsatlar ve kolaylıklar sağlasa da pek çok sorunu da beraberinde getirmektedir, çünkü internet ortamında hemen hemen her medya çıktısının indirilmesi mümkündür. Buna emülatörler aracılığıyla ve internet üzerinden oynanabilen dijital oyunlar ve mobil telefonlarda oynanabilen oyunlar da dahildir. Üstelik geçtiğimiz on yılın başında gelirin

%33'ünün internet ve mobil telefonlar aracılığıyla oynanan oyunlardan elde edilirken (Lievens vd., 2006), bu oranın günümüzde %60'lara çıkması nedeniyle Avrupa dijital oyun sektöründe illegal girişimlerin önüne geçilmesi kültürel ve ekonomik anlamda bir zorunluluktur, çünkü bu tür zorluklar kültürel ürünler ve hizmetlerin dijital olarak dağıtımında üretici firmaların karşısına çıkmaktadır. Ayrıca illegal indirmeler, kendi ayaklarının üzerinde durabilecek durumda olan dijital içerikler pazarının ekonomik gelişimini tehlikeye sokmaktadır. Bu nedenle daha fazla miktarda sınırlararası yasal düzenlemeye ihtiyaç vardır. Dolayısıyla müzakere raporları, Avrupa'dan gelebilecek tepkilere bir geri bildirim başlangıcı yapma doğrultusunda muhtemel paydaşlar, tüketiciler ve ticari kullanıcıların bu konudaki mevcut zorluklarının genel çerçevesini ortaya koymaktadır. Komisyon'un kamusal müzakereleri yasal çevrimiçi pazarın rolünü işaret etmekte ve pazarın gelişimini teşvik edecek çeşitli telif hakkı modelleri önermektedir.

Bir diğer öneri ise yalnızca özdenetim yapılmasıyla kalmak yerine işbirlikçi bir politika izlemektir. Buna göre düzenlemeler hem sektörün hem de hükümetlerin işbirliği üzerine temellendirilmelidir. Fakat en önemli sorun her an değişen dijital teknolojilere yönelik farklı ülkelerde farklı düzenlemelerin uygulanması ve belli bir standardın oturtulamamasıdır. Bununla birlikte belli düzenlemeler yapılırken ifade özgürlüğüne fırsat verilmesi ve bir yasaklar silsilesi yaratılmaması da başlıca mücadele alanlarından biri haline gelmektedir (Lievens vd., 2006).

“The Commission Communication” gelecekte karşılaşılabilecek yeni mücadelelerle başa çıkabilmek adına paydaşlardan oluşan “Çevrimiçi İçerik Platformu” isimli bir tartışma grubu önermiştir. 2006 yılındaki müzakere sürecinde “Policy Paper On Creative Content Online” ismiyle yayınlanan raporda çevrimiçi içeriklerin sınırlararası düzenlemelerini desteklemek amaçlanmış; bunun yanında Avrupa Birliği'nin faaliyetlerinde gerekli olan dört temel alan tanımlanmıştır:

1. **Yaratıcı içeriğin ulaşılabilirliği:** Eğer çevrimiçi içerik servislerinin geliştirilmesi gerekiyorsa ya da daha nitelikli içeriklere ihtiyaç varsa, yeni platformlar üzerinden lisanslı ve bedeli ödenmiş kullanım.

2. **Yaratıcı içeriklerin çoklu-bölge (multi-territory) lisansına sahip olması:** Bir içeriğin birden fazla ülke için geçerli olan lisansının yokluğu özellikle tüm Avrupa bölgesinde çevrimiçi içeriklere erişimi engellemektedir.

3. **Dijital haklar yönetim sistemi (DRMs):** Bu teknolojiler çoğunlukla değeri yüksek içeriklere erişimi kısıtlama amaçlı kullanılmaktadır. Fakat bütün hard ve software yazılımlarda kullanılmak üzere tasarlanmalarına ihtiyaç duyulmaktadır.

4. **Gizlilik / Yetki dışı dosya paylaşımı:** Servis sağlayıcıları, yapımcılar ve tüketiciler arasında,

- Yeteri kadar kolayca erişilebilen ve tüketicilere cazip gelen çevrimiçi içerik temin etmek,
- Uygun koruyucu telif hakları,
- Telif haklarının yapımcılar için yasal bedeli garantilediğine yönelik farkındalığı arttırmak için sektör ve hükümetin iş birliği yapmasına ihtiyaç duyulmaktadır.

Görüldüğü gibi Avrupa Birliği'nde dijital oyun endüstrisinin hem üretim hem dağıtım hem tüketim aşamasıyla ilgili konuların üzerinde hassaslıkla durulmaktadır.

3. Avrupa Birliği'ne Uyum Sürecinde Türkiye'de Dijital Oyunlara Yönelik Düzenlemeler ve Uygulamalar

Yaklaşık 30 milyon insanın oyun oynadığı Türkiye'deki oyun pazarının büyüklüğü 2017 yılında 750 milyon dolar iken, 2018 yılında 878 milyona yükselmiştir (Dijital Oyunlar Raporu 2019, <https://www.gaminginturkey.com/turkiye-oyun-sektoru-raporu-2019.pdf>). Türkiye dijital oyunlar açısından yaklaşık 30 milyon oyuncuyu barındıran büyük bir pazar potansiyeline sahiptir. Dijital oyunlar endüstrisi, Türkiye'de daha çok gençlere hitap eden bir sektör olarak görüldüğü için devlet, bu konu üzerine resmi bir kurum oluşturmak üzere Spor Gençlik Müdürlüğü'nü görevlendirmiştir. 2006 yılından beri oyun sektörüyle ilgili yasal düzenlemelere yönelik bir federasyonun kurulması gündemde olmasına rağmen, gerekli işlemlere başlanması 2010 yılında bulmuş ve 2011 yılında Türkiye Dijital Oyun Federasyonu veya kısa adıyla TÜDOF kurulmuştur. Türkiye Cumhuriyeti Gençlik ve Spor Bakanlığı Spor Genel Müdürlüğü'ne bağlı olarak kurulan Türkiye Dijital Oyunlar Federasyonu'nun başkanlığına ise Mevlüt Dinç getirilmiştir. Bu Federasyon Türkiye'de dijital oyun sektörünün ve oyuncuların resmi bir çatı altında kurumsallaşması anlamına gelmektedir (www.trgamer.com). 28 Ekim 2008 tarihinde Kültür ve Turizm Bakanlığı Telif Hakları ve Sinema Genel Müdürlüğü tarafından çıkartılan ve 27038 sayılı Resmi gazetede yayınlanan yönetmelikle, dijital oyunların kayıt ve tescil aşamasında denetlenmesine ilişkin yayımcılara ve dağıtımcılara sorumluluk yükleyen bir kontrol süreci uygulamaya konulmuştur (Gürcan vd., 2008: 25). Bunların dışında aynı yıl çeşitli sektör temsilcilerinin katılımıyla, Türkiye'deki bilgisayar oyunlarının denetlenmesi, sınıflandırılması, çocuklar ve aileleri açısından güvenli hale getirilmesi konularının tartışıldığı istişare toplantıları düzenlenmiştir.

2011 yılında dağıtıcılar, yayıncılar, ar-ge, akademisyenler, teknokentler, internet kafeler, medya mensupları, dijital oyunlarla ilgili diğer kamu kurumları ve hukukçulardan oluşan alt çalışma grupları oluşturulmuş ve dijital oyunlar endüstrisinin seçtiği temsilcilerin liderliğinde birtakım sektörel çalışmalar yapılmıştır (<https://www.cnnturk.com/2011/bilim.teknoloji/teknoloji/08/03/baskan.mevlut.dinc.secildi/624989.0/index.html>).

Türkiye’de Başbakanlık Aile ve Sosyal Araştırmalar Genel Müdürlüğü ve Telekomünikasyon Kurumu Telekomünikasyon İletişim Başkanlığı’nın oyun sektörüne yönelik yasal düzenlemeleri 5651 sayılı kanun ve mevzuat çerçevesinde yapılmıştır. “Bu düzenlemeler oyunların denetlenmesi, sınıflandırılması, çocuklar ve aileleri için güvenli hale getirilmesi, dijital oyunların farklı alanlarda kullanımının ortaya koyduğu faydalardan yararlanılması ve Türkiye’deki oyun ve yerel oyun yazılım sektörünün geliştirilmesine yöneliktir” (Gürcan vd., 2008). Buna paralel olarak Türkiye’de oyun sektörü, bağımsız ya da küçük oyun şirketlerinin küresel firmalarla işbirliğinin son hızla ilerlediği bir döneme girmiştir (www.trgamer.com). Nitekim bu yerel firmalar Sanayi Bakanlığı’nın “Tekno Girişim Sermayesi”nden de destek görmüştür.

Dijital oyunların kişisel bilgisayarlarda ya da konsollarda oynanmasının yanı sıra, aynı zamanda internet kafelerde yani kamusal alanda da oynanması söz konusu olduğu için, buna yönelik olarak 01.11.2007 tarih ve 26687 sayılı Resmi gazetede yayınlanan “internet toplu kullanım sağlayıcıları hakkında yönetmelik”in 9. maddesinin (g) bendinde “işyerlerindeki bilgisayarlarda uyuşturucu ve uyarıcı madde alışkanlığı, intihara yönlendirme, cinsel istismar, müstehcenlik, fuhuş, şiddet, kumar ve benzeri kötü alışkanlıkları teşvik eden ve 18 yaşından küçüklerin psikolojik ve fizyolojik gelişimine olumsuz etkisi olabilecek oyunlar oynatılamaz” hükmü yer almıştır. Ayrıca Telekomünikasyon İletişim Başkanlığı’na ait ihbar hattına ve soru@tib.gov.tr adresine şiddet içeren ve bağımlılık yaratan oyunlarla ilgili ihbar ve şikayetler gelmektedir (TİB, 2008). Türkiye Cumhuriyeti Gençlik ve Spor Bakanlığı tarafından hazırlanan <http://farkındayiz.gov.tr> ise dijital oyunlar da dahil olmak üzere dijital dünyanın risklerine karşı farkındalık oluşturmak için hazırlanmış bir portaldır (Dijital Oyunlar Raporu, 2019, <https://www.guvenliweb.org.tr/dosya/RjARy.pdf>).

Federasyon, 2013 yılında Spor Genel Müdürlüğü Merkez Danışma Kurulu tarafından lağvedilmiş; Spor Genel Müdürlüğü Gelişmekte Olan Spor Branşları Federasyonu kapsamı altına Dijital Oyunlar As Başkanlığı olarak bağlanmıştır (<http://gosbf.gov.tr/Duyuru/43598/dijital->

Son yıllarda dijital oyunlara yönelik düzenlemeler noktasında Türkiye Oyun Geliştiricileri Derneği (TOGED)'nin çocukların dijital oyunlardaki güvenliğini sağlamaya yönelik yaptığı çalışmalar dikkati çekmektedir. Derneğin özellikle konunun uzmanları, PEGI işaretlerinin kullanımı ve oyun sektörü gibi konularda düzenlediği çalıştaylar ve sempozyumlar söz konusudur. Sektörün önemli temsilcilerinin bir araya geldiği bu tür etkinliklerde dijital oyun sektörünü çeşitli yönleriyle ele almak ve “uzun vadede bir yol haritası” çıkarmak amaçlanmakta ve etkinliklerin sonuçları Dernek tarafından paylaşılmaktadır.

Bunun dışında Bilgi Teknolojileri ve İletişim Kurumu (BTK), dijital oyunlar konusuna büyük önem vermekte “dijital oyunların çocuk gelişimi üzerine etkileri ve eğitim amaçlı kullanılması, dijital oyunlardaki kalıp yargılar, şiddet ve diğer zararlı içerikler ile oyunların derecelendirilmesi” gibi birçok konuya eğilmektedir. Çocukların güvenle oynayabilecekleri düşünülen guvenlicocuk.org.tr gibi dijital oyunlar tasarlanmış; dijital oyunlarla ilgili blog yazıları, güncel haberler, bilimsel çalışma raporları, ebeveyn denetim araçları ve popüler oyunların incelemelerinin bulunduğu guvenlioyuna.org.tr portalı hizmete açılmıştır. Çocukların maruz kalabileceği film, kitap ve dijital oyunların incelemelerinin yapıldığı bir portal olan cocukicinicerik.com, içerikle ilgili ebeveynlere tavsiyeler vermektedir. Bilgi Teknolojileri ve İletişim Kurumu tarafından düzenlenen Uluslararası Çocuk ve Bilgi Güvenliği Etkinliği kapsamında 2017 yılında düzenlenen sempozyumda ise Türkiye’de etkili bir yaş sınırlandırması uygulamasının olmayışı konuşulmuş; etkinliğe davetli olarak gelen PEGI Operasyonel Direktörü Dirk Bosmans yaş sınıflandırma sistemleri ve Türkiye’nin de PEGI gibi bir sisteme olan ihtiyacının üzerinde durulmuştur (TOGED, 2017, <http://www.toged.org/toged-cocuklarin-dijital-oyunlardaki-guvenligi-konusundaki-calismalari-hizlandiriyor/>).

Türkiye’de dijital oyunlara yönelik olarak yapılan bilinçlendirme çalışmaları henüz tam anlamıyla sistematik ve kurumsallaşmış bir yapı sergilememekte, dijital oyunların değerlendirme ve sınıflandırmasını yapabilecek uzmanlaşmış bir birim veya ayrı bir mevzuat bulunmamaktadır. Dijital oyunların değerlendirme ve sınıflandırılması, sinema filmleri için oluşturulmuş olan işaret ve ibareler kullanılarak yapılmaktadır⁷⁹. Bununla birlikte ithal edilen bir oyunun üzerinde oyunun

⁷⁹ “Kültür ve Turizm Bakanlığı bünyesindeki Telif Hakları ve Sinema Genel Müdürlüğü’nün mevzuatına 2006 yılında yapılan düzenlemelerde, yönetmelikte geçen adıyla ‘bilgisayar oyunları’, ‘Fikir ve Sanat Eserlerinin Kayıt ve Tescili Hakkındaki Yönetmelik’te (KTB, 2008) kayıt ve tescil başvurularında gerekli belgeler açısından sayılmaktadır. Adı geçen yönetmelik, bilgisayar oyunlarının kayıt ve tescil edilebilmesi için

ithal edildiği ülke itibariyle PEGI işaretlerinin bulunduğu görülmektedir. Dijital oyunlarla ilgili yapılan bu türde yetersiz uygulamalar ve belli bir sistematikliğin olmayışı ve mevzuatta dijital oyunlara yönelik kısmi denetimin, yalnızca sanal olmayan ortamlarda satılan dijital oyunlarla sınırlı kalmasına neden olmaktadır. Üstelik Çevrimiçi ortamda ücretli veya ücretsiz olarak oynanabilen dijital oyunlara yönelik herhangi bir denetim mekanizması bulunmamaktadır.

Sonuç ve Tartışma

Dijital oyunlar etkililiği pek çok farklı alanda kanıtlanmış bir sektör olarak karşımıza çıkmaktadır. Dolayısıyla oyunların olumsuz etkilerinden çocuk ve gençleri koruma amaçlı uygulamalardan ziyade, oyunların potansiyelini çok daha verimli bir şekilde değerlendirmenin yollarına odaklanılmalıdır. En basitinden, dijital oyunların eğitim amaçlı kullanıldığı eğitici oyunlar ve oyunlaştırmanın (gamification) pek çok farklı sektörde başarılı bir şekilde kullanılması söz konusudur.

Türkiye’de son yıllarda görülen dijital oyunlara yönelik düzenlemelerin yanı sıra, Avrupa Birliği’ne uyum sürecinde de birtakım düzenlemelere gidileceği muhakkaktır. Zira bazı oyunlar Avrupa ülkelerinde sansürlenip daha küçük yaş sınırına yönelik olarak piyasaya sürülürken, Türkiye’de ise aynı oyun sansürsüz olarak satışa sunulabilmektedir. Bunların dışında artık Türkiye’de çok başarılı oyun geliştirici firmalar bulunmaktadır ve bu tür firmaların dış pazara açılma girişimlerinde, uygulanan derecelendirme sistemlerini adapte etmeleri gerekecektir. Elbette ki burada savunulan sansür mekanizması ya da dijital oyunlarla çocuklar arasındaki ilişkiyi korumacı bir tavırla ele almak değildir, çünkü korumacı bir tavrın ya da sansürün bu oyunların zararlı içeriklerinden çocukları ve hatta büyükleri ne kadar “esirgeyeceği” tartışılır. Özellikle Avrupa Birliği ülkelerinde bir oyunu satın alırken çok yönlü bir kontrol varken, Türkiye’de insiyatif çoğu zaman çocuğa bırakılmış durumdadır. Özellikle yasak meyve etkisini devreye sokan ve çocukların merakını daha fazla cezbeden bu tarz sınıflandırma sistemlerinden ziyade burada sorumluluğun büyüğü ekonomik faydayı önceliklerinde tutması muhtemel üretici ve dağıtıcı firmalara, çevrimiçi oyunların bir arada oynanabildiği LAN buluşmalarına, çevrimiçi turnuvalar vb. etkinliklerin düzenlenmesine, internet kafe sahiplerine, “alt tarafı oyun” diyerek yaş sınırı ve

bilgisayar programları üzerindeki telif haklarının takibi ve idaresi amacıyla kanunla kurulmuş olan bir meslek birliği tarafından ‘Sinema Filmlerinin Değerlendirilmesi ve Sınıflandırılmasına İlişkin Usul ve Esaslar Hakkında Yönetmelik’te (KTB, 2008) yer alan değerlendirme ve sınıflandırma esasları doğrultusunda değerlendirilmektedir“ (<https://www.guvenliweb.org.tr/dosya/RjARy.pdf>).

içeriği gözetmeksizin oyunları satın alan ebeveynlere ve çocuğun kendi özdenetimini yapabilmesine olanak sağlayacak bir yeterliliğe sahip olmasının yolunu açan bir eğitim sistemine düşmektedir. Özhan 2011 yılında yaptığı çalışmasında “içinde dijital oyunların da yer aldığı, görsel ve işitsel medya ürünlerinin olası sosyal, kültürel ve psikolojik etkilerini bilimsel olarak araştırma, değerlendirme kabiliyetine sahip ve piyasa üzerinde yaptırım yetkisi bulunan bir kuruluşun varlığı”nın Türkiye açısından elzem olduğuna dikkat çekmektedir. Benzer şekilde T.C. Aile ve Sosyal Politikalar Bakanlığı tarafından 2017 yılında hazırlanan “Dijital Oyunlar İçin Çocuk ve Aile Rehberliği Sonuç Raporu”nda da PEGI gibi alt yapısı olan derecelendirme sistemlerinin, Türkiye’ye de uyarlanabileceği, çeşitli kurum ve kuruluşların iş birliği içerisinde kar amacı gütmeyen, çocukların medya ve teknolojinin zararlı etkilerinden korunması amaçlı kılavuz niteliğinde internet siteleri vb. içerikler oluşturulabileceği önerilmiştir. Bununla birlikte günümüzde durum hala oyunlardaki şiddet öğeleri, dinsel, ırksal stereotiplerin görülerek bunlara yönelik bilgilendirme raporlarının oluşturulması vb. gibi uygulamalardan öteye gitmemektedir. Oysa farkındalık temelli bir eleştirel bir medya okuryazarlığından hareket eden dijital oyun okuryazarlığı eğitimi olumsuz içeriklerden kaynaklı tüm bu etkileri minimum seviyeye çekmede en etkili yoldur. Avrupa Birliği kapsamında yapılan düzenlemeler ve PEGI gibi derecelendirme sistemlerinin tam anlamıyla uygulanmadığı mevcut durumda, yalnızca oyun geliştiriciliği ya da e-sporcu yetiştirmeye yönelik düzenlemeler ile değil, içeriklerin olumsuz etkilerine yönelik yapılacak düzenlemelerde de taklit ya da kopya uygulamalardan ziyade ülke olarak özgün ve yeterlilik temelindeki girişimler ve etkin bir dijital oyun okuryazarlığı eğitimi daha yerinde olacaktır.

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Dijital Okuryazarlığın Pazarlamada Kullanımı Üzerine Bir Değerlendirme

Dr. Cevat SÖYLEMEZ

Kütahya Dumlupınar University, Faculty of Economics and Administrative Sciences

cevatsoylemez@hotmail.com

Orcid ID: 0000-0002-5373-2913

ÖZET

Son yıllarda bilgi ve iletişim teknolojilerinde yaşanan gelişmeler, günlük yaşamın ve birçok endüstrinin en önemli konusu halinde gelmiştir. Şüphesiz ki yaşanan bu gelişmeler pazarlama alanında da hissedilmektedir. İşletmelerin pazarlama aktivitelerinde interneti ve dijital teknolojileri kullanmasıyla tüketicilerde de buna bağlı olarak değişen satın alma alışkanlıkları söz konusu olmaya başlamıştır. Bu nedenle teknolojinin ve dijital mecraların nasıl kullanıldığı veya kullanılırken nelere dikkat edilmesi gerektiği gibi konular önem kazanmaya başlamıştır. Dijital okuryazarlık kavramı da bu noktada pazarlama açısından üzerinde durulması gerekli bir konu haline gelmektedir.

Dijital okuryazarlık, bilgisayar, tablet veya akıllı telefon gibi dijital teknolojileri kullanma yeteneğinden daha çok dijital ortamları anlamaya yakından ilişkilidir. Dijital okuryazarlık bir bireyin medya araçları vasıtasıyla kendisine sunulan ya da kendisinin kullandığı ortamları yorumlamasına ve okumasına imkan vermektedir. Böylelikle dijital araçlar ya da mecralar aracılığıyla gerek tüketici gerekse işletme olarak pazarlamanın bir tarafı konumunda bulunarak hareket etmek durumunda kalmaktadır. Bunun için dijital okuryazarlık, neredeyse tüm tüketiciler ve işletmeler için önem kazanmaktadır. Bu kapsamda ele alınan bu çalışmanın amacı, dijital okuryazarlığı pazarlama açısından ele alarak değerlendirmektir.

Anahtar Kelimeler: Teknoloji, Dijital pazarlama, Dijital Okuryazarlık

An Evaluation on the Use of Digital Literacy in Marketing

ABSTRACT

In recent years, the developments in information and communication technologies have become the most important subject of daily life and many industries. Undoubtedly, these advances are also felt in the field of marketing. With the use of the internet and digital technologies in the marketing activities of the businesses, the changing buying habits of the consumers have started to be in question. Therefore, issues such as how technology and digital channels are used or what should be considered while using them have become important. At this point, the concept of digital literacy becomes a subject that needs to be emphasized in terms of marketing.

Digital literacy is more than the ability to use digital technology, such as a computer, tablet pc or smartphone, but rather understanding within digital environments. Digital literacy allows an individual to interpret and read the media offered to him/her or used by him/her through media. Thus, it has to act as a side of marketing both as a consumer and a business through digital tools or channels. Therefore, digital literacy is growing in importance for almost all consumers and businesses. The purpose of this study, which is dealt with in this context, is to evaluate digital literacy in terms of marketing.

Keywords: Technology, Digital Marketing, Digital Literacy

GİRİŞ

21. yüzyılda bilgi ve iletişim teknolojilerinde yaşanan gelişmeler oldukça hız kazanmıştır. Özellikle internet kullanımının yaygınlaşması bilginin paylaşımını ve kullanımını artırarak insan hayatındaki birçok yeniliği beraberinde getirmiştir. Bilgisayar, telefon ve tablet gibi mobil araçların kullanımının artmasıyla beraber dijital dünyanın kapıları herkese açılmıştır. Teknolojinin getirmiş olduğu bu değişim eğitimden-ticarete, sağlıktan-ulaşıma kadar hemen hemen hayatın her alanında hissedilir olmuştur. Özellikle geçtiğimiz birkaç aylık zaman diliminde -Covid 19 pandemisinden kaynaklı olarak- dijital dünyanın tamamen içerisinde yer aldığımız kaçınılmaz bir gerçek olarak ortadadır. Bu durum teknoloji ve toplum arasındaki etkileşime bağlı olarak insanların bazı davranışlarında da değişikliğe yol açmıştır. Dijital davranış dönüşümü olarak ifade edebilecek olduğumuz bu değişim, bireylerin dijital yeterliliklerinin önemini artırmıştır. Teknolojik ürünler ya da araçların kullanımıyla birçok iş ve işlem daha hızlı ve kolay bir şekilde yapılabilmektedir. Ancak kimi zaman bu araçların bilinçsiz ya da dikkatsiz kullanımı birçok sorunu da beraberinde getirmektedir. Karşılaşılan bu problemler arasında kişisel bilgilerin paylaşılması, dolandırıcılık, siber saldırı, dijital bağımlılık, virüs yazılımlar gösterilebilir. Dijital araç ve ürünleri kullanırken bu tür sorunlarla karşılaşmamak için kullanıcıların ve bireylerin daha bilinçli olması ve dijital okuryazar kişiler olarak hareket etmesi gerekmektedir.

Bireylerin dijital okuryazar olup olmadıkları ya da ne kadar dijital okuryazar olduklarının farkında olması gerekmektedir. Diğer bir ifadeyle, dijital teknolojilerden ne derecede yararlandıkları ve dijital teknolojiyi kullanma noktasında ne derece bilinçli oldukları büyük önem arz etmektedir. Bu durumun ise dijital okuryazarlılık seviyelerinin belirlenmesiyle ortaya konulabilmesiyle mümkündür.

Dijitalleşme hayatın her alanında olduğu gibi pazarlama alanında da kendini göstermektedir. Teknolojideki gelişme ilerledikçe, pazarlama aktivite ve uygulamaları da işletmeler açısından ve özellikle tüketiciler açısından değişmekte ve gelişmektedir. Çünkü bireylerin ihtiyaçlarını karşılayacak ürünleri satın alma davranışlarında internet bağlantılı mobil cihazlar ve taşınamayan diğer teknolojilerin kullanımı bireylere kolaylık sağlamaktadır. Böylelikle birey olarak tüketiciler dijital araçlar ya da mecraları kullanarak dijital dünyanın içinde yer almaktadır. Bu nedenle pazarlama açısından dijital okuryazarlığın ne ifade ettiği değerlendirilmesi ve üzerinde durulması gerekli bir konu haline gelmektedir.

1. KAVRAMSAL ÇERÇEVE

1.1. Dijital Okuryazarlık

Dijital okuryazarlık kavramı, ilk olarak Paul Gilster tarafından ifade edilmiş ve tuşlara basmanın ötesindeki fikirlere hakim olmakla ilgili bir zihniyet olarak tanımlanmıştır. Ayrıca dijital okuryazarlık bir şeyleri araştırıp bulmak ile sınırlandırılmamakta, bu bilgileri yaşamda kullanma yeteneğini de içermektedir (Gilster, 1997: 15). Dijital okuryazarlık, sadece bir cihazı ya da teknolojiyi kullanma becerine sahip olma değil, aynı zamanda dijital ortamlardan etkin bir şekilde faydalanabilmek için bireylerin taşınması ve sahip olması gereken sosyolojik, duygusal, motorik ve bilişsel birçok çeşitli beceri ve özellikler topluluğu olarak da ifade edilmektedir (Alkalai ve Hamburger, 2004). Dijital okuryazarlık, iletişim araçlarını ve interneti kullanarak bilgi üretmek ve değerlendirmek için kullanılır. Ayrıca dijital okuryazarlık medya araçlarını oluşturmaya, anlamaya ve yorumlamaya izin vermektedir (Ranson, 2017).

Dijital okuryazarlığın üç temel boyutu vardır. Bunlar teknik, bilişsel ve sosyal-duygusal boyutlardır. Teknik boyut, günlük hayatta bilgisayar iletişim teknolojilerini kullanmada operasyonel ve teknik beceriyi ifade etmektedir. Bilişsel boyut, dijital bilgiyi elde döngüsünde değerlendirmelerde bulunma ve yapılan araştırmalarda eleştirel düşünebilmeye karşılık gelmektedir. Sosyal-duygusal boyut ise sosyalleşme, iletişim ve interneti kullanırken güvenlik ve mahremiyet gibi unsurları göz önünde bulundurarak sorumlu bir şekilde hareket etmektir (Ng, 2012).

Ng (2012)'ye göre, bir bireyin yeni ya da gelişen bir teknolojiyi benimsemesi onun dijital okuryazar olup olmadığı konusunda bir gösterge olarak değerlendirilebilir. Dijital okuryazarlık becerisine sahip bireyler, dijital dünyada yapmış olduğu eylem ya da atmış olduğu adımların nereye gittiğini bilen ve istediği bilgiye hızlı bir şekilde ulaşabilen kişilerdir. Başka bir ifadeyle bu bireyler, dijital dünyada kullanılan teknolojileri, bu teknolojilerle sunulan bilgileri ve bilgilerin ulaşabileceği noktaları kolayca kavrayabilmektedirler (Lankshear ve Knobel, 2006). Bu noktada birey olarak tüketicilerin yeni ya da gelişmekte olan teknolojileri benimsemeleri ve satın alma eylemlerin de bu teknolojileri kullanma durumları onların dijital okuryazarlıklarını seviyeleri ile yakından ilişkilidir denilebilir.

Ng (2012), dijital okuryazar bireylerin taşınması gereken özellikleri şu şekilde ifade etmektedir:

- Gnlk hayat iin gerekli temel bilgisayar tabanlı iŖlemleri gerekleŖtirebilme ve kaynaklara eriŖim saėlayabilme,
- AraŖtırma yapmak ve ierik ėrenmek amacıyla bilgiye etkin bir Ŗekilde ulaŖabilme, tanımlama ve deėerlendirebilme,
- evrimii topluluklarda uygun biimde davranma ve kendini dijital ortamlardaki zararlardan koruyabilme becerisine sahip olma.

1.2. Dijital Pazarlama

Dijital pazarlama terimi, dijital kanalları kullanarak rn ve hizmetlerin pazarlanmasını tanımlayan belirli bir terimden; zamanla dijital teknolojileri kullanarak mŖteri edinmek, mŖteri tercihleri oluŖturmak, markaları tanıtmak, mŖterileri elde tutmak ve satıŖları artırmak Ŗeklinde tanımlanmaya baŖlanmıŖtır (Kannan ve Li, 2017). Dijital pazarlama, mŖterilerin dijital temas noktaları ile iŖletmelerin mŖterilerine ierik saėlamak iin kullandıkları dijital dnŖm arayzleri arasındaki kritik kpr grevini stlenmektedir (Wymbs, 2011: 95).

Amerikan Pazarlama Birliėi'ni (AMA) dijital pazarlamayı, mŖteriler ve paydaŖlar iin deėer yaratma, iletiŖim kurma ve deėer verme konusunda dijital teknolojiler tarafından kolaylaŖtırılan faaliyetler, kurumlar ve sreler olarak tanımlamaktadır (<https://www.ama.org/the-definition-of-marketing-what-is-marketing/>). Dijital pazarlama, tketicici ihtiyalarının daha etkin bir Ŗekilde karŖılanması, iŖletmenin potansiyel alıcılara ve hedeflerine ulaŖması iin dijital teknolojilerin kullanılması olarak da tanımlanabilir. Dijital pazarlamada en sık yapılan hatalardan biri internet pazarlaması olarak tanımlanmasıdır. nk internet bir mŖteriye ulaŖmanın sayısız yollarından sadece biridir (Sawicki, 2016).

Dijital pazarlamanın tketicici ve mŖterilere saėlamıŖ olduėu en nemli fayda zaman, mekan ve ulaŖım kolaylıėıdır. İŖletmeler aısından bakıldıėında ise dijital ortamlardaki aralar zerinden hedef kitleden alınan geri bildirimlerle sunulan rnle ilgili iyileŖtirmeler saėlanabilmekte, pazarlama eylemleri daha aktif bir Ŗekilde yrtlebilmektedir (OdabaŖı ve Oyman, 2017: 327-328). Yine dijital pazarlamanın lmlenebilir olması ve iŖletmelerin nasıl bir strateji uygulaması gerektiėi konusunda yol gsterici olması da nemli bir konudur (Mert, 2018).

Dijital pazarlama, tketicici ve mŖterilere dijital dnyanın kapılarını aarken; iŖletmelere de pazarlama eylem ve aktivitelerini dijital ortamlardan sunma imkanını beraberinde getirmektedir. Ancak btn bunlar gerekleŖtirilirken tketicici ve mŖterilere sunulan dijital dnyanın tketicici ve mŖteriler tarafından ne kadar bilinli ve farkında olarak kullanıldıėını da son derece nemlidir.

Bu durumda da internet, sosyal medya, mobil uygulamalar, web sitesi, artırılmış gerçeklik gibi dijital platformlar kullanılarak gerçekleştirilen satın alma eylemlerinin tüketici ve müşteriler tarafından anlaşılabilir, yorumlanabilir ve teknik, bilişsel ve sosyal-duygusal unsurlar göz önünde bulundurularak yerine getirilmesi gerektiği söylenebilir. Diğer bir ifadeyle, dijital pazarlama eylemlerinin gerçekleştiği ve kullanıldığı her türlü teknolojik ortamda satın alma eyleminde bulunan her bireyin dijital okuryazar olarak hareket etmesi gerekli bir durum haline gelmektedir.

SONUÇ VE DEĞERLENDİRME

Teknoloji ve dijital bilginin kullanımının genişlemesi günlük yaşamda ve birçok endüstri kolunda dijital okuryazarlığın önemini artırmıştır. Günümüzde dijital okuryazarlık, akıllı telefon, tablet ve bilgisayar gibi dijital teknolojilerin kullanım yeteneğinden daha çok dijital çevreyi anlamak ve oluşturmakla yakından ilişkilidir (Ranson, 2017). Birçok işletme müşterilerini tanımak için çok fazla zaman ve çaba harcıyor. Ancak çok azı onları anlamaya odaklanıyor. Müşterileri anlamak, onları neyin motive ettiğini, hangi soruları cevaplamak istediklerini, davranışlarının nasıl değiştiğini ve geliştiğini bilmek olarak değerlendirilebilir. Ayrıca işletmelerin rekabetçi olabilmek ve güvenilir olabilmek adına müşterileri ile temas noktaları olan web sitesi, mobil uygulama, çeşitli e-ticaret platformları gibi dijital kanalları kullanması oldukça önemlidir. Çünkü teknoloji çağı tüketici davranışlarında önemli değişiklik ve alışkanlıkları da beraberinde getirmiştir ve yeni teknolojiler, yeni tüketiciler ve yeni rakipler yaratan yeni pazarlar oluşturmuştur. Tüketiciler, istek ve ihtiyaçlarını karşılarken dijital beklentilerini göz önünde bulundurarak dijital deneyimlerini her geçen gün giderek daha fazla artırmaktadır. Bu kapsamda her tüketicinin dijital çağın gerekliliği açısından yeterli düzeyde dijital okuryazarlık yeteneği, beceri ve bilgisine sahip olması modern toplumun bir zorunluluğu haline gelmeye başlamıştır.

Kavramsal olarak dijital okuryazarlığın pazarlamada kullanımının değerlendirildiği bu çalışmanın pazarlama alanında yapılacak araştırmalara zemin oluşturacağı varsayılmakla beraber bundan sonra yapılacak daha kapsamlı uygulamalı nicel araştırmalara yol gösterici nitelikte olacağı ifade edilebilir.

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Covid-19 Sürecinde Marka Logolarındaki Değişim

Asst. Prof. Dr. Fatma Gül BİLGİNER ÖZSAATCI

Hasan Kalyoncu University
fatmagul.bilginer@hku.edu.tr

ÖZET

Çin'in Wuhan kentinde 2019 yılının Aralık ayında ortaya çıkıp tüm dünyayı etkisi altına alan Covid-19 pandemisi sosyal hayattan ekonomik hayata her alanda etkisini göstermiştir. Bu süreçte ülkeler “evde kal” ve “sosyal mesafeyi koru” çağrısı yapmışlardır ve bireylerin salgından korunması için kamu bilinci oluşturulmaya çalışılmıştır. Devletin yanı sıra birçok kurum ve kuruluşta süreci desteklemek için ücretsiz hizmetler sunmuş, sağlık çalışanlarına özel kampanyalar yapmıştır. Sağlık, ekonomik ve sosyal anlamda bir krize dönüşen bunun gibi süreçlerde markaların sessiz kalarak iletişimi kesmeleri olumsuz sonuçlar doğurabilmektedir. Böyle bir süreçte önemli olan markaların iletişim tonudur. Bu süreçte de markalar sosyal duyarlılık açısından bir takım faaliyetlerde bulunmuşlar ve mesaj vermek adına görsel ifade tarzlarından biri olan logolarında değişikliklere gitmişlerdir. Markaların tüketici ile iletişimini sağlayan logolar marka kişiliği, marka imajı ve kurumsal görsel kimliğin oluşmasında önemlidir. Bu çalışmanın amacı Covid-19 sürecinde markaların logo değişimini resmetmektir. Bu amaçla ulusal ve küresel alanda faaliyetlerini sürdüren 15 markanın logo değişimleri incelenmiştir. Çalışma sonucunda tüm marka logolarının renk ve dizaynının aynı kaldığı 13 markanın logosunda yalnızca şekil, harf veya sembollerin birbirinden uzaklaştırılarak sosyal mesafeye dikkat çekildiği, 2 markanın logosunda ise evde kalmaya yönelik mesaj vermek amacıyla biçimsel değişikliklerin yapıldığı tespit edilmiştir. Markaların logolarında renk, şekil, yazı karakteri ve dizayn değişimine gitmemesindeki en önemli neden tüm bu unsurların kurum kimliğini, marka imajını ve marka kişiliğini yansıtmasıdır. Çalışmada markaların bu süreçte faaliyetlerini durdursalar da sürece ilişkin logolarında dikkat çekici değişimler yaparak tüketicilerle olan iletişimlerini sürdürmeyi amaçladıkları gözlemlenmiştir. Bu değişim ile markalar hem sürece olan sosyal duyarlılıklarını ifade etmişler, hem hatırlanabilirliklerine katkı sağlamışlar hem de dikkat çekerek gündem olmayı başarmışlardır.

Anahtar Kelimeler: Covid-19, Marka, Logo

Change in Brand Logos in Covid-19 Process

ABSTRACT

Covid-19, which emerged in Wuhan, China in December 2019 and influenced the World. Pandemic has shown its effect in every field from social to economic. In this process, countries called for “stay at home” and “keep social distance” and public awareness was tried to be created to protect individuals from the epidemic. In addition to the state, it has provided free services to support the process in many institutions and organizations, and made special campaigns for healthcare professionals. In such processes that turn into a crisis in terms of health, economy and social aspects, the fact that brands remain silent and cut communication can have negative consequences. What matters in such a process is the communication tone of brands. In this process, brands have carried out some activities in terms

of social sensitivity and have changed their logos, which is one of the visual expression styles, to give messages. Logos that enable brands to communicate with the consumer are important in creating brand personality, brand image and corporate visual identity. The aim of this study is to illustrate the logo change of brands in the Covid-19 process. The logo changes of 15 brands operating in the national and global arena were examined. As a result of the study, it was determined that the colors and designs of all brand logos remained the same, and the logos of 13 brands were removed by removing only the shapes, letters or symbols from each other, and formal changes were made in the logo of the 2 brands in order to give a message to stay at home. The most important reason for brands not to change color, shape, font and design in their logos is that all these elements reflect their corporate identity, brand image and brand personality. In the study, it is observed that brands aim to maintain their communication with consumers by making remarkable changes in their logos, even if they stop their activities in this process. With this change, brands both expressed their social sensitivity to the process, contributed to their recall and also managed to be the agenda by attracting attention.

Keywords: Covid-19, Brand, Logo

GİRİŞ

2019 yılı aralık ayında başlayıp o tarihten bugüne etkisini sürdürmekte olan Covid-19 pandemisi dünya sağlık örgütü tarafından(WHO,2020); *“yeni keşfedilen bir koronavirüsün neden olduğu bulaşıcı bir hastalıktır. COVID-19 virüsü, enfekte bir kişi öksürdüğünde veya hapşırduğunda öncelikle tükürük damlacıkları veya burun akıntısı yoluyla yayılmaktadır. Şu anda, COVID-19 için spesifik aşular veya tedaviler yoktur.”* Şeklinde tanımlanmaktadır. Bu süreçte tüm dünya ülkeleri çeşitli tedbirler alarak pandemi ile mücadele etmeye çalışmışlardır. Bu mücadele süreci alınan bir takım önlemler yürütülmüş, alınan bu önlemler de başta toplumun en küçük birimi olan bireyler olmak üzere sosyal ve ekonomik hayatın tamamını etkilemiştir. Ekonomik hayat içerisinde varlığını sürdüren markalarda bu değişimden etkilenerek faaliyetlerinde bir takım değişimlere gitmişlerdir. Markaların sürdürülebilirliği marka sadakati ile gerçekleşmektedir. Marka sadakatinin sağlanmasında en önemli unsurlardan biri ise tüketici memnuniyetidir. Günümüz tüketicileri birbirlerinin muadili olan yüzlerce ürün arasından kendisine bir değer ve fayda sunan markalara yönelmektedirler. Bu bağlamda tüketicilerin kendilerini özel hissetmesi ise markaların tüketicileri ile olan iletişimleriyle doğrudan ilişkilidir.

Covid-19 sürecinde bir çok kurum ve kuruluşun yanında markalar da sosyal sorumluluk anlamında adım atmak adına iletişim araçlarından biri olan logolarında bir takım değişiklikler yapmışlardır. Bu değişimlerin temelinde hem herkesin etkilendiği bu süreçte sessiz kalmamak hem de tüketicilere “yanınızdayız” mesajını iletmek amacı yatmaktadır.

Bu çalışmada covid-19 sürecinde markaların yaptıkları logo değişimlerini inceleyerek

verilmek istenen mesajlar ortaya çıkarılmıştır. Çalışmada yerel ve küresel 15 markanın logoları incelenmiştir. Çalışmanın ilk bölümünde literatür taramasına yer verilerek logo kavramından bahsedilmiştir. Çalışmanın ikinci kısmında ise metodolojiye yer verilmiş. Çalışmanın üçüncü kısmında marka logoları incelenerek analiz ve bulgulara yer verilmiş. Çalışmanın dördüncü ve son kısmında ise genel değerlendirme ve sonuçlar yer almaktadır.

1. KAVRAMSAL ÇERÇEVE

Marka logoları pazarlamanın doğuşundan bu yana ana bileşenlerden biri olmuştur. Markaların ayırt edilmesini sağlayan logolar aynı zamanda markanın hatırlanmasında ve algılanmasında da role sahiptir. Görsel kimlik unsurlarından biri olan logolar aynı zamanda markanın karakteri ve kişiliğini de tüketiciye yansıtmaktadır. Logolar güçlüdürler tüketici marka ismini bilmese de hatırlamasa da gördüğü logolar sayesinde markayı tanımakta ve zihninde markaya dair bir fikir oluşturmaktadır.

Logolar işletmelerin temsiliyetini sağlayan ve onlara ait özellikleri aktaran anlamlı ve özel olarak tasarlanmış sembol yada biçimlerdir (Akıncı, 1998: 105). Farklı bir tanıma göre ise “*logo işletmelerin ürünlerinin tanımlanmasında ve tutundurma faaliyetlerinde kullanılan, işletme isminin ayırt edilmesinde kullanılan işaret, sembol veya grafiksel çizimleridir.*” (Motiwalla, 2005: 129). Logoların tasarımları görseller aracılığı ile oluşturulmaktadır. Bu sayede markalar tüketicilerin zihinlerinde farklılaşmakta ve markalara rekabet avantajı sağlamaktadır. Logoların sembolik özellikleri sayesinde bireyler markalarla iletişim kurabilmektedir (Sartori, 2004: 17).Kurumsal kimliğin bir ögesi olan logolar markaların bir imzası olarak da görülmektedir (Snyder, 1993: 25).

Logoların markalara sağladığı faydalar (Hynes, 2009: 545-546; Zintzmeyer, 2007: 9):

- Logolar güçlüdürler çünkü bize vaat edilenleri canlandıran görüntülerdir
- Logo soyut olan şeylerle görsel olarak iletişim kurabilme olanağı sağlar.
- Bir tavır, bir düşünceyi temsil eder, bir kavram ya da genel bir düşüncenin yerini alır ve bir kurumun kimliğinin gelişmesinde, ürünün ya da markanın tanınmasında önemli rol oynar.

- Logo, markaların insanlar tarafından kolayca hatırlanmasını ve algılanmasını sağlar. Böylece bir markanın logosunu gören müşteri, her nerede olursa olsun o markayı hatırlar. Tüketiciler logo aracılığıyla markalarla duygusal bir bağ kurar ve kendilerini yakın hissettikleri markaları satın alma eğiliminde olurlar

- Logo kurumun ya da markanın bir dışavurum şeklidir.

- Logo kimlikleşmenin göstergesi, kalitenin bir işareti ve kurumun itibarını arttırmanın bir yoludur
- Kurum kimliği unsurlarından biri olan logo başarılı ve olumlu bir imaj üzerinde önemli bir etkiye sahiptir.
- Bunlara ek olarak, eğer doğru yönetilirse, logo rekabet avantajı yaratır ve kurumsal iletişim sürecini kolaylaştırır.

Kurumsal görsel kimlik unsurlarının tasarımı paydaşların kurum ya da marka ile ilgili algılarının inşasında önemli rol oynamaktadır. Bundan dolayı farklılaşmayı sağlayan kurum kimliğinin nasıl görselleştirildiği önem arz etmektedir (Jun vd., 2008: 384).

Bir logonun markanın karakterini başarıyla yansıtabilmesi gerekir. Bunun sağlanabilmesi için logolar tasarlanırken amblem, renk ve yazı tipi gibi unsurlar özenle tasarlanmalıdır. Bunun yanında logo değişiklikleri de büyük bir özenle gerçekleştirilmelidir. Markalar logolarını kimliklerine ve uzun yıllar boyunca yarattıkları imaj ve farkındalığına zarar vermeyecek şekilde güncellemelidirler.

METODOLOJİ

Çalışmada nitel araştırma yöntemlerinin doğası dikkate alınarak 15 markanın logo değişiminin mantığını, nasıl ortaya çıktığını ve muhtemel etkilerini ortaya koymak için tasarlanmıştır. Bu bağlamda çalışmamızda araştırma tasarımı olarak örnek olay seçilmiştir.

Bu çalışmanın amacı Covid-19 sürecinde markaların logo değişimini resmetmektir. Bu amaçla ulusal ve küresel alanda faaliyetlerini sürdüren 15 markanın logo değişimleri incelenmiştir. Bu inceleme yapılırken markaların logolarının önceki değişimleri de dikkate alınmıştır.

Örnek olay tasarımında mülakat, gözlem ve doküman analizleri kullanılabilir (Altunışık vd., 2012: 69). Nasıl? sorusuna da cevap arayan örnek olay çalışmalarının öne çıkan özelliklerinin başında belirli bir duruma odaklanmayı sağlamasıdır (Robson, 2015: 168). Bu çalışmada da belirli dokümanlardan faydalanılarak marka logolarının nasıl değiştikleri incelenerek belirli sayıdaki markaların değişim durumlarına odaklanılmıştır.

ANALİZ VE BULGULAR

Bu bölümde incelenen logo tasarımlarının okuyucu açısından daha anlaşılır olması için karşılaştırılmalı olarak sunulmuştur. Markaların mevcut logoları ile covid-19 sürecindeki değişim logoları bir arada verilmiştir. Böylece hem değişimin anlaşılır olması sağlanması hem de yaşanan değişimin yorumlanması kolaylaştırılmıştır.



Resim 1: Mc Donald Markası Logo Değişimi

Mc Donald küresel alanda faaliyet gösteren bir fastfood markasıdır. Marka Covid-19 sürecinde faaliyetlerine uzun bir süre ara vermiş ve fiziksel olarak mağazalarında tüketicileri ağırlayamamıştır. Mc Donald Brezilya Covid-19 sürecinde sosyal mesafe kuralına dikkat çekmeye çalışan marka logosunda yer alan M harfini ayırarak araya mesafe konulması gerektiği mesajını vermiştir. Marka bu logo değişimi ile birlikte “ hep birlikte olabilmek için bir süreliğine ayrıldık” mesajını Portekizce yayınlamıştır. Bu değişim tüm sosyal medya hesaplarında uygulanmış ayrıca buna ilişkin logonun ikiye bölünüp tekrar birleştiğini gösteren bir video da yayınlanmıştır.

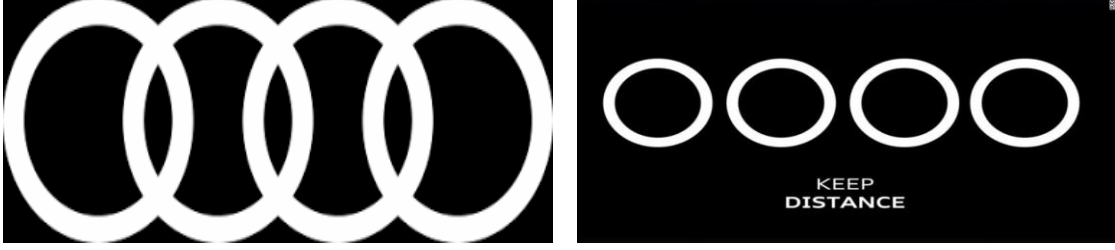
Logosunda değişim yapan bir diğer marka ise Mercedes benz’dir.



Resim 2. Mercedes Benz logo değişimi

Araç üretimi yapan küresel alanda faaliyet gösteren marka sosyal mesafeye dikkat çekmek amacıyla logosunun ortasında yer alan yıldızı halkadan uzaklaştırmıştır. Marka logosunun tarihsel geçişine baktığımızda 1909’dan beri yıldız sembolü 1919’dan beri ise halka sembolü kullanılmaktadır.

Sosyal mesafeye dikkat çeken bir diğer otomobil markası ise Audi'dir.



Resim 3. Audi logo değişimi

Küresel anlamda faaliyet gösteren otomobil markalarından biri olan Audi de sürece sessiz kalmayıp sosyal mesafeye dikkat çekmek amacıyla ilk kez 1932 yılında kullanmaya başladığı logosundaki halkları birbirinden uzaklaştırarak “mesafeyi koruyunuz” mesajı vermiştir.

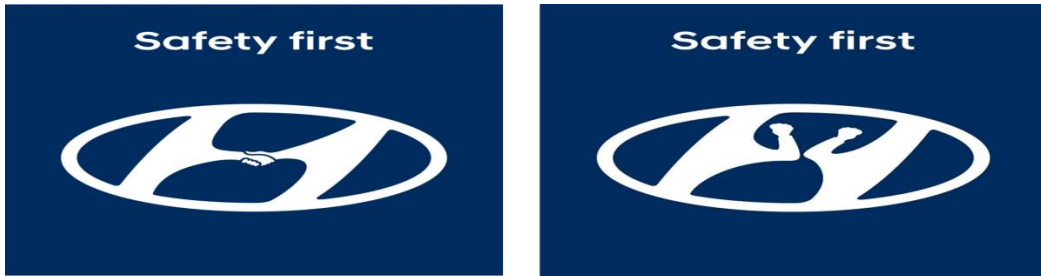
Sosyal mesafe için logosunda değişim yapan bir diğer marka ise yine otomobil markalarından biri olan Volkswagen'dir.



Resim 4. Volkswagen logo değişimi

1939'dan bu yana logosunda iç içe geçmiş W harfi ile çember kullanan marka Covid-19 pandemi sürecinde logosu içinde yer alan W harflerini birbirinden uzaklaştırarak “sosyal mesafeyi koruduğunuz için teşekkür ederiz” mesajına logosunda yer vermiştir.

İncelediğimiz markalar içerisinde yer alan son otomobil markası Hyundai'dir. Aşağıda yer alan resimde markanın mevcut logosu ile pandemi dönemi özgü revize ettiği logosu yer almaktadır.



Resim 5. Hyundai logo değişimi

“Önce güvenlik” sloganını benimseyen markanın mevcut logosunda el sıkışan 2 iki kol figürü yer almaktadır. Covid-19 sürecinde sosyal mesafeye dikkat çekmek isteyen marka el sıkışan iki kol figürünü dirsekleri ile selamlaşan kol figürüne dönüştürmüştür. Böylece marka mevcut sloganını da koruyarak önce güvenlik mesajına vurgu yapmıştır.

Çalışmada incelenen bir diğer marka logosu ise Kappa markasına aittir. Spor giyim ürünleri satan markanın mevcut ve pandemi dönemindeki logoları aşağıdaki resimde yer almaktadır.



Resim 6. Kappa markası logo değişimi

Kurulduğu günden bu yana aynı logoyu kullanan markanın logosunda yalnızca renk tonlarında küçük değişimler yapmıştır. Markanın mevcut logosunda sırt sırta oturan bir kadın ve bir erkek figürü yer almaktadır. Pandemi süreci ile birlikte sosyal mesafeye dikkat çekmek isteyen marka kadın ve erkek figürlerini birbirinden uzaklaştırarak logosunu yeniden revize etmiştir.

Günlük yaşantımızda çoğumuzun neredeyse en çok kullandığı markalardan biri olan Google’da covid-19 pandemisinde sosyal mesaj veren markalardan biri olmuştur.



Resim 7. Google logo değişimi

Dünyanın her yerinde en fazla kullanılan ve küresel bir marka olan Google kurulduğundan bu yana logosunda aynı renkleri ve yazım şeklini kullanmıştır. Markanın yıllar süresince yalnızca harflerde kullandıkları renklerin yerlerinde değişiklikler olmuştur. Covid -19 sürecinde marka logosunda yer alan harfleri birbirinden uzaklaştırarak sosyal mesafenin korunmasına dikkat çekmiştir.

Bir kişisel bakım markası olan AXE’ da Covid-19 pandemisine sessiz kalmayan markalar arasındadır.



Resim 8. AXE markası logo deęiřimi

AXE markası faaliyete geçtięinden bu yana aynı logosunu kullanmış yalnızca logoda yer alan harflerin yazım stilinde küçük deęişiklikler yapmışlardır. Marka süreçte sosyal mesafe kuralına dikkat çekmek amacıyla logosunda yer alan harfleri birbirinden uzaklařtırmıştır.

Bir kahve markası olan EspressoLab'da sosyal mesafeye dikkat çekmek amacıyla logosunda deęişime giden markalardandır.



Resim 9. EspressoLab logo deęiřimi

Faaliyete bařladıęından bu zamana aynı logoyu kullanan markanın logosunda yıllar süresince yalnızca zemin renkleri ile yazı renkleri yer deęiřirmiştir. Marka logosunda yer alan o harfi Covid-19 pandemisinde birbirinden uzakta duran iki insan figürüne dönüřtürülerek mesafe koy hashtagi ile yayınlanmıştır.

Covid-19 sürecinde birçok sektör durma noktasına gelirken iş yükü artan sektörlerin bařında kargo řirketleri gelmektedir.



Resim 10. Aras Kargo logo deęiřimi

Kurulduğu günden beri aynı logoyu kullanan Aras kargo Covid-19 pandemisinde sosyal mesafeye dikkat çekmek amacıyla logosundaki harfleri birbirinden uzaklaştırarak mesafeni koru mesajını hashtag ile yayınlamıştır.

Sürece yönelik mesaj veren bir diğer kargo markası ise DHL'dir.



Resim 11. DHL kargo logo değişimi

DHL taşımacılık şirketi faaliyete başladığından bu yana aynı logoyu kullanmaktadır. Marka Covid-19 pandemi sürecinde sosyal mesafeye dikkat çekmek amacıyla logosundaki harfleri birbirinden uzaklaştırarak “sosyal mesafenizi koruduğunuz için teşekkür ederiz” yazını logosuna eklemiştir.

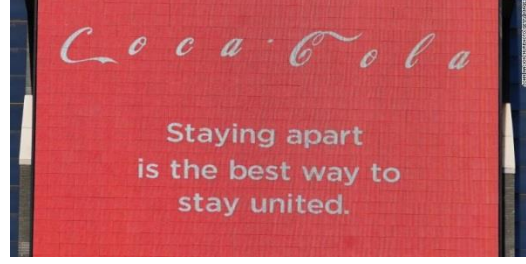
Logosundaki harfleri birbirinden uzaklaştıran bir diğer marka KFC'dir



Resim 12. KFC logo değişimi

1997 yılı dışında kurulduğundan bugüne KFC yazısına logosunda yer veren fast food markası da Covid-19 pandemisinde logosundaki harfleri birbirinden uzaklaştırarak sosyal mesafe kuralına dikkat çekmiştir.

Küresel bir içecek markası olan Coca Cola da sosyal sorumluluk bilinci ile hareket ederek süreçte logosunu değiştiren bir diğer markadır.



Resim 13. Coca Cola logo deęiřimi

Kurulduęu günden bu yana marka yalnızca 1886 ve 1985 yıllarında yazım řeklini deęiřtirmiş olup 1950'e kadar siyah beyaz olan logo renkleri 1950'den bu yana kırmızı beyazdır. Covid-19 pandemisinde marka logosunda yer alan harfleri birbirinden uzaklařtırarak sosyal mesafeye dikkat çekmiş ayrıca da “ ayrı kalmak birlikte hareket etmenin en iyi yoludur” mesajını kullanıcılarına iletmiştir.

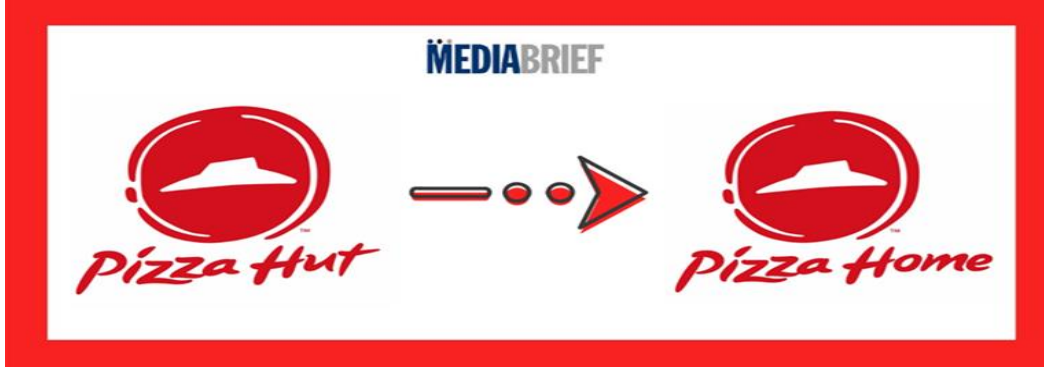
Süreçte sosyal mesafeye dikkat çeken markaların yanı sıra evde kalmanın gereklilięine vurgu yapmak isteyen markalarda logolarında bir takım deęiřikliklere gitmişlerdir. Bu markalardan ilki bir fast food markası olan Burger King'dir.



Resim 14. Burger King logo deęiřimi

1999'dan bu yana hamburger görseline logosunda yer veren marka 1957'den sonra kırmızı sarı tonlarını logosuna katmıştır. Covid-19 sürecinde fiziksel mağazalarını kapatarak faaliyetlerine ara vermek zorunda kalan marka logosunda yer alan hamburger görselinin üst ekmek kısmını ev çatısına dönüřtürerek evde kal hashtagi ile sürece dikkat çekmiştir.

Evde kalmanın gereklilięine vurgu yapan ikinci marka ise bir pizza üreticisi olan pizza hut'dır.



Resim 15. Pizza Hut logo deęiřimi

Kurulduęu ilk yıllarda servis yapan bir garson sembolü kullanan marka renklerinde kırmızı, beyaz, siyah ve turuncu renkleri yer alırken saha sonra yalnızca kırmızı beyaz renkleri kullanılmıştır. Marka süreçte evde kalmanın önemine vurgu yapmak adına Pizza Hut isminin Pizza Home olarak deęiřirmiştir.

SONUÇ VE DEęERLENDİRME

Covid-19 pandemi sürecine dikkat çekmek ve sosyal mesaj iletmek için logolarında deęişim yapan markaların deęişimini incelemek amacıyla yapılan bu çalışma sonucunda tüm marka logolarının renk ve dizaynının aynı kaldığı 13 markanın logosunda yalnızca şekil, harf veya sembollerin birbirinden uzaklaştırılarak sosyal mesafeye dikkat çekildiği, 2 markanın logosunda ise evde kalmaya yönelik biçimsel olarak ve marka isminin bir kısmında deęişiklikler yapıldığı ortaya konulmuştur. Markaların logolarında renk, şekil, yazı karakteri ve dizayn deęişimine gitmemesindeki en önemli neden ise tüm bu unsurların kurum kimliğini, marka imajını ve marka kişiliğini yansıtan unsurlar olmasıdır.

Marka logoları markalar oluşturulurken marka kimliği ile birlikte belirlenen görsel ifade tarzlarıdır. Bu çalışmada dikkat çeken bir nokta da marka logolarının uzun yıllar boyunca aynı kalmasıdır. Logo marka imajında ve marka kimliğinde önemli bir unsur olduğu için deęişimi sık yapılmamaktadır. Markalar logo deęişimlerini genelde yeni bir pazara veya alana girerken, satın alma ve birleşme yoluyla büyümeye giderken, küresel pazarlara açılırken veya bazı operasyonel alanlardan çıkarken gerçekleştirmektedirler (Siegel, 1989:44-49; Spaeth, 1994: 51-53; Wathen, 1986:24-29). Benzer şekilde yeniden markalama yapan işletmelerde logo deęişimlerine gitmektedirler. Logo deęişimi aslında köklü bir süreçtir. Bu bağlamda baktığımızda markalar sürece ilişkin logolarında mesaj verici deęişimler yapmışlar ancak logonun özünü oluşturan; renk, sembol, yazı şekli gibi unsurları deęiřirmemişlerdir.

Çalışmada değişim yapılan logoların tamamı tv reklamlarında yer almak yerine sosyal medya araçları aracılığıyla tüketicilere iletilmiştir. Markaların sürece ilişkin yaptıkları değişimleri sosyal medyadan tüketicilere iletmesinin nedeni ise günümüz tüketicilerin en fazla kullandıkları mecranın sosyal medya olması ve pandemi sürecinde evde kalmak zorunda olan tüketicilerin zamanlarının büyük çoğunluğunu internette geçirmeleridir.

Çalışmada markaların bu süreçte faaliyetlerini durdursalar da sürece ilişkin logolarında dikkat çekici değişimler yaparak tüketicilerle olan iletişimlerini sürdürmeyi amaçladıkları gözlemlenmiştir. Bu değişim ile markalar hem sürece olan sosyal duyarlılıklarını ifade etmişler, hem hatırlanabilirliklerine katkı sağlamışlar hem de dikkat çekerek gündem olmayı başarmışlardır.

Sonuç olarak baktığımızda markalar aslında pandemi sürecinde faaliyet göstermeseler bile tüketici ile iletişimlerini sürdürmek amacıyla ve sosyal duyarlılıkları bilinci ile hareket etmek için, tüketicilere hep birlikteyiz ve yanınızdayız mesajı vererek farklı bir iletişim tonu belirlemişler böylece de aldıkları olumlu geri dönütlerle marka imajlarına ve marka sadakatlerine de katkı sağlamayı başarmışlardır.

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Yeni Maliyet Sistemlerinden Sürece Dayalı Faaliyet Tabanlı Maliyetleme Sisteminin Bir Hastanenin KBB Bölümü'nde Uygulaması

**Dr. Burçak
ÖNDER**

Adnan Menderes Üniversitesi
burcak_108@hotmail.com
ORCID NO: 0000-0002-4029-095X

ÖZET

İşletmeler, küresel rekabet, hizmet sektörünün gelişmesi, üretim teknolojisindeki yenilikler, yeni çıkan ürünlerin hızlı bir şekilde demode olması ve üretimin hızlandırılması, rekabette en belirleyici unsurlardan biri olan zaman, kalite ve kontrol sistemlerinin gelişmesiyle birlikte maliyetlerini daha objektif bir şekilde hesaplayabilmeleri ve maliyet dağılımları konusunda daha gerçekçi kararlar alabilmeleri gerektiğini anlamışlardır. Bu sebepten ötürü daha yenilikçi ve işletmelere daha doğru kararlar aldırabilecek maliyet sistemleri kullanmak durumunda kalmışlardır. İşletmeler, geleneksel maliyet sistemlerinin yetersizliği ve yukarıda sayılan sebepler neticesiyle yeni maliyet sistemlerine yönelmek durumunda kalmışlardır. İlk önce faaliyet tabanlı maliyetleme sistemine geçiş yapan işletmeler, bu sistemin atıl kapasiteyi hesaba katmamasından ötürü ortaya çıkan kullanılmayan zamanı ve kaynakları hesaba katmadığı için yanlış birim maliyetlerin hesaplanması söz konusu oluyordu. Bu sebeple faaliyet tabanlı maliyetlemenin yerine yine aynı işleyiş sürecine uygun olarak giderlerin faaliyetlere yüklenmesi ve sonrasında tek dağıtım anahtarı olarak kullanılan zaman sebebiyle işletmelerde ortaya çıkan atıl kapasiteyi hesaplayarak birim maliyetlere yüklenmesine engel olmaya başlandı. Bu sebeple birim maliyetlerin daha gerçekçi hesapları ortaya çıktı. Yeni maliyet sistemlerinden biri olan sürece dayalı faaliyet tabanlı maliyetleme, faaliyet tabanlı maliyetlemenin geliştirilmiş hali olarak işletmelerin maliyet hesaplama sistemlerinde yerini almaktadır.

Sürece dayalı faaliyet tabanlı maliyetleme, işletmelere, zaman kavramını hesaba katmaları neticesinde ortaya çıkacak olan birim maliyetlerin gerçekçi bir şekilde hesaplanması fırsatını sunmaktadır. Sürece dayalı faaliyet tabanlı maliyetleme, faaliyetler için harcanan toplam süre ile, işletmede çalışanların tükettikleri toplam süre arasındaki farkı gösterdiğinden kapasite açısından verimliliği artırıcı ve maliyetleri düşürücü bir etki ortaya koymaktadır. Bu çalışmada adı saklı tutulan X sağlık işletmesinin, araştırma alanı olarak KBB bölümünde 2020 yılının hasta sayısı bakımından en yoğun olan Mart ayı seçilmiştir. Araştırmaya konu olan bölümde, çalışan doktorların, hemşirelerin, destek personelinin bir faaliyet için harcadıkları süre çeşitli zamanlarda yapılan gözlemlerden, çalışanlarla birebir yapılan görüşmelerden, gider kalemleri ise, muhasebe ve insan kaynakları departmanlarından sağlanmıştır. Araştırmada ortaya çıkan sonuçlar hastane işletmesine uygulanan sürece dayalı faaliyet tabanlı maliyetleme yönteminin boş kapasiteyi göstererek maliyet hesaplamalarının daha doğru yapılabileceğini ve kullanılmayan kapasite miktarının kaynak ve zaman ihtiyacı duyulan departman ve polikliniklere aktarılması gerektiğini ortaya çıkarmıştır.

Anahtar Kelimeler: Maliyet Muhasebesi, Maliyet Sistemleri, Sürece Dayalı Faaliyet Tabanlı Maliyetleme, Sağlık İşletmeleri

Implementation of the Operating Based Operation Costing System with Cost Systems in the ENT Section of a Hospital

ABSTRACT

Enterprises, global competition, the development of the service sector, innovations in production technology, the rapid emergence of new products and the acceleration of production, with the development of time and quality and control systems, which are among the most determining factors in the competition, are more realistic in terms of their cost and distribution of costs. they should be able to make decisions. For this reason, they have to use cost systems that are more innovative and can make better decisions for businesses. As a result of the insufficiency of traditional cost systems and the reasons listed above, businesses have had to turn to new cost systems. Entering the activity-based costing system first, the wrong unit costs were calculated because the system did not take into account the idle capacity and the unused time and resources. For this reason, instead of activity-based costing, it began to prevent the loading of expenses in accordance with the same operation process and the loading of unit costs by calculating the idle capacity arising in the enterprises due to the time used as the only distribution key. For this reason, unit costs started to be calculated more realistic. Process-based activity-based costing, one of the new cost systems, is an improved version of activity-based costing. Process-based activity-based costing offers companies the opportunity to realistically calculate the unit costs that will arise as a result of taking the concept of time into account. Since process-based activity-based costing shows the difference between the total time spent for the activities and the total time consumed by the employees, it has an effect that increases efficiency and reduces costs in terms of capacity. In this study, the most intense in terms of the number of patients in 2020 in the ENT department of the X healthcare company, whose name is reserved, was selected as the month of March. The time spent by the working doctors, nurses, support staff for an activity in the section that is the subject of the research is provided from the observations made at various times, one-to-one interviews with the employees, and the expense items from the accounting and human resources departments. The results revealed in the study revealed that the process-based activity-based costing method applied to the hospital company can show the empty capacity and make the cost calculations more accurate and the amount of unused capacity should be transferred to the departments and polyclinics that need time and resources.

Key Words: Cost Accounting, Cost Systems, Process Based Activity Based Costing, Healthcare Businesses

GİRİŞ

İşletmeler, faaliyetlerini yöneterek maliyetlerini yönetebileceklerini anladıkları süreçten itibaren faaliyet tabanlı maliyetleme sistemine geçiş yapmışlardır. Bu sisteme geçiş yapmalarının en önemli sebeplerinden biri, geleneksel maliyetleme sistemlerinin, giderlerin sadece ürünlere yüklenmesi, bununla birlikte otomasyon sisteminin ve teknolojinin gelişmesiyle birlikte genel üretim giderlerindeki artışın ürünlere yüklenmesinde tercih edilen yanlış iş ölçüleri sebebiyle gerçek birim maliyetlerin yanlış çıkması sonucunda, işletmeler gerçek birim maliyetlerini hesaplayamaz ve karlarını belirleyemez oldular. Faaliyet tabanlı maliyetleme, giderleri, geleneksel maliyetlemede olduğu gibi direk ürünlere değil, ilkönce

faaliyetlere, dah sonra faaliyetlerde biriken maliyetleri de ürünlere dağıtımını gerçekleştiren bir maliyetleme sistemidir.

Geleneksel maliyetlendirme sisteminde, üretim giderlerinin üretilen mamuller için yapılması varsayımından hareketle, faaliyet tabanlı maliyetlendirme sisteminden ayrılır. Çünkü, giderler mamuller için değil, faaliyetlerin yürütülmesi için yapılır. Mamuller ise yapılan bu faaliyetlerden yararlanırlar. Bu sebeple, giderler ilkönce faaliyetlere, faaliyetlerde biriken maliyetler de uygun dağıtım anahtarları vasıtasıyla mamullere yüklenir (Büyükmirza, 2016:289). Faaliyetlerle bağlantısı kurulan maliyetler direkt, kurulamayanlar ise anahtarlar vasıtasıyla faaliyetlere yüklenir. Bununla birlikte faaliyet tabanlı maliyetleme, faydaları yanında bazı sebeplerden ötürü evrensel bir sistem haline gelememiştir. Yapılan araştırmalara göre sistemi kullanan işletmelerin sayısı bir hayli azdır (Kaplan ve Anderson, The Innovation of Time-Driven Activity-Based, 2007a). Bunun da en önemli sebeplerinden biri, insanların yaptıkları işleri en iyi şekilde yaptıklarını düşündüklerinden dolayı, bir faaliyeti ne kadar sürede tamamlamalarını hesap ederken kullanılan anket yönteminin objektif olmamasındandır. Yani çalışanlar yerine getirdikleri faaliyetlerin tam kapasiteyle yapıldığını iddia etmektedirler (Zimmerman, 2011).

FTM sisteminin yapılabilirliğini etkileyen bir diğer neden ise; çalışanların işletme içinde sistemle ilgili gerçekleşecek büyük değişimlere direnç göstermeleridir. Çünkü çalışanlar işlerinde farklı bir çalışma sistemini ve işlerinin sorgulanmasını istemedikleri için, bu sebep çalışanlarda bir direnç gösterme olarak kendini göstermektedir. (Fennema vd., 2005; Kaplan ve Anderson, The Innovation of Time-Driven Activity-Based, 2007a; Tatikonda, 2003). İşletmede çalışan bireyler, genelde belli bir rutini takip edip, işlerini yapmak istemektedirler. Faaliyet tabanlı maliyetleme sistemi ise, rutinin dışından çıkıp yeni bir maliyet sistemi ortaya çıkardığı için, bu durum çalışanlar tarafından tercih edilmemektedir ((Ness ve Cucuzza,1995). Aynı zamanda faaliyet tabanlı maliyetlemenin atıl kapasiteyi hesaplamaması sebebiyle ortaya çıkan artan maliyetler işletmeler açısından da istenmeyen bir durumdur. Sistemin bir diğer eksikliği ise, değişen ürün yelpazesinin ve değişikliklerin güncellenme zorluğu ve çalışanların bu duruma çok sıcak bakmamasıdır (Kaplan ve Anderson, 2007b; Aydın, 2011).

Bu sebeplerden ötürü işletmeler, yeni maliyet sistemlerine ihtiyaç duymuşlardır. Robert S. Kaplan işletmeler açısından yine faaliyet tabanlı maliyetlemenin devamı niteliğinde ve eksikliklerini giderecek bir maliyet yöntemi tasarlamış ve iki değişken parametreye ihtiyaç bulunduğunu belirtmiştir. Bunlardan biri tedarik edilen kaynağın birim maliyeti ile maliyet özneleri tarafından tüketilen kaynak kapasitesinin birim zamanıdır (Berikol ve Güner, 2016). Bu yöntemi daha etkili bir şekilde işletmelere uyarlayabilmek adına bir kendi aralarında bir

ekip kurmuşlardır (Bruggeman vd., 2005; Aydın, 2011). Sonuç itibariyle işletmelerin daha etkili bir şekilde kullanabilecekleri sürece dayalı faaliyet tabanlı maliyetlemeyi oluşturmuşlardır (Yükçü, 2000a; Everaert vd., 2008).

Sürece dayalı faaliyet tabanlı maliyetleme, birinci aşamada tüm kaynakların pratik kapasitesini hesaplayarak, kaynağın toplam maliyetini pratik kapasiteye bölmektedir. İkinci aşamada ise, faaliyetlerin gözlem ve birebir görüşmeler sonucunda sürelerini tespit ederek, birim süre maliyeti ile faaliyetin süresini çarparak dakika başına düşen birim maliyeti hesaplamaktadır (Büyükmirza, 2016:293).

MATERYAL VE METOT

Çalışmanın analizine konu olan hastane 2008 yılından beri faaliyet göstermektedir. Hastane toplamda 42.000 metrekare alan üzerine kurulu ve 27.000 metrekare kapalı alana sahip bir işletmedir. Bu alan üzerinde yataklı servis, poliklinik binası, hemodiyaliz ünitesi mevcuttur. Toplamda hastanede görev yapan personel sayısı 760 tane memur, 316 tane 4d işçi ve memurlardan 219 tanesi doktor, 421 tanesi hemşire, 302 tanesi destek personeli olmak üzere toplamda 1076 personel mevcuttur. Hastanede faaliyet gösteren bölümler; dahiliye, cerrahiye, kadın doğum, yoğun bakım, ortopedi, KBB, enfeksiyon, patoloji, cildiye, nükleer tıp, biyokimya, mikrobiyoloji, nöroloji, üroloji, kardiyoloji, psikiyatri, göz, fizik tedavi, dermatoloji, genel cerrahi, çocuk sağlığı bölümleri mevcuttur.

ARAŞTIRMANIN KONUSU VE AMACI

Araştırmanın konusu, faaliyet tabanlı maliyetleme sistemini kullanan X sağlık işletmesinin sürece dayalı faaliyet tabanlı maliyetleme sistemini kullanarak, tek dağıtım anahtarı olan zaman'ı faaliyetler düzeyinde kullanıp, birim maliyetleri hesaplayarak, atıl kapasiteyi bulmaktır. Bunun sonucunda atıl kapasite çıkarsa gerekli departmanlara çalışanları sevk işlemi gerçekleştirilebilecektir.

BULGULAR VE TARTIŞMA

Araştırmaya konu olan X sağlık işletmesinin 2020 yılı Mart ayına ait verileri, işletmenin verileri bilgi işlem, insan kaynakları departmanı ve muhasebe biriminden elde edilmiştir.

Tablo 1: KBB Bölümüne Ait Sayısal Veriler

KBB Bölümü	2020 yılı Mart ayı verileri
Hasta sayısı	487
Genel Cerrahi Doktor Sayısı	6
Hemşire Sayısı	14
Destek Personeli	20

Çalışmada, faaliyet merkezleri, faaliyetler ve gerçekleşme sayıları tespit edilmiştir. Daha sonra her bir faaliyetin gerçekleşme süreleri belirlenmiş. Faaliyet merkezlerinin direkt ve endirekt giderleri hesaplandıktan sonra SDFTM'nin kolay kullanımını sağlayan ve temelini oluşturan, tek dağıtım anahtarı olan “zaman” kullanılarak faaliyet maliyetleri maliyet nesnelere (sağlık hizmetlerine) yüklenmiştir.

İşletmenin Mart 2020’de katlanmış olduğu giderler işletmenin muhasebe departmanından alınmıştır, Alınan bu giderler dağıtım anahtarları kullanılarak Bu giderler uygun dağıtım anahtarları ile işletmenin faaliyetlerini gerçekleştirdiği faaliyet merkezlerine aktarılmıştır.

Tablo 2: Gider Kalemleri

Giderler		Maliyet Sürücüleri
Personel Ücreti	Direkt İşçilik	Direkt
	Endirekt İşçilik	Direkt-İşçi Sayısı
Yiyecek-İçecek Giderleri		Direkt
Çamaşırhane Giderleri		Yıkanan Çamaşır (Ton)
Pazarlama Giderleri		Direkt
Temizlik Giderleri		Metrekare
Bakım-Onarım Giderleri		Belirlenmiş Oran
Elektrik-Su Giderleri	Elektrik	Kws
	Su	Ton
Telefon Giderleri		Konuşma Dakikası
Kırtasiye Giderleri		Fatura-Broşür Sayısı
Diğer Giderler		Direkt

Aşağıdaki Tablo.3 verilerinde hastane işletmesinin direk nitelikteki giderleri direk hesaplanıp, endirekt nitelikteki giderleri ise dağıtım anahtarları vasıtasıyla dağıtılmıştır.

Tablo 3. Direkt ve Endirekt Hizmet Maliyetleri

Direkt ve Endirek Hizmet Maliyeti	
Direkt Gider	82.400
Endirekt Gider	76.205
Toplam	158.605

Tablo 4. KBB Bölümü Faaliyet İşlemleri

Hastaların karşılanması	1	Sekreter
Danışma hizmetinin verilmesi	3	Sekreter
Hastanın uygun polikliniğe yönlendirilmesi	2	Sekreter
Kayıtların yapılması	5	Sekreter
Doktorun hastaya sorular sorması	6	Doktor
Hastayı muayene etmesi	9	Doktor
Muayene sonucunun ilgili görevliye bildirilmesi	2	Doktor
İleri tarihli bir randevu verilmesi	1	Doktor
Tetkiklerin planlanması	18	Hemşire
Hastanın tetkiklerinin yaptırılması	32	Hemşire
Sonuçların değerlendirilmesi	10	Doktor
Sonuçların değerlendirilmesi ve raporlanması	10	Hemşire
Ameliyathaneye vecerrahi doktora bilgi verilmesi	7	Hemşire
Ameliyat paketi tetkik girişlerinin kontrolü	5	Hemşire
Tıbbi sarf malzeme girişleri	4	Hemşire
Ameliyata hastayı hazırlamak	12	Hemşire
Ameliyat için onam formu alınması	3	Hemşire
Cerrahi işlem doğrulama	4	Hemşire
Ameliyat saatinde hastanın teslim edilmesi	8	Hemşire

1. Faaliyet Merkezlerinin Birim Kapasite Maliyetlerinin Tespit Edilmesi

X hastane işletmesine uygulanacak olan sürece dayalı faaliyet tabanlı maliyetleme yöntemi için gerekli olan en önemli iki parametre; birim süre maliyeti (Toplam Maliyet/Toplam Pratik Kapasite), ikincisi ise; maliyet objelerinin kullanıldığı faaliyetlerin süreleridir. Aşağıdaki tablo bize bu iki parametreyi kullanarak tüm kapasiteyi zaman cinsinden ölçmemizi sağlamaktadır.

Tablo 5. Faaliyet Merkezlerinin Birim Kapasite Maliyet Hesaplaması

Faaliyet Merkezi	
Faaliyet Merkezinin Maliyeti	158.605
Aktif Çalışan Sayısı	40
Aylık Çalışılan Gün	26
Günlük Çalışma Zamamı (Saat)	9
Mola Eğitim, Dinlenme Zamamı (Saat)	1
Birim Çalışan İçin Net Günlük Çalışma Süresi (Saat)	8
Birim Çalışan İçin Net Aylık Çalışma Süresi (Saat)	208
Birim Çalışan İçin Net Aylık Çalışma Süresi (Dakika)	12.480
Toplam Çalışanlar İçin Net Aylık Pratik Kapasite (Dakika)	499.200
Birim Kapasite (Süre) Maliyeti (TL/Dakika)	0,317718

2. Faaliyet Merkezlerinin Faaliyet Yükleme Oranlarının ve Kapasite Kullanım Oranlarının Tespit Edilmesi

Sürece dayalı faaliyet tabanlı maliyetleme yönteminin uygulaması için, faaliyet merkezindeki faaliyetlerin; birim süre maliyeti, birim maliyet yükleme oranı, toplam tüketilen süre, toplam faaliyet maliyeti, toplam kullanılan ve kullanılmayan kapasite maliyeti ile kullanılmayan kapasite oranı bilgileri aşağıdaki tabloda hesaplanmıştır.

Gerçekleştirilen faaliyetlerin birim süreleri gözlemler neticesinde, faaliyetlerde görevli doktorlarla, hemşirelerle ve destek personeliyle yapılan birebir görüşmeler neticesinde hesaplanmıştır. Hesaplamalarda ilkönce birim faaliyet süresiyle bir önceki tabloda hesaplanan birim süre maliyeti çarpılarak, hastalara yüklenecek olan birim maliyet yükleme oranları hesaplanmıştır. Zaman sürücüsü olarak hasta sayısı seçilmiştir. Hasta sayılarıyla birim faaliyet süresini çarpılarak, toplam tüketilen süre bulunmuştur. Son olarak toplam tüketilen süre ile, birim süre maliyeti çarpılarak, toplam faaliyet maliyeti elde edilmiştir.

Tablo 6.KBB Bölümü Faaliyet Merkezinde Faaliyetlerin Yerine Getirilmesi için Gereken Süre ile Maliyet Yükleme Oranlarının Tespiti

FAALİYETLER	Birim Faaliyet Süresi (Dk)	Birim Süre Maliyeti (TL/Dk)	Birim Maliyet Yükleme Oranı (TL/Hasta)	Zaman Sürücüsü	Zaman Sürücü Miktarı (Hasta Sayısı)	Toplam Tüketilen Süre (Dakika)	Toplam Faaliyet Maliyeti (TL)
Randevu İşleminin Yapılması	6	0,317718	1,906398	Hasta Sayısı	1.843	11.058	3.513,32
Kayıtların Gerçekleştirilmesi	5	0,317718	1,588590	Hasta Sayısı	1.843	9.215	2.927,77
Muayene İşleminin Yapılması	18	0,317718	5,718924	Hasta Sayısı	1.843	33.174	10.539,97
Test Analizleri Yapılması	60	0,317718	19,06308	Hasta Sayısı	1.843	110.580	35.133,11
Ameliyat işlemlerinin yapılması	43	0,317718	13,661874	Hasta Sayısı	1.843	79.249	25.178,83
Kontrol işlemlerinin Yapılması	13	0,317718	4,1303340	Hasta Sayısı	1.843	23.959	7.612,20
Yatış İşlemlerinin Tamamlanması	19	0,317718	6,036642	Hasta Sayısı	1.843	35.017	11.125,53
Toplam Kullanılan						302.252	96.030.73
Pratik Kapasite						499.200	158.605.00
ATIL KAPASİTE						196.948	62.574.27

KBB Bölümü, faaliyet merkezinde çalışanların pratik kapasite toplamı 499.200 dakika olmasına rağmen, faaliyetler için harcanan toplam zaman 302.252 dakikadır. Kullanılmayan kısım 196.948 daikkadır. Faaliyet merkezine baktığımızda KBB bölümünün 158.605.00 TL'lik maliyetinin sadece 96.030.73'ü KBB hastaları için harcanmış olup, geriye kalan 62.574.27 'si kullanılmayan kapasite maliyetidir.

SONUÇ VE ÖNERİLER

Hastane işletmesinin KBB bölümünde uygulanan sürece dayalı faaliyet tabanlı maliyetleme sistemi atıl kapasiteyi ortaya çıkardığı için diğer geleneksel mve aaliyet tabanlı maliyetleme sistemlerine göre daha doğru maliyet bilgileri sunmaktadır. Bu sebeple adı saklı tutulan hastanedeki KBB bölümünde atıl kapasiteyi hesaplayan maliyetleme sistemi, zaman ve personel kaynağı açısından fazla olan kısımları ihtiyaç duyulan departmanlara aktarabilmektedir. Sürece dayalı faaliyet tabanlı maliyetleme sistemi, tek maliyet etkeni olarak zaman kavramını kullandığı için, hastanedeki karmaşık ve zor faaliyetleri düzenlemede daha

etkili yöntemler izleyerek anlamlı sonuçlara ulaşabilmiştir. Sonuçta işletmelerin en önemli sorunlarından bir tanesi maliyetleri düzene koymak ve uygun bir şekilde indirmek olduğu için, uygulanan yöntemle birlikte birim maliyetlerin gerçek değeri daha anlaşılır ve doğru tespit edilebilmiştir. KBB’de atıl kapasiteye baktığımızda zaman olarak harcanan toplam zaman 302.252 dakikadır. Kullanılmayan kısım 196.948 daikkadır. Faaliyet merkezine baktığımızda KBB bölümünün 158.605.00 TL’lik maliyetinin sadece 96.030.73’ü KBB hastaları için harcanmış olup, geriye kalan 62.574.27 ‘si kullanılmayan kapasite maliyetidir.Zamanın çok önemli olduğu ve taleple arzın aynı anda gerçekleştiği hastane işletmelerinde uygulanan sistemin faaliyetleri kullanma açısından daha verimli ve gerçek bilgileri ortaya çıkardığı söylenebilir. Eğer teknolojik gelişmelerin takip edilmesiyle zamanı daha kısa süreli kullanımı teşvik edecek teknolojik aletler alındığı sürece zamana dayalı faaliyetlerde de bir azalma görülerek daha düşük maliyetlerin ortaya çıkma ihtimali de artabilecektir.

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Engelli Bireylere Sunulan Bakım Hizmeti Modelleri

Psychologist Duygu YÜCEL

Engelsiz Yaşam Bakım Rehabilitasyon ve Aile Danışma Merkezi Müdürlüğü
E posta : www.psikologduygu@hotmail.com

ÖZET

Kronik hastalık, fiziksel vücut bütünlüğünün bozulması, bilişsel muhakeme yeteneğinin yetersizliği gibi nedenlerle günlük yaşamını sürdürebilmek için bireyin bir başkasının desteğine ihtiyaç duyması durumunda “Bakıma Muhtaç Engelli” olarak adlandırılabilir. Bakıma muhtaç engelli gerek basit fiziksel hareketlerinin yerine getirilmesinde, gerek beslenme, öz bakım gibi temel ihtiyaçlarının giderilmesinde sürekli başkasının desteğine ihtiyaç duyabilmektedir. Bakım desteği geleneksel yapımıza dayalı olarak çoğunlukla aile kurumu tarafından sağlanmakta iken zaman zaman aile yanında bakım desteği mümkün olmamaktadır. Toplumun aile dinamiğini güçlendirmeyi esas alan Aile Çalışma ve Sosyal Hizmetler Bakanlığı da öncelikle aile yanında bakımı desteklemekte, mümkün olmaması halinde de resmi veya özel bakım merkezlerinde yatılı bakım hizmet modelleri sunarak engelli bireylerin ve ailelerinin yaşam kalitelerini artırmaktadır. Bu çalışmada engelli bireylere sunulan bakım hizmetleri ve hizmet modellerinin uygulanma sürecinde karşılaşılabilecek güçlükler ve olası çözüm önerileri hakkında bilgi verilmesi amaçlanmaktadır.

Anahtar Kelimeler: Bakıma Muhtaç Engelli, Bakım Hizmeti, Engelli Bakımı

Care Service Models Provided for Disabled Individuals

ABSTRACT

It can be named as “Disabled Person in need of Care” in case the individual needs the support of someone else in order to sustain his daily life due to chronic illness, deterioration of physical body integrity, inadequate cognitive reasoning ability. Persons with disabilities who are in need of care may need the support of someone else in order to fulfill their basic physical movements and to meet their basic needs such as nutrition and self-care. While the care support is mostly provided by the family institution based on our traditional structure, it is not possible to support family support from time to time. The Ministry of Family Labor and Social Services, which is based on strengthening the family dynamics of the society, also supports the care of the family, and if possible, increases the quality of life of the disabled individuals and their families by offering boarding care service models in public or private care centers. In this study, it is aimed to give information about the difficulties that may be encountered during the implementation of care services and service models offered to disabled people and possible solution suggestions.

Keywords: Disabled People, Care Service, Disabled Care

GİRİŞ

Nüfusun yaşlanması, engellilik oranının ve kronik hastalıkların giderek artması günlük yaşamlarını sürdürmede başkasının desteğine ihtiyacı olan birey sayısını ülkemizde ve dünyada giderek artırmaktadır (Folkman, Lazarus, Pimpley ve Novacek, 1987). Bu gibi durumlarda kronik hastalık, fiziksel vücut bütünlüğünün bozulması, bilişsel muhakeme yeteneğinin yetersizliği gibi nedenlerle günlük yaşamlarını sürdürmede bir başkasının desteğine ihtiyaç

duyması durumunda bireyler 'Bakıma Muhtaç Engelli' olarak adlandırılabilir. "Bakıma muhtaçlık, kişinin bedensel hareket edebilirliğinin engellenmesi veya kısıtlanması sonucunda gerek beden temizliği, gerek beslenme, gerekse ev idaresinde değişik yoğunlukla bir bakıcının bakımına ihtiyaç duyma halidir. Dolayısıyla bakıma muhtaç bir kişi de, günlük hayatta her zaman yapılması gereken bazı basit fiziksel hareketlerin yerine getirilmesinde (giyinme, yeme içme, beden temizliği, tuvalet ihtiyacını giderme, alış veriş vb.) başkalarının yardımına ve desteğine sürekli ihtiyaç duyan insandır. Yani hayatın idamesi için yapılması gereken temel iş ve görevleri, kendi kendine yapma kabiliyetine ve gücüne sahip olmayan bir birey bakıma muhtaçtır." (Seyyar 2002: 54-56). Bakıma muhtaç engelli kavramı yasal mevzuat ve yönergeler kapsamında da tanımlanmıştır. Aile Çalışma ve Sosyal Hizmetler Bakanlığı (AÇSHB) tarafından 26244 sayılı resmi gazetede yayınlanan yönetmeliğe göre de bakıma muhtaç engelli kavramı: Özürlülük sınıflandırmasına göre ağır özürlü olduğu belgelendirilenlerden, günlük hayatın alışılmış, tekrar eden gereklerini önemli ölçüde yerine getirememesi nedeniyle hayatını başkasının yardımı ve bakımı olmadan devam ettiremeyecek derecede düşkün olan kişi olarak tanımlanmaktadır. Ulusal engelli veri sisteminde yer alan son verilere göre yaklaşık olarak 83 milyon nüfusa sahip olan ülkemizde 2.532.393 engelli birey bulunmakta olup bunların %56'sı erkek, %44'ü kadındır (AÇSHB, 2020: 16). Ağır engelli olan kişi sayısı ise 778.860'tır (AÇSHB, 2020:16). Ağır engelli olduğu sağlık kurulu raporu ile de belirtilen bireylerin bakımı mümkün olması durumunda aile yanında çeşitli nedenlerle bakımının gerçekleştirilmesinin sağlanamaması durumunda ise bu sorunun çözümü için aile kurumu yetersiz kalmakta, sosyal devlet anlayışı perspektifinde ve bakım sigortası uygulamaları doğrultusunda ailenin geleneksel bakım rolü giderek bakım merkezleri tarafından üstlenilmektedir.

1. ENGELLİ BİREYLERE SUNULAN BAKIM HİZMETLERİ

1.1 Evde Bakım Hizmeti

AÇSHB tarafından sunulan bakım hizmeti modelinde engellinin yaşadığı ortamından uzaklaştırılmadan, ailesiyle bağımlı koruyarak aile yanında bakımının sağlanması esas alınmaktadır. Aile yanında bakımın sağlanması durumunda engellinin alışkın olduğu sosyal ortamdan koparılmadan günlük yaşantısını devam ettirmesi ve bu süreçte aile ilişkilerinin de katkısıyla sosyal destek açısından da desteklenmesi engelli açısından olumlu bir durum olarak değerlendirilebilir. Engelli bireye uzun süre bakma durumunda bakım verenin psikososyal durumu olumsuz etkilenebilmektedir. Özellikle ailenin ekonomik açıdan yetersiz olduğu durumlarda psikososyal açıdan olumsuz etkilenme süreci daha fazla hissedilmekte, bu durum da engellinin bakım sürecini aksatabilmekte, engelli ve bakım verenin yaşam kalitesini düşmesine sebep olabilmektedir. Ağır engelli olduğu sağlık kurulu raporuyla belirlenen bireyin

ve yakınlarının gelir durumu değerlendirmesi sonucunda, kişi başı düşen gelir asgari ücretin 3/2'sinin altında kalması halinde bakım verene AÇSHB tarafından bakım ücreti ödenmektedir. Bakım ücreti düşük gelirli ailelere bakıma motivasyon ve aile bireylerinin yaşam kalitesini artırma açısından da katkı sağladığı düşünülmektedir. 2020 Mart verilerine göre 526.754 engelli birey için AÇSHB tarafından evde bakım yardımı ödemesi yapılmaktadır (AÇSHB, 56-59). Engellinin evde bakımında bakım verenin profesyonel bakım hizmeti eğitiminin olmamasının bazı dezavantajları olabileceği düşünülmektedir. Örneğin fiziksel bağımlılığı bulunan engellilerin beslenirken boğulma vb. risklerine karşı gerekli müdahaleyi zamanında gerçekleştiremeyebilir. Bu gibi durumların önüne geçilmesi için evde sunulan bakım hizmetlerinde bakım verene eğitim verilmesinin sürece olumlu katkı sağlayabileceği düşünülmektedir. Aile yanında bakım hizmetinin verilmesinin mümkün olmadığı durumda bakım hizmeti AÇSHB'na bağlı resmi ya da özel bakım merkezlerinde sunulmaktadır.

1.2 Resmi ve Özel Bakım Merkezlerinde Sunulan Bakım Hizmeti

Bedensel, zihinsel ve ruhsal engeli nedeni ile günlük hayatın tekrar eden gereklerini yerine getiremeyecek durumda olan engelli bireyler herhangi bir gelirinin olup olmamasına bakılmaksızın bu merkezlerden ücretsiz olarak bakım hizmeti alabilmektedir. Özel bakım merkezlerinde bireyin ve yakınlarının gelir durumu değerlendirilerek belirli ücret karşılığında bakımı sağlanmakta, gelir durumu asgari ücretin 3/2'sinin altında kalması durumunda ücret AÇSHB tarafından karşılanmaktadır. AÇSHB'na bağlı resmi bakım merkezinde 8.293 yatak kapasitesi bulunmakta olup, 7.854 engelli hizmet almakta, özel bakım merkezlerinde ise 25.684 yatak kapasitesi olup 19.931 engelli hizmet almaktadır (AÇSHB,59-64) .

Bakım merkezlerinde hemşire, psikolog, sosyal çalışmacı, diyetisyen, doktor, fizyoterapist gibi profesyonel meslek elemanları ve bakım personelleri engellilerin bakımı ve rehabilitasyonu ile ilgilenmektedir. Engellilerin hizmet aldığı kuruluşlar, engel grubu, yaş ve cinsiyetlerine göre ayrılmaktadır. Hizmet veren kuruluşta yer alan psikolog veya sosyal çalışmacı tarafından engellinin ihtiyaçları doğrultusunda hazırlanan bireysel bakım planına göre engellinin bakımı bakım personelinin yardımı veya gözetimi doğrultusunda gerçekleştirilmektedir. Bireysel bakım planı en geç 3 ayda bir engellinin ihtiyacı doğrultusunda güncellenmekte ve engellinin rehabilitasyon hizmetinden de faydalandığı kuruluşlarda gelişim süreci ilgili meslek elemanı tarafından aylık ve 6 aylık değerlendirmelerle takip edilmektedir. Engellinin bağımsız günlük yaşama geçiş becerisi kazanabilmesi amacıyla çeşitli mesleki kurslar düzenlenmekte, sosyalleşmesi amacıyla da sportif, sosyal ve kültürel etkinlikler düzenlenmektedir.

Engellinin sađlık ve ila takibi kuruluřta grevli sađlık personeli tarafından gerekleřtirilmektedir. Grevli sađlık personeli řeker, tansiyon takibi, inslin uygulaması, gerektiđinde pansuman yapmak gibi grev tanımlarında yer alan uygulamaları gerekleřtirmektedir. Kuruluřta grevli diyetisyen engellilerin yař, engel durumlarını dikkate alarak mevsime uygun yemek listesini hazırlamak gibi grev tanımında yer alan grevleri yerine getirmektedir.

Kuruluřlarda grevli bakım elemanı, sađlık meslek lisesi, kız meslek lisesi ocuk geliřimi ve eđitimi blm, meslek lisesi zrl-yařlı bakımı blm mezunu veya bu blmlerden en az nlisans mezunu olan birey ya da ailenin vermesi gereken bakım roln stlenen profesyonel yardımcılar olarak da ifade edilebilir. Bakım elemanı sorumlu bulunduđu gruptaki bakıma muhta engelli bireylerin kiřisel bakımı ile ilgili tuvalet eđitimi, yeme ime, banyo, el yz temizliđi, giyinme soyunma gibi gnlk, haftalık, aylık ihtiyalarını karřılamakla ykmldr. Bakım elemanının bu srete sorumluluk ve grevlerini tam olarak benimsemesi, ahlaki deđerleri gz nnde bulundurması gerekmektedir.

Yatılı bakım merkezlerinde hizmet almakta olan engelliler ođunlukla evde kontrol, bakımı sađlanamayan engellilerden oluřmaktadır. zellikle ruhsal engellilerin atak dnemlerinde kendilerine ya da evresine zarar verme riskleri yksektir. Engellilerin kendisine ve evresine zarar verme riskinin nne geebilmek amacıyla olası riskler ve nleyici tedbirler konusunda engellinin bakımından sorumlu personele eđitim verilmesinin faydalı olacađı dřnlmektedir. Engellilerin agresif, saldırgan, yıkıcı tutum ve davranıřlarının arttıđı atak dnemlerinde hizmet veren mesleki personel ve bakım personelinin fiziki zarar grme kaygısının nne geebilmek amacıyla gerekli nitelikleri tařıyan yeterli sayıda gvenlik personelinin kurumlarda bulunması gerekmektedir. Kuruluřta bulunan personellere engellilerin atak dnemleri, karřılařılabilecek sorunlar ve yaklařım ile ilgili eđitimler verilmesinin verimliliđi artıracakđı dřnlmektedir.

Yatılı bakım merkezlerinde karřılařılan bir diđer glk de srekli atak halinde olan, kendisine evresine srekli zarar verme riski olan, yıkıcı davranıřları her trl mesleki alıřma ve tıbbi mdahaleye rađmen kontrol altına alınamayan engellilerin bakımının sađlanma srecidir. Engellilerin kuruluřlardan hizmet alabilmesi iin toplu alanda yařayabilecek durumda olduđunun hekim raporuyla belirtilmesi gerekmektedir. Toplu alanda yařayamayacak durumda olanların řifa bulana kadar bir sađlık kuruluřunda tedavi olması gerektiđi de belirtilmektedir. Ancak bu durumdaki engellilerin sađlık kuruluřlarında řifa bulana kadar tedavisi mmkn olmamak da, resmi bakım merkezlerinde hizmet almakta olduđu srede diđer engellilerin rehabilitasyon sreci olumsuz etkilenmektedir. Toplu alanda yařayamayacak

düzeyde durumu ağır olan, başkasına zarar verme, suç işleme riski yüksek olan engellilerin başkasına zarar vermesinin engellenerek hizmet alabilmesi amacıyla kadrosunda hekimlerin de yer aldığı, yeterli güvenlik donanımına sahip tam teşekküllü kuruluşlarda bakım ve rehabilitasyonunun sağlanması gerekmektedir.

1.2.1 Gündüz Bakım Merkezleri

Engellilerin aile yanında bakılması durumunda aileler sosyal açıdan kısıtlanmaktadır. Sürekli evde kalan engelli birey de sosyal yaşamdan koparak izole hayatını devam ettirmekte bu durum da engelli ve yakınının yaşam kalitesini düşürmektedir. Engellilerin ve yakınlarının sosyalleşebilmesi, engellilerin yeteneklerinin keşfedilebilmesi amacıyla 2002 yılından beri AÇSHB tarafından kurulan gündüz bakım merkezleri hizmet vermekte olup AÇSHB 2020 Mart ayı verilerine göre 123 tane gündüz bakım merkezi bulunmaktadır ve bu merkezlerden alınan hizmet karşılığında herhangi ücret ödenmemektedir (AÇSHB, 60).

Gündüz bakım merkezlerinde görevli psikolog ya da sosyal çalışmacı tarafından engellinin günlük yaşam programı düzenlenmekte, engelli ve ailesiyle görüşmeler yapılmakta, gerekli görülen durumlarda aileye rehberlik ve danışmanlık yapılmakta, engellinin ilgi alanına göre kurslar ve sosyal faaliyetler düzenlenerek engellinin sosyalleşmesi amaçlanmaktadır.

Gündüz bakım hizmetinin yatılı bakım hizmeti ile birlikte verildiği kuruluşlarda gündüz bakım hizmeti tamamlanıp akşam aile yanına dönmesi durumunda özellikle aile özlemi yaşayan ruhsal engelli bireylerin duygusal açıdan olumsuz etkilenebileceği düşünülmektedir. Yatılı kurumlarda kalan engellilerin duygusal açıdan yoksunluk yaşamaması amacı ile gündüz bakım hizmeti veren kuruluşların yatılı bakım hizmeti veren kuruluşlardan bağımsız yapılmasının bu durumun önüne geçeceği düşünülmektedir.

1.3 Geçici Misafir Olarak Bakım Hizmeti

Engellinin ya da yasal temsilcisinin talebi doğrultusunda meslek elemanının değerlendirme raporuna istinaden kuruluş kapasitesinin uygunluğu durumunda bir engelli bir yılda 30 günü geçmemek üzere geçici misafir olarak barındırılabilir. Misafir barınma süreci için herhangi bir ücret ödenmesi gerekmez.

1.4 Evde Bakıma Destek Hizmeti

Evinde bakımı sağlanan ancak evde bakım ücreti veya kurum bakımından yararlanamayan engellinin AÇSHB tarafından talep etmesi halinde evinde bakımına destek olması amacıyla AÇSHB'na bağlı kuruluşlardan görevlendirilecek bir bakım personeli tarafından bakımı sağlanabilir.

SONUÇ

Nüfusun yaşlanması, engellilik oranının ve kronik hastalıkların giderek artması günlük yaşamlarını sürdürmede başkasının desteğine ihtiyacı olan birey sayısını ülkemizde ve dünyada giderek artırmaktadır (Folkman, Lazarus, Pimpley ve Novacek, 1987). Fiziksel, ruhsal ya da bedensel engeli nedeni ile günlük yaşantısını sürdürmede sürekli olarak bakım desteğine ihtiyaç duyan bireyler mümkün olması halinde öncelikle aile yanında bakım hizmeti almaktadır. AÇSHB da geleneksel yapımızın temel unsuru olan aile yanında bakımı öncelikli olarak desteklemekte ancak mümkün olmaması halinde yatılı kuruluşlarda bakım hizmeti sağlamaktadır. Yatılı kuruluşlarda hizmet verme sürecinde engellinin sağlık, eğitim, beslenme, sosyal faaliyet gibi her türlü ihtiyacı karşılanmaktadır. AÇSHB tarafından sunulan bakım hizmeti ve evde bakıma nakdi destek yardımı gibi hizmetlerin katkısıyla ailelerin ve engellilerin psikososyal iyileşme sürecine olumlu katkı sağlandığı düşünülmektedir.

Bakım hizmeti modellerinin genel olarak olumlu katkılarının olduğu görülmesi ile birlikte uygulama sürecinde bir takım güçlüklerle karşılaşılacağı bu güçlüklerle karşı tedbirler alınmasının hizmet modellerini daha verimli kılacağı beklenmektedir. Karşılaşılması öngörülen güçlükler ve düşünülen olası tedbirler şu şekildedir;

- Evde bakım hizmeti verilmesi sürecinde bakım verene engellinin durumuna özgü bakım eğitimi verilmesi
- Yatılı bakım merkezlerinde engellilerin özellikle ruhsal engellilerin kaçma, kendisine ve çevresine zarar verme riskinin yüksek olması nedeni ile yaşam alanlarında kesici delici aletler bulundurulmaması, ilaçların ulaşılamayacak yerlerde muhafaza edilmesi, engellilerin yalnız bırakılmaması,
- Bakım merkezlerinde engellilerin engel durumları, atak belirtileri, atak veya ajitasyon durumlarında yaklaşım konularında bakımdan sorumlu personele eğitim verilmesi
- Engellinin atak durumunda diğer engellilere veya personele zarar verme olasılığının yüksek olması nedeni ile yeterli niteliğe sahip güvenlik personelinin bulunması,
- Sürekli atak halinde olan ya da suç işleme olasılığı yüksek olup mesleki çalışmalara ve tıbbi tedaviye yanıt vermeyen engellilerin, hizmet alan diğer engellilerin rehabilitasyon sürecinin de olumsuz etkilenmemesi amacıyla kadrosunda doktor ve yeterli sayıda güvenlik vb. personel bulunan tam teşekküllü kuruluşlarda bakım ve rehabilitasyon hizmeti almasının sağlanmasının ailelere ve engellilere oldukça katkısı yüksek olan hizmet modellerinin kalitesini daha da artıracığı beklenmektedir.

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Ticari Havalimanı Modelinde Havacılık Dışı Gelirler

Asst. Prof. Dr. Hakan RODOPLU

Kocaeli University, Faculty of Aviation and Aeronautical Sciences
hakan.rodoplu@kocaeli.edu.tr
ORCID ID:0000-0001-9670-814X

Res. Asst. Demet DAĞLI

Özyeğin University, Faculty of Aviation and Aeronautical Sciences
demet.dagli@ozyegin.edu.tr
ORCID ID:0000-0003-3610-6897

ÖZET

Havalimanları, hava ulaşım sisteminin önemli bir parçasıdır ve modern dünya ekonomisinde hayati düğümlerdir. 1978 yılında ABD’de gerçekleşen deregülasyon ile havacılık sektörünün yapısında önemli bir değişim meydana gelmiş ve bu değişim, ABD ile sınırlı kalmayarak dünya genelinde etki göstermiştir. Deregülasyon ile birlikte, havayollarının hizmet noktalarının artması ve bu noktalarda daha düşük fiyatlar sunmaları, hava taşımacılığını kullanan yolcu sayısında ve önemli merkezlerde trafik artışlarına neden oldu. Geleneksel olarak kamu mülkiyetinde faaliyet gösteren havalimanları, bu artan trafik ihtiyacını karşılayabilmek için yeni gelişim arayışlarına girdi ve deregülasyonu takip eden ticarileşme, özelleştirme ve küreselleşme süreçlerinin sonucunda, kar amacı güden ticari işletmelere dönüştü. Günümüzde havalimanları, yüksek kar getirme potansiyeli olan havacılık dışı faaliyetlere daha çok odaklanmaktadır. Bu bağlamda, havalimanlarının sunduğu hizmet yelpazesi genişlemiş ve havalimanlarının elde ettiği toplam gelir miktarı içinde, havacılık dışı gelirlerin payı artış göstermeye başlamıştır. Bu çalışmada, 2019 yılı yolcu verilerine göre en yüksek trafik hacmine sahip, Avrupa merkezli beş havalimanı grubunun finansal verilerine dayanarak havacılık dışı gelirlerinin toplam gelir içindeki payı dikey analiz yöntemiyle incelenmiştir. Çalışma kapsamında, seçilen beş havalimanı grubunun 2011-2019 dönemi finansal verileri incelenmiş ve toplam gelirleri içinde havacılık dışı gelirlerinin payının yıllara göre değişiminin belirlenmesi amaçlanmıştır.

Anahtar Kelimeler: Ticari Havalimanı, Havalimanı Gelirleri, Havacılık dışı Gelirler, Dikey Analiz

Non-aeronautical Revenues in Commercial Airport Model

ABSTRACT

Airports are important component of the air transport system and vital nodes in the modern world economy. With the deregulation that took place in the USA in 1978, a significant change occurred in the structure of the aviation sector and this change was not limited to the USA, but had an effect worldwide. With deregulation, the increase in the number of destinations served by airlines and lower prices in these destinations led to an increase in the number of passengers using air transportation, and traffic in important centers. The airports, which are traditionally owned by the state, have sought new development opportunities in order to meet this increasing traffic need, and as a result of the commercialization, privatization and globalization processes following deregulation, they have turned into profit-oriented commercial enterprises. Today, airports focus more on non-aeronautical activities with high profit potential. In this context, the range of services provided by airports has expanded and the share of non-aeronautical revenues in the total amount of revenue generated by airports has started to increase.

In this study, the share of non-aeronautical revenues in total income was analyzed by vertical analysis based on financial data of five European airport groups with the highest traffic volume according to passenger data for 2019. Within the scope of the study, the financial data of the five selected airport groups for the period of 2011-2019 were analyzed and it was aimed to determine the share of non-aeronautical revenues within their total revenues by years.

Keywords: Commercial Airport, Airport Revenues, Non-aeronautical Revenues, Vertical Analysis

GİRİŞ

1978 yılında ABD’de gerçekleşen deregülasyon ile havacılık sektörünün yapısında önemli bir değişim meydana gelmiştir. Deregülasyonun etkisi ile havacılık endüstrisi yapısal bir dönüşüm geçirmiş ve genişleyerek dinamik bir pazara uyum sağlamıştır. Deregülasyon, havayollarının hizmet ağlarının genişlemesine ve hava taşımacılığına olan talebin artış göstermesine yol açmıştır (ATAG, 2005).

Havalimanları, hava taşımacılığı sisteminin önemli bir bileşenidir ve hava ulaşım işinin gerçekleştirilebilmesi için temel altyapı sağlayıcılarıdır. Deregülasyon ile birlikte havayollarının hizmet noktalarının artması ve bu noktalarda daha düşük fiyatlar sunmaları, hava taşımacılığını kullanan yolcu sayısında ve önemli merkezlerde trafik artışlarına neden oldu ve bu durum havalimanları için kapasite yetersizliği sorununun yanında yeni bir yönetim anlayışının ortaya çıkmasını sağladı.

Deregülasyonun etkisi ile havalimanları merkezi ya da yerel yönetim departmanlarından, önemli ölçüde kâr elde edebilen ticari odaklı işletmelere dönüşmeye başlamıştır (Doganis, 2005: 1). Bununla birlikte, artan hava taşımacılığı talebinin getirdiği altyapı gereksiniminin finansmanı için çok büyük miktarda kaynak gereksinimi, değişen kamu yönetimi anlayışlarına paralel olarak devletlerin bu finansman yükünü üstlenmek istememeleri havalimanlarının daha ticari ve pazar odaklı yönetilmeleri ihtiyacını ortaya çıkarmıştır (Kuyucak, 2007: 3).

Tarihsel olarak, havalimanları genellikle havayolu şirketleri için altyapı sağlamak ve işletmek amacıyla kullanılan devlete ait varlıklar olarak kabul ediliyor ve rekabetçi güçlere tabi olarak algılanmıyordu. Havalimanlarının ticarileştirilmesi ve özelleştirilmesi ile birlikte havacılığın serbestleştirilmesi, havayollarını çekmek isteyen havalimanları arasındaki rekabet olanakları ortaya çıkarmıştır (Adler & Liebert, 2014: 92-93). Günümüzde havalimanları daha dinamik ve rekabetçi bir pazarda faaliyet göstermektedir. Havalimanları hizmet paketlerini genişleterek artan müşteri beklentilerini karşılamayı, rekabet avantajını yakalamayı ve yüksek pazar gücünü hedeflerken, ticari faaliyetlere daha çok odaklanmaya başlayarak yüksek kar oranları elde etmeyi amaçlamaktadır (Jarach, 2001: 121).

1. HAVALİMANI GELİR YAPISI

Havalimanlarının gelirleri incelendiğinde ülkeden ülkeye ya da aynı ülkedeki değişik havalimanları arasında bile birbirinden farklı sınıflamalar yapıldığı görülmektedir (Kuyucak, 2007: 33). Genel olarak bakıldığında bir havalimanı gelirleri iki ana başlık altında sınıflandırılmaktadır: 'havacılık geliri' ve 'havacılık dışı gelir' (ACI, 2007; Freathy & O'Connell, 1998:17; Doganis, 2005:54 ; De Neufville vd., 2013: 253).

1.1. Havacılık Gelirleri

Havacılık gelirleri, doğrudan uçak, yolcu ve kargo işlemlerinin gerçekleştirilmesi ile ortaya çıkan gelir kaynaklarıdır (Kuyucak, 2001: 45; Doganis, 2005: 54; De Neufville & Odoni & Belobaba & Reynolds, 2013: 253; Graham, 2018: 88). Geniş anlamda havalimanınının yer alan pist, uçak park yeri, yolcu/kargo tesisleri, güvenlik alanları ve ilgili personelin görevlendirilmesi gibi tesis ve hizmetlerin kullanıcılara sağlanması ile ilgili geleneksel faaliyetlerden elde edilir (ACI, 2007).

İniş Ücretleri: İniş ücreti en evrensel havacılık kullanıcı ücretidir ve hemen hemen her havalimanı tarafından tahsil edilmektedir (De Neufville vd., 2013: 253). Genel anlamıyla, uçak işleticilerinin havalimanı kullanımını için ödediği ücretlerdir (Belobaba vd., 2009: 369) İlgili aydınlatma da dahil olmak üzere pist, taksi yolu ve apron alanlarının kullanımı için tahsil edilen ücretleri içerir (ICAO, 2013: 4-5).

Yolcu Hizmet Ücretleri: Yolcu terminallerinin ve diğer yolcu hizmet tesislerinin kullanımını için uygulanan ücretlerdir (ICAO, 2013: 4-5). Bu ücretlerin uygulanma ve tahsil edilme yöntemleri ülkeden ülkeye önemli farklılıklar göstermektedir (De Neufville vd., 2013: 256). Yolcu hizmet ücreti genellikle havayollarına fatura edilir, ancak yolcu biletinde ayrı bir maliyet (vergilerle birlikte) olarak gösterilir.

Kargo Ücretleri: Havalimanı tarafından yük işlemlerinin yapıldığı tesislerinin ve alanlarının kullanımı için kargo ile ilgili tahsil edilen ücretlerdir (ICAO, 2013: 4-5). Yolcu hizmet ücretine benzer bir şekilde, birçok havalimanı işletmecisi, havalimanı tarafından sağlanan kargo hizmetlerinin ve tesislerinin kullanımının maliyetini karşılamak için yük miktarı üzerinden ton başına ücret (veya üzerinde mutabık kalınan diğer bir ölçü birimi) uygular (De Neufville vd., 2013: 258).

Park ve Hangar Ücretleri: Uçak işleticilerinden, uçakların park alanlarında ve havalimanı işletmecisine ait olan hangarlarda konaklaması için veya hangarların kiralanması yoluyla tahsil edilen ücretlerdir (ICAO, 2013: 4-5). Havayolu tarafından ödenen uçak iniş ücreti, uçak park yeri ücretini sadece belirli bir süre için (genellikle 2 saat) karşılar. Ücretsiz süre aşıldığında, ücret hesaplaması için çoğu zaman yirmi dört saat zaman birimi olarak

kullanılır (Freathy & OConnell, 1998: 18; Doganis, 2005: 67; De Neufville & Odoni vd., 2013: 255; Graham & Morrell, 2017: 22).

Güvenlik Ücretleri: Havalimanını kullanan uçak, yolcu ve diğer kişilerin korunmasına yönelik güvenlik hizmetlerinin havalimanı tarafından sağlanması halinde tahsil edilen ücretlerdir (ICAO, 2013: 4-5). Havalimanındaki havacılık güvenlik ekipmanı ve hizmetlerini (kısmen veya tamamen) kapsar (Belobaba vd., 2009: 369). Güvenlik ücretinin açıkça ayrı bir ücret olarak tanımlanmadığı havalimanlarında, genellikle genel yolcu hizmet ücretine ek bir ücret uygulanarak tahsil edilir (De Neufville vd., 2013: 258).

Gürültü ile İlgili Ücretler: Gürültü azaltma ve önleme tedbirleri ile ilgili olarak tahsil edilen ücretlerdir (ICAO, 2013: 4-5). Gürültü izleme sistemlerinin ve gürültü azaltma önlemlerinin maliyetini karşılamak için çoğu havalimanında ayrı bir ücret uygulanmaktadır (Belobaba, Odoni & Barnhart, 2009: 368).

Emisyon ile İlgili Ücretler: Havalimanlarında veya çevresindeki yerel hava kalitesi sorunlarını gidermek için tahsil edilen ücretlerdir (ICAO, 2013: 4-5) Bazı havalimanları (örneğin, Bern, Cenevre, Stockholm, Zürih), uçak motorları tarafından yayılan ve yerel hava kalitesini etkileyen hava kirletici maddelerle ilgili ücretler uygulamaktadır ve bu uygulama günümüzde giderek yaygınlaşmaktadır (De Neufville vd., 2013: 256).

Hava Trafik İşlemlerine İlişkin Diğer Ücretler: Uçuş operasyonları sırasında havalimanında sağlanan diğer tesis ve hizmetler için uçak işleticilerinden toplanan diğer tüm ücretlerdir (ICAO, 2013: 4-5). Terminal alanı yönlendirme ve havalimanının içinde ve çevresindeki hava trafik yönetimi hizmetleri için talep edilen bu ücret genellikle iniş ücretinin bir parçasıdır, ancak bazı ülkelerde ayrıca ücretlendirilir (Belobaba vd., 2009: 369).

Yer Hizmetleri Faaliyetlerinden Elde Edilen Gelirler: Havalimanı tarafından uçağın yerde olduğu sürede ihtiyaç duyduğu işlemler için sağlanan tesis ve hizmetlerin kullanımı için uçak işleticilerinden tahsil edilen ücretleri ifade eder (ICAO, 2013: 4-5). Genel olarak uçağın yüklenmesi ve boşaltılması, yolcu ve bagajların taşınması, uçak temizliği, yolcu bilet ve bilgilendirme hizmetleri ve bazı taşıma belgelerinin düzenlenmesi gibi hizmetleri içerir. Yer hizmetleri havalimanı işletmecisi, havayolu şirketleri veya yer hizmeti sunabilmek için lisans almış yer hizmeti şirketleri tarafından sunulabilir (Belobaba vd., 2009: 369). Bu durum yer hizmeti gelirinin sınıflandırılması açısından bir karmaşıklık yaratmaktadır. Eğer hizmet havalimanı işletmecisi tarafından sağlanıyorsa bu durumda elde edilen gelir havacılık geliri olarak değerlendirilecektir. Ancak havayolu şirketi veya yer hizmeti şirketi tarafından sağlanıyorsa bu durumda havalimanı bu işletmelerden bir imtiyaz ücreti alacaktır ve bu durumda elde edilen gelir havacılık dışı gelir olarak değerlendirilecektir (Doganis, 2005: 55).

1.2. Havacılık dışı Gelirler

Havacılık dışı gelirler, uçağın işletimi ile doğrudan ilgili olmayan, özellikle terminal içinde sunulan ticari faaliyetler ile terminal alanı ve havalimanı arazisi için kiralama gibi faaliyetlerden elde edilen gelirlerdir (Graham, 2018: 88; Doganis, 2005: 55). Havacılık dışı ücretler, geniş ve görünüşte giderek genişleyen çeşitli faaliyetleri kapsamaktadır: Gümrüksüz ve vergisiz perakende mağazaları, barlar ve restoranlar, banka ve döviz bozdurma şubeleri ve havalimanı tesislerinde faaliyet göstermek için sözleşme yapan diğer işletmeler tarafından havalimanı işleticisine ödenen ticari imtiyaz ücretleri, otopark ve kiralama ücretleri, havalimanı arazisi ve terminal alanları için kiralamalar, havalimanı kullanıcılarına verilen teknik hizmetler ve havalimanı kullanıcılarına havalimanı işletmecisi tarafından sağlanan elektrik, su vb. hizmetler (Kuyucak, 2001: 45; Belobaba vd., 2009: 370; Ünder, 2015: 15)

Havacılık yakıtı ve yağ imtiyazları: Havacılık yakıtı ve madeni yağları havalimanında satma veya dağıtma hakkı için petrol şirketleri veya diğer kuruluşlar tarafından ödenecek her türlü üretim ücreti dahil tüm imtiyaz ücretleridir (ICAO, 2013: 4-5). Yer hizmetleri durumunda olduğu gibi bu hizmet havalimanının kendisi tarafından veya uzman yakıt şirketleri tarafından sağlanabilir. Genel uygulamada bir havalimanındaki havacılık yakıtı ve yağ tedarikçileri, havalimanı işletmecisine, genellikle önceden anlaşarak, brüt gelirin belirli bir yüzdesini öderler (De Neufville vd., 2013: 262). Uygulamada nadir de olsa, havalimanı işletmecisi de yakıtı harici tedarikçilerden satın alabilir ve nihai kullanıcılara satabilir, ancak bu durumda elde edilen gelir havacılık geliri olarak değerlendirilecektir (Belobaba vd., 2009: 385).

Restoran, Bar, Kafeterya ve İkram Hizmetleri: Ticari işletmeler veya diğer kuruluşlar tarafından uçaklara verilen ikram hizmetleri de dahil olmak üzere havalimanlarında restoran, bar, kafeterya ve ikram hizmeti işletme hakkı için ödenecek ücretlerdir. Ayrıca, bu tesisler havalimanı tarafından işletildiğinde bu tür faaliyetlerden elde edilen gelirleri de içerecektir (ICAO, 2013: 4-5). Bu tür hizmetler havalimanı işletmecisi veya ticari işletmeler tarafından sunulabilir. Eğer hizmetler havalimanı işletmecisi tarafından sunuluyorsa elde edilen tüm gelir havalimanı işletmecisine gidecektir. Ancak ticari bir işletme tarafından sunuluyorsa, söz konusu işletme havalimanında faaliyet gösterebilmek için havalimanı işletmecisine bir imtiyaz ücreti ödeyecektir.

Gümrüksüz ve Vergisiz Satış Mağazaları: Havalimanında gümrüksüz mağaza işletme hakkı ve havalimanında satılan malların dağıtımını için ticari bir işletme veya başka bir kuruluş tarafından ödenen ücretlerdir. Ayrıca havalimanının işlettiği gümrüksüz satış mağazalarından elde edilen gelirleri de içerecektir (ICAO, 2013: 4-5). Bu hizmetler de havalimanı işletmecisi veya ticari bir işletme tarafından gerçekleştirilebilmektedir. Havalimanı işletmecisi tarafından

işletiliyorsa elde edilen gelir doğrudan havalimanı işletmecisine gidecektir. Ancak ticari bir işletme tarafından işletiliyorsa, yiyecek-içecek hizmetlerinde olduğu gibi, söz konusu işletmeci asgari garanti tutarı içerecek şekilde bir brüt karı üzerinden bir imtiyaz ücreti ödeyecektir.

Otopark Ücretleri: Havalimanında otomobil park yeri işletim hakkı için ticari bir işletme veya başka bir kuruluş tarafından ödenecek ücretlerdir. Ayrıca, havalimanının kendisi tarafından işletildiğinde bu tür tesislerden elde edilen gelirleri de içerecektir (ICAO, 2013: 4-5). Otoparklar, özellikle toplu taşıma erişimi zayıf olan veya hiç olmayan havalimanları için önemli bir gelir kaynağıdır (Doganis, 2005: 120).

Diğer Ticari Hizmetler ve İmtiyaz Ücretleri: Havalimanında mal ve hizmet satma hakkı (ticari araç kiralama, bankacılık ve döviz büroları imtiyazları gibi) için yukarıda sayılanlar dışında herhangi bir imtiyaz ücretini içeren gelirlerdir. Ayrıca, havalimanının kendisi tarafından işletilen ve yukarıda belirtilmeyen ticari faaliyetlerden elde edilen gelirler ile havalimanı sahasındaki rehberli turlara havalimanına giriş için uygulanan tüm kamu giriş ücretlerini içerir (ICAO, 2013: 4-5).

Kiralama Ücretleri: Ticari işletmeler ve diğer kuruluşlar tarafından havalimanına ait bina alanı, arazi veya ekipman kullanımı için ödenecek ücretlerdir (ICAO, 2013: 4-6). Alan ihtiyaçları, ofis alanı ve hangarlar, araç park alanları, özel yolcu salonları veya bakım tesisleri binaları için kullanılan arazileri kapsar (Doganis, 2005: 118).

Havacılık dışı Faaliyetlerden Elde Edilen Diğer Gelirler: Havalimanının havacılık dışı faaliyetlerden elde ettiği diğer tüm gelirlerdir. Ayrıca, kiralama veya imtiyaz ücretlerine dahil edilmedikleri takdirde, ısıtma, klima, aydınlatma, su, temizlik ve telefon kullanımı gibi hizmetler ve havalimanı dışındaki havacılık dışı kuruluşlara verilen hizmetler için havalimanı tarafından alınan ödemeleri de içerecektir (ICAO, 2013: 4-6). Ayrıca havalimanlarının sunduğu, turizm hizmetleri, kongre ve toplantı hizmetleri, lojistik ve varlık geliştirme hizmetleri ve danışmanlık hizmetleri de bu kategoride değerlendirilebilir.

2. LİTERATÜR ARAŞTIRMASI

Konu ile ilgili literatür incelendiğinde, havalimanlarının havacılık dışı gelirleri hakkında birçok çalışma yapıldığı görülebilir. Graham (2009), günümüzde havacılık dışı gelirlerin önemine odaklanan çalışmasında, havacılık dışı gelirlerin tüm gelirler içindeki payının yıllar içinde arttığı sonucuna varmıştır. 20 Avrupa havaalanı verisini inceleyen çalışmada, havacılık dışı gelirlerin 1983'te % 41'e ve 1998'de % 50'ye ulaştığı belirlenmiştir.

Martel (2009), havacılık dışı gelirlerin havalimanlarının toplam gelirlerinde artan öneminden yola çıkarak, dış faktörleri ve bunların havacılık dışı gelirler üzerindeki etkisini

incelemiştir. Çalışmada, kredi krizi ve dünya çapında yaşanan ekonomik durgunluk, petrol fiyatlarındaki son dalgalanmalar, havayolu yolcu hacimleri ve bu faktörlerin havalimanlarının havacılık dışı gelir üretimi üzerindeki etkisi analiz edilmiştir. Çalışma sonucunda, söz konusu dış faktörlerin havalimanı havacılık dışı gelirlerini etkilediği sonucuna varılmıştır.

Tovar & Martí'n-Cejas (2009), dış kaynak kullanımının (outsourcing) ve havacılık dışı gelirlerin İspanya'daki havalimanlarının verimlilikleri üzerindeki etkisini incelemiştir. Çalışmada 1993-1999 yılları arasında 26 havalimanından veri toplanarak parametrik bir model kurulmuştur. Çalışma kapsamında yapılan analizlerden, dış kaynak kullanımı ve havacılık dışı gelirlerin İspanya'daki havalimanlarının verimliliğine olumlu katkı sağladığı sonucuna ulaşılmıştır.

Moulds & Lohmann (2016), havacılık dışı gelir kaynaklarında gelecekte yaşanacak eğilimleri analiz ederek, gelir akışlarına yönelik mevcut fırsatları ve olası tehditleri belirlemeye yönelik bir çalışma yapmıştır. Çalışmada Adelaide Havalimanında bir vaka çalışması yapılmış ve Adelaide havacılık pazarında deneyimli 7 uzman ile mülakat yöntemi ile görüşmeler gerçekleştirilmiştir. Çalışma sonucunda, teknoloji kullanımının gelir yaratmada kilit bir alan olduğu, havacılık dışı gelir yaratmaya olanak tanıyan bir iş modeli oluşturmanın önemli olduğu ve uzun vadeli planlama süreçleri kullanılarak mevcut arazinin kullanımının gelir artışı için hayati öneme sahip olduğu görülmüştür. Bununla birlikte, mülkiyet kısıtlamaları ve terminal tasarımı ile ilgili konular gelecekteki potansiyel zorluklar olarak değerlendirilmiştir.

Battal & Bakır (2017), havalimanlarının mevcut ve değişen gelir yapısını incelemiştir. Çalışma kapsamında Avrupa'nın en yüksek yolcu trafiğine sahip beş havalimanının gelirleri trend analizi ve dikey analiz yöntemleri ile incelenmiştir. Araştırma kapsamında yapılan analizler sonucunda 2008-2015 yılları arasında havalimanlarının gelir kaynaklarının, gelir türlerinin ve kazandıkları gelir miktarlarının arttığı görülmüştür. Ayrıca, bu dönemde havacılık dışı gelirlerin artmasında ciddi bir gelişme yaşandığı gözlenmiştir.

Alıcı (2017), ticari gelirlerin önemine dikkat çekerek havaalanı gelir kaynaklarını açıklamış, dünya yazınından örnekler vererek ve havaalanlarında yapılan ticari faaliyetler için yeni gelir kaynağı yaratabilecek faaliyet önerileri sunmuştur.

3. ARAŞTIRMANIN AMACI VE YÖNTEMİ

Bu çalışmada, 2019 yılı yolcu verilerine göre en yüksek trafik hacmine sahip, Avrupa merkezli beş havalimanı grubunun finansal verilerine dayanarak havacılık dışı gelirlerinin toplam gelir içindeki payı dikey analiz yöntemiyle incelenmiştir. Çalışma kapsamında, seçilen beş havalimanı grubunun 2011-2019 dönemi finansal verileri incelenmiş ve toplam gelirleri içinde havacılık dışı gelirlerinin payının yıllara göre değişiminin belirlenmesi amaçlanmıştır.

3.1. Dikey Analiz Yöntemi

Yüzde yöntemi olarak da adlandırılan dikey analiz, analize tabi tutulacak mali tablodaki tutarlardan biri 100 olarak kabul edilerek diğer tutarların bu bütün içindeki paylarının bulunması yöntemi olarak tanımlanmaktadır (Akt: Omağ, 2014, s:69). Aşağıdaki formül yoluyla hesaplanabilmektedir.

$$\text{Dikey Yüzde} = (\text{İlgili Kalem Verisi Grup} / \text{Toplamı Alınan Kalem Verisi}) \times 100$$

3.2. Havalimanı Grupları

Aéroports de Paris (Groupe ADP): Temel faaliyetlerini Paris'te Charles de Gaulle, Orly ve Le Bourget havalimanlarında gerçekleştirmektedir ve dünya genelinde 25 havalimanının yönetiminde de pay sahibidir.

AENA SME, S.A (AENA): İspanya'da 46 havalimanı ve 2 heliport yöneten ve Dünya genelinde 1'i Avrupa'da 22'si Latin Amerika'da faaliyet gösteren 23 havalimanında doğrudan ve dolaylı hisse sahibi olan %49'u halka arz yoluyla özelleştirilmiş bir devlet şirkettir.

Fraport AG (FAG): Fraport AG, dünya çapında 31 havalimanında faaliyet göstermekte ve temel faaliyetlerini Avrupa'nın önemli merkezlerinden biri olan Frankfurt Havalimanı'nda gerçekleştirmektedir.

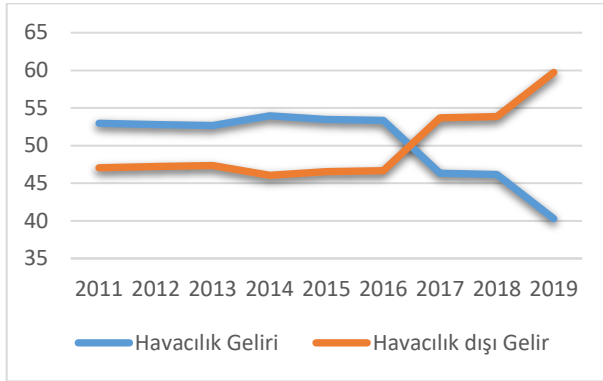
Royal Schiphol Group (RSG): Royal Schipol Group temel faaliyetlerini Amsterdam Schipol Airport'ta gerçekleştirmektedir. Aynı zamanda Hollanda'daki bölgesel havalimanları, Rotterdam The Hague Havalimanı, Eindhoven Havalimanı ve Lelystad Havalimanı'larının ve dünya çapında birçok havalimanının yönetiminde tam veya kısmi pay sahibidir ve/veya yakın iş birliği içindedir.

TAV Havalimanları Holding (TAV): TAV Havalimanları 2019 itibariyle 7 ülkede 14 havalimanı işletmektedir. Şirket, havalimanı işletmeciliğinin yanı sıra sahip olduğu hizmet şirketleri ile birlikte de 30 ülkede toplam 100 havalimanında faaliyet göstermektedir.

4. BULGULAR

Çalışma kapsamında dikey analiz yöntemi ile havalimanı gruplarının 2011-2019 yılları arasındaki gelir dağılımlarında yaşanan değişimler incelenmiştir. Çalışmanın devamında, havalimanı gruplarının gelir yapılarında yaşanan değişimler ayrı ayrı incelenmiştir.

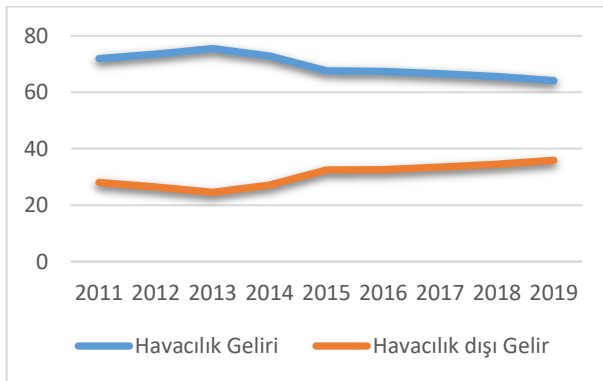
Şekil 1: Groupe ADP gelir dağılımı



Kaynak: Aéroports de Paris 2011-2019 yıllık raporları

Groupe ADP'nin 2011-2019 yılları arasındaki gelir dağılımı Şekil 1'de gösterilmektedir. 2011 yılında Groupe ADP'nin toplam gelir miktarı içinde havacılık gelirlerinin payı %53 iken havacılık dışı gelirlerin payının %47 olduğu görülmektedir. 2016 yılına kadar bu oran korunur iken 2014 yılında havacılık gelirlerinin payı en yüksek noktaya, %54'e yükselmiş ve havacılık dışı gelirlerin payı %46'ya düşmüştür. 2017 yılı itibariyle havacılık dışı gelirler toplam gelir içindeki payını artırmış ve havacılık gelirlerinin payı %46'ya geriler iken havacılık dışı gelirlerin payı %54'e yükselmiş ve 2019 yılında havacılık dışı gelirlerin payı %60'a çıkarırken havacılık gelirlerinin payı %40'a gerilemiştir ve 2011 yılı baz alındığında, 2019 yılında havacılık dışı gelirler toplam gelir içindeki payını yaklaşık %13 oranında artırarak havacılık gelirlerinden daha yüksek paya sahip hale gelmiştir.

Şekil 2: AENA gelir dağılımı

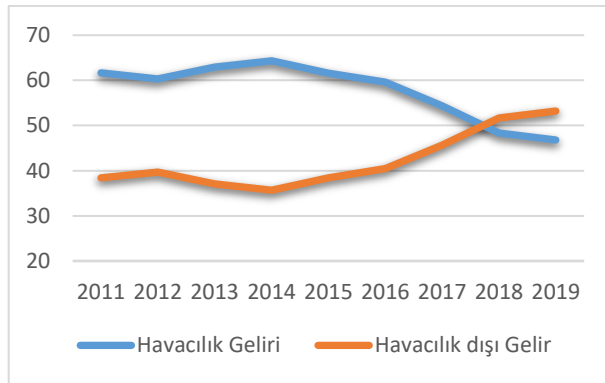


Kaynak: AENA 2011-2019 yıllık raporları

Şekil 2'den de görülebileceği gibi, 2011 yılında AENA'nın toplam gelir miktarı içinde havacılık gelirinin payı %72 iken havacılık dışı gelirin payı %28 olarak görülmektedir. 2011-2013 yılları arasında havacılık gelirlerinin toplam gelir içindeki payı artarken havacılık dışı gelirlerin payı azalma eğilimi göstermektedir. 2013 yılında havacılık gelirleri payını %75'e çıkartırken havacılık dışı gelirlerin payı %25'e düşmüştür. 2014 yılından itibaren havacılık

gelirlerinin payında başlayan düşüş ile birlikte havacılık dışı gelirlerin payında artış gözlemlenmeye başlamıştır. 2015 yılında havacılık gelirlerinin payı %68'e düşerken havacılık dışı gelirlerin payı %32'ye yükselmiştir. 2019 yılına bakıldığında ise havacılık dışı gelirlerin istikrarlı artışının devam ettiği gözlemlenerek, havacılık gelirlerinin payının %64 ve havacılık dışı gelirlerin payının %36 olduğu görülmektedir. Toplam gelir içinde halen havacılık gelirlerinin payının çok daha yüksek olmasına karşın havacılık dışı gelir miktarı 2011 yılı baz alındığında payını %8 oranında artırmıştır.

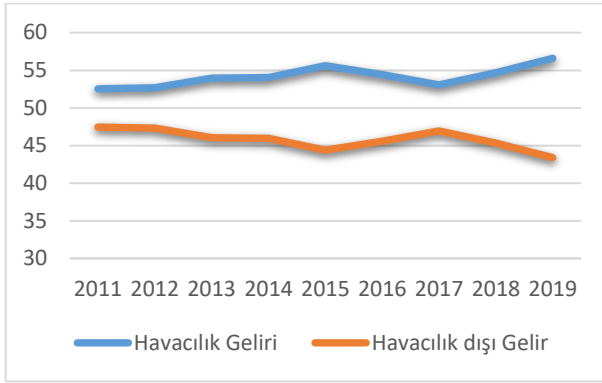
Şekil 3: Fraport AG gelir dağılımı



Kaynak: Fraport AG 2011-2019 yıllık raporları

Fraport AG'nin 2011-2019 yılları arasındaki gelir dağılımı Şekil 3'te gösterilmektedir. 2011 yılında Fraport AG'nin toplam gelir miktarı içinde havacılık gelirlerinin payı %60 iken havacılık dışı gelirlerin payının %40 olduğu görülmektedir. 2014 yılına kadar havacılık gelirlerinin payı artış göstermiş ve 2014'te en yüksek seviyeye, %64'e yükselirken havacılık dışı gelirlerin payı %36'ya gerilemiştir. 2015 yılı itibariyle havacılık gelirlerinin payında azalma eğilimi gözlenmiş 2016 yılında havacılık gelirlerinin payı tekrar %60'a gerilerken havacılık dışı gelirlerin payı %40 olarak görülmüştür. 2019 yılında havacılık dışı gelirlerin payını artırma eğilimi göstermesi ile birlikte havacılık gelirlerinin payı %47'e gerilerken havacılık dışı gelirlerin payı %53'e ulaşmıştır. 2011 yılına göre 2019 yılında, havacılık dışı gelirlerin payını yaklaşık %13 oranında artırarak toplam gelir içinde havacılık gelirlerinden daha fazla paya sahip olduğu görülmektedir.

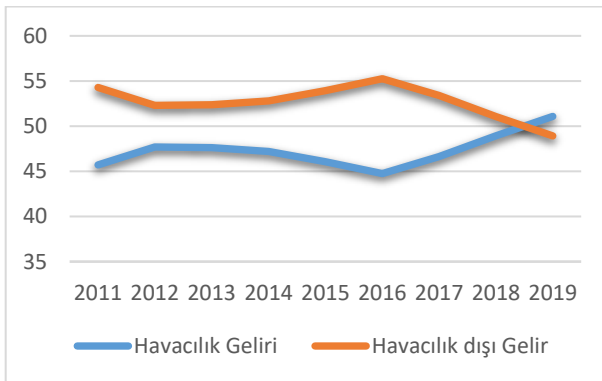
Şekil 4: Royal Schiphol Group gelir dağılımı



Kaynak: Royal Schiphol Group 2011-2019 yıllık raporları

Şekil 4'ten de görülebileceği gibi, Royal Schiphol Group'un 2011 yılındaki toplam gelir miktarı içinde havacılık gelirlerinin payı %53 iken havacılık dışı gelirlerin payı %47 olarak görülmektedir. 2011-2019 yılları arasında havacılık gelirlerinin payı artış eğilimi gösterirken havacılık dışı gelirlerin payı azalma eğilimi göstermiştir. 2015 yılında havacılık gelirleri, %56ya ulaşırken havacılık dışı gelirlerin payı %44e gerilemiştir. 2017 yılında havacılık gelirlerinin payı %53'e gerilemiş havacılık dışı gelirlerin payı %47'ye yükselmiş ancak 2019 yılında havacılık gelirlerinin payı %57'ye yükselirken havacılık dışı gelirlerin payı tekrar %47'ye gerilemiştir. 2011 yılı baz alındığında, 2019 yılında havacılık gelirleri toplam gelir içindeki yüksek payını koruyarak aynı oranda kalmıştır.

Şekil 5: TAV Havalimanları gelir dağılımı



Kaynak: TAV Havalimanları Holding 2011-2019 yıllık raporları

TAV Havalimanlarının 2011-2019 yılları arasındaki gelir dağılımının değişimi Şekil 5'te gösterilmektedir. 2011 yılında TAV Havalimanları'nın toplam gelir miktarı içinde havacılık gelirlerinin payı %46 iken havacılık dışı gelirlerin payının %54 olduğu görülmektedir. 2015 yılına kadar havacılık gelirlerinin payında artış gözlemlenmiş 2013 yılında %48'e ulaşarak havacılık dışı gelirlerin payı %52'ye gerilemiştir. 2013 yılından sonra bir süre

havacılık gelirlerinin payı düşerken havacılık dışı gelirlerin payı yükselmiştir. 2018 yılında ise havacılık gelirlerinin payı tekrar %49'a yükselirken havacılık dışı gelirlerin payı %51 olmuştur. Bununla birlikte 2019 yılında havacılık gelirlerinin payı %51'e yükselirken havacılık dışı gelirlerin payı %49'a gerilemiştir. 2011 yılı baz alındığında havacılık gelirleri toplam gelir içindeki payını 2019 yılında %5 oranında artırarak toplam gelir içinde daha fazla paya sahip olmuştur.

SONUÇ

Yapılan analizler sonucunda değerlendirilen beş havalimanı grubundan ikisinin havacılık dışı gelirlerinin 2011-2019 yılları arasında artış gösterdiği ve toplam gelir içindeki payının havacılık gelirlerinden daha yüksek olduğu görülmektedir. Bununla birlikte, bir havalimanı grubunun havacılık dışı gelirleri 2011-2019 yılları arasında artış gösterse de halen toplam gelir içinde havacılık gelirlerinden daha az paya sahip olduğu görülmektedir. Diğer iki havalimanı grubunda ise, 2011-2019 yılları arasında havacılık dışı gelirlerin azaldığı ve toplam gelir içinde havacılık gelirlerinden daha az paya sahip olduğu görülmektedir. 2019 yılına bakıldığında havacılık dışı gelirlerinin en düşük yüzdesi %36 ile AENA'da görülürken en yüksek yüzde %60 ile Groupe ADP'de görülmektedir. Yapılan analizler sonucunda havalimanlarının havacılık dışı gelirlerinin toplam gelirlerin yarısından fazlasını yarısına yakın bir kısmını oluşturduğu görülmektedir. AENA'da havacılık dışı gelirlerin payı halen %36 oranında olmasına rağmen grubun havacılık dışı gelirlerinin havacılık gelirlerinden çok daha yüksek bir artış eğilimine sahip olduğu gözlemlendiğinden, önümüzdeki yıllarda grubun havacılık dışı gelirlerinin artış göstermeye devam edeceği öngörülmektedir.

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İşe Yeni Başlayan Çalışanların Çok Yönlü Kariyer Oryantasyonu ve Kariyer İyimserliği: Kariyer Uyumluluğunun Aracı Rolü

Asst. Prof. Dr. Emre Burak EKMEKÇİOĞLU

Ankara Yıldırım Beyazıt University, Business School
ebekmekcioglu@ybu.edu.tr

ÖZET

Günümüzün hızla değişen rekabet ortamı ve teknolojik gelişmeler birçok genç çalışanın geleneksel kariyer yaklaşımı yerine çok yönlü kariyer yönelimini benimsemesini sağlamıştır. Çok yönlü kariyer oryantasyonunun işe yeni başlayan genç çalışanların gelecekteki kariyer gelişim sürecine olan pozitif beklentisine olan etkisi ve kariyer uyumluluğunun bu ilişkideki rolü ile ilgili gerçekleştirilen çalışma sayısı oldukça azdır. Buna göre, bu çalışmanın amacı işe yeni başlayan çalışanlarda çok yönlü kariyer oryantasyonu ve kariyer iyimserliği arasındaki ilişkide kariyer uyumluluğunun aracı rolünü incelemektir. Mevcut çalışmada kesitsel bir araştırma tasarımı kullanılmıştır. Araştırmanın verileri Ankara'da farklı sektörlerde (üretim, finans, turizm ve eğitim) çalışan toplam 158 katılımcıdan elde edilmiştir. Araştırmada Baruch (2014)'un yedi maddeden oluşan çok yönlü kariyer ölçeği, Rottinghaus vd. (2005)'nin on bir maddeden oluşan kariyer iyimserliği ölçeği ve Maggiori vd. (2017)'nin on iki maddeden oluşan kariyer uyumluluğu ölçeğinin kısa versiyonu kullanılmıştır. Bu ölçeklerin geçerlilik ve güvenilirlik analizleri gerçekleştirilmiştir. Değişkenler arasında doğrudan ve dolaylı etkileri tahmin etmek amacıyla yapısal eşitlik modellemesi yaklaşımı kullanılmıştır. Elde edilen sonuçlara göre işe yeni başlayan bireylerin çok yönlü kariyer oryantasyonunun kariyer iyimserliğini ve kariyer uyumluluğunu anlamlı ve pozitif; kariyer uyumluluğu ise kariyer iyimserliğini anlamlı ve pozitif etkilediği bulunmuştur. Bununla birlikte, yapısal eşitlik modellemesi kariyer uyumluluğunun çok yönlü kariyer oryantasyonu ve kariyer iyimserliği arasındaki ilişkide aracılık rolünü doğrulamıştır. Ayrıca, bu çalışmanın sınırlılıkları ve çok yönlü kariyer oryantasyonu ve kariyer iyimserliği üzerine gelecekteki araştırmalar için yapılan çıkarımlar tartışılmıştır.

Anahtar Kelimeler: Çok Yönlü Kariyer Oryantasyonu, Kariyer İyimserliği, Kariyer Uyumluluğu

Newcomer Employees' Protean Career Orientation and Career Optimism: The Mediation Role of Career Adaptability

ABSTRACT

Today's rapidly changing competitive environment and technological developments have enabled many young employees to adopt protean career orientation rather than traditional career approach. The number of studies on the effect of the protean career orientation on the positive expectation of one's future career development process of young employees who are newcomer and the role of career adaptation in this relationship is very little. Accordingly, the purpose of this study is to examine the mediating role of career adaptation in the relationship between protean career orientation and career optimism in newcomer employees. In the current study, a cross-sectional research design was used. The data of the research were obtained from 158 participants working in different sectors (production, finance, tourism and education) in Ankara. In the study, Baruch (2014)'s protean career orientation scale consisting of seven items, Rottinghaus et al. (2005)'s career optimism scale consisting of

eleven items and Maggiori et al. (2017) 's short version of the career adapt-abilities scale consisting of twelve items was used. Validity and reliability analyzes of these scales were conducted. Structural equation modeling approach was used to estimate direct and indirect effects between variables. The results revealed that newcomer employees' protean career orientation affects career optimism and career adaptability significantly and positively. Career adaptability was also found to affect career optimism significantly and positively. Moreover, structural equation modeling approved the mediating role of career adaptation in the relationship between protean career orientation and career optimism. Furthermore, the limitations of this study and the implications for future research on protean career orientation and career optimism were discussed.

Keywords: Protean Career Orientation, Career Optimism, Career Adaptability

GİRİŞ

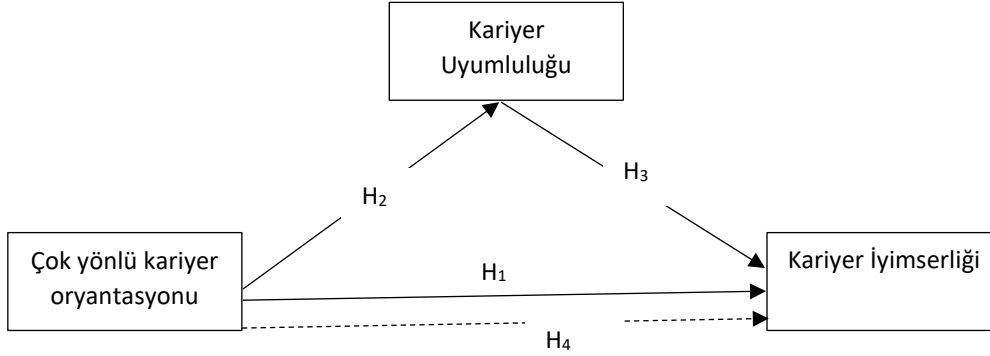
Son yıllarda örgütlerin hızla değişen rekabet ortamı, teknolojik ilerlemeler ve artan iş gücü çeşitliliği nedeniyle, çalışanlarının kariyer gelişimi ile ilgili sorumluluklarını gerçekleştirememesi, geleneksel kariyer yöntemlerinden sınırsız (boundaryless careers) veya çok yönlü (protean careers) kariyer modellerinin ortaya çıkmasına neden olmuştur (Sullivan ve Baruch, 2009). Buna bağlı olarak özellikle genç bireyler geleneksel kariyer bakış açısından ziyade çok yönlü kariyer yönelimini benimsemektedirler. Çok yönlü (protean) kariyer, organizasyon tarafından değil, birey tarafından yönlendirilen bir kariyeri tanımlamak için ilk defa 1976'da Douglas T. Hall tarafından, "Careers in Organizations" adlı kitabında kullanılmıştır (Cortellazzo vd., 2020). Çok yönlü kariyer yönelimini benimseyen bireyler kurumsal değerlerden ziyade kendi değerlerine uygun (değer yönelimi) kariyer geliştirme fırsatları aramaya isteklidirler (Briscoe vd. 2006).

Kariyer iyimserliği, bireyin gelecekteki kariyer gelişimi ile ilgili olumlu sonuçlar elde edeceği beklentisi ve inancı içinde olması ve kariyer planlama sürecinde kendini rahat hissetmesidir (Rottinghaus vd., 2005). Kariyer iyimserliği yüksek olan kişiler karşılıklı engeller çıktığında bile amaçlarına ulaşabilecekleri ve olumlu bakış açıları ile iş değişikliklerine daha iyi uyum sağlayabilecekleri belirtilmektedir (Chui vd., 2020; Ebner, 2020). Bu nedenle, kariyer iyimserliği kişinin mesleki tutumu, kişilik ve davranışlarıyla ilişkilidir (Eva vd., 2020, McIveen ve Perera, 2016).

Kariyer uyumluluğu, kişinin iş yaşamında ortaya çıkabilecek zorluklarla başa çıkabilme kapasitesi olup, bireyin kendi kendini düzenleme gücüne ve yaşadığı karmaşık durumlarda problemlerini başarılı bir şekilde çözmesine destek olur (Rudolph vd., 2017; Savickas ve Porfeli, 2012; Tien ve Wang, 2017).

Birçok kariyer çıktısı ile ilişkili olan çok yönlü kariyer oryantasyonu (Cortellazzo vd., 2020; Hirschi vd., 2017; Drenzo vd., 2015; Herrmann vd. , 2015; Rahim ve Siti-Rohaida, 2015), bireylerin öngörülemez çalışma ortamları üzerindeki kontrol duygusunu artırabilir

(Briscoe vd., 2006) ve olumsuz kariyer olaylarını daha olumlu yorumlamalarını sağlayabilir (Chui vd., 2020). Buna göre çok yönlü kariyer oryantasyonunun kariyer iyimserliğini arttırabileceği öngörülebilir. Bununla birlikte kariyer yapılandırma kuramı (Savickas, 2002) perspektifinde çok yönlü kariyer oryantasyonunun çalışanların kariyer uyumluluğunu arttırarak kariyer iyimserliğini pozitif olarak etkileyebileceği öngörülmektedir. Bu çalışmada da çok yönlü kariyer oryantasyonu ve kariyer iyimserliği arasındaki ilişkide kariyer uyumluluğunun aracı rolünü incelemektir



Şekil-1: Araştırma Modeli

H₁ :Çok yönlü kariyer oryantasyonu kariyer iyimserliğini anlamlı ve pozitif yönde etkiler.

H₂ : Çok yönlü kariyer oryantasyonu kariyer uyumluluğunu anlamlı ve pozitif yönde etkiler.

H₃ : Kariyer uyumluluğu kariyer iyimserliğini anlamlı ve pozitif yönde etkiler.

H₄ : Çok yönlü kariyer oryantasyonunun kariyer iyimserliğine olan pozitif etkisinde kariyer uyumluluğunun aracı etkisi vardır.

1.ARAŞTIRMANIN YÖNTEMİ

Kesitsel (cross-sectional) bir araştırma tasarımının kullanıldığı bu çalışma, işe yeni başlamış (1-3 ay arası) çalışanlar genelinde Nisan 2019- Ekim 2019 ayları arasında gerçekleştirilmiştir. Toplamda 200 anket, Ankara’da farklı sektörlerde (üretim, finans, turizm ve eğitim) çalışan işe yeni başlamış katılımcılara dağıtılmıştır. Toplam 161 anket cevaplanarak araştırmacılara geri dönmüştür. Anketlerden 3 tanesi eksik doldurulduğu için araştırma dışında tutulmuştur. Buna bağlı olarak elde edilen 158 anket verisi ile analizler gerçekleştirilmiştir. Araştırmada ilk olarak tanımlayıcı istatistikler, geçerlilik ve güvenilirlik analizleri gerçekleştirilmiştir. Daha sonra araştırma modeli doğrultusunda hipotezleri test etmek amacıyla yapısal eşitlik modellemesi yaklaşımı kullanılmıştır. Araştırmada çok yönlü kariyer oryantasyonunu ölçmek amacıyla Baruch (2014) tarafından geliştirilen ve yedi maddeden oluşan çok yönlü kariyer oryantasyonu ölçeği kullanılmıştır. Kariyer iyimserliğini ölçmek

amacıyla Rottinghaus vd. (2005)'nin on bir maddeden oluşan kariyer iyimserliği ölçeği kullanılmıştır. Kariyer uyumluluğunu ise Maggiori vd. (2017) tarafından geliştirilen ve on iki maddeden oluşan kariyer uyumluluğu ölçeğinin kısa versiyonu kullanılmıştır. Araştırmadaki ölçekler 5'li likert ile ölçülmüştür. Aşağıda verilen Tablo 1'de araştırmada kullanılan ölçekler ile ilgili bilgiler yer almaktadır.

Tablo-1: Araştırmada Kullanılan Ölçekler

Ölçümler	Araştırmacılar	Madde Sayısı	Likert Türü
<i>Çok yönlü kariyer oryantasyonu</i>	Baruch (2014)	7 madde	5'li Likert
<i>Kariyer iyimserliği</i>	Rottinghaus vd. (2005)	11 madde	5'li Likert
<i>Kariyer Uyumluluğu</i>	Maggiori vd. (2017)	12 madde	5'li Likert

2. ARAŞTIRMA BULGULARI

2.1. Frekans Analizi

Aşağıdaki Tablo 2'de görüldüğü üzere katılımcıların % 60,8'i erkek (n = 96) , % 39,2'si ise kadındır (n = 62). Yaş ortalaması 24 olup, toplam katılımcıların büyük bir çoğunluğu 23-27 (%63,3) yaş arasındadır (n = 100). Bunu 18-22 (%36,7) yaş arasında olanlar takip etmektedir (n = 58). Katılımcıların %60,8'i lisans (n = 96) ve %39,2'si ise ön lisans mezunudur (n = 62).

Tablo-2: Frekans Analiz

		n	Yüzde (%)
Cinsiyet	Kadın	62	39,2
	Erkek	96	60,8
Yaş	18-22	58	36,7
	23-27	100	63,3
Eğitim Durumu	Ön lisans	62	39,2
	Lisans	96	60,8
Sektör	Üretim	32	20,3
	Finans	26	16,5
	Turizm	52	32,9
	Eğitim	48	30,3
Toplam		158	100

2.2. Ortak Yöntem Varyansı Analizi

Ortak yöntem varyansını incelemek amacıyla Harman'ın tek-faktör testi (Podsakoff ve Organ, 1986:536) kullanılmıştır. Ortak yöntem varyansının olması için tek faktörlü bir yapının ortaya çıkması ya da elde edilen ilk faktörün toplam varyansın önemli bir kısmını oluşturması gerekir (Podsakoff ve Organ,1986:536; Podsakoff vd., 2003:889). Tüm değişkenlerin döngüsüz olarak keşfedici faktör analizine dahil tutulmasıyla gerçekleştirilen Harman'ın tek faktör testi sonuçlarına göre özdeğeri 1'den büyük 3 faktör ortaya çıkmıştır ve elde edilen ilk faktörün toplam varyansın 0,32'sini oluşturduğu tespit edilmiştir. Bu sonuç mevcut araştırmada muhtemel bir ortak yöntem varyansı probleminin olmadığını göstermektedir.

2.3. Ölçüm Modeli

Geliştirilen yapıyı doğrulamak için bir ölçüm modeli oluşturulmuş ve doğrulayıcı faktör analizi (DFA) ile bu model test edilmiştir. Elde edilen sonuçlara göre ölçüm modelinin kabul edilebilir uyum değerlerine sahip olduğu ve gözlenen değişkenlerin her birinin standardize edilmiş regresyon katsayılarının 0,50'den büyük olduğu (Bagozzi ve Yi,1988:82) tespit edilmiştir. Çok yönlü kariyer oryantasyonu değişkeninin faktör yükleri 0,55-0,81 arasında; kariyer uyumluluğu değişkeninin faktör yükleri 0,52-0,80 arasında; kariyer iyimserliği değişkeninin faktör yükleri ise 0,87-0,95 arasında değerler almıştır. Bununla birlikte, t değerleri 1,96'dan büyük ($p < 0,001$) değerler almıştır (Schumacker ve Lomax, 2004). Faktör yüklerinin değer aralıkları ve uyum iyiliği değerleri aşağıda Tablo 3'de yer almaktadır.

Tablo-3: Ölçüm Modeli-Faktör Yükleri

Değişkenler	Faktör Yükleri Aralıkları
<i>Çok yönlü kariyer oryantasyonu</i>	0,55-0,81
<i>Kariyer Uyumluluğu</i>	0,52-0,80
<i>Kariyer iyimserliği</i>	0,87-0,95

Not: $X^2/df = 970,074 / 394 = 2,462$, $p = 0,000$; $IFI=0,91$; $TLI=0,90$; $CFI=0,91$; $RMSEA = 0,08$; $SRMR=0,05$

Doğrulayıcı faktör analizi sonucunda elde edilen veriler doğrultusunda Tablo 4'te görüldüğü üzere bileşik güvenilirlik (CR), ortalama varyans değeri (AVE) yer almaktadır. Buna göre çalışmanın hem güvenilirlik hem de geçerlilik testleri yapılmıştır. Bununla birlikte Tablo 4'te görüldüğü üzere araştırma değişkenleri arasındaki ilişkiyi incelemek amacıyla yapılan Pearson korelasyon analizi yapılmıştır.

Tablo-4: Korelasyon, Standart Sapma, Ortalama, CR ve AVE değerleri

Değişkenler	Ort.	SS.	CR	AVE	1	2	3
1.KU	2,58	0,64	0,90	0,49	(0,70)		
2.ÇYKO	3,81	0,73	0,87	0,51	0,43*	(0,71)	
3.Kİ	3,04	1,38	0,98	0,85	0,31*	0,37*	(0,92)

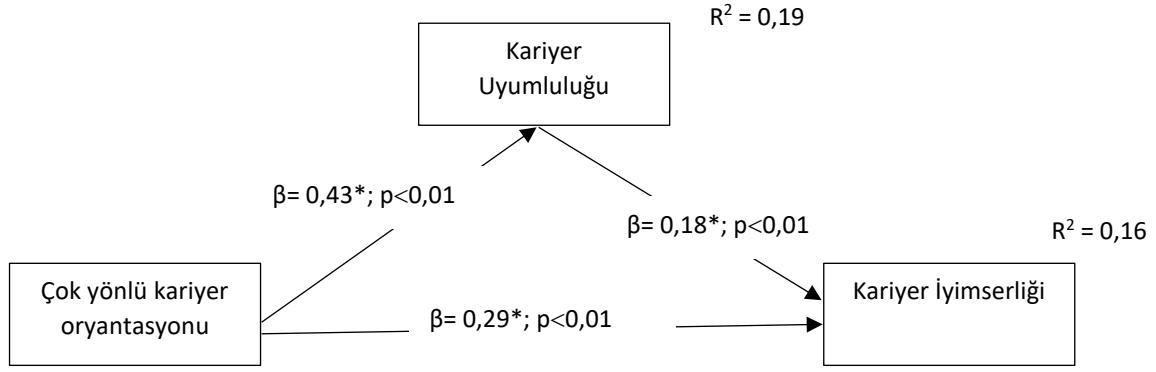
Not = * $p < 0,01$, KU=Kariyer Uyumluluğu, ÇYKO = Çok yönlü kariyer oryantasyonu, Kİ= Kariyer İyimserliği, Ort: Ortalama; SS.: Standart Sapma; CR: Composite Reliability (Bileşik Güvenilirlik); AVE: Average Variance Extracted (Ortalama Varyans Değeri), parantez içindeki değerler AVE değerinin kare kökü değeridir.

Buna göre kariyer uyumluluğunun, kariyer iyimserliği ($r = 0,31$, $p < 0.01$) ve çok yönlü kariyer oryantasyonu ($r = 0,43$, $p < 0.01$) ile anlamlı ve pozitif yönlü bir ilişkisi tespit edilmiştir. Kariyer iyimserliği, aynı zamanda çok yönlü kariyer oryantasyonu ($r = 0,37$, $p < 0.01$) ile anlamlı ve pozitif bir ilişkiye sahiptir. Bununla birlikte en yüksek ortalamaya çok yönlü kariyer oryantasyonu (Ort=3,81; SS.=0,73) sahipken en az ortalamaya ise çalışanların kariyer uyumluluğunun (Ort=2,58; SS.=0,64) olduğu görülmektedir.

Bileşik güvenilirlik (composite reliability) değeri için kritik değer 0,70 ve üstüdür (Hair vd., 2010). Bu çalışmada bileşik güvenilirlik değerleri 0,87-0,98 arasındadır ve 0,70 kritik değerinden büyüktür. Yakınsama geçerliliği (convergent validity) için ortalama varyans değerinin (AVE) 0,5'ten büyük olması ve CR'nin AVE'den büyük olması gerektiği; ayırt edici geçerliliğinin (discriminant validity) ise her bir yapı için hesaplanan AVE değerinin karekökünün diğer her bir değişkenin birbirleriyle olan korelasyonundan daha büyük olması gereklidir (Hair vd., 2010). Mevcut çalışmadaki AVE değerleri 0,49 - 0,85 arasında yer almaktadır ve tüm değerler kariyer uyumluluğu dışında 0,50'den yüksektir ve her bir yapının AVE değerinin karekökü diğer yapılarla korelasyonundan daha büyüktür. Tablo 4'te gizil değişkenler arası korelasyonlar 0,85'ten küçüktür (Kline, 2011). Elde edilen bu sonuçlar ölçüm modeli sonrası yapılan testler sonrasında bu çalışmanın güvenilir ve geçerli bir çalışma olduğunu göstermektedir.

2.4. Yapısal Eşitlik Modellemesi ile Direkt ve indirekt Etkilerin İncelenmesi

Değişkenler arasındaki direkt ve indirekt etkilerini incelemek amacıyla yapısal eşitlik modellemesi gerçekleştirilmiştir. Buna göre oluşturulan araştırma modelinde çok yönlü kariyer oryantasyonunun kariyer iyimserliğine olan etkisine kariyer uyumluluğunun aracılık etkisi incelenmiştir. Şekil 2'de görüldüğü üzere model kabul edilebilir uyum indeksleri göstermiştir ($X^2/df = 970,074 / 394 = 2,462$, $p = 0,000$; IFI=0,91; TLI=0,90; CFI=0,91; RMSEA = 0,08; SRMR=0,05).



Not = *Standardize Beta katsayıları ; $\chi^2/df = 970,074 / 394 = 2,462$, $p = 0,000$; IFI=0,91; TLI=0,90; CFI=0,91; RMSEA = 0,08; SRMR=0,05.

Şekil-2: Direkt ve indirekt etkiler

Modele göre çok yönlü kariyer oryantasyonu kariyer iyimserliğini anlamlı ve pozitif bir etkisinin olduğu tespit edilmiştir (standardize $\beta = 0,29$, $p < 0,01$). Buna göre “Çok yönlü kariyer oryantasyonu kariyer iyimserliğini anlamlı ve pozitif yönde etkiler” hipotezi (H_1) kabul edilmiştir. Benzer bir şekilde kurulan model, çok yönlü kariyer oryantasyonun kariyer uyumluluğunu anlamlı ve pozitif bir etkisinin olduğunu göstermiştir (standardize $\beta = 0,43$, $p < 0,01$). Bu sonuç “Çok yönlü kariyer oryantasyonu kariyer uyumluluğunu anlamlı ve pozitif yönde etkiler.” hipotezini (H_2) desteklemiştir. Bununla birlikte kariyer uyumluluğunun kariyer iyimserliğini anlamlı ve pozitif etkilediği de tespit edilmiştir (standardize $\beta = 0,18$, $p < 0,01$). Bu sonuç “Kariyer uyumluluğu kariyer iyimserliğini anlamlı ve pozitif yönde etkiler.” hipotezini (H_3) desteklemiştir.

Tablo-5: Direkt, İndirekt ve Toplam etki değerleri

	Standardize Toplam Etki	Standardize Direkt Etki	Standardize İndirekt Etki
ÇYKO→KU	0,43*	0,43*	-
ÇYKO→Kİ	0,37*	0,29*	0,08*
KU→Kİ	0,18*	0,18*	-

Not = * $p < 0,01$; KU=Kariyer Uyumluluğu, ÇYKO = Çok yönlü kariyer oryantasyonu, Kİ= Kariyer İyimserliği; Kariyer uyumluluğunun, çok yönlü kariyer oryantasyonu ile kariyer iyimserliği arasındaki ilişkideki indirekt etkisini test etmek amacıyla ($n=2000$) hatası düzeltilmiş bootstrap (bias-corrected bootstrapping)- %95 güven aralığı yöntemi kullanılmıştır (Preacher ve Hayes,2008; Mallinckrodt vd.,2006)

Çok yönlü kariyer oryantasyonu kariyer uyumluluğu yoluyla kariyer iyimserliğine olan dolaylı etkisini incelemek için hatası düzeltilmiş bootstrap (bias-corrected bootstrapping) yöntemi kullanılmıştır. Buna göre yeniden örnekleme yapılarak ($n=2000$) dolaylı etki değerleri hesaplanmıştır. % 95 güven aralığında çok yönlü kariyer oryantasyonunun kariyer uyumluluğu

yoluyla kariyer iyimserliğine olan dolaylı etkisi anlamlı olduğu tespit edilmiştir (standardize $\beta = 0,08$, $p < 0,01$). Buna göre çok yönlü kariyer oryantasyonunun kariyer iyimserliğine olan toplam etkisi $(0,29 + 0,08) 0,37$ 'dir. Elde edilen sonuçlara göre çok yönlü kariyer oryantasyonunun, kariyer iyimserliği ilişkisinde kariyer uyumluluğunun kısmi aracı etkiye sahip olduğu sonucuna ulaşılmıştır. Buna göre “Çok yönlü kariyer oryantasyonunun kariyer iyimserliğine olan pozitif etkisinde kariyer uyumluluğunun aracı etkisi vardır” hipotezi (H_4) kabul edilmiştir.

SONUÇ

Bu çalışmada kariyer uyumluluğunun çok yönlü kariyer oryantasyonu ve kariyer iyimserliği ilişkisinde aracı rolü incelenmiştir. Çok yönlü kariyer oryantasyonunun kariyer iyimserliğini ve kariyer uyumluluğunu anlamlı ve pozitif etkilediği, kariyer uyumluluğunun ise çok yönlü kariyer oryantasyonunun kariyer iyimserliğine pozitif etkisinde kısmi aracılık rolünün olduğu tespit edilmiştir.

Bu çalışma çalışanların kariyer iyimserliği üzerine gerçekleştirildiği için kariyer araştırmaları bağlamında önemlidir. Çünkü kariyer iyimserliği ile ilgili yapılan birçok çalışma üniversite öğrencileri üzerine gerçekleştirilmiştir.

Bu çalışma ile Eva vd. (2020) çağrısına cevap verilerek çalışma hayatında olan kişiler üzerinde gerçekleştirilmiştir. Ancak çalışanlar üzerine gerçekleştirilen daha fazla kariyer çalışmasına ihtiyaç vardır.

Yine bu çalışma Eva vd. (2020)'nin çağrısına cevap vererek çok yönlü kariyer oryantasyonu ile kariyer iyimserliği arasında yatan mekanizmaya ışık tutmuş ve çalışanlarda kariyer iyimserliğinin nasıl gelişebileceğini ortaya koymuştur. Yani kendi kariyerlerini yönlendirmek için örgütsel değerler değil daha çok kendi değerlerini kullanan ve mesleki davranışlarını yönetmede daha bağımsız bir rol üstlenen çalışanlar, kendi geleceklerindeki kariyer gelişimi ile ilgili olumlu sonuçlar elde edeceği beklentisi ve inancı içinde olabilirler ve kariyer planlama sürecinde kendilerini daha rahat hissedebilirler. Bu da çalışanların daha fazla pozitif kariyer çıktısı elde etmesini sağlayabilir.

Kariyer geliştirme teorisi perspektifinde kariyer uyumluluğu çok yönlü kariyer oryantasyonu ve kariyer iyimserliği arasındaki ilişkiye aracı değişken olarak dahil edilmiştir. Daha sonra yol analizi ve hatası düzeltilmiş bootsrap (önyükleme) gerçekleştirilerek aracının bu iki yapı arasındaki etkisi değerlendirilmiştir. Sonuç olarak kariyer uyumluluğunun kısmi aracı olsa da bu ilişkide önemli bir aracı olarak hizmet etmekte olduğu doğrulanmıştır. Yani çok yönlü kariyer oryantasyonu çalışanlarda arttıkça kişinin iş yaşamında ortaya çıkabilecek zorluklarla başa çıkabilme kapasitesi de artarak kendi kariyer gelişimi ile ilgili olumlu sonuçlar

elde edeceği beklentisi ve inancı yükselebilecektir. Bu sonuç Chui vd. (2020)'nin çalışmasını desteklemektedir.

Sınırlılıklar ve Gelecekteki Çalışmalara Öneriler

Bu çalışmada veriler tek bir kaynaktan ve katılımcıların kendi öz bildirimleri ile elde edilmiştir. Bu da muhtemel ortak yöntem varyansı sorununu doğurabilir. Bu çalışmada her ne kadar Harman tek faktör testi yapılsa da tek başına yeterli değildir (Podsakoff et al., 2003). Gelecekteki çalışmalarda- marker variable kullanılabilir (Simmering vd., 2015).

Aynı zamanda bu çalışma Türkiye’de Ankara ili özelinde çalışanlar üzerine gerçekleştirilen ilk çalışmadır. Ve kesitsel bir araştırma tasarımı kurularak gerçekleştirilmiştir. Buna bağlı olarak çıkarımsal sonuçlar elde edilemez. Çalışmanın sonuçlarının genelleştirilebilmesi ve çıkarımsal sonuçlar için boylamsal gerçekleştirilen çalışmalara ihtiyaç vardır.

Bu çalışmada bağımsız değişken olarak sadece çok yönlü kariyer kullanılmıştır. Gelecekteki çalışmalarda bu modelde sınırsız kariyer incelenebilir. Bununla birlikte bağımlı değişken olarak da kariyer başarısı veya kariyer bağlılığı gibi farklı kariyer çıktıları eklenebilir.

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Yenilikçilik Davranışı ve Girişimcilik Niyeti İlişkisi: Kamu Özel Sektör Karşılaştırması

PhD Candidate Salih SERBEST

Ankara Hacı Bayram Veli University, Graduate Education Institute
salih.serbest@hbv.edu.tr

Assoc. Prof. Dr. Aykut GÖKSEL

Ankara Hacı Bayram Veli University, Faculty of Economics and Administrative Sciences
aykut.goksel@hbv.edu.tr

ÖZET

Bu araştırmanın temel amacı; kamu ve özel sektörde çalışanların göstermiş oldukları yenilikçi davranışlar ile girişimcilik niyeti tutumlarının demografik özellikler açısından incelenmesidir. Bu bağlamda, araştırma kurumların gelişimi ve girişim sayısının artması bakımından önemlidir.

Araştırmanın problem cümlesi şu şekilde oluşturulmuştur:

“Kamu ve özel sektörde çalışanların girişimcilik niyeti tutumunda kurumda çalışanların göstermiş oldukları yenilikçi davranışlar nelerdir?”

Verileri toplamak için nicel araştırma yöntemlerinden anket tekniği kullanılmıştır. Oluşturulan veri toplama aracı 3 bölümden oluşmaktadır. Birinci bölümde demografik özellikler, ikinci bölümde girişimcilik niyeti anketi ve üçüncü bölümde yenilikçi davranış anketi yer almaktadır. Birinci bölümde kamu ve özel sektör çalışanlarının demografik bilgilerini belirlemek amacıyla 16 soru yer almaktadır. İkinci ve üçüncü bölümlerde beşli Likert olarak hazırlanmış olan anketler toplam 16 maddeden oluşmaktadır. Araştırma kapsamında 158 kamu sektörü ve 88 özel sektörde olmak üzere toplam 246 kişiye anket uygulanmıştır.

Girişimcilik niyeti değişkeninin medeni duruma göre farklılaştığı anlaşılmış olup; ortalamalar incelendiğinde, bekârların ortalamalarının evlilerden daha yüksek olduğu tespit edilmiştir. Bekârların sorumluluklarının az olması, geçim kaygılarının daha düşük olmasından dolayı girişimcilik niyetlerinin daha yüksek çıkması muhtemeldir.

Anahtar Kelimeler: Girişimci, Girişimcilik, Girişimcilik Niyeti, Yenilikçilik, Yenilikçi Davranış

Innovation Behaviour and Relationship Between Entrepreneurial Intention: Public Private Sector Comparison

ABSTRACT

The main purpose of this research; it is the investigation of innovative behaviours and entrepreneurial intentions of employees in the public and private sectors in terms of demographic characteristics. In this context, research is important for the development of institutions and the increase in the number of initiatives.

The problem statement of the research was formed as follows:

“What are the innovative behaviours shown by the employees working in the institution in the attitude of entrepreneurial intention of employees working in the public and private sectors?”

Questionnaire technique, one of the quantitative research methods, was used to collect the data. The data collection tool created consists of 3 parts. In the first part, demographic characteristics, in the second part, entrepreneurial intentions survey and in the third part, innovative behaviour survey. In the first part, there are 16 questions to determine the demographic information of public and private sector employees. The questionnaires which were prepared as five-point Likert in the second and third sections consist of a total of 16 items. Within the scope of the research, a total of 246 people were surveyed, 158 in the public and 88 private sectors.

It is understood that the entrepreneurial intention variable varies according to the marital status; when the averages are examined, it is determined that the averages of the single people are higher than the married ones.

Entrepreneurial intentions are likely to be higher due to the low responsibilities of singles and lower livelihood concerns.

Keywords: Entrepreneur, Entrepreneurship, Entrepreneurial Intention, Innovation, Innovative Behaviour

GİRİŞ

Girişimcilik, zaman ve çaba harcayarak, finansal, psikolojik ve sosyal riskleri göz önünde bulundurarak ve maddi ve bireysel kazanımları hedefleyerek yeni ve farklı değerli şeyler yaratma süreci olarak tanımlanmaktadır (Hisrich, 1986; Shane ve Venkataraman, 2000). Yönetim Akademisine göre girişimcilik “yeni işletmelerin, küçük işletmelerin ve aile işletmelerinin oluşturulması ve yönetimi”dir (Coulter, 2003:4). Girişimcilik, mevcut kaynaklara bakılmaksızın bir fırsat arayışıdır ve girişimciler kendilerini bu fırsatların takipçileri olarak algırlar (Stevenson vd., 1989). Girişimcilik sadece bireysel bir eylem değil, aynı zamanda grupların ve kurumların eylemlerini de kapsamaktadır (Shapiro, 1982). Girişimcilik planlı hareketleri içermekte ve bireylerin çevresini etkilemeyi amaçlamaktadır (Bird, 1988).

Türkiye’deki girişimciler aracılığıyla ekonomik kalkınmanın sağlanması ve girişimciliğin tarihsel gelişimi bu alandaki araştırmaların önemini artırmaktadır. Göçebe yaşam tarzı ve Türk ulusal tarihinde sık sık hareket etme göz önüne alındığında, risk alma, adaptasyon ve girişimcilik özellikleri kolayca talep edilebilmektedir (Göksel ve Aydın, 2011:35).

Girişimcilikle ilgili bir diğer kavram olan girişimcilik niyeti ise, bireyin kendi işini kurmak için girişimci gayretler gösterme yönündeki eylemlere bağlılığı olarak tanımlanmaktadır (Şeşen ve Basım, 2012).

Bilgi çağının yarattığı etkilere oldukça duyarlı olan günümüz dünyasında bilimsel ve teknolojik gelişmeler, değişen çevre şartları, giderek artan rekabet baskısı, beklentileri farklılaşan sosyal ve politik yapı gibi etkenler örgütlerin yenilik (inovasyon) konusunda ısrarlı olmalarını gerektirmektedir. Bu anlamda inovasyon, örgütlerin diğerlerinden pozitif olarak ayrışmasını ve rekabet avantajını elde etmesini sağlamaktadır (Çimen ve Yücel, 2017:366). Örgütlerin yenilikçi bir yapıya sahip olması, çalışanlarının ilk başta yenilikçi davranışlar

gösterip göstermediklerine bağlıdır. Çünkü örgütün değişmesi ve gelişmesi için örgütteki birimlerin ikna edilmesi ve bu yönde çaba göstermesi gerekir (Lewin, 1951).

1. KAVRAMSAL ÇERÇEVE

1.1. Girişimci, Girişimcilik ve Girişimcilik Niyeti

Girişimci kavramı, Latince intare kökünden geldiği, İngilizce’de enter (giriş) ve pre (ilk) kelime köklerinin birleşmesi ile oluşan entrepreneur, yani “ilk girişen, başlayan” olarak tanımlanmaktadır (Yılmaz, 2014:299). Girişimciliğin ve girişimcinin alan yazında pek çok tanımı bulunmakla beraber, girişimciliğin ve girişimcinin ilk olarak 1755 yılında Richard Cantilon tarafından yapılan tanımı geniş kabul görmüştür. Cantilon’a göre girişimci; “kâr elde etmek amacıyla işi organize eden ve işin risklerini üstlenen kişi” olarak tanımlanmıştır (Korkmaz, 2012:2).

Klasik anlamda girişimci, bir işletmenin faaliyetlerinden kaynaklanan riski, sorumluluğu ve örgüt yönetimini üstlenen kişi olarak kabul edilmekteyse de *bilgi toplumuyla birlikte*, kavram yeniden tanımlanarak yenilik üreten, risk alan, fırsat yakalayan ve bunları hayata geçiren kişi olarak kabul edilmiştir. Dolayısıyla, girişimcinin değişen tanımında belirleyici unsur *yenilik* kavramı olmuştur (Ercan ve Gökdeniz 2009:9). Drucker’e göre yenilik girişimciliğin özel bir fonksiyonudur. Girişimciler yeniliklerin yaratılmalarına, yayılmalarına ve de uygulanmalarına öncülük eder ve hız kazandırır (Drucker’dan aktaran Tikici ve Aksoy, 2009:26).

Ekonomi ve işletme alanında girişimcilik, işsizliğin önlenmesinde, ekonomik büyümenin hızlandırılmasında ve toplumsal yapıda değişimci/yenilikçi bir sürecin başlatılmasında temel faktör olarak görülmektedir. Bu bağlamda girişimcilik potansiyeline sahip bireylerin sahaya çıkarılabilmesi büyük önem taşımaktadır (Uslu, 2015:33).

Girişimciliğin ortaya çıkışında kişiliğin mi, yoksa sosyal çevrenin mi daha etkili olduğu sorusu uzun süre tartışılmıştır (Ören ve Biçkes 2011:72).

“*Girişimcilik doğuştan mıdır, yoksa sonradan mı oluşur?*” tartışmaları yapılırken insanın girişimci olarak doğmadığı; var olan potansiyelin kültürel, sosyolojik, psikolojik, sosyopsikolojik, politik ve ekonomik çevre faktörleriyle bireylere kazandırıldığı inancı yaygınlaşmıştır. İnsanda girişimciliğin etkileri genetik olarak var olabilir. Ancak ailenin, çevrenin ve eğitimin de girişimci kişiliğin oluşmasında çok önemli etkenler olduğunun bilinmesi gerekir (Bozkurt vd., 2012).

Girişimcilik niyetlerinin ampirik analizleri giderek yaygınlaşmaktadır (Autio vd., 2001; Chen vd., 1998; Erikson, 1999; Fayolle vd., 2006; Kickul ve Zaper, 2000; Kolvereid, 1996; Kolvereid ve Isaksen, 2006; Krueger, 1993; Krueger ve Brazeal, 1994; Krueger vd., 2000;

Lee ve Wong, 2004; Peterman ve Kennedy, 2003; Reitan, 1998; Tkachev ve Kolvereid, 1999; Veciana vd., 2005; Zhao vd., 2005). Çoğu kendi ad hoc (amaca özel, niyete mahsus) araştırma (belli bir amaca yönelik, belli durumları ölçmek için yapılan araştırmalar) araçlarını geliştirmiştir (Chandler ve Lyon, 2001). Bu çalışmalar arasındaki karşılaştırmalar oldukça sorunlu hale gelmiştir, çünkü yapı ölçütleri arasındaki farklılıklar bazen önemli olmaktadır. Bu nedenle, Linan ve Chen (2009) istatistiksel ve teorik olarak sağlam bir önlem oluşturma görevini üstlenmektedir. Söz konusu çalışmada (Linan ve Chen, 2009) girişimci niyeti modeli uygulanarak bilişsel yaklaşım izlenmektedir.

1.2. Yenilik ve Yenilikçi Davranış

Yenilikle ilgili yapılan araştırmalarda karşılaşılan en büyük zorluklardan biri yeniliğin ne olduğunu ortaya koyacak genel bir tanımın olmayışıdır (Goswami ve Mathew, 2005). Ancak birçok tanımın ortak noktasında yeniliğin, yeni ve özgün olanla ilgili olduğu görülmektedir. Bunun yanında yenilik sadece özgün fikirlerin ortaya konulmasını değil, aynı zamanda bunların geliştirilmesini, yayılmasını ve uyarlanmasını da içerir (Damanpour, 1991).

Yenilikle ilgili olarak yapılan çözümlenmelerde, yeniliğin değeri katma değer yaratmasıyla yakından ilişkili olduğu görülmektedir (Goswami ve Mathew, 2005) ve örgütsel anlamda yeniliğin örgütün performansına bir şekilde katkıda bulunması beklenir (Read, 2000). Bu anlamda ortaya konulan her yeni fikir yenilik ya da inovasyon olarak adlandırılmaz. Ortaya konulan fikrin pratik bir maliyetle ve güvenilir olarak çoğaltılabilir olması halinde yenilikten söz etmek mümkündür (Senge, 2000).

Yenilikçi davranış ise, yeni fikirlerin üretilmesi, yaratılması, geliştirilmesi, uygulanması, teşvik edilmesi, fark edilmesi ve tanımlanması süreci olarak ifade edilmektedir (Thurlings vd., 2015). Dyer vd., (2011) dünyanın en yenilikçi liderlerini inceledikten sonra yenilikçi davranışın sorgulama, gözlemlene, bağlantı kurma, tecrübe etme ve uzlaştırma gibi boyutlardan oluştuğunu tespit etmişlerdir. Bu anlamda yenilikçi davranış gösteren bireylerin mevcut durumu farklı yönleriyle değerlendirerek sorguladıkları, bu durumla ilgili olarak en doğru çıkarımları yapmak adına gözlemlerde buldukları, ortaya çıkardıkları bulguları diğer örgüt üyeleriyle paylaşarak kendilerine destek aradıkları, yeni ortaya çıkan fikirleri uygulamaya dökerek örgütün yeniliği deneyimlemesini sağladıkları ve son olarak bu deneyimin örgütte kalıcı olması ve böylece rekabet avantajının elde edilmesi için uğraştıkları söylenebilir. Örgütlerin sürdürülebilir başarıyı elde etmelerinde yeni fikirler üretmeleri, bu fikirleri uygulamaya dökme mekanizmaları oluşturmaları ve sürekli değişen çevre şartlarına uyum sağlamak için ortaya çıkan fırsatları değerlendirmeleri gerekmektedir (Çimen ve Yücel, 2017:368).

Hem bilim adamları hem de uygulayıcılar, bireysel çalışanların örgütsel başarı için yenilikçi çalışma davranışının “Innovative Work Behaviour (IWB)” önemini vurgulamakla birlikte, IWB'nin ölçümü hala evrimsel bir aşamadır. Bir çalışma dört potansiyel boyutta bir IWB ölçüsü geliştirmeye ilgilidir: fikirlerin araştırılması, oluşturulması, savunulması ve uygulanması (De Jong ve Den Hartog, 2010:23).

Yenilikçi çalışma davranışının (IWB) çok boyutlu bir ölçüsü geliştirilerek bireysel inovasyon araştırmaları alanına katkıda bulunmak amaçlanmaktadır. Önceki literatürde genellikle yaratıcılık (fikirlere keşfetme ve üretme dâhil) ve yenilikçilik (fikirlere destekleme ve uygulama dâhil) arasında bir ayrım yapılmaktadır (De Jong ve Den Hartog, 2010:23). Bununla birlikte, diğerleri, bireylerin yenilikçi çalışma davranışlarının tek ölçülerinde fikirlerin üretilmesini ve uygulanmasını içermektedir (Örneğin, Van de Ven, 1986; Scott ve Bruce, 1994). İlk çalışmalar esas olarak yaratıcı fikirlerin üretilmesine odaklanırken, son zamanlarda araştırmacılar kapsamın genişletilmesini ve fikirlerin uygulanmasına daha fazla bilimsel dikkatin verilmesini istemektedir (Ör. Mumford, 2003). Buna paralel olarak, IWB'nin şu anda tipik olarak fikir üretme, onlara destek oluşturma ve bunların uygulanmasına yardımcı olma ile ilgili geniş bir dizi davranışı kapsadığı görülmektedir (Örn. Scott ve Bruce, 1998; Janssen, 2000).

Her ne kadar IWB teorik olarak çok boyutlu olarak ele alınsa da, mevcut IWB ölçümleri çoğunlukla tek boyutludur (Örneğin, Scott ve Bruce, 1994; Reuvers vd., 2008).

Yenilikle ilgili olarak genel bir teori bulunmamasına rağmen bu çalışmada Amabile'in (1988) sistem teorisi yaklaşımı esas alınmıştır. Buna göre yenilik süreci, örgütün farklı birimlerinde çalışan bireylerin yeni bir fikri uygulamak için bir araya gelerek çalışmasını esas alan bir sistemin içinde ilerler. Bu sistem içinde yenilikçi bir kültürün oluşturulmasında örgütteki her bir bireyin yaratıcılık ve yenilik kapasitesi önemlidir. Bu nedenle yeniliği etkileyebilecek bütün unsurların bir arada ele alınması gerekliliği ortaya çıkmıştır.

Yenilikçilik: Bir fikir ya da kavramı ürün ya da hizmet üretimine dönüştürmeyi ifade etmektedir. Schumpeter (1934) ise girişimciyi yenilikçi bir kişi olarak tanımlamaktadır. Yenilikçilik girişimciliğin temelini oluşturmaktadır. Böylelikle girişimciler yeni ürün, yeni organizasyon yapısı, yeni ürün süreçleri ve yeni bir şirket yapısıyla işe başlamaktadırlar (Korkmaz, 2012:5). Drucker'e göre yenilik girişimciliğin özel bir fonksiyonudur. Buna göre girişimcilik açısından yenilik; işletmenin ekonomik ve sosyal potansiyele odaklı değişimler yaratma faaliyetidir. Yenilikçilik girişimci kişilik özellikleri arasında en fazla üzerinde durulan ve girişimci kişilerde olması gerektiği konusunda hemfikir olunan kişilik özelliğini ifade

etmektedir (Tikici ve Aksoy, 2009:16). Çünkü girişimci yenilikçilik yönüyle değişimleri ortaya çıkarır, farkındalık yaratır ve bunun sonucunda da başarıya ulaşır (İşcan ve Kaygın, 2011).

2. ARAŞTIRMA

2.1. Problem Durumu

Örgütteki çalışanların yenilikçi davranışlarını artırmak için bunları etkileyen faktörlerin bilinmesi gerekir (Damanpour, 1991). Bu anlamda yapılacak çalışmalardan biri de kamu ve özel sektörde çalışanların yenilikçi davranış algılarını belirlemek ve bu algı ile ilişkili olabileceği düşünülen kavramları test etmektir.

Alan yazındaki bazı araştırmalarda (Kristiansen ve Indarti, 2004; Linan ve Chen, 2009) demografik özellikler ile kişilik özellikleri bireylerin girişimcilik niyetlerini etkileyen önemli faktör olarak görülmektedir. Bu nedenle araştırmada girişimcilik niyetine etkisinin olduğu düşünülen girişimci kişilik özelliklerinden olan yenilikçi davranış faktörü demografik özelliklerle birlikte ele alınarak incelenmiştir. Araştırmanın problem cümlesi şu şekilde oluşturulmuştur:

“Kamu ve özel sektörde çalışanların girişimcilik niyeti tutumunda kurumda çalışanların göstermiş oldukları yenilikçi davranışlar nelerdir?”

2.2. Araştırmanın Amacı

Bu araştırmanın temel amacı; kamu ve özel sektörde çalışanların göstermiş oldukları yenilikçi davranışlar ile girişimcilik niyeti tutumlarının demografik özellikler açısından incelenmesidir. Bu temel amaç doğrultusunda belirlenen alt amaçlar ise şöyledir:

1. Kamu ve özel sektörde çalışanların girişimcilik niyeti demografik özelliklerine göre farklılık göstermekte midir?
2. Kamu ve özel sektörde çalışanların yenilikçi davranışları demografik özelliklerine göre farklılık göstermekte midir?

2.3. Araştırmanın Önemi

Yenilikçi davranışların ve girişimcilik niyetinin kişisel ve demografik özelliklerle arasındaki ilişkilerin ve bu özelliklerin kişilerin yenilikçi davranışlarını ve girişimcilik niyetlerini nasıl etkilediği konusunun araştırılması kurumların gelişimi ve girişim sayısının artması bakımından önemlidir.

Kamu sektöründe çalışanların yenilikçi fikirler öne sürmeye ne ölçüde açık oldukları ve girişimcilik niyetleri araştırılmalıdır.

Bu araştırma sonucunda kamu ve özel sektörde çalışanların yenilikçi davranışlarını çalışma arkadaşlarının gözünden yorumlamak ve dolayısıyla örgütsel anlamda fikir edinebilmek amaçlanmaktadır.

Yeniliğin giderek önem kazandığı günümüzde kurumların ve çalışanların da yenilikçi bir anlayışa sahip olmaları ve toplumun bu yöndeki beklentilerini karşılamaları gerekmektedir. Bu anlamda çalışanların yenilikçi davranışları benimsemesi ve bu çerçevede kendilerini geliştirmeleri önemlidir. Ancak bunun için atılacak adımlarda ilk olarak çalışanların yenilikçi davranışları ne ölçüde gösterdiklerini belirlemek araştırmacılara ve uygulayıcılara geliştirilecek programlar konusunda yol gösterici olacaktır. Bu anlamdaki eksikliği gidereceği düşünülmektedir.

2.4. Araştırmanın Kısıtlılıkları

Çalışmamıza ülkemizin farklı bölgelerindeki kamu ve özel sektörde faaliyet gösteren kurum ve kuruluşlarda çalışan personelin katılmış olması çalışmanın en önemli kısıtlılığını oluşturmaktadır.

Pandemi süreci kapsamında farklı illerden 600 katılımcıya online olarak ölçek formları gönderilmiş ve bu sürecin etkilerinden dolayı geriye dönen 253 ölçek formu olmuştur. Diğer taraftan süre kısıtından dolayı 246 ölçek formu üzerinden gerekli analiz ve incelemeler yapılmıştır. Örneklem sayısı artırılarak araştırma yeniden gerçekleştirilebilir.

2.5. Araştırmanın Yöntemi

Araştırmanın amacına uygun verileri toplamak için nicel araştırma yöntemlerinden anket tekniği kullanılmıştır. Oluşturulan veri toplama aracı 3 (üç) bölümden oluşmaktadır. Birinci bölümde demografik özellikler, ikinci bölümde girişimcilik niyeti anketi ve üçüncü bölümde yenilikçi davranış anketi yer almaktadır. Birinci bölümde kamu ve özel sektör çalışanlarının demografik bilgilerini belirlemek amacıyla 16 (on altı) soru yer almaktadır. İkinci ve üçüncü bölümlerde beşli Likert olarak hazırlanmış olan anketler toplam 16 (on altı) maddeden oluşmaktadır.

Çalışanların girişimcilik niyetleri için, Linan ve Chen (2009) tarafından geliştirilen ve Şeşen ve Basım (2012) tarafından Türkçe'ye uyarlanan 6 (altı) maddeden oluşan ölçek kullanılmıştır. Yüksek puanın girişimcilik niyetinin yüksekliğine işaret ettiği ölçek, Hiçbir Zaman'dan (1), Her Zaman'a (5) kadar uzanan, 5'li Likert tipi bir ölçme aracıdır.

Örgütsel anlamda bireylerin yenilikçi davranışlarını değerlendirmek amacıyla geliştirilen ve özgün formu "Innovative Work Behaviour (IWB)" olarak adlandırılan ölçek 2010 yılında De Jong ve Den Hartog tarafından geliştirilmiştir. Ölçeğin özgün dili İngilizce'dir. Türkçe'ye ise Çimen ve Yücel (2017) tarafından uyarlanmıştır. Ölçeğin özgün formunda 10 (on) madde ve 4 (dört) boyut bulunmaktadır. Bu 4 (dört) boyut "fikir üretme (madde 1 ve 2)", "araştırma (madde 3, 4 ve 5)", "destekleme (madde 6 ve 7) ve "uygulama (madde 8, 9 ve 10) olarak belirtilmiştir. Ölçek beşli Likert olarak hazırlanmış ve katılımcılardan

örgütteki diğer insanların yenilikçi davranışları gösterme sıklıklarını “Hiçbir Zaman” ve “Her Zaman” aralığında belirtmeleri istenmiştir.

Ölçeğin “fikir üretme” boyutunda yeni ürünlerin, hizmetlerin ya da süreçler üzerinde düşünmek, yeni bir hizmet alanına girmek, mevcut iş süreçlerini geliştirmek ya da belirlenen problemlere çözümler getirmek esas alınmaktadır. “Araştırma” boyutu mevcut ürünlerin, hizmetlerin ya da süreçlerin geliştirilmesi için çözümler aramayı ve bunlarla ilgili alternatif yollar bulmayla ilgilidir. “Destekleme” ise yeni bir fikir ortaya atılıp olgunlaştığında ön plana çıkmaktadır. Bu boyut, yeni fikirlerin önündeki engelleri kaldıracak informel rollerin benimsenmesini ve yenilikçi adımların başarıya ulaştırılması için destek görmesini içermektedir. “Uygulama” boyutunda ortaya çıkan fikirlerin sonuç odaklı bir anlayışla hayata geçirilmesi yer almaktadır (De Jong ve Den Hartog, 2010).

2.6. Araştırmanın Evreni

Araştırmanın evreni, Türkiye genelindeki farklı illerde ve farklı kademelerde olmak üzere görev yapmakta olan kamu ve özel sektör çalışanından oluşmaktadır. Bu nedenle de farklı illerden 600 katılımcıya online olarak ölçek formları gönderilmiş ve geriye dönen 253 ölçek formu araştırmaya dâhil edilmiştir. Ancak veriler gözden geçirilirken 7 katılımcının formundaki eksikliklerden dolayı bunlar veri analizinden çıkarılmıştır.

2.7. Araştırmanın Hipotezleri

1. Kamu ve özel sektörde çalışanların girişimcilik niyeti yaşa göre farklılık göstermektedir.

2. Kamu ve özel sektörde çalışanların girişimcilik niyeti cinsiyete göre farklılık göstermektedir.

3. Kamu ve özel sektörde çalışanların girişimcilik niyeti medeni duruma göre farklılık göstermektedir.

4. Kamu ve özel sektörde çalışanların girişimcilik niyeti eğitim düzeyine göre farklılık göstermektedir.

5. Kamu ve özel sektörde çalışanların yenilikçi davranışları yaşa göre farklılık göstermektedir.

6. Kamu ve özel sektörde çalışanların yenilikçi davranışları cinsiyete göre farklılık göstermektedir.

7. Kamu ve özel sektörde çalışanların yenilikçi davranışları medeni duruma göre farklılık göstermektedir.

8. Kamu ve özel sektörde çalışanların yenilikçi davranışları eğitim düzeyine göre farklılık göstermektedir.

2.8. Araştırmanın Bulguları

2.8.1. Demografik Faktörler

Tablo 1: Araştırma Örneğinin Yaş Grupları

		Frekans	Yüzde
Yaş Grupları	18-28	13	5,3
	29-39	104	42,3
	40-50	111	45,1
	51 ve üzeri	18	7,3
	Toplam	246	100,0

Tablo 2: Araştırma Örneğinin Eğitim Durumları

		Frekans	Yüzde
Eğitim Durumu	İlkokul-Ortaokul- Lise	10	4,1
	Ön Lisans-Lisans	136	55,3
	Yüksek Lisans	74	30,1
	Doktora	26	10,6
	Toplam	246	100,0

Tablo 3: Araştırma Örneğinin Cinsiyetleri

		Frekans	Yüzde
Cinsiyet	Kadın	76	30,9
	Erkek	170	69,1
	Toplam	246	100,0

Tablo 4: Araştırma Örneğinin Medeni Durumları

		Frekans	Yüzde
Medeni Durum	Evli	186	75,6
	Bekâr	60	24,4
	Toplam	246	100,0

2.8.2. Doğrulayıcı Faktör Analizi (DFA)

Doğrulayıcı faktör analizi iki aşamada gerçekleştirilmiştir. Yapılan ilk analizde bazı model uyum değerleri kabul edilebilir seviyenin altında ve bazı ifadelerin faktör yükleri 0,50'nin altında çıkmıştır. Bu nedenle, DFA modelinde bazı düzeltmeler yapılmıştır. İlk analiz

sonucunda elde edilen model uyum değerleri şu şekildedir: **CMIN/DF=2,781, RMR=0,082, GFI=0,725, CFI=0,849, RMSEA=0,085**. İlk analiz sonucunda; girişimcilik niyeti 1 ve girişimcilik niyeti 2; yenilikçi davranış 1 ve yenilikçi davranış 3; yenilikçi davranış 4 ve yenilikçi davranış 5; yenilikçi davranış 6 ve yenilikçi davranış 7 nolu ifadeler birleştirilmiştir. Düşük faktör yükü nedeniyle yenilikçi davranış 2 nolu ifade analizden çıkarılmıştır. Bu işlemlerden sonra analiz tekrar yapılmıştır ve nihai sonuçlar aşağıda sunulmuştur.

Tablo 5: DFA Sonuçları

İfadeler ve Değişkenler			Faktör Yükleri
GirişimcilikNiy6	<---	GİRİŞİMCİLİK NİYETİ	,955***
GirişimcilikNiy5	<---	GİRİŞİMCİLİK NİYETİ	,925***
GirişimcilikNiy4	<---	GİRİŞİMCİLİK NİYETİ	,955***
GirişimcilikNiy3	<---	GİRİŞİMCİLİK NİYETİ	,884***
GirişimcilikNiy2	<---	GİRİŞİMCİLİK NİYETİ	,804***
GirişimcilikNiy1	<---	GİRİŞİMCİLİK NİYETİ	,681***
YenilikçiDav10	<---	YENİLİKÇİ DAVRANIŞ	,934***
YenilikçiDav9	<---	YENİLİKÇİ DAVRANIŞ	,927***
YenilikçiDav8	<---	YENİLİKÇİ DAVRANIŞ	,926***
YenilikçiDav7	<---	YENİLİKÇİ DAVRANIŞ	,893***
YenilikçiDav6	<---	YENİLİKÇİ DAVRANIŞ	,872***
YenilikçiDav5	<---	YENİLİKÇİ DAVRANIŞ	,846***
YenilikçiDav4	<---	YENİLİKÇİ DAVRANIŞ	,811***
YenilikçiDav3	<---	YENİLİKÇİ DAVRANIŞ	,744***
YenilikçiDav1	<---	YENİLİKÇİ DAVRANIŞ	,529***

*** 0,001 düzeyinde anlamlıdır.

Yapılan analizler sonucunda, faktör yükleri 0,50'nin üstündedir. Her faktör yükünün anlamlılık düzeyleri 0,001 olarak tespit edilmiştir.

2.8.3. Hipotezlerin Testi

2.8.3.1. Farklılık Testleri

2.8.3.1.1. Cinsiyete Göre Farklılıklar

Tablo 6: Cinsiyete Göre Farklılıklar (T testi)

Değişkenler	Levene's Testi		T testi			Ortalamalar	
	F	Sig.	t	df	Sig. (2-tailed)	Kadın	Erkek
Girişimcilik Niyeti	,103	,749	-1,324	244	,187	2,599	2,816
Yenilikçi Davranış	,255	,614	-1,240	244	,216	2,814	2,977

Yapılan t testi sonucunda, cinsiyete göre anlamlı bir farklılık tespit edilememiştir. Buna göre, **hipotez 2 ve 6 reddedilmiştir.**

2.8.3.1.2. Yaşa Göre Farklılıklar

Tablo 7: Yaşa Göre Farklılıklar ANOVA (Varyans Analizi)

Değişkenler	ANOVA	
	F	Sig.
Girişimcilik Niyeti	,827	,480
Yenilikçi Davranış	1,486	,219

Tablo 8: Yaşa Göre Ortalamalar

Yaş Grupları	Analiz Sonuçları	Girişimcilik Niyeti	Yenilikçi Davranış
18-28	Ortalama	3,1282	3,3761
	Frekans	13	13
	Standart Sapma	1,02097	,84076
29-39	Ortalama	2,7260	2,8665
	Frekans	104	104
	Standart Sapma	1,22318	,92216
40-50	Ortalama	2,6847	2,9660
	Frekans	111	111
	Standart Sapma	1,16001	1,01568
51 ve üzeri	Ortalama	3,0000	2,7099
	Frekans	18	18
	Standart Sapma	1,29226	,71618
Toplam	Ortalama	2,7486	2,9268
	Frekans	246	246
	Standart Sapma	1,18931	,95252

Yaşa göre anlamlı bir farklılık tespit edilememiştir. Bu kapsamda, **hipotez 1 ve 5 reddedilmiştir.**

2.8.3.1.3. Medeni Duruma Göre Farklılık

Tablo 9: Medeni Duruma Göre Farklılıklar (T Testi)

Değişkenler	Levene's Testi		T testi			Ortalamalar	
	F	Sig.	t	df	Sig. (2-tailed)	Evli	Bekâr
Girişimcilik Niyeti	,082	,775	-2,448	244	,015	2,644	3,072
Yenilikçi Davranış	3,468	,064	,458	244	,647	2,943	2,878

Yapılan t testi sonucunda, girişimcilik niyeti değişkeninin medeni duruma göre farklılaştığı görülmektedir. Ortalamalar incelendiğinde, bekârların ortalamalarının evlilerden

daha yüksek olduğu görülmektedir. Bu bağlamda, **hipotez 3 kabul edilirken hipotez 7 reddedilmiştir.**

2.8.3.1.4. Eğitim Durumuna Göre Farklılık

Tablo 10: Eğitim Durumuna Göre Farklılıklar (ANOVA)

Değişkenler	ANOVA	
	F	Sig.
Girişimcilik Niyeti	2,008	,113
Yenilikçi Davranış	,437	,727

Tablo 11: Eğitim Durumuna Göre Ortalamalar

Eğitim Durumu	Analiz Sonuçları	Girişimcilik Niyeti	Yenilikçi Davranış
İlkokul-Ortaokul-Lise	Ortalama	3,4167	2,9444
	Frekans	10	10
	Standart Sapma	1,30821	,84498
Ön Lisans-Lisans	Ortalama	2,7806	2,9003
	Frekans	136	136
	Standart Sapma	1,19768	,97610
Yüksek Lisans	Ortalama	2,5428	2,9024
	Frekans	74	74
	Standart Sapma	1,15175	,95333
Doktora	Ortalama	2,9103	3,1282
	Frekans	26	26
	Standart Sapma	1,13552	,88761
Toplam	Ortalama	2,7486	2,9268
	Frekans	246	246
	Standart Sapma	1,18931	,95252

Yapılan analiz sonucunda eğitim durumuna göre bir farklılık olmadığı görülmüştür. Buna göre, **hipotez 4 ve 8 reddedilmiştir.**

SONUÇ VE ÖNERİLER

Örgütteki çalışanların yenilikçi davranışlarını artırmak için bunları etkileyen faktörlerin bilinmesi gerekir (Damanpour, 1991). Bu anlamda yapılacak çalışmalardan biri de kamu ve özel sektörde çalışanların yenilikçi davranış algılarını belirlemek ve bu algı ile ilişkili olabileceği düşünülen kavramları test etmektir.

Alan yazındaki bazı araştırmalarda (Kristiansen ve Indarti, 2004; Linan ve Chen, 2009) demografik özellikler ile kişilik özellikleri bireylerin girişimcilik niyetlerini etkileyen önemli faktör olarak görülmektedir. Bu nedenle araştırmada girişimcilik niyetine etkisinin olduğu

düşünülen girişimci kişilik özelliklerinden olan yenilikçi davranış faktörü demografik özelliklerle birlikte ele alınarak incelenmiştir. Araştırmanın problem cümlesi şu şekilde oluşturulmuştur:

“Kamu ve özel sektörde çalışanların girişimcilik niyeti tutumunda kurumda çalışanların göstermiş oldukları yenilikçi davranışlar nelerdir?”

Bu bağlamda, araştırmanın temel amacı; kamu ve özel sektörde çalışanların göstermiş oldukları yenilikçi davranışlar ile girişimcilik niyeti tutumlarının demografik özellikler açısından incelenmesidir. Bu temel amaç doğrultusunda aşağıdaki alt amaçlar belirlenmiştir:

1. Kamu ve özel sektörde çalışanların girişimcilik niyeti demografik özelliklerine göre farklılık göstermekte midir?

2. Kamu ve özel sektörde çalışanların yenilikçi davranışları demografik özelliklerine göre farklılık göstermekte midir?

Bu araştırma sonucunda kamu ve özel sektörde çalışanların yenilikçi davranışlarını çalışma arkadaşlarının gözünden yorumlamak ve dolayısıyla örgütsel anlamda fikir edinebilmek amaçlanmaktadır. Doğrulayıcı faktör analizi (DFA) iki aşamada gerçekleştirilmiştir. Yapılan ilk analizde bazı model uyum değerleri kabul edilebilir seviyenin altında ve bazı ifadelerin faktör yükleri 0,50'nin altında çıkmıştır. Bu nedenle, DFA modelinde bazı düzeltmeler yapılmıştır. İlk analiz sonucunda; girişimcilik niyeti 1 ve girişimcilik niyeti 2; yenilikçi davranış 1 ve yenilikçi davranış 3; yenilikçi davranış 4 ve yenilikçi davranış 5; yenilikçi davranış 6 ve yenilikçi davranış 7 nolu ifadeler birleştirilmiştir. Düşük faktör yükü nedeniyle yenilikçi davranış 2 nolu ifade analizden çıkarılmıştır. Yapılan analizler sonucunda, faktör yükleri 0,50'nin üstündedir. Her faktör yükünün anlamlılık düzeyleri 0,001 olarak tespit edilmiştir. Yenilikçi davranışların ve girişimcilik niyetinin kişisel ve demografik özelliklerle arasındaki ilişkilerin ve bu özelliklerin kişilerin yenilikçi davranışlarını ve girişimcilik niyetlerini nasıl etkilediği konusunun araştırılması kurumların gelişimi ve girişim sayısının artması bakımından önemlidir. Kamu sektöründe çalışanların yenilikçi fikirler öne sürmeye ne ölçüde açık oldukları ve girişimcilik niyetleri araştırılmalıdır.

Yeniliğin giderek önem kazandığı günümüzde kurumların ve çalışanların da yenilikçi bir anlayışa sahip olmaları ve toplumun bu yöndeki beklentilerini karşılamaları gerekmektedir. Bu anlamda çalışanların yenilikçi davranışları benimsemesi ve bu çerçevede kendilerini geliştirmeleri önemlidir. Ancak bunun için atılacak adımlarda ilk olarak çalışanların yenilikçi davranışları ne ölçüde gösterdiklerini belirlemek araştırmacılara ve uygulayıcılara geliştirilecek programlar konusunda yol gösterici olacaktır. Bu anlamdaki eksikliği gidereceği düşünülmektedir.

Girişimcilik niyeti değişkeninin medeni duruma göre farklılaştığı anlaşılmış olup; ortalamalar incelendiğinde, bekârların ortalamalarının evlilerden daha yüksek olduğu tespit edilmiştir. Bekârların sorumluluklarının az olması, geçim kaygılarının daha düşük olmasından dolayı girişimcilik niyetlerinin daha yüksek çıkması muhtemeldir. Bu araştırma ülkemizde yapılmış olan çalışmalara (Göksel ve Aydın, 2011; Ensari ve Alay, 2017; Özgül ve Yücel, 2018; Kartal, 2018; Çalışkan vd., 2011) katkı sağlamaktadır. Çalışmamıza ülkemizin farklı bölgelerindeki kamu ve özel sektörde faaliyet gösteren kurum ve kuruluşlarda çalışan personelin katılmış olması çalışmanın en önemli kısıtlılığını oluşturmaktadır. Benzer çalışmayı yapacak araştırmacıların bölgesel, meslek grubu veya sektörel farklılıkları da dikkate alacak şekilde geniş bir örneklem üzerinde araştırma çalışması yapması önerilmektedir.

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Hizmetkâr Liderlik ve Örgütsel Vatandaşlık Davranışı İlişkisi Üzerine Bir Tartışma

Dr. Lecturer Musa ŞANAL

Çukurova University
msanal77@hotmail.com

Res. Assist. PhD Murat ÖZTÜRK

Çukurova University
murat01ozturk@gmail.com

Res. Assist. Buse ÖZTÜRK

Çukurova University
buseertan76@gmail.com

ÖZET

Hizmetkâr liderlik; hizmet etme süreciyle başlayan daha sonra liderliğin gelişimiyle meydana gelen bir kavramdır. Örgütsel vatandaşlık ise çalışanların örgütün etkililiğine bir bütün olarak katkıda bulunmak üzere gösterdikleri gönüllü davranışları ifade etmektedir. Bu çalışmada hizmetkâr liderlik ve örgütsel vatandaşlık davranışını ele alan eserler incelenerek bu iki kavram önce ayrı ayrı çalışılmış, bu bağlamda hizmetkâr liderlik ve örgütsel vatandaşlık davranışı kısaca tanımlanmış, boyutları ve öncülleri sunulmuştur. Daha sonra iki kavramın ilişkili olduğunu saptayan çalışmalar incelenmiş ve özetlenerek sunulmuştur. Çalışmanın son bölümünde yapılan kapsamlı literatür taraması sonucunda elde edilen bilgilerin ışığında bu iki kavram arasındaki ilişki değerlendirilerek, günümüz örgütlerine öneriler sunulmuştur.

Anahtar Kelimeler: Hizmetkâr Liderlik, Örgütsel Vatandaşlık Davranışı, Sosyal Mücadele Teorisi

A Discussion On The Relationship Of Servant Leadership And Organizational Citizenship Behavior

ABSTRACT

Servant leadership; It is a concept that starts with the process of serving and then occurs with the development of leadership. Organizational citizenship refers to the voluntary attitudes of employees to contribute to the effectiveness of the organization as a whole. In this study, the works dealing with servant leadership and organizational citizenship behavior were examined and these two concepts were studied separately, in this context, servant leadership and organizational citizenship behavior was briefly defined and its dimensions and precursors were presented. Then, the studies that determined that the two concepts were related were examined and presented. In the light of the information obtained as a result of the extensive literature review made in the last part of the study, the relationship between these two concepts was evaluated and suggestions were presented to today's organizations.

Keywords: Servant Leadership, Organizational Citizenship Behaviour, Social Exchange Theory

1. HİZMETKÂR LİDERLİK

Hizmetkâr liderliğin kökü antik çağlara uzansa da modern olarak ilk kez Greenleaf'in 1970 yılındaki makalesinde ele alınmıştır. Greenleaf (1977) ise hizmetkâr liderliğin tanımını yaparken Herman Hesse'nin "Doğuya Yolculuk" adlı eserindeki kahraman Leo'nun köle iken bir anda grup içinde yolculuğu bir amaca bağlayan ve yolculuğu yönlendirmesiyle sevilip, sayılan ve yokluğunda çıkmaza girilen bir lidere dönüşümünden etkilenmiştir (Ebener ve O'Connell, 2010). Greenleaf, hizmetkâr liderin, örgüt üyelerinin gelişimini desteklemede önemine vurgu yapmış ve bunu da hizmetkâr liderin dürüstlüğü ve işe olan bağlılığı ile sağladığını vurgulamıştır. Genel olarak literatürde yer alan ampirik çalışmaların sonucuna göre hizmetkâr liderlik, dönüşümcü liderlik ve lider üye etkileşimi teorilerinin sonuçlarına göre bireysel, grup ve organizasyon açısından daha olumlu sonuçlar ortaya çıkarmaktadır (Liden vd, 2015). Hizmetkâr ve lider bu iki kavram tek bir kişi üzerinde toplanabilir mi? Bu soruya yanıtımız evet olacaktır ve savunduğumuz görüş bu yöndedir.

Lideri bir hizmetkâr olarak düşünmenin ilhamını Hermann Hesse'nin "Doğuya Yolculuk" adlı eserinden alıyoruz. Burada bir grup insanın hayali yolculuğu anlatılır ve başkarakter Leo, grubun günlük işlerini yapan bir hizmetkârdır. Ancak yolculuğun sürmesini sağlayan onun gruba kattığı ruh ve şarkısıdır. Leo'nun ortadan kaybolmasıyla grup yolculuğu devam ettiremez hale gelir ve hikâyede Leo'nun bulunduktan sonra hizmetkâr iken lider olması anlatılmıştır. Hizmetkâr liderliği ortaya çıkaran ve liderlerin başkalarının çıkarlarını kendi çıkarlarından üstün tutması halinde sistemin daha iyi yürütülebileceğini savunan Greenleaf ilhamını bu hikâyeden almıştır ve hizmetkâr liderliğin insanın lider olarak görülmesini sağlayan etken olduğunu savunur bunun sebebi mükemmel olmasıdır. Hizmetkâr liderlik birine atfedilmiş, verilmiş ya da varsayılmış bir görev değildir aksine o kişi doğuştan bir hizmetkârdır ve liderlik vasfından daha önce hizmetkârlık vasfını taşımaktadır (Greenleaf, 1977).

Greenleaf'e göre hizmetkâr liderlik önce hizmet etme isteğiyle başlar daha sonra bilinçli bir süreçle birey liderlik etmek ister. Hizmetkâr liderler önce liderlik etmek ardından hizmet etmek isteyen liderlerden farklıdır çünkü burada süreç hizmet etme isteği ile başlar ancak önce liderlik etmek isteyen bireylerde maddi sahiplikler veya güç sahibi olma isteği vardır. Hizmetkâr liderler ise hizmet etmek için lider olmak isterler (Greenleaf, 1977).

Hizmetkâr lider, kendi çıkarlarını ve örgütsel çıkarları ikinci planda tutmaktadır. Onun için öncelikli olan izleyicilerinin kişisel gelişimidir. Hizmetkâr lider, izleyicilerinin maksimum potansiyelini keşfetmesine ve en uygun örgütsel kariyer ve başarıya ulaşmasında yardımcı olmaktadır (Greenleaf, 1977). Hizmetkâr liderlik, liderin yüksek kavramsal yeteneği ve etik davranışlarıyla kendini açığa çıkaran liderlik tarzıdır. İzleyicilerin gelişimine önem veren bir

liderlik tarzı olması nedeniyle izleyicilerde lidere karşı güven duygusu oluşur. Güven duygusunun oluşumu, izleyicilerde liderin davranışlarının ve yargılarının diğergam, etik ve düşünceli olduğu algısını yaratmaktadır.

Hizmetkâr liderlik yazında daha çok öncülleri ve sonuçları açısından ele alınmaktadır. Bu durumu Liden vd. (2014) yazında bir boşluk olarak gördüğünden liderin hizmetkâr lider olması için gerekli olan ya da en azından bu sürece katkıda bulunan öncülleri lider ve izleyici özellikleri açısından ele almıştır. Ancak, hizmetkâr liderlik de diğer liderlik türleri ve genel insan tutumları ve davranışları gibi bağlamdan soyutlanabilecek bir kavram olmadığından lider özelliklerinin ve izleyici özelliklerinin de bağlamdan etkilenmesi beklenmektedir (Liden vd.,2014). Bu bağlamda hizmetkâr liderliğin liderlik bakımından öncülleri; başkalarına hizmet etme isteği, duygusal zeka, ahlaki olgunluk ve gayret, toplum yanlısı kişilik, öz değerlendirme ve düşük narsizm olurken, izleyici bakımından öncülleri ise; izleyicinin proaktif kişiliği, zihnindeki ideal liderlik özellikleri ve öz değerlendirme yapıp yapmaması, izleyicinin iş yerindeki tutum ve davranışlarıdır (Liden vd., 2014).

2. ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI

İşleyen bir organizasyondan söz edebilmek için Katz'e göre (1964) üç tip davranış gereklidir. Birincisi; insanları sisteme dahil olmaya ve sistemde kalmaya teşvik etmektir. İkincisi; birbirine bağımlı rollerin gerektirdiği davranışlar gösterilmelidir. Üçüncüsü ise rollerin tanımları dışında kalan yenilikçi ve spontane aktivitelerdir. Katz'e göre yalnızca yazılı tanımlara dayalı bir sistem oldukça kırılgan olacaktır. Tüm örgütler sayısız işbirliği, yardımseverlik, iyi niyet göstergeleri, öneriler ve özgecilik davranışlarına bağımlı işler içerir. Tanımların ötesinde duran bu davranışlara örgütsel vatandaşlık diyoruz (Smith vd.,1983). Bir diğer tanımıyla örgütsel vatandaşlık ödül vaat edilmeksizin bireylerin yapılacak iş konusunda diğer bireylere gönüllü olarak yardım etmesidir. Örgütsel vatandaşlık iki kriter ile tanımlanmıştır. Birincisi tanımlanmış rol gereklerinin ötesinde gösterilen davranış ikincisi ise örgüt açısından fonksiyonel davranışlardır (Graham, 1991).

Örgütsel Vatandaşlık Davranışını (ÖVD) biçimsel rol tanımlarının ötesinde ve üzerinde davranan, örgütsel etkinliği arttırmayı amaçlayan çalışan davranışları olarak tanımladığımızda, bu davranışı oluşturan çeşitli alt boyutların varlığı söz konusu olacaktır (Şanal, 2013). Smith vd. 1983 yılındaki çalışmasında örgütsel vatandaşlık davranışını özgecilik (diğergamlık, alturizm, yardım etme) ve genelleştirilmiş uyumdan oluşan iki alt boyuta ayırmıştır. Temel olarak bu iki alt boyut üzerine inşa edilen örgütsel vatandaşlık davranışı boyutları üzerine çok sayıda çalışmalar yapılmıştır ve ÖVD çok farklı sayıda boyutlara bölünmüştür (Organ, 1988; Graham, 1991; Podsakoff vd., 2000). Alt boyutlara bölümlendirme de araştırmacılar tarafından

farklı görüşler olsa da alanda Organ'ın (1988) çalışmasında ÖVD boyutlarına son şeklini verdiği boyutlandırma genel kabul görmüştür. Organ'ın (1988) bu çalışmasında bu beş boyut özgecilik (diğerkamlık), vicdanlılık, centilmenlik, nezaket ve sivil erdem (örgütsel erdem) olarak adlandırmıştır.

Özgecilik; ÖVD'nin ilk boyutu olan özgecilik, örgüt çalışanın çalışma arkadaşlarına yardımcı olacak ve onlara destek verecek davranışlarını temel almaktadır. Bu boyutta yer alan davranışlar gelecekte oluşabilecek sorunları ortadan kaldırmak için çalışanların öngörülerini kullanarak çalışma arkadaşlarına yaptıkları yardım davranışlarıdır (Samancı, 2017).

Vicdanlılık; çalışan, örgütte çalıştığı süre boyunca belli bir gayret sarf etmekte ve resmi görevini icra etmektedir. Bu süre zarfında gösterdiği standart çabanın üzerinde performans göstermesi vicdanlılık boyutunun temelini oluşturmaktadır (Samancı, 2017).

Centilmenlik; centilmenlik işteki sıkıntılara karşı hoşgörülü olmayı içerir ve çalışanların şikayet etmeden birçok zahmet ve zorluğa katlanmaları anlamına gelir ve böylece, işin olumsuz tarafları üzerinde yoğunlaşmadan, olumlu çabalar üzerinde harcanan zaman artmış olur (Şanal, 2013).

Nezaket; bireyin öngörülü olmasından hareketle ortaya çıkan bu alt boyut, ileride ortaya çıkabilecek problemleri engellemeye yönelik olarak örgüt çalışanlarına yardımcı olmayı hedeflemektedir (akt. Samancı, 2017: Organ, 1990).

Sivil Erdem; çalışanların iş hayatlarındaki asıl amacı çalıştıkları örgütlere/kurumlara faydalı olmasıdır. Zira kendilerinden de beklenen budur. Bu bağlamda çalıştıkları işletmeye faydalı olacak her türlü eylem ve fiilde bulunmaları gerekir. Bu bağlamda sivil erdem kişinin, örgütün devamını sağlamaya ve örgütün en iyi olmasına yönelik gösterdiği davranışları içerir (Zehir ve Yavuz, 2017).

3. HİZMETKÂR LİDERLİK ve ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI

İş tanımlarının ötesine geçen, gönüllü örgütsel vatandaşlık davranışları olarak tanımlanan çalışan davranışları son yıllarda hem yöneticilerin hem de akademisyenlerin dikkatini çeken ve üzerinde araştırmalar yapılan bir kavram olmuştur. Bunun en önemli nedeni, örgütsel vatandaşlık davranışının görev performansı, verimlilik, müşteri memnuniyeti ve üretkenlik gibi kavramlar ile olan ilişkisinin yüksek bulunmasındandır (Hoffman vd.,2007; N. P. Podsakoff, Whiting, Podsakoff & Blume, 2009; Walumbwa, 2010).

ÖVD kavramı davranış bilimleri yazınında olduğu kadar sosyoloji, pazarlama, psikoloji gibi alanlarda da sıkça ele alınmaktadır. Buna karşın, bu davranışların bireysel olarak nasıl tetiklendiği ve bireysel anlamda vatandaşlık davranışlarını ortaya çıkaran faktörler yazında eksiklik oluşturmaktadır. Bu nedenle özellikle bağlamsal faktörlerin, bireylerin tutumları

üzerindeki önemli biçimlendirici etkisi olduğu göz önüne alındığında Walumbwa (2010), ÖVD'nin ortaya çıkarılmasında hizmetkâr liderliğin etkisini ve örgütsel iklim (prosedürel adalet ve hizmet iklimi) ile çalışan tutumlarının (lidere olan bağlılığın) aracı rolünü ve bu iki aracının birbiri üzerindeki etkisini de incelemişlerdir. Daha önce yapılan çalışmalar (Ehrhart, 2004; Liden et al., 2008; Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008; akt. Walumbwa, 2010) hizmetkâr liderliğin örgütsel vatandaşlık davranışı üzerinde olumlu bir şekilde etkili olduğunu belirtse de bu etkinin hangi kişisel ve durumsal mekanizmalar vasıtasıyla gerçekleştiğini yeterince aydınlatamamaktadır. Bu nedenle Walumbwa vd. (2010), çalışanların tutumlarının ve örgütsel bağlamın hizmetkâr liderlik ile örgütsel vatandaşlık davranışı ilişkisindeki aracılık derecesini ortaya çıkarmak amacıyla, çalışanın öz yeterlilik algısı ve liderine olan bağlılığının ve bu çalışan tutumlarına ilaveten prosedürel adalet algısı ile örgütsel hizmet ikliminin hizmetkâr liderliğin örgütsel vatandaşlık davranışı üzerindeki etkisini ne derecede arttırdığını araştırmıştır. Kenya'da bulunan yedi uluslararası örgütte tam zamanlı çalışan 815 işçi ve 123 yöneticinin katıldığı araştırmanın sonucunda hizmetkâr liderliğin, örgütsel vatandaşlık üzerinde pozitif etkisi olduğu ortaya çıkmaktadır. Buna ek olarak, yapılan araştırmada çalışanın öz yeterlilik algısı ve lidere olan bağlılığının ayrıca prosedürel adalet algısının ve hizmet ikliminin hizmetkâr liderlik ve örgütsel vatandaşlık davranışı olan ilişkisindeki kısmi aracılık rolü belirlenmiştir ve bu şekilde aracı görevinin olduğu varsayılan tüm aracı değişkenlerin kısmi aracılık rolü doğrulanmaktadır.

Ebener ve O'Connell (2010), hizmetkâr liderliğin kar amacı gütmeyen bir dini kuruluş olan kiliselerde örgütsel vatandaşlık davranışlarına sebebiyet verip vermediğini, veriyorsa da hangi mekanizmalarla bu etkiyi yarattığını araştırmışlardır. Bu araştırmayı oylama yöntemiyle seçtikleri küçük çaplı, orta çaplı ve büyük ölçekli (katılımcı sayısına göre) üç kilisenin katılımıyla dini liderleri, odak grupları gözlemlenerek, yazılı ve yazısız kaynakları incelenerek, görüşmeleri ve etkileşimleri gözlemlenerek ve odak gruplarıyla ses kaydı almak suretiyle soru cevap şeklinde görüşmeler gerçekleştirilerek sonuçlandırmışlardır. Araştırmanın sonucunda, hizmetkâr liderliğin örgütsel vatandaşlık davranışlarını davetkarlık, ilham verme ve duygusal etkileşim olmak üzere üç direkt lider davranışıyla ve örgütte oluşmuş hizmet kültürü ve liderin oluşturduğu örgütsel vatandaşlık davranışını kolaylaştırıcı yapısal mekanizmalar olmak üzere iki dolaylı mekanizmayla etkilediği belirtilmektedir. Burada, liderlerin kilise üyelerinden çok memnun olduğu, kendisi olmasa da gözü arkada kalmayacak şekilde rahat edebildiğini ve üyelerin kilisenin faaliyetlerini etkin bir biçimde yönlendirebildiği ifadeleri çalışmanın dikkat çekici yönlerindedir. İncelenen kiliselerde kişilerin birbirini yakından tanınması için küçük gruplar oluşturulmakta ve bu grupların ihtiyaçları belirli kilise görevlileri yakından takip

edilmektedir. Bu liderin, örgüt üyelerinin ihtiyaçlarını yakından takip ettiğini, birlik ve grup oluşturduğunu, onların ihtiyaçlarını kendi çıkarlarının önüne koyduğunu gösteren belirtiler arasında yer almaktadır. Ayrıca liderlerin örgütsel vatandaşlık davranışını yol açacak yapısal mekanizmaları kurması da örgüt üyelerinin örgütsel vatandaşlık davranışları adı altında toplanabilecek diğergam davranışları sergilemesine yol açmaktadır. Ayrıca burada dikkat çeken önemli bir nokta da hizmetkâr liderin, kişileri kendi kendini yönetebilme ve başkalarına hizmet etme kültürünü oluşturarak liderlik ettiği topluluğu da birer birer hizmetkâr lidere dönüştürme sürecidir.

Bazı çalışmalarda da kişilik özellikleri ele alınsa da bu farklıların bağlamsal faktörlerle birlikte ele alınmaması yazında hizmetkâr liderliğin örgütte nasıl kullanılması gerektiği ve izleyicilerin hangi özelliklerinin hizmetkâr liderliği onların üzerinde daha etkili hale getirdiği sorularının yanıtlanması açısından eksiklik yaratmaktadır. Yazındaki bu boşluğu doldurmak için Newman vd. (2017), Çin’de bulunan kamu kurumunda çalışmakta olan 446 lider-izleyici ikilisinin üzerinde, hizmetkâr liderliğin örgütsel vatandaşlık davranışını hangi mekanizmalarla ya da süreçlerle yani nasıl etkilediğini araştırmışlardır. Elbette ki yazında bu mekanizmalar çok sayıda bulunduğundan içlerinden en uygun olarak lider-üye etkileşimi ile psikolojik güçlendirmenin aracı rolünü ortaya çıkarmayı hedeflemişlerdir. Buna ilaveten, proaktif kişiliğin, örgütsel vatandaşlık davranışının, örgütte kurulan yapıcı ilişkiler ve içsel motivasyon üzerindeki ciddi etkisini de (örn., Fuller and Marler 2009; Li et al. 2010; Thompson 2005; Yang et al. 2011; Zhang et al. 2012; akt. Newman vd.,2017) göz önünde bulundurarak, lider üye etkileşimine ve psikolojik güçlendirme üzerindeki düzenleyici etkisini araştırmışlardır. Yani, araştırmacılar proaktif kişiliğin seçilen aracı değişkenler olan lider üye etkileşiminin ve psikolojik güçlendirmenin aracı etkisini arttırıp arttırmadığını ortaya çıkarmak istemişlerdir. Öncelikle, yazında genellikle boyutları üzerinde tam uzlaşma sağlanamayan ancak Greenleaf (1977)’nin, çalışanlarının gelişimine ve güçlendirilmesine önem vererek, onların da birer hizmetkâr lider olmasını sağlayan liderlik tarzı olarak tanımladığı, Ehrhart (2004)’ün daha kapsamlı ve küreselliği kanıtlanmış şekliyle yedi temel davranış özelliklerini izleyicilerine öncelik verme, izleyicilerle iyi ilişkilerde bulunma, izleyicilere gelişim ve kariyer yolunda yardımcı olma, kavrama yeteneğine sahip, izleyicilerini yetkilendiren ve güçlendiren, etik davranan ve örgüt dışındaki topluluk için de değer yaratan olarak tanımlamış olduğu “hizmetkâr liderlik” kavramının, Organ (1988) tarafından gönüllük esasına dayalı, iş tanımında belirtilmeyen rol ötesi ve örgütün etkinliğini arttırıcı davranışlar olarak tanımladığı “örgütsel vatandaşlık davranışı” üzerindeki etkisi araştırmanın sonucunda pozitif olarak çıkmıştır. Bunun yanında lider üye etkileşiminin aracılık rolü doğrulanmış ancak psikolojik güçlendirmenin lider

üye etkileşiminin üzerinde bir aracılık etkisi göstermediği belirlenmiştir. Bu sonucun araştırmacılar tarafından örneklemin kültüründen ve görevsel pozisyonundan kaynaklı olabileceği vurgulanmıştır.

Güçel ve Begeç (2012), hizmetkâr liderlik ile örgütsel vatandaşlık davranışları arasındaki ilişkiyi her iki kavramı boyutlarıyla ele alarak araştırmışlardır. Bu bağlamda Türkiye’de yer alan öncü özel üniversitelerden birinde yapılan ve 178 fakülte çalışanı ve idari personel üzerinde yapılan anketler sonucunda hizmetkâr liderlik ile örgütsel vatandaşlık davranışının olumlu ilişkisinin olduğu ancak hizmetkâr liderliğin sadece güçlendirme boyutunun, örgütsel vatandaşlık davranışının sivil erdem boyutunu negatif yönde etkilediğini bulmuşlardır. Literatürde yer alan çalışmalar düşünüldüğünde hizmetkâr liderliğin temel özelliklerinin etik bir liderlik tarzı olması ve izleyicilerini öncelikli tutması olduğu görülmektedir. Ancak, bu iki temel hizmetkâr liderlin özelliğinin yanında izleyicilerin lidere duyduğu güven de kritik bir öneme sahiptir. Çünkü, ancak liderine güven duyan izleyiciler liderlerinin kararlarını ve davranışlarını düşünceli, ahlaklı ve örnek oluşturabilecek nitelikte olarak algılamaktadır. Bu nedenle liderler ile izleyiciler arasındaki ilişkinin kalitesini belirleyen temel bir unsur da güvendir (Liden vd., 2008; akt. Güçel ve Begeç, 2012). Çalışanlar, liderin davranışlarını adil ve iyi niyetli olarak görmeye başladıklarında bu durumu liderin kendilerine bağlılığı olarak algılayacaklar ve aralarında kaliteli etkileşimler kurulmaya başlayacaktır. Ancak, yazında liderin davranışlarını, örgüt kültürünün ve normların da belirleyebildiği vurgulanmaktadır. Her örgütün ve hatta her ülkenin de kültürü farklı olduğundan liderle izleyici arasında karşılıklı sevgi, saygı ve güven ilişkilerinin farklı faktörlere bağlı olarak ve farklı araçlarla kurulması beklenmektedir. Bu nedenle lideri ve izleyiciyi kısıtlayıcı bir çalışma ortamının varlığında örgütsel vatandaşlık davranışları sergilenmesi beklenemez. Lider, izleyicilerinin bu davranışları sergilemesine zemin hazırlayacak iş ortamını oluşturmalı ve buna yönelik politikalar izlemelidir (Güçel ve Begeç,2012).

Zehir vd. (2013), Türkiye’de yer alan 10 özel lisede çalışan 300 öğretmenin katılımıyla gerçekleştirdikleri çalışmada, hizmetkâr liderliğin örgütsel vatandaşlık davranışına ve iş performansına olan etkisinde örgütsel adaletin aracı rolünü araştırmışlardır. Araştırmada, hizmetkâr liderliğin örgütsel vatandaşlık davranışına direkt etkisinin olmadığını ancak adalet algısı oluştuğunda bu etkinin var olduğu bulunan sonuçlar arasındadır.

Harwiki (2016), hizmetkâr liderliğin örgütsel vatandaşlık, örgütsel bağlılık, işçi performansı ve örgüt kültürü üzerindeki etkisini araştırmak üzere kadın destek kuruluşunda çalışan 10 yönetici ve 30 çalışan olmak üzere 40 kişinin katılımıyla yaptığı araştırmasının sonucunda hizmetkâr liderliğin, örgütsel vatandaşlık davranışını olumlu olarak ve kuvvetli

şekilde etkilediğini ve aynı zamanda hizmetkâr liderliğin, örgüt kültürünü olumlu etkilediğini ayrıca hizmetkâr liderliğin, örgüt kültürünü etkileyerek de örgütsel vatandaşlık davranışlarını arttırdığını bulmuşlardır. Bu bulgular Yadav ve Punia (2013) tarafından yapılan araştırmanın sonucunu desteklemektedir.

Zhao vd. (2016), hizmetkâr liderliğin örgütsel vatandaşlık davranışına etkisinde çalışanların özdeşleme mekanizmasının olup olmadığını araştırmışlardır. Çin’de otelcilik sektöründe çalışan 293 izleyici ve lider ikilisi üzerinde yapılan araştırma, hizmetkâr lidere sahip örgüt üyelerinin önce lider ile özdeşleşme yaşadıklarını, daha sonra ise bu özdeşleşmenin örgüt ile özdeşleşmelerine yol açarak işten ayrılma niyetini azalttığını ve örgütün iç müşterileri olarak kabul edilen ve en önemli iç kaynaklarından biri olan meslektaşlarına yönelik örgütsel vatandaşlık davranışlarını arttırdığını göstermektedir.

Elche vd. (2020), hizmetkâr liderlik ile örgütsel vatandaşlık davranışının ilişkisini ve bu ilişkinin kurulmasında empatinin ve hizmet ikliminin aracı etkisi olup olmadığını araştırmışlardır. Bu araştırmayı otelcilik sektöründe hem grup bazında hem de bireysel bağlamda yaptıklarından dolayı bu çalışma iki bağlamda incelenmiştir. Bu sebeple, çalışmanın her iki bağlamda da incelenmesi çalışmanın önemini arttırmaktadır. Çalışma İspanya’daki 343 yöneticiden oluşan çalışma grubunda grup bazında incelenmiş ve yine İspanya’daki 171 otelde çalışan ayrı ayrı 835 çalışanla birlikte bireysel bağlamda yapılmıştır. Bu bağlamda, örneklemelerin anketlere verdikleri cevapların derlenmesiyle, hizmetkâr liderliğin örgütsel vatandaşlık davranışı ile pozitif yönde ilişkisi olduğu ve hizmetkâr liderlik ile örgütsel vatandaşlık davranışlık davranışı ilişkisinde çalışanın empati yeteğinin ve grupların içinde oluşan hizmet kültürünün tam aracılık rolü olduğu saptanmıştır. Çalışmadan çıkarılacak sonuç ise, liderin hizmetkâr liderlik tarzını benimsemesi ile ya da hizmet kültürünü ortaya çıkaracak düzenlemeler, insan kaynakları politikalarını düzenleyerek ve çalışanlarda empati yapabilme yeteneğini artırarak örgütte örgütsel vatandaşlık davranışlarını ortaya çıkarabilmesidir.

Thao ve Kang (2020), hizmetkâr liderlerin çalışanların ihtiyaçlarını gözeterek, onları örgütsel karar alma süreçlerine dahil ederek ve onların gelişimini nihai hedefleri arasına alarak, sadece örgütsel hedefleri değil, çalışanların kariyer hedeflerini öncelikleri haline getirerek etik bir ortam oluşturduklarını bu ortamında izleyici de liderine olumlu duygusal karşılık verme hissini ortaya çıkardığını ve bu hissin örgütsel vatandaşlık davranışını doğurduğunu belirtmektedir. Bu bağlamda hizmetkâr liderlik ile örgütsel vatandaşlık davranışı ilişkisi Blau (1964) tarafından ortaya atılan “sosyal mübadele teorisi” ne dayandırılmaktadır. Blau (1964) ise, sosyal mübadele teorisini karşılıklık normuna dayandırmaktadır. Karşılıklık normu, ikili etkileşimleri düzenleyen bireyin içsel olarak kendisine iyilik yapan bireylere karşı kendini

sorumlu hissetme duygusudur (Gouldner, 1960). Bu gizli sorumluluk duygusu, bireyin mübadele dengesini sağladığını hissettiği ana kadar devam etmektedir. Bu bağlamda hizmetkâr liderliğin örgütsel vatandaşlık davranışına olumlu etkisini araştırmak üzere Thao ve Kang (2020), Vietnam’da bulunan mühendislik firmasında çalışan 148 izleyici ve lider ikilisinin katılımıyla gerçekleştirdikleri araştırmada, hizmetkâr liderliğin örgütsel vatandaşlık davranışı üzerindeki etkisinde ikilinin etkileşim süresinin düzenleyici ilişkisi olup olmadığını ayrıca bu düzenleyici etkiye izleyicinin yeterlilik düzeyinin etkisinin olup olmadığını araştırmışlardır. Yapılan çalışmanın sonucunda hizmetkâr liderliğin örgütsel vatandaşlık davranışları üzerinde kuvvetli bir etkisi olduğu, bu etkinin lider ile üyenin etkileşim süresi uzadığında güçlendiği ancak izleyicinin işte kendini yeterli hissetmesi ve işini sevmesi ve gerekli motivasyona sahip olması durumunda etkileşim süresinin ilişkinin kuvvetini arttırıcı etkisinin ortadan kalktığı yani bir anlam ifade etmediği doğrulanmıştır. Bu iki kavram arasındaki ilişkiyi inceleyen başlıca makaleler ve kısa sonuçları Tablo 1’de verilmiştir.

Tablo 1. Hizmetkar Liderlik ve ÖVD İlişkisine Yönelik Çalışmalar

Kaynak	Çalışmanın Kısa Özeti
Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). “Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation”, <i>Journal of applied psychology</i> , 95(3), 517.	Çalışanın öz yeterlilik algısı ve lidere olan bağlılığının ayrıca prosedürel adalet algısının ve hizmet ikliminin hizmetkâr liderlik ve örgütsel vatandaşlık davranışı olan ilişkisindeki kısmi aracılık rolü belirlenmiştir ve bu şekilde aracı görevinin olduğu varsayılan tüm aracı değişkenlerin kısmi aracılık rolü doğrulanmaktadır.
Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: The roles of LMX, empowerment, and proactive personality. <i>Journal of Business Ethics</i> , 145(1), 49-62.	“Hizmetkâr liderlik” kavramının, Organ(1988) tarafından gönüllük esasına dayalı, iş tanımında belirtilmeyen rol ötesi ve örgütün etkinliğini arttırıcı davranışlar olarak tanımladığı “örgütsel vatandaşlık davranışı” üzerindeki etkisi araştırmanın sonucunda pozitif olarak çıkmıştır.
GÜÇEL, C., & Begec, S. (2012). The effect of the servant leadership on organizational citizenship behavior: Case study of a university. <i>International Journal of Social Sciences and Humanity Studies</i> , 4(1), 107-116.	Hizmetkâr liderlik ile örgütsel vatandaşlık davranışının olumlu ilişkisinin olduğu ancak hizmetkâr liderliğin sadece güçlendirme boyutunun, örgütsel vatandaşlık davranışının sivil erdem boyutunu negatif yönde etkilediği bulunmuştur.
Zehir, C., Akyuz, B., Eren, M. S., & Turhan, G. (2013). The Indirect Effects of Servant Leadership Behavior on	Araştırmada, hizmetkâr liderliğin örgütsel vatandaşlık davranışına direkt etkisinin olmadığını ancak

Organizational Citizenship Behavior and Job Performance. <i>International Journal of Research in Business and Social Science</i> (2147-4478), 2(3), 01-13.	adalet algısı oluştuğunda bu etkinin var olduğu bulunmuştur.
Zhao, C., Liu, Y., & Gao, Z. (2016). An identification perspective of servant leadership's effects. <i>Journal of Managerial Psychology</i> .	Hizmetkâr lidere sahip örgüt üyelerinin önce lider ile özdeşleşme yaşadıkları daha sonra ise bu özdeşleşmenin örgüt ile özdeşleşmelerine yol açarak işten ayrılma niyetini azalttığı ve örgütün iç müşterileri olarak kabul edilen ve en önemli iç kaynaklarından biri olan meslektaşlarına yönelik örgütsel vatandaşlık davranışlarını artırdığı saptanmıştır.
Harwiki, W. (2016). The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (OCB) and employee performance in women cooperatives. <i>Procedia-Social and Behavioral Sciences</i> , 219(1), 283-290.	Hizmetkâr liderliğin, örgüt kültürünü olumlu etkilediğini ayrıca hizmetkâr liderliğin, örgüt kültürünü etkileyerek de örgütsel vatandaşlık davranışlarını artırdığı belirlenmiştir.
Vondey, M. (2010). "The relationships among servant leadership, organizational citizenship behavior, person-organization fit, and organizational identification", <i>International Journal of Leadership Studies</i> , 6(1), 3-27.	Hizmetkâr liderliğin örgütsel vatandaşlık davranışlarına yol açtığını ve örgütle uyumun ve özdeşleşmenin bu ilişkiyi güçlendirdiği belirlenmiştir.
Hamdan, K., Al-Zubi, H., & Barakat, S. (2020). Servant leadership and its impact on organizational citizenship behavior: Exploring the mediating role of job satisfaction. <i>Management Science Letters</i> , 10(10), 2395-2402.	Hizmetkâr liderliğin, örgütsel vatandaşlık üzerinde kuvvetli bir etkisi olduğu, hizmetkâr liderliğin işten memnuniyet düzeyi üzerinde kuvvetli bir etkisi olduğu ve hizmetkâr liderlik ile örgütsel vatandaşlık davranışı ilişkisinde işten memnuniyetin kısmi aracılık rolü üstlendiği saptanmıştır.
Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant leadership and organizational citizenship behavior. <i>International Journal of Contemporary Hospitality Management</i> .	Hizmetkâr liderliğin örgütsel vatandaşlık davranışı ile pozitif yönde ilişkisi olduğu ve hizmetkâr liderlik ile örgütsel vatandaşlık davranışlık davranışı ilişkisinde çalışanın empati yeteğinin ve grupların içinde oluşan hizmet kültürünün tam aracılık rolü üstlendiği saptanmıştır.
Thao, N. P. H., & Kang, S. W. (2020). When Servant Leaders Inspire Followers to Become Organizational Citizens? Empirical Evidence From Vietnam. <i>SAGE Open</i> , 10(1), 2158244019900184.	Hizmetkâr liderliğin örgütsel vatandaşlık davranışları üzerinde kuvvetli bir etkisi olduğu, bu etkinin lider ile üyenin etkileşim süresi uzadığında güçlendiği ancak izleyicinin işte kendini yeterli hissetmesi ve işini sevmesi ve gerekli motivasyona sahip olması durumunda

	etkileşim süresinin ilişkinin kuvvetini artırıcı etkisini ortadan kaldırdığı yani bir anlam ifade etmediği saptanmıştır.
Ebener, D. R., & O'Connell, D. J. (2010). How might servant leadership work? <i>Nonprofit Management and Leadership</i> , 20(3), 315-335.	Araştırmanın sonucunda, hizmetkâr liderliğin örgütsel vatandaşlık davranışlarını davetkârlık, ilham verme ve duygusal etkileşim olmak üzere üç direkt lider davranışıyla ve örgütte oluşmuş hizmet kültürü ve liderin oluşturduğu örgütsel vatandaşlık davranışını kolaylaştırıcı yapısal mekanizmalar olmak üzere iki dolaylı mekanizmayla etkilediği belirtilmektedir.
Baytok, A., & Ergen, F. D. (2013). Hizmetkâr liderliğin örgütsel vatandaşlık davranışına etkisi: İstanbul ve Afyonkarahisar'daki beş yıldızlı otel işletmelerinde bir araştırma. <i>İşletme araştırmaları dergisi</i> , 5(4), 105-132.	İstanbul ve Afyon'da faaliyet gösteren otel işletmelerindeki yöneticilerin hizmetkâr liderlik davranışlarının örgütsel vatandaşlık davranışı üzerine etkisi çalışmasında hizmetkâr liderlik ile örgütsel vatandaşlık davranışı arasında pozitif bir ilişki bulunmuştur.
Topaloglu, C., & Yalcintas, M. (2017). The Relationship Between Servant Leadership Behaviours And Organisational Citizenship Behaviour And Work Satisfaction In Local Governments. <i>PressAcademia Procedia</i> , 3(1), 431-441.	İstanbul, İzmir ve Adapazarı belediyelerinde yapılan başka bir çalışmada hizmetkâr liderlik boyutları ile örgütsel vatandaşlık boyutları arasında orta düzeye pozitif bir ilişki bulunmuştur.

4.SONUÇ

Hizmetkâr liderlik, insan odaklı liderlik yaklaşımlarındandır (Cerit, 2008; akt., Kılıç ve Aydın, 2016). Dönüşümcü liderlik ve lider-üye etkileşimi gibi pek çok insan odaklı liderlik yaklaşımı yazında mevcut bulursa da hizmetkâr liderliğin söz konusu diğer insan odaklı yaklaşımlardan ayrıldığı yazındaki bazı çalışmalarda belirtilmektedir (örn. Liden vd., 2008). Çalışan odaklı hizmetkâr liderliğin temel amacı, başkalarına hizmet etmektir. Bu başkaları olarak kastedilen hem izleyiciler hem de örgüt iç ve dış paydaşlarıdır. Çünkü, hizmetkâr liderlerin önemli ve ayırıcı bir özelliği de topluluğa değer katma isteğidir (Graham, 1991).

Hizmetkâr liderliğin çalışanların ihtiyaçlarına ve kariyer gelişimlerine öncelik vermesi, çalışanlarını topluluğa katma yönünde motive etmesi ve tam potansiyellerini ortaya çıkarmalarında yardımcı olması gibi olumlu tutumlar, çalışanı da bu konuda lidere karşılık vermeye itecektir. Olumlu davranış ve tutumlara olumlu olarak karşılık verme hissi duyan izleyicilerin bu davranışlara iş performansını artırma, yardımlaşma davranışlarını artırma, işten memnuniyetin artması ya da örgütsel vatandaşlık davranışları gibi davranışlarla karşılık

vermesi beklenmektedir. Bu karşılıklılık durumu ve sorumluluk hissi Blau (1964) tarafından geliştirilen ve temeli Gouldner (1960)'ın geliştirdiği “karşılıklılık normu” olan, “sosyal mübadele teorisi” ne dayanmaktadır. Bu nedenle hizmetkâr liderlik ile örgütsel vatandaşlık davranışının kabul edilen ve yukarıda da verilen bazı çalışmalar tarafından ispatlanmış ilişkisi sosyal mübadele teorisine ve karşılıklılık normuna dayanmaktadır.

Çalışmalar incelendiğinde yöneticilerin işe alma sürecinde çalışanın yeteneklerinden ziyade daha çok örgüt kültürüyle uyum sağlamasına önem vermesi gerekliliği görülmektedir. Çünkü yetenekler zamanla değişebilirken kültür ve değerler daha zor değişmektedir. Bunun yanında hizmetkâr liderlik tarzını benimsenmesi yolunda yöneticilere gerekli eğitim desteği verilmelidir. Eğitim programları ve insan kaynakları uygulamaları yeniden düzenlenebilir. Çalışan ve yönetici gerekli şartları sağlasa da hizmetkâr liderlik ve örgütsel vatandaşlık davranışları durumlardan etkilenmektedir. Bu bağlamda, iş ortamı ve çalışma prosedürleri hatta liderle çalışanın etkileşim süreci de düzenlenebilir. Yönetici, gerçek bir hizmetkâr lider olmak istiyorsa çalışanın ihtiyaçlarını daha iyi anlamalı ve onların ihtiyaçlarına ve kariyer gelişimlerine önem vermelidir. Bu önemin ve verilen değerın çalışana yansıtılması da son derece önemlidir. Çünkü, lider hangi özellikleri taşırsa taşısin, çalışanın tutumunu yine çalışanın algılama ve yorumlama süreci belirleyecektir. Bu nedenle çalışan adaylarının seçimi de örgütte hizmetkârlık kültürünü aktif hale getirmek ve bunun nimetlerinden yararlanmak açısından oldukça önemlidir.

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Dijital ve Çevik Örgüt Kültürü Ölçeğinin Geliştirilmesi

Asst. Prof. Dr. Bora COŞAR

Beykent University
boracosar@beykent.edu.tr

ÖZET

Bu çalışmada dijital ve çevik örgüt kültürü öğelerini içeren bir ölçek geliştirme çalışması gerçekleştirilmiştir. Öncelikle örgüt kültürü literatürü ayrıntılı olarak incelenmiş ve günümüzün teknolojik koşullarına ışık tutan bir ölçek olmadığı görülmüştür. Bu bağlamda, günümüzün teknolojik gelişmelerine uygun olduğu düşünülen dijital ve çevik örgüt kültürü ölçeği ortaya konulmuştur. Ölçek beş boyuttan oluşmaktadır. Bunlar çevik örgüt yapısı, çevik ekipler, çevik ve dijital dönüşüm ve çevik insan kaynakları boyutlarıdır. Geliştirilen bu ölçeğin sadece akademisyenler için değil profesyoneller için de yararlı olabileceği düşünülmektedir. Makalede ortaya çıkan bulgular ve sonuçlar, konuyla ilgili gelecekteki çalışmalara ışık tutabilir ve yeni araştırma modellerinin üretilmesine neden olabilir.

Anahtar Kelimeler: Ölçek Geliştirme, Çevik Örgüt Yapısı, Çevik Dönüşüm, Dijital Dönüşüm

Development of Digital and Agile Organizational Culture Scale

ABSTRACT

This article carried out a scale development effort that includes digital and agile elements. First of all, the literature of the organizational culture has been examined in detail and it has been observed that there is no scale that sheds light on the technological conditions of the day. In this context, the digital and agile organization culture scale, which is thought to be in accordance with the technological developments of the day, has been revealed. The scale consists of five dimensions. These are agile organizational structure, agile teams, agile and digital transformation, and agile human resources dimensions. The scale developed can be useful not only for academics but also for professionals. Findings and results revealed in the article may shed light on future studies on the subject and cause the production of new research models.

Keywords: Scale Development, Agile Organizational Structure, Agile Transformation, Digital Transformation

Giriş

Günümüzde hızla değişen ve dönüşen küresel pazarlar ve teknolojik yenilikler, örgütlerin farklı bir çağa geçiş yapmasına neden olmuştur. Dijital çağ olarak adlandırılan bu dönem örgüt kültürü kavramının da kökten değişmesi anlamına gelmektedir (Sheng et.al, 2003; Nambisan et.al, 2017). Ancak dijital yeniliklerin örgüte adapte edilebilmesi için örgüt kültürünün önemli bir koşul olduğunu da unutmamak gerekmektedir (Tilson et.al, 2010; Yoo et. al, 2010). Diğer bir deyişle dijital dönüşüm yaşayan örgütlerin örgüt kültürlerini de bu duruma uyumlu hale getirmeleri hayatlarını devam ettirmeleri adına oldukça önemlidir. Çünkü örgüt kültürü, bireyler tarafından paylaşılan ortak değerlerdir ve bu bağlamda örgüt için en önemli kavramların başında gelmektedir (Punnet and Ricks, 1990). Son zamanlarda yapılan

araştırmalarda örgüt kültürü, yeni bilgiyi ve yaratıcılığı tetikleyen bir kavram olarak görülmektedir (Scheibe and Gupta, 2017). Ancak aynı zamanda yeni dijital hizmetlerin benimsenmesi konusunda da önemli bir engeldir (Hallikainen et.al, 2017). Bunun en temel nedeni esnek yapıya sahip olmayan katı örgüt kültürü anlayışıdır (Hartl and Hess, 2017).

Örgüt kültürünün bu katı yapısını kırmanın yolu çevik yapı ve yönetim sistemlerini benimsemekle gerçekleşebilmektedir. Bu noktada örgüt yapısı bu değişime önemli ölçüde direnç gösterse de günün koşullarında hayatta kalmanın yolu çevik ve dijital örgüt yapısından geçmektedir (Strode et.al, 2009). Çevik örgüt yapısına sahip olan örgütler, çevresel değişimlere yanıt verecek esnek özelliklere sahiptir ve bu sayede örgüt kültürleri başta olmak üzere birçok önemli özelliklerinde değişime giderek farklı koşullara adapte olabilmektedir (Kamble, 2015).

Dijital dönüşüm başarısı için kritik olan kültürel değerleri belirlemek ve literatürde bu konuyla ilgili eksiği tamamlamak için yeni dijital çağa uygun bir çevik örgüt kültürü ölçeği geliştirmek bu çalışmanın amacını oluşturmaktadır. Bu bağlamda örgüt kültürünün geleneksel yapısı ile dijital dönüşümün yenilikçi yapısının bir potada eritilmesi ve bazı kavramların dönüştürülmesi gerekmektedir. Araştırma dijital dönüşüm sürecinde olan ya da bu süreci tamamlamış ve ölçeğe uygun olan bir kitle üzerinde gerçekleştirilmiştir. Bu kitle Türkiye'nin en iyi işverenleri 2019-2020 listesinde yer alan bilgi teknolojileri sektöründe faaliyet gösteren yedi firmadan oluşmaktadır. Geliştirilen ölçekte yer alan önemli noktalar, örgütün yapısı, ekibi, örgüt içi çevik ve dijital dönüşümün durumu ve insan kaynakları stratejileri olarak belirlenmiştir. Bu bağlamda literatüre bağlı olarak oluşturulan maddeler ortaya konmuş ve ölçek geliştirme ile ilgili adımlar izlenmiştir. Sonuç olarak ortaya 36 maddeden oluşan dijital ve çevik örgüt kültürü ölçeği konmuştur. Araştırmanın iş dünyasına ve akademisyenlere katkı vermesi en önemli hedef olarak belirlenmiştir.

Dijital ve Çevik Örgüt Kültürü Ölçeğinin Geliştirilmesi İle İlgili Çalışmalar

Ölçek geliştirilme çalışmasında öncelikle araştırmanın kısıtları ortaya konmalıdır. Sonrasında konu ve alt başlıkları ile ilgili literatür taraması gerçekleştirilmelidir. Çalışma, ön ölçek uygulamasından geçtikten sonra revize edilerek ortalama beş akademisyenden ifadelerle ilgili yorumu alınır. En son gerçekleştirilen ölçek uygulaması ile de çalışma sonlandırılır. Analiz sonuçları uygunsa ölçek tamamlanır, değilse tekrar revize edilerek çalışma tekrarlanır (Churchill, 1979).

Araştırmanın Kısıtları

Ölçeğin geliştirilmesi ile ilgili ilk aşamada ölçeğin etki alanının belirlenmesi gerekmektedir. Yani araştırmanın kısıtları net bir şekilde ortaya konmalıdır. Araştırmanın ilk ve en önemli kısıtı bilgi teknolojileri alanında faaliyet gösteren firmalarla görüşülmüş

olmasıdır. Ayrıca geliştirilmiş olan ölçek Türkiye’de faaliyet gösteren firmalarla gerçekleştirilmiştir. Bu bağlamda çalışmanın farklı ülkelerdeki firmalarda gerçekleştirilmesi farklı ölçek tiplerinin oluşmasına neden olabilir. Araştırmada Türkiye’de faaliyet gösteren firmalardan toplam 313 adet anket toplanabilmiştir. Burada hedef her bir firmadan 50 anket toplanması olarak belirlenmiştir fakat her bir firma ortalama 45 anket doldurmuştur. Toplanan anketlerle yapılan analizler sonucunda ölçek beş ayrı boyuttan oluşmuştur. Bunlar çevik örgüt yapısı, çevik ekipler, çevik ve dijital dönüşüm ve çevik insan kaynakları boyutlarıdır. Ölçeğin son kısmı bu boyutlara bağlı olarak 36 maddeden oluşmasıdır. İlk etapta 39 maddeden oluşan ölçek yapılan analizler sonucunda 36 maddeye düşmüştür.

Literatür İncelemesi

İkinci aşamada konuyla ilgili detaylı bir literatür araştırması gerçekleştirilmiş ve buna göre ifadeler oluşturulmuştur. Burada gerçekleştirilen literatür incelemesi tasarlanan beş boyutla ilgilidir. Bunlar çevik örgüt yapısı, çevik ekipler, çevik ve dijital dönüşüm ve çevik insan kaynakları boyutlarıdır.

Çevik Örgüt Yapısı

Günün koşullarında başarılı olmak için fiziksel çalışma alanlarının ötesine geçmek ve değişimlere karşı örgüt içinde esnek bir yapı oluşturmak rekabet avantajı için önemli kriterlerdir. Bu noktada belirsizliği benimsemek, amaca yönelik hareket etmek ve sağlam çalışan iletişimi ve işbirliği ile örgütü karakterize etmek oldukça önemlidir. Bunların yanında örgütün dijital ve çevik dönüşümünün en sağlıklı şekilde gerçekleştirilmesi de iyi yönetilmesi gereken süreçlerin başında gelmektedir. Burada mükemmel bir örgüt tasarımı modelinden bahsetmek mümkün değildir. Bu model, örgütün iç ve dış çevre şartlarına bağlı olarak şekillendirilir ve ona özel olarak uygulanır. Çevik bir örgüt tasarımı, dinamik ve esnek bir yapıya sahiptir ve en önemlisi de müşteri değeri doğrultusunda hareket eder. Liderlik kontrolü yerine katılımcı ekip çalışmasını önerir ve daha az resmileşme ve hiyerarşiden oluşur (Boyles, 2016; Hesselberg, 2018). Örgütün tüm seviyelerindeki çalışanların fikirleri önemlidir ve bu durum her çalışanın görev tanımının içinde yer almaktadır. Ayrıca tüm çalışanlardan gelen fikir katkısı, yeni ürün geliştirme durumlarında itici güç olarak rol oynamaktadır (Antoncic and Hisrich, 2003; Duerr et.al., 2018).

Farklı disiplinlerin bir bütün olarak çalışması ve yaratıcı fikirlerin teşvik edilmesi için çapraz fonksiyonel ekipler oluşturulması da çevik ve dijital yapının en önemli yapı taşlarıdır. Yeni fikirlerin oluşturulması aşamalarında her çalışanın birer girişimci mantığıyla düşünmesi teşvik edilerek örgüte önemli bir esneklik özelliği daha kazandırılmış olur. Karar alma süreçlerindeki bürokratik süreçleri ortadan kaldırmak ve hızı artırmak için daha düşük

seviyedeki çalışanların sürece katkı vermesi de önemli noktalardan biridir. Son olarak dijital ürünler konusunda müşteri ile iletişim ve işbirliği halinde ilerlemek örgütün hem hızını hem de çevikliğini artıracak bir diğer önemli noktadır (Fleming, 2001; Westerman et. al., 2014).

Bu bilgiler ışığında ölçüğe aşağıdaki maddeler eklenmiştir:

- Çalıştığınız örgütte daha az resmileşme ve hiyerarşi bulunması değişime daha yüksek uyumluluk için oldukça önemlidir.
- Çalıştığınız örgütte daha az resmileşme ve hiyerarşi bulunması daha güçlü müşteri odaklılık yapısına zemin hazırlamaktadır.
- Çalıştığınız örgütte daha az resmileşme ve hiyerarşi bulunması yüksek düzeyde işbirlikçi bir çalışma yöntemine neden olmaktadır.
- Örgütün tüm seviyelerindeki çalışanlar, örgüt ile ilgili fikir katkısında bulunmaktadır ve fikir üretimi herkesin çalışma görevlerine entegre durumdadır.
- Örgütün tüm seviyelerindeki çalışanlar örgüt ile ilgili fikir katkısında bulunmaktadır ve bu durumun yeni ürün geliştirmeyi tetiklediğine inanılmaktadır.
- Çalıştığınız firma, çalışanlarının fikirlerini yeni inovasyonlara entegre ederek çevikliğini artırmaktadır.
- Çalıştığınız firma, farklı disiplinlerden gelen bilgileri bir araya getirerek yaratıcı fikirleri teşvik etmek için çapraz fonksiyonel ekipler kurmaktadır.
- Yeni fikirlerin oluşumunda tüm çalışanlar birer girişimci gibi düşünerek çalışmaktadır.
- Yeni çözümler geliştirirken karar alma süreçlerini hızlandırmak için firmalar kararları daha düşük seviyedeki çalışanlara devretmektedir.
- Firmalar, dijital ürünler için iyileştirmeler yapmak üzere müşterilerle işbirliği içinde yer almaktadır.

Çevik Ekipler

Geleneksel olarak firmalar, öngörülebilir ve tekrarlanabilir faaliyetler oluşturabilmek için standart ve iyi tanımlanmış süreçlere odaklı hareket ederler. Temel varsayım çalışanların işlerinde uzmanlaşacağı ve yüksek verimlilik elde edeceğidir (Miller, 2004). Bu tür işletmelerde, çalışanlar iyi tanımlanmış roller ve sorumluluklar taşımaktadır ve buna bağlı olarak ayrıntılı planları ve önceden tanımlanmış iş akışlarını takip ederler (Boehm and Turner, 2003). Ayrıca örgüt içinde bir emir-komuta (command-control) yönetimi bulunmaktadır ve bilgi dikey bir şekilde akmaktadır (Cockburn and Highsmith, 2001). Çevik uygulamalarda ise kurumsallaşmış süreçlerin ve standartların aksine daha yaratıcı ve akıcı bir süreç benimsenir.

Sürecin organize edilmesi için çapraz fonksiyonel ekipler (cross-functional teams) kullanılır. Bu organizasyonda tüm rolleri yerine getirebilecek bireyler bir araya getirilir. Bir rolden diğerine rotasyonlar, çevik örgütlerde yaygın olarak kullanılmaktadır (Chau et.al., 2003).

Çevik bir örgütte çeşitli alanlarda yetkin insanlara sahip olmak, aşağıdaki durumlardan dolayı çok önemlidir (Ceschi ve diğerleri, 2004):

- Karar sürecinin merkezden uzaklaştırılması,
- Yatay hiyerarşiler,
- Yüksek düzeyde esneklik,
- Takip edilecek planların olmaması,
- Ekip üyelerinin uzmanlaştırılması.

Çevik şirketler liderlik ve işbirliği odaklı kendi kendini organize eden ekipler fikrine dayanan bir anlayışı benimsemektedir. Bu esnek yapıda bilgi yatay bir şekilde akar (Cockburn and Highsmith, 2001). Yüz yüze iletişim ve işbirliği, bilgi paylaşımını ve koordinasyonu kolaylaştırır. Burada ekip çalışmasına güçlü bir vurgu yapılmaktadır (Highsmith and Highsmith, 2002). Bireyler arasındaki etkileşim ve işbirliği sürecin hızlı bir şekilde değişmesini ve adaptasyonu sağlar. Şeffaf bir şekilde yönetilen süreçte karışıklıklar azalır, uyum ve işbirliği artar (Highsmith and Cockburn, 2001).

Bu bilgilere bağlı olarak ölçüğe aşağıdaki maddeler eklenmiştir:

- Örgüt içerisinde tüm fonksiyonlar birbirine entegre olarak çalışmaktadır.
- Örgüt içerisindeki çatışmalar ve işlevler arası karışıklıklar ortak katılımı azaltılmaktadır.
- Örgüt içerisinde yeni ürünlerin veya süreçlerin geliştirilmesi konusunda karşılıklı uyum ve işbirliği hâkimdir.
- Örgüt içerisindeki işbirliği, tüm departmanlardaki insanları tek bir masaya yerleştiren yatay bir temele odaklıdır.
- Örgüt içerisindeki herkesin bilgiye ulaşabileceği şeffaf bir anlayış hâkimdir.

Çevik ve Dijital Dönüşüm

Örgütler, algılama, öğrenme ve cevap verme becerilerini artırmak için çevik yaklaşımları benimsemektedir. Bu da çevik yaklaşımların sadece IT departmanında değil tüm örgüt içinde kullanılması anlamına gelmektedir. Bu yaklaşım sayesinde örgütlerin yönetilme şekli kökten değişime uğramaktadır (Hesselberg, 2018). Çünkü çevik dönüşüm bir örgütün iş yapma şeklini daha esnek bir hale getirir. Bunu yaparken örgüt sürekli geri besleme yapar ve böylece sürekli öğrenme ve iyileştirme örgütün tüm hücrelerine yayılır. Sonuç olarak örgüt iç

ve dış çevresinde olan deęişikliklere hızlı bir şekilde tepki verme eğiliminde olur (Barroca et.al., 2019).

Örgütün çevik bir zihniyete sahip olması için örgüt üyelerinin bu durumu benimsemesi ve sürekli kendini geliştirmeye adanması çok önemlidir (Measey and Radtac, 2015). Çünkü çevik dönüşümün başarılı bir şekilde gerçekleşmesi için örgüt üyelerinin bu durumu içselleştirmesi gerekmektedir. Çevik zihniyet, belirli bir seviyede kalmak yerine sürekli olarak gelişmek, problemlerden kaçmak yerine onlarla yüzleşmek ve üstesinden gelmekle ilgilidir. Geleneksel bir zihniyetin tehdit olarak algıladığı durumları çevik zihniyet fırsat olarak görebilir. Sürekli iyileştirme hedefi, çevik ideolojinin merkez noktasıdır. Çevik örgütlerde hata yapan örgüt üyeleri bundan dolayı cezalandırılmaz. Bunun temel sebebi sürekli iyileştirme sırasında hata durumlarıyla karşılaşılabilmesidir. Önemli olan geribildirim yoluyla bu hatalardan kurtulabilmektir (Manninen, 2018). Bu noktada müşteriye yakın örgüt içi fonksiyonlarda çalışan örgüt üyelerinin daha dikkatli olması gerekebilir. Çünkü onların departmanlarında inovasyon hızı çok daha fazladır. Sonuç olarak çevik dönüşüm örgüt içinde sorunsuz bir şekilde gerçekleştirilebilirse örgütün verimliliği artacak maliyetleri düşecektir. Bu da örgütün para kazanma iş modelleri geliştirmek için gerekli becerilere sahip olduğunu göstermektedir (Duerr et.al., 2018).

Bu bilgiler ışığında ölçüğe aşağıdaki maddeler eklenmiştir:

- Örgüt içerisinde dijital inovasyon ve işletme gelişimi arasında paralellik bulunmaktadır.
- Örgüt içerisinde oluşan dijital yeniliklere örgüt üyeleri adapte olabilmektedir.
- Örgüt içerisinde meydana genel dijital yenilikler hızlı bir şekilde gerçekleşmektedir.
- Müşteriye yakın örgüt içi fonksiyonlarda inovasyon hızı daha fazladır.
- Örgüt üyeleri yenilikleri ve deęişiklikleri sürekli sürece dâhil etmek için çevik ürün geliştirme yaklaşımlarını kullanmaktadır.
- Çalıştığınız örgüt, para kazanma iş modelleri geliştirmek için gerekli becerilere sahiptir.
- Çalıştığınız örgüt, bir yandan mevcut becerilerini geliştirirken dięer yandan yeni beceriler edinmektedir.

Örgütler, dijital dönüşüm için çalışanlarını sisteme adapte etmek durumundadır. Dijital dönüşüm sadece teknolojik anlamda bir dönüşümü içinde barındırmamaktadır. Bu örgüt kültürüne de baęlı olarak bir davranış deęişikliği ve örgüt yapısının köklü bir deęişimidir. Örgütler deęişimi ve gelişimi dijital alt yapı bağlamında düşünmeli ve çalışanlarını da buna

hazırlanmalıdır (Hansen et.al., 2011). Örgüt üyelerinin başlangıç olarak ev ortamından iş yapma becerisi kazanmaları, hazırlık aşamasında olumlu geçiş süreçlerinden biridir (Genzorova et.al., 2019).

Örgüt üyelerinin çoğu bu değişim sürecine endişeyle bakmaktadır. Onlara sürecin ve işleyişin nasıl olacağı anlatılmalı ve ikna olmaları sağlanmalıdır. Liderler süreci şeffaf bir şekilde yürütmeli ve sürecin mevcut durumu hakkında örgüt üyeleriyle iletişim kurmalıdır. Değişim stratejisi yalnızca IT departmanı için değil, herkes için olmaktadır ve tüm fonksiyonların bu durumu anlamaları gerekmektedir (Berman, 2012; Parviainen et.al., 2017). Sürekli iletişim halinde kalarak tüm çalışanları sürecin içinde tutmak en iyi yollardan biridir. Çalışanlar bilgilerini artırmak dijital çalışma prensiplerini öğrenmekle yükümlüdürler. Aşağıdaki soruların cevapları çok sık tartışılmalıdır (Stalmasekova et.al, 2017):

- Dijitalleşme ve dijital dönüşüm denince ne anlıyoruz?
- Şu anki durum nedir?
- Ne tür teknolojiler uygulanacak?

Bu noktada bilgi teknolojileri (BT) departmanı ön plana çıkmaktadır. BT genellikle otomasyon, koordinasyon, kontrol ve iletişim de dahil olmak üzere örgütlerde birçok amaç için bilgi sağlayan donanım ve yazılımdan oluşan bir departman olarak tanımlanabilir. Günümüzde BT, süreçleri otomatikleştirerek maliyetleri azaltmak ve kontrolü artırmak için kullanılabilir. Ancak BT aynı zamanda örgütlerin faaliyetlerini daha iyi anlamalarını ve bunları iyileştirme ile ilgili süreçleri ile ilgili bilgi de üretebilmektedir (Zuboff, 1985). Bilgiyi verimli bir şekilde depolama, kullanma ve iletme kapasitesi olduğundan BT aynı zamanda örgütsel koordinasyon ve kontrolü desteklemek için de kullanılabilir (Robey and Sahay, 1996). Günümüzde Müşteri İlişkileri Yönetimi (CRM) ve Kurumsal Kaynak planlaması (ERP) tüm bu işlevleri yerine getirebilmektedir (Lyytinen and Newman, 2008).

BT'nin örgütsel operasyonları daha verimli hale getirme potansiyeli bulunmaktadır. Bu nedenle BT destekli bir örgütsel dönüşüm, maliyetlerin kontrol altına alınması ve rekabet avantajı açısından oldukça önemlidir (Ylinen and Pekkola, 2019). Diğer bir deyişle örgütleri BT ile yeniden biçimlendirmek üretkenliğe ve firma değerine olumlu yönde etki etmektedir (Robey and Sahay, 1996). Kısaca BT'nin örgütün tüm fonksiyonlarıyla entegre olması örgüte karar alma ve uygulama konusunda önemli avantajlar sağlamaktadır (Skog, 2019).

Bu bilgilerle ilgili olarak ölçeğe aşağıdaki maddeler eklenmiştir:

- Çalıştığınız örgüt, dijital değerleri güçlendiren ve çözümleri destekleyen becerilere sahip insanlarla çalışmaktadır.

- Örgüt içi dijital deęişim yavaş bir şekilde gerçekleşmektedir.
- BT departmanı, yeni ürünler konusunda karar vermede iş birimleriyle entegre olmaktadır.
- BT departmanı, örgüt içi dijital girişimlerin ve yeni ürünler için dijital etkileşimin itici gücüdür.
- BT departmanı, örgüt tarafından bir iş yaratıcısı olarak görülmektedir.
- BT departmanı, dijital dönüşümün de etkisiyle daha saygın ve güçlü bir konumdadır.
- Çalıştığınız firmada BT departmanı sattığınız ürünlerin ayrılmaz bir parçasıdır.
- Çalıştığınız firma, dijital satış yöntemlerine geleneksel satış yöntemlerinden daha çok önem vermektedir.
- Çalıştığınız firma, geleneksel satış yöntemlerinden dijital satış yöntemlerine dönüşüm için çaba göstermektedir.
- Çalıştığınız firmadaki bazı yöneticiler dijital dönüşüm konusunda direnç göstermektedir.
- Çalıştığınız firmanın, tüm departmanları dijital dönüşüm konusunda bütünleşmektedir.
- Çalıştığınız firma dijital anlamda gerçekleşen gelişim, deęişim ve yenilikleri takip etmektedir.

Çevik İnsan Kaynakları

Dijital dönüşüm konusunda insan kaynakları deęişimin kilit unsurlarından biridir. Mevcut çalışanların motive edilmeleri ve ihtiyaçlarının karşılanması en az yeni alınacak personel kadar önemlidir (Berman 2012, Jabil 2019, DeNisco 2019). Çünkü mevcut ya da yeni gelecek herhangi biri dijital iyileştirme konularında önemli katkılarda bulunabilir (Genzorova et.al., 2019).

Çevik güdümlü insan kaynakları yaklaşımları, plan güdümlü insan kaynakları yaklaşımlarından birçok özellięi ile ayrılmaktadır. Yapılan araştırmalar, çevik insan kaynakları metodolojilerinin benimsenmesinin üretim maliyetlerinde ve hızında, proje yönetiminde, kalite iyileştirmelerinde daha yüksek verimlilik sağlandığını göstermektedir (Huzooree and Ramdoo, 2015).

Dijital dönüşüm zaman alan bir süreçtir ve bu noktada insan kaynakları bu dönüşüme uygun kişileri şirkete kazandırmak durumundadır. Ancak bu kişileri örgüte çekmek için gerekli özellikleri barındırmak çok önemlidir (Genzorova et.al., 2019). Dolayısıyla firmalar yetenek

için savaşa girmekte ve dijital yetenekler için çekici olmaya çalışmaktadırlar (Duerr et.al., 2018).

Bu bilgilere bağlı olarak ölçeğe aşağıdaki maddeler eklenmiştir:

- Örgüt, ihtiyaç duyulan nadir ancak yüksek nitelikli insanları kendine çekme konusunda zorlanmaktadır.
- Örgütün mevcut kültürü dijital dönüşümden sonra mevcut örgüt üyelerinin gereksinimlerini karşılayamamaktadır.
- Örgütün mevcut kültürü dijital dönüşümden sonra işe almak istediği örgüt üyelerinin gereksinimlerini karşılayamamaktadır.
- Örgüt, dijital yeteneklerin kendilerini rahat hissedecekleri ortamlar yaratmaktadır.
- Örgüt, dijital yeteneklerin esnek çalışma yapısına uygun şekilde dizayn edilmiştir.

Bulgular ve Tartışma

Dijital ve çevik örgüt kültürü ölçeğindeki maddeler, ayrıntılı literatür araştırması sonucunda oluşturulmuştur. Araştırma daha sonra 80 kişiden oluşan bilgi teknolojisi şirketlerinin üyelerine uygulanmış ve buna göre maddeler yeniden gözden geçirilmiştir. Son olarak, maddeler beş öğretim üyesi tarafından incelenmiş ve onaylanmıştır. Yukarıdaki kaynaklara göre, oluşturulan ölçek 5 boyut ve toplam 39 sorudan oluşan bir havuzdan oluşmaktadır.

Ölçek, Türkiye'nin en iyi işverenleri 2019-2020 listesinde yer alan ve bilgi teknolojileri sektöründe faaliyet gösteren yedi firmaya dağıtılmıştır. Her bir firmadan 50 anket toplanması hedeflenmiştir ancak her bir firmada ortalama 45 anket doldurulmuştur. Toplamda 313 anket toplanarak analiz çalışmalarına başlanmıştır.

Tablo 1'deki analizlere göre, Cronbach Alpha değerleri 0.700'ün üzerindedir. Gerçekleştirilen faktör analizi sonucunda ise ölçek farklı boyut ve ifadelerle bölünmüştür. Buna bağlı olarak ölçekteki ifade sayısı 39'dan 36'ya gerilemiş ve Tablo 2'de görüldüğü gibi 0.500'ün altındaki üç madde ölçekten çıkarılmıştır. Ölçek başlangıçta olduğu gibi beş boyuttan oluşmaktadır. Ayrıca ölçeğin Kaiser-Meyer-Olkin (KMO) değeri 0.941'dir. Bu sonuçlara dayanarak, ölçek boyutlarının ve ifadelerinin iyi yapılandırıldığını söylemek mümkündür.

Tablo 1. Güvenilirlik ve Yakınsak Geçerlilik Analizi

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Çevik Örgüt Yapısı	0.905	0.916	0.924	0.603
Çevik Ekipler	0.768	0.787	0.789	0.562
Çevik Dönüşüm	0.898	0.906	0.912	0.608
Dijital Dönüşüm	0.937	0.946	0.953	0.614
Çevik İnsan Kaynakları	0.707	0.714	0.721	0.509

Son olarak ölçeğin yakınsak ve ıraksak geçerlilik analizlerine bakılması gerekmektedir. Yakınsak geçerlilik, aynı yapının birden fazla göstergesinin korelasyon düzeyini ölçen bir analizdir. Faktörü yükü, bileşik güvenilirlik (CR) ve göstergenin ortalama varyansı (AVE) yakınsak geçerliliğin oluşması için göz önünde bulundurulmalıdır. Değer 0'dan 1'e kadardır. AVE değerinin 0,50'yi aşması yakınsak geçerlilik için yeterlidir. Tablo 1'e bakıldığında tüm bu şartların sağlandığı görülmektedir. Başka bir deyişle ölçeğin yakınsak geçerliliği anlamlı değerlere sahiptir.

Tablo 2. Faktör Yükleri

	Çevik Örgüt Yapısı	Çevik Ekipler	Çevik Dönüşüm	Dijital Dönüşüm	Çevik İnsan Kaynakları
ÇÖY1	0.514				
ÇÖY2	0.548				
ÇÖY3	0.713				
ÇÖY4	0.711				
ÇÖY5	0.755				
ÇÖY6	0.712				
ÇÖY7	0.686				
ÇÖY8	0.565				
ÇÖY9 (Ölçekten çıkarıldı)	0.479				
ÇÖY10	0.645				
ÇE1		0.507			
ÇE2		0.511			
ÇE3		0.571			
ÇE4		0.504			
ÇE5		0.594			

ÇD1			0.724		
ÇD2			0.663		
ÇD3			0.657		
ÇD4			0.669		
ÇD5			0.637		
ÇD6			0.610		
ÇD7			0.535		
DD1				0.540	
DD2				0.551	
DD3				0.578	
DD4				0.567	
DD5				0.667	
DD6				0.776	
DD7				0.836	
DD8				0.711	
DD9				0.756	
DD10				0.549	
DD11				0.703	
DD12				0.724	
ÇİK1					0.637
ÇİK2					0.678
ÇİK3					0.531
ÇİK4 (Ölçekten çıkarıldı)					0.408
ÇİK5 (Ölçekten çıkarıldı)					0.475

İraksak geçerliliği, indikatörün çapraz yüklenmesi, Fornell ve Larcker kriteri ve Heterotrait-monotrait (HTMT) korelasyon oranı kullanılarak değerlendirilebilir. Çapraz yüklemeye bakıldığında, atanan yapı üzerindeki faktör yükleme göstergeleri, faktör yükünün kesme değerinin 0.70'den yüksek olması şartıyla diğer yapıların tüm yüklemelerinden daha yüksek olmalıdır. Tablo 3'e bakıldığında ölçeğin ayırıcı geçerliliğinin anlamlı değerlere sahip olduğu görülmektedir.

Tablo 3. İraksak Geçerlilik Analizi (Fornell-Larcker Ölçütü)

	1	2	3	4	5
Çevik Örgüt Yapısı	0.774				
Çevik Ekipler	0.682	0.753			
Çevik Dönüşüm	0.694	0.670	0.765		
Dijital Dönüşüm	0.721	0.724	0.625	0.774	
Çevik İnsan Kaynakları	0.622	0.677	0.639	0.725	0.732

Sonuç ve Öneriler

Örgüt kültürü yıllardan beri en çok araştırılan ve önemsenen konuların başında gelmektedir. Bunun en temel nedeni örgüt kültürünün, örgüt üyelerinin her birinin karakter ve kişiliklerinin toplamı ile karakterize olmasıdır (Morcos 2018). Bazıları örgüt kültürünü kontrol edilemeyen ve ölçülemeyen bir kavram olarak görse de gerçek şu ki örgüt kültürü beklenmedik şekilde somut bir kavramdır. Kasten tasarlanabilir ve kullanılabilir, çalışanların bağlılığını ve motivasyonlarını etkiler ve buna bağlı olarak örgütün performansına ve karlılığına da etki eder (Panagiotis et al. 2014; Morcos 2018). Örgüt kültürü olağanüstü başarılı örgütleri diğerlerinden ayırır, örgüte güçlü ve rekabetçi avantajlar sağlar. Kısaca örgüt kültürünü bir öncelik haline getiren ve önemseyen örgütler diğerlerine oranla daha başarılı olmaktadır (Yücel and Koçak 2014).

Günümüzde hızla değişen ve gelişen teknolojik gelişmeler, örgütlerin dijital dönüşümünün hızını arttırmıştır (Buyruk 2018). Buna bağlı olarak örgütlerde öğrenme ve inovasyon üzerine kurulu bir örgüt kültürü gelişmiştir. Bu durum önceki örgüt kültürü modellerinin ve örgüt yapılarının köklü değişimi anlamına gelmektedir (Sheng et.al, 2003; Nambisan et.al, 2017). Ademi merkeziyetçilik, yetkilendirme, az sayıda kural ve formalite, çapraz fonksiyonel etkileşim ve iletişim, işbirlikçi ekip çalışması bu örgüt yapısını karakterize eden özelliklerden bazılarıdır. Ayrıca bu tip örgüt kültürü yapılarında tek bir yapı önermek rasyonel olmamaktadır. Çünkü işletmelerin ihtiyaç ve durumlarına göre esnek yapılar tasarlanabilmesi söz konusudur (Shamim et all, 2016:5311).

Literatürdeki çalışmalara bakıldığında bu yapılara uygun bir örgüt kültürü ölçeğinin eksikliği görülmektedir. Hem çevik hem de dijital olan bu örgüt yapılarına uygun bir ölçek geliştirmek bu çalışmanın ana amacını oluşturmaktadır. Böylece geliştirilen bu ölçek, dijitalleşme dönüşümünü tamamlamış ya da dönüşüm aşamasında olan örgütlerde farklı değişkenlerle modellenabilir ve birçok araştırmanın yapılmasına olanak sağlayabilir. Bu bağlamda ölçeğin boyutları tanımlanmış ve maddeleri titizlikle hazırlanmıştır. Yapılan analizler

sonucunda ölçeğin geliştirme süreci tamamlanmış ve beş boyuttan oluşan dijital ve çevik örgüt kültürü ölçeği meydana getirilmiştir. Bunlar çevik örgüt yapısı, çevik ekipler, çevik ve dijital dönüşüm ve çevik insan kaynakları boyutlarıdır.. Çevik örgüt yapısı ile örgütün yapısında yer alan özellikler ve bunların örgüte olan yansımaları ortaya konmak istenmiştir. Çevik takımlar boyutu ile örgüt üyelerinin çalışma şekli ve yöntemleri açığa çıkarılmıştır. Çevik dönüşüm boyutu ile örgütlerin çevik dönüşüme verdiği tepki ve adaptasyon durumu incelenmiştir. Dijital dönüşüm boyutunda dijital değişimin durumu ve BT departmanının örgüt içindeki yeri ön plana çıkmıştır. Çevik insan kaynakları boyutunda ise örgüt kültürünün dijital yetenekli insanlarla ilgili uyumu üzerinde durulmuştur.

Kısaca bu araştırmaya kadar hem çevik hem de dijital özellikleri ön plana çıkaran bir örgüt kültürü ölçeğinin olmadığı görülmektedir. Bu anlamda araştırmanın bulguları, ilgili alanyazına katkı verici niteliktedir. Geliştirilen ölçek, sadece akademisyenler için değil profesyoneller için de faydalı olabilir. Makalede ortaya çıkan bulgu ve sonuçlar, konuyla ilgili bundan sonraki çalışmalara ışık tutabilir, yeni araştırma modellerinin üretilmesine sebep olabilir.

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Uşak Şeker Fabrikasının (1925) Kuruluşundaki Girişimci Ruh

Asst. Prof. Dr. Vasfi KAHYA⁸⁰
Kütahya Dumlupınar University
vasfi.kahya@dpu.edu.tr

ÖZET

Cumhuriyet'in ilanından sonraki ilk yıllarda sanayileşmeye dayalı kalkınma modeli çerçevesinde devlet bizzat girişimci olarak ortaya çıkmış ve bu kapsamda ilk sanayi tesisleri kurulmaya başlanmıştır. 1925 yılında temelleri atılan Uşak Şeker Fabrikası (UŞF) Türkiye Cumhuriyeti'nin ilk fabrikalarından biri olma özelliğini taşımaktadır. 1920'li yıllar bireyin girişimci olmasından ziyade devletin girişimci olduğu bir dönemdir ve girişimcilik kültürü, ruhu oluşmasında etkili olmuştur. Özel müteşebbisler bu dönemden sonra, devleti örnek alarak ve genelde devlet destekleriyle girişimlerine başlamıştır. Ülkemizde devletin ekonomideki merkezi rolü azalmış olsa da günümüzde de devam etmektedir. Devlet, önemli ve stratejik görülen birçok sektördeki yatırımları desteklemekte, girişimcilere avantaj sağlamaktadır. Şeker endüstrisi de bu dönem için stratejik bir ürün olması sebebiyle devlet desteği almıştır. UŞF ise kuruluşu itibari ile çok ortaklı bir yapı ve özel, mahalli ve uluslararası ortaklı bir yapı ile faaliyetine başlamıştır. Bu model, büyük yatırımların cumhuriyetin ilk yıllarında başarılı bir şekilde hayata geçirilebilmesi açısından önem arz etmektedir. Uşak Şeker Fabrikasının kuruluş aşamasında özel ve mahalli bir teşebbüs olması ve o yıllar için çok yeni olan bu durumun müteşebbisler tarafından nasıl algılandığı ve sonraki süreçte bölge girişimciliğine katkısını göstermesi bakımından özgünlük taşımaktadır.

Anahtar Kelimeler: Uşak Şeker Fabrikası, Çok Ortaklı İşletmeler, Girişimcilik.

Entrepreneurial Spirit in the Establishment of Uşak Sugar Factory

ABSTRACT

In the first years after the declaration of the Republic, the state emerged as an entrepreneur within the framework of the industrialization-based development model. In this context, the first industrial facilities were started to be established. Uşak Sugar Factory(USF), which was founded in 1925, is one of the first factories of the Republic. The 1920s were a period when the state was an entrepreneur rather than an entrepreneur, and the entrepreneurial culture was effective in forming its spirit. After this period, private entrepreneurs started their efforts by taking the state as an example and with the support of the state in general. Although the central role of the state in the economy has decreased in our country, it still continues today. The state supports investments in many sectors that are considered important and strategic, and provides advantages to entrepreneurs. This model can be successful if private entrepreneurs and new investments occur in a particular sector. However, only businesses that rely on profit should rely on public interest and prosperity development. Uşak Sugar Factory is

⁸⁰ "Uşak Şeker Fabrikası kurucu ortaklarından ve eski genel müdürlerinden dedem rahmetli Mehmet Hacım Efendiye ithaf olunur."

unique in a way that it was a private and local enterprise at the stage of its establishment and shows how the entrepreneurs perceived this situation, which was very new for those years, in the next process.

Keywords: Uşak Sugar Factory, Multi-Partner Enterprises, Entrepreneurship.

GİRİŞ

Osmanlı İmparatorluğu'nda ve Cumhuriyet'in ilk yıllarında ortaya çıkan ve benzersiz örnekler sunan girişim tecrübeleri yeterince araştırılmamıştır. Türk işletmelerinin tarihsel gelişimi, üzerinde yeterince çalışma yapılmamış bir alandır (Gökatalay, 2015: V). Erken cumhuriyet döneminin girişimleri, modern Türk iş dünyasına da ışık tuttuğu için üzerinde daha çok durulması gerekmektedir. İktisatçılar, erken cumhuriyet döneminin genel hatlarını incelemişler, ancak dönemin yönetim ve endüstri dinamiklerini araştırmamışlardır.

Ülkemiz sanayileşme aşamasına gecikmeli de olsa ulaşabilmiş bir ülke sayılmaktadır. Osmanlı İmparatorluğu'nun son yıllarında sanayileşme çabaları somut bir sonuç vermemiştir. Uzun süren yıkıcı savaşların ekonomi ve toplum üzerinde yıkıcı bir etkisi olmuştur. I. Dünya Savaşı öncesi ve Cumhuriyet'in kuruluşundan sonraki yıllar sanayileşme için daha yoğun çabalara sahne olmuştur. Türk girişimciler, özellikle I.Dünya Savaşı sırasında izlenen milli kalkınmaya dayalı ekonomi politikaları (Gökatalay, 2015: V) sayesinde iş dünyasında görünmeye başlamıştır. Sanayileşme ile ilgili ilk denemelerin görüldüğü bu dönemde sanayileşmenin devletin de desteğiyle ve destekleyici politikalarıyla gelişmeye başladığı dikkat çekmektedir. Cumhuriyet'in kuruluşundan kısa süre önce yapılan Birinci İzmir İktisat Kongresi'nden 1923 ve sonrasında İkinci Dünya Savaşı'nın sonu olan 1946'ya kadar uzanan dönem, sanayileşme yolunda atılan ilk adımların dönemi olarak bilinmektedir (Yücel, 2015: 13).

Dünya çapında stratejik bir ürün olarak kabul edilen şeker, sadece beslenmenin temel hammaddesi değil, aynı zamanda gıda sanayiinin temel girdilerinden birisidir (Erdinç, 2017). Şeker pancarı ve daha çok şeker kamışından üretilen şekerin maliyeti ve ekonomik değeri farklıdır (Kaya, 2015: 42). Ülkemizde sadece şeker pancarından üretilmekte olan şeker, ülkemiz için önemli sanayi hammaddelerinden birisidir. Şekerin ekonomiye ciddi katkısı yanında yarattığı istihdam miktarı ve tarım sanayiini geliştirerek köyden kente göçü frenlemesi gibi birçok sosyal fayda faktöründen söz edilebilir. Endüstriyel bir bitki olan şeker pancarı, önemli girişimcilik ve yatırım alanlarından birisidir ve sadece üretilen şeker değil ortaya çıkan yan ürünler de hammadde ve girdi olarak birçok sektörde kullanılmaktadır.

Genç Cumhuriyet'in ilk fabrikaları olarak bilinen Uşak Şeker Fabrikası ve Alpullu Şeker Fabrikasının yapımına 1925 yıllarında başlanmış ve 1926 yılında faaliyete geçmiş önemli yatırımların başında gelmektedirler. Uşak Şeker Fabrikası kuruluş sürecinde tek bir girişimcinin

(Nuri Şeker) o günlerin zor şartlarına rağmen yatırıma inanması ile önde gelen kişileri bu işe ortak etmesi kimi zaman halktan yumurta toplayarak ortaklık senedi satması ötesinde ise ilk uluslararası ortaklığa sahip yapısı ile o yıllara ait sıra dışı bir yatırım hikayesi oluşturmuştur.

Çalışmada kullanılacak olan bilgiler geniş bir literatür taraması ile elde edilmektedir. Konuya ilgi duymuş tarihçiler, araştırmacılar ve devlet kurumlarının yayınlamış olduğu kaynakların detaylı taranması ile ilgili başlıklar belirlenmiştir. Çalışmada daha çok ikincil kaynaklara dayanılarak konu işlenmeye çalışılmıştır. İçerik analizi seçilen bir metinden belli kriterlere bağlı kalınarak şifrelerin çözülmesi yöntemidir. Geniş bir ifadeyle içerik analizi, mesaj değeri taşıyan her türlü verinin bir amaç doğrultusunda taranması, kategorilere ayrılması, özetlenmesi ve bulguların araştırma amacı doğrultusunda analiz edilmesi ve yorumlanması işlemlerini içeren bilimsel bir araştırma yöntemidir (Başfıncı, 2008: 53).

Bu çalışmanın amacı; cumhuriyetin ilk yıllarında zor şartlar altında bir araya gelen ve uluslararası ortaklı bir girişimin başarı ile sonuçlanması sonucu bölge insanının iş yapma ve birlik olma kültürüne pozitif etkisinin ortaya konulmasıdır. Ayrıca devletin doğrudan ilgili sektörlere uygun yasalar, destek ve teşvikler vermesinin yeni işletmeler kurulmasına katkısı vurgulanmış olacaktır.

1. GİRİŞİMCİLİK RUHU

Son yıllarda, girişimciliği bölgelerin ekonomik performansı ile ilişkilendiren önemli bir bilimsel literatür ortaya çıkmıştır (Fritsch, 1997). Bu çalışmalar ekonomik büyümeyi, istihdamı ve rekabeti artıran girişimcilik faaliyetlerini ateşlemek için yeni bölgesel politikalar önerilmesini savunmaktadır (Feldman vd., 2013; Lanahan vd., 2015). Bu yeni politika yaklaşımı, girişimcilik faaliyetinin biçimlendirilebilir olduğu ve girişimciliği geliştirmek için iyi tasarlanmış politika araçlarına olumlu yanıt verdiği öncülüne dayanmaktadır. Bununla birlikte, çok farklı bir başka görüş, girişimcilik faaliyetinin daha derinde yer alan; sosyal, kültürel ve kurumsal bağlamda yer aldığını savunmaktadır (Stenholm vd., 2013; Fritsch ve Storey 2014; Autio vd., 2014; Korosteleva ve Belitski, 2015). Örneğin, Saxenien (1994), Silikon Vadisi örneğinde Boston bölgesinde sergilenen dinamik girişimcilik faaliyetinin, insanlar ve firmalar arasındaki ağ ve bağlantılara daha elverişli bir altyapı anlamına gelen sosyal ve kültürel bağlamla ilişkilendirilebileceğini iddia etmiştir. Acemoğlu ve Robinson (2012) böyle bir sosyal ve kültürel bağlamın nispeten değişmez olan derin bir baskıyı yansıttığını ileri sürmektedir. Stuetzer vd., ise (2016), İngiltere'den ampirik kanıtlar sunarak çağdaş girişimcilik faaliyet kalıplarının bir asır önce ekonomik faaliyet yapısının damgaladığı kültürel ve sosyal bir bağlamı yansıttığını düşünmektedir.

Gizli girişimcilik, girişimci davranış sergilemeyen, ancak girişimci davranış geliştirme potansiyeli güçlü olan bireyleri ifade eder. Girişimcilik, doğası gereği, bir iş kurmak ve büyümek gibi süreç ve fiili davranışlarla ilgilidir, ancak girişimcileri ve girişimci olmayanları karşılaştıran araştırmalar, bu tür girişimci davranışlar için sürekli olarak önemli bir genetik faktör arayışında olmuşlardır (Nicolaou vd., 2008; Van der Loos vd., 2013). Dolayısıyla, bir biyo-davranışsal bakış açısı, girişimciliğin bölgesel kümelenmesini anlamak için özellikle verimli görünmektedir. Daha önceki araştırmalardan esinlenerek (örn. McCrae 2004; Shane vd., 2010), büyük ölçüde kalıtsal olan ve girişimcilikle bağlantılı olduğu düşünülen temel kişilik özellikleri aracılığıyla girişimciliğin biyolojik temelleri ortaya konulmuştur. Beş önemli kişilik özellikleri Dışadönüklük, Vicdanlılık, Yeni deneyime açıklık, Kabul edilebilirlik ve Nevrotiklik olarak sayılmaktadır. Kişiliğe ilişkin beş büyük yaklaşım, en yoğun araştırılmış ve kültürler arası en geçerli kişilik modeli olarak kabul edilmektedir (John vd., 2008). Araştırmalar, beş büyük girişimci profiline sahip bireylerin motivasyon, insan ve sosyal sermaye gibi unsurlara sahip olduğunu göstermiştir (Schmitt-Rodermund, 2004; Obschonka vd., 2013). Dolayısıyla, bölgelerin girişimci kişiliğine bu şekilde yaklaşılması, bu bölgelerdeki gizli girişimci ruhu açığa çıkartma da bu niteliklerin ön plana çıktığını söylemek mümkündür.

Bu temel kişilik özelliklerinin bölgesel kümelenmesi, yerel girişimcilik kültürünün biyolojik olarak ilgili temeli oluşturmaktadır. McCrae (2004), büyük beş kişilik özelliği gibi biyolojik temelli yaklaşımların mekânsal olarak kümelenebileceğini ve dolayısıyla tutumlar, bilişler, değerler, normlar ve davranışlar gibi yerel kültürü etkileyebileceğini savunmaktadır (Rentfrow vd., 2008).

2. GİRİŞİMCİLİK RUHU VE UŞAK ŞEKER FABRİKASININ KURULUŞU

Ülkemizde Şeker Sanayiinin kurulması Osmanlı İmparatorluğu zamanından (1840-1899) beri planlanmakla birlikte, Cumhuriyet dönemine kadar bu teşebbüsler hayata geçirilememiştir (Fedai, 2016: 432). 1925 yılında Uşak'ta ilk Şeker Fabrikasının temeli atılmış ve bu fabrika, 17 Aralık 1926 tarihinde faaliyete girmiştir (TÜRKŞEKER, 2018). Uşak Şeker Fabrikasının kurulmasında büyük emeği olan Nuri Şeker'in iki amacı bulunmaktadır. İlk olarak Türkiye'de yerel olarak şeker üretmek ikinci olarak, vatandaşlara bir gelir kaynağı sağlamak istemiştir (Karayaman, 2010). Özel bir müteşebbis olan Nuri Şeker yetmiş yaşından sonra adı geçen girişimi yapmaya başlamıştı.

Uşak'taki şeker fabrikası kurma çalışmaları diğer sanayi yatırımlarına da ilham olmuştur ve 1925 yılında, şeker sanayiinde yatırım yapmak ve koordinasyon sağlamak amacıyla İstanbul'da bazı özel şahısların ve milli bankaların da katılımıyla "İstanbul ve Trakya Şeker Fabrikaları T.A.Ş." kurulmuştur. Uşak Şeker Fabrikası ilk temel atılan şeker fabrikası

olmasına rağmen Aralık 1925’de temeli atılan Alpullu Şeker Fabrikası, Kasım 1926’da faaliyete girerek ülkemizin şeker sanayiinde ilk üretim yapan işletmesi olmuştur Daha sonra, 1933’te Eskişehir Şeker Fabrikası ve 1934’te ise Turhal Şeker Fabrikası faaliyete geçmiştir. Daha sonra şeker fabrikası sayısı 33’e kadar yükselmiştir (TÜRKŞEKER, 2018). Olumlu neticelenen her yatırım bir başka bölgeyi etkisi altına almış ve yeni bir girişimciliğin farklı bölgelerde de doğmasına imkan vermiştir.

Savaştan yeni çıkmış bir ülkede büyük yatırımlar yapmanın zorluğu dönem itibari ile ortadadır. Ciddi bir maddi kaynak ihtiyacı ile birlikte girişimciliğin birlik ve beraberlik ruhunu yansıtması gerekmektedir. Fakat bütün sanayi öncesi toplumlarda görüldüğü gibi maddi kaynağın temeli o dönemde de tarıma dayanmaktadır. Bunun için devlet gelişme alanı olarak tarıma dayalı endüstrileri tercih etmiş, politikaları buna bağlı olarak geliştirmiştir. Devlet politikalarının yeni girişimlere sunduğu imkanlar ve müteşebbis ruh, ilk tesislerin inşaatı için olumlu sonuçlar vermiştir. Devlet şeker üretimini desteklemek için 1925 yılında kanun çıkartarak muafiyet ve ayrıcalıklar getirmiş, yatırımların önünü açmıştır (Düstur, 1945: 120). Elbette bu kolay bir süreç değildir fakat çok sayıda paydaşın bir araya gelmesi ile büyük tesislerin yapımına ancak bu sayede başlanabilmiştir. Bu teşvik ve destekler sayesinde hayata kazandırılan tesislerden biri de olan Uşak Şeker Fabrikası olmuştur. Uşak Şeker Fabrikası 600,000 TL özsermayeli olarak “Uşak Terakkii Ziraat T.A.Ş.” olarak 19 Nisan 1923 yılında kurulmuştur (Temizgüney, 2010: 330). Kuruculardan olan ve aynı zamanda İdare Meclisi Reisliği de yapmış bulunan Nuri Şeker’in (Molla Ömerzade Nuri) eserin yapımında büyük katkısı olmuş ve ahalinin önde gelenlerini (51 girişimciyi) bu iş için bir araya getirmeyi başarmıştır. Kuruluşunda çekilen mali sıkıntılar, Sanayi ve Maadin Bankasının ve aynı zamanda fabrikanın kurucusu olan Skoda (Çekoslovakya) firmasının sermaye iştiraki ile sermayesi 1,200,000 TL’ye çıkartılarak sorun aşılmış (Eyüpoğlu, 1967:17), böylece uluslararası ortaklı yapı ortaya çıkmıştır. Bu çok yeni bir durumdur ve yabancı sermayenin yerli sermaye ile cumhuriyetin ilanından sonra ilk buluşmasıdır. Çok ortaklı yapının ve yabancı sermaye yatırımının ilerleyen yıllarda bölge girişimciliğine bu ve buna benzer yatırımları çekmesi bakımında etkisi önemlidir.

Bir girişimci profili olarak Nuri Şeker, 1856 yılında Uşak’ta dünyaya gelmiştir. Aslen Erzurum Germiyanogulları ailesindedir. Evlendikten sonra 4 çocuğu olan Nuri Şeker, ailesiyle Erzurum’dan göç ettikten sonra hem tarım ve hayvancılık hem de halıcılık, haşhaş yağı üretimi ve helvacılık yapmıştır. Halı üretiminde kök boya üretimi üzerinde durmuş ama daha sonra helva üretimine ağırlık vermiştir. Askerliğini İstanbul’da yaparken oradaki daha çok gayri Müslimlere ait ticarethanelerin katma değer üretmesinden etkilenecek daha çok katma değer

üreten işlere yönelmiştir (Güvemli ve Karayaman, 2017). Devletle iyi ilişkiler kuran Nuri Şeker, girişimleri için defalarca dönemin idareci ve siyasetçileriyle görüşmüş ve desteklerini almıştır. Şeker Fabrikasını kurduktan sonra, sadece fabrikayı görmeye gelen çok sayıda kişiden bahsedilmektedir. Bunların bir kısmını hisse senetleri satarak fabrikaya ortak etmiştir.

Nuri Şeker, şekerin nasıl elde edildiğini öğrenmiş ve sürekli bu işe kafa yormuştu. Kurdukları, Uşak Terakki ve Ziraat AŞ'ye Uşaklı köylüleri ortak ederken, paraları olmayanlardan koyun, tavuk, arpa, buğday ve hatta tavuk yumurtası almıştır. Bu sebeple, o dönemde Uşak Şeker Fabrikasını yumurta parasıyla kurduğu rivayet edilmiştir. Devletin tanıdığı birçok imtiyaz ve teşvikin de etkisiyle, Uşak Şeker Fabrikasının temeli devletin kurduğu Alpullu'dan önce atılmasına rağmen, Alpullu'dan yaklaşık 1 ay sonra üretime geçmiştir. Bu gecikmenin sebebinin, hükümetin kurulan ilk fabrika olma onurunu bir devlet işletmesine vermek istemesi şeklinde açıklanmıştır.

Nuri Şeker'in hatıralarında Uşak Şeker Fabrikasının kuruluş hikayesi şöyle anlatılmaktadır (usiad.net, 2019):

'...bir gün aile efradımı topladım, onlara kat'i bir lisanla şunları söyledim; siz de bilirsiniz ki, ben başladığım bir işten asla dönmem. Eğer ben ölseydim, siz ne yapacak, neyle geçinecektiniz? Yine tarlalar ekip biçecek, onun geliriyle geçiminizi temin edecek değil miydiniz? İşte bundan sonra da aynı şekilde hareket edeceksiniz. Artık beni ölmüş bilin. Bugünden itibaren şeker fabrikasını kuruncaya kadar benim size hiç bir faydam dokunmayacaktır...' Bu ifade Nuri Şeker'in girişimci faaliyete kendini adanması ve kararlılığını göstermektedir. Girişimcilik ruhuna sahip olan Nuri Şeker, daha sonraki bir çok girişimciye ilham vermiştir.

Nuri Şeker'in girişimci olarak yetenekleri fabrikanın kurulmasında hayati bir rol oynamıştır. İlk şeker fabrikasının kurulması için Avrupalı şirketlerle temasa geçmiş ve müzakerelerin ardından Skoda ile anlaşma sağlanmıştır. Fabrikanın kurulması için gerekli makina ve teçhizatı yurt dışından temin etmek gerekiyordu. İlginç bir şekilde, Nuri Şeker firmaların tekliflerini, tercüme imkanı olmadığı için, Türkçe olarak talep etmiştir. Bunun sonucunda Avrupa'daki firmalardan 14 tanesi teklif vermiştir (Güvemli ve Karayaman, 2017: 8). İlerleyen yaşına rağmen Nuri Şeker, sürecin tüm aşamalarında aktif olarak yer almış ve bunun sonucunda ülkemizdeki şeker sanayiinin kuruluşunda önemli bir rol oynamıştır.

Ancak, fabrika açılışı sonrasında yeni sorunlar ortaya çıkmıştır. Fizibilite çalışmaları kuruluş aşamasında sağlıklı bir şekilde yapılmamış olması günde 500 metrik ton şeker pancarı işleme kapasitesine sahip olmasına rağmen, bu hedefe uzun süre ulaşılammıştır. Şeker pancarı işlemedeki düzensizlik, uzun yıllar süren kuraklık ve mahsullerin zararlı böceklere karşı

korunmasında karşılaşılan sorunların tümü hammadde arzını olumsuz etkilemiştir. Üretim için hayati bir malzeme olan linyit kömürünün taşınması ve ihtiyaç duyulan suyun sağlanamaması ile ilgili sorunlar da hedeflere ulaşılmasını zorlaştırmıştır. Ancak tüm bu problemlerin temelinde kötü yönetimin etkisi belirtilmelidir. (Güvemli ve Karayaman, 2017). Uygun yönetim teknikleri ve rasyonel ilkelerin uygulanmaması sonucunda Uşak Şeker Fabrikası zarar etmeye başlamış ve birçok zorluklarla karşı karşıya kalmıştır. Savaşlar sadece ülkenin genç nüfusunu değil, aynı zamanda nitelikli ve yetenekli yönetici sınıflarını da olumsuz etkilemektedir. Karşılaşılan finansal zorluklar büyük ölçüde Türk girişimcilerin yetersizliği ve deneyim eksikliğinden kaynaklandığını söylemek mümkündür. (Güvemli ve Karayaman, 2017: 12).

İlk kurulan şeker fabrikalarından biri olan Uşak Şeker Fabrikası'nın karşılaştığı finansal ve sürdürülebilirlik sorunları nedeniyle yeni bir yasal düzenleme yapıldı. 19 Haziran 1930 tarihli 1709 sayılı Kanun ile şeker fabrikaları dönemin ulusal bankaları tarafından kurulmuş bir şirkete devredilecekti (Merter, 2014: 60). Yasa uyarınca, bu şirketin kurulması iki yıl alacaktı. 1932 yılı sonuna doğru Anadolu Şeker Fabrikaları Anonim Şirketi, İş Bankası'nın % 50'sine sahip olduğu 3 milyon Türk Lirası sermaye ile kurulmuş olup Ziraat Bankası ile Sanayi ve Maadin Bankası'nın her biri % 24,5 hisseye sahiptir (Karayaman, 2012: 61). Daha önce 1935 yılında kurulan dört şeker fabrikası, 6 Temmuz 1935 tarihinde İş Bankası, Ziraat Bankası ve Sümerbank tarafından kurulan Türkiye Şeker Fabrikaları Anonim Şirketi tarafından devralınmıştır.

İzmir İktisat Kongresi sonrası hızlanan ekonomik ortamda, büyük ölçüde devlet tarafından desteklenen ya da bizzat devlet eliyle yapılan bir çok girişim bulunmaktadır. Genç Cumhuriyet'in ve savaşlardan çıkmış olan toplumun her anlamda yeniden inşasına çalışılmıştır. Savaşın zorlu yıllarında her türlü tüketim malzemeleri ve özellikle sanayi ürünleri sıkıntısı çekilmiştir. Gıda ürünlerindeki darboğaz da milli sanayinin kurulmasında etkili olmuştur. Birinci Dünya Savaşı ve Millî Mücadele yıllarında sanayi ürünlerinin eksikliğinden kaynaklanan problemler yaşanmıştır (Evsile, 2012). Özellikle gıda ürünleri darlığından dolayı ülkenin pek çok bölgesinde açlık sıkıntısı çekilmiştir. Bu sebeple, öncelikle halkın ihtiyaçlarını gidermek ve gıdadaki dışa bağımlılığı ortadan kaldırmak için, ülkemizde hammaddesi olan ürün grupları üretilmiştir. Şeker sanayii bu sektörlerden birisidir. 1923-1950 yılları arasında birçok sanayi işletmesi kurulmuş ve ülkemiz özellikle gıda sanayiinde kendine yeten bir ülke haline gelmiştir. Bu sürecin başlangıcı kabul edilen ve 17 Şubat-4 Mart 1923 tarihleri arasında İzmir'de toplanan İktisat Kongresi'nde şu kararların alındığı görülmektedir:

1-Hammaddesi yurt içinde yetişen veya yetiştirilebilen sanayi dalları kurulmalıdır.

2-El işçiliğinden ve küçük imalâttan süratle fabrikaya ve büyük işletmeye geçilmelidir.

3-Devlet, yavaş yavaş iktisadî görevleri de olan bir organ haline gelmeli ve özel sektör tarafından kurulamayan teşebbüsler, devletçe ele alınmalıdır.

4-Özel teşebbüse kredi sağlayacak bir devlet bankası kurulmalıdır.

5-Dış rekabete dayanabilmek için sanayin toplu ve bütün olarak kurulması gereklidir.

Cumhuriyet'in ilanından kısa bir süre önce yapılan İzmir İktisat Kongresi'nde tarım ve sanayinin ilerlemesini destekleme kararları alınmış ve tarımın ilerlemesi için daha sanayileştirilmesi hedeflenmiştir. Kongrede alınan kararlar arasında 'şeker fabrikasını büyütmek, şeker fabrikaları kurmak ve buna göre tarım sanayii ve hayvancılığı geliştirmek' de vardı (Karayaman, 2012: 57).

Geç Osmanlı döneminde zenginleşen birçok sınıf, savaş sonrasındaki belirsizlik ve yokluk ortamında kendini toparlayamamıştır. Bu durumu gören devlet, Atatürk'ün liderliğinde kalkınmayı hızlandırmak için devlet eliyle birçok girişimi bizzat başlatmış ve daha sonraki yıllarda devletin Türk ekonomisindeki rolü giderek artmıştır (Asiliskender, 2009: 112). Devletin özel girişimcilere desteği Atatürk döneminde, birçok sektörün oluşturulmasını sağlamıştır (Yıldırım, 2015: 35). Devletin işadamlarına muafiyetler ve teşvikler vererek birçok sektörü ve özellikle imalat sektörünü geliştirmesi, ülkemizdeki merkezîyetçi ve korumacı iktisat politikalarının da temelini oluşturmuştur (Buğra, 2017). Devlet eliyle kalkınma anlayışıyla hedeflenen ekonomik ve sosyal kalkınma modeli, ülkemizde uzun yıllardır uygulanmaktadır. Şeker fabrikaları, ülkemizde 1920'lerden beri devlet desteğinin her zaman hissedildiği kalkınma politikalarının baş aktörleri arasındadır (Şimşek, 2018: 1137). Bu bağlamda devlet, şeker endüstrisinin kalkınması için her türlü desteği sağlamış ve gerekli mevzuat kabul edilmiştir. Devlet, sınırlı kaynakları ile şeker fabrikalarını da desteklemiş ve ortaklıklar kurmuştur.

Ülkemizde şeker fabrikalarının kurulmasının asıl amacı, hem çiftçilerin kalkınması hem de o bölgede istihdam yaratılmasıdır. Bu yönüyle girişimciliğin önemli fonksiyonlarından birisi olan istihdamın artırılması hedefi şeker sanayii gibi tarıma dayalı sanayi işletmelerinde daha anlamlı olmaktadır. Önce ülkemizin batısında ve iç kesimlerinde kurulan şeker fabrikaları, daha sonra doğu Anadolu Bölgesinde yaygınlaşmış ve sadece ekonomik bir girişim değil aynı zamanda sosyal bir girişim olarak görülmüştür (Kaya, 2015: 19). Şeker fabrikaları, Cumhuriyet döneminden itibaren birçok alanda ilerlemeye ve gelişmeye destek olmuştur. Girişimcilik anlamında şeker sanayiinin ekonomik kalkınmanın itici gücü olarak kabul edilmesi sonucunda Alpullu'dan sonra ikinci şeker fabrikası Uşak'ta kurulmuştur. Uşak'ta kurulan şirketin diğerlerinden önemli farkı, devletin tam desteğiyle özel müteşebbisin yatırımı sonucu

kurulmasıdır ve bu şekliyle halka ait ilk şirket olma özelliğine sahiptir (Güvemli & Karayaman, 2017: 38).

SONUÇ

Bu çalışma ile modern işletmelere ulaşabilmek için kendi işletme tarihimizin çok iyi bilinmesi gereği ortaya konulmuştur. Bu şekilde genç Türkiye'nin birçok kişiyi ve kurumu bir araya getirerek başarılı girişimler kurmanın daha sonraki yatırımların önünü açacağı ve birlikte iş yapma kültürünü destekleyeceği gibi sonuçlara varmak mümkündür. Girişimcilik ruhunun kültüre dönüşmesiyle girişimleri teşvik ederek bölge kalkınmasına olumlu etkisi de diğer önemli bulgular olarak ifade edilebilir.

Araştırmaya konu olan kuruluşun kuruluş süreci, hukuki durumu ve iktisadi etkileri ile ilgili yapılmış sınırlı sayıda kaynağa ulaşmak mümkün olmuştur. Yapılan çalışmaların daha çok tarihçiler ve iktisat tarihçileri tarafından ele alındığı gözlemlenmektedir. İktisadi açıdan uzun uğraşlar sonucunda bazı verilere ulaşmak mümkün olmakla birlikte yorumlama açısından eksik ya da yanlış değerlendirme söz konusu olabilir. Ayrıca o yıllara ait kayıtların düzenli bir şekilde tutulmamış olması ve bazı bilgilerin yazılı olmayıp ağızdan ağıza aktarılarak günümüze gelmesi bilginin doğruluğunu sorgulamamıza sebebiyet vermektedir.

Cumhuriyet'in kuruluşundan kısa bir süre sonra ortaya çıkan iki girişimden biri olan Uşak Şeker Fabrikası, Türk şeker sanayiinin başlangıcı olmuştur. Türkiye'de şeker fabrikası kurmanın ilk adımı, Uşaklı Nuri Şeker adlı toprak sahibi ve çiftçi tarafından atılmıştır (Yücel, 2015: 25). Nuri Şeker'in başarılı olan bu girişimi sadece yerel düzeyde değil yurt çapında etkili olmuş ve sonraki yıllarda birçok girişimci adayına, girişimcilik ruhu kazandırmış ve teşvik etmiştir. İlk şeker fabrikaları, ülkedeki değişen koşullara uygun olarak daha sonraları dönüşüme uğramıştır. Başlangıçta kurulan büyük ölçekli anonim şirketler daha sonra şeker fabrikalarına dönüşmüştür. Bununla birlikte, kapsamlı fizibilite çalışmalarının eksikliği, yönetimdeki hatalar ve zayıf finansal yapı, şeker fabrikalarının sadece birkaç yıl sonra iyileşen finansal performansını düşürmüştür. Şeker endüstrisinin sürdürülebilirliğini sağlamak için fabrikalar kapsayıcı bir organizasyon yapısına dahil edilmiştir. Türk şeker endüstrisinin gelişim aşamaları ve organizasyonel dönüşümleri, Türk ticaret tarihinin önemli dönüm noktalarıdır. Konuyu incelemek için bir işletme tarihi yaklaşımı kullanmak, Türk tarihinde önemli bir döneme ışık tutacak ve işletmelerin tarihi ile ilgili literatüre katkıda bulunacaktır.

Uşak Şeker Fabrikasının kuruluş aşamasında özel ve mahalli bir teşebbüs olması ve o yıllar için çok yeni olan bu durumun sonraki süreçte müteşebbisler tarafından nasıl algılandığını göstermesi bakımından özgünlük taşımaktadır. Ayrıca Cumhuriyet'in ilk yıllarında yokluk içinde herkesi bir araya getirerek kolektif bir şuurun oluşmasını sağlayan dinamiklerin ifade

edilmesi ve günümüze yönelik önemli çıkarımlar yapmamızı sağlayan örnek bir olay niteliğindedir. Girişimcilik ruhunun aktarılabilen bir girişimcilik özelliği olması girişimcilik kültürünün oluşmasında etkili olduğu, girişimin yapıldığı bölge ve daha sonraki süreçte girişimciliğe bağlı kalkınma açısından önemli bir örnek teşkil etmektedir.

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İşletmelerin İnovasyon Yeteneklerinin Geliştirilmesinde ve Yeni Ürün Başarısında Mesleki ve Kişisel Gelişim Eğitimlerinin Etkisi⁸¹

Assoc.Prof.Dr.Dr. Zeliha TEKİN

Muş Alparslan University
z.tekin@alparslan.edu.tr

ÖZET

İnovasyon, yeni ürün ve üretim süreçlerinin ortaya çıkartılmasıyla veya mevcut olanların iyileştirilmesiyle yaratılan iktisadi faydadır. Bu iktisadi faydanın yaratılmasında liderlik, yaratıcılık, iş birliği, özgüven, ikna gibi birtakım becerilere sahip yenilikçi çalışanların rolü büyüktür. İşletme çalışanlarının mesleki ve kişisel gelişim eğitimleri almaları işletmelerin mal ve hizmet geliştirme performansına katkı sağlamakla birlikte işletmelerin inovasyon yeteneğinin gelişmesinde aracı görevini üstlenmektedir. Şöyle ki, işletmeye fayda sağlayacak mal, hizmet ve sürecin geliştirilebilmesi için gerekli olan eğitimsel bilgiler, en ideal inovasyon fikrini bulmada ve bu fikri yeni bir ürün olarak pazara sunmada önemli rol oynamaktadır. Bu çalışma, demografik veriler doğrultusunda Türkiye beyaz eşya sektöründeki iç pazarın büyük çoğunluğunu oluşturan 10 işletmenin 600 beyaz yakalı çalışanının iş ve kişisel gelişimlerine katkı sağlayan işletme içi veya dışı herhangi bir eğitim alıp almadıklarının şayet eğitim almışlarsa hangi mesleki ve kişisel gelişim eğitimlerini aldıklarının ortaya çıkarılmasını amaçlamaktadır. Çalışmada öncelikle sektörel bilgi adı altında Türkiye’de beyaz eşya sektörünün yapısı ve gelişimine yer verilmiş daha sonra da araştırma katılımcılarının işletme içinde veya dışında almış oldukları eğitimler değerlendirilmiştir. Çalışma sonucunda araştırmaya katılanlardan yalnızca yarıdan biraz fazlasının işletme içi/dışı eğitime katılmış oldukları, inovasyon ve TRIZ (Yaratıcı Problem Çözme Teorisi) gibi eğitimleri alanların sayısının da beklenen düzeyde olmadığı ortaya çıkmıştır. Beyaz eşya sektör yöneticilerine yapılan bu çalışmanın sonuçlarını değerlendirerek inovasyon, patent, bilgi, teknoloji, Ar-Ge gibi konularda ilgili çalışanlara düzenli olarak güncel eğitimler verilmesi konusunda teşvik edici olabilecekleri önerilmiştir.

Anahtar Kelimeler: İnovasyon Yeteneği, Yeni Ürün Başarısı, Mesleki Eğitim, Kişisel Gelişim Eğitimi

⁸¹ Bu çalışma, danışmanlığını Prof. Dr. Ayşe Akyol’un yaptığı “Bilgi ve İnovasyon Yönetim Süreci Boyutlarının İnovasyon Yeteneği ve Yeni Ürün Başarısına Etkisi” isimli doktora tezinin bir kısmının içeriği geliştirilerek üretilmiş halidir ve TÜBİTAK 2214-A Yurtdışı Doktora Sırası Araştırma Bursu ile desteklenmiştir.

The Impact of Vocational and Personal Development Trainings on The Development of Innovation Capabilities of Enterprises and The Success of New Products

ABSTRACT

Innovation is the economic benefit created by the discovery of new product and production processes or by the improvement of existing ones. In the creation of this economic benefit, innovative employees with a number of skills such as leadership, creativity, cooperation, self-confidence and persuasion have a great role. The acquisition of professional and personal development trainings by the business staff contributes to the performance of the business's goods and services development, but also serves as an intermediary tool for the development of the business's innovation capability. As such, the educational knowledge necessary for the development of goods, services and processes that will benefit the enterprise plays an important role in finding the ideal innovation idea and putting this idea into the market as a new product. In line with demographic data, this study aims to determine whether 600 white collar employees of 10 enterprises, which constitute the majority of the domestic market in the Turkish white goods sector, have received any training in or out of the enterprise that contributes to the business and personal development; if they have received any training, which vocational and personal development trainings they have received. In this study, firstly, the structure and development of the white goods sector in Turkey under the name of sectoral information, and then the trainings that the research participants received within or outside the company were evaluated. As a result of the study, it was found that only more than half of the participants participated in training within or outside the company, and that the number of participants received trainings such as innovation and TRIZ (Creative Problem-Solving Theory) was not at the expected level. Evaluating the results of this study carried out by white goods sector managers, it was suggested that they could be encouraged to give up-to-date training to relevant employees on innovation, patents, information, technology, R & D.

Keywords: Innovation Ability, New Product Success, Vocational Training, Personal Development Training

GİRİŞ

İnovasyon, bilim ve teknolojinin yaratıcı ve ticari ustalıklarla ekonomik ve sosyal fayda sağlayacak şekilde revize edilmesidir (Emiroğlu, 2018: 2). Genel olarak inovasyon, yeni bir şeyler ortaya çıkarmak ya da mevcut şeyleri yeni birtakım özellikler ekleyerek yeni hale getirmektir (Guthrie ve Dawe, 2004: 10). İşletmelerin inovasyon yetenekleri mesleki, teknik eğitimler ve kişisel gelişim eğitim ve seminerleriyle geliştirilebilir ve bu da bireysel araştırmayı ekip ile öğrenmeyi teşvik ettiğinden ve yaratıcılığı beslediğinden dolayı yeni ürünlerde başarıyı getirebilir. Daha açık bir ifadeyle, işletmelerin yeni ürün başarıları, hem günümüz teknolojilerinden, yeni bilim sahalarından, hem tüketici istek ve ihtiyaçlarından haberdar olmalarına hem de işletmenin sahip olduğu bilgiyi pazarda ne kadar doğru yönetip

çoğaltabilmelerine bağlıdır (Bayram, 2010: 93). İnovasyon dediğimiz süreç; hayal gücü (fikir yaratma) + bilimsel maddi gerçeklik (bilgi) + teknoloji üretimi = inovatif ürün şeklinde formüle edilebilir. Bu süreçte inandırıcılık ve uygulanabilirlik tamamlayıcı unsurlardır (Büyükuslu, 2015: 2).

1. KURAMSAL ÇERÇEVE

Çalışmanın bu kısmında, inovasyon yeteneği ve yeni ürün başarısı kavramlarına değinilmiş, kavramlar arası ilişkiler mesleki ve kişisel gelişim eğitimleri de göz önünde tutularak açıklanmaya çalışılmıştır.

1.1 İnovasyon Yeteneği

İnovasyon yeteneği kavramı, ilk kez 1961’de Burns ve Stalker tarafından bir işletmenin, yeni fikirlere, ürünlere, süreçlere başarılı şekilde adapte olması ve uygulanması konusundaki yeteneğini belirtmek üzere kullanılmıştır (Hurley ve Hult, 1998: 44). İnovasyon yeteneği, mevcut teknolojiyi geliştirmek ve yeni teknolojiyi oluşturmak, yeni ürünler geliştirip pazarın ihtiyacını karşılamak için, işletmenin yeteneklerini iyileştirip, geliştirmesi; gerekli bilgi ve becerilerin etkili bir şekilde adapte edilmesidir (Szeto, 2000: 150; Romijn ve Albaladejo, 2002: 1054). İnovasyon yeteneğinin geliştirilebilmesi, işletmelerde bilgi ve becerileri, inovasyonu teşvik edici bir ortamın bulunmasına ve de işletmenin geniş bir kaynak yelpazesine sahip olmasına bağlıdır (Tepic vd., 2014: 231).

1.2 Yeni Ürün Başarısı

İşletmeler ürünlerini farklılaştırdıkları oranda işletme ve marka imajlarında pozitif etki yaratabilir ve pazar paylarında artış sağlayabilirler. Bu faaliyet ürün geliştirme ya da yeni ürün geliştirme olarak adlandırılır; çok yönlü bir süreçtir ve ürün seçimi, fikir üretme, fikirlerin incelenmesi, prototip, ürün tasarımının sona ermesi, pazar analizi, ürün/üretim süreci ve pazara sunuş gibi aşamaları bulunmaktadır (Emiroğlu, 2018: 25-26).

Yeni ürün geliştirmenin çeşitli aşamalarında alacakları doğru kararlarla işletmeler hem risklerini azaltacak hem de yeni üründe başarı sağlayacaklardır. Yeni ürün geliştirmeye etki eden birtakım faktörler vardır. Bunlar; bütün takım üyelerine rehber olan ve takım üyelerince paylaşılan işletmenin yeni ürün geliştirme vizyonu, proje liderinin özellikleri ve organizasyonun yapısı, projeleri sistem yaklaşımı çerçevesinde değerlendirebilme, işletmenin öğrenme hızı ve hataları elimine etme- düzeltme gücü, takımların inisiyatif alabilme ve sorumluluk bilinciyle hareket edebilme gücü, işletme performansının ileriye görüp doğru hamle yapabilme kapasitesi, işletmenin temel yeteneklerini nasıl kullandığıdır (Marc-Chorda vd., 2002: 302). Bu faktörlerden başka eğitim ve geliştirme programları da işletme çalışanlarının

bilgi ve beceri düzeylerini artırarak yenilikçi ürünler ortaya çıkmasını sağlayacaktır (Kılıç, 2016: 142).

1.3. İşletmelerin İnovasyon Yeteneğinin Geliştirilmesinde ve Yeni Ürün Başarısında Mesleki ve Kişisel Gelişim Eğitimlerinin Etkisi

Hızla değişen teknolojik gelişmelere işletmelerin ayak uydurabilmeleri için şirket içi eğitimler önemlidir. Mevcut işletme çalışanları yeni teknolojilere hâkim olmadığı zaman üretim tesisleri en yeni makine ve araçlar ile donatılsa dahi bunlardan istenen verim alınamayacaktır. Bu durum verimsizlikle sonuçlandığı gibi bir kısım çalışanın işsiz kalmasını da beraberinde getirecektir. İnsana yatırım yapmadan ve beşerî sermayeyi artırmadan işletmelerin sanayideki yeni dönüşümden başarılı bir şekilde çıkabilmeleri mümkün değildir (Gür vd., 2017: 173). İşletmelerde yeniliğin meydana gelmesi ve yeni üründe başarı rastlantısal değil bilgiyle, eğitimle oluşan, esnek düşünebilmeyi gerektiren etkileşimli bir öğrenme sürecidir (Toraman vd. 2009: 104-106). Kao (2018) inovasyon yeteneğinin eğitimle geliştirilebileceğini; ABD'nin Ulusal İnovasyon Girişimi (NII) raporu ise, son 50 senedir Amerika Birleşik Devletleri'nin, dünyadaki en iyi STEM (Bilim, Teknoloji, Mühendislik, Matematik) eğitimlerini vererek istenilen kalifiye işgücüne sahip olduğunu vurgulamıştır. Bu rapor, eğitimde inovasyonun yaratılıp geliştirilmesinde eğitim faktörünün ne derece önemli olduğunu ve ülkelerin gelişimlerine yaptığı katkıları açık bir şekilde ortaya koymuştur (Dursun, 2015: 169). Misko ve arkadaşları (2004) çalışmalarında, işletmelerin yeni fikir geliştirme, araştırma geliştirme çalışmalarında ve yenilikçi teknolojileri uygulayabilmelerinde yüksek uzmanlık becerilerine ve bilgisine sahip çalışanlara ihtiyaçları olduğunu ve bu çalışanlara uzmanlık becerilerini geliştirebilmeleri için sektöre özgü bilgisayar yazılım, tasarım, proje yönetimi, kalite vb. eğitimlerin verilmesi gerektiğini belirtmişlerdir.

2. TÜRKİYE'DE BEYAZ EŞYA SEKTÖRÜ

1959'da sanayileşme çabaları içinde olduğumuz bir dönemde Türkiye'de beyaz eşya sektörünün temelleri atılmış ve kurulan ilk üretim tesisinde 38 işçiyle günde 15 adet çamaşır makinası üretimi yapılmıştır. Tasarım ve teknolojiye sektör, 1980'lere kadar dışa bağımlı kalmış, 1980'lerden sonra ise dünya standartlarında üretimle Orta Doğu ülkelerine ihracat yapar duruma gelmiştir. Sektörde 1990'larda Ar-Ge çalışmaları başlamış teknolojiye dayalı, kaliteli ve çevreyle dost ürünler ihracat pazarlarında tanınmış ve 2000'li yıllara gelinmiştir. 2000'lerin sonuna doğru dünyanın en az enerji ve su harcayan ürünleri Türkiye'de geliştirilerek dünya pazarlarına sunulmuştur (TOBB, 2013: 3). Günümüzde ise Türkiye, beyaz eşyada hem üretim süreç ve yöntemleri hem de ürünlerinde kullanmış olduğu yüksek/ileri teknoloji açısından

bölgenin hatta dünyanın en başarılı lider ülkeleri arasında sayılmakta yerli beyaz eşya markalarımız, dünyanın her noktasına ürün ihraç etmektedir (www.hurriyet.com.tr).

3. ARAŞTIRMANIN METODOLOJİSİ

Araştırma evrenini, Türkiye’de üretim yapan, beyaz eşya sektöründe faaliyet gösteren ve sektörün büyük çoğunluğunu temsil eden 10 işletmenin (Vestel, BSH, İndesit, Termikel, Kumtel, Candy Hoover, Demirdöküm, Franke, Simfer, Uğur Soğutma) beyaz yakalı çalışanları oluşturmuştur. Türkiye’de Ar-Ge, inovasyon, yeni ürün geliştirme çalışmalarının yoğun olduğu ve en inovatif şirketleri bünyesinde barındıran beyaz eşya sektöründe, inovasyon ve ürün geliştirmeye yakından ilişkili olan Ar-Ge, Teknoloji Geliştirme/Tasarım vb. departmanlarda başta yöneticiler olmak üzere, uzman, şef, mühendis statüsünde çalışanlara yani evrenin özelliklerini taşıyan örneklere ulaşmaya çalışıldığından dolayı örnekleme yöntemi olarak olasılığa dayalı olmayan Yargısal Örnekleme Yöntemi seçilmiştir. Bu araştırmaya dahil edilen beyaz yakalı çalışanların beyin gücüyle çalışan, inovatif ürünlerin ortaya çıkarılabilmesi için bilgiyi, teknolojiyi kullanabilen benzer özellik ve donanıma sahip bilgili, konu hakkında söz söyleme yetkinliği ve statüsü olan nitelikli kişiler olduğu kanısından hareketle *Yargısal Örnekleme* gidilmiştir. Örneklem çerçevesini saptayabilmek için söz konusu firmaların Ar-Ge veya insan kaynakları üst düzey yöneticileri ile yüz yüze ve telefonda görüşmeler yapılmış ve onların belirlemiş olduğu sayı üzerinden belirlenen departmanlara ve kişilere anket formu ulaştırılmıştır. Bir firma hariç sektörün çoğunluğunu temsil eden 10 firmadan yargısal örneklem ile çoğunluğu mühendis şef/uzman ve yönetici olmak üzere toplam 600 beyaz yakalı çalışandan dönüş sağlanmıştır.

4. ARAŞTIRMANIN BULGULARI

Araştırmaya katılanların almış oldukları eğitimlere ilişkin bilgiler frekans analizi aracılığıyla değerlendirilmiştir.

4.1. Katılımcıların Demografik Özellikleri

Frekans Analizi ile değerlendirilen katılımcıların cinsiyet, yaş, en son mezun oldukları okul, çalıştıkları departman, unvan-statüye ilişkin bulgular Tablo 1’de gösterilmiştir. Araştırmaya 600 beyaz yakalı çalışan katılmıştır.

Tablo-1: Araştırmaya Katılanların Demografik Özellikleri

ÖZELLİKLER	FREKANS	YÜZDE	ÖZELLİKLER	FREKANS	YÜZDE
Cinsiyet			Yaş Aralığı		
Kadın	86	14.3	18-25	34	5.7
Erkek	514	85.7	26-35	303	50.5
			36-45	198	33.0
Eğitim Durumu			46-55	63	10.5
Lise	42	7.0	56 ve üzeri	2	0.3
Önlisans	68	11.3			
Lisans	422	70.3	Çalıştığı Departman		
Lisansüstü	68	11.3	Üretim/Operasyon	114	19.0
			Muhasebe/Finans	26	4.3
Mezun Olunan Okul Türü/Bölüm			Satış/Pazarlama	10	1.7
Makine	194	32.3	Ar-Ge/Yazılım	317	52.8
Elektrik-elektronik	100	16.7	Tek. Geliş.	115	19.2
Endüstri Mühend.	72	12.0	İnsan Kaynakları	7	1.2
İşletme	76	12.7	Kalite-Kontrol	8	1.3
Bilgisayar	39	6.5	Satınalma	2	0.3
Endüstri Meslek L.	37	6.2	Bakım	1	0.2
İktisat	10	1.7	Unvan/ Statü		
Elektronik-Haberleş	10	1.7	Yönetici	109	18.2
Fizik	8	1.3	Şef/Uzman	306	51
İklimlendirme-soğut	7	1.2	İşgören	83	13.8
Teknik Lise	5	0.8	Teknisyen	101	16.8
Makine-resim	4	0.7	Diğer (eğitmen)	1	0.2
Sıhhi tesisat	3	0.5			
Müh. ve Tekno. Yön.	3	0.5	Toplam	600	100.0
Büro Yönetimi	2	0.3			
Muhasebe	2	0.3			
İnsan Kaynakları	2	0.3			
Diğer	26	4.3			

Tablo 1 incelendiğinde katılımcıların 86'sının (% 14.3) kadın, 514'ünün (% 85.7) erkek olduğu görülmektedir. Anketi cevaplayanların yarıdan fazlası-303 kişi- (%50.5) 26-35 yaş aralığında bulunmaktadır ve bu oranı 198 kişi (%33.0) ile 36-45 yaş aralığında yer alan dilim izlemektedir. Katılımcılara ait diğer yaş aralıkları ise sırasıyla 63 kişi (%10.5) ile 46-55 yaş aralığı, 34 kişi (%5.7) ile 18-25 yaş aralığı, 2 (%0.3) kişi ile 56 yaş ve üzeridir. Katılımcıların 42'si (%7.0) lise mezunuyken, 68'i (%11.3) önlisans, 422'si (%70.3) lisans, 68'i (%11.3)

lisansüstüdür. Araştırmaya dâhil olanların eğitim düzeyinde en dikkat çekici unsur, yüzde 70.3 gibi büyük bir çoğunluğun üniversite mezunu olmasıdır.

Anketi cevaplayanların mezun oldukları okul türleri/bölümlerine bakıldığında büyük çoğunluğun, 194 kişi ile (% 32.3) makine bölümünden mezun olduğu görülmektedir. Bu oranı sırasıyla 100 kişi (% 16.7) ile elektrik-elektronik, 76 kişi (%12.7) ile işletme, 72 kişi (% 12) ile endüstri mühendisliği, 39 kişi (% 6.5) ile bilgisayar, 37 kişi ile (% 6.2) meslek lisesi mezunları izlemektedir. Araştırmaya dahil olan büyük çoğunluk 317 kişi ile (% 52.8) Ar-Ge/ Yazılım departmanında çalışmaktadır. Bu sayıyı sırasıyla 115 kişi (%19.2) ile Teknoloji Geliştirme-Tasarım ve 114 (%19) ile Üretim/Operasyon departmanları takip etmektedir. Muhasebe/Finans alanında çalışanların sayısı 26 (% 4.3) iken, Satış/Pazarlama'da çalışanların sayısı 10 (% 1.7), Kalite/Kontrol 'de çalışanların sayısı 8 (%1.3), İnsan Kaynakları bölümünde çalışanların sayısı 7 (% 1.2), Satınalma 'da, 2 (% 0.3) ve Bakım'da 1 kişidir (% 0.2). Ankete katılım sağlayanların unvanlarına bakıldığında ise büyük çoğunluğu 306 kişi (% 51) ile şef/uzman statüsündekilerin oluşturduğu görülmektedir. İkinci sırada 109 kişi (% 18.2) ile yönetici, üçüncü sırada 101 kişi ile (%16.8) teknisyen, dördüncü sırada 83 kişi ile (% 13.8) iş gören, son sırada 1 kişi ile (% 0.2) eğitim elemanı bulunmaktadır.

4.2. Katılımcıların Almış Oldukları Eğitimlere İlişkin Bilgiler

Araştırma katılımcılarının iş ve kişisel gelişimlerine katkı sağlayan işletme içi veya dışında almış oldukları eğitimlere ilişkin veriler tablo 2'de yer almaktadır.

Tablo-2: Araştırmaya Katılanların Almış Oldukları Eğitimlere Ait Bilgiler

Değişkenler	Gruplar	n	%
İş ve kişisel gelişime katkı sağlayan işletme içi ve dışı eğitime katılma	Hayır	265	44.2
	Evet	335	55.8
Alınan Eğitimler	İnovasyon	23	6.9
	Proje Yönetimi	37	11
	Zaman Yönetimi	28	8.3
	Yaratıcı Problem Çözme (TRIZ), Etkin Karar Verme	15	4.5
	Takım Çalışması ve Liderlik	24	7.2
	İSO 9000, 9001, 5001,1401	16	4.8
	Toplam Kalite Yönetimi, KAİZEN, Kalite Eğ.	31	9.3
	Bilgisayar Becerileri, Excel,	12	3.6

Powerpoint, SolidWorks,		
FMEA-Hata Türü ve Et.A.	15	4.5
Teknoloji Akademisi	10	2.9
Etkili İletişim Becerileri ve Sunum/Müzakere Teknikleri	18	5.4
Çatışma Yönetimi	6	1.8
İş Sağlığı ve Güvenliği	4	1.2
Performans Yönetimi	5	1.5
İlk Yardım	11	3.3
NLP	10	2.9
Kişisel Farkındalık	10	2.9
6 Sigma	21	6.3
Diğer	39	11.7
SAP, CATIA, CE, SMED (kalıp değiştirme veya tezgahı üretime hazırlama), mentorluk, radyasyondan korunma, Thermal Analysis, yalın üretim, optik simülasyon, Altı Sigma Yeşil Kuşak, boya spektrum analizleri vb. eğitimler		
Toplam	600,0	100,0

Araştırmaya katılanların almış oldukları eğitimlere ilişkin veriler değerlendirildiğinde, “iş ve kişisel gelişiminize katkı sağlayan işletme içi veya dışı herhangi bir eğitime katıldınız mı” sorusuna katılımcıların % 55.8’i, 335 kişi evet cevabını, % 44.2’si ise 265 kişi ile hayır cevabını verdiği görülür.

Araştırmaya dahil olan 335 kişinin aldığı eğitimler sırasıyla şöyledir. 23 kişi (% 6.9) inovasyon, 37 kişi (% 11) proje yönetimi, 28 kişi (%8.3) zaman yönetimi, 15 kişi (% 4.5) yaratıcı problem çözme TRIZ, 24 kişi (% 7.2) takım çalışması ve liderlik, 16 kişi (% 4.8) İSO 9000, 9001, 5001, 14001, 31 kişi (% 9.3) Toplam Kalite Yönetimi, Kaizen vb. kalite eğitimleri almışlardır. Ankete cevap verenlerin 12’si (% 3.6) Excel, PowerPoint, SolidWorks gibi bilgisayar becerilerini geliştirici eğitimlere katılmışlardır. Hata Türü ve Etkileri Analizi (FMEA) eğitimine katılanların sayısı ise 15’dir (% 4.5). Bir dizi farklı eğitimi bünyesinde barındıran Teknoloji Akademisi eğitimlerine katılanların sayısı 10’dur (% 2.9). Etkili iletişim becerileri ve sunum/müzakere teknikleri eğitimlerini alanların sayısı 18 (% 5.4), çatışma yönetimi eğitimine katılanların sayısı ise 6’dır (%1.8). Araştırmaya dâhil olan katılımcılardan 4’ü (%1.2) İş sağlığı ve güvenliği, 5’i (%1.5) performans yönetimi, 11’i (% 3.3) ilk yardım, 10’

u (% 2.9) NLP ve 10'u kişisel farkındalık, 21'i (6.3) 6 Sigma eğitimlerine katılmışlardır. Diğer diye atfedilen 39 kişilik (% 11.7) gruba dahil olanlar ise 1'er katılımı, SAP, CATIA, CE, SMED (kalıp değiştirme veya tezgahı üretime hazırlama), mentorluk, radyasyondan korunma, Thermal Analysis, yalın üretim, optik simülasyon, Altı Sigma Yeşil Kuşak, boya spektrum analizleri vb. eğitimleri almışlardır.

5. SONUÇ

Endüstri 4.0, yeni/ileri teknolojileri içeren dijitalleşme, yapay zekâ uygulamaları nitelik ve donanım açısından daha kalifiye insan gücüne ihtiyaç duyulan iş ve meslekler doğurmuş yeni üretim ve istihdam alanları belirlemiştir. Üniversitelerimizde yaşanan dijital dönüşümle birlikte yapay zekâ mühendisliği, üç boyutlu modelleme ve animasyon, dijital medya pazarlama, hibrit ve elektrikli taşıtlar teknolojisi, insansız hava aracı teknolojisi ve operasyonları, siber güvenlik, veri bilimi ve yapay zekâ, büyük veri ve iş analitiği, iş zekâsı ve veri madenciliği, malzeme bilimi ve nanoteknoloji gibi programlar açılmıştır. Yapay zekâ uygulamaları, pek çok farklı sektörde kullanılmakta olup gelecekte de teknolojinin ilerleme hızıyla birlikte yapay zekâ kullanımı, mesleklerde daha fazla çeşitlenme ve değişime yol açacaktır. Şu an bile iş türleri ve yapılış şekilleri değişiklik göstermekte, yaratıcılık odaklı teknolojiye/dijitale dayalı üretim yapılmaktadır. Mesleki ve teknik eğitimler konusunda kaliteli/teknoloji odaklı bir eğitim anlayışı içinde yol alınırsa inovasyonlar ve başarılı yeni ürünler için beyin gücü yetmişmiş olur.

Eğitim faaliyetleri, çalışanları motive eden, işletmeye bağlılığı artıran ve verimlilik artışı sağlayan bir unsurdur. Özellikle de işletme içinde alınan eğitimlerin kurumsal yönetişimi iyileştirici ve teknolojiye adaptasyonu sağlayıcı etkileri vardır. Akıllı üretimin yükselişiyle birlikte, işsizliğin de artacağı düşünülürse çalışanların belli eğitimler alarak yeni donanımlar kazanması akıllıca ve yerinde olacaktır. Kore, Singapur, Hong Kong, Almanya, İngiltere gibi inovasyonda ileri olan, teknoloji düzeyi yüksek ülkelerin, inovasyonda neler yaptıkları gözlenmeli bu konudaki politikaları örnek alınmalıdır.

Çalışma sonucunda, katılımcıların yarısından biraz fazlasının işletme içi/dışı eğitim aldığı; inovasyon ve TRIZ gibi eğitimleri alanların sayısının az olduğu ortaya çıkmıştır. Beyaz eşya sektör yöneticileri, yapılan bu araştırmanın sonuçlarını değerlendirerek çalışanlarına inovasyon, patent, bilgi, teknoloji, Ar-Ge, yapay zekâ, bulut bilişim gibi konularda belirli periyotlarla eğitimler almaları hususunda teşvik edici olabilirler. Özellikle de buluş yapabilmeyenin formülü niteliğinde olan TRIZ (Yaratıcı Problem Çözme Teorisi) Sistemi mühendislere öğretilir. İşletmelerde, süreçleri iyileştirerek maliyet düşürme amaçlı olarak 6 Sigma eğitiminin; yeni fikirlerin filizlenmesine yol açacak ve inovasyon yeteneğini

geliştirecek yaratıcı ve yenilikçi düşünme teknikleri eğitiminin alınması çalışanların ve yöneticilerin donanımlı olabilmeleri açısından önemlidir (Galende ve Fuente 2003; Romero ve Martinez-Roman, 2012).

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Avrupa'da Yükselen Aşırı Sağ Partiler: Mülteci Krizinin Etkisi

Assoc. Prof. Dr. Cengiz DİNÇ

Eskişehir Osmangazi University

cdinc@ogu.edu.tr

ORCID: 0000-0002-4433-9941

Bekir KARATAŞ

Eskişehir Osmangazi University

bekirkaratas@gmail.com

ORCID: 0000-0003-3247-7324

ÖZET

Avrupa kıtasında siyasal ve ekonomik nedenlerden dolayı ırkçılık ve faşizm büyük bir tehlike olarak her geçen yıl yükselmektedir. Bu yükseliş aşırı sağ partilerin destekçilerini artırarak, Avrupa toplumunu ve yabancı kökenlileri tehdit eder önemli bir problem haline gelmiştir. Aşırı sağ partilerin yükselişinde pek çok farklı neden bulunmaktadır. Küreselleşme sonucu fiziki ve psikolojik sınırların önemini yitirmesi ve ulus-devletin zayıflaması, güvenlik endişelerinin artması ve küresel finansal krizler bunlar arasında önemli yer tutmaktadır. Fakat tüm bu nedenlerin bulunduğu ortak nokta ise 80ler itibariyle doğası değişen göçmen ve mülteci hareketleridir. Bu çalışmada aşırı sağın yükselişini açıklayan tüm nedenlerinin birleştiği mülteciler özelinde artan göçmenlik üzerinde durulmakta ve çeşitli yönlerden bu yükselişi açıklamadaki önemi vurgulanmaktadır. Avrupa'nın gelecekte karşılaşacağı daha büyük sorunların temelini oluşturan aşırı sağın yükselişini anlamak ve açıklamak, mülteci krizinin rolünü anlayıp açıklamakla daha mümkün olacaktır.

Anahtar Kelimeler: Avrupa, Aşırı Sağ Partiler, Mülteci Krizi

ABSTRACT

Racism and fascism increasingly threaten the Europe every year due to political, social and economic reasons in the continent as whole. It has become an utterly important problem area for the whole European society and foreigners working and living by increasing the supporters of radical (far-) right political parties. There are many reasons behind this rise in radical right parties. Weakening of physical and psychological borders and the importance of nation-state, increasing security concerns and risks and recent global financial crisis are the most noteworthy of those reasons. However, all these reasons intersect at migrations and refugee movements, which have changed their nature since 1980s. This study explains the reasons of radical right parties recent rise and emphasises that migration especially the refugee crisis is pivotal point of the rise. Further crises Europe will face in the future can only be understood and explained just by underpinning and explaining the rise of radical right.

Keywords: Europe, Radical Right Parties, Far Right Parties, The Refugee Crisis

GİRİŞ

Avrupa kıtasında her geçen gün siyasal ve ekonomik nedenlerden dolayı yükselen ırkçılık ve faşizm büyük bir tehlike olarak, Avrupa medeniyetini ve bu kıtada yaşamını sürdüren

yabancı kökenlileri tehdit eden önemli bir problem haline gelmiştir. İlk başlarda daha çok Avusturya ve Fransa’da etkili olan bu sağcı ve aşırı sağcı yükseliş günümüzde neredeyse tüm Avrupa ülkelerini sarmış durumdadır.

İkinci Dünya Savaşı öncesinde Avrupa’da etkili olan antisemitizmin öncüsü Nazi Almanyası’nda, faşizmin merkezi İtalya ve komünizm karşıtı Falanjist⁸² İspanya’da sağ görüşlerin savaş sonrası yerlerine gelen daha hoşgörülü ve bütünleşme yanlısı yöneticiler ılımlı politikalarla, bu hareketlerin izlerini silmek istemişlerdir. 60’lı yıllarda savaşın yaralarını daha hızlı sararak sanayi atılımıyla ekonomiyi canlandırmak için eski sömürgelerden ve diğer üçüncü dünya ülkelerinden pek çok göçmen daha sonra geri gidecekleri umuduyla “misafir işçiler” olarak Batı Avrupa ülkelerine kabul edilmişlerdir. Petrol Kriziyle dünyadaki yeniden yapılanma döneminde de ülkelerin iş gücü ihtiyacının önemi ortaya çıkmış ve misafir işçilere aile ve eşleriyle aile birleşimi imkanı getirilmiştir. Böylelikle misafir işçiler, yerleşik işçi statüsüne geçmeye başlamışlardır. Bu dönemde eski kolonilerden Avrupa’ya göçler de artmıştır. 1980’ler itibariyle özellikle Soğuk Savaşın yükselen etkisiyle Sovyet Bloku ülkelerinden gelen göçmenlerle birlikte artık ekonomik temellere dayalı göçün yerini güvenlik gibi zorunlu nedenlerle ortaya çıkan sığınmacı ve mülteci göçü almıştır (Bardakçı Tosun ve Budak, 2020, s. 421). Avrupa’daki aşırı sağ partilerin ortaya çıkışı da bu döneme denk gelmektedir (Spierings, Zaslove, Mügge ve Lange, 2015, s. 3). Bu zamandan itibaren bu partilerin oy oranları, ülke ve Avrupa parlamentolarındaki varlıkları artmaktadır. Mudde’nin (2007, s. 22) ortaya attığı Popülist Radikal Sağ (Populist Radical Right) partilerin temel olarak şu üç ana ideolojik özellikleri paylaşmaktadırlar: popülizm, nativizm (yerlilik) ve otoriterlik. Ortak değerleri paylaşan genellikle homojen insan gruplarından oluşan popülizm genellikle belirli bir grup elite ya da kendilerinin fikirlerinin egemenliğine, değer yargılarına ve kimliklerine tehdit oluşturan tehlikeli ‘diğer’ gruplara karşı çıkma eğilimi olarak tanımlanmaktadır (Albertazzi ve McDonnell, 2008, s. 3). Diğer ideolojik özellik olan nativizm ya da yerlilik ise ülkelere sadece oranın yerli grupları tarafından sahip olunmasını niteler. Burada ulusu ya da ulus devleti temel olarak tehdit edenler ise temel olarak yerli olmayan kişi ve fikirlerdir. Son özellik olan otoriterlik ise kesin bir düzenin varolduğu toplumu vurgular ve otoriteye yönelen herhangi bir girişim ya da farklı düşüncenin de sert şekilde cezalandırılmasını içerir. Popülizmin

⁸² Falanjizm, İki Dünya Savaşı arasında İspanya’daki yönetimi ele geçirmeye çalışan İspanyol komünistlere

karşı 1933 yılında José Antonio Primo de Rivera tarafından geliştirilmiş, İç Savaş sonrası İspanya’yı 36 yıl boyunca diktatörlükle yöneten General Francisco Franco tarafından en yoğun biçimde uygulanmış otoriter-kralcı faşist bir ideolojidir.

karakteristiđi nedeniyle diđer ideolojik zellikleri de genellikle ierisinde barındırmaktadır. Bu da aşıırı sađ partilerin varlıđının en nemli nedenini oluřturmaktadır (Mudde, 2007, ss. 22-23). Genel olarak bu eksenlerde dřünlse de pek ok uzman ve akademisyen bu sađ partileri gvenlik, dıř politika grřlerinden feminist yaklařımlara kadar pek ok farklı alanda incelemeler yapılmıřtır.

Aşıırı Sađ Partilerin Ykseliřindeki Nedenler

Aşıırı sađ partilerin ykseliřinde etkin olan faktrlerin bařında kreselleřmeyi saymak dođru olacaktır. Her ne kadar sınırları kaldırarak hayatı daha kolaylařtırdıđı ve tek bir ortak toplumun ortaya ıkacađı dřnlen kreselleřme olgusunun karřıtları da azımsanmayacak derecede fazladır. zellikle ulus-devletlerin egemenliđine en byk tehdit ve bozulma kaynađını dıřarıdan gelen yabancılardan oluřturduđunu paylařan sađ parti grřleri iin kreselleřmedeki en nemli noktalardan biri farklılıkların ve kimlik inřasında “Biz ve Onlar” kavramlarının devamlılıđıdır (Beeson ve Bellamy, 2003, s. 344; Mudde, 2007, s. 197). Kreselleřmenin gmenliđi kolaylařtırdıđını ve teřvik ettiđini grřn paylařan bu partiler iin mlteciler de istenmeyen bir yan rn gibidir. İ etmenler yanında, sınır ařan krizlerle yerlerinden edilen milyonların iřsizlik ve ekonomik durgunluđun nclđn yaptıđını savunun aşıırı sađ grřller iin mlteciler ve gmenler “iř hırsızları” ithamlarıyla yabancı dřmanlıđının ana hedefleri olmaktadır (alıřkan, 2018, s. 24). Bu partilerin destekilerine gre Avrupa Birliđi de kreselleřmeyle iliřkilendirildiđinden, zellikle Maastricht Antlařmasından sonra AB fikrine de olduka karřı ıkmıřlardır ve ođunlukla sert Avrupa řphecileri (*Euroscpticism*) olarak ne ıkmaktadırlar (Din ve Karatař, 2020, ss. 35-38). Aslında ilk yıllarında Birlik yanlısı olsalar da Maastricht Antlařması aşıırı sađ partiler iin bir dnm noktasıdır (Mudde, 2007, s. 190). Asıl olarak btn bir kıtayı mahvedecek komřu lkeler arası yeni savařları engellemek amacıyla girilen Avrupa entegrasyonu, lkelerin ekonomik ıkarlarını da artırmıřtır. Kurucu babalarının dini, kltrel ve ulusal btnlk kavramlarına atıf yapmamalarına rađmen, ulus st yapı olarak g aktarımı yapılan Birlik lkelerin egemenliklerine ynelik en byk tehdit olarak ortaya ıkmıřtır ve lkelerinin kendi kararlarını almada etkisizleřtirildiđi grřleriyle aşıırı sađ partiler, taraftarlarını artırmıřlardır. Son zamanlarda ortaya ıkan AB’deki bazı siyasi elitlerin yolsuzluk ve skandalları da orta ve alt sınıflar iin Birlik fikrinin elitist bir proje ve yaklařım olduđu hissiyatını artırmıřtır. Zaten ođu Avrupa lkesinde ulusal seimlere katılım seviyesi Avrupa Parlamentosu seimlerine katılım seviyesinden daha yksek olmaktadır.

11 Eyll saldırılarıyla Avrupa iindeki gvenlik endiřelerinin artması nedeniyle İřlamofobik yaklařımlar ykseliře gemiřtir (alıřkan, 2018, ss. 27-28; Mudde, 2007, ss. 249-

150). Kùltürlerin uyumsuzluđunu bahane eden grupların bazı ÷lkelerdeki cami, işyerleri ve evlere saldırıları, yabancı ve İslam düşmanı söylemlerinin karşılık bulduđunun göstergesi niteliğindedir.

2004 yılındaki AB'nin en büyük genişlemesi hem AB karşıtlarının hem de aşırı sağ partilerin endişelerini ortaya koymaları için bir başka fırsat olmuştur. Başta aşırı sağ partilerin özellikle Dođu Avrupa'daki Hristiyan milletlerin Avrupa Birliđi içinde yer alması gerektiđi görüşleri bu ÷lkelere müzakerelerin tamamlanmasının ardından katılım tarihinin yaklaşımasıyla yerini yeni endişelere bırakmıştır. Çođu Dođu Avrupa ÷lkesinin içinde bulunduđu sosyal, politik ve ekonomik durumun Birlik içinde derin dengesizlikler yaratacađını vurgulayan sağ partiler, bu daha fakir ÷lkelerin işçilerinin kendi ÷lkelerindeki işleri çalarak genel seçmen kitlesi olan özellikle orta ve düşük gelirlili insanların refahlarında azalma olacađını ileri sürmüşlerdir. Ayrıca devam eden genişlemelerle çođu güvenli Avrupa ÷lkesindeki sokak suçları, yankesicilik gibi adi suçların yanı sıra hırsızlık olaylarının artışı bu partilerin haklı olduđu hissini seçmenlerine yansıtmıştır. Ayrıca yeni katılan ÷lkelerde de ulusal kimlik ve ulusal egemenliđin kaybolacađı korkusuyla seçmenlerin aşırı sağ partilere kayma eğilimi olmuştur (Çalışkan, 2018, s. 29). Merkel'in "başka alternatif yok" söylemlerinden türetilen belki de Avrupa'daki en güçlü çıkışı yakalayan AfD (Alternativ für Deutschland) partisi 2008 finans krizinin ardından kurulmuştur. Finansal sektörün kurtuluđu için etkili kemer sıkma politikaları ve kesintilerden etkilenen toplumun büyük çoğunluđu tepki göstermenin bir yolunu bu aşırı sağ partiyi desteklemekte bulmuştur. Bu durum pek çok Avrupa ÷lkesi için genellenebilir. Sağ partiler, en büyük finansal sıkıntıları çeken Yunanistan ve Fransa'da da büyük yükseliş göstermişlerdir. Her ne kadar krizden çok etkilenmemiş olsalar da Finlandiya ve Hollanda'daki yükselişlerde önemlidir (Dinç, 2019, s. 231).

Fakat Avrupalı seçmenlerdeki aşırı sağa kaymanın ardındaki asıl nedenler ekonomiden çok kültürel ve güvenlik boyutlarıdır. Teröre karşı aktif müdahale mottosuyla ABD'nin Afganistan ve Irak müdahalelerini takiben Orta Dođu'daki bozulan dengelerle Arap Baharı ve son olarak Suriye İç Savaşı nedenleriyle milyonlar halinde akın eden mülteciler Avrupa'ya içerde ve dışarıda şimdiye kadarki en büyük sınavları verdirmiştir.

- 2017 yılı başında neredeyse Avrupa Birliđinin yaklaşık yüzde 7'si⁸³ yabancı ÷lkelerde doğmuş kişilerden oluşmaktadır.

⁸³ 2017 AB Nüfusu 511,8 milyon; AB dışında doğan kişiler 36,9 milyondur. AB iç göç de dahil edildiğinde bu oran yüzde 7,5 olmaktadır.

- 2016 yılında AB üyesi ülkeler 1 milyon yabancıya vatandaşlık vermiştir.
- 2011-2016 yılları arasında 1.151.865 sadece Suriye uyruklu mülteci sığınma talebinde bulunmuştur (Dinç, 2018, s. 13).

Tablo 1: Bazı AB Ülkelerindeki Mülteci ve Sığınmacı Sayıları

Ülke	Toplam Sığınmacı ve BMMYK'nın ilgilendiği Kişi Sayısı
Almanya	1.268.845
İtalya	247.992
İsveç	349,303
Fransa	368.687
Avusturya	170,596
İngiltere	165,843
İsviçre (AB üyesi değil)	113,547
Hollanda	114,106
Yunanistan	86.611
Norveç (AB üyesi değil)	70,327
Belçika	68,909

Kaynak: Dinç, 2018, s. 14

Suriye Krizi gibi yukarıda sayılan pek çok unsurun etkisiyle son yıllarda Avrupa'da yükselen mülteci ve göçmen sayıları içeride ve dışarıda bir baskı unsuru ve politika malzemesi haline gelmiştir. Aşırı sağ partiler, 2015 yılında en üst seviyesine çıkan mülteci kriziyle halihazırdaki Müslüman, İslam ve göçmen karşıtı retoriklerini daha yabancı düşmanı, İslamofobik ve ayrımcı programlarla güçlendirmişlerdir. Suriyeli mültecileri tekmeleyen gazeteciyle gündeme gelen Macaristan'da iktidardaki Fidesz Partisi üyesi, mültecileri uzak tutmak için sınırdaki çitlere domuz kafaları konulmasını dahi teklif etmiştir (BBC News, 2016; Mackintosh, 2017). Zaten bu krizde bütün Avrupa ülkeleri ve Birliği daha ulusalcı ve korumacı politikalar benimsemişlerdir. Artan terör saldırıları, sınırlarını ve vatandaşlarını korumaya odaklanan Avrupa ülkelerindeki aşırı sağ partilerin ajandalarını daha da ileri götürme imkânı sağlamıştır. Çoğu ülkede artan güvenlik sorunları ve artan radikal eğilimler, terörizmin mültecilerle ve özellikle Müslüman göçmenlerle anılmasına yol açmıştır (Bağ, 2016, s. 1). Son 12 yılda önemli ölçüde azalmış olmasına rağmen terörizm mülteci kriziyle Avrupa'daki sağ

partilere daha fazla oy kazandırmıştır. Bunun sebebi de aşırı sağ partilerin mültecilerle terörizmi eşleştiren söylemlerinin Avrupa toplumlarında önemli bir karşılık bulmuş olmasıdır.

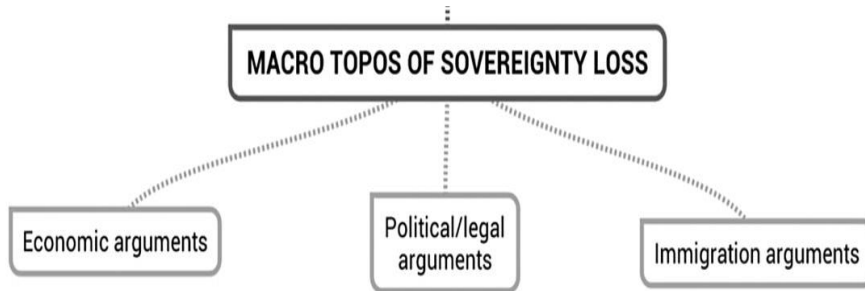
Grafik 1: AB'deki Terör Saldırıları⁸⁴.



Kaynak: EUROPOL TE-SAT 2009 - 2020 Raporları

Brexit aşırı sağ partiler için uygun ortam oluşturan bir başka unsurdur. 2016 yılındaki referandumla AB'den ayrılma kararı alan Birleşik Krallık'ın çıkış görüşmeleri hala sürse de Brexit hem ülke içinde hem de Birlik'te milliyetçi ve ayrılıkçı söylemlerin daha sıklıkla ve daha gür sesle dile getirilmesine imkan vermiştir. Brexit'in sebepleri incelendiğinde son yıllardaki ekonomik darboğazın getirdiği yük önemlidir fakat ana olarak göçmen karşıtı ve milliyetçi söylemlerin öne çıktığı görülmüştür (Çalışkan, 2018, s. 31). Zappettini (2019, ss. 409-412) çalışmasında AB'den ayrılma taraftarının söylemlerin temel üç alanda bütünleştiğini ve göçmenliğin de bu ana başlıklardan biri olduğunu vurgulamıştır.

Grafik 2. Brexit AB'den Ayrılma Yanlıları Ana Argümanları Şeması



Kaynak (Zappettini, 2019, s. 411)

Brexit, sağ partilerin yükselişinde görülen yükselişin neredeyse tüm yönlerini yansıtması nedeniyle önemlidir. Sınır kontrollerinin zayıflatıldığı, egemenliğin Avrupa Parlamentosuna devredildiği, mal ve fiyatlarda kontrolün sağlanamadığı argümanları Brexit için güçlü birer enstrüman olmuşlardır. AB serbest iş gücü dolaşımının ülke ekonomisini

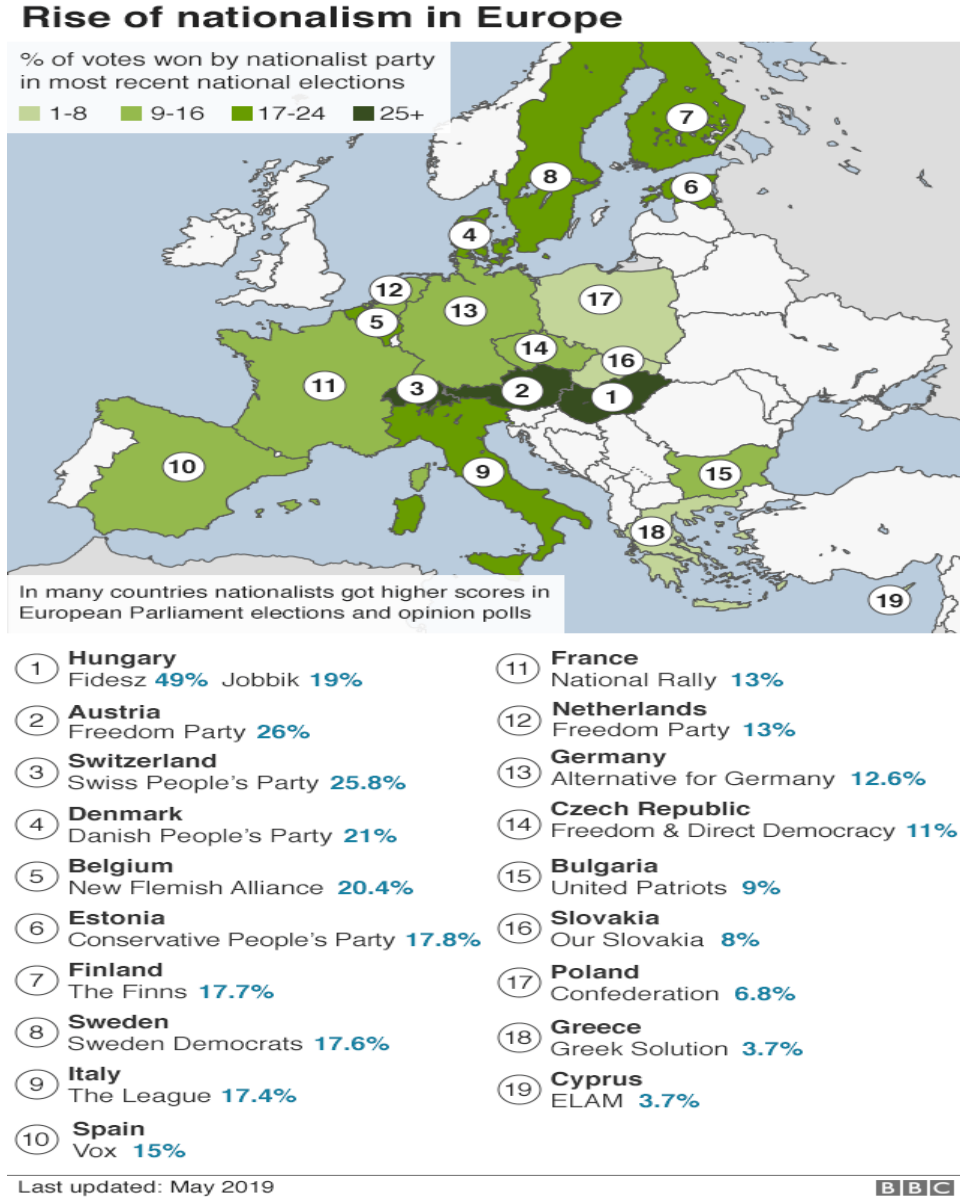
⁸⁴ 2007: 581, 2008: 441, 2009:316, 2010:249 2011: 174, 2012: 219, 2013: 152, 2014: 199

zayıflattığını vurgulamak için “Polonyalı Tesisatçılar (Polish Plumbers)” örnekleri yaygın olarak gösterilmiş ve destekçiler arasında ilgi görmüştür. Yukarıda bahsedilen “Biz ve Onlar” ayrımına vurgu yapan “Yabancılar Bizim İşlerimizi Çalıyor!” ve “Bizim NHS’imizi Koruyalım!” söylemleri halen çoğu Britanyalı için korkutucu ifadelerdir (Cable, 2017; Stone, 2018). Bunun yanında ülkeye giren kontrolsüz göçmenlerin son yıllarda Orta Doğu kaynaklı terör örgütlerinin işini kolaylaştırdığı ve ulusal güvenliği riske attığı özellikle Brexit öncesi sağ medyada en çok yer alan başlıklardandır. Referandumun hemen ardından İskoç Milliyetçi SNP partisinin önderliğinde düzenlenen Birleşik Krallık’tan ayrılma referandumu düzenleneceği açıklamaları pek çok Avrupa ülkesindeki azınlıklar için bir teşvik olmuştur. Bunun en net göstergesi de 2017 yılındaki Katalonya bölgesinde yapılan bağımsızlık referandumudur. Çoğunluğunu ayrılıkçı ulusalcıların oluşturduğu sağ görüşlü partiler Brexit sonrası İskoç söylemlerine medyalarında sıklıkla yer vermişler ve övmüşlerdir. AB – Birleşik Krallık ilişkisi gibi Madrid hükümetinin, sanayi olarak gelişmiş Katalonya bölgesinin kaynaklarını sonuna kadar kullandığını fakat geriye yeterince destek vermediği söylemleriyle bağımsızlık yanlısı bölgesel liderler referandumu gerçekleştirmeye çalışmışsalar da merkezi hükümetin aşırı polis gücü kullanımıyla zorluklar yaşamışlardır. Yüzde 92 gibi ezici çoğunlukla ayrılık kararı alan Katalan ayrılıkçı liderlerin önemli isimleri tutuklanmış ve İspanyol Yüksek Mahkemesi tarafından hapis cezasına çarptırılmışlardır. Bu da bölgede tansiyonun daha çok yükselerek daha büyük çaplı olaylara ve daha fazla polis müdahalesine yol açmıştır (BBC News, 2019; Blain, Hutchison ve Hassan, 2016, ss. 159-161; Cetrà, Casanas-Adam ve Tàrrega, 2018, s. 126,140). Bu nedenle Brexit’in ulusal seviyenin ötesinde diğer ülkelerin sağ hareketlerinde yarattığı etki dikkat çekicidir. Benzer biçimde aşırı sağ partilerin yükselişte olduğu Hollanda’da Geert Wilders ve Fransa’da Le Pen önderliğinde Britanya’nın argümanlarına benzer söylemlerle ‘Netherlands Exit – Nexit’ ve ‘France Exit – Frexit’ düzenlenmesini talep etmişlerdir. Ayrıca İtalya’da Beş Yıldız, Avusturya’da FPÖ ve İsveç’te de SD sağcı partileri Brexit’ten övgüyle bahsederek iç siyasette yankı bulan ayrılıkçı ifadelerde bulunarak kitlelerini artırmışlardır (Lyons ve Darroch, 2016).

Avrupa’nın lokomotif ülkesi Almanya’da kıtanın en önemli yükselişini elde eden AfD için ayrı bir parantez açmak gereklidir. Almanya için Alternatif Partisinin elde ettiği ivme, ülkenin Nazizm geçmişi nedeniyle popülist aşırı sağ hareketlerin yayılmasının partiler arası uzlaşısı ve Alman Anayasa Mahkemesi tarafından zorlaştırılmış olması nedeniyle diğer ülkelerden ayrı tutulmalıdır. Nazi Almanyası’nın geçmişte yaptıkları nedeniyle Almanların radikal sağ partilere karşı bağışıklık geliştiremediği aksine bu hareketlerin en göze çarpanı olması, Avrupa’nın geleceğinin ne olacağı konusunda kafalarda büyük soru işaretleri

oluşturmaktadır. En önemli yükselişlerin olduğu ülkeler son dönemdeki düzensiz göçten daha çok etkilenmiş olmaları sebebiyle öne çıkmaktadır. 2015 yılı itibariyle yapılan sığınma başvurularının dörtte üçü beş Avrupa ülkesine⁸⁵ yapılmıştır. Nüfusuna oranlandığında en fazla mülteciyi alan üç ülkenin Avusturya, İsveç ve Macaristan olması, bu ülkelerdeki aşırı sağ partilerin retoriklerinin diğer halk nezdinde çok daha etkili olduğunu göstermektedir (Dinç, 2018 s.186).

Grafik 3 Avrupa’da Son Ulusal Seçimlerde Milliyetçi Partilerin Yükseliş Oranları



Kaynak: BBC News

⁸⁵ Almanya, Avusturya, İsveç, İtalya ve Macaristan

Yukarıdaki grafikte dikkat çeken en önemli ülkelerden birisi refah seviyesinin yüksekliğiyle bilinen İsviçre'dir. 2017 itibarıyla 113 binin üzerindeki mültecinin yol açtığı rahatsızlığın sağ partilerin oylarını yükselttiği söylenebilir. Bu ülkelerdeki nispi fazla artışın arkasındaki sebep, diğer Avrupa ülkelerinin mülteci krizinde daha isteksiz davranarak ülkelerini yalnız bıraktıkları düşünceleri olabilir.

Avrupa'da popülizm pek çok siyasi parti ve farklı ideolojiler için bir enstrümandır. Merkez sağdan aşırı sağa kadar pek çok parti altında popülist aşırı hareketler görülmektedir. Brexit kampanyasında İngiliz Muhafazakar Parti ve son yılların önemli protestocuları 'Sarı Yelekliler', Alman AfD bunlara örnek olarak verilebilir (Dinç, 2019, s. 227).

Önümüzdeki günlerde aşırı sağcı partilerin daha da yükselişe geçeceği ön görülmektedir. Değerlerinin aksine bir yaklaşım sergileyen Avrupa ülkeleri, başa çıkmakta zorlandıkları mülteci akınını herhangi bir Avrupa ülkesine ayak basmadan kontrol edebilmek için pek çok çaba sarf etmektedir. Schengen Bölgesinin sınır güvenliğini artırarak, mültecilerin geriye dönüşlerini teşvik eden politikalar izleyerek ve çevre (periphery) ülkelerle anlaşmalar yaparak Kale Avrupası'nın görünmez duvarlarını daha da yükseltmektedirler. Sınırlardaki ülkelerin insanlık dışı muameleleri nedeniyle AB hem siyasi hem de insani değerleriyle çelişmektedir (Şemşit ve Çelik, 2019, s. 281,291,292). Bunun arkasında yatan nedenin neredeyse tüm Avrupa'da yükselen aşırı sağ partilerin ülke hükümetlerinde ve AB kurumlarında daha fazla etki sahibi olması ve Avrupa kamuoyunun giderek daha milliyetçi yöne kayarak korumacı hale gelmesi oldukça önemlidir.

Avrupa'da aşırı sağın yükselişini anlamak için bu partilere oy veren seçmenlerin içinde buldukları durumun incelenmesi önemlidir. Avrupa'nın çeşitli ülkelerinde yapılan pek çok farklı araştırma çağdaş aşırı sağ partilerin başarısında göçmenlerin (özellikle mültecilerin) önemli bir rol oynadığını göstermiştir (Davis ve Deole, t.y., s. 10).

- 2016 yılındaki Avrupa Sosyal Araştırma verilerinin de işaret ettiği gibi siyasi sağ ile mülteci ve göçmen karşıtı olmada doğru bir orantı görülmektedir ve
- Cavaille ve Marshall'ın (2019, ss. 257-261) eğitim seviyesi ile mülteci karşıtı olma arasında da anlamlı bir ilişki bulunmaktadır (Crawford, 2019, s. 14).
- Özellikle ülkelerinde daha yüksek sayıda göçmen barındıran ve gelir seviyeleriyle mutlu olmayan grupların göçmen karşıtı politikalar izleyen sağ ve aşırı sağ partilere sempati duymaktadırlar (Davis ve Deole, t.y., s. 12,13; Giebler, t.y., s. 23; Kouchehbagh, 2019, s. 18,19). Bu durum Almanya, Fransa, İsveç, Avusturya ve Macaristan gibi ülkelerdeki sağ hareketlerin yükselişini açıklamaktadır.

SONUÇ

Avrupa'nın kilit ülkeleri başta olmak üzere neredeyse tüm ülkelerdeki aşırı sağ partilerin yükselişi Avrupa'nın geleceği için önem arz etmektedir. Halihazırda 2008 kriziyle Birlik'te de artan işsizlik oranları ve uygulanan kemer sıkma politikalarının üstüne eklenen göçmen artışı ve sonrasındaki göçmen krizi hem işlerine hem de refahlarına ortak olacak yabancılara karşı bu grupları tüm bu kötü gidişatın sebebi ve ortak düşman olarak gösteren sağ partilerin oylarına tam anlamıyla patlama yaşatmıştır. Sağ görüşlerin yükselmesinin en belirgin ve kritik sonucu olan Brexit sonrası kıtada derinleşen ayrılık söylemleridir. Hem sağ partilerin yükselişi hem de mülteci meselesi karşılıklı olarak birbirini ve Avrupa'nın diğer sorun alanlarını büyütecek ve ileride bir açmaza doğru ilerleyecek gibi görünmektedir. Temel insani değerler, demokrasi, özgürlükler ve adaletin Avrupa'nın temel kavramları olarak kalması için Avrupalıların bu değerleri daha güçlü ve daha fazla savunmalıdırlar. Tüm bölgede artan İslam ve yabancı düşmanlığı, dini ve ırkçı ayrımcılıkların yükselişe katkıda bulunması beklenebilir. Aşırı sağ partilerin hızlı yükselişinin AB'yi tamamen çözeceği düşünülse de “çok vitesli Avrupa”nın bu durumla baş edebilme kapasitesi “çok viteslilikte” saklı olabilir.

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İzlenim Yönetimi Taktikleri: Kültürel Bağlamda Bir Ölçek Geliştirme Çalışması

Dr. Hilal BOZKURT YILDIRIM

National Defense University
hbozkurtyildirim@gmail.com

Assoc.Prof.Dr. N. Derya ERGUN ÖZLER

Dumlupınar University
derya.eozler@dpu.edu.tr

ÖZET

Örgütsel Davranış konusunda yapılan bilimsel araştırmalarda genellikle farklı ülkelerde geliştirilen ölçeklerden yararlanılmakta ve çoğu zaman bireylerin tutum ve davranışlarında toplumsal kültürün etkisi gözardı edilebilmektedir. Özellikle izlenim yönetimi taktikleri gibi karşı tarafın algılarını yönlendiren davranışlar, bireylerin içinde buldukları kültürün özelliklerinden etkilenebilmektedir. Bu bağlamda, iş yaşamında çalışanların sergiledikleri izlenim yönetimi taktiklerinin, Türk toplumunda batıdan farklı olabileceği öngörülerek Yıldırım (2019) tarafından nitel yaklaşımla keşfedilen Türk çalışma ortamına özgü izlenim yönetimi taktiklerinden yola çıkılarak, bu çalışmada Türk kültürüne uygun, geçerli ve güvenilir bir izlenim yönetimi ölçeği geliştirmek amaçlanmıştır.

Madde havuzunun oluşturulması, ölçeğin yapılandırılması ve ölçeğin değerlendirilmesinden oluşan üç aşamalı bir yöntem kullanılmış, bu kapsamda 60 katılımcı ile yarı yapılandırılmış mülakatlar yapılmıştır. Görüşmelerin analizi ile elde edilen kod ve temalara dayanarak madde havuzu oluşturulmuş ve uzman değerlendirmeleri aracılığıyla ölçeğin içerik geçerliliği test edilmiştir. Yapılan madde eleme işlemleri sonucunda ölçeğin son hali 16 madde ile tamamlanmıştır. Ölçeğin değerlendirilmesi kapsamında (n=490) yapılan açımlayıcı faktör analizi sonucunda 4 boyutlu yapı olduğu görülmüş ve toplam varyansın %69,2'si açıklanmıştır. Ölçeğin güvenilirlik katsayısı 0,88'dir. Yapı geçerliliği yönünden ölçeğin örgütsel vatandaşlık davranışı ölçeği ile ayrışım geçerliliği sağladığı görülmüştür. Sonuçlar geliştirilen izlenim yönetimi ölçeğinin güvenilir ve büyük ölçüde geçerli bir ölçme aracı olduğunu göstermiştir.

Anahtar Kelimeler: İzlenim Yönetimi, Toplumsal Kültür, Ölçek Geliştirme.

1. GİRİŞ

Örgütsel Davranış alanında oldukça popüler olan izlenim yönetimi taktiklerinin örgütlerde yaygın bir şekilde kullanıldığını ve çalışan davranışlarını önemli derecede etkilediğini ortaya koyan birçok araştırma mevcuttur (Bromley, 1993; Rosenfeld vd., 2002; Bolino ve Turnley, 2003; Bolino vd., 2008; Carlson vd., 2011). İzlenim yönetiminin işe alım kararları, performans değerlendirme ve ücretlendirme gibi kritik faaliyetleri etkilediği (Ferris vd., 1999; Steven ve Kristof, 1995; Bolino vd., 2008) düşünüldüğünde, bu kavramın araştırılmaya değer olduğu anlaşılmaktadır. Konuyla ilgili yapılan çalışmalara bakıldığında, hemen hepsinde Jones ve Pitman'ın (1982) sınıflandırmasından elde edilen ölçeğin kullanıldığı görülmektedir. Ancak, izlenim yönetimi taktiklerinin nasıl ölçüldüğü ve nasıl ölçülmesi gerektiği önemli bir sorundur (Bolino vd., 2016). Bu nedenle, söz konusu ölçüm araçlarının diğer kültürlerde ne kadar geçerli ve uygulanabilir olduğuna dair kuşku ortaya çıkmaktadır. Dolayısıyla, Batı ülkelerinden oldukça farklı toplumsal kültürün egemen olduğu Türkiye'de izlenim yönetimi taktiklerini ölçerken, farklı kültürlerde geliştirilen ölçeklerin kullanılmasının araştırmaların geçerliliğini engelleyebileceği düşünülmektedir.

Bu çalışmanın temel amacı; Jones ve Pittman (1982) tarafından geliştirilmiş olan izlenim yönetimi taktiklerini ülkemizdeki çalışanlar açısından değerlendirmek ve Türk çalışma ortamında sergilenen izlenim yönetimi taktiklerini ölçen Türk kültürüne uygun, geçerli ve güvenilir bir "İzlenim Yönetimi Ölçeği" geliştirmektir. İzlenim yönetimi taktikleri araştırmalarının büyük çoğunluğunun Batı'da yürütüldüğü görülmekte ve bu araştırmalar izlenim yönetiminin Batı kültürlerine yönelik nasıl işleyeceğini gösteren kuram ve varsayımlara dayanmaktadır (Sandal vd., 2014). Ancak, ilgili yazın incelendiğinde, çalışanların izlenim yönetimi taktiklerinin, kültürel değerlere göre farklılaştığını, kültürlerin toplulukçuluk/bireycilik ya da güç mesafesi düzeylerine göre değişiklik gösterdiğini ifade eden çalışmaların olduğu görülmektedir (Örn; Bye vd., 2011; Merkin, 2012; Şeşen, vd., 2014). Bu nedenle Batı'da geliştirilmiş ölçek ve bulguların her ortamda geçerli olduğunu varsaymak yerine, çalışanların izlenim yönetimi taktiklerini ölçen soruların Türkiye bağlamında ortaya konulmasının; Türkiye'de yapılan izlenim yönetimi araştırmalarının etkinliğini arttırmak, Türk kültürüne özgü ölçek eksikliğini gidermek ve mevcut literatürdeki boşluğu doldurmak açısından önemli olacağı düşünülmektedir. Elde edilen sonuçların alanyazına ve uygulamaya ayrıntılı bir bakış açısı getireceği, yöneticilerin uygulamada karşılaştığı olumsuz deneyimlere yönelik önlemler almalarında ve çalışanların davranışlarını yönlendirmelerinde katkısı olacağı ve örgütün faaliyetleriyle ilgili karar verici pozisyonda bulunan kişilerin objektif kararlar alabilmesine yönelik öneriler sunacağı düşünülmektedir.

2. KAVRAMSAL ÇERÇEVE

İzlenim yönetimi, bir aktörün hedef izleyiciler üzerinde imaj yaratmak, mevcut imajını korumak ya da güçlendirmek için gösterdiği çabaların tümü olarak tanımlanmaktadır (Bozeman ve Kacmar, 1997: 9). “The Presentation of Self Everyday Life” adlı eseriyle izlenim yönetimi çalışmalarının temelini oluşturan Erving Goffman (1959: 11)’a göre ise, bireyin kendisiyle ilgili algıları etkilemek amacıyla sergilemiş olduğu davranışlardır. İzlenim yönetimi taktikleri kapsamında en çok kabul gören Jones ve Pittman’ın (1982) sınıflandırması; kendini sevdirmek/göze girme (ingratiation), örnek birey olma (exemplification), niteliklerini tanıtmak/bireysel reklâm (self-promotion), kendini acındırma/yalvarma (supplication) ve gözdağı verme (intimidation) davranışları olmak üzere beş kategoriden oluşmaktadır.

Bireylerin çoğu izlenimlerini yönetmesine rağmen içinde bulunulan toplumsal kültüre göre kullanılan izlenim yönetimi taktikleri farklılıklar göstermektedir (Rosenfeld vd., 2002). Kültürün örgütsel davranış araştırmalarındaki önemi, başta Hofstede ve ardından Globe araştırmalarıyla ortaya çıkarılmıştır (Hofstede, 1980; House vd., 2004). Özellikle, Schwartz’ın (1992) değer teorisi ve Hofstede’nin (2001) kültürel boyutlar teorisi, izlenim yönetiminin farklı kültürel bağlamlarda nasıl kullanılacağını ve geçerli olacağını tahmin etmek için uygulanmıştır (Ör., Manzur ve Jogaratnam 2006, Sandal vd., 2014). Çalışmaların sonuçlarında, kültürel değerlerin genellikle izlenim yönetimi sergileme eğilimi ve etkililiğini belirlemede önemli rol oynadığı ortaya konulmuştur.

Genel olarak kültürel normlar, hangi izlenim yönetimi taktiklerinin ne ölçüde kullanıldığı veya kabul edilebilir olduğunu açıklamaktadır (Mendenhall ve Wiley, 1994). İzlenim yönetimindeki girişimlerin başarısı ya da başarısızlığı, kültürel çevrenin etkisine bağlıdır, çünkü bazı ortamlarda belirli taktiklerin daha uygun olduğu düşünülürken, bazılarında bu taktiklerin arzu edilmediği görülmektedir. Örneğin, Steven ve Kristof (1995) yaptıkları araştırmada, bireysel reklamın performans değerlendirme sonuçlarını pozitif yönde etkilediği sonucuna ulaşırken, Ferris ve arkadaşları (1994), çalışmalarında bireysel reklamın performans değerlendirme sonuçlarını negatif yönde etkilediğini ortaya koymuşlardır. Bu nedenle, izlenim yönetiminin Türk çalışma ortamında daha iyi anlaşılması için, kültürel özelliklere uygun bir ölçeğin geliştirilmesi gerektiği ve böylece daha etkin ve doğru sonuçların elde edilmesine katkı sağlanacağı düşünülmektedir.

3. ARAŞTIRMANIN YÖNTEMİ

Araştırmada madde havuzunun oluşturulması, ölçeğin yapılandırılması ve ölçeğin değerlendirilmesinden oluşan üç aşamalı bir yöntem kullanılmıştır (Schwab, 1980 ve Hinkin, 1995). Bu kapsamda Yıldırım (2019)’ın yarı yapılandırılmış mülakat tekniği ile 16 farklı

sektörde ve farklı iş kollarında çalışan 60 katılımcı aracılığıyla topladığı veriler, içerik analizi yöntemi (Krippendorf, 1980) ile incelenerek izlenim yönetimi ölçeğinin maddeleri belirlenmiştir. Ardından izlenim yönetimi ölçeğinin faktör yapısını belirlemek için kamu ve özel sektörlerden seçilen farklı örneklerde, anket tekniği ile toplanan verilerin IBM SPSS 25.0 ve AMOS 21 paket programları kullanılarak faktör analizleri, geçerlilik ve güvenilirlik analizleri yapılmış, daha sonra literatürden yararlanılarak belirlenen değişkenlerle ölçeğin benzeşim ve ayrışım geçerlilikleri değerlendirilmiştir.

a. Madde Havuzunun Oluşturulması

Araştırmanın madde havuzunun oluşturulması aşaması, keşifsel bir yaklaşımla uygulanan mülakatların analiz edilmesi suretiyle, ölçeğin ilk halini oluşturacak maddelerin yazımından oluşmaktadır. Böylece izlenim yönetimi taktikleri, boyutları ve bu boyutları tanımlayan madde/ifadeler belirlenmektedir.

Örneklem Özellikleri ve Veri Toplama Araçları

Bu aşamada amaçlı örnekleme yöntemiyle belirlenen 60 orta ve üst kademe çalışan ile yapılan mülakatlardan elde edilen veriler kullanılmıştır. Yarı yapılandırılmış biçimde hazırlanan sorulara cevap veren katılımcıların demografik özelliklerine bakıldığında; %45'inin kadın, %55'inin erkek olup, %82'sinin evli ve %18'inin bekar olduğu görülmektedir. Yalnızca orta ve üst kademe çalışanların oluşturduğu örnekleme yaş ortalaması 35,28'dir. Eğitim seviyesi açısından ise; katılımcıların %47'sinin lisans, %32'sinin yüksek lisans, %15'inin doktora ve %6'sının da lise mezunu olduğu görülmektedir. Çalışma yılı ortalamaları da 14,41 olarak hesaplanmıştır.

İşlem ve Bulgular

Ölçek geliştirme çalışmasına ilişkin madde havuzunun oluşturulması kapsamında nitel araştırma vasıtasıyla elde edilen veriler içerik analizi yöntemi ile değerlendirilerek; İzlenim Yönetimi taktiklerine yönelik 6 kategori/tema (kamufle etme, kendini övme, yaranmaya çalışma, imaj koruma, göz boyama, gözdağı verme) ile 54 alt tema belirlenmiştir.

Sonuç olarak elde edilen 54 davranış uzman görüşlerinden de yararlanılarak bir soru formuna dönüştürülmüş, uzman değerlendirmesi ve pilot çalışma için madde havuzu oluşturulmuştur.

b. Ölçeğin Yapılandırılması

Ölçeğin yapılandırılması aşamasında, ölçek hem içerik/kapsam geçerliği açısından, hem de iyi açıklanmayan veya tartışmalı olan ifadeleri belirlemek üzere uzman değerlendirilmesine tabi tutulmuş, 4 farklı üniversiteden 4'ü örgütsel davranış ve 1'i sosyoloji alanında çalışan 5 akademisyenin, ölçekteki maddeleri açık ve anlaşılır olması kriterlerine göre değerlendirmeleri

sonucu anket formu oluşturulmuştur. Lawshe'nin İçerik Geçerliliği Oranı yöntemine göre analiz edilen uzman değerlendirmesi sonucunda 8 madde elenerek 46 maddelik anket formu pilot uygulamaya hazır hale getirilmiştir (İGO=0,99).

Örneklem ve Veri Toplama Araçları

Ölçeğin yapı geçerliliğinin ölçülmesine yönelik yapılan pilot uygulama için 160 kişilik bir örneklemden yararlanılmıştır. Veri toplama aracı olarak anket tekniğinin kullanıldığı pilot çalışmada, bir önceki aşamada belirlenen ve uzman görüşü sonrası nihai hali 46 sorudan oluşan izlenim yönetimi ölçeği kullanılmıştır. Kolayda örnekleme yöntemi ile belirlenen 160 kişilik örneklemin %64,4'ü erkek, %35,6'sı kadın; %10,3'ü önlisans, %54,8'i lisans, %26,7'si lisansüstü eğitime sahip; %58,9'u evli, %41,1'i bekar ve %75,3'ü özel, %24,7'si kamu kurumunda çalışmaktadır. Ayrıca, %5,5'i alt düzey yönetici (line manager), %21,2'si orta düzey yönetici, %12,3'ü üst düzey yönetici pozisyonunda bulunmaktadır ve katılımcıların yaş ortalamaları 32,51'dir.

İşlem ve Analizler

Ölçekte bulunan maddelerin ayırt edicilik güçlerini gösteren bağımsız grup t-testi ve madde toplam korelasyon analizleri yapılmıştır. Madde toplam korelasyon analizi sonucunda 0.30'un (min. değer; Kline, 2005) altında kalan madde bulunmadığı anlaşılmakta; bağımsız grup t-testi sonucunda ise alt ve üst grup madde puanlarının ortalamaları arasında bütün maddeler açısından $p < 0.05$ düzeyinde anlamlı bir farklılık olduğu görülmektedir. Buradan hareketle ölçeğin, istenen niteliği ölçmesi bağlamında ayırt edici olduğu söylenebilmektedir. Analiz sonucunda toplam Cronbach's Alpha katsayısı 0,87 olarak hesaplanmıştır. Bu değer, ölçek taslağının oldukça iyi bir iç tutarlılık güvenilirliğine sahip olduğunu göstermektedir (DeVellis, 2003).

c. Ölçeğin Değerlendirilmesi

Ölçeğin değerlendirilmesi aşamasında sırasıyla; iç tutarlılık analizi, madde analizi, güvenilirliğin ölçülmesi ve uygun olmayan maddelerin elenmesi işlemleri yapılmıştır. Ardından faktör yapısını belirlemek için keşfedici faktör analizi, doğrulayıcı faktör analizi ve ölçeğin benzeşim ve ayrışım geçerliliklerinin analizleri yapılmıştır.

Örneklem Özellikleri ve Veri Toplama Araçları

Önceki aşamada elde edilen, 4 boyut ve 16 maddeden oluşan 46 soruluk İzlenim Yönetimi Ölçeğinin kullanıldığı anket formunun Türkiye'de istihdam eden çalışanlardan seçilen 490 katılımcıya dağıtılması suretiyle veriler toplanmıştır. Ölçeklerin tümü 5'li Likert Ölçeği (1=Kesinlikle katılmıyorum, 5=Kesinlikle katılıyorum) şeklinde tasarlanmıştır. Anket formunda yer alan sorulara verilen cevaplardan uç değerlere sahip olan 9 anket değerlendirme

dışı bırakılmış, 481 tanesi ile analizler yapılmıştır. Araştırmaya katılanların demografik bilgileri aşağıdaki tabloda belirtilmiştir:

Tablo 1: Katılımcılara Ait Demografik Özellikler

Cinsiyet	Frekans	Oran (%)	Medeni Durum	Frekans	Oran (%)
Kadın	142	29,5	Evli	305	63,4
Erkek	339	70,5	Bekar	176	36,6
Toplam	481	% 100	Toplam	481	% 100
Eğitim Seviyesi	Frekans	Oran (%)	Sahiplik Türü	100	Oran (%)
Lise	138	28,7	Kamu Özel	120	25,0
Önlisans	67	13,9			
Lisans	182	37,8			
Yüksek Lisans	58	12,1			
Doktora	36	7,5			
Toplam	481	% 100	Toplam	481	% 100
Yaş	Min.-Max.	Ortalama	İş Tecrübesi	Min.-Max.	Ortalama
	20-59	36,1		2-22	9,76
Toplam	481	%100	Toplam	481	%100
Sektör	Frekans	Oran	Pozisyon	Frekans	Oran
Eğitim	64	13,3	Çalışan/Personel	326	67,7
Sağlık	61	12,6	Alt düzey yönetici	48	10,0
Muhasebe-Finans	67	13,9	Orta düz. yönetici	69	14,3
Üretim-Pazarlama	141	29,4	Üst düz. yönetici	38	8,0
Diğer	148	30,7			
Toplam	481	%100	Toplam	481	%100

İşlem ve Analizler

Kullanılan ölçeğin alt boyutlarını belirlemek amacıyla açımlayıcı ve doğrulayıcı faktör analizi, faktörler arası ilişkileri saptamaya yönelik korelasyon analizi ve ölçeğin iç tutarlılık katsayılarını belirlemek için güvenilirlik analizleri yapılmıştır.

d. İzlenim Yönetimi Ölçeğinin Oluşturulması

46 maddeden oluşan izlenim yönetimi ölçeğinin, 490 kişilik bir örnekleme uygulanması sonrası ölçeğin yapı geçerliliğini test etmek üzere açımlayıcı ve doğrulayıcı faktör analizleri uygulanmıştır. Açımlayıcı faktör analizi kapsamında ölçülen kavramın temel boyutlarını ve ölçüm maddelerinin hangi boyutlar altında toplanacağını belirlemek üzere temel bileşenler analizi yöntemi kullanılmıştır. Temel bileşenler analizinde açıklanan varyansı maksimum düzeye çıkararak varimax döndürme yöntemi tercih edilmiştir.

Açımlayıcı faktör analizi uygulamasından önce, örneklem büyüklüğünün faktör analizi yapmaya uygun olup olmadığını test etmek amacıyla yapılan Kaiser-Meyer-Olkin (KMO) testi sonucunda, örneklemin “iyi derecede yeterli” olduğu sonucuna ulaşılmıştır (0,896). Ayrıca Bartlett küresellik testi sonuçları incelendiğinde, elde edilen ki kare değerinin anlamlı olduğu görülmüştür ($\chi^2(120)=2747,479;p<0,01$). Bu doğrultuda, verilerin çok değişkenli normal dağıldığı kabul edilmiştir.

Araştırmaya katılan katılımcıların izlenim yönetimini ölçmeyi amaçlayan ve 46 maddeden oluşan araç, altı teorik boyut temel alınarak geliştirilmiştir. Bu boyutlar, **gözdağı verme, yaranmaya çalışma, imaj koruma, kendini övme, göz boyama ve kamufle etmedir**. Bu çerçevede, 46 maddelik izlenim yönetimi ölçeğini belirlenen örneklem üzerinde uygulamak suretiyle, ölçeğin yapısal geçerliliğinin değerlendirilmesi kapsamında açımlayıcı ve doğrulayıcı faktör analizleri yapılmıştır. Ölçeğin faktör yapısına ilişkin bulgular Tablo 2’de gösterilmiştir:

Tablo 2: İzlenim Yönetimi Ölçeği Açımlayıcı Faktör Analizi Bulguları

Faktörler ve Maddeler			
Md. Nu.	1’inci Faktör: Gözdağı Verme ($\alpha=0.87$)	Açıklanan Varyans	Faktör Yükleri
42	İşyerinde yetki, makam ve gücümü vurgulayarak (kullanarak) iş arkadaşlarımdan benden çekinmelerini sağlarım.	%20,8	0,767
43	Önemli bir insan olduğumu düşünmeleri için elimden geldiği kadar büyük ofis, gösterişli ofis malzemeleri ve mobilyalar kullanırım.		0,689
44	Patron veya önemli isimlere yakınlığımı dile getirerek insanlara işle ilgili isteklerimi yaptırabilirim.		0,681
45	İşyerinde normalden daha ciddi ve sert görünmeye özen göstererek gözdağı veririm.		0,748
46	İstenilen şekilde davranmalarını sağlayabilmek için açıktan ya da ima ile meslektaşlarımı zaman zaman korkuturum.		0,779
Md. Nu.	2’inci Faktör: Yaranmaya Çalışma ($\alpha=0.79$)	Açıklanan Varyans	Faktör Yükleri
17	İyi bir insan olduğumu düşünmeleri için meslektaşlarımdan başarılarımı sık sık överim.*	%18,1	0,674
18	Kendimi sevdirmek için işyerinde sevecenlik gösterip karşıdakine iltifat eder, özel günleri hatırlamaya özen gösteririm.		0,618
20	Dost olduğumu göstermek için meslektaşlarıma özel yardımlar (borç verme, kayırma, iltimas geçme, koruyup kollama gibi) yapabilirim.*		0,680
21	Takdir görmek için meslektaşlarıma (üstlerime ve çalışma arkadaşlarıma) itaatkâr ve saygılı davranırım.		0,815

25	İşe bağlı olduğumu göstermek için işe herkesten önce gidip, herkesten geç çıkmaya çalışırım.		0,631
Md. Nu.	3'üncü Faktör: İmaj Koruma ($\alpha=0.76$)	Açıklanan Varyans	Faktör Yükleri
31	Herhangi bir iş başarısız sonuçlandıysa, bunda diğerlerinin de payı olduğunu dile getirerek imajımı korumaya çalışırım.	%15,8	0,678
32	Herhangi bir hatam olduğunda, her zaman buna sebep olarak sunabileceğim çeşitli mazeretlerim vardır.		0,737
33	Hoşlanmadığım bir görev ya da sorumluluktan kaçınmak için bilmiyormuş gibi davranabilirim.		0,761
Md. Nu.	4'üncü Faktör: Kamufle Etme ($\alpha=0.60$)	Açıklanan Varyans	Faktör Yükleri
2	Kendimde eksik gördüğüm konuların açığa çıkmaması için elimden geleni yaparım.	%13,5	0,790
7	Bilmediğim bir işle karşılaştığımda nasılsa öğreneceğimi düşünerek biliyormuş gibi davranabilirim.		0,637
8	İnsanlar tarafından ayıplanmamak için bazı alışkanlıklarımı (sigara içmek gibi) saklamayı tercih ederim.		0,698
Toplam Açıklanan Varyans		%69,2	

KMO = 0.879; $\chi^2(120) = 1989,004$; Bartlett Küresellik Testi (p) = 0.000; $\alpha=0.88$

*Bolino ve Turnley (1999) tarafından geliştirilen, Basım vd. (2006) tarafından Türkçe'ye uyarlanan İzlenim Yönetimi Ölçeği'ndeki 12. ve 17. sorulardan alınmıştır.

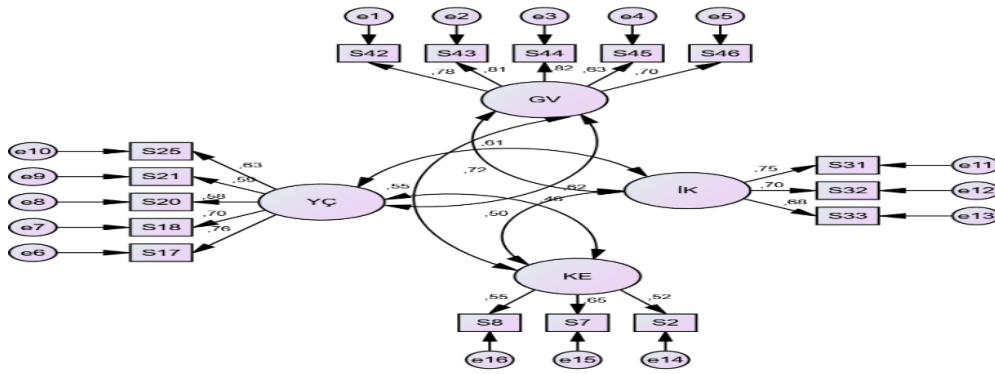
Faktör yük değerleri için kabul düzeyi 0.50 olarak belirlenmiş (Comrey ve Lee, 1992; Akt.: Tabachnick ve Fidell, 2012; Çokluk vd., 2010), istenilen düzeyde olmayan ve çapraz yüklenen maddeler çıkarılmıştır. Yukarıdaki tabloda 0.618 ile 0.815 arasında olan faktör yüklerini iyi (0,50-0,60 arası) ve mükemmel (0,70 ve üzeri) olarak yorumlamak mümkündür (Tabachnick ve Fidell, 2012; Gürbüz ve Şahin, 2014). Varimax döndürmesi sonuçlarında maddeler toplam 4 faktör altında toplanmıştır. Çok faktörlü desenlerde, açıklanan varyans oranının % 40 ile % 60 arasında olmasının yeterli olarak kabul edildiği (Büyüköztürk, 2017; Tavşancıl, 2014) bilindiğinden, toplam varyansın % 69.2'sini açıklayan bu faktörlerin toplam varyansa yaptığı katkının iyi derecede yeterli olduğu değerlendirilmektedir.

Analiz kapsamında kalan 16 madde “**kamufle etme, yaranmaya çalışma, imaj koruma ve gözdağı verme**” olmak üzere 4 teorik boyutun içerisinde yer almaktadır. Madde çıkarma işleminden sonra yapılan analiz sonuçlarına göre ölçeğin son şeklinde örneklemden elde edilen veri yapısının faktör analizi için yeterli olma koşulunu ifade eden Kaiser-Meyer-Olkin değerinin ,89 ve toplanan verilerden anlamlı sonuçlar çıkarılabileceğini ifade eden

küresellik testi oranının 1989.000 ($p<.004$) olduğu görülmüştür. Geliştirilen ölçek 4 faktörlü bir yapı oluşturmuştur.

Açımlayıcı faktör analizi sonucu elde edilen faktör yapıları, path diyagramından yararlanılarak ölçüm modeli kurulmuş ve Şekil 1’de sunulmuştur. Modelde yaranmaya çalışma (YÇ), gözdağı verme (GV), imaj koruma (İK) ve kamufle etme (KE) isimli dört faktör bağımsız ve gizli değişkenleri; e1, e2,...e16 şeklinde ifade edilenler ise her bağımsız değişkene ait bağımlı ve gözlenen değişkenleri ifade etmektedir. Açımlayıcı faktör analizinde gözlenen değişkenlerin ait olduğu faktörü tam olarak açıkladığı kabul edilmektedir.

Şekil 1: İzlenim Yönetimi Ölçeğinin Birinci Düzey Çok Faktörlü Doğrulayıcı Faktör Analizine İlişkin Model



GV: Gözdağı Verme YÇ: Yaranmaya Çalışma İK: İmaj Koruma KE: Kamufle Etme

Ölçeğin yapısını doğrulamak amacıyla birinci seviye çok faktörlü ilişkili model DFA ile test edilmiştir. Maximum Likelihood tekniği kullanılarak yapılan analizin doğrulayıcı faktör analizine göre ölçeğin yapısal denklem model sonucu $P=0.000$ düzeyinde anlamlı olduğu, ölçeği oluşturan 16 madde ve dört alt boyutun ölçek yapısıyla ilişkili olduğu belirlenmiştir. Birinci düzey çok faktörlü analiz sonuçlarına göre izlenim yönetimi ölçeğinin uyum iyiliği indekslerine bakıldığında; RMSEA,077; GFI ,895; AGFI ,855; CFI ,903; χ^2 ise 2,894 ($p=,000$) değerleri ile, önerilen dört faktörlü modelin veri ile uyumlu ve kabul edilebilir olduğunu söylemek mümkündür. Diğer bir deyişle, elde edilen verilerin izlenim yönetimi ölçeğinin öngörülen dört faktörlü model ile uyduğu görülmektedir.

e. İzlenim Yönetimi Ölçeğinin Ayrışım ve Benzeşim Geçerliliği

Geliştirilen ölçeğin benzeşim geçerliliğini değerlendirmek üzere yazında çeşitli teknikler gösterilmiştir. Bunlardan biri de, izlenim yönetimi ölçeğini oluşturan faktörlerin açıklanan ortalama varyans (AVE) değerlerine ve birleşik güvenilirlik seviyesine (CR) bakmaktır (Bagozzi vd., 1991). Buna göre benzeşim geçerliliğinden bahsetmek için her boyutta çıkarılan toplam varyansın 0,5’ten; birleşik güvenilirliğin ise 0,70’dan büyük olması

gerekmektedir (Hair vd., 2010). Aşağıdaki tabloda, bütün faktörlerin birleşik güvenilirlik değerleri 0,70 ve üzerinde ve AVE değerlerinin 0,50'den fazla olduğu görülmektedir. Bu bakımdan, ölçeği oluşturan bütün faktörlerin benzeşim geçerliliğine sahip olduğu görülmektedir.

Tablo 3: Güvenilirlik ve Geçerlilik Analizleri Tablosu

İzlenim Yönetimi	Güvenilirlik Katsayıları	AVE	CR
Kamufle Etme	0,81	0,76	0,76
Göze Girme	0,80	0,82	0,82
İmaj Koruma	0,83	0,77	0,77
Gözdağı Verme	0,84	0,85	0,85

Ayrışım geçerliliğini test etmek için ölçeği oluşturan tüm maddelerin aralarındaki korelasyon analizi yapılmış ve değerler incelenmiştir. Maddeler arası korelasyon değerleri Tablo 4'te gösterilmektedir.

Tablo 4: Faktörlerarası Korelasyon ve Güvenilirlik Değerleri

Faktörler	Kamufle etme	Göze girme	İmaj koruma	Gözdağı verme
Kamufle Etme	-			
Göze Girme	0,313	-		
İmaj Koruma	0,328	0,456	-	
Gözdağı Verme	0,377	0,501	0,570	-
İzlenim Yönetimi	0,610	0,799	0,742	0,842

p<0.01

Kline (2005)'a göre farklı yapılar/faktörlere ait olduğu kabul edilen maddeler çok yüksek derecede (>0,85) korelasyon göstermemelidir. Geliştirilen ölçeğe ait 3 faktör altında toplanan maddelerin korelasyon analizi sonucu farklı faktörlerde yer alan maddeler arasında genellikle düşük ve orta seviyede korelasyon görülmüş ve en yüksek korelasyonun 0,57 olduğu belirlenmiştir. Bu sonuçlara göre ölçeğin ayrışım geçerliliğinin sağlandığı söylenebilmektedir.

4. TARTIŞMA VE SONUÇ

Türkiye'de izlenim yönetimi davranışlarını keşfetmek için üç aşamadan oluşan ölçek geliştirme süreci izlenerek 4 izlenim yönetimi boyutu tespit edilmiş ve 16 maddeden oluşan İzlenim Yönetimi Ölçeği geliştirilmiştir. Ölçeğin güvenilirlik katsayısı 0,88 olarak belirlenmiş ve toplam varyansın %69,2'si açıklanmıştır. Doğrulayıcı faktör analizi sonucunda, izlenim yönetimi için önerilen birinci düzey modelin en iyi uyum değerlerine sahip olduğu bulunmuştur. Geliştirilen ölçeğin ayrışım ve benzeşim geçerliliklerinin büyük ölçüde sağlandığı görülmüştür.

İzlenim yönetimine ait kamufle etme, göze girme, imaj onarma ve gözdağı verme boyutlarının Türk kültürüne has taktikleri oluşturduğu bu çalışma ile kısmen de olsa kanıtlanmıştır. Bu çalışma ile, Türkiye bağlamında ve Türk çalışma ortamında etkin olduğu düşünülen izlenim yönetimi davranışları/boyutları büyük oranda belirlenmiş ve izlenim yönetimi ölçeği geliştirilmiştir. Örgütlerde sergilenen izlenim yönetimi taktiklerini ölçmede geçerli ve güvenilir bir ölçüm aracı olduğu belirlenen izlenim yönetimi ölçeğinin özellikle yerli yazında yapılan araştırmalarda kullanılabileceği, ayrıca performans değerlendirme, terfi ve personel seçimi gibi konularda dikkate alınması gereken kriterlerinden biri olarak düşünüldüğünden, hem yönetici hem de çalışanlar açısından farkındalık oluşturabileceği değerlendirilmektedir.

Bu çalışmanın, elde edilen bulguların genellenebilirliğini sınırlayan, örneklemin çalışan nüfusun temsilcisi olmama ihtimali, izlenim yönetimini etkileyen farklı bağlamsal değişkenlerin (örn; kamu-özel kurum ayrımı, üretim-ticaret işletmeleri vs.) incelenmemesi gibi kısıtları olduğunu söylemek mümkündür. Gelecekteki araştırmaların, farklı bağlamların izlenim yönetimi üzerindeki etkileri daha ayrıntılı olarak incelemesi, farklı örneklemeler üzerinde uygulama yapılarak söz konusu ölçeğin test edilmesi önerilebilir.

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Pazarlama Meslek Elemanları: İŞKUR İş İlanlarının İncelenmesi

Dr. Bahar GÜRDİN

Aydın Adnan Menderes University, Kuyucak Vocational School
bahargurdin85@gmail.com

ÖZET

İşletmenin kurulmasından önce varlığını hissettiren pazarlama fonksiyonu, işletmeler için hayati önem taşımaktadır. Üretilen ürünün belirlenmesinden, fiyatlandırılmasına, dağıtımına ve tutundurulmasına kadar her türlü detaya değinmesi gereken ve diğer departmanlara önemli bilgiler sağlayan pazarlamanın hangi kademesinde olursa olsun çalışanları işletmeler için hayati öneme sahip işlemler gerçekleştirmektedirler. Bu derece önemli bir fonksiyonun elemanlarının da titizlikle seçilmiş olması ve belirli özelliklere sahip olmaları gerekmektedir. Meslek elemanları gerek aldıkları eğitimlerle gerekse iş yerlerinde edindikleri bilgilerle bu özelliklere ulaşmaktadır. Kişilerin istek ve ihtiyaçlarındaki sürekli değişimlerle birlikte sadece ürün, fiyat, dağıtım ve tutundurma değil aynı zamanda çalışanlardan talep edilen nitelikleri de değişim göstermektedir. Dolayısıyla firmaların, çalışanların ve eğitim kurumlarının bu hızlı değişime ayak uydurarak sürekli kendilerini güncellemesi gerekmektedir.

Gerçekleştirilen çalışmada, günümüzde pazarlama meslek elemanlarından talep edilen özelliklerin belirlenmesi ve bu alana personel yetiştiren eğitim kurumlarının öğretim planlarını bu doğrultuda güncelleyebilmesine olanak sağlanması için Türkiye İş Kurumu (İŞKUR)'nda yer alan açık iş ilânları incelenmiştir. Verilerin sınıflandırılmasında Microsoft Excel programı kullanılmış ve betimsel analiz gerçekleştirilmiştir.

Anahtar Kelimeler: Pazarlama Meslek Elemanı, Türkiye İş Kurumu (İŞKUR), Microsoft Excel, Betimsel Analiz

Marketing Professionals: Review of İSKUR Job Postings

ABSTRACT

The marketing function, which makes its presence felt before the establishment of the business, is vital for businesses. Employees, regardless of their level of marketing, which need to touch on every detail from the determination, pricing, distribution and promotion of the product to be produced and provide important information to other departments, carry out vital transactions for businesses. The professionals of such an important function must also be carefully selected and have certain properties. Professionals reach these features both with the trainings they receive and with the information they get in the workplace. Along with the constant changes in the requests and needs of individuals, not only the product, price, distribution and promotion, but also the qualities demanded from the employees vary. Therefore, companies, employees and educational institutions should keep up with this rapid change and update themselves.

In the study it is performed to determine and update nowadays the desirable features of marketing professionals and training plans of personnel training educational institutions in this area, and Turkey Employment Organization to provide it possible this direction (TEO) 's Located was examined open job postings. Microsoft Excel program was used to classify the data and descriptive analysis was carried out.

Keywords: Marketing Professionals, Turkish Employment Agency (İSKUR), Microsoft Excel, Descriptive Analysis

GİRİŞ

Ülkelerin gelişmesinde ve kalkınmasında etkin rol oynayan sanayileşmenin, yüksek verimle gerçekleşmesini sağlayacak olan kalifiye -ulusal ve uluslararası düzeyde- iş gücünün yetiştirilmesi ile sosyal ve ekonomik sektörlerin talepleri doğrultusunda bireylere belirli bir mesleğin gerektirdiği yeterliklerin kazandırılması amacıyla gerekli mesleki bilgi ve beceriler ile mesleki ahlâkın ve değerlerin verildiği eğitim “mesleki eğitim” olarak tanımlanabilir.

Genel olarak geleneksel özellikler gösteren, çoğu zaman ortaöğretim düzeyinde verilen ve genellikle akademik olmayan mesleki eğitim, akademik çevrede de "meslekî yüksek eğitim" kurumları ile kendini göstermeye başlamıştır.

Küreselleşmenin etkisiyle işletmelerin ulusal sınırlarını aşarak uluslararası düzeyde kendilerini göstermeleriyle birlikte pazarlama stratejilerinde, hukuki düzenlemelerde, kullanılan araç-gereçlerde vs. değişime gitmesi ve bu değişimi rakiplerine karşı koyabilecek güçte sürdürülebilir hale getirmesi zorunluluğu ortaya çıkmıştır. Ne var ki bu değişim ve değişimin sürekliliği sadece sermayede değil aynı zamanda iş gücünde de kendini hissettirmiştir. Özellikle de yabancı dil bilgisi, bilgisayar kullanımı gibi uluslararası camiada firmaların öne çıkmasını sağlayacak özellikler, meslek elemanlarında zaten olması gereken özellikler olarak görülmeye başlanmıştır. Tüm bunların yanı sıra düzgün diksiyon, prezantabl olma, analitik düşünme, çözüm odaklılık da aranılan önemli özelliklerdendir. Bu konuda standartların belirlenebilmesi amacıyla tüm meslekleri kapsayacak şekilde 5544 sayılı Mesleki Yeterlilik Kurumu (MYK) Kanunu çıkarılmış ve Ulusal Meslek Standartları hazırlanmıştır.

Pazarlama Elemanı (Seviye 4) Ulusal Meslek Standardı, 5544 sayılı Mesleki Yeterlilik Kurumu (MYK) Kanunu ile anılan Kanun uyarınca çıkartılan 5/10/2007 tarihli ve 26664 sayılı Resmi Gazete’de yayımlanan Ulusal Meslek Standartlarının Hazırlanması Hakkında Yönetmelik ve 27/11/2007 tarihli ve 26713 sayılı Resmi Gazete’de yayımlanan Mesleki Yeterlilik Kurumu Sektör Komitelerinin Kuruluş, Görev, Çalışma Usul ve Esasları Hakkında Yönetmelik hükümlerine göre MYK’nın görevlendirdiği Ankara Ticaret Odası (ATO) tarafından hazırlanmıştır. Pazarlama Elemanı Ulusal Meslek Standardı, sektördeki ilgili kurum ve kuruluşların görüşleri alınarak değerlendirilmiş, MYK Ticaret (Satış ve Pazarlama) Sektör Komitesi tarafından incelendikten sonra MYK Yönetim Kurulunca onaylanmıştır (MYK, 2013: 7). Burada belirlenen meslek tanımı ile çalışma ortamı ve koşulları şu şekildedir.

“Meslek Tanımı: Pazarlama Elemanı, birim yöneticisinin nezareti altında, iş sağlığı, güvenliği ve çevre ile ilgili önlemleri alarak kalite sistemleri çerçevesinde; iş organizasyonu yapan, pazarlama planının uygulanmasına, ürün geliştirme çalışmalarına, ürünün dağıtım ve

satış geliştirme işlemlerine ve ürün tanıtımına katkı veren, müşteri ilişkilerini destekleyen ve mesleki gelişim faaliyetlerine katılan nitelikli kişidir” (MYK, 2013: 8).

“Çalışma Ortamı ve Koşulları: Pazarlama Elemanı her türlü mal ve hizmet üreten, dağıtımını yapan işletmelerde çalışabilir. Çalışma ortamı, genellikle büro ortamı olmakla birlikte işlerin özelliğine göre üretim veya hizmet ortamlarında çalışmaları ve seyahat etmeleri gerekebilir. Büro odaklı çalışmalarda, analitik ve dokümanter çalışmalar ile iletişim yoğunluklu faaliyetler söz konusudur. Bu tarz çalışmaya bağlı olarak yoğun bilgi iletişim teknolojisi araçları kullanılmaktadır” (MYK, 2013: 9).

MYK'nın gerek meslek gerekse çalışma ortam ve koşullarına ilişkin tanımlamalarına bakıldığında meslek elemanlarına önemli görevlerin düştüğü, tutum ve davranışlarının yanı sıra sahip olmaları gereken bilgi, belge ve becerilerin de olması gerektiği görülmektedir.

Bu doğrultuda çalışmanın temel amacı, İŞKUR açık iş ilânlarının incelenmesi yoluyla günümüzde pazarlama meslek elemanlarından talep edilen özelliklerin belirlenmesi ve bu alana personel yetiştiren eğitim kurumlarının öğretim planlarını bu doğrultuda güncelleyebilmesine olanak sağlanmasıdır.

1. ARAŞTIRMA METODOLOJİSİ

Gerçekleştirilen çalışmada, günümüzde pazarlama meslek elemanlarından talep edilen özelliklerin belirlenmesi ve bu alana personel yetiştiren eğitim kurumlarının öğretim plânlarını bu doğrultuda güncelleyebilmesine olanak sağlanması için 01.05.2020-31.05.2020 tarihleri arasında Türkiye İş Kurumu (İŞKUR)'nun internet sitesinde yer alan açık iş ilânları incelenmiştir. Verilerin sınıflandırılmasında Microsoft Excel programı kullanılmış, elde edilen verilerin analizi betimsel analiz ile gerçekleştirilmiştir.

Yapılan incelemeler sonucu pazarlama meslek elemanlarına yönelik çalışmaların genellikle etik sorunlar, eğitim üzerine olduğu görülmüştür. Pazarlama meslek elemanlarından talep edilen özelliklere ilişkin herhangi bir çalışmaya rastlanılmamış olması çalışmanın özgünlüğünü ortaya koymaktadır.

Araştırmada İŞKUR Açık İş İlânları (internet üzerinden) kısmında Mayıs ayında verilen ilânlar içerisinde “pazarlama” anahtar kelimesi ile yapılan aramalarda, toplam 335 adet ilân belirlenmiş ve tamamı analize dâhil edilmiştir.

İlânlarda belirlenen nitelikler MYK'da yer alan başlıklar altında toplanmış ve sonuçlar Microsoft Excel programına aktarılıp analize hazır hale getirilmiştir.

İlânlara ilişkin araştırma bulgularının değerlendirilmesinde ilk olarak ilânlarda talep edilen demografik özelliklere değinilmiş ardından sırasıyla ilânlarda talep edilen tutum ve

davranışlar ile ilânlarda talep edilen bilgi, belge ve beceriler olmak üzere pazarlama meslek elemanlarından talep edilen özellikler üç başlık altında toplanmıştır.

Çalışma sadece İŞKUR Açık İş İlânlarında yer alan pazarlama mesleğine ilişkin ilânları içermektedir. İŞKUR haricinde kariyer.net, memurlar.net vs. gibi başka ilân sitelerinin yanı sıra kurum ve kuruluşların kendi internet sitelerinde vs. verdikleri ilânlar incelemeye dâhil edilmemiştir. Ayrıca pazarlama ilânları sadece Türkiye ile sınırlandırılmıştır. Yurtdışı pazarlama ilânları da ülkemiz pazarlama meslek mensupları tarafından tercih edilebilmektedir. Dolayısıyla bu iki durum araştırmanın kısıtını oluşturmaktadır.

2. ARAŞTIRMA BULGULARI

İŞKUR Açık İş İlânlarının incelenmesi sonucu pazarlama meslek elemanlarından talep edilen özelliklere ilişkin başta *demografik özellikler* olmak üzere MYK'nın oluşturduğu *tutum ve davranışlar* ile *bilgi, belge ve beceriler* olmak üzere üç başlık altında toplanan verilere ait bulgulara bu kısımda yer verilmiştir.

2.1. İlânlarda Talep Edilen Demografik Özellikler

Gerçekleştirilen çalışmaya yaş kriteri açısından bakıldığında 245 ilânda yaş belirtilmediği görülmektedir. Yaş belirtilen ilânlarda ise 71 ilân ile 30 yaş üzeri öne çıkmaktadır. 18-30 yaş aralığı ise 19 ilânda tercih sebebidir.

Cinsiyet açısından ilânlara bakıldığında 236 ilânda cinsiyet tercihi belirtilmezken 99 ilânda cinsiyet tercihi belirtilmiştir. Cinsiyet tercihlerinin belirtildiği ilânların 34'ünde bayan, 65'inde ise erkek personel tercih etmektedir. 59 ilânda askerliğin yapılmış ya da muaf olunması şartı belirtilirken 276 ilânda bu konuya değinilmemiştir.

İlânların 74'ünde 1-5 yıl arası tecrübe istenmektedir. 5 yıldan uzun süreli tecrübe isteyen ilân sayısı ise 3'dür. 116 ilânda ise tecrübe istenmekle beraber herhangi bir süre belirtilmemiştir. 142 ilânda ise tecrübeye ilişkin herhangi bir beyanda bulunulmamıştır.

2.2. İlânlarda Talep Edilen Tutum ve Davranışlar

Tablo 1'de yer alan prezantabl olmak, etkin iş takibi, çözüm odaklılık, güler yüzlü, girişimci ve dinamik, kendine güvenen, müşteri odaklılık vs. gibi özellikler ilânlarda pazarlama meslek elemanlarından talep edilen tutum ve davranışlardır.

Tablo 1. İlanlarda Talep Edilen Tutum ve Davranışlar

	Nitelik	Sayı	Yüzde
1	Prezantabl Olmak	35	28.00
2	Etkin İş Takibi	28	22.40
3	Çözüm Odaklılık	22	17.60
4	Güler Yüzlü, Girişimci ve Dinamik, Kendine Güvenen	16	12.80
5	Müşteri Odaklılık	10	8.00
6	Diğer (Müşteri Portföyü Sahip Olmak, Engel Durumu, Sabıka Kaydı, Medeni Hâl, Referans, Sigara Kullanımı vs.)	14	11.20
TOPLAM		125	100.00

Kaynak: İŞKUR Açık İş İlanları, <https://esube.iskur.gov.tr/Istihdam/AcikIsIlanAra.aspx>

İlanlarda pazarlama meslek elemanlarından istenilen özelliklere talep edilen tutum ve davranışlar açısından bakıldığında; % 28.00'lık bir oranla prezantabl olmanın en önemli tutum ve davranış olduğu görülmektedir. Prezantabl olmayı takiben % 22.40'lık bir oranla etkin iş takibi ikinci sırada yer alırken % 17.60'la çözüm odaklılık üçüncü sırada, güler yüzlü girişimci ve dinamik olmak, kendine güvenmek % 12.80 ile dördüncü ve müşteri odaklılık da % 8.00'lık bir oranla müşteri odaklılık beşinci sırada yer almaktadır.

İlanlarda pazarlama meslek elemanlarından istenilen diğer tutum ve davranışlar ise müşteri portföyüne sahip olmak, engel durumu, sabıka kaydı, medeni hâl, referans ve sigara kullanımınıdır.

2.3. İlanlarda Talep Edilen Bilgi, Belge ve Beceriler

Tablo 2'de yer alan sürücü belgesi, yazılı/sözlü iletişim becerisi, iknâ kabiliyeti, düzgün diksiyon, takım çalışmasına yatkınlık, ofis programlarını etkin kullanabilme, yabancı dil bilgisi, SRC belgesi, sıcak satış, analitik düşünebilme yeteneği, e-ticaret vs. gibi özellikler ilanlarda pazarlama meslek elemanlarından talep edilen bilgi, belge ve becerilerdendir.

Tablo 2. İlanlarda Talep Edilen Bilgi, Belge ve Beceriler

	Nitelik	Sayı	Yüzde
1	Sürücü Belgesi	183	38.69
2	Yazılı/Sözlü İletişim Becerisi, İknâ Kabiliyeti	80	16.92
3	Düzgün Diksiyon	42	8.88
4	Ofis Programlarını Etkin Kullanabilme	29	6.13
5	Takım Çalışmasına Yatkınlık	28	5.92
6	Yabancı Dil Bilgisi (İng., Arapça, Rusça)	28	5.92
7	SRC Belgesi	20	4.23
8	Sıcak Satış	16	3.38
9	Analitik Düşünebilme Yeteneği	8	1.69
10	E-Ticaret	8	1.69
11	Diğer (Psikoteknik Belgesi, İş Sağlığı ve Güvenliği Belgesi, AutoCad, Data Okuma, Bilgisayar Kullanımı, Muhasebe, Mimar veya Mühendis, Netsis, Alpata, Meslek Lisesi Mezunu Olmak, IKS)	31	6.55
TOPLAM		473	100.00

Kaynak: İŞKUR Açık İş İlanları, <https://esube.iskur.gov.tr/Istihdam/AcikIsIlanAra.aspx>

Pazarlama meslek elemanlarından talep edilen bilgi, belge ve becerilerin başında % 38.69'luk bir oranla sürücü belgesi gelmektedir. Sürücü belgesini takiben % 16.92'lik bir oranla yazılı/sözlü iletişim becerisi, iknâ kabiliyeti, % 8.88'le düzgün diksiyon, % 6.13 ile takım çalışmasına yatkınlık ve en son % 5.92'lik oranlarla ofis programlarını etkin kullanabilme ve yabancı dil bilgisi gelmektedir.

İlânlarda pazarlama meslek elemanlarından talep edilen diğer bilgi, belge ve beceriler ise psikoteknik belgesi, iş sağlığı ve güvenliği belgesi, autocad, data okuma, bilgisayar kullanımı, muhasebe, mimar veya mühendis, netsis kullanımı, alpata kullanımı, meslek lisesi mezunu olmak, IKS (logo) programı kullanımınıdır.

5. SONUÇ VE ÖNERİLER

Gerçekleştirilen çalışmanın temel amacı, günümüzde pazarlama meslek elemanlarından talep edilen özelliklerin belirlenmesi ve bu alana personel yetiştiren eğitim kurumlarının öğretim plânlarını bu doğrultuda güncelleyebilmesine olanak sağlanmasıdır.

Bu doğrultuda “pazarlama” anahtar kelimesi girilerek İŞKUR Açık İş İlânları 01.05.2020-31.05.2020 tarihleri arasında incelenmiş ve pazarlama meslek elemanlarından talep edilen özellikler; demografik özellikler, ilânlarda talep edilen tutum ve davranışlar ile ilânlarda talep edilen bilgi, belge ve beceriler olmak üzere üç grupta sınıflandırılmış ve istenilen verilere ulaşılmıştır.

Bulgulara genel olarak bakıldığında pazarlama meslek elemanlarının tutum ve davranışlarından çok bilgi, belge ve becerilerine yönelik taleplerin olduğu görülmektedir. Özellikle;

- ✓ Sürücü Belgesi (% 38.69)
- ✓ Yazılı/Sözlü İletişim Becerisi, İknâ Kabiliyeti (% 16.92)
- ✓ Düzgün Diksiyon (% 8.88)
- ✓ Ofis Programlarını Kullanabilme (% 6.13)
- ✓ Takım Çalışmasına Yatkınlık (% 5.92)
- ✓ Yabancı Dil Bilgisi (% 5.92)'ne

yönelik bilgi, belge ve beceriler işverenler için büyük önem taşımaktadır. Dolayısıyla eğitim kurumlarının bu 6 önemli özelliği mutlaka göz önünde bulundurarak bir öğretim programı hazırlaması tüm bunların yanı sıra diğer bilgi, belge ve becerilerle birlikte tutum ve davranışlara da önem vermesi gerekmektedir. İlânlarda talep edilen en önemli tutum ve davranışların ise prezantabl olmak, etkin iş takibi ve çözüm odaklılık olduğu görülmektedir.

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The Importance of The Chamber of Commerce and Industry in The Development of Internal Entrepreneurship in Companies

Prof. Dr. Adnan CELIK

Selcuk University
adnancelik@selcuk.edu.tr
(ORCID: 0000-0002-8538-9937)

Dr. Emre NALCACIGIL

Selcuk University
emrenal@hotmail.com
(ORCID: 0000-0001-9834-7472)

Dr. Ahmet GOZEN

Selcuk University
ahmgozen@gmail.com

ABSTRACT

The word entrepreneur is derived from the word “entre”, which means Latin comprehension and swimming. In time, to start with “entreprendre”, to start, to take a hand; With the “entrepreneur”, concepts such as entrepreneurs and contractors started to be expressed. The concept of entrepreneurship has evolved to different dimensions after modern organizational theories. Company personnel also participated in the scope of general entrepreneurship and the concept of “internal entrepreneurship” was developed. Commerce and Industry, Turkey Union of Chambers and Commodity Exchanges (TOBB), which operates under the umbrella of the organizations. They generally have important interactions with public institutions and the relevant environment. In particular, they carry out very useful activities for industrial enterprises, commercial enterprises, business people and traders. The support of these institutions for general entrepreneurship is undeniable. Possible support for internal entrepreneurship in companies was the main subject of this study. The study consists of three separate sections. Firstly, the concept and scope of internal entrepreneurship was explained. Then, the interaction between companies and internal entrepreneurship was emphasized. The third and last section is titled the place and importance of the chambers of commerce and industry in the development of internal entrepreneurship in companies. Here, firstly, general information about chambers of commerce and industry is given. Then, the place and importance of the chambers of commerce and industry were emphasized in the development of internal entrepreneurship in companies. The study was completed with results and recommendations.

Keywords: Entrepreneurship, Internal Entrepreneurship, Chambers of Commerce and Industry, Chambers of Commerce and Industry in Internal Entrepreneurship

Şirketlerde İç Girişimciliğin Gelişiminde Ticaret ve Sanayi Odalarının Yeri ve Önemi

ÖZET

Girişimci kelimesi, Latince kavramak, yüzmek anlamlarına gelen “entre” sözcüğünden türetilmiştir. Zamanla, “entreprendre” ile girişmek, başlamak, el atmak; “entrepreneur” ile de girişimci, üstlenici gibi kavramlar ifade edilmeye başlanmıştır. Girişimcilik kavramı, modern örgüt teorileri sonrasında farklı boyutlara evrilmiştir. Genel girişimcilik kapsamına, şirket personeli de katılmış ve “iç girişimcilik” kavramı geliştirilmiştir. Ticaret ve

Sanayi Odaları, Türkiye Odalar ve Borsalar Birliği (TOBB) çatısı altında faaliyet gösteren örgütlerdir. Genelde kamu kurumları ve ilgili çevre ile önemli etkileşimleri vardır. Özelde ise sanayi kuruluşları, ticari işletmeler, iş insanları ve tacirler için çok yararlı faaliyetleri sürdürmektedirler. Bu kurumların, genel girişimciliğe olan destekleri yadsınamaz boyutlardadır. Şirketlerdeki iç girişimciliğe olan muhtemel destekleri ise bu çalışmanın ana konusunu oluşturmuştur. Çalışma, üç ayrı bölümden oluşmuştur. İlk olarak iç girişimcilik kavramı ve kapsamı açıklanmıştır. Sonra şirketler ve iç girişimcilik etkileşimi üzerinde durulmuştur. Üçüncü ve son bölüm ise şirketlerde iç girişimciliğin gelişiminde ticaret ve sanayi odalarının yeri ve önemi başlığını taşımaktadır. Burada önce ticaret ve sanayi odaları hakkında genel bilgi verilmiştir. Sonra şirketlerde iç girişimciliğin gelişiminde ticaret ve sanayi odalarının yeri ve önemi üzerinde durulmuştur. Çalışma, sonuç ve öneriler ile bitirilmiştir.

Anahtar Kelimeler: Girişimcilik, İç Girişimcilik, Ticaret ve Sanayi Odaları, İç Girişimcilikte Ticaret ve Sanayi Odaları

INTRODUCTION

Richard Cantillon described the entrepreneur comprehensively in his essays "On the Nature of Trade" in 1775. In his "Political Economy" studies in the 1800s, Jean-Baptiste Say has identified the concepts of "adventurer" with the word entrepreneur and regarded the entrepreneur as a person who pursues risk and starts his business. Joseph Alois Schumpeter, on the other hand, gave a special importance to the concept of entrepreneurship between production, production factors, credit, interest, business and firm cycle in his work on "Economic Development Theory" in 1934. According to the author, the entrepreneur becomes "the person who changes the current economic order by offering new products and services, establishing new organizations or using new raw materials". According to Schumpeter, the development of capitalist societies is the work of entrepreneurs (Say, 2001: 1-5; Cantillon, 2001: 1-3; Schumpeter, 1998: 1-11; Durak et al, 2017: 7; Celik, 2018: 11).

It is seen that the studies on internal entrepreneurship have entered the literature since 1970s. Internal entrepreneurship has emerged as a generally accepted concept for increasing individual and therefore organizational performances and achieving organizational success in institutions or organizations. The issue has become more important with the research of personnel training, innovation, risk taking and internal entrepreneurship. Issues such as reviewing organizational structures, feeling the full support of senior management and respecting individual specificities have come to the fore for the development and encouragement of internal entrepreneurship. Large-scale companies such as IBM, Xerox, GE, Bell are known to be pioneers in this field (Sijde et al, 2013: 25; Gozen, 2016: 13).

Chambers of commerce and industry are organizations operating by the control of TOBB. Their activities are common in keeping track of memberships, being a high institution in the related activities and supporting their stakeholders. They are also active in

entrepreneurship trainings and in developing entrepreneurship (TOBB, 2019; Nalcacigil, 2020: 3, 130). These supports for entrepreneurship are undoubtedly known general practices. In particular, it is useful to know the possible effects of chambers of commerce and industry on internal entrepreneurship activities in companies.

This study titled “The Importance of Chambers of Commerce and Industry in the Development of Internal Entrepreneurship in Companies” was prepared based on the information in the literature. The study mainly consists of three separate sections. First, the concept and scope of internal entrepreneurship was clarified. The second subheading concerns the interaction between companies and internal entrepreneurship. In the third section, the place and importance of the chambers of commerce and industry in the development of internal entrepreneurship in companies are discussed. After the general evaluation of the subject and possible suggestions were listed, the study was ended.

1. THE CONCEPT AND SCOPE OF INTERNAL ENTREPRENEURSHIP

The formation and development of the entrepreneurship literature has been parallel with its historical dimension. The phases passed from the first human to today have necessarily come by covering different styles, attitudes and behaviors. Even the wars between individuals, groups and communities contributed in the early stages of the process. That is, at the beginning of the entrepreneurship approach, spoils of war took an important place (Hisrich et al, 2010: 6; Barrel et al., 2013: 6). Entrepreneurship is undoubtedly supported by different instruments in every age. Our topic is oriented towards the internal entrepreneurship dimension rather than general entrepreneurship. Internal entrepreneurship started to come to the agenda mostly after the recent age. In other words, it is a focus on cyberspace and after. Industrial revolutions also have important effects on the development of business and management concepts. The systematic review of this issue is after the 3rd Industrial Revolution. With the “4th Industrial Revolution” in which post-internet developments, social media activity, artificial intelligence and full automation are concentrated, more momentum has been gained.

When the concept of internal entrepreneurship is mentioned; It should be known that corporate entrepreneurship, in-company entrepreneurship, intra-organizational entrepreneurship, corporate entrepreneurship, internal corporate entrepreneurship, strategic renewal entrepreneurship is mentioned in general terms. As the concept began to become widespread, it was included in The American Heritage dictionary. It is mentioned that the organizational staff take on the possible risks and take the necessary responsibilities with the claim of turning an idea into a product useful for the company. Internal entrepreneurs are not intellectual giants or unplanned dreamless dreamers. They can be impatient or selfish at the

point of innovation chase. Their main purpose is to provide positive added value to the institutions they work for. They can operate like independent entrepreneurs. However, they work internally to make their ideas a reality. It is natural that they challenge the status quo and demand the necessary change as soon as they see obstacles. In other words, they have in-house practices of general entrepreneurship activities (Arslan and Cevher, 2008: 72-73).

As with general entrepreneurship, there are some functions in internal entrepreneurship. Internal entrepreneurs are excited about new ideas. Their desire to continue learning is very dominant. Unlike typical managers, they are tired of doing repetitive tasks. Within the scope of internal entrepreneurship, it is useful to know the following issues (Filion, 2008: 1, 22; Gozen, 2016: 20):

1. Trying to Be a Skilled Individual: All obstacles to learning should be eliminated and subordinates should be able to easily demonstrate their knowledge and skills.

2. Targeting Innovation and Being closely Related to Development: Staff at all levels should be encouraged in the path of innovation and consider themselves to be a duty to develop products or processes.

3. Understanding Opportunities, Designing and Implementing Projects: Early warning signals for opportunities should be monitored. Environments that can create opportunities should be evaluated well. Employers should be guided to design projects for their current positions with the logic of “Knowing the business best”. It is essential for employees to participate in decisions, to be represented in brainstorming or to be encouraged when they say “I have a project too”.

4. Taking the Risk of Winning or Losing and Managing It Properly: The general entrepreneur can win or lose on a firm basis. Losses in internal entrepreneurship should be undertaken by senior management and should completely remove the problems in this direction from the agenda.

5. Result Orientation: Activities must have tangible outputs. So, processes come and go in a way. Anything that arises as a result of innovation actions or development activities is good.

6. Trying to Create Value: After all the effort, money and time is spent, an added value is expected to be created for the employee, the organization, the industry and the national economy.

2. COMPANIES AND INTERNAL ENTREPRENEURSHIP INTERACTION

Companies are structures created by entrepreneurs to meet human needs. These are above all social cooperation systems. They are more economically oriented. In other words,

they operate at least in accordance with the labor law and as a result they aim for a reasonable profit. Finally, besides being an economic unit, it also has socio-technical dimensions (Ferman, 1966: 1; Tosun, 1990: 13; Simsek and Celik, 2019: 26).

Internal entrepreneurship is a type of entrepreneurship applied within the company. Business organizations, as an open system, interact with many factors inside and outside the environment and their changes. In this case, the managers of the organization asked themselves, “How can we be protected from the negative effects of internal and environmental changes and developments? How can we turn threats into opportunities?” It is useful to ask questions of the type. Here, the phenomenon of internal entrepreneurship appears as a useful practice. As well as general business entrepreneurship, internal company entrepreneurship is accepted as an issue that increases competitiveness, efficiency and efficiency (Agca and Bas, 2013: 300).

Internal entrepreneurship is an important concept for every company, regardless of its scale. In small businesses, general entrepreneurship and internal entrepreneurship may be intertwined. Large-scale companies can consider the issue in a more systematic and institutional sense. The development of the internal entrepreneurship of business employees of all sizes, whether small, SME or large-scale, is essential. “Knowledge, goal, imagination, practice and innovation” are important among the core elements of internal entrepreneurship (Martiarena, 2013: 27-39; Sijde et al, 2013: 29; Filion, 2008: 2).

Employees of firms established by internal entrepreneurs, external entrepreneurs or businessmen are in power. Such entrepreneurs are needed for the organizations established by foreign entrepreneurs to be sustainable. Internal entrepreneurs can develop new goods and services for their units or organizations, as well as find new ways of working or methods. In other words, there is a need for in-company entrepreneurs as well as company entrepreneurs (Gifford and Pinchot, 1978: 1; Zahra, 1991: 259-260).

Internal entrepreneurship is an important tool to gain competitive advantage. In an environment characterized by fierce competition, characterized by uncertain and complex market conditions, the way to achieve sustainable competition advantage is through innovation. Because only innovating organizations can develop a strong market focus that can ensure customer loyalty by adapting to market change. The engine of an organization's innovation is internal entrepreneurship. Sustainable innovation created through products, processes, systems and technologies resulting from entrepreneurial activities can drive organizations away from their competitors. Internal entrepreneurship is an antidote to the dinosaurization syndrome, which reflects the inertia, stagnation and lack of innovation faced by large organizations. Because the past successes create size and strength syndrome within the organization and

strengthen the bureaucracy even more. Under the policies and procedures created by the size, the administrations fulfill only their functional roles in the light of the rules, taking the minimum risk. For this reason, many large organization managers become budget and control followers, planners, organizers and rules. In these environments, it is important to complete internal and external environmental analyzes and to ensure compliance with technology and environment. In this context, innovation or innovation; It provides opportunities to review activities, to follow opportunities adequately, to be constantly renewed and to bring innovation throughout the organization (Lawler and Galbraith, 1994: 5-16; Thornberry, 2001: 527; Naktiyok, 2007: 214; Gözen, 2016: 21).

Companies can achieve significant benefits when they create an appropriate entrepreneurial climate. In the context of the interaction between companies and internal entrepreneurship, the following issues must be observed (Hisrich and Peters, 2002; Oni et al, 2012: 66-67): “A technology-friendly structure; Encouragement and encouragement of new ideas; Encouraging trial and error; To tolerate failure; Predicting negativities and not giving opportunity to harmful effects; Having enough resources; Ensuring cooperation between disciplines and departments; Long-term thinking and acceptance of institutionalization; Acceptance and dissemination of the volunteerism within the organization; Establishment of an accepted reward system; Presence and sustainability of supporters; Top management's leadership and being a pioneer”.

3. THE IMPORTANCE OF THE CHAMBERS OF COMMERCE AND INDUSTRY IN THE DEVELOPMENT OF INTERNAL ENTREPRENEURSHIP IN COMPANIES

Here, the chambers of commerce and industry were first described. This subheading also includes the legal dimension between the chambers and TOBB (The Union of Chambers and Commodity Exchanges of Turkey). In the second subtitle, the issue of the place and importance of the chambers of commerce and industry in the development of internal entrepreneurship in companies was discussed.

3.1. Chambers of Commerce and Industry

Chambers of commerce and industry are important institutions operating under the TOBB. So, all of the chambers are members of TOBB. TOBB, No. 5174: "Turkey Chambers and Stock Exchanges Union of Chambers and Commodity Exchanges Act with the" scope of services established to fulfill, with legal personality, is the top provider of vocational qualifications in public institutions. Union is the top provider of professional and legal representatives of the private sector in Turkey. TOBB; It is the parent company of 365

Chambers and Commodity Exchanges (Chambers of Commerce, Chambers of Commerce and Industry, Maritime Chambers of Commerce and Commodity Exchanges) in 81 provinces, 160 districts, and has approximately 1 million 400 thousand members. The following points mentioned in the law numbered 5174 are important for our subject; “TOBB carries out its duties to ensure unity and solidarity between chambers and exchanges, to facilitate professional activities, to protect professional discipline and ethics, and to contribute to the economic development of the country. Besides these; Studies are also ongoing to lead the efforts of the Turkish entrepreneur, to convey the demands and needs of the private sector to the relevant authorities and to produce solutions, to defend the rights of small and medium-sized enterprises and to contribute to the share they deserve from the economy ”(TOBB, 2020: 3-6).

TOBB, Turkey's largest civil economic organization in addition to be a semi-public organization. TOBB's internal structure is an autonomous institution, and its external structure is connected to the state. Its management is chosen by members and no appointment is made. The highest organ of TOBB is “General Assembly.” It consists of a maximum of 1000 delegates, which are chosen for four years among the members of the assembly. each chamber has at least one and at most 20 according to budget income. The expenses and the dues of the members and the chambers that cover the fees they pay for the members are autonomous organizations in the administration and budget (Nalcacıgil, 2020: 129-130).

In terms of our topic, the law numbered 5174 and the regulations issued within this scope are important. In article 5 of the related law, "establishment of chambers of commerce and industry"; In the 6th article, "working party" is organized. Accordingly, establishment of chambers is based on two basic conditions. First of all, at least one thousand traders and / or industrialists having the conditions stipulated in the commemorative law are involved in their application to TOBB, and the second requirement is the Ministry of Commerce's view and decision of the Ministry (Ministry of Commerce) to be established. In addition, it is possible to establishment the geographical region chambers when the conditions are met. The chambers of commerce and industry operate in the following areas within the scope of the legal authority and responsibility granted to them (TOBB, 2019; Nalcacıgil, 2020: 118-130); "Keeping the Registry, consultancy, accreditation, economic reports, employment, women's and young entrepreneur's assembly, the arbitration institution, commercial fairs, Turkey Trade record service.

After these statements about the chambers of commerce and industry and TOBB, it is useful to give brief information about some of the international organizations that they interact with. In terms of international organizations, association of European Chambers of Commerce

and Industry (Euro chambers) and "International Chamber of Commerce" (ICC) or "The World Chambers Federation" (WCF) are typical examples. Euro chambers, representing a total of 42 national trade and industry chambers unions and thus approximately 20 million enterprises; "Facilitators for establishment, growth and transfer of businesses; Key roles in skill development; It is remarkable in terms of our subject with its activities on issues such as "leading role in the internationalization of companies" (Euro chambers, 2020: 1). ICC / WCF cooperates between more than 12,000 chambers in more than 100 countries. Therefore, corporate representation of more than 45 million companies has been undertaken (ICC, 2020: 1-2).

3.2. The Importance of Chambers of Commerce and Industry in the Development of Internal Entrepreneurship in Companies

Although the development and situation of entrepreneurship in every country and society depends on different conditions, the function of official and civil institutions cannot be denied. Among these institutions, chambers of commerce and industry, which are professional organizations, have a special importance. Because the role of the chambers of commerce and industry in the entrepreneurship process is oriented towards implementation and the field, they play a central role in this regard. Although the entrepreneurship role of chambers of commerce and industry is considered to be at the point of educational and information sharing, their roles in transferring and reflecting entrepreneurship qualifications and academic knowledge into business life are important (Nalcacigil, 2020: 111).

Chambers of commerce and industry can make significant contributions to the regional and national economy when they are effective. They can support economic development, establish a sustainable trade and industrial structure, increase employment, and therefore create value in all areas. The support given by the chambers to entrepreneurs is more like mentoring. However, in the support provided by other institutions and organizations; The chambers express their opinions, approve the documents, and can actively participate in the formulation process. In the context of general entrepreneurship, the following supports are available (TOBB, 2019; Nalcacigil, 2020: 134-136):

- To ensure that the entrepreneurs who have a new idea come together in the realization of their ideas, investors and mentors come together,
- Providing consultancy service on access to financing resources and development issues,
- The sharing and questioning of requests for business ideas related to business,

- Contact with investors or mentors in the development of new business ideas and in the realization, development or realization of entrepreneurship,

-Business establishment, promotion, enlargement, marketing-sales processes, brand registration, patent, utility mode, industry design etc. providing consultancy services for all kinds of intellectual property rights that may be encountered, learning methods and access to financing resources such as incentives and supports provided by various institutions and organizations,

- To contribute to all kinds of support programs to be provided by other institutions and organizations within the scope of the activities, regarding the opportunities and incentives provided by the techno parks and organized industry regions,

- Participation in the projects and programs where the Chamber is a stakeholder in the matters called by the international institutions. It can also participate in external funding, benefiting entrepreneurs,

- Seminar and trainings for entrepreneurs, workshops,

- The development of the entrepreneur-friendly regulatory framework and the support of the innovative entrepreneurship,

- Active development of a successful support system in the development and implementation of a sustainable support system such as women's entrepreneurship, micro entrepreneurship, youth entrepreneurship, eco entrepreneurship, social entrepreneurship and global entrepreneurship.

- The development of a culture that has embraced entrepreneurs and entrepreneurship, the intensification of entrepreneurial education at the level of formal and non-formal education, and the development of the consultancy system for entrepreneurs.

As stated above, chambers of commerce and industry provide various supports to companies. However, these are mostly in the field of traditional entrepreneurship activities (external entrepreneurship). Therefore, it is useful to support entrepreneurship actions (internal entrepreneurship) that are specific to companies' own personnel. Undoubtedly, these general supports may not be as easy as providing and implementing them. First of all, every company has economic and legal independence. There are different production and marketing units, different management bodies and behavior patterns. Activities for the entrepreneurship of the company's own human resource may encounter different resistances. Despite various problems, chambers of commerce and industry should take the necessary role in the development of internal entrepreneurship in companies.

The issue of internal entrepreneurship should be adequately examined by TOBB and the competent boards of the chambers. The contribution of this activity to companies and then to the national economy needs to be internalized. Chamber senior management should be able to transfer the necessary information to the owners or senior managers of the companies through authorized boards and representatives. The leadership of senior management is needed to encourage innovation, increase competitiveness, take risks when necessary, proactivity, raise awareness of subordinates, and provide freedom for innovative thinking. Strategic managers should definitely encourage internal entrepreneurship. Chambers of commerce and industry can start a general mobilization with TOBB primarily in this direction. They can actively engage their members in this movement. Cooperation can be made with public institutions, sector representatives, universities, institutes, research centers, techno parks, financial institutions and other environmental elements with the technical, legal and financial support that can be provided from these circles, an R&D center and fund can be created. It should not be forgotten that the main purpose here is to encourage the employees of relevant companies and to focus on internal entrepreneurship activities required by their positions. Undoubtedly, while pursuing innovation, employees can make various mistakes. They should be given trial-and-error share and time, and appropriate incentive systems should be developed. Internal and external training opportunities should be increased.

CONCLUSION AND RECOMMENDATIONS

Companies are units created to meet human needs. Entrepreneurs are the ones who founded them. Entrepreneurs; In the historical process, they have undertaken functions such as producing new goods or services, improving the quality of the known, accessing new technologies and resources, establishing new or different organizations. Especially after the modern organizational theories, this concept started to be handled in different dimensions and was divided into two groups. Apart from the general entrepreneur, which is considered among the classical production factors together with labor, capital and nature, an adjective called internal entrepreneur has developed. Now, traditional entrepreneurship activities are "foreign entrepreneurship"; The fact that the human resources of the organizations in the activity take action in entrepreneurship is evaluated as "internal entrepreneurship" dimension (Gözen, 2016: 150).

The role and importance of many institutions and organizations in entrepreneurship training and development of entrepreneurship are of particular importance, among them chambers of commerce and industry. As in the world, in our country, since the professional chambers are experts and competent institutions in their own fields, they transfer their

knowledge to the entrepreneur candidates and help them take initiatives. Professional institutions are known to offer a large number of educational supports for entrepreneur candidates for existing entrepreneurs and their businesses (Nalcacıgil, 2020: 3).

Undoubtedly, the most important task in the development of internal entrepreneurship in companies falls to the owners, partners or senior managers. This issue is relatively easy to handle on a micro basis and to be applied at company scale. Every business organization can have its own economic, technical, financial and legal features. Organizational culture and social life may also differ. It is useful to show the support of the chambers of commerce and industry to general entrepreneurship and regional development in this area. Because the company employees can produce new goods and services, develop cost-cutting, time-saving and thus profit-enhancing processes, offer alternative resources, as well as their active activities in the organizational structure, along with the macro structure.

Chambers of commerce and industry need to prepare an industry-specific “internal entrepreneurship development action plan” with TOBB. This movement should be seen as a mobilization and participation of all stakeholders should be ensured. Cooperation with ministries, universities, techno parks, KOSGEB, TÜBİTAK, TSE, TÜRKAK, business development centers, sector representatives, financial institutions, non-governmental organizations and other related circles is important. It is an important motivation for stakeholders to believe that the benefits generated by internal entrepreneurship will create significant values added on a company, industry and national basis. Initially, a pilot application can be made. For this purpose, a specific sector or organized industrial zone can be selected. Under the coordination of the chambers, a delegation of mentors can be formed. This board should provide comprehensive information within the scope of internal entrepreneurship to top executives of companies, human resources representatives and / or R&D authorities. Trainees can inform their company staff through periodic meetings and initiate motivational practices for subordinates. Cooperation and service network can be further expanded after pilot implementation. A title appropriate to the internal entrepreneurship culture can be given to the board formed by company representatives. For example, like the "invention" group. These meetings need to have rules and rules, such as some kind of brainstorming, suggestion development circles or call conference. Board members can adapt similar work to their own companies. Regardless of the application, the feedback mechanism should be given importance and success stories that may occur should be voiced to increase motivation.

This study was prepared by making use of the generally accepted literature. So, it is not based on empirical data. This is the main limitation of the study. Therefore, there is a need for research in validity and reliability to cover the relevant environment.

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The Studies on Paternalist Leadership Behavior Using the Content Analysis Method

Asst. Prof. Dr. Ahmet Tuncay ERDEM

Bolu Abant İzzet Baysal University, Faculty of Communication, Golkoy Campus

ORCID: 0000-0003-4573-8415

ABSTRACT

Paternalist leadership behavior can be described as a type of behavior in which leaders treat their subordinates more emotionally, subordinates behave in a guiding way, and expect loyalty from subordinates in return for these behaviors. If a Paternalist leadership style is exhibited in organizations, it is seen that paternalist leadership is adopted. Within the scope of this research, it aims to examine the postgraduate theses related to the subject in terms of method and scope in this study, which aims to examine paternalist leadership research. Within the scope of the research, data have been obtained from the doctoral thesis in the National Thesis Center (Turkey) within the body of the Council of Higher Education. In this context, criteria such as keywords for research, foreign resource rate, the research method used, number of words, and the number of "paternalist leadership" words in the text are analyzed by the content analysis method. The aim of the research is the idea of giving direction to future studies on the subject.

Keywords: Paternalist, Leadership, Content Analysis.

INTRODUCTION

Today, leadership behavior towards employees is of great importance in order to be able to employ them in the organizations they operate and to work more efficiently. Especially, employees' high motivation and ability to work effectively in the organization is important for businesses to gain an advantage over their competitors. Leadership behaviors and positive attitudes of leaders to employees affect them positively. Leaders who exhibit paternalistic leadership behavior, which is also the subject of the study, are leaders who show a more sincere approach towards their employees and caring for their feelings and thoughts. Especially in organizations that rely on their employees and have high levels of expertise, leaders exhibit paternalist leadership characteristics. The reason for this is that leaders with qualified employees tend to exhibit person-oriented behavior towards their employees.

It is seen that the national literature on paternalist leadership behavior studies, which researchers in recent years have investigated, is limited. Within the scope of this research, it is aimed to examine the concept of paternalist leadership to gain a perspective from different aspects to the studies to be done on the subject. In this direction, the main purpose of the research is to study postgraduate studies dealing with paternalistic leadership behavior. The research aims to guide researchers who will study on paternalist leadership in the future. In this context, the main question of the research is; What are the features and scope of postgraduate studies published

on "Paternalist Leadership" in the National Thesis Center of the Council of Higher Education? as determined.

1. PATERNALIST LEADERSHIP

The concept of "paternalism" originates from the Latin word *pater* (father), and it means acting like a father protectively towards others. Paternalism; value, importance, compassion, kindness, interest, peace and so on. It is defined as interfering in individuals' free movements to ensure (Korkmaz et al., 2018). While paternalistic leadership refers to the leadership's authority and control behaviors, it also includes anxiety for its employees' benevolence and personal well-being (Farh & Cheng, 2000; Cheng et al., 2004; Pellegrini & Scandura, 2008). The paternalistic leadership approach is seen as a leadership understanding desired by employees in Turkey (Cerit, 2012). Paternalist leadership consists of three dimensions: authoritarianism, benevolence, and morality (Cheng et al., 2004). Paternalist leadership refers to managers who take care of their subordinates' well-being and take care of them personally, prioritize moral values, and want to see the unconditional obedience of their subordinates. In other words, paternal leadership is the blending of the executive's discipline and authority with paternal benevolence (Farh & Cheng, 2000). It is expressed as a hierarchical relationship that employees are guided in their work and private lives with the understanding of a family member, and in return, they expect loyalty, obedience, and loyalty from their employees (Gelfand et al., 2007). It has been suggested that paternalist leadership positively affects employees' attitudes and behaviors (Chen et al., 2014). Paternalist leader; By combining an authoritarian, strong, and fatherly leader figure with honesty and helpfulness, it tries to find solutions to the problems that occur during the process by displaying an attitude to its staff like parents' approach in the family. Paternalism is defined as preventing individuals from harming themselves or guiding individuals in line with their own benefits; It also defines the state as treating individuals like a father treating their children (Hershey, 1985; Farh & Cheng, 2000; Çalışkan & Özkoç, 2016).

2. METHOD

In order to answer the research question determined within the scope of the research, the theses titled "Paternalist Leadership" were scanned from the "Thesis Screening" section of the website of the Council of Higher Education National Thesis Center, and the data about the related studies were obtained and analyzed in terms of content. As a research method, the content analysis method was preferred to examine postgraduate studies on paternalist leadership issues. The descriptive content analysis method was used in the research.

3. FINDINGS

Postgraduate theses on paternalist leadership in the database of the Council of Higher Education National Thesis Center website are subject to examination (Table 1).

Table 1. Postgraduate theses included in the study

Name of Study	Author	Type	University	Department	Year
Study 1. Sağlık Yöneticilerinin Paternalist Liderlik Davranışlarının Çalışanların İş Doyumu Ve Örgütsel Adalet Algısı İlişkilerinin İncelenmesi <i>An Analysis of The Relationship between Health Administrators' Paternalistic Leadership Behavior, Employee Job Satisfaction and Perceptions of Organizational Justice</i>	Mustafa NAL	PhD	Marmara University	Department of Health Management	2018
Study 2. İlkokul Müdürlerinin Paternalist Liderlik Davranışları İle Öğretmenlerin Örgütsel Yaratıcılık Ve Örgütsel Muhalefet Düzeyleri Arasındaki İlişki <i>The Relationship Between Primary School Principals' Paternalistic Leadership Behaviours and Teachers' Organizational Creativity and Organizational Dissent</i>	Bünyamin AĞALDAY	PhD	Dicle University	Educational Sciences	2017
Study 3. Babacan (Paternalist) Liderlik Davranışının Örgütsel Özdeşleşme Üzerindeki Etkisinde Çalışanların İş Tutkunluk Düzeylerinin Aracılık Rolü: Kamu Ve Özel Sektör Karşılaştırmalı Bir Analiz	Fatma KORKMAZ	PhD	Kırıkkale University	Department of Business Administration	2018

<p>Study 4. Paternalist Liderlik Ve Dönüşümcü Liderliğin Örgütsel Sonuçları</p> <p><i>Organizational Outcomes of Paternalistic Leadership and Transformational Leadership</i></p>	Kasım Kağan ÖZLÖK	Master	Gümüşhane University	Department of Business Administration	2019
<p>Study 5. Okul Yöneticilerinin Paternalist Liderlik Düzeyleri İle Öğretmenlerin Örgütsel Destek Algıları Arasındaki İlişki</p>	Eyyüp KILIÇ	Master	Uşak University	Department of Educational Sciences	2019
<p>Study 6. Paternalist Liderlik Tarzı Ve Örgütsel Özdeşleşme İlişkisinde Algılanan Yönetici Desteğinin Aracılık Etkisi</p> <p><i>Mediative Effect of the Perceived Executive Support in The Relationship between the Paternalistic Leadership Style and Organizational Identification</i></p>	Ayşe KARABULUT	Master	Balıkesir University	Department of Business Administration	2019
<p>Study 7. Paternalist Liderlik Ve Tükenmişlik Arasındaki İlişki: Yıldırmanın Aracılık Etkisi</p> <p><i>The Relationship Between Paternalistic Leadership and Burnout: The Mediating Effect of Mobbing</i></p>	Selin Balcı SEVİNÇ	Master	Balıkesir University	Department of Business Administration	2019

As it can be seen in Table 1, in the analysis of the subjects determined within the scope of the research, while the Study 1, 2 and 3 of the graduate studies were organized in doctoral degree, the study was produced in the 4, 5, 6 and 7th master's degree. Study 2 and Study 5 were produced in the field of Educational Sciences. Although Study 1 was produced in the field of Health Sciences, it was determined that other studies were produced in Business Administration. Among the studies handled within the scope of the research, the 2nd study was

published in 2017, the 1st and 3rd studies in 2018, the 4th, 5th and 6th studies in 2019. It has been observed that all of the theses discussed within the scope of the research have open access. On the other hand, the 3rd Study and 5th Studies titles do not exist in English. In Table 2, the page numbers, word numbers, and the number of inclusion/emphasis of paternalist leadership terms in the text of the studies examined within the scope of the research are also given.

Table 2. Formal features of paternalist leadership studies

Name of Study	Page Count	Word Count	Paternalist Leadership
Study 1. An Analysis of The Relationship between Health Administrators' Paternalistic Leadership Behavior, Employee Job Satisfaction and Perceptions of Organizational Justice	151	33.984	315
Study 2. The Relationship Between Primary School Principals' Paternalistic Leadership Behaviours and Teachers' Organizational Creativity and Organizational Dissent	286	67.927	314
Study 3. Babacan (Paternalist) Liderlik Davranışının Örgütsel Özdeşleşme Üzerindeki Etkisinde Çalışanların İşe Tutkunluk Düzeylerinin Aracılık Rolü: Kamu Ve Özel Sektör Karşılaştırmalı Bir Analiz	338	16.232	270
Study 4. Organizational Outcomes of Paternalistic Leadership and Transformational Leadership	99	17.750	277
Study 5. Okul Yöneticilerinin Paternalist Liderlik Düzeyleri İle Öğretmenlerin Örgütsel Destek Algıları Arasındaki İlişki	126	29.079	
Study 6. Mediative Effect of the Perceived Executive Support in The Relationship between the Paternalistic Leadership Style and Organizational Identification	124	29.048	177
Study 7. The Relationship Between Paternalistic Leadership and Burnout: The Mediating Effect of Mobbing	121	30.866	224

The formal features of the studies included in the scope of the research are indicated in Table 2. Looking at the number of paternalist leadership studies, it is seen that the lowest number is 99 and the highest number is 338. On the other hand, the total word amounts in the studies were calculated by converting the files in the ".pdf" format containing the studies into ".docx" format and counting the words. Within the scope of the research, it was observed that the highest number of words was in the second study, while the least number of words was seen in Study 6, and how often the concept of paternalist leadership is used was also mentioned. When the number of paternalist leadership words used is examined, it is seen that the most word usage is in study 5. The keywords and application areas related to the theses are specified in Table 3.

Table 3. Keywords and application areas of the studies

	Keywords	Scope of Application
Study 1	Paternalist Leadership, Job Satisfaction, Organizational Justice, Healthcare Personnel, Leadership	It was conducted to examine the effects of paternalistic leadership behavior on healthcare professionals' job satisfaction and perception of organizational justice. As a result of the research, it was determined that paternalistic leadership perception positively affected employees' job satisfaction and organizational justice perceptions.
Study 2	Leadership, paternalism, paternalist leadership, creativity, organizational creativity, opposition, organizational opposition	According to teachers' perceptions working in public primary schools, the study aims to determine the relationship between primary school principals 'PL (paternalist leadership) behaviors and teachers' organizational creativity and organizational opposition perception levels.
Study 3	Paternalist Leadership, Organizational Identification, Job Passion, Structural Equation Model	In order to examine the effect between the perceived paternalist leadership behavior and benevolent, moral, and authoritarian leadership sub-dimensions and the organizational identification levels of employees, and the mediating role of employees' job attachment levels in this effect, a study was conducted for public and private sector employees in Kırşehir.
Study 4	Paternalist Leadership, Transformational Leadership, Internal Motivation, Identification with the Leader, Interactive Justice, Organizational Citizenship Behavior	A research was conducted to determine the organizational consequences of paternalist leadership and transformational leadership perceptions of employees working in public and private sector organizations located in Erzincan province and İliç district of Erzincan.
Study 5	Leadership, Paternalist Leadership, Organizational Support	In line with the research findings conducted on classroom teachers working in primary schools in the city center of Malatya, it was concluded that the perception of paternalist leadership increased with the increase of professional seniority. According to this result, it was determined that there is a positive relationship between professional seniority and paternalist leadership.
Study 6	Paternalist Leadership, Organizational Identification, Perceived Executive Support	As a result of the data collected from factories operating in the production sector in Ankara, Balıkesir, and Uşak, a significant and positive relationship between paternalist leadership and organizational identification; was determined that the perceived manager support in this relationship also had a partial mediating effect.
Study 7	Paternalist leadership, Intimidation, Burnout	Determining the relationship between paternalistic leadership, mobbing, and burnout and the mediating role of mobbing in the relationship between paternalist leadership and burnout have

		been investigated. The study sample consists of high school teachers working in secondary education institutions in Altieylül and Karesi districts affiliated to the Balıkesir Provincial Directorate of National Education.
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It is the 4th study with the most keywords among the studies handled within the scope of the research. It is seen that the studies are applied in different samples. In Table 4, the analysis method, sample size, and the number of references regarding the studies are indicated.

Table 4. Analysis method of the studies, number of references and sample size

	Analysis Method	Number of References	Foreign Resources Used Ratio (%)	Sample Size
Study 1	The method is a quantitative research method. T-Test, T Kruskal Wallis ANOVA, Correlation and Regression, Anova, Tukey HSD analyzes were used.	160	52,21	683
Study 2	The method is a quantitative research method. Confirmatory Factor Analysis, t test and ANOVA analysis were applied.	734	79,29	1059
Study 3	The method is a quantitative research method. Confirmatory Factor Analysis, Structural equation model, t test for independent groups and ANOVA analysis were used.	483	67,17	1032
Study 4	The method is a quantitative research method. Factor analysis, correlation and regression, and Confirmatory Factor Analysis were applied.	89	55,05	292
Study 5	The method is a quantitative research method. Independent Sample t-Test, One Way Variance Analysis correlation analysis was performed.	160	76,35	405
Study 6	The method is a quantitative research method. Explanatory factor analysis, correlation analysis, and hierarchical regression analysis were used.	253	56,15	453
Study 7	The method is a quantitative research method. Variance, Welch technique, ANOVA analysis, correlation analysis, and hierarchical regression analysis were used.	279	81,12	392

Sample sizes, analysis methods, and numbers of bibliography used in the study are given in Table 4. In the studies, it is seen that the highest sample size is in Study 2. In this study, an application was made for 1059 people. On the other hand, it was determined that the least

sample was in the 4th Studies. In terms of the number of bibliographies of the studies, the highest number of bibliography is in the 2nd study, but it is seen that the least bibliography is in the 4th. In addition, it was determined that the sources used by the authors in the reviewed studies were generally foreign, and all of these foreign sources consisted of works written in English. The study determined that the most foreign resource was used in the studies was in the 7th study (81.12%), and the least foreign resource use was in the first study (52.21%). As shown in Table 4, it has been determined that all of the research methods used in the studies are quantitative research methods, and descriptive statistics are used in general. In addition, relationship tests were used within the scope of the research, and parametric analysis methods were preferred in all of the data obtained according to the type.

4. RESULTS

Nowadays, in organizations, it is seen that many organizations offer an efficient organizational climate to their employees by using advanced technology. On the other hand, it is known that the development of technology brings the human factor to the forefront in organizations. Especially, it is necessary to establish effective and comfortable Management for employees who use technology to work efficiently and effectively in organizations. According to the type of leadership defined as paternalist leadership, it is important that the leader carries out the demands and needs of the employees and that the leader adopts a relationship-oriented approach towards the employees.

Within the scope of the research, the researches on paternalist leadership and in the postgraduate thesis archive of the Higher Education Institution are examined and aimed to shed light on future research on the subjects. The research is considered to be original, as no research has been found within this framework. In the research, the stylistic, lexical, and semantic properties of 7 postgraduate theses on the subjects are evaluated within the academic framework (Erdem, 2017). In the examinations conducted within the scope of the research, it is not aimed to criticize the studies examined because of the reliability, validity and competence of the studies both in terms of universities and the relevant Higher Education Institution; on the contrary, it is aimed to examine the graduate studies in this research in depth in terms of form. However, it should not be forgotten that the main purpose of the content analysis applied within the scope of the research is to obtain in-depth information.

It is known that the number of researches and publications on paternalist leadership concepts, which have become popular in researches on leadership issues that have become increasingly important in recent years, is quite limited. On the other hand, the fact that the studies examined are in psychology but are generally oriented to business reveals how important the subjects are

for organizations and businesses (Table 1). In this context, it is considered that the relevant subject is among the issues that should be considered. When the sources used in the studies conducted in the studies are examined, it is seen that the percentage rates are generally high in terms of foreign resource use (Table 4). In other words, it has been determined that access to foreign sources and quoting is the majority. Accordingly, it is concluded that there are limited Turkish studies on the topics discussed in the relevant literature. In addition, as can be seen in Table 4, when the methods and analysis of the studies are examined, it is seen that all of the studies were created by quantitative research method. In this context, it is a suggestion to carry out phenomenological studies to apply qualitative research methods on related issues in future research.

If the study's limitations are mentioned, the fact that the data obtained from a single database (Higher Education Institution National Thesis Center) was analyzed shows the fact that the results obtained will be valid only in this database scale. In addition, examining only postgraduate studies related to the subject and not dealing with other articles or papers can be shown among the limitations. On the other hand, not being able to deal with the foreign sources made about the related subjects within the scope of the research due to time and cost constraints is also among the main constraints of the study.

As a result, it is recommended that researchers pay more attention to the areas of leadership since there are very few Turkish studies in the relevant literature. However, it is also recommended to use different analysis methods and obtain various results by applying different sample groups. In line with these results and recommendations, what is desired to be reached from the research results is to reveal the current situation to eliminate the limitations determined in the literature by drawing a general framework about the relevant issues. In addition, the aim to reach within the scope of the research is to guide the individuals who will research paternalist leadership in the future.

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Ethics Of Eastern Communication As A Factor In The Formation Of Constructive Behavior Of Adolescents In Conflict Situations

Mirzabdullaeva Dilxumor Erkinovna
Namangan State University, Uzbekistan
dilhumor@yandex.com

ABSTRACT

This article is devoted to the study of the formation of constructive behavior of adolescents in conflict situations by means of ethics of Eastern communication. The article shows the possibility of optimizing the behavior and actions of adolescents in conflict situations

Key words: adolescents; prevention of conflicts; psychological training; constructive behavior; the Eastern tenderness; the ethics of the Eastern communication

Introduction

The national specificity of human interaction, which is one of the regulating factors of conflict-free and constructive behavior, is revealed. Based on the national Proverbs, sayings and teachings of our ancestors, we tried to form the necessary skills in adolescents constructive behavior, which are given in the article.

The possibilities of using in the process of training work the ethics of "Eastern communication" as a manifestation of polite tone, sweetness and beauty in the relationship of people. The following training methods used in the training program were developed and tested: mini-lectures, brainstorming, work in small groups, role-playing games, case studies, work in pairs, psychotrening games, exercises and audio-visual videos. Experimental data confirming the possibility of using special questionnaires developed by us using the instructions of thinkers of the East about the "ethics of Eastern communication" are obtained.

The following data are one of the elements of psychological training for adolescents, as it is the Eastern tenderness and education in the process of communication are still one of the ethno-psychological characteristics and values of the Uzbek people.

In the context of globalization of human relations and scientific and technological progress changes the psychology of people, which is reflected in their relationships and interactions. This primarily concerns the education system, where the child's personality is formed, consciousness and communication skills with the surrounding reality, his spiritual and moral world are developed.

Literature review

As the head of our state noted, Shavkat Mirziyoyev “One of the important directions of the reforms, we have outlined the comprehensive support and creation of conditions for each young man to occupy a worthy place in society and we are carrying out large-scale work in this direction. If we do not engage in raising children, daily check their behavior, educate, train in professions, ensure their employment, it will be difficult to protect them from harmful influences”.

The ability to resolve the conflict, its constructive resolution and management is a vital aspect of psychological health and adaptability, an indicator of adequate self-esteem.

Conflict resolution programmes in the form of various social and psychological training have emerged in schools as a response to the growing conflicts between students in General, including adolescents. These programs are based on research in the field of conflict resolution.

In the course of research on the process of formation of constructive behavior of adolescents in conflicts by means of ethics of Eastern communication, we have developed and conducted a corrective program in the form of training sessions with adolescents on conflict prevention.

This program was conducted for adolescents of 7-8 grades in 5 and 11 secondary schools of the city of Namangan in a group form of education with adolescents with a population of 30 students in 2 groups of 15 people. which consists of 20 hours (2 hours per week). The content of the training included games and psychotechnical exercises aimed at the formation of constructive behavior of adolescents through the development of communication skills, social competence, reflection and positive ways of action in various conflict situations .

In the course of the conducted socio-psychological training, we tried to use the instructions and moralizing thinkers of the East as a national feature of conflict prevention among adolescents. During the training, we also used national Proverbs, sayings and compiled a questionnaire on the theme of friendliness, sweet talk, respect and education of the individual according to the "ethics of Eastern communication".

A characteristic feature of the system of pedagogical views of thinkers of the East was a special attention to the harmonious development of personality .

The manifestation of polite tone, sweetness and beauty in the relationship of people is called "ethics of Eastern communication".

The ethics of " Eastern communication " should be formed from infancy by parents in the family and teachers at school. The Foundation of the "Eastern communication" ethics and Eastern education imparted by the family are the most stable. As a child growing up in school

in the process of forming a skill in a social environment, he always feels the power and power of education .

In the works of thinkers of the East "ethics of Eastern communication" that is, "ethics of politeness" is presented in various forms and names. The cultural and spiritual heritage of our ancestors, the word they created, the inexhaustible wealth of the language of the people plays an important role in the education of the younger generation. In this regard, Abu Nasr Farabi, Keikavus, Abu Rayhan Beruni, Alisher Navoi, Jaloliddin Davani and in the rich heritage of other wise men of the East, the education and improvement of children were promoted as the main problems .

Abu Nasr Farabi. The second teacher after Aristotle's contemporaries as a brilliant scientist and philosopher Abu Nasr Ibn Muhammad al-Farabi (870-950). He wrote brilliant comments to the works of Aristotle, they worked out in detail the problems of mental, moral, aesthetic and physical education of young people, the problems of pedagogical work, which are closely intertwined with his philosophical views .

In the treatises of Farabi, concrete methods of education of virtue by means of cognition are offered. He divided them into "soft"and " hard". If the students themselves show a desire to master the Sciences, the desire for work and good deeds, then soft methods of education are appropriate to help strengthen these aspirations. If wards spiteful, bratty, lazy, to use "harsh methods", that is coercion. However, the use of such methods should be determined by the level of morality of the teacher. Educational activity, thus, requires extensive knowledge and high moral qualities of the teacher, combined with the supervision and experience of the students themselves.

The doctrine of the model city-state. In particular, the treatise of al-Farabi" on the views of the inhabitants of the virtuous city", the main idea – the image of virtuous people. Whether he is a king, a beggar or an ordinary citizen, regardless of his background, he is a man of virtue. People are virtues of the city, have honor and respect for each other.

Keykavus. The book "Kabusname" is an ethical and didactic work covering important issues of education and ethics. This work was written by padishah Keikavus of the Gilan state, located in the South of Azerbaijan and now in the North of Iran, in 1082-1083.it is an appeal to the son of padishah Gilanshah. The work, written in the genre of instruction, contains stories and sayings of wise men, simple in style, set out lively and entertaining. "Kabusname" in the middle ages was a reference book of rulers, religious figures, scientists and teachers. This work, as a source of morality, played an important role in the education of the young generation for many centuries.

Great thinker Alisher Navoi paid great attention to the improvement of education and education of the individual. He says, for instilling in people of noble qualities, it is necessary to bring up at them these moral advantages and lists them. According to Alisher Navoi, the real person is a diligent, hardworking, fair, shy, educated in communication, honest, generous, modest, generous, conscientious person.

In his works, "Hamsa", "Mahbub ul-kulyub", "Munojot", "Wakfiya", "Majolisun, nafois", "Muhakamat ul-Lug`atayn" he creates images of the perfect man and talks about the education, training, and moral education of the individual. Also in his works he describes the content, methods and methods of formation of moral education and culture of speech of the person.

In the dictionary "O`zbek tilining izohli lug`ati" ("Explanatory dictionary of the Uzbek language") the term "fasahat" is interpreted as "the ability to speak nicely and pleasantly, precision, and smoothness of speech»:

- during communication, you must observe the etiquette of the conversation;
- during communication it is necessary to consider the speech state of the interlocutor;
- you need to speak in a pleasant, polite, heartfelt tone;
- the speaker should be polite, sweet-talking;

The study of Abu Reyhan Beruni's work shows the importance he attached to such moral issues as honor and dignity, friendship and partnership, kindness, justice and conscience. Seeing ignorance around him deception, enmity, injustice, adversely affect the education of young people, the great educator advocated for the moral education of the people. The great thinker taught that perfection can be achieved in the process of universal introduction of high intellectual and moral standards, brought up with the help of science: Beruni was deeply convinced that knowledge directs people on the right path. However, " the attainment of salvation through knowledge is possible only if one abstains from evil .

It is interesting and important, from a modern point of view, the idea of Beruni that it is not enough just to be an educated person, to know the rules of "noble" behavior, the main thing is to be able to apply this knowledge in practice.

Beruni paid great attention to the issues of friendship and partnership, which he considered to be "the most precious gift of life". Revealing the characteristic features of friendship, the thinker requires to educate students in the spirit of partnership and mutual assistance.

The largest piece of Jaloliddin Davani, addressing socio-psychological, socio-ethical and pedagogical problems are "Shine in the superiority of the moral qualities", or briefly "Ahlaki Jalali" ("Ethics Jalali").

The thinker argues that the achievement of human perfection depends on his relationship with other people and suggests that in a society in a certain social environment where the person was formed and brought up in interaction with others can achieve happiness and well-being, if justice prevails in this society. He therefore, in his work "Ahlaki Jalali" divides society into a pious city and the city clueless. Like Farabi, Davani lists the noble qualities inherent in the management of the pious city and the main ones, which are caring for people, justice, managing their anger, generosity, mercy and sympathy.

People convey to each other their goals, relationships, experiences and their entire inner world through words. In this regard, beauty and diligence in relations and communications between them is required.

Have silver-tongued of relationship people are nice and things are going uphill, these people respect and love. Communication is also a kind of art root, which is the ethics of Eastern communication and every person needs to master it perfectly.

Research methodology

In table 1 below, we present a questionnaire that was compiled by us and asked to 30 students before and after the training. The questionnaire was conducted to determine the level of awareness of participants about the "Ethics of Eastern communication" for the subsequent formation of constructive behavior of adolescents in conflict situations.

Table № 1. Content of issues

№	Questions about "the Ethics of the Eastern communication"	Answer choices		
		I know	I know a little	I don't know
1	Do you know what "Ethics of Eastern communication" is?			
2	Do you know the qualities of a person who uses the "Ethics of Eastern communication"?			
3	Do you know why people need knowledge about the rules of "Ethics of Eastern communication" ?			
4	What sources of "ethics of Eastern communication" do you know?			
5	Do you know what thinkers of the East give examples of the "Ethics of Eastern communication"?			

6	What positive aspects of the " Ethics of Eastern communication " do you know ?			
7	Do you know what people can achieve through the "Ethics of Eastern communication" ?			

In addition to the above-mentioned questionnaire "on the ethics of Eastern communication" in the process of research, we have conducted other tests questionnaires such as "rapid diagnosis of behavioral style in a conflict situation" to measure the style of behavior of the student in a conflict situation and "self-Assessment of constructive behavior in the conflict" (Fetiskin N. P., Kozlov V. V., Manuilov G. M. Socio-psychological diagnostics of personality development and small groups.- M., Publishing House Of Institute Of Psychotherapy. 2002. - 490 p.), which also gave positive changes in the evaluation of the behavior of adolescents after a special training.(We described the results in another article).

Table № 2. Analysis and results.

Level of knowledge of teenagers taking into account the content of the questions

Level of knowledge of teenagers (30 pupils) before passing of special training			
Questions	High	Average	Low
1	4	6	20
2	3	5	22
3	3	7	20
4	2	8	20
5	6	10	14
6	4	8	18
7	3	7	20
Number of responses	25	51	134

According to table 2, it can be determined that before the special training on 7 questions about the " Ethics of Eastern communication " of 30 students: 25 answers – with a high rate of knowledge, 51 answers with an average rate of knowledge and 134 answers with a low rate of knowledge.

Table 3 shows the indicators of knowledge of adolescents after passing a special training. After re-conducting a questionnaire about the "Ethics of the Eastern communication" 7 questions out of 30 pupils: 66 responses – with a high level of knowledge, 100 responses with an average of 44 knowledge and answers with a low knowledge. The differences between pre- and post-training indicators are given in the tables 3 and 4.

Table 3. Level of knowledge of teenagers taking into account the content of the questions

Level of knowledge of teenagers (30 pupils) after passing the special training						
Number of questions	High	Difference	Average	Difference	Low	Difference
1	10	6	13	7	7	13
2	9	6	14	9	7	15
3	10	7	15	8	5	15
4	8	6	16	8	6	14
5	10	4	15	5	5	9
6	9	5	13	5	8	10
7	10	7	14	7	6	14
Number of responses	66	41	100	49	44	90

According to the given tables it is possible to define before and after training quantity of answers of pupils as indicators of level of their knowledge of “Ethics of East communication” considerably increased. This can be determined from table 4.

Table 4. Level of knowledge at the initial and final stages

Level of knowledge of teenagers before the training	Number of responses	Level of knowledge of teenagers after the training	Number of responses	Difference
High	25	High	66	41
Average	51	Average	100	49
Low	134	Low	44	90

For the formation of students ethics "Eastern communication", of great importance is the image of the teacher, as he must first be a role model, to show courtesy, kindness, sensitivity, sympathy, the same think and find a way to the heart of the students. Eastern tenderness, recognition, respect and love have always been present between parents and children, teacher and student, among relatives and friends. Thinkers of the East in their works for several centuries previously argued about the high level of spirituality of our ancestors, which should be an example for the future generation.

Conclusion. In the study, we found that:

1. The ideas of Farabi, Beruni, Keykavus, Alisher Navoi and other thinkers about education, the achievement of universal happiness, of education and science, about the relations

of teachers and students about peace and friendship are key components of psychological and pedagogical culture of the East.

2. The Heritage of Eastern thinkers can be applied in solving urgent problems of modern pedagogy and psychology, including the education of civil and Patriotic ideals, the development of aesthetic taste, and the revival of national values.

3. Using the works of Eastern thinkers on the ethics of Eastern communication in the development of socio-psychological training for teenagers, as well as their conduct will contribute to the formation of constructive behavior of schoolchildren in conflict situations.

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