

Entrepreneurship & Management Inquiries

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congress

TEAM
UNIVERSITY

TASHKENT

7th
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ENTREPRENEURSHIP
SOCIAL SCIENCES CONGRESS

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PROCEEDINGS E-BOOK

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Dilkur Academy, August 2022

Presentation

7th International EMI Entrepreneurship & Social Sciences Congress was hosted by TEAM University in Tashkent (**Uzbekistan**) between June 20-22, 2022 and held in **hybrid form** with **185 papers prepared by 281 academics from 143 universities/institutions and 32 countries**: Türkiye, USA, UK, TRNC, Taiwan, Romania, Norway, Belgium, France, Argentina, Albania, Uzbekistan, Azerbaijan, Kyrgyzstan, Kazakhstan, Pakistan, Georgia, Philippines, N.Macedonia, New Zealand, Jordan, South Africa, Zimbabwe, Nigeria, Malaysia, Bangladesh, Iran, UAE, India, Ukraine, Morocco. 185 papers were presented on the Congress but, **89 papers** were included in the **proceedings book, 60 of which** are from **outside Turkey. Therefore, the 8th EMI Congress should be considered as an international congress with academic incentive conditions.**

The aim of the congress is to **develop human, social and cultural capital**. The EMI Congress is an **academic, social and cultural organization** where academics, entrepreneurs, public and private sector managers and NGO leaders, artists and students **exchange information**. The main theme of the congress will be “*The Entrepreneurship and Social Sciences in Turkic World*”. It is organized in cooperation with BAİBU, Cambridge International University (**Uzbekistan**), Eastern Mediterranean University (**N. Cyprus**), Vision University (**N. Macedonia**), University of Stavanger (**Norway**), Silifke Chamber of Commerce and Industry, Cyprus Science University, Nişantaşı University, İstanbul Esenyurt University, Jizzakh State Pedagogical Institute (**Uzbekistan**), *Diplomat University (Uzbekistan)* ve *Turan University (Kazakhstan)*.

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 and the reviewers and the staffs at **TEAM 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 would like to remind that all ethical, moral, legal and academic responsibilities for the studies included in this proceeding book belong to the authors.*** 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.

Prof. Dr. Himmet KARADAL, Prof.Dr.Erdogan EKIZ, Assoc.Prof.Dr. Muhammet SAYGIN, Dr.Evren DİNÇER, Menekşe ŞAHİN KARADAL

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PROCEEDINGS

Innovative Approaches and Methods in Azerbaijani Education

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Abstract

Likewise in every country, one of the vital factors of society formation in Azerbaijan is education. The main role in the development of a country consists of education in the present days, since a country can gain achievements and the highest development through the activities of a smart, capable, and highly educated population. Considering all the above-mentioned matters, more attention is paid to education in our country, and for the sake of educational development, several significant actions have been taken. One of the most important decisions made in the secondary education system of Azerbaijan was conversion to the curriculum system, which is popular in most developed countries of the world; and the other one was in the higher education system – i.e. conversion to the Bologna system. This article is about the innovations and innovative treatments and methods that were acquired in the education system of Azerbaijan during the latest couple of decades. The education system was divided into two parts, such as secondary and higher education, and each part dealt with advantages and distinguishing features of the occurred innovations. Moreover, this article gives information about the gained achievements and planned improvements in the education system.

Keywords: Secondary education system, higher education system, innovation, method, curriculum

AZƏRBAYCAN TƏHSİLİNDƏ İNNOVATİV YANAŞMA VƏ ÜSULLAR

Xülasə: Hər bir ölkədə olduğu kimi Azərbaycan Respublikasında da təhsil cəmiyyəti formalaşdırən ən vacib, ən önəmli amillərdən biridir. Hazırki dövrdə hər bir dövlətin inkişafında mühüm rolunu məhz təhsil sistemi oynayır, ona görə ki, dövlət yalnız ağıllı, bacarıqlı, yüksək elmə malik olan insanların fəaliyyəti əsasında inkişaf edə və yüksək nailiyyətlər qazana bilər. Belə ki, yuxarıdakılar nəzərə alınaraq Azərbaycan Respublikasında da bu sahəyə xüsusi önəm verilir və təhsilin inkişafı naminə böyük addımlar atılır. Bu addımlardan da ən mühümləri orta məktəb təhsilində dünyanın inkişaf etmiş ölkələrinin orta təhsil sisteminə uyğun olan kurikulum sisteminə və ali məktəblərdə təhsilin yeni sistemə, yəni boloniya sisteminə keçməsi oldu. Məqalədə Azərbaycan Respublikasının təhsil sistemində son 20 il ərzində baş verən yeniliklər və dəyişikliklər, habelə qəbul olunmuş innovativ yanaşma və metodlardan söhbət açılır. Hazırki məqalədə təhsil sistemi iki hissəyə bölünərək Orta və ali təhsil sistemlərində baş verən dəyişikliklər haqqında ayrı-ayrılıqda danışılmış, onların üstünlükləri və fərqləndirən cəhədləri qeyd edilmişdir. Həmçinin, bu illər ərzində təhsil sektorunda əldə olunan nailiyyətlər və yaxın gələcəkdə planlaşdırılan dəyişikliklərə də toxunulmuşdur. Bütün bu qeyd olunanlara baxmayaraq, Azərbaycan Respublikasının hazırki təhsil sisteminin gözə çarpan dərəcədə inkişaf etsə də hələ də çatışmayan məqamlar və dəyişikliyə ehtiyacı olan məsələlər vardır ki, bütün bunlar da hazırki məqalədə öz əksini aydın tapmışdır.

Açar Sözlər: Orta təhsil sistemi, ali təhsil sistemi, innovasiya, metod, kurikulum,

GİRİŞ

1. Təhsildə İnnovasiya Nədir

İnsan fəaliyyətinin bütün sahələrində olduğu kimi təhsildə də innovasiyaların mühüm rolu vardır. Əslində təhsil tarixindəki bütün islahatlar ictimai inkişafdan doğan innovasiyaların təhsildə sistemli tətbiqinə xidmət etmişdir. Təəssüf ki, təhsil tarixində elə islahatlar da olmuşdur ki, onların müəllifləri və icraçıları innovasiya haqqında təsəvvürlərə malik olmamışlar. İnnovasiyalara əsaslanmayan islahatlar, bu proseslərin düzgün layihələnməməsi nəticəsində təhsil sistemi iflic edilmiş, onun islahatdan əvvəlki işlək mexanizmi dağıdılmış, yeni təhsil modeli isə yaranmamışdır.

Təhsildə innovasiya dedikdə müxtəlif yeniliklərin təlim-tərbiyənin məqsəd, məzmun, metod və formalarına tətbiqi, təhsilin iqtisadiyyatı, təşkili və idarə edilməsində pedaqoq və təhsilalanın müştərək fəaliyyətlərinin yeni biliklər əsasında təşkili nəzərdə tutulur. Təhsildə innovasiyalar ölkə və ya regional səviyyədə, təhsil islahatları və ya müəyyən məqsədli inkişaf proqramları çərçivəsində, mərkəzləşdirilmiş formada və ya təhsil müəssisəsinin (TM) təşəbbüsü ilə local formada həyata keçirilə bilər. Bu zaman pilot layihə çərçivəsində eksperimental fəaliyyət təşkil edilə bilər. Təbii ki, bütün bu proseslər hüquqi-normativ baza əsasında reallaşmalıdır. (Əhmədov, 2010: 9)

Müasir təhsildə gedən qlobal proseslərin səciyyəvi xüsusiyyəti onun fasiləsiz modernləşməsidir. Təhsildə modernləşmənin əsas məqsədi bu gün reallaşan kütləvi təhsil şəraitində yüksək keyfiyyətə nail olmaqdır. İnkişaf etmiş ölkələrin təhsil sistemləri qlobal tendensiyalara uyğun inkişaf edir. Qlobal tendensiyalar isə dünyanın yeni inkişaf səviyyəsi ilə müəyyən edilir. Bu məqsədlə bir çox ölkələrdə müvafiq təhsil strategiyaları və inkişaf proqramları hazırlanmış, hazırda icra edilməkdədirlər. Bu gün təhsildə strateji yanaşma digər fəaliyyət sahələrinə nisbətən vacibdir. İnnovasiyaların potensialının əsas komponentləri olan təhsilverən, pedaqoji birlik və idarəedən-rəhbərin işinin inteqrasiyası çox vacibdir. İnnovasiyalar qaçılmazdır və tərəqqi məhz bu yoldan keçir. İnnovasiyaların potensialını düzgün qiymətləndirməklə təhsilin keyfiyyət artımına nail olmaq olar. Tərəqqi yenilikləri qəbul edib daha faydalı olanı əldə etmək, lazım olan retroinnovasiyaların belə yeni mexanizmlərini işləyib hazırlamaqdır. Hər bir təhsil müəssisəsi, hər bir təhsil işçisi, hər bir kollektiv və onun rəhbəri öz potensial imkanlarını düzgün qiymətləndirərsə, o zaman yeniliklərin reallaşdırılması innovasiyalara qarşı neytral, konservativ müqavimətə, münafiqə və ziddiyyətlərə baxmayaraq məhz dəyişikliklərin təkanverici qüvvələri sayəsində irəli gedəcək, gözlərimizin qarşısında həm məzmun, həm forma, həm kəmiyyət, həm də keyfiyyət dəyişmələri baş verəcək, yeni təhsil imici formalaşacaqdır. ("Təhsildə innovasiyalar" elmi-praktik konfransı materialları, 2014: 22) Bu baxımdan Azərbaycan təhsil sistemində də innovativ ideyalar əsasında milli təhsilin inkişafına dəstək verəcək qanun dəyişikliklərinə və sərəncamlara imza atılmışdır ki, xalqımızın gələcək yaşanı firavanlaşsın. Necə ki, dahi çin filosofu Konfutsi 2500 il əvvəl demişdir, elm və təhsildən faydalanmağı bacaran xalq firavan yaşayar.

2. Orta Təhsil Sistemində İnnovativ Yanaşma və Üsullar

Son 20 il ərzində dünya təhsil sistemində baş verən sürətli dəyişikliklər Azərbaycan təhsil sistemindən də yan keçməmişdir. Modernləşmə, qloballaşma dövlətimizin bütün sektorlarına təsir etdiyi kimi təhsil sektoruna da təsir etmişdir. Keçmiş Sovet dönməsində olan təhsil sistemində ki boşluqlar innovativ yanaşma ilə doldurulmalı idi. Bu baxımdan 2006-cı ildə "Azərbaycan Respublikasında ümumi təhsilin Konsepsiyası (Milli Kurikulumu)" hazırlanaraq Azərbaycan Respublikası Nazirlər Kabineti tərəfindən təsdiq edilmiş, 2010-cu ildə "Ümumi təhsil pilləsinin dövlət standartı və proqramları (kurikulumları)" adı ilə təkmilləşdirilmişdir. Ümumi təhsilin fənn kurikulumları Azərbaycan Respublikası təhsil nazirinin əmri ilə təsdiqlənmiş, pedaqoji ictimaiyyətin istifadəsinə verilmişdir.

Orta təhsil sistemində edilən innovasiyalara daxildir:

Kurikulum – elə bir konseptual sənəddir ki, təlim-tərbiyə əsasını əhatə edən mühüm sənədləri özündə birləşdirir. Azərbaycan Respublikasında ümumi təhsilin Milli Kurikulumunu

konseptual xarakterli çərçivə sənədi olub, ümumi təhsil üzrə təlim nəticələrini və məzmun standartlarını, ümumi təhsilin hər bir pilləsində təyin olunan fənləri, həftəlik dərslər və dərsləndirilmə məşğələ saatlarının miqdarını, təlim nailiyyətlərinin qiymətləndirilməsi və monitoring üzrə əsas prinsipləri, fənn kurikulumlarının strukturunu əhatə edir.

Addım-addım – uşağın ilk yaşlarından 10 yaşına kimi uşaqlar üçün hərtərəfli təhsil islahatı proqramıdır, o uşağa yönələn və fərdi təlim metodlarını özündə ehtiva edir, eləcə də məktəbəqədər və ibtidai məktəblərə icma və ailənin cəlb olunmasına şərait yaradır. Təhsil proqramı yeni nəslin demokratik üslubuna keçirilməsi ilə əlaqədar qarşıya çıxan çətinlikləri aradan qaldırmağa xidmət edir.

Debat üsulu – Debatlar fransız dilində “debats”- iclasda və ya yığıncaqda fikir mübadiləsi – müəyyən bir problemə aid mübahisədir, bir-birinə əks nöqteyi-nəzərlərin toqquşması, tərəflərin öz mövqeyini dəlillərlə müdafiə etməsidir. Debatlar hadisələrə müxtəlif nöqteyi-nəzərdən baxmağa, faktların və ideyaların şübhə altına almağa və inandırmağa öyrədir. Debatların əsasını arqumentlər – dəlillər təşkil edir ki, bu da uşaqların müzakirələrdə öz fikir və ideyalarını müdafiə etmək bacarığını aşkarlayıb inkişaf etdirən bir üsuldur. Öz ideyalarını müdafiə etmək üçün araşdırma aparmalarını öyrədir. Bu üsul gələcəkdə gələcək nəsillərimizin öz ideyalarını çətinlik çəkmədən müdafiə edib, yeni fikirlərin formalaşmasında böyük rol oynayır.

Fəal/interaktiv təlim – İdrak fəaliyyətinin təşkili və idarə olunması üsullarının məcmusudur. Bu zaman uşaqlar təlim prosesinin tamhüquqlu iştirakçıları olurlar və bilirlər ki, onların fəal axtarış və kəşfləri zamanı bilikləri mənimsəyirlər. Müəllim bu zaman uşaq tərəfindən biliklərin əldə edilməsi yolunda bələdçi rolunu yerinə yetirir, uşaqlar isə tədqiqatçı olurlar. müəllim-şagird münasibətlərini daha əlaqəli, tədris sistemini son yeniliklərlə ayaqlaşmasında köməklik göstərən təlim formasıdır (Veysova, 2007: 6-12).

İnklüziv təlim imkan verir ki, xüsusi qayğıya ehtiyacı olan uşaqlar ümumtəhsil sistemində, yerli icmalarda lazımi və xüsusi dəstək xidmətləri göstərməklə öz yaşlıları ilə birlikdə inkişaf etsinlər, oynasinlar və təhsil alsınlar.

Virtual məktəb - Virtual təhsil öyrədən və öyrənən arasında əlaqəni telekommunikasiya və kompüter şəbəkələri vasitəsilə operativ, müntəzəm dialoq, əks-əlaqə əsasında uzaq məsafədən həyata keçirən texnologiyadır. Virtual təhsilin əsas elementi Virtual təlimdir. Virtual təlim (electron, distant) informasiya təhsil fəzasında tələbələrə məkan və zamandan asılı olmayaraq, İKT vasitələrinin tətbiqi ilə öz biliklərinin fasiləsiz artırmağa imkan verir.

Elektron kitabxana - infokommunikasiya texnologiyalarının tətbiqi nəticəsində məlumat bankı, eləcə də saytı olan, bütün istifadəçilərə (müəllim, şagird, valideyn) interaktiv şəkildə onlayn rejimdə əlaqə imkanı verən dərslilər və digər texniki vasitələrlə, həmçinin internet və daxili şəbəkə ilə təchiz olunmuş müasir tipli təhsil infraskukturudur.

elektron dərslilər – orta məktəb dərslilərinin elektron formada onlayn və ya offlayn şagirdlərin ixtiyarına verilməsi nəzərdə tutulur. Hal-hazırda hələ ki, 6-7ci sinif dərsliləri elektron formada mövcuddur.

Valdorf məktəbi – hər bir uşağın xüsusiyyətlərini nəzərə almağı, uşağın fərdi düşüncələrini, xarakterini, yaddaş və s.öyrənməyi, qəbul etməyi, bunu təlim prosesində həyata keçirməyi təklif edir.

Dayaq məntəqələri - müəllimin bu və ya digər pedoqoji, psixoloji, metodiki məsələlər üzrə bilik səviyyəsini artırır, gündəlik praktik tələbat və ehtiyaclarını ödəyir, onlara təlim-tərbiyə sahəsinə dair yeni informasiyalar ötürür. Məhz dayaq məntəqəsində müəllimə aydın olur ki, o, ixtisasartırma kursunda hansı məsələləri öyrənməlidir. Bu baxımdan ixtisasartırmanın başlanğıc nöqtəsi dayaq məntəqələridir.

Tədris portfoliosu - Şagird nailiyyətlərinin keyfiyyətə qiymətləndirmə üsullarından biridir. Bu şagirdin müəyyən mövzunun, bölmənin öyrənilməsi prosesində xüsusi tapşırıqların, fərdi işlərinin, onun şəxsi yaradıcılığının nəticəsi olaraq toplanan qovluqdur. Qovluq müəllim tərəfindən yoxlanılır, bu onun formativ və summativ qiymətlərinə təsir edir.

Formativ qiymətləndirmə - şagirdin cari nailiyyətlərinin qiymətləndirmə formasıdır və dəyişkəndir.

Summativ qiymətləndirmə - şagird nailiyyətlərinin tədris ilini müəyyən dövrü (rüb, yekun) qiymətləndirilməsini nəzərdə tutan qiymətləndirmə üsuludur.

Həyat bilgisi fənni – dünyaya, ictimai və şəxsi həyat hadisələrinə, ümumiləşdirilmiş, inteqrallanmış, sintezləşdirilmiş, ümumtəhsil məktəblərinin I-IX siniflərində öyrənilməsi nəzərdə tutulub. Məzmun xəttini əhatə edir.

Distans təhsil – Sınıf otağının və ya müəllimlərin bilavasitə dərs təqdim etdiyi yerlərdən kənarında təhsil almalıdır. Distans öyrənmə zamanı tədris materialları və təlim təcrübələrini çağirdlərə çatdırmaq üçün texnologiyanın müxtəlif formalarından, xüsusilə, televiziya və kompüterlərdən istifadə edilir. Distans təhsil-təhsil müəssisələrindən istənilən məsafədə olan öyrənənlərə xüsusiləşdirilmiş informasiya-təhsil mühiti vasitəsilə göstərilən təhsil xidmətləri kompleksidir.

Müəllim portfoliosu – Müəllimin nailiyyətlərini və qabiliyyətlərini nümayiş etdirmək məqsədilə toplanmış eksponatlar, məqsədlər və sənədlər toplusudur. Müəllim portfoliosu şagird portfoliosu kimi qiymətləndirmə məqsədi üçün istifadə oluna bilər.

Konstruktiv öyrənmə modeli – öz mahiyyətinə görə konstruktivizm bilik və öyrənmə haqqında elə nəzəriyyə qrupuna aiddir ki, onun həlledici prinsipini biliyin, yeni ideyaların əvvəlki biliklə sintezinin əsasında yaradılması təşkil edir. Bu, o deməkdir ki, bilik passiv şəkildə əldə edilmir, o, insanın həyat təcrübəsi əsasında yaranır. Bu, insanların necə öyrənməsi haqqında tədqiqata əsaslanan təlim yanaşmasıdır.

Mentorluq yanaşması - həmkarlar arasında qarşılıqlı münasibətləri inkişaf etdirən mentor sistemi müəllimlərin, eləcə də mentorların peşəkar inkişafına kömək edir. Sözsüz ki, mentor əvvəlki iş təcrübəsinə əsaslanmaqla seçilir. Bütün proses müddəti üçün qarşılıqlı öhdəliklər və məqsədlər müəyyənləşdirilir. Əməkdaşlıq və ümumi uğur bu metodun əsas təkanverici qüvvəsidir. Mentorla birgə iş, zaman keçdikcə müəllimdə düşünülmüş şəxsi qərarlar qəbul etmə, bilik səviyyəsini yüksəltmə, vərdişləri təkmilləşdirmə və özünü inamlı hiss etmə qabiliyyətlərini inkişaf etdirir. Mentorlar müəllimlərə hər gün üzləşdikləri problemlərdən baş açmaqda, təlim prosesində öz əhəmiyyətlərini dərk etməkdə və tədris etmə vərdişlərinin təkmilləşdirilməsi üçün əldə etdikləri bilikləri istifadə etməkdə yardımçı olurlar. Onlar cavan və təcrübəsiz müəllimlərin daha təcrübəli həmkarlarının toplamış olduqları, keyfiyyətli təlimi təmin edən bilik və təcrübəni əldə etmələrinə imkan yaradırlar. Beləliklə, mentorluq - pedaqoji uğurların ifadə və mübadilə edilməsi üçün mexanizmdir. Bu model belə bir zəminə əsaslanır ki, mentorun köməyi ilə müəllimlər tədris etmə prosesini dərk etməyə və yeni informasiyaya əsaslanmaqla öz səylərini müstəqil yönəltməyə qadirdirlər (Əliyeva, 2015).

Bundan əlavə 2019-cu ildən etibarən məktəblərdə buraxılış imtahanlarının nəticələri abituriyentlərin ali təhsil müəssisələrinə qəbul olmaq üçün toplamalı olduqları balın 40%-i təşkil edəcək. Bu o deməkdir ki, orta təhsilin və habelə orta təhsil haqqında şəhadətnamənin, yəni attestatın ali təhsil müəssisələrinə qəbul prosesində rolu artmışdır. Həmçinin, attestatı təqdim etməklə.

3. Ali Təhsil Sistemində İnnovativ Yanaşma və Üsullar

Azərbaycan qloballaşan dünyada gedən inkişafa uyğun olaraq qısa zaman kəsiyində təhsil sistemində böyük addımlar atdı. Bu addımlardan da ən mühümü ali məktəblərdə təhsilin yeni sistemə, yəni bolonya sisteminə keçməsi oldu. 2001-ci ildən ölkəmizin Avropa Şurasına üzv olması Azərbaycanın Avropa məkanına inteqrasiyasını daha da sürətləndirdi, o cümlədən ölkə təhsilimizin avropa təhsil məkanında gedən proseslərə inteqrasiya olunması məsələsini müəyyənləşdirməyə başladı.

Ümumiyyətlə, boloniya sisteminə gedən yol 1998-ci il mayın 25-də Fransada Paris Universitetinin 800 illiyinə həsr olunan konfransda 4 ölkə Almaniya, İtaliya, Böyük Britaniya və Fransa təhsil nazirləri tərəfindən Sarbona Bəyannaməsinin qəbulundan sonra başlandı.

Daha sonra 1999-cu ildə Avropanın 29-dan çox ölkəsinin təhsil nazirləri İtaliyaya yığışaraq Boloniya Bəyannaməsini qəbul etdi. Hazırda bu prosesə 45 ölkə qoşulub. Sənəddə ikipilləli

təhsil, təhsilin keyfiyyətinin gücləndirilməsi, kredit sisteminin tətbiqi, diplomlarımızın Avropa ölkələrində tanınması və digər müddəalar öz əksini tapıb.

Ölkədə bu sistemə qoşulmaq üçün ilk addımlar 2004-cü ildə atıldı. Həmin ildə Avropa Şurasının Baş Direktorluğunun təşəbbüsü ilə Strasburq şəhərində Qafqaz ölkələrinin təhsil nazirlərinin konfransı keçirilmişdi və həmin təbirdə xüsusi bəyannamə qəbul olunmuşdu. Həmin bəyannaməyə əsasən, 2004-cü ildə Azərbaycanda boloniya sisteminə qoşulmaq məqsədilə Təhsil Nazirliyi tərəfindən hesabat hazırlanaraq Avropa Komissiyasına təqdim edildi. Nəticədə isə 2005-ci ildə mayın 19-da Norveçin Berqen şəhərində keçirilən konfransda təhsil naziri Misir Mərdanov boloniya prosesinə qoşulmaqla bağlı rəsmi sənəd imzaladı. Bu sənəddən sonra Azərbaycan boloniya prosesinə qoşuldu.

Beləliklə də ölkəmiz boloniya sisteminə qoşulmaqla ölkədə təhsilin keyfiyyətinin daha da artmasını təmin etmək, təhsilimizin avropa ölkələrinin təhsilinə uyğunlaşdırmaq kimi bir sıra öhdəlikləri öz üzərinə götürdü.

İlk dəfə bu sistem ölkəmizdə 2006-2007-ci tədris ilindən birinci kurslarda tətbiq olundu. Bu tətbiq olunma 2006-cı ildə "Bakalavr hazırlığının məzmununa və səviyyəsinə qoyulan minimum dövlət tələblərinin strukturu"nun hazırlanması əsasında reallaşdı. Həmin sistemə əsasən ali təhsil müəsisələrində fənlərin sayı, auditoriya saatlarının miqdarı azaldı, tələbələr tərəfindən seçilən fənlərə ayrılan saatların miqdarı 5%-dən 20%-dək çoxaldıldı, yeni sistemin tələblərinə əsasən nəzəri həftələrin sayı 133-dən 115-ə, semestrlər üzrə auditoriya dərsləri 17-18 həftədən 15 həftəyə endirildi, ixtisaslardan asılı pedoqoji təcrübənin müddəti 18 həftəyə qaldırıldı. Humanitar fənlərinin sayı isə 10-dan 3-ə endirildi.

Yeni sistemin əsas şərtlərindən biri təhsilin keyfiyyətinin yüksək səviyyəyə qaldırılması idi ki, bununla bağlı ölkəmizdə Nazirlər Kabinetinin 2004-cü il 359 № qərarı ilə "Ali və orta ixtisas təhsil müəsisələrinin attestasiya və akkreditasiyası haqqında əsasnamə" qəbul edildi.

Boloniya prosesinin digər əsas tələblərindən biri ali təhsildə kredit sisteminin tətbiqi idi. Bu sistem iki əsas funksiyanı özündə birləşdirirdi. Bura tələbələrin öz mobilliyini təmin etmək, və təhsil alma trayektoriyasını müstəqil müəyyənləşdirmək imkanları daxil idi. Bu sistemin əsas vəzifələrinin yerinə yetirmək üçün ölkədə "Ali təhsil müəsisələrində kredit sistemləri ilə tədrisin təşkili barədə nümunəvi əsasnamə" hazırlanıb təsdiq olundu. (Ağaverdiyeva, 2010: 10)

Ali təhsil müəsisələrində nəinki təhsil sistemi, habelə xarici dil tədrisində də innovativ dəyişikliklər olmuşdur. Belə ki, xarici dil tədrisi beynəlxalq təhsil sistemində olduğu kimi dörd bacarıq üzrə aparılmağa başlanmışdır – yazı, oxu, dinləmə və danışmaq. Dərslərin tədrisində son metodik vasitələrdən istifadə genişlənmiş və nəticəyə müsbət təsir göstərmişdir.

NƏTİCƏ

“Azərbaycan Respublikasında Təhsilin İnkişafı üzrə Dövlət Strategiyası” sənədinin qəbulundan ötən müddət ərzində təhsil sahəsində müsbət dinamika müşahidə olunub. Baş verən yeniliklərin sayəsində 10- 20 il bundan əvvəl ilə müqayisədə bütün pillə, səviyyələr üzrə təhsilin keyfiyyət göstəriciləri yüksəlib, şagird və tələbələrin təhsil alma imkanları genişləndirilib. Müasir idarəetmə modellərinin tətbiqi, kadr potensialının səriştə və kompetensiya baxımından gücləndirilməsi, dərslük, dərslər vəsaitlərinin hazırlanması və sair sahələr üzrə əsaslı nailiyyətlər əldə edilib. Qarşıya qoyulan hədəflərə çatmaq istiqamətindən islahatlar son illərdə dərinləşməkdə davam edir və bu istiqamətdə görülən işlər öz bəhrəsini verir:

"Təhsil haqqında" qanununa son edilən dəyişikliklər beynəlxalq səviyyədə akkreditasiya olunan təhsil proqramları üzrə təhsil almış abituriyentlərin müəyyən edilmiş şərtlər yerinə yetirilməklə, təhsil aldıkları dildə tədris olunan ixtisaslar üzrə, beynəlxalq fənn olimpiadaları qaliblərinin istənilən ixtisaslar üzrə, respublika fənn olimpiadalarının, yüksək səviyyəli beynəlxalq müsabiqələrin və yarışların qaliblərinin müvafiq ixtisaslar üzrə ali təhsil müəsisələrinə müsabiqədən kənar qəbul olunmasına imkan verəcəyi gözlənilir.

Son illər ərzində ali təhsil sistemində beynəlxalq səviyyədə akkreditasiya olan, dünyanın xarici ali təhsil müəssisələri ilə ikili diplom, tətbiq edilən birgə proqramların sayı artmaqdadır. Bu tipli proqramların dünyanın digər aparıcı ali təhsil müəssisələrində tətbiq edilməsi azərbaycanlı tələbələrə məhz beynəlxalq səviyyədə akkreditasiya olunmuş proqramların nəticəsində qəbul imkanları verir. Azərbaycanlı tələbələrə bu imkanlar yaradılmadıqda onlara suni maneələr törədilir, onlar xarici ali təhsil müəssisələrinə yönəldilir. Bu, təhsil sistemi və dövlət siyasəti maraqları baxımından qəbul olunmazdır. Bu baxımdan, "Təhsil haqqında" qanuna bu istiqamətdə dəyişikliyin edilməsi gözlənilir (525-ci Qəzet, 2018).

Bütün bu qeyd olunan innovasiyaların ölkəmizin təhsil sisteminə müsbət təsir göstərsə də, təhsil sistemində hələ də boşluqlar vardır. Məsələn, elm və təhsil münasibətlərindəki durğunluqdur. Belə ki, elm və tədrislə elm və istehsal arasında əlaqə mövcud deyil. Halbuki, elmi və texniki dəstək olmadan nəinki ali təhsildə, digər təhsil pillələrində də davamlı inkişafı təmin etmək mümkün deyil. Qısa zamanda elmin prioritet inkişaf istiqamətləri müəyyənləşdirilməsi və bu istiqamətdə işlərin sürətləndirilməsi təhsil nazirliyi tərəfindən nəzərdə tutulub. Təhsil Nazirliyi dünya elminin tələblərinə uyğun elmi tədqiqatların aparılmasının vacib standartlarını işləyib hazırlamaq məqsədilə Universitetlərarası Şuranın yaradılmasını önəmsəmişdir (Təhsil Portalı, 2016).

Təhsil sistemində olan çatışmamazlıqlardan digəri Azərbaycan Respublikasının ali təhsil müəssisələrinin bəzilərini çıxmaq şərtilə demək olar ki, əksəriyyətinin diplomları dünya ölkələrində tanınmamasıdır. Akkreditasiya olunmuş universitetlərin sayının artması öndə duran faktordur. Belə ki, bu, ölkəmizin tələbələrinin və məzunlarının, habelə işaxtaran hər bir ali təhsilli vətəndaşının xarici ölkələrdə fəaliyyət göstərməsi, bu və ya digər formada xidmət göstərməsinə mane olan ilk faktordur. Həmçinin orta məktəb attestatlarının ali məktəblərə qəbulunda oynadığı rol post-Sovet dönmindən indiyə kimi heçdən əhəmiyyətli dərəcədə rol oyanayan bir səviyyəyə qalxsada, hələ də bu istiqamətdə atılmalı çox addımlar var.

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Research on the Processes of Modern Entrepreneurship in Uzbekistan

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Abstract

The economic essence of entrepreneurship is considered in the article. Investigated processes taking place in the enterprises, the presentation to the justification of the need to rationalize the economy through the creation of innovations and the explanation of the direction of development of small and medium enterprises are discussed in the article. An entrepreneur-owner, a central figure in civil and commercial circulation, he is the main protagonist of the market, a guarantor of the stability of civil society. Entrepreneurship (entrepreneurial activity) is defined as an initiative independent activity of citizens and their associations aimed at making a profit. The distinctive features of entrepreneurial activity include the fact that it is carried out at your own peril and risk and under the property responsibility of the entrepreneur. Freedom of enterprise, along with private property, is seen as the basis of a market economy, and the entrepreneur as the main figure in the market. To assess the exceptional importance of entrepreneurship for modern society, it is useful to refer to the fundamental differences between the two opposite ways of doing business - market and administrative-command, called in foreign literature "forced directed" or "state-compulsory".

Key words: Entrepreneur, business, Uzbekistan, products, rights, economic, society, judicial protection, financial condition, information, labour, money, property, establishment, taxes, expenses, natural resources, state bodies.

INTRODUCTION

In a market economy, the functions of the state and entrepreneurial activity are delimited. In the sphere of state regulation are the general conditions of reproduction, the economic environment for the activities of enterprises, but not this activity itself. The main task of the state is to stimulate activity in the sphere of production in every possible way, create favorable conditions for entrepreneurship, as well as maintain employment of the population, social guardianship of the most vulnerable sections of society, i.e. provide its citizens with a decent standard of living. All this the state can do only through the receipt of taxes in the treasury, the main burden of which lies with entrepreneurs. And the entrepreneur, in turn, does everything possible to maximize profits [2].

Thus, the market economic system puts a person, both an entrepreneur and an employee, in a position where he is fully responsible for his actions for his well-being, which is associated with an inevitable degree of risk and high responsibility. This is how an economic order is formed that operates with the highest efficiency and, as the social "pie" grows, offers a decent standard of living to its citizens.

THE MAIN PART

In contrast, the "forced" economy is based on a comprehensive state planning of production and consumption, coercion of each and every one individually. Such an order excludes free competition from economic life, deprives a person of the opportunity to show his abilities and enterprise, and inevitably leads to mismanagement and stagnation.

The concept of justice in such a system degenerates into a strict redistribution of the social "pie" and its egalitarian distribution according to the minimum standards of life, because only what has been created can be distributed. In this case, people's interests are reduced not to an increase in the social "pie", but to disputes over the distribution of an obviously insufficient "pie", when the benefit of some must be compensated by the disadvantage of others. The German economist Ludwig Erhard called such a system a "straitjacket" for the economy. And, indeed, our model of a "forced" economy led to the fact that entrepreneurship was eradicated for decades, and officials took the place of entrepreneurs. The country did not use the most important resource - human potential - entrepreneurial ability. Now our society, as well as all over the world, has come to understand the role of entrepreneurship in a healthy economy. Entrepreneurship has moved not only to the rank of legal activity, but also receives state support. An understanding of entrepreneurship as the main factor in the development of the economy is being formed in the public mind [3].

In countries with high entrepreneurial potential (such as the USA, Germany, etc.), an important role is usually played by small and medium-sized businesses, which are the breeding ground for entrepreneurship, a kind of "forge" of entrepreneurial personnel. In the USA, for example, 40% of GNP is created by small and medium-sized businesses.

The state provides entrepreneurship with broad support. In the country, along with the federal body supporting entrepreneurship - the Small Business Administration, there are 19 thousand regional commissions for economic development under local executive authorities, designed to promote business development in a particular region, increase the production of promising goods and services that are in demand in this area [5].

Let us now evaluate the entrepreneurial potential of Uzbekistan. The nature of the entrepreneurial potential of our country is due to the transitional state of the Uzbek economy. On the one hand, Uzbekistan has demonstrated the ability to quickly form an entrepreneurial infrastructure and the very class of entrepreneurs, especially since these concepts themselves have been perceived extremely negatively over many previous decades. From the end of the 80s. thousands of market institutions were formed in the country, millions of owners arose.

On the other hand, many market structures are only taking their first steps, for example, the securities market (stock market). The state's share remains very significant both in national wealth and in the ownership of corporatized and partially privatized enterprises. There is every reason to

believe that, due to many historical and cultural traditions, Uzbekistan will retain a significant public sector in the future. The role of state regulation in the economy will also be very important.

At the same time, one of the characteristic features of the transitional economy of Uzbekistan is the close interweaving of private and state capital, the prominent role of the state apparatus, and hence state entrepreneurship.

The composition of the emerging Uzbek entrepreneurship is also quite diverse: here are ordinary citizens, primarily young people who are actively working in business (mainly in small retail and shuttle trade, which does not require significant initial capital, in intermediary services), and highly qualified specialists who open advisory firms, (for example, in the field of management, software).

Small business in the field of repair, construction and maintenance is expanding. Unfortunately, a large part of the new business came out of the former "shadow" business and is under the direct control of criminal structures. Criminal structures are drawing into their orbit a completely "clean" business, imposing all sorts of fees on it. Racketeering has become almost an integral part of Uzbek business. Thus, the starting points for the formation of the Uzbek business class are far from being the most favorable.

It will take many years and effort to cultivate not only skilled and experienced, but also "civilized" entrepreneurs. Perhaps one of the key factors, along with the continuation of liberal economic reforms, is the education system that can give current and future Uzbek entrepreneurs not only modern managerial knowledge, but also instill a certain system of moral values, develop a new business ethics that is widespread in developed countries [4].

Entrepreneurship (entrepreneurial activity) has always been one of the most important subjects of economic science, since it is the entrepreneur who is the main character in the market economy. We can better understand the essence of entrepreneurship if we consider the behavior of an entrepreneur from different angles - from economic, managerial and personal. Researchers of the 20th century Special attention was paid to the personal and social characteristics of the entrepreneur, which was reflected in the following judgments:

"Practically all definitions of an entrepreneur and entrepreneurship refer to such behavior, which includes, firstly, an element of initiative, and secondly, the organization and reorganization of socio-economic mechanisms in order to be able to use the available resources and the specific situation with benefit, and thirdly, taking responsibility for a possible failure, i.e. willingness to take risks. "From the point of view of an economist, an entrepreneur is one who combines means, labor, materials, etc. so that their total value increases. In doing so, he makes changes, innovates and transforms routines. From the point of view of a psychologist, an entrepreneur is a person who is driven by certain motives - for example, the desire to achieve something in life, try something new, assert himself or gain independence ... From the point of view of other entrepreneurs, he can pose a threat, be a dangerous rival, or, on the contrary, a partner, supplier, buyer, or just a person with interesting ideas, in whom it is not a pity to invest money... From the point of view of a political economist, an entrepreneur is a person who multiplies not only his own, but also national wealth, who finds ways to better use resources, reduce losses, who create new jobs. "Entrepreneurship is a dynamic process of building wealth. Wealth is created by those who risk their money, property, career the most, who take the time to create their own business, who offer customers a new product or service.

This product or service does not have to be something completely new, the main thing is that the entrepreneur should be able to give them a new quality, increase their value, spending the necessary forces and means on this.

Each of these definitions looks at the entrepreneur from a different angle, but they all include concepts such as novelty, organizational talent, creativity, wealth creation, and risk taking.

And yet each of these definitions limits the scope of entrepreneurship, although in fact entrepreneurs can be found in all areas - in education, medicine, science, jurisprudence, architecture, manufacturing, social sphere, distribution sphere. Therefore, here we can give the following

definition, which covers all types of entrepreneurial behavior: Entrepreneurship is the process of creating something new that has value; a process that absorbs time and effort, involving the assumption of financial, moral, social responsibility; a process that results in monetary income and personal satisfaction with what has been achieved.

The life of a person who decides to start his own business is full of hopes, disappointments, worries and hard work. At the same time, the probability of failure is very high - there will be no demand, competition will be too strong, or simply it will not be possible to secure the necessary financial support.

So, entrepreneurship is the implementation of bold, important and difficult projects. Entrepreneurship is the willingness to voluntarily take on all the risk associated with the implementation of new ideas. These are attempts to come up with and do something new or improve an existing one. Entrepreneurship is often associated with the concept of "business", although these words have different meanings. Synonyms for the word "business" are commerce, trade, industry, firm, business activity.

Entrepreneurial activity is, first of all, the intellectual activity of an energetic and enterprising person, who owns all or part of any material values, uses them to organize the business he manages. It is entrepreneurship, which is associated with the concepts of "dynamism", "initiative", "courage", that turns many bold ideas into reality.

An entrepreneur has the right to engage in any type of economic activity that is not prohibited by law, including commercial mediation, trade and procurement, innovation, consulting and other activities, as well as transactions with securities.

All citizens of Uzbekistan can engage in entrepreneurship, excluding only those who are limited in their legal capacity (in the manner prescribed by law). It is also allowed to conduct business activities for citizens of foreign states and stateless persons, but within the limits of those powers established by law. Associations of citizens, called collective entrepreneurs, are allocated into a separate category.

The specific forms in which entrepreneurial activity can be carried out are also defined:
 – without the use of hired labor; – with the use of hired labor; – without formation of a legal entity;
 – with the formation of a legal entity. If entrepreneurial activity is carried out by individuals without the use of hired labor, then it is registered in the manner prescribed by law as an individual entrepreneurial activity. In the event that entrepreneurial activity is carried out with the involvement of hired labor, it is registered as an enterprise.

It is important for an entrepreneur or one who is preparing to become one to have a clear idea of the specifics of his status as a business entity and how exactly it differs from other participants in civil circulation.

1. An entrepreneur (citizen or organization) is a person who has his own separate property. However, he not only must have some kind of property, but - and this is the main thing - he must invest it in the business, arrange the circulation of property and, moreover, in such a way that it makes a profit.

How is the entrepreneur's property formed and what does it consist of? It is formed at the expense of material and financial resources belonging to him on the right of ownership. But property can also be formed at the expense of funds taken on credit (secured, for example). Establishment contributions how is the entrepreneur's property formed and what does it consist of? It is formed at the expense of material and financial resources belonging to him on the right of ownership. But property can also be formed at the expense of funds taken on credit (secured, for example). Contributions of the founders, income from entrepreneurial activities, borrowed funds - all of them can be the property of the entrepreneur.

2. An entrepreneur is a person who not only owns property, invests it in a business, makes a profit, but also necessarily acts in civil circulation on his own behalf. In Uzbek legislation, there is the principle of the truth of the firm. According to this provision, the firm of the entrepreneur is

registered under his real name. The name of the company is determined by its charter and is fixed during state registration.

3. **An entrepreneur** (citizen or organization), in the presence of all the above signs, must have legal capacity, i.e. have certain rights and bear obligations in connection with their activities. According to Art. 16 of the Law, an Uzbek entrepreneur has the following basic rights:

- ❖ independently form the production program of the enterprise. In each case, it depends on the type and form of the enterprise, as well as on those provisions that are defined in the charter enterprises;
- ❖ independently choose suppliers and consumers of their products and set prices for them. At the same time, the entrepreneur must comply with antitrust laws;
- ❖ carry out foreign economic activity;
- ❖ carry out administrative and administrative activities for the management of the enterprise. An entrepreneur can transfer the functions of direct management of the enterprise to other persons by concluding an agreement with them, but he can also manage his own enterprise, especially in the field of small business; – hire and fire employees, guided by the current legislation; – dispose of the profit of the enterprise;
- ❖ use the services of the system of state social security, medical and social insurance;
- ❖ to form associations and other associations entrepreneurs;
- ❖ Right to judicial protection in case of misconduct other entrepreneurs, citizens, state bodies, public and other organizations.

The right, expressed in the establishment of equal conditions for all entrepreneurs, is extremely important for the success of entrepreneurial activity. Entrepreneurs are guaranteed an equal right of access to the market, to material, financial, labor, information and natural resources.

When they talk about the duties of an entrepreneur, they mean that he must:

- ❖ completely pay off their employees, regardless of their own financial condition;
- ❖ carry out social, medical and other types of compulsory insurance of citizens working for hire, provide them with conditions for labor activity in accordance with the law, collective and individual labor contracts;
- ❖ regularly pay the taxes provided by the legislation.

4. Finally, **an entrepreneur** is a person who has all the above features, rights and obligations, and in addition is responsible: for non-fulfillment and improper fulfillment of obligations, for non-compliance with safe working conditions, environmental pollution, for violating antitrust laws, selling substandard products. This responsibility is different depending on the type of entrepreneurial activity.

CONCLUSION

So, entrepreneurship is the core of any socio-economic system based on the principles of private property and competition. The entrepreneur not only organizes the production of goods, but also takes a direct part in this process; further, it organizes the entire movement of masses of commodities and brings them through the market to the final consumer, thus linking the economic life of society into a single whole.

Along with the production of goods, it provides a wide variety of services to citizens, sets in motion financial and stock markets, mobilizes the intellectual potential of society for the development of science and the creation of new technologies, thereby creating the prerequisites for accelerating scientific and technological progress. In addition, by paying the bulk of taxes to the state, he essentially supports the state and finances its main expenses. This means that it is entrepreneurial activity that allows the state to provide its citizens with a guaranteed material and educational level, appropriate medical care, and the payment of pensions and benefits. It is obvious that the more actively this activity takes place, the less the energy and enterprise of the entrepreneur is bound and limited by various artificial measures, the more opportunities for the manifestation of free initiative

are provided to him by legal norms, legislation, the higher the standard of living and social security of citizens.

Thus, entrepreneurship, without a doubt, occupies a central place in modern society. After all, it is the entrepreneur who is the support and guarantor of stability and sustainable development of both the state and civil society; both economic and political life of its citizens.

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Bridging the Gap between Academia and Industry to promote Innovative Teaching through Innovative Education Program (IEP)

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Abstract

Academics and curriculum makers are always under pressure to educate students with skills that meet the market's expectations as technology advances. To keep current with the requisite skills, a thorough and ongoing analysis of the field is required, followed by the modification of the curriculum to teach students the necessary skills. The report examines the current state of higher education and vocational education in arguing significant, long-term relationships in the creation and evaluation of innovative education programs (IEPs) which lead to enhanced critical thinking, decision making, collaborative skills, innovation, and digital literacy of the students. In the field of higher education, it is crucial to highlight the importance of the IEP framework which has relatively little literature, and to fill the gap multi-dimensional IEP conceptual framework is offered in order to contribute to improving teaching and learning methodologies that make enable the development of complex skills. Also, this paper provides the contributions to universities' curricula in order to bridge the gap between university graduates' abilities and industry expectations.

The paper is designed by applying a qualitative and phenomenological research design which helps to get a critical evaluation of the literature and discover experience from the individual's perspective, in addition to the developmental research, a case study implementation is used to analyse the IEP framework in international schools. The necessity for digital mechanisms at universities is growing as a result of eLearning techniques, particularly in light of the COVID-19 pandemic. The outcome illustrates that the higher education system in Uzbekistan is in desperate need of large-scale innovations that can assist generate the high-quality learning results that are required across the board. Teaching and learning theory and practice, as well as the learner, teachers, community, society, and culture, should be the major focus of educational innovations. Multimedia applications require a strong theoretical basis built on systematic research and high-quality education which saves the cost and time efficiency of learning which is one of the most important areas of study and innovation. The findings revealed a variety of problems and challenges that teachers have faced such as a lack of sense of accomplishment, conflict resolution, collaboration and creativity were the themes that emerged from the analysis. Future research recommendations were also discussed.

Key words: Higher education, innovative education programs, curriculum.

INTRODUCTION

The Internet has altered many parts of our lives in recent years, which has resulted in a revolution in information and the emergence of massive amounts of internet data, to the point where locating information has become a difficult undertaking. Academics and curriculum makers are always should be aware of these skills in order to deliver qualified and effective courses that meet the market's expectations as technology advances (Almaleh et al., 2019). Student involvement has gotten a lot of attention in the recent decade and is considered a vital component of student success in higher education. Innovative teaching practices have the potential to not only enhance education, but also strengthen the higher education system, and galvanize efforts to fulfill the country's human development goal. Higher education collaborates in a complicated way with a range of external affiliates, whose role, involvement, and experience must be leveraged to assist solve some of the difficulties that have plagued the educational curriculum. The innovation of universities extends beyond simple digitisation, which is obviously required as a foundation for change. Since digitalisation focuses on content, operational processes, and methods, comprehensive digital transformation necessitates a fundamental restructuring of the institutional model which must be defined within a strategic framework (Jos, 2021).

The innovation incorporates all of the university's purposes, whereas this study focuses on the teaching mission. Furthermore, the COVID-19 illness has increased the demand for online education which makes institutions more innovative throughout the world, raising questions about the maturity of digital transformation at the teaching stage (Maritz, Lassen and Maclachlan, 2014). The recent decade has witnessed a growth of education programmes and innovative education programs (IEPs) throughout the world, in spite of the growing interest in the role of organizational innovation. IEPs strive to create innovative capacities and skills essential to conduct innovative initiatives within universities, whereas the main aim to develop entrepreneurial attitudes and skills (Chandra and Tomitsch, 2020). At EU level, the importance of education and training, as well as learning in general, for innovation has been consistently emphasized. According to recent European Union policy documents, the demand for "innovation skills" and "innovation-friendly settings" to be included into education and training programs, such as through higher education system modernization and changes in general education. The first progress report under the "Education & Training 2010" work programme emphasised the significant role of education and training in determining the potential for excellence, innovation, and competitiveness (Haahr, 2018). At the national, institutional, and academic levels, this paradigm is widely regarded as a way of making academic course offers explicit to students, academia, industry, and other stakeholders. Since new

learning and industrial difficulties need the development of new particular implementation and training parameters, such as in innovation management and entrepreneurship, current IEP academic framework may be productively supplemented (Maritz, Lassen and Maclachlan, 2014).

In order to bridge the gap between graduates' abilities and industry expectations, many universities have integrated open-source software development as part of undergraduate courses allowing students to work on real projects and get experience.

RESEARCH QUESTION AND OBJECTIVES

RQ: How higher education can benefit from IEP and bridge the gap between academia and industry?

The **primary objective** of the research is to identify the gap in higher education between Industry and Academia.

The secondary objective aims to determine how to fill the gap through IEP objectives.

LITERATURE REVIEW

Innovative education is characterized as creative instruction that aims to improve students' critical thinking, personal leadership, and entrepreneurial abilities while also creating a pool of skilled workers. Innovative educational programs (IEP) are aimed to provide a pool of productive, innovative, and informed workers to satisfy the demands and expectations of knowledge-based economy companies. There are some specific modules such as Bachelor of Knowledge Management (Hons), Bachelor of Financial Engineering (Hons), Bachelor of Information Technology (Hons) (Knowledge Engineering), Bachelor of Economics (Hons) (Knowledge Economics), Bachelor of E-Business (Hons), and Bachelor of E-Commerce (Hons) which are focused on enhancing IEP. Innovative education is a novel idea compared to standard educational programs that were delivered decades ago, and it aims to generate a pool of employees that can fulfill the demands of the ever-changing corporate environment. In fact, the unique curriculum focuses on new means of conveying knowledge to students, including multimedia upgrades (L.L. Chong, M.M. Lai, H.B. Ong, S.H. Tan, 2008).

Godin (2008), Taylor (2017) noted that over the last several decades, the concept "innovation" has been utilized in a number of ways which was used to describe the process of rejuvenating an existing property or notion. Though Taylor (2017) emphasised that the phrase has increasingly grown to be linked with invention and creativity, while being obviously distinguishable from invention due to its

practical use (Chandra and Tomitsch, 2020). In the case of a new product, Utterback (1971) defines innovation as an invention that has attained market introduction, or first usage in a manufacturing process in the case of a process innovation.

According to Lewrick (2010), Crossnan and Apaydin (2010), Shane 2012 significant efficiencies between the innovation and entrepreneurship using an explicit algorithm and critical appraisal was the most appropriate method. Recent research Likar (2007) stated that education innovation is critical in moving a country toward a knowledge-based economy, and teachers play a critical role. Students and instructors are motivated to investigate, explore, and to learn something new through innovation in education. When it comes to fixing challenges, innovation entails a new perspective which benefits education since it forces students to address complicated issues at a higher level of thinking.

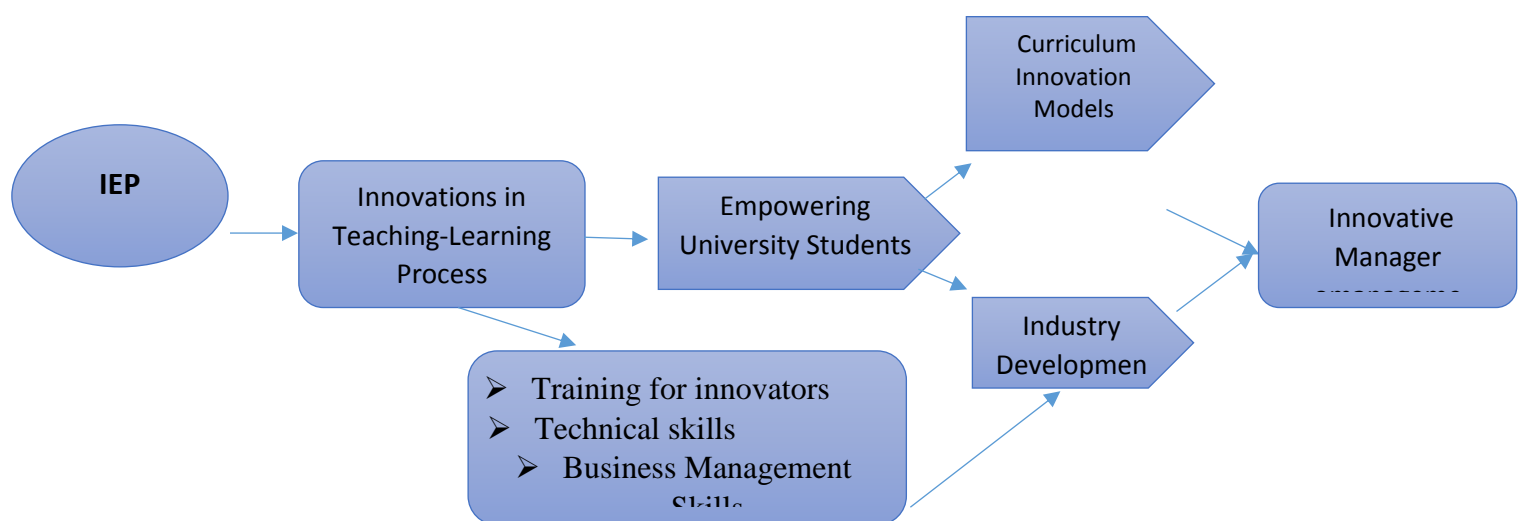


Fig 1. The framework of an innovation education program (IEP)

In total, seven components of the IEP have been designed which is a framework for improving the classroom integration of emerging technology to software engineering field, research method, learning strategy, assessment perspective, assessment type, curriculum selection, control level, and project choice

This model is made up for enhancement which includes substitution and augmentation activities, and transformation which includes modification in order to be a source of strength to using technology to replace and/or improve current learning instruments, whereas transformation refers to new learning possibilities that would not be conceivable without the use of technology (Tuzunkan, 2017). Thorsteinsson (2013) offers a distinct approach to innovation education, claiming that its primary goal is to educate students ideation abilities in order to improve their innovativeness that lead them to meet the requirements of the industry and students learn through their social activities as well as their interactions in the classroom, according to the author. As a result, comprehend the innovation

framework will help students to become a successful innovative managers. Supporting structures are necessary for education and training to contribute to IEP which is considered as the demand-orientation of education and training systems, increasing the autonomy of institutions and programs within the context of relevant economic incentives, upgrading the role of university education and training institutions for innovation, and rethinking the role of higher education institutions in innovation systems are all potentially fruitful paths toward a stronger contribution (Id, Akili and Arabia, 2016). Mutual advantages can be enormous when colleges and business discover common ground to suit one other's demands.

Curriculum Innovation Models

Different models of innovation have been suggested by various academics. Ronald Havelock (1969), for example, outlined three fundamental types of innovation:

- The RD&D (Research, Development, and Diffusion) model
- Model of Social Interaction (SI)
- PS (Problem-Solving) Model

An educational innovation must align with the aims and objectives of education, which often reflect the society's needs, interests, values, and challenges. An innovation must be acceptable, cost-effective in terms of time, space, and resources, linked with the society's and higher education's philosophy, and based on strong educational theory which will be helpful for graduates easily adapt in industry (Curriculum Innovations – Curriculum Essentials: A Journey, no date). Most students are struggling at their workplace when they have to implement practical as a result any university faces a significant challenge in remaining relevant to the profession, which is challenging enough.

Advantages of IEP

- make learning more interesting—new, inventive, and interactive approaches challenge and engage students.
- encourages self-directed learning through the internet with immediate access to knowledge.
- students who understand how to communicate through technology will have no trouble obtaining work in the future.
- enable teachers to create a compelling and interesting learning environment for their students. Teachers may now use technology to give modules that incorporate videos, photos, and graphics. Smart boards, IPTVs, and powerpoint are examples of other tools.

- encourages teachers and students to investigate, examine, and employ all available resources in order to enhance students' creativity and problem-solving abilities
- challenge students by giving them a problem that is both authentic and interesting (Serdyukov, 2017).

METHODOLOGY

In this study a deductive qualitative research approach is applied which allow to learn more about the perspectives on using IEP concept in management teaching. The topic was displayed using concepts and techniques three different areas: education, innovation, and industry that utilised several of the approaches and tactics which focuses to provide beneficial teaching and learning outcomes. Numerous case study investigations, such as the case study, look into the theoretical framework that has been adopted. Case studies enable the collection of a large number of information, allowing for a more thorough and in-depth study; this method also aids experiments in producing hypotheses that may be evaluated in the future (Crowe, 2011).

This study intends to analyse whether IEP can contribute and fill the gap of lacking skill and job readiness between the industry and academia. As a result, this study is exploratory, which means it looks at a problem that is not fully covered. The purpose of exploratory research is to examine the study subject in various levels rather than to offer definitive solutions to research questions (Geogre, 2021). It is vital to remember that qualitative research provide in depth investigation through the literature review which is considered as he basic goal of quantitative research design. A qualitative research strategy, on the other hand, describes a phenomena that may be seen but cannot be measured or characterized owing to its structural shape. Because the research methodology for the following study is exploratory and descriptive, it will be assessed using the qualitative technique, which comprises gathering and analyzing non-numerical data in order to uncover experiences, ideas, and perspectives (Streefkerk, 2019).

Challenges in Teaching and Learning

Teaching practices, curricula, and learning activities, all of which can be considered activities included in the knowledge management and transfer paradigm, have always been linked to technological innovations in education. However, it is argued that innovation does not have to rely on new devices or software solutions. It is achieved by introducing changes to teaching practices, curricula, and learning activities included in the knowledge management and transfer paradigm. Educational and research organizations, particularly universities, generate a significant quantity of information which is used to improve individual's# overall wellbeing through being distributed to

stakeholders. This is accomplished through knowledge transfer, a process in which one person or organization passes on their expertise as well as systematically arranged information and abilities to another (Dima, 2012).

Lack of skilled development and training, according to Ertmer et al. (2012), is the most generally mentioned cause for a lack of technology deployment in the teaching (Cited in Crossley and McNamara, 2016). Teachers' unwillingness to change and lack of understanding of how to integrate innovative teaching method make implementing the approach difficult. Knowledge is inextricably linked to teaching and learning that require the experience, learning, and perception. Knowledge may also refer to a confident comprehension of a subject, as well as the capacity to apply it to a specific situation. According to Blackmore and colleagues (2011), altering cultures and practices is more important than modifying the internal construction of the school building. Exposing instructors to the benefits and opportunities that a new environment like IEP offers students and teachers in producing relevant and up-to-date learning experiences is the only way to change the teaching-learning culture and really apply new teaching practices (Vidergor, 2021).

Not all teachers are able to use:

- innovative curriculum materials
- integration of technology
- multimedia and ICT tools and interactive methods
- techno-savvy subjects that make them face some challenges during the teaching process (L.L. Chong, M.M. Lai, H.B. Ong, S.H. Tan, 2008).

One of the major topics in higher education is curriculum creation and alignment. Students' demands are changing these days, thus universities should take this into account while developing and aligning their curricula. Universities should be more open and responsive to the demands of society in terms of new programs or courses they provide to students (Crossley and McNamara, 2016). Classroom instruction suppresses students' inventive consciousness and capacity in many ways due to the effect of exam-oriented education. First and foremost, in terms of value orientation, we continue to use the instillation and rote learning teaching methods, neglecting students' independent, lively, and flexible learning, insisting on classroom instruction, ignoring teaching practice, and nurturing students' practical competence. Second, planning and designing courseware which is practical for their future career path by providing comprehend students' psychological activities and development of students' inventive and innovative abilities, as well as making the classroom teaching function effective. Most students struggle:

- identifying skills gaps
- implementing practical skills
- undertake a regular review of its operational plan

- create goals for self-improvement
- lack of skills and specialities that required in the labor market

The employability of graduates/alumni is one of the main goals of any university. Employability does not simply relate to the ability to find work, according to Harvey (2003), improving and developing skills, traits, or expertise to help students acquire employment or advance in their existing careers which is all about learning, with a focus on 'ability' rather than 'employment.' The university courses should provide the necessary skills and knowledge to ensure its graduates for future path. Learners are frequently expected to enhance their skills and competences in accordance with the learning goals outlined in module handbooks by colleges and universities.

IMPLICATIONS

Teaching and learning process refers provide a functional and challenging learning environment in which teachers supervise IEP in a systematic and stimulating manner with structured and appropriate educational activities while also keeping track of students' progress. Furthermore, students are adequately assisted and challenged in these institutions, and they are actively interested in learning. Furthermore, the data reveal that effective teaching/learning quality applying IEP may guarantee of excellent educational outcomes. Additionally, students in very innovative vocational tracks receive the necessary innovative skills which will lead them to be successful innovative managers. Teaching innovation is intended to improve students' knowledge and wisdom and it is designed to generate information in order to foster a flexible, intelligent, and high-quality learning process (Lee, 2011). As a result, innovation gives essential knowledge for higher education students to amass knowledge, as well as serving as a source for students to improve their learning quality and motivation. According to the findings of the study, teaching must meet the needs of social development, use modern cloud technology to solve teaching problems, use online teaching or electronic whiteboards to solve teaching problems, and be able to use teachers' creativity to improve students' learning satisfaction and learning effectiveness. As a result, the following strategies have been offered to teachers as a proposal.

- Teaching capability innovation is the fundamental to university teaching curriculum which evolve in response to current advances. Educators must continue to expand and improve their teaching abilities so that they can respond to the demands of changing educational environments.
- Guidance from teachers is a crucial approach for students to obtain instruction. Teaching approaches must be inventive in order to extend students' thinking space as much as possible in order to boost student engagement and learning effectiveness.

- Providing more practical courses which will help train innovators using technical skills and Business Management Skills to fill the bridge between academia and industry.

CONCLUSION

The extensive literature study of IEP conceptual framework show that using this model leads to develop Innovation Teaching-Learning Process because each program component has various links and aspects, the framework is multi-dimensional that grab the whole higher education curriculum to be more modified and effective through improving students skills. The results of the study reveal that the proposed framework has the potential to improve the teaching/learning of university courses, which can be served as self-directed learners and develop a successful entrepreneurs.

Based on the challenges of utilising IEP, it is revealed that in order to apply innovative curriculum teachers should well-trained and familiar with techno-savvy subjects. The main focus should be directed to professional development efforts regarding to use of technology in education and involve teachers in the adoption of new technologies decision-making process.. The objectives are to use various computer-related techniques to enhance and improve the curricula to help academics and curriculum developers to bridge the skills gap and design more effective courses. The framework helps to the whole process of higher education, comparing them to the skills obtained through curricula to find gaps, and providing ways to fill the gaps. The framework provides a number of advantages such as process of modification and innovation that drastically affects the process, performance, or quality of an established system of transformation in higher educational system.

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Characteristics of Formation of a Pedagogue as Authority in Modern Society

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Abstract

The role of our educators in educating the younger generation and bringing them to the peak of maturity is invaluable. It is known that the results of the activities of the educator depend on their achievements and successes. From this point of view, it is natural that the teacher has a special place, position, prestige in the educational process. In turn, the success of the educational process is explained by the organization, management, organization of the educational system and the conscious influence on the personality of the student. This requires the self-taught individual to achieve a position of authority. With this regard, this article deals with the issues of the formation of a pedagogue as authority in today's modern society. Some view points by well-known psychologists and scientists in this field have been discussed and their classification has been analyzed.

Keywords: Educator, young generation, authority, modern society, pedagogue, conscious influence, social relations, social morality, socio-psychological relations, informal leadership, pressure authority, pedant authority, resonant authority, distant maintenance authority.

INTRODUCTION

First of all, it is important to understand the content of the concept of authority.

In the scientific literature, the concept of authority is used in a broad and narrow sense. Authority in the broadest sense is the participation in social relations as a form of existence, while in the narrow sense it is used as a system that represents the level of social morality of a particular person.

The concept of authority is a generally accepted human quality, in which an individual influences people to believe that his ideas and activities are widely used, respected, trusted, his mind, will, values, ability to do good, devote all his energy to the common good. Authority - (Latin, authority, influence) a concept that refers to the encouragement of an individual or a group of individuals to think in accordance with their will without the use of force [8].

Authority is derived from Latin, meaning dominance, influence, recognition and appreciation of the person by others, as well as putting him or her first in socio-psychological relations, informal leadership [3; p. 56].

Authority (Lat. Dominance) - dominance between individuals in groups and organizations, which is based on the level of knowledge, potential, life experience and ethics [7; p. 832].

Authority in Latin means power, dignity, interaction. In pedagogical encyclopedic dictionaries, authority is presented as the value of a particular person, the meaning of influence. The origin of the term dates back to the ancient Roman Empire, where, unlike other governing bodies, the dignity of the senate was called "authority." Between the twelfth and twentieth centuries, J. A. Comenius, J. Locke, I. F. Herbart, in this direction, did not see the problem of authority as a force that effectively influences the learning and development of students, but primarily through the use of force, coercion, intimidation.

Authority is one of the first to be considered as a basis of trust and respect, rather than intimidation, coercion, blind obedience, and educator humanist Yakush Korchak focused on the first half of the twentieth century.

MATERIALS AND METHODS

Russian philosopher and pedagogue V. V. Zelensky argues that the authority is to create favorable conditions for more productive work with students, to inspire them with creative power.

A.S. Makarenko, on the other hand, described authority as taking into account the opinion of adults without any evidence [5; p. 192].

According to I.P. Andriati, authority is the ability to direct another person's behavior, thinking and logic in the direction he or she wants [2; p. 2].

According to N.A. Moreva, authority is a person's deep knowledge, competence, achievements, as well as respect based on the individual himself [6; p. 320].

N.D. Levitov emphasizes that the interaction with a teacher who has authority among students will be emotionally rich and colorful.

N.D. Levitov distinguishes the following stages of authority in pedagogical activity:

The first stage is the main source of pedagogical information;

The second stage is the pedagogical referent;

The third stage is when the teacher has gained authority.

RESULTS AND ANALYSIS

Indeed, true authority can only be achieved through labor. There is an opinion that the position of a teacher in itself brings authority to a person. But this is far from the truth. Without a stable positional authority, an understanding of a person's voluntary professionalism will require the development of personality traits. Every educator strives for authority, but can only have false authority without wanting to work on himself.

For the first time in the history of pedagogy, the scientist who divided the pedagogical authority into true and false authority is A. S. Makarenko. True authority is one, while false authority is manifested in many forms [5; p. 92].

False authority is based on listening to teachers because they are afraid of the students' end results. In the process, students become deaf from year to year.

Manifestations of teacher lying authority

False authority				
Pressure authority	Pedant authority	Achieving authority through excessive kindness	Resonant authority	Distance maintenance authority

Pressure authority is achieved under the constant fear of students avoiding punishment, for fear of being left in the public eye. Nowadays, such students develop cowardice, laziness, aggressive attitude towards adults, and disrespect for teachers. In addition, rudeness, constant pressure on the nervous system creates a negative attitude in the student to the educational institution, the learning process.

Pedant authority - in which the teacher sees the students as insignificant and useless. He is always trying to find flaws. The students of such a teacher do not believe in their own power and rudely disrupt the order during half of the group's lessons, while half of them sit in awe and anxiety.

Resonant authority - in which the teacher constantly tries to "teach the mind" in order to gain authority. In this case, students will soon get tired and bored of the constant "discipline", and may even laugh at the teacher.

Attempts to gain authority through excessive kindness - this type of authority is very common. This type of authority is especially prevalent among young educators. Because young teachers think that students who show kindness will be noticed. But in fact the situation turns out to be the opposite. Students respond to the teacher's kindness with indifference, disrespect, and even laugh at him.

Distance maintenance authority -educator always tries to keep a distance with the students. He only communicates with them formally, trying to leave a mysterious and unattainable impression as a result.

True authority is a type of authority in which students are treated like little friends of the teacher, and act together on all fronts.

It should be noted that it has long been known that a teacher without authority can never be an educator. A. S. Makarenko emphasizes that the character of the teacher, his personality qualities are an important educational factor in the educational process. Therefore, some educators have developed very strong willpower, are socially active, strong in character. Teachers in this category do all the work themselves, putting pressure on the student's aspirations and activism in emergencies. In the learning process, such students remain spectators. Some, on the other hand, are so soft-spoken that they cannot even demand a simple order from the students.

Every profession requires certain qualities from a person. The uniqueness of the teaching profession is that the educator's personality is constantly evolving and working with ever-changing children, adolescents and young adults. Accordingly, the pedagogical authority can be conditionally divided into 2 main components, namely professional and personal components.

The component of pedagogical authority includes the following qualities:

-love for children in pedagogical activities. In every profession, a person's love for their field is crucial. If a person does not like his field and is not satisfied with it, it is useless to expect results from this activity. The educator should love not only his profession but also the children.

Pedagogical authority consists of the teacher's general level of culture, that is, the skillful use of speech, the rational use of facial expressions and gestures, as well as clean, beautiful dress. A teacher's appearance and behavior, culture are important in achieving authority.

We can include the following qualities in the professional component of pedagogical authority: professional knowledge, pedagogical tact, method of interaction between teacher and student. First, an authoritative teacher will be an in-depth knowledge of their field. Must be familiar with the methodology of each science. In particular, students respect not a teacher who knows their profession well, but an educator who skillfully conveys his or her knowledge to the student.

Depending on the goals and objectives of pedagogical activity, the following levels of authority differ:

-position, in which the type of authority that determines the formal level of the teacher, arising from the functional responsibilities;

-functional, ie a type of authority that reflects the informal level of the teacher, determined by the teacher based on the level of professionalism;

-personal - this is also an informal level of authority, which includes the personal qualities of the educator concerned with the qualities listed above.

It is known that the established scientific sources, according to the analysis of the literature, the structure of pedagogical authority consists of the following components.

Authority structure according to I.P.Andriadi, I.I.Efremov, N.A. Moreva [1; p. 205]

The structure of pedagogical authority	
Professional component	Personal component
Social component	Role component
Valuable component	Cultural component

- ❖ **professional component** - social erudition, methodological skills, technological versatility, in-depth knowledge of science, the breadth of worldview of its teaching methods;

- ❖ **personal component** - is the driving force of authority, the teacher's views, individuality, activity, legitimacy;
- ❖ **valuable component** - the teacher is a carrier of the system of values, a transmitter of aesthetic, moral and other values;
- ❖ **cultural component** - includes communication, behavior, interests, pedagogical tact.
- ❖ **social component** - professional stereotypes, reputation of the profession, social significance.

It should be noted that the authority of the teacher is important in the educational process. Therefore, the following opinions are put forward by research scholars on the importance of authority in the educational process. In particular, according to I.O. Pirogov, the relationship between teacher and student should be based on respect and trust, and it is said that intimidation and punishment are inappropriate [4; p. 189].

A.S. Makarenko points out that an educator who does not have authority cannot be an educator [5; p. 192].

Indeed, in the process of teaching and educating, no result can be achieved without authority. The dominance of the teacher is seen as a responsibility to the child's destiny. But this dominance must be based on creativity, not destruction. It is known that the thoughts and ideas of a respectable person are accepted faster and easier. Well-known academic medical scientist I.O. Kassirsky told his students: "If you give an aspirin to a patient - it's a drug, if I give it - it's a drug and my authority." Here psychologists distinguish certain stages of pedagogical authority:

In the first stage, the teacher embodies the necessary information as the main source.

In the second stage, the teacher is evaluated as a referent, that is, the students take into account his opinion, and sometimes oppose it.

The third stage is seen as authority on the teacher. This stage is qualitatively more efficient than the above two stages. A teacher who achieves authority will gain the trust of our students.

The opinion of a teacher who falls into this category is undoubtedly accepted as correct. Counseling is seen as a motivating force, and a positive outcome is expected at the end of the work. Such interactions lead to emotional intimacy and lead to the strength of student relationships.

Achieving and retaining authority requires a lot of work from the teacher. It takes hard work every day, every hour, every second to maintain authority. That is why the teacher must be constantly striving not to lose the form of "authority", to be constantly searching for himself. Accordingly, we can distinguish 2 conditions for the formation of pedagogical authority:

1. Choosing the right profession.

- Acquisition of pedagogical skills, self-education in the school, self-study.

In the first phase of the study of pedagogical authority, students were asked to write essays on topics such as "My favorite teacher," "What a real teacher should be," and "What character traits in a teacher I would like to have."

In the second stage, the method "Complete the sentence" will be conducted. It reads: "I love my teacher because he is ...".

When analyzing the essays collected on the basis of experience, students emphasize the qualities of kindness, gentleness, intelligence, love for children in the teacher, as well as anger, "shouting" and others. At the same time, the teacher told the students not to shout, that their words and actions should be mutually compatible, and that they should definitely keep their promises.

According to the results of the method "Complete the sentence" used in the study, 45 out of 52 students show that the teacher is kind, fair, has sufficient knowledge in the field, is enthusiastic and interesting lessons.

Table 2: Indicators of teacher personality authority in primary school students

№	Criteria	in%
1	Kind	95%

2	Patient	83%
3	The one who loves children	64%
4	Fair	57%
5	Good-natured	51%
6	The one who has interesting classes	36%
7	Good lesson explanation	21%
8	Most knowledgeable	10%
9	stringent	7%
10	Neat	3%

The results of the analysis show that for small school-age students, the personal component plays an important role in the pedagogical authority of the teacher. According to the children, a teacher should find a common language with the student, explain his / her profession, his / her subject well and be a good teacher.

Adolescents, on the other hand, emphasize that it is important for a teacher to know his profession well, but the teacher's appearance and dress do not matter to them. Most importantly, if the best teacher can make the subject interesting, they will actively participate in the lesson.

Table 3: Adolescents' views on the authority of the teacher's personality

№	Criteria	In %
1	Good lesson explanation	78%
2	Good knowledge of science	72%
3	The one who loves children	63%
4	Kind	57%
5	Fair	43%
6	Patient	32%
7	Good-natured	26%
8	Stringent	20%
9	Strict	12%
10	Most knowledgeable	6%

Table 4: Criteria of teacher personal authority by high school students

№	Criteria	In %
1	Knowing one's profession well	89%
2	Good lesson explanation	86%
3	Having interesting classes	73%
4	Stringent	68%
5	Fair	52%
6	The one who loves children	49%
7	Strict	34%
8	Patient	25%
9	Kind	12%
10	Being in a teacher-specific uniform	8%

At the same time, it is worth noting the positive impact of authority in the educational process: -authorizes the optimization of educational activities, because in the narration of the content of the educational material directly saves the time of communication with the help of the authority, accelerates, allocates time to master the material;

- ❖ Research within the authority focuses on getting acquainted with scientific problems and gathering more information;
- ❖ Authority means slowing down and not rushing to the novelty, that is, it is superficial because it is not sufficiently proven.
- ❖ Authority - ensures order in relations;

The pluralism of authority prevents the emergence of authoritarianism and prevents the accumulation of individuals.

Indeed, the formation of a real teacher's authority not only has a positive effect on the educational process in the first place, but also has a significant impact on student performance. In this regard, it is useful to know the basic conditions for the formation of a real teacher's authority:

- ❖ The stage of choosing a teaching profession;
- ❖ To have pedagogical skills necessary for the pedagogical profession. The teaching skills and qualifications should be gradually acquired and the process should be based on certain laws.
- ❖ Pedagogical practice.

CONCLUSION

From the results of the practice, it can be noted that if these stages are passed step by step, the process of gaining the professionalism of the teacher will be successful. At the same time, a person who wants to become a teacher must also have communicative skills. Pedagogical communication involves several stages:

The first stage is the study of the process of communication, in which a person observes reflection that is, understanding, controlling his behavior, inner feelings and their external manifestations.

The second stage is the study of intellectual, emotional, volitional and moral characteristics of the student and the stimulation of their activities.

The third stage involves not only being able to comprehend communication, but also being able to influence students skillfully.

Based on the above, the following conclusions can be made about the formation of teacher authority:

- The formation of the authority of the educator is inextricably linked with time and requires a certain logic;
- The formation of authority in the person is inextricably linked with professionalism, personality traits, level of knowledge;
- Professional and personal components are combined in the manifestation of pedagogical authority.

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The Importance of Using Advanced Pedagogical Technologies in Teaching the Social Sciences

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Abstract

Modern life today is unimaginable without the advancement of science and education. For thousands of years of human development, mankind has not been able to discover a more effective means of developing society than education, science, and the profession. That is why education and science are important factors that determine the future of any society, nation and state, and serve its development. Reforming the modern education system can only be achieved by creating electronic data packets in computer systems. These include e-textbooks, manuals, videos, animations, flash products, simulator tests, and more. Of course, electronic textbooks and manuals are not and cannot replace books. They don't have to be pictorial or reference. Electronic learning materials and manuals should facilitate the acquisition and memorization of the most important concepts, information and examples, involving the capabilities of the human brain. An e-textbook should make it as easy as possible to understand, assimilate, and memorize computer-generated explanations, taking into account the capabilities of the human brain, especially emotional and sound memory, and the concepts, conclusions, and examples that matter. The text should be limited, as books, paper, and pencils should be used to deepen computer knowledge.

Key words: Education system, electronic learning, information and communication, educational tools, advanced pedagogical technologies, interactive methods, individual forms, learning activities.

INTRODUCTION

Improving the education system in our country and adapting it to modern requirements, creating a world-class system based on modern information technologies has become one of the important components of national policy. The quality of education is a criterion that determines the status and effectiveness of the system, and the results achieved in the educational process are determined by compliance with regulatory requirements, social and personal needs. The quality of education reflects not only the learning outcomes, but also the factors that shape these outcomes. These factors include the purpose of education, the form of organization of education, methodological tools, teaching staff, potential, pedagogical activity, educational programs and educational technologies, resources and conditions of their use, the organization of education. legal, logistical, information and methodological support, as well as educational work. The introduction of innovative technologies in the educational process will improve the quality of learning outcomes and these factors. In this regard, the problem of improving the quality and effectiveness of education based on innovative technologies is related to the implementation of complex tasks aimed at personal development and preparation for life, and is one of the most important tasks of education policy today.

Introduction of a separate information environment in the educational process, the provision of educational institutions with computers, Internet access, the creation of a system of educational portals and e-learning products, retraining of teachers in the field of information and communication, new training created the conditions for the gradual transition to the next level on the basis of information technology. The successful computerization of the education system does not depend on the number of computers - the quality of educational tools depends on the methodological support of their use.

THE MAIN PART

One of the key areas for improvement in teaching methods today is the introduction of Advanced Pedagogical Technologies (APT) teaching and learning methods. All science teachers are increasingly using interactive methods in their teaching.

As a result of interactive methods, students develop the skills of independent thinking, analysis, drawing conclusions, expressing their opinions, defending them on the basis of them, healthy communication, discussion, debate.

Course - training of a group of students of the same age and education by the teacher for a certain period of time, based on the curriculum, curriculum requirements and a strict course schedule is a specific exercise in making. There are a number of general pedagogical and didactic requirements for the organization of lessons in modern educational technology.

These are:

- Technologically perfect design of each lesson;
- Clear definition of the goals and objectives of the lesson;
- Relation of educational tasks in the classroom to educational tasks;
- Organize the lesson in accordance with the requirements of the curriculum;
- Effective use of time allotted for the lesson;
- The lesson is well organized;
- The ability of the teacher to use a variety of modern and advanced teaching methods, tools and visual aids, information technology and technical means to make the lesson lively, effective and emotionally impactful on learners ;
- to carry out active learning activities of students together with the leadership role of the teacher;
- taking into account the age and psychological, as well as professional characteristics of students;
- Organize the lesson on the basis of democratic principles;
- to ensure the freedom of the student in the classroom;
- Encourage students to think independently and express themselves in class;
- Proper organization of students' activities during the lesson, the development of problem-solving skills;
- Appropriate combination of group, group and individual forms of teaching in the classroom;
- Thorough monitoring and fair assessment of students' learning activities.

The lessons should focus on the interests, dreams and opportunities of today's students. To do this, first of all, the teacher must be able to be a political scientist, a comrade, a modernist, an artist, and a skilled teacher. This will increase the respect of educators among young people and colleagues in teaching and educating students, will open the door to great opportunities for them to fulfill their responsibilities to the people. The teacher should pay special attention to the following during the lesson.

- First of all, it is necessary to take a creative approach to each lesson. In particular, the use of simple, interesting real-life examples based on evidence of the country's development, the history of our people, today, the domestic and foreign policies of our state, national and universal values will have a positive effect on the debates and discussions.
- It is especially important to ensure that students have a deep understanding of the President's speeches and speeches, the priorities and principles set out in his books. Of course, life itself brings new tasks, goals and ideas. Therefore, young people should be ready for such innovations and become active participants in it.
- Problems in the classroom should be thoroughly and convincingly analyzed. It is important for the education system to ensure that every student understands the causes of such problems, draws the right conclusions about how our society will solve them step by step, and looks to the future with

confidence. Students will gain a deeper understanding of the roots of today's transition and its own difficulties, the difficulty of getting rid of the dependency of the old system, the change in people's minds and thinking to get rid of it, their ability should.

- In each lesson it is necessary to explain the essence of the topics by referring to the rich historical heritage of our country. It is important to avoid a one-sided view of independence.

- It is necessary to take a very scientific approach to the lessons, to avoid giving in to exaggeration or simplification, "exhortation". This requires each teacher to have an in-depth knowledge of life, an objective analysis of achievements and problems. It is important to study the achievements and problems, to motivate the students to find answers to them, to ensure their free participation in the discussions.

- Special attention should be paid to informing students that the process of liberalization of diversity of opinion in the classroom is an integral part of a democratic way of life, and that the true nature of freedom is defined by its spiritual boundaries. It is necessary to completely abandon the use of old principles of propaganda and propaganda in this area, the use of shallow ideas and examples.

The APT method is used to stimulate students' learning and develop personal qualities by increasing student interaction in the learning process. Using APT techniques can help increase lesson effectiveness. The main criteria of APT education are: informal discussions, the ability to freely express and express educational material, the small number of lectures, but the large number of practical classes, the creation of opportunities for students to take initiative, small groups are among them. At the same time, a large group includes assignments, written assignments, and other methods to work as a class team, which are unique in enhancing the effectiveness of educational work. The following method can be used to increase the effectiveness of teaching in all disciplines.

Dozens of methods and techniques are used in the teaching process today, such as "Resume, Veer", "SWOT-analysis", "Problem situation", "Problem gallery", "Working in small groups", "T-table". and technology, as well as activating games such as "Wheelbarrow", "Fishing", "Handball", "Find Your Corner" for use between classes. and other didactic exercises can be used. When these methods are used for the first time, they are unlikely to give the expected results. Because they are a "reserve" for both sides that has not yet been mastered. Therefore, in order to use the above-mentioned methods, both parties, both the student and the teacher, must first be psychologically, technically, and technologically prepared for the interactive process.

CONCLUSION

In short, for the transfer of new knowledge using modern pedagogical technology, the formation, development, strengthening of skills, repetition of knowledge, practical training, as well as for training on each topic, taking into account the characteristics of the subject the correct selection of the most appropriate interactive techniques. Using the right techniques will make the training fun and effective. In addition, as a result of the use of modern pedagogical and information technologies, students develop the skills of independent thinking, analysis, drawing conclusions, expressing their opinions, defending them reasonably, healthy communication, discussion, debate. , develops. At the same time, practice shows that the use of interactive methods in the classroom reduces the nervous tension of students. They allow you to change the form of their activities, to focus on the main issues of the lesson topic.

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Factors of Formation and Development of the Digital Educational Process in the Social Sciences

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Abstract

This article discusses the issue that, among the digital generation, the differentiation into "laggards" and "advanced" is especially noticeable. Among the latter, a new type of students with high academic independence has appeared, aimed at self-education, self-actualization and self-development, where possible - independently forming their educational route, in some cases, combining study, work and personal development together. In general, the strategy of working with representatives of the digital generation should proceed from the fact that it is almost impossible to integrate them into the traditional educational process. Its essential transformation is necessary, the result of which is the construction of a new, digital educational process. One of the socio-psychological barriers preventing the solution of this problem is that many teachers who have successfully passed the stage of adaptation to digital technologies and successfully use digital means outside of professional activity retain the usual beliefs that their professional and pedagogical activities should preserve the traditional (pre-digital) character.

Key words: information technologies, digital society, digital technologies, digital generation, innovation, "smart", educational process, digital educational process.

INTRODUCTION

At the present stage of the development of world civilization and at the beginning of the third generally accepted time millennium, most experts state the fact of a gradual transition from an industrial social structure to an information one. This trend is characterized primarily by a structural change in labor relations on the world market, expressed in a decrease in the share of material production due to the crazy development of information technologies, processes and products. This can be stated with confidence on the example of the mass extinction of some, including quite ancient professions and the emergence of others, primarily related to the development of digital innovations. The factors generating the need to build a digital educational process of vocational education and training are three trends that characterize the formation of a digital society: – the digital economy and the new personnel requirements generated by it; – new digital technologies that form the digital environment and develop in it; – the digital generation (a new generation of students with special socio-psychological characteristics).

THE MAIN PART

The digital economy acts as the main source of educational goal-setting for vocational education and training. Digitalization of the economic sphere significantly changes the educational order, shifting the focus to the need to form a set of new digital competencies, regardless of the profession or specialty received. The analysis of the "promising NTI markets" (National Technology Initiative) shows that the possession of digital production technologies will be required from graduates of various areas of professional education, including those that were previously associated with the process of digitalization only at the level of general user computer skills. For example: FoodNet is a digital market related to the production, storage and processing of food; FashionNet is a market for fashion industry products; EduNet is a market for digital educational services; SafeNet is a market for digital services related to security and information security, etc. Using the term "digital economy", it is also necessary to understand its conditionality. We are talking about an economy, all branches of which function and develop on the basis of the active use of digital technologies.

In addition to the actual "IT competencies" that ensure a person's readiness to use computer and digital technologies and form the core of modern functional literacy of any employee, the new set of expected educational results includes a wide range of other competencies (professional, general professional, universal), the content of which is significantly transformed under the influence of digitalization. The most profound changes caused by the development of the digital economy are associated with a change in the way of life. The introduction of digital technologies leads to the emergence of new opportunities – to integrate (in various combinations) work, education, hobbies and recreation. The lifestyle itself is becoming more and more "project-oriented", focused on the consistent implementation of relatively autonomous complex (socio-industrial-personal-developmental) tasks. A special concept has appeared – the innovation ecosystem. The ecosystem implies solving issues of joint development with partners. Corporations, institutions and innovation initiatives, startups and clients are in one development system that supports each other. For all actions, partner participants necessarily need communication skills, creating and developing communities (networking skills), developing relationships with stakeholders and fundraising, patience and perseverance (to capitalize on failure), the ability to develop innovation centers and corporate accelerators (innovation labs).

Digitalization (automation) of routine operations leads to a decrease in the demand for labor functions associated with simple mechanical actions and to an increase in the intellectual and creative component in all areas of professional activity, which cannot be replaced by a machine one. Competencies that provide task setting for machines and various digital devices, expert analysis based on critical thinking, complex communication (contracts, sales, etc.) are becoming in demand. In general, there is a trend: the more a company uses digital technologies, the more requirements it imposes on the professional level of employees.

In the conditions of digitalization, the logic of the production process is changing, it ceases to be long-lasting, discrete, cyclical and reproducible, based on the distribution of technological stages between many workers. Instead, the production process is increasingly taking the form of a project characterized by autonomy, compactness, complexity, uniqueness, completeness – and based on a team way of organizing work. The key unit of the new economy is no longer a single qualified employee – a “man in his place”, but a team capable of effectively solving problems of a project or functional nature. The processes of "compression of time and space" caused by the spread of digital telecommunications, globalization, the emergence and spread of new models of labor organization (co-working, remote offices, distributed project teams, freelancing, crowdsourcing, etc.), convergence of professions, impose fundamentally different requirements on employees, including those related to willingness to work in conditions of uncertainty, continuous self-development. In the environment of the digital economy, a systematic view of the digital transformation of the company is being formed, an understanding of the place and role of digital technologies as a tool for the success and competitiveness of the company. It is important to comprehend these approaches, take them into account and learn how to apply them in the education system.

Crowdsourcing is a special form of organizing the process of solving certain tasks of innovative production activity, involving the involvement on a voluntary basis of a wide range of people to use their creative abilities, qualifications and experience. As a rule, it is implemented using information and telecommunication technologies. The performance of all enterprises is visible and manageable in real time. Systematized and accurate data from technological and business processes significantly increase the quality of decisions made. An effective strategy for the company's digital transformation is to actively work with digital business leaders – startups and technology manufacturers. The mistake here will be managerial arrogance, confidence in the inviolability of the company and the absolute reliability of its management and product system. Non-digital companies are actively working on projects of digital and cyber-physical products and services. They strive to ensure that digital products are in the company's product portfolio. Digital services, internal and external. This is the only way a company becomes digital, its digital transformation takes place. Adjusting to changes is a wrong tactic, because changes are going too fast. The winners are those who create the changes themselves.

And the most important rule is to start digital transformation with the understanding of the consumer. Times and technologies are changing – the client remains at the core of the universe of even the largest corporations. Regardless of the size and age of the corporation: a deep, detailed understanding of the consumer, working with industry disruptors, the creation and development of consortium ecosystems, the use of digital production technologies of Industry 4.0, the introduction of their own digital and cyber-physical products to the market, not following, but creating trends and, finally, the development of a culture of innovation — these are the main components of performance in the world of rapidly changing digital technologies.

A high level of independence in making significant decisions and responsibility for them is characteristic not only for top managers, but also for middle-level specialists (department heads, line managers, etc.) – graduates of the secondary vocational education system. The rapid change of technologies and the constant need to retrain has already caused an explosive growth in the demand for short professional programs focused on the rapid and most effective formation of a limited set of strictly defined skills. Programs of additional professional education and vocational training are becoming the most popular types of educational products for the digital economy. At the same time, the tasks of forming broader competencies that ensure human labor efficiency on a long-term scale are still important and should remain in the spotlight. Solutions, on the one hand, have become very diverse, on the other – complex. And often they are localized outside the formalized education system. In 2016-2018, the centers of digital development of industries, open centers of digital creation and venture studios of universities became especially noticeable. The centers of Digital Development of industries unite consortia of enterprises, organize and conduct practical educational programs for managers of enterprises and industries.

Open centers of digital creation — tech shops and fablabs. Educational programs in them are available to everyone. In partnership with large corporations, fablabs and tech-shops organize the most public programs. Thus, they show the most remote areas, villages and cities how teams and technologies for creating new products and services work. University venture studios are spaces and teams for the development of startups in educational institutions. The team of each of the startups is trying to solve a real problem. The real task of business, society, economy, region. Such real tasks and problems are solved by university teams together with teams of venture funds and corporations in the venture studios of universities. All this is a serious "digital challenge" to the system of vocational education and training.

Digital ("advanced", "smart", "SMART") technologies form the core of the modern stage of technological development and will retain a dominant role in the foreseeable future. Currently, the process of digitalization is actively underway – a deep convergence of digital technologies with material and socio-humanitarian technologies and practices, including educational ones. It is important to understand the place and role of digital technologies in any modern field of professional activity. From the point of view of the business sphere, those companies that understand that people make digital technologies "smart" become the most successful. The main corporate capital is the company's culture, which forms the interaction of the talents of employees, transforming the expertise of specialists into profitable methods of production of products and services. This culture is not technology, robots or computers, but human relations. This is the main tool for developing the company's digital capabilities.

Many digital technologies have didactic (educationally significant) potential, the characteristics of which are: – freedom to search for information in the global information network; – personality – unlimited opportunities for personal adjustment to the needs and characteristics of

each student, including the choice of the method of presentation of the material, the level of complexity, the pace of work, the number of reinforcing repetitions, the nature of educational assistance, partners, game entourage, etc.; – interactivity – the ability to provide multi-subjectivity in the process of communication and interaction); – multimedia - the ability to comprehensively use various channels of perception (auditory, visual, motor) in the educational process; – hypertext – freedom of movement through the text, concise presentation of information (including in the form of info-graphics), modularity of the text and optional its continuous reading, the reference nature of the information, the folding-unfolding of information, the use of cross-references, etc.; – subculturality – conformity to the familiar image of the world for the digital generation, recognition, emotional and psychological closeness, providing a comfortable situation contrasting with the uncomfortable environment of traditional learning.

Among the educationally significant digital technologies can be attributed: telecommunication technologies, including those that ensure the convergence of communication networks and the creation of new generation networks; technologies for processing large amounts of data (Big Data) and "digital footprint"; artificial intelligence; virtual and augmented reality; electronic identification and authentication technologies; cloud technologies; Internet of Things; distributed registry technologies (including block chain); digital technologies for specialized educational purposes – ed-tech (educational technologies), as a rule, using one or more of the listed digital technologies, and others. In addition, a wide range of digital production technologies is necessary to build an effective educational and production process of vocational education and training, including industrial Internet technologies, additive technologies, automated production and design technologies, etc.

The use of digital technologies creates new opportunities for building the educational process and solving a wide range of educational tasks – both "eternal", not solvable by means of traditional education, and fundamentally new. To describe how digital technologies can affect teaching and learning, you can use the SAMR model. The model assumes four stages: 1) Substitution: digital technologies simply replace traditional ones (for example, a set of texts in the Word program). 2) Accumulation (Augmentation): digital technologies become an optimization tool in solving educational tasks (for example, current or diagnostic, or final assessment using Google forms, mobile applications Kahoot!; Plikers, etc.)

Modification: significant functional changes in the educational process and the interaction of its participants (for example, the use of mixed learning technologies or inverted classroom). 4) Transformation (Redefinition): setting and solving new pedagogical tasks that could not be solved earlier. 3. Features of the digital generation. A significant gap between the pre-digital and digital generations is a fact that must be taken into account in education. On the one hand, teachers – representatives of the pre-digital generation are experiencing difficulties with the integration of

digital technologies into the educational process; on the other hand, the digital generation is not ready to integrate into the pre-digital educational process.

The features of the digital generation (perception, attention, thinking, motivation, behavioral patterns, lifestyle, world view) determine the psychological and pedagogical specifics of goal-setting, principles, approaches to the formation of the content, forms and methods of digital didactics. At the same time, it is important to understand not only the negative aspects of the impact of digital technologies on the development, socialization and upbringing of "digital children", but also the superior characteristics of the digital generation in order to rely on them in the educational process.

On the one hand, representatives of the digital generation ("generation Z", "processor children", "tablet children", "chip children", digital natives - "digital natives") are characterized by: - in terms of cognitive development – mosaic ("clipness") thinking, attention distraction (according to they are able to fix their attention on one subject for no more than 8 seconds), inability to read and understand large texts, limited vocabulary, mixing of real and virtual spaces ("floating picture of the world"), poorly developed creative imagination, the illusion of "reversibility of life"; – in terms of emotional and volitional development – the poverty of sensory experience, a simplified picture of reality, the perception of real life as "too boring" and "too slow", impatience and the need for immediate reward, inability to systematic hard work; – in terms of social development – infantilism (imbalance between advanced intellectual and lagging social and personal development), individualism, confidence in their uniqueness and uniqueness, reduced need for live communication, unwillingness to cooperate, focus on his inner world, hyperpragmatism and hedonism, vague and unstable moral and ethical ideas; – in general, the leading role of network socialization in the process of personality formation; online as a "reference group" at all stages of growing up, setting role models and shaping trends in social behavior.

The root cause of these problems, apparently, is the phenomenon of "digital homelessness", i.e. the transfer by the parents of the child, from the first years of his life, "outsourcing" to digital gadgets, which creates the illusion of constant employment and satisfaction of the child. In fact, in this case, in the process of socialization and upbringing of such children, there is an "interception of control": the influence on the child's development from the family and other traditional institutions passes to active (in many cases, aggressive and antisocial) agents of the Internet environment. In those families where the traditions of live communication between parents and children are preserved, as well as the sharing of digital environment resources is practiced, the early acquaintance of children with digital gadgets does not so noticeably deform their development. At the same time, for all representatives of the digital generation, without exception, the importance of network socialization as a factor in the formation of personal identity is increasing dramatically. The most important task is to make the process of network socialization, which is currently spontaneous, pedagogically manageable. The educational problems arising in this regard are primarily related to the need to correct certain features of representatives of the digital generation.

According to one of the foreign studies (Common Sense), parents of children aged 8-18 spend on average 1.5 times more time online than teenagers and 2 times more than primary school children. At the same time, 82% of the time spent by parents online has nothing to do with work. These features are not so much deficits of personal qualities as "gaps in social competencies" that are filled through purposeful pedagogical activity (by analogy with "gaps in knowledge"). On the other hand, representatives of the digital generation, as a rule, have a number of positive educationally significant characteristics, in which they often surpass the pre-digital generations. This is, first of all, a free orientation in the most modern digital technologies, as well as: – in terms of cognitive development – a constant desire for novelty and self-improvement, creativity, the ability to synthesize different types of thinking, nonlinearity, the ability to process different streams of information in parallel (multitasking), a tendency to use different sources of information, high speed information processing and decision-making; – in terms of social development – the desire for self-expression, preference for the “horizontal” (partner) type of relationship to the "vertical" (hierarchical), openness to intercultural and inter country communication; in addition (with some reservations) optimism and self-confidence.

Among the digital generation, the differentiation into "laggards" and "advanced" is especially noticeable. Among the latter, a new type of students with high academic independence has appeared, aimed at self-education, self-actualization and self-development, where possible - independently forming their educational route, in some cases, combining study, work and personal development together.

CONCLUSION

In general, the strategy of working with representatives of the digital generation should proceed from the fact that it is almost impossible to integrate them into the traditional educational process. Its essential transformation is necessary, the result of which is the construction of a new, digital educational process. One of the socio-psychological barriers preventing the solution of this problem is that many teachers who have successfully passed the stage of adaptation to digital technologies and successfully use digital means outside of professional activity retain the usual beliefs that their professional and pedagogical activities should preserve the traditional (pre-digital) character.

The factors of the development of digital didactics are contradictions between: – the continuous increase in the requirements for accessibility and quality of education – and the limited solvency of educational customers (state, population, economy); – an increase in the degree of uncertainty of the future – and the educational function of reducing the degree of uncertainty realized in the process of pedagogical support of the student's life and professional self-determination; – the requirements for the socialization and professionalization of a graduate of the vocational education system imposed by the digital society and the digital economy – and the tendency to lock typical

representatives of the digital generation into the framework of the virtual (network, game) world; – the rapid and constantly increasing nature of changes in the requirements of the economy for a graduate of the vocational education system – and the lagging nature of the adjustment of the educational process to these requirements; – the need of the economy and society for personalized, maximally flexible and adaptive digital education – and the desire of the state to maintain maximum control over the goals, content and results of education in its sector.

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The Current State of Foreign Trade Relations of the Republic of Azerbaijan

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Abstract

In modern times, in the system of international economic relations and economic relations between the countries of the world, various trade operations are carried out. Trade is one of the leading sectors of the world economy. Trade plays an important role in shaping the world economy, increasing its efficiency based on historical stages of development, as well as regulating international relations. In this case, the principles of specialization, globalization, and integration are taken as a basis. The efficiency of trade is achieved through a pricing policy that optimizes international trade between countries. It is also based on supply and demand. From this point of view, the article extensively studies the foreign trade relations of the Republic of Azerbaijan, along with its positive trends, and also studies the areas that hinder its development. Thus, the geography of foreign trade relations of the Republic of Azerbaijan has significantly expanded in recent years, has become a member of international trade organizations, and has achieved positive trends in trade. At present, the Republic of Azerbaijan has established foreign economic and trade relations with a number of countries around the world and is constantly developing these relations.

Keywords: foreign trade, foreign policy, economic relations, globalization, integration, import, export.

Introduction

The development of the national economies of any country trying to build a free market system is closely linked not only with domestic opportunities but also with the effective use of foreign trade, which is the main form of international economic relations [3]. In this regard, it is essential to study the system of economic relations between countries in different directions in the international arena. Thus, global trade operations have significant theoretical advantages in applying various mechanisms based on development trends and principles of foreign trade policy.

The foreign trade relations of each country directly impact the globalisation of the world economy and its rapid development. It also facilitates the short-term integration of newly independent states into the world economy, the improvement and expansion of trade relations between countries (primarily neighbouring countries), and the establishment of mutual trade infrastructure and transport and economic ties.

The potential of the world economy includes the following, which in turn are closely involved in the formation of foreign trade relations [12, 29]:

- Natural resource potential - the availability of natural resources. These include soil, forest, biological (flora and fauna), mineral (minerals), climate, and recreational resources.
- financial resources of the world - resources of countries, international organisations and financial centres.
- Entrepreneurial potential - the ability to effectively use economic resources to carry out economic activities.
- Scientific and technical potential - the ability of the country to carry out scientific research and development work.
- labour resources - able-bodied population; working people of retirement age, working teenagers under working age.

In recent years, significant reforms have been implemented, strategically essential documents and programs have been adopted for the development of the economy, further improvement of the investment and business environment in the Republic of Azerbaijan, creation of favourable conditions for business expansion, stimulation of production and export of competitive non-oil products, increasing access to traditional and new markets, import substitution, as well as strengthening state support for local entrepreneurs to expand the scope of economic reforms and ensure effective coordination of work in this area [13, 125]. These programs have made it a priority to make better use of the existing potential of the regions, accelerate the development of local industries and agricultural production, ensure the result of a civilised market economy, support entrepreneurs in this work, to solve the problem of poverty by improving living standards and to develop comprehensively economically [10].

We believe that taking into account the above-mentioned potential opportunities, the foreign trade turnover of the Republic of Azerbaijan will increase slightly. This factor will also positively impact the sustainable development of the regions, creating several industries, which will have a positive impact on employment.

Research method

During the research, historical-territorial, mathematical-statistical analysis, comparative approach, and systematisation methods were used in the chamber.

The purpose of the study

To study the features of foreign trade relations, which is one of the main directions of development of the world economy and international economic relations in the context of globalisation, to study the effect of foreign trade relations in the Republic of Azerbaijan and to identify opportunities for improving Azerbaijan's foreign trade.

Analysis and discussion

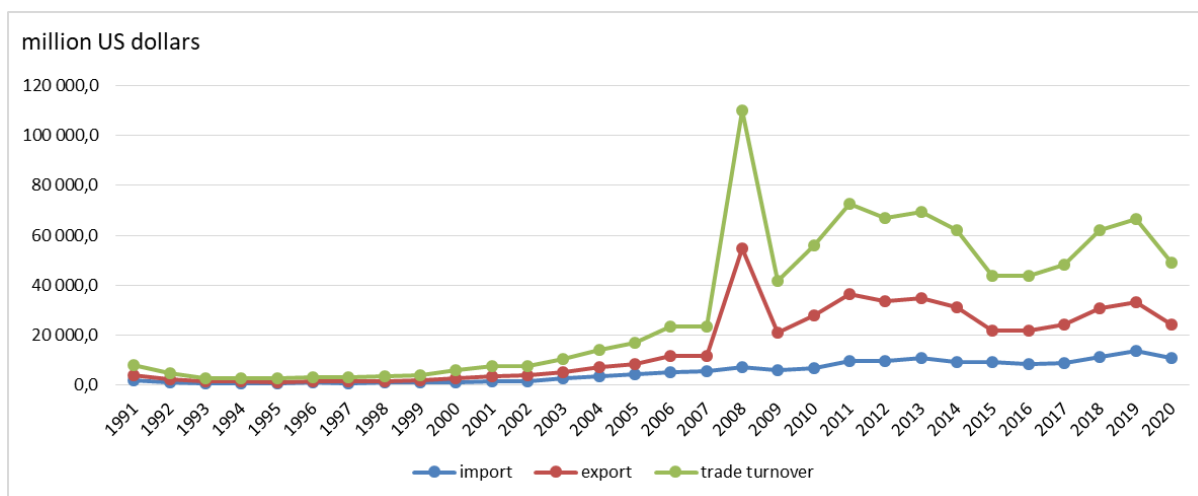
Integration into the global world usually occurs by establishing foreign trade relations among the world's countries, developing a free market for goods, services and capital, and increasing economic interdependence. This requires the development of foreign trade and an increase in foreign investment, the main component of which is the expansion of international cooperation and the policy of rapprochement in the system of international relations.

After gaining independence, the Republic of Azerbaijan gained independence in its foreign policy and foreign economic activity, which helped establish its foreign trade relations on a new level. Because during the years of the former Soviet Union, Azerbaijan could not establish independent trade relations with both foreign countries and the former Soviet republics [5].

To determine the modern directions of the development of foreign trade relations in the Republic of Azerbaijan, it is necessary to study the traditional and most developed forms of international economic relations of foreign trade. Because the regulation of Azerbaijan's foreign trade relations is mainly based on international experience, and the current situation is based on scientific and theoretical analysis. All this requires an investigation of the existing problems facing foreign trade relations in the country, which is carried out within the potential of foreign trade policy.

Foreign trade relations of the Republic of Azerbaijan positively impact trade and economics, cooperation in critical areas, partnership, education, information and communication technology, expansion of cultural ties, ecology and scientific and technological development [6]. In this sense, the right choice of the regulation of foreign trade relations of the Republic of Azerbaijan (in terms of national interests and interests) of the Republic of Azerbaijan, which is shaping its national economy, acts as a stimulus for sustainable economic development [9, 7].

If we look at the dynamics of the foreign trade turnover of the Republic of Azerbaijan, we can see that compared to 1991, the growth in 2020 was 6.1 times. This increase was reflected in both import and export operations. At present, the country's foreign trade turnover is \$ 24.5 billion. Of this, 43.9% falls on imports and 56.1% on exports (**Figure 1**).



Source: Foreign trade of Azerbaijan. Baku, 2021

Figure 1. Foreign trade turnover of the Republic of Azerbaijan, mln. USD

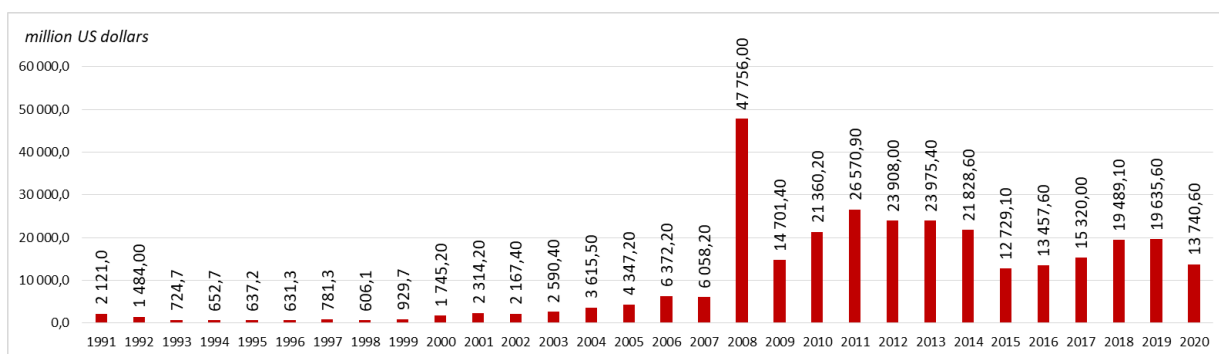
The highest increase in the foreign trade turnover of the Republic of Azerbaijan was recorded in 2008 in the amount of 54 billion US dollars. In the following years, the trend changed slightly, but almost positively. If we analyse the balance ratio of foreign trade turnover during the years under study, we can see that this figure was negative in 1994-1999 and 2003.

In the 1990s, the structure of export trade accounted for 57% of oil products and cotton fibre, 24% of food and consumer goods, and 19% of machinery, chemical, petrochemical and metallurgical products. In imports, food and public consumption accounted for 37% of goods, raw materials and logistics products 63%, including gas 25% [1, 19]. In 2009, 92.8% of the country's exports fell to oil products. The share of products exported by other industries, agriculture and other sectors was only 7.2% of exported products [7, 107]. Such a trend significantly weakens the potential and opportunities of national economic entities to enter foreign markets. Because the dependence of foreign trade on the oil factor increases the risk factor. In 2020, Azerbaijan mainly carried out foreign trade relations with Italy, Turkey, Russia, China, Germany, Ukraine and other countries. The share of Italy in this indicator is 18.7%, Turkey 17.0%, Russia 10.9%, China 7.5%, Germany 3.3%, Ukraine 3.2% [2].

In increasing the competitiveness of industrial and agricultural products, our country can increase its economic ties by expanding foreign trade relations. This factor will lead to the formation and expansion of the concerns of the Republic of Azerbaijan with the world market and increase the volume of exports in the foreign economic strategy, as well as the production of competitive products by the requirements and standards.

Revenues from export operations are a tool for increasing the efficiency of the country's foreign trade relations and the development of wholesale outlets. Because the income from the country's foreign trade has a positive impact on the growth, expansion and investment policy of goods. Thus, conducting large-scale foreign trade operations and expanding export potential is one of the most critical conditions for any country.

At present, the formation and strengthening of the export potential of the Republic of Azerbaijan have their peculiarities. They are implemented in different directions and based on legal principles of public policy. Such factors play a crucial role in forming sustainable economic development, foreign trade, increasing export potential, long-term public policy, state support for entrepreneurship, development of non-oil sectors, determining the direction of market segments, etc. The central part of the foreign trade turnover of the Republic of Azerbaijan, i.e. \$ 13.8 billion, falls to the share of export operations. If we compare this figure with 2010, we can see that export operations in foreign trade turnover have decreased significantly. Thus, in 2010, this figure was 21.7 billion US dollars (**Figure 2**).



Source: Foreign trade of Azerbaijan. Baku, 2021

Figure 2. Products exported by the Republic of Azerbaijan, mln. USD

Note that 75.45% of the main exported products are crude oil products from crude oil and bituminous minerals, 12.05% - natural gas, 2.36% - petroleum products [2], and the rest - electricity, fruits and vegetables (tomatoes, hazelnuts, apples, dates, etc.), tea, vegetable and animal fats and oils, sugar, alcoholic and non-alcoholic beverages and vinegar, chemical products, plastics and plastic products, cotton fibre, cotton yarn, ferrous metals and products made of them, aluminium and products made of it, etc.

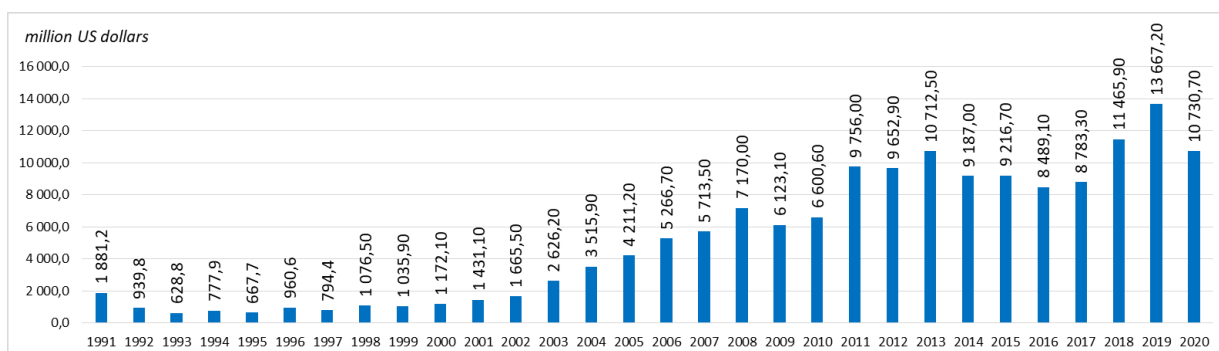
According to our research based on export indicators, we can say that the exchange rate has different effects on issues such as the regulation of real exports on the world market. The export sector indicates that the higher the country's foreign trade relations, the higher the elasticity of exchange rates during export operations. Sometimes exchange rate elasticity can also have adverse effects. The foreign trade and foreign economic relations system is accompanied by exchange rate fluctuations, which casts some doubt on the concept of a stable currency. However, the state must set its steady exchange rate. Otherwise, setbacks may be observed in some economic activities.

We know that exports are one of the leading indicators of the country's foreign trade relations in the world market. With the increase in the welfare of the country's population, foreign trade relations are expanding. Because a government based on a single export can buy more imported goods or vice versa. This indicator must be more than one to have favourable conditions for foreign trade. However, in this case, it is impossible to assess the activity of all foreign trade relations on only one factor. Therefore, it is necessary to analyse the dynamics, volume, and direction of foreign trade relations activities of the Republic of Azerbaijan.

Import means the importation of a product into the country's territory if it is not returned. Imports include imported products intended for consumption in the country's economy and goods imported into the state's territory under the re-import regime.

The volume and range of products a country imports play a crucial role in determining its leading role in the world market—the volume and content of products involved in these trade relations, including exported goods and services. Imports, in turn, are made possible by export earnings. This results in the inflow of foreign capital into the country.

If we conduct a statistical analysis of imported products in the foreign trade turnover of the Republic of Azerbaijan, we can see that this indicator has increased from 2010-to 2020. In 2010, it was \$ 6.6 billion, and in 2020 it increased to \$ 10.7 billion (**Figure 3**).



Source: Foreign trade of Azerbaijan. Baku, 2021

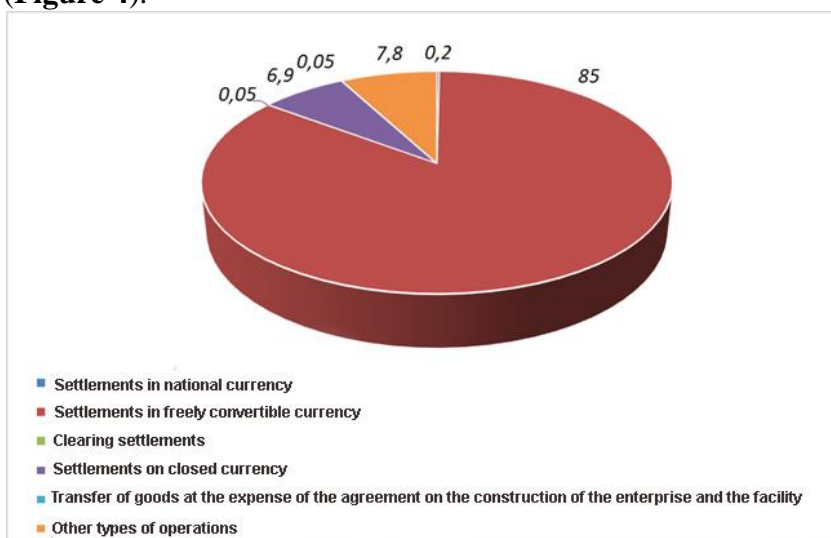
Figure 3. Products imported by the Republic of Azerbaijan, mln. USD

The main products imported by the Republic of Azerbaijan are meat, milk, butter, fruits and vegetables, tea, wheat, rice, tobacco, vegetable and animal fats, plastics and plastic products, pharmaceuticals, clothing and accessories, ferrous metals and products made from them, vehicles, machines, mechanisms, electrical apparatus, equipment and their parts, etc. Among them, 19.47% are machinery, electrical appliances, equipment and their parts, 12.03% are food products, 9.15% are vehicles and their parts, and 7.67% are ferrous metals and their products [2].

Imports are growing quite intensively in almost all areas, which can be considered a direct result of the strengthening of the manat. As an exception, it is associated with importing high-yielding food and agricultural raw materials within the country.

Foreign trade plays a vital role in the activities of any state, allowing it to increase its gross national income [14]. In this case, imports and exports of goods are registered based on a standard trade system. The role of foreign trade in the formation and development of the foreign policy of the Republic of Azerbaijan has a great impact. Thus, the foreign policy of the Republic of Azerbaijan can, in principle, allow, regulate or prohibit the free movement of goods and services between countries. All this has a significant impact on international trade.

One of the leading indicators of the foreign trade relations of the Republic of Azerbaijan is carried out by types of operations. Thus, in 2020, the calculations by type of operation amounted to 10.7 billion US dollars, the bulk of which is formed, i.e. 85.0% of settlements in freely convertible currency, 6.9% in closed currency settlements, the remaining 0.2% in national currency, 0.05% in a clearing, 0.05% in settlements for the construction of enterprises and facilities, and 7.8% in other operations types (Figure 4).



Source: Foreign trade of Azerbaijan. Baku, 2021

Figure 4. Calculations on foreign trade relations of the Republic of Azerbaijan by types of operations

At present, the Republic of Azerbaijan carries out its foreign trade relations with 149 countries around the world. The main directions of these trade relations are the countries of Europe and Asia. Although it has trade relations with the United States, Africa and Oceania, it has a meagre percentage. If we look at the geography of foreign trade relations of the Republic of Azerbaijan, we can see that the first place is occupied by European countries (48.6%) with \$ 5.2 billion. Asia occupies the next place with \$ 4.5 billion (42.4%), the United States with \$ 885 million (8.3%), Oceania with \$ 27 million (0.3%) and Africa with \$ 47 million. 0.4%) countries [2].

As we have noted, if we look at the structure of foreign trade relations of the Republic of Azerbaijan by mode of transport, we see that the first place in the form of imports is occupied by road, the second by air, the third by rail and the fourth by sea. In the structure of exports, the first place is occupied by road transport, the second place by rail transport, the third place by air transport, and the fourth place by sea transport.

International economic relations include foreign trade in goods and services, global capital flows, labour migration, knowledge trade (technological transfer), international currency and settlement relations [8].

At the initial integration stage, the EU countries create free trade and economic zones and remove trade customs barriers. After the establishing the customs union, they established a single tariff and tax system for each other in the territory of the states and carried out economic and trade relations of the union members with the outside world based on a standard policy and tariff. In the third stage of integration, the same measures are applied to the trade and capital investment and the labour movement, and production in the union countries is freed from national borders [4, 198]. This helps to identify the potential of any country's future trade relations.

In the context of integration processes, the fundamental objective aspect is the rapprochement of national economies based on the deepening of the international division of labour [11]. One of the main strengths of the national economy is the vast potential of trade relations implemented by the country and their use.

The Republic of Azerbaijan participates in cross-border customs relations and joint trade in establishing economic, social, cultural and trade ties with neighbouring countries. This could develop several subregional trades and financial associations in the region, among which free trade relations can be found. As a result, it is possible to identify potential opportunities for trade relations of the Republic of Azerbaijan and ways to use them.

Potential opportunities for foreign trade relations in the Republic of Azerbaijan are directly related to its export structure. Thus, the share of the non-oil sector, including food, in the export structure of the Republic of Azerbaijan is very high. This factor positively affects the expansion of Azerbaijan's foreign trade relations.

The state measures taken to develop the non-oil sector in the Republic of Azerbaijan at a sustainable and high pace have paid special attention to increasing the production of competitive products in this area. Because one of the main requirements of the day is to enter the world market not only with the products of the oil industry but also with the products of the non-oil sector. The work done in this direction is mainly related to expanding the activities of agro-industrial enterprises processing agricultural products. At present, the expansion of export opportunities for non-oil products to foreign markets has stimulated the production of export goods and improved the provision of export infrastructure. This has been stimulated by Azerbaijani products, including at exhibitions abroad, for example, Berlin in Germany, Legl in France, Brussels in Belgium, and Moscow in Russia.

Conclusion

Azerbaijan's foreign trade policy has led to a steady increase in economic growth, related economic development, and economic integration on a more substantial basis. Because Azerbaijan's foreign trade policy has further strengthened its position in the world. The result of foreign trade dynamics has positively impacted the internationalisation of production in the country, increasing investment, creating new economic structures, developing trade and economic integration processes, lowering customs rates, using scientific and technological progress, etc.

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Ahıska Turks in the XX-XXI Centuries Demographic Situation in Azerbaijan

Ahıska Türklerinin XX-XXI Yüzyıllar Aralığında Azerbaycandaki Demografik Vaziyeti

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Abstract

This article will discuss the history, origins, as well as economic problems of the Meskhetian Turks who migrated to Azerbaijan. In fact, we have not set ourselves the goal of a comprehensive study of the whole problem. Because each of the problems we mentioned is the object of separate research. However, we must admit that there are scientific articles in the historical literature that contradict each other about the Meskhetian Turks, their origin and settlement. First of all, it should be noted that Georgian scholars do not consider the Ahıska to be a people of independent language, culture and ethnic psychology. Rather, this concept has no scientific basis. Unfortunately, this unfounded concept of Georgian scholars was reflected in the scientific articles of a number of Russian scholars in the late twentieth century. They proved that they are not far behind their Georgian counterparts. In some monographs-research works the historical problems of Ahıska are touched. Undoubtedly, these articles dedicated to the Meskhetian Turks are useful in terms of our research. However, these works do not reflect the life of the Ahıska Turks in exile in Central Asia, as well as the history of their settlement in Azerbaijan from the 60s of the twentieth century. At the same time, the history of the Meskhetian Turks has found a place in the articles and works of some authors of Meskhetian origin about the various spheres of exile life.

Undoubtedly, such favorable natural conditions have been very useful for the development of the people's culture. It is known that the language of the people is an integral part of its national culture. It is an undeniable fact that Ahıska belongs to the group of Turkic languages. However, they are called Georgians, and more recently, allegedly Turkified Georgians. The same author writes: "Some Georgian researchers (especially Guram Mamulia), armed with a chewed-up concept, try to apply to our history the baseless idea of our people as a departure from the Georgian-speaking population - Georgians." The protection of the culture of the deported people is closely linked with its social organization.

Improving inter-ethnic relations in the post-Soviet space remains a serious problem. The fact that the deported peoples faced new tragedies in the late 1980s has not only been erased from the memory of generations, but the consequences of the social and moral damage it has done to the lives and thoughts of the peoples are still manifesting themselves. One of the peoples facing such historical injustices is the Ahıska Turks. The vast majority of the population was forced to live as refugees and exiles, scattered throughout the former Soviet Union. In the following years, the return of the Ahıska to their historical homeland of Georgia, Ahıska, was not only impossible, but seemed to be an intractable problem. Since this complex situation of the Meskhetian Turks in historiography, the life of exile has not been studied from a scientific point of view, the correct and accurate study of this problem in modern research can be considered one of the important issues of historical science. This is one of the important factors that makes the study of the problem urgent, albeit late.

Historical experience shows that there is a fundamental difference between nationalism, which has a pure national idea, does not allow national discrimination, and nationalism, which is antihumanist in nature and prefers national exclusivity. Understanding this difference helps to reveal the true social nature of the joining of a minority of innocent peoples to the national liberation

movement in the face of history. For example, the nationalism of colonial ideologues has always been a hateful and criminal ideology. The peoples who lived under the conditions of the great Russian chauvinist nationalism still understand what imperial slavery is. When we say nationalism, we are talking, first of all, about the totalitarian ideology of the political regime, which erodes the national and cultural values of individual peoples. Both Tsarism and the Soviet nation, the "leading" people of the Soviet era, were subjected to this policy. However, the peoples living in this regime felt that national dignity and national oppression were not compatible qualities. That is why in the totalitarian system, every step taken by the people to realize their self-consciousness was considered nationalism. This small explanation gives grounds to say that the in the article touches on a topical and important problem. From this point of view, a comprehensive solution to the political and cultural problems related to the restoration of the violated rights of the Ahıska Turks, who have been repeatedly deported, is very important. This article will focus on the migration of Ahıska Turks to Azerbaijan and their living conditions there. At the same time, the struggle of this right for the homeland and the unresolved issues will be investigated and written about.

Keywords: Azerbaijan, Ahıska Turks, exile.

Xülasə

Bu məqalədə Azərbaycanca göç edən Ahıska türklərinin tarixi, mənşəyi və eləcə də iqtisadi təsərrüfat həyatı problemləri ələ alınacaqdır. Əslində, problemin hamısının əhatəli tədqiqini qarşımıza məqsəd qoymamışıq. Çünki xatırladığımız problemin hər biri ayrıca araşdırmaların tədqiqat obyektidir. Lakin bunu da etiraf etməliyik ki, tarixi ədəbiyyatda Ahıska türkləri, onların mənşəyi, məskunlaşması haqqında bir-birinə zidd fikirlər olan elmi məqalələr Mövcuddur. Hər şeydən əvvəl onu qeyd edək ki, nə yazıqki gürcü alimləri ahıskalıları müstəqil dilə, mədəniyyətə, etnik psixologiyaya məxsus xalq saymır, onları İslam dinini qəbul etmiş «müsəlman gürcüləri», yerləşmə-coğrafi baxımdan isə mesxetilər, Mesxeti gürcüləri adlandırırlar. Daha doğrusu, bu konsepsiyanın heç bir elmi əsası yoxdur. Təəssüf ki, gürcü alimlərin əsası olmayan bu konsepsiyası XX əsrin sonlarında bir sıra rus alimlərinin elmi məqalələrində də özünə yer tapmış Belə ki, Ahıska türkləri haqqında bir neçə məqalə müəllifi sayılan E. X. Paneş və E. B. Yermolov ahıskalıları bir xalq kimi öz adları ilə deyil, «mesxeti türkləri» kimi adlandırmaqla öz gürcü həmkarlarından geri qalmadıklarını sübut etmişlər. Ayrı-ayrı monoqrafik-tədqiqat əsərlərində ahıskalıların tarixi problemlərinə toxunulmuşdur. Şübhəsiz ki, Ahıska türklərinə həsr olunmuş bu məqalələr tədqiqatımız baxımından faydalıdır. Lakin bu əsərlərdə Ahıska türklərinin istər Orta Asiya ərazilərində keçirdikləri sürgünlük həyatı və eləcə də XX əsrin 60-cı illərindən başlayaraq indiyədək Azərbaycanda məskunlaşması tarixi öz əksini tapmamışdır. Bununla yanaşı, Ahıska türklərinin tarixi, sürgünlük həyatının müxtəlif sahələri haqqında mənşəcə Ahıska türkləri olan bəzi müəlliflərin məqalələrində və əsərlərində də özünə yer tapmışdır.

Şübhəsiz ki, belə əlverişli təbii şərait xalqın mədəniyyətinin inkişafı üçün çox yararlı olmuşdur. Məlumdur ki, xalqın dili onun milli mədəniyyətinin ayrılmaz hissəsidir. Ahıska dilinin türk dilləri qrupuna daxil olması danılmaz həqiqətdir. Lakin onları gürcü, son zamanlar isə guya türkləşmiş gürcülər adlandırırlar. Həmin müəllif yazır: «Bəzi gürcü tədqiqatçıları (başda Quram Mamuliya olmaqla) çeynənmiş konsepsiya ilə silahlanaraq, xalqımızı gürcü dilli əhalidən – gürcülərdən dönmə olduqları kimi əsassız fikri tariximizə şamil etməyə çalışırlar». Deportasiya olunmuş xalqın mədəniyyətinin qorunması onun ictimai təşkilatlanması ilə sıx bağlıdır.

Postsovet məkanında millətlər arası münasibətlərin təkmilləşdirilməsi ciddi problem olaraq qalır. Deportasiya olunmuş xalqların 80-ci illərin sonunda yeni faciələrlə üzləşməsi, nəinki, hələ də nəsillərin yaddaşından silinməmiş, əksinə, onun xalqların həyatına və düşüncəsinə vurduğu sosial-mənəvi ziyanın nəticələri indi də özünü göstərməkdədir. Belə tarixi ədalətsizliklərlə üzləşən, yaşayan xalqlardan biri də Ahıska türkləridir. Xalqın böyük əksəriyyəti qaçqınlıq və sürgün həyatını yaşamaq məcburiyyətində qalmışlar. Sonrakı illərdə də ahıskalıların öz tarixi Gürcüstandakı vətənlərinə, Ahıskaya qayıtması, nəinki, mümkün olmamış, əksinə, sanki həlledilməz problemə çevrilmişdir. Tarixşünaslıqda Ahıska türklərinin bu mürəkkəb vəziyyəti, sürgünlük həyatı elmi baxımdan öyrənilmədiyindən, müasir

tədqiqatlarda həmin problemin düzgün və dəqiqliyi ilə tədqiq olunması tarix elminin vacib məsələlərindən sayıla bilər. Problemin gec də olsa tədqiqini aktuallaşdıran mühüm amillərdən biri məhz bununla əlaqədardır.

Tarixi təcrübə göstərir ki, saf milli ideyalı, milli ayrı-seçkiliyə yol verməyən, millətçiliklə, antihumanist təbiətli, milli müstəsnalığa üstünlük verən millətçilik arasında köklü fərq vardır. Bu fərqin dərk edilməsi tarix qarşısında heç bir günahları olmayan azsaylı xalqların milli azadlıq hərəkatına qoşulmasının əsl sosial mahiyyətinin açılmasına kömək edir. Məsələn, müstəmləkəçi ideoloqların millətçiliyi həmişə mənfur və cinayətkar ideologiya olmuşdur. Böyük rus şovinist millətçiliyi şəraitində yaşamış xalqlar bu gün də imperiya əsarətinin nə olduğunu yaxşı dərk edirlər. Millətçilik deyərkən, hər şeydən əvvəl siyasi rejimin ayrı-ayrı xalqların milli-mədəni dəyərlərini eroziyaya uğradan totalitar ideologiyasından söhbət gedir. İstər çarizm, istərsə də sovet dövründə «aparıcı» xalq olan rus milləti də bu siyasətə məruz qalmışdır. Lakin bu rejimdə yaşayan xalqlar hiss etmişlər ki, milli ləyaqətlə milli zülm bir araya sığan keyfiyyətlər deyil. Məhz buna görə də totalitar sistemdə xalqın öz mənlilik şüurunu dərk etmək yolunda atılan hər bir addım millətçilik kimi qəbul edilirdi. Bu kiçik izah deməyə əsas verir ki, məqalədə aktual və vacib problemə toxunulur. Bu baxımdan birneçə dəfə deportasiyaya məruz qalmış Ahıska türklərinin pozulmuş hüquqlarının bərpası ilə bağlı siyasi-mədəni problemlərinin hərtərəfli həlli olduqca vacib məsələdir. Bu məqalədə əsasən Ahıska türklərinin Azərbaycan köçü və oradakı yaşayış vəziyyəti gələcəyə alınacaqdır. Eyni zamanda bu xalqın vətən uğrunda mübarizələri və hələ də həll olunmayan məsələlər haqqında araşdırılıb yazılacaqdır.

Açar sözlər: Azərbaycan, Ahıska Türkləri, sürgün.

GİRİŞ

Ahıska türklərinin qısa tarixinin şərhini, onların sovet hakimiyyəti dövründə tarixi vətənlərindən sürgün edilməsi, XX əsrin sonunda ikinci dəfə deportasiya olunması ilə yanaşı, Azərbaycanda məskunlaşması və burada xalqın mədəni-sosial və iqtisadi həyatının elmi-nəzəri təhlilini əhatə edir. Ümumiyyətlə Azərbaycandakı Ahıska türklərinin sosial-iqtisadi həyatının tarixi-sosioloji baxımdan tədqiqinə həsr edilmişdir. Bu çərçivədə tədqiqatın metodoloji əsasını elmdə qəbul olunmuş müqayisəli-tarixi metod təşkil edir ki, bu da bizə Ahıska türklərinin istər tarixi vətənləri sayılan Ahıskada, eləcə də sürgün olunduqları Orta Asiya respublikalarında və ən nəhayət, özlərinə ikinci vətən saydıqları Azərbaycanda yaşayıb yaratmalarını tarixi ardıcılıqla araşdırmağa imkan vermişdir. Həmin istiqamətdə tarixi ədəbiyyatda Mövcud olan müqayisəli-tarixi metod bizə də problemin araşdırılmasında yardımçı olmuşdur.

Bu gün milli məsələ və azsaylı xalqların problemləri ilə məşğul olan tədqiqatçıların demək olar ki, hamısı Ahıska türklərinin deportasiya olunması ilə yanaşı, həm də bu xalqın öz mədəni ənənələrini qoruyub saxlamasını qeyd edirlər. Lakin təəssüf ki, ən sanballı tədqiqatlarda belə, tarixi həqiqətlərin təhrifi ilə rastlaşırıq. Tədqiqatçılar haqqında söhbət gedən xalqı məsxətli türkləri, onların yaşadığı tarixi ərazini isə Ahıskanın adı ilə deyil, Məsxetiya adlandırırlar ki, bu da tamamilə tarixi-faktoloji baxımdan səhvdir. Düşündürücü hal budur ki, gürcü tarixçilərinin qərəzli fikirlərini digər tarixçilər də heç bir obyektiv tarixi faktlara əsaslanmadan, məhəl qoymadan eynilə təkrar edirlər. Ahıskalıların tarixi irsi ilə bağlı qaynaqlarla tanışlığı olmayan bəzi müəlliflər bir həqiqəti dərk etmək istəmirlər ki, gürcü tarixçiləri ahıskalıları Məsxeti türkləri kimi təqdim etməklə, təkcə bu xalqın keçmişini, mənşəyini təhrif etmir, bu tarixi saxtakarlıq faktından daha məkrli millətçilik niyyətlərini həyata keçirmək üçün istifadə edirlər. Belə ki, xalqların milli hissələrinə və ləyaqətinə hörmət etməklə bağlı bir sıra beynəlxalq sənədlərə imza atmış Gürcüstanın bəzi rəsmi dairələri ahıskalıların yalnız gürcü fəsiləsini qəbul edəcəkləri təqdirdə tarixi vətənlərinə dönməsinə icazə verəcəklərini bildirirlər.

1. Ahıska türklərinin etnosiyasi və etnocoğrafi səciyyəsi. Dünya xəritəsində yerindən, yurdundan didərgin salınmış bir sıra xalqlar var. Onlardan biri də Ahıska türkləridir. Bu gün böyük məşəqqətlər içərisində yaşayan bu xalqlardan biri kimi bəşər mədəniyyətinə böyük töhfələr verib. Zaman elə gətirib ki, XX yüzillikdə ağır məhrumiyyətlərlə qarşılaşıb. Bir neçə dəfə deportasiyaya məruz qalıb. Heç şübhəsiz,

deportasiya ilə üzləşən xalqın mədəniyyətinin, varlığının itkiləri, faciəsi başlayır. Ahıska türkləri bu ağrıların içərisində özünü qoruya bilib. Vətən, yurd sevgisi ilə yaşayıb, ona dönmək ümidi ilə ömür-gün keçirib. Sözüün həqiqi mənasında bu həsrəti yaşayıb. Ancaq hər dəfə daha ağır olanlarla qarşılaşıb. Bir deportasiya digərini əvəzləyib. Lakin bütün olanlara, olacaqlara baxmayaraq, xalq varlığını, mövcudluğunu qoruyub saxlaya bilib. Nəinki qoruyub saxlayıb, baş verənləri, bütövlükdə dərdini dünyaya hayqırıb. Bu gün də bu səs, bu haray dünyaya yayılır. Ancaq hələ bu harayın qarşısında susulur. Mərd, cəsur Ahıska övladları isə yorulmadan vətənə, yurda dönmək savaşıdadır. Belə bir xalqın tarixini, mədəniyyətini araşdırmaq özü savab işdir. Etnogenlərinin, etnocoğrafi həyatının araşdırılması da bu işlərin sırasında.

Ahıska bölgəsi təbii şərait baxımından dağlıq, dağətəyi və düzən zonalardan ibarətdir. Bu ərazi uca dağları, sıx meşələri, məhsuldar torpaqları və ucsuz-bucaqsız vadiləri ilə maraqlı doğurur. Ahıska və Axılkələk sıra dağları Ahıskanın ən hündür və geniş dağ silsiləsidir. Bunlar Qafqaz sıra dağlarına söykənir. Ahıska dağının dəniz səviyyəsindən orta yüksəkliyi 2850 metr olub, uzunluğu 150 km-ə çatır. Ahıska silsiləsinin orta yüksəkliyi isə 3300 metr, uzunluğu isə 50 km-dir. Öz mənbəyini başı qarlı dağlardan götürən Kür, Çorox, Poshof çayları bu mahalda qovuşaraq dağətəyi və düzən ərazilərdən keçib Xəzər dənizinə tökülür. Qədim türk yurdu olan Ahıska bol suları və hündür şlalələri ilə göz oxşayır. Çayların suyundan əsasən əkinçilikdə istifadə olunur. Təsərrüfatın inkişafı üçün düzən ərazilərdə suvarma kanalları çəkilib istifadəyə verilmişdir. Ahıska bölgəsinin dağlardan aşağıdakı əraziləri yaşıl meşələrlə əhatə olunub. Meşələri əsasən şam, palıd, vələs və digər müxtəlif meyvə ağacları ilə zəngindir.

1.2. Tarixi hadisələr və demoqrafik vəziyyətlər. Tarixi hadisələr məcrasında bu xalqların etnik tarixində müxtəlif proseslər baş verib. Belə ki, orta çağlarda yerli türklərin yaşadığı Ahıska bölgəsinə Osmanlı türklərinin miqrasiyası başlayır. Onların bir hissəsi yerli türklərlə qaynayıb qarışır. Həmin dövrdə burada yaşayan gürcülərin bir hissəsi könüllü olaraq türk dilini, İslam dinini qəbul edərək etnodini assimilyasiyaya uğramışlar. Onu da qeyd edək ki, orta əsrlərdə Ahıska bölgəsində əhalinin barmaqla sayılacaq hissəsini gürcülər təşkil edirdilər. Bütün bunlar orta əsrlərdə yerli türklərin etnik strukturuna müəyyən təsir göstərmişdir. Türklərin etnocoğrafi mənşəyi haqqında bu mülahizələri qafqazşünas L. Zaqurski də təsdiqləmişdir (Zaqurski, 1988, s. 10). Lakin gürcü tarixçiləri və etnoqrafları Ahıska türklərinin bu ərazidə yaşaması faktını inkar edir, onların gürcü mənşəli olması barədə heç bir əsas olmayan məlumatlar yayırlar. Belə ki, guya ahıskalılar müstəqil xalq deyil, mesxlərdir. Mesxlər isə gürcülərin etnik qruplarından biri sayılır. Elmilikdən uzaq olan bu fikrə istinad etməklə, gürcü tarixçilərinin bir qismi əslində türklərin həmin ərazinin aborigen əhalisi olması faktını inkar etməyə cəhd göstərirlər. Rusiya imperiyasının rəsmi sənədlərində isə ahıskalılar həm də «tatar» kimi qeyd edilib. Halbuki, xalq özünü Ahıskanın ən qədim yerli sakinləri, yəni türk saymışdır.

Antik dövr tarixçiləri iddia edirlər ki, İberiya (Gürcüstan) ərazisində Kür, Araz boyunda müxtəlif türk mənşəli tayfa birləşmələri hələ qədim dövrlərdən yerli sakinlərlə konsolidasiya prosesində məskunlaşmışlar. Məsələn, tarixşünas K. V. Trever tarixi araşdırmalarında Ahıska, Ahılkələk, Borçalı və digər ərazilərdə türklərin antik dövrlərdən məskunlaşmasını qeyd edir (Şengeliya, 1968, s. 130). Səlcuq sultanı Alp Arslan 1064-cü ildə Qafqazın Ahıska, Adıgün, Aspinza (Əspincə), Ahılkələk, Boqdanovka (Hocabəy) bölgələrinə yürüş etmişdir. Bu yürüşün bir sıra səbəbləri vardı. Ən birincisi, pərakəndə şəkildə olan bu türk qövmələrini bir bayraq altında birləşdirmək idi. İkincisi, ərazinin son dərəcədə hərbi və iqtisadi baxımdan əlverişli olması ilə bağlı idi. Bu hələ birinci minilliyin başlanğıcında gedən proses idi. «Lakin o zamanadək azərbaycanlılar da orada yaşayıb yaradırdılar» (Mamuliya, 1999, s. 85). Ayrı-ayrı türk tayfalarının burada məskunlaşmasının tarixini mənbələr çox əski zamanlara aparıb çıxarır. Böyük türk hökmdarlarının müxtəlif çağlarda bu ərazilərə səfərini isə bir türk oğlunun digər türk oğlunun yurduna gəlişi kimi başa düşmək doğru olar.

«Bizim eradan əvvəl Ahıska, Aspinza (Əspincə), Adıgün, Batum, Suxum ərazilərində türk mənşəli tayfalar yaşamışlar» (Kiyas, 2003 s. 24). Bu faktlara bir çox tədqiqatçıların əsərlərində rast gəlinir. «Səlcuqlar tarixi və türk islam mədəniyyəti» adında yazılan əsərlərdə bu faktlar xüsusi olaraq vurğulanır. Amillər bu regionun tarixi məişəti ilə bağlı ötəri də olsa müəyyən qeydlər vermişlər. Bu isə dolaşlıqlığı (düşünülmüş dolaşlıqlığı) aradan qaldırmaq üçün xeyli yardımçı olur. Tarixi-statistik sənədlərdən də məlum olduğu kimi, 1829-cu ilədək bölgədə türklərdən və gürcülərdən başqa qeyri xalqlar yaşamırdı. Rusiya ilə

Türkiyə arasında bağlanan Ədirnə sülh müqaviləsi (1829-cu il) nəticəsində bölgəyə müxtəlif regionlardan ermənilərin miqrasiyası başlanır. Hakim millətçilik ideyasına xidmət edən imperiyanın strukturları minlərlə türk ailələrini sıxışdıraraq, onları Türkiyəyə köçməyə məcbur edirdi. Beləliklə, dövlət strukturları Rusiyanın cənub sərhədlərini türklərdən və digər müsəlman xalqlarından təmizləmək siyasəti yeridir, xristian mənşəli tayfaların bura köçürülüb məskunlaşması üçün regionda hər cür əlverişli şərait yaradırdı. Ədirnə sülh müqaviləsinin şərtləri həmin ərazidə Rusiyanın təsirini gücləndirir, buraya xarici dövlətlərdən ermənilər, Krimdən və Volqa boyundan yüzlərlə rus ailələri köçürülüb gətirilir. Digər tərəfdən, regionda etnik tərkibin xristian əhali hesabına dəyişməsi yerli ahıskalıların qədim adət-ənənəsini, milli mədəniyyətini yad təzyiqlərə məruz qoyurdu. Həmin reallıqlar tədqiqatçıların uydurmalarından fərqli olaraq, milli tarixçilərimiz tərəfindən daha obyektiv işıqlandırılır. Ahıska türkləri Azərbaycanda məskunlaşdığı yaxın 50 ildə nə milli azlıq, nə də etnik qrup kimi mənəvi ayrı-seçkiliyə məruz qalmamışlar. Bu ilk öncə azərbaycanlılarla ahıskalıların türk mənşəli olması ilə bağlıdır. Azərbaycanda azlıq təşkil edən etnoslar aborijen əhali tərəfindən daim himayə edilmişdir.

2. Ahıska türkləri haqqında xarici tədqiqatçılar. Ahıska türkləri ilə bağlı olayları sırf obyektivliklə qiymətləndirən tədqiqatçılar da var. Onlar tarixi faktları, deportasiya hadisəsini, baş verən siyasi faktları sırf elmi mövqedən izah edirlər. Tədqiqatçılardan G. X. Paneş və L. B. Yermolov etiraf edirlər ki, Azərbaycanda məskunlaşan ahıskalıların vəziyyəti daha yaxşıdır. Burada onları etnik mənşəyinə və adət-ənənələrinə görə gəlmələr deyil, bir türk kimi qəbul etmişlər. Müəlliflər həmçinin göstərir ki, tarixən formalaşmış Türkiyə–Azərbaycan münasibətləri də onların yerli əhali tərəfindən səmimi qəbul olunmasına psixoloji cəhətdən az kömək etməmişdir. Azərbaycan türklərinin mühitində ahıskalı qarşılıqlı təsir şəraitində öz mədəniyyətlərini qoruyub saxlaya bilmişlər (Paneş, 1991, s.124). Ahıskalıların Azərbaycanla bağlılığını çox aydınlıqla izah edən bu tədqiqatçılar bütövlükdə məsələnin mahiyyətini dərk etmişlər. Doğrudan da, eyni mənşəyə malik olan bu iki türk qövminin arasında heç bir problem olmamışdır. Əksinə, ən ağır məqamında, tarixin ağır dövrlərində onlar bir-birinə dayaq durmuşlar. Son dövrün hadisələri də bunu təsdiqləyir. Və bütövlükdə bu iki xalq böyük türk mədəniyyətinin inkişafına xidmət etsələr də, ayrılıqda özünəməxsusluqlarını da qoruyub saxlaya bilmişlər.

1918-ci il oktyabrın 30-da Türkiyə üçün ağır şərtlərlə nəticələnən «Mudros» sazişi ahıskalıların taleyində ağır iz buraxdı. Qars, Ərdahan, Batum, Naxçıvan, Ahıska, Ahıləkək, Ağbaba, Borçalı türkləri demək olar ki, öz mübarizələrində Türkiyənin maddi-mənəvi yardımından məhrum oldular. Lakin yerli türk əhalisi hürriyyət və istiqlal mübarizə bayrağını yerə qoymadı, birləşməyə, təşkilatlanmağa üstünlük verdilər. Bu qətiyyətli hərəkət sayəsində «Ahıska Hökuməti-Müvəqqəti» Araz-Türk Hökuməti», «Qars İslam Şurası», «Milli Şura Hökuməti» və nəhayət «Cənubi-Qərbi Qafqaz Hökuməti Müvəqqəti-Milliyəsi» adlanan türk respublikaları qurulur (Hacı, 1992, s. 28). Əlamətdar haldır ki, həmin respublikalar Qarsın, Ahıskanın, Çıldırın, Ərdahanın, Naxçıvanın, Poshofun ruslardan xilas olunmasında iştirak etmişlər. Bunlar hamısı yeni şəraitlə barışa bilməyərək Rusiyanın işğalçılıq siyasətinə qarşı birmənalı şəkildə müxtəlif birliklərdə, təşkilatlarda birləşərək mübarizəni davam etdirirdilər.

Qeyd edək ki, Cənub-Qərbi Qafqazda ilk müstəqil türk respublikası «Ahıska hökuməti» (29 oktyabr, 30 noyabr 1918) qurulmuşdur (Bayrakdar, 1999, s. 64–67). Bu hökumət türk ordusunun Ahıska-Ahıləkəkdən çıxarılması ərəfəsində yarandı. Məhz bu səbəbdən də Ahıska hökuməti uzun müddət fəaliyyət göstərə bilmədi. Məlum olduğu kimi, həmin vaxtlar Rusiyanın Cənub-Qərbi Qafqaza hücumları ara vermirdi. Son dərəcə gərgin bir siyasi proses yaşanırdı. Belə bir məqamda hər hansı yeni yaranan hökumətin qalması, yaşaya bilməsi çox çətin idi. Doğrudur, hökumətin başçısı Ömər Faiq türk komandanlığından Ahıska bölgəsini tərk etməməyi xahiş etmişdi. Lakin ordu komandanı Yaqub Şevqi paşa vəziyyətin son dərəcə çıxılmaz olduğunu xüsusi vurğulayaraq Ahıska və Ahıləkək əhalisini əmin etmişdi ki, heç şeydən qorxmasınlar. Siyasət gündə bir qəlibə girir. Bundan sonra nəyin baş verəcəyini bilmək olmaz. Öz təşkilatları ətrafında sıx birləşib «sükunət və rahatlığa əhvali-ümumiyyətə intizar etsinlər» – demişdi (Kalkan, 1998, s. 37).

Hadisələr çox dramatik xarakter alırdı. Türk qoşunlarının adı çəkilən vilayətlərdən çıxarılması Cənub-Qərbi Qafqaz bölgəsində gərginlik yaratmışdı. Bu zaman erməni təcavüzkarları vəziyyətdən istifadə edərək yeni torpaqlar zəbt etmək iddiasına düşdülər və

onların əməlləri nəticəsində 1918-ci ilin axırı – 1919-cu ilin əvvəlində Ahıskada, Ahıləkəkdə və xüsusən Borçalıda Ermənistan–Gürcüstan müharibəsi başlayır. Mudros müqaviləsinin şərtinə görə türk ordusu 1918-ci ilin dekabrında Ahıska və Ahıləkəkdən çıxır. Həmin vaxt, yəni dekabrın 4-5-də gürcülər Ahıskanı, ermənilər isə Ahıləkəyi işğal etdilər. Qafqazda öz geosiyasi məqsədlərini həyata keçirməyə çalışan ingilislər isə dekabrın 8-də Batumu tutdular. Beləliklə, bu türk torpaqları özünün ağırlarla dolu tarixi anlarını yaşayırdı. Gürcülər, ermənilər, ingilislər bu ərazilərə iddialarını gizlətmirdilər. Əhali isə savaşlarda acınacaqlı durum yaşayırdı. Parisdəki Azərbaycan nümayəndə heyəti özünün taleyüklü problemlərinə baxmayaraq, bu işğalçı aksiyalara qarşı öz etirazını bildirirdi. «Qars vilayətinin belə acı taleyinə Azərbaycan cumhuriyyəti adicə izləyici kimi biganə yanaşa bilməz və yanaşmamalıdır» – deyərək kəskin bəyanat verdi (Ənsərov, 1990, 111–115). Lakin erməni və gürcü işğalçıları məkrli planlarından əl çəkmirdilər. Ahıska, Ahıləkək və Borçalını öz aralarında bölüşdürmək uğrunda mübarizə aparırdılar. Ümumiyyətlə, o dövrdə Cənub-Qərbi Qafqazdakı münaqişələrdə xaos hökm sürürdü. Həmin vaxt azadlıq uğrunda mübarizə aparan türk xalqlarının tarixini daha dərinədən öyrənməyə bu gün böyük ehtiyac var. Bu böyük tədqiqatçılar qrupunun işidir. Mübarizədə iştirak edən türk xalqlarının ictimai şüuru, siyasi mədəniyyəti və bu mərhələdə Ahıska türklərinin öz mədəniyyətlərini qoruyub saxlaması kimi problemlər dərinədən öyrənilməlidir.

2.1. İşğal olunmuş torpaqlar. Türkiyənin milli-azadlıq hərəkatına rəhbərlik edən Mustafa Kamal Atatürkün rəhbərliyi sayəsində işğal olunmuş torpaqlar geri qaytarıldı. Lakin dövrün geosiyasi vəziyyəti türklərin tam azad olunması üçün o qədər də əlverişli deyildi. Türkiyənin 1921-ci il martın 16-da Rusiya ilə bağladığı müqaviləyə əsasən Batum, Ahıska, Ahıləkək, Acar bölgələri Gürcüstan Respublikasına qatılır (Ənsərov, 1990, s. 29). Bununla iş bitmədi, Ahıska xalqının sovet dövrü tarixi yeni-yeni faciələrlə başladı. Dözülməz həyat, insan təbiətinə yabançı bir cəmiyyətin qurulması insan hüquqlarının tam pozulması şəraitində baş verirdi. XX əsrin 30-cu illərində özbaşınalılara, ədalətsizliklərə dözməyən ahıskalılardan bir qismi sərhədi keçərək Türkiyəyə getdilər. Gələcək talelərini bu ölkə ilə bağlayırlar. Bundan hiddətlənən bolşevik rəhbərliyi ahıskalılardan hamısını «rejimin düşmənləri» adlandırdı. Milli ziyalıları, az-çox savadı olan hər bir ahıskalını təqiblərə düçar etdi (Ahmedov, 1990, s. 4). Dövlət səviyyəsində xalqa qarşı aparılan bu təqiblər ahıskalılardan tarixində son dərəcə acınacaqlı səhifələr açmışdır.

Sovet hakimiyyəti öz fəaliyyətinin ilk illərindən başlayaraq milli siyasətini əslində repressiv siyasətə çevirmişdi. Bu mənada 20–30-cu illər SSRİ xalqları üçün son dərəcə dözülməz olmuşdur. Kollektivləşmənin kortəbii şəkildə həyata keçirilməsi, yerlərdə xalqların milli-etnik xüsusiyyətlərini nəzərə almamaq tək-cə təsərrüfat sistemində deyil, insanların taleyində ən faciəli şəkildə əksini tapırdı. Qədim əkinçilik mədəniyyətinə malik olan ahıskalılar «əlliklə kollektivləşmə» siyasəti nəticəsində təsərrüfat əməllərini itirməyə başladılar. Bu hal istər-istəməz xalqın məişət mədəniyyətinin deformasiyaya uğramasına gətirib çıxarırdı. İnsanların zorla kolxozlara cəlb edilməsi kəndlilərin vəziyyətini ifrat dərəcədə ağırlaşdırdı. Doğrudur, digər rayonlarla, bölgələrlə müqayisədə Ahıska türklərinin yaşadığı yerlərdə kollektivləşmə nisbətən sakit keçirdi. Lakin bununla belə, zəhmətkeş xalq öz əkinçilik mədəniyyətini, təsərrüfat vərdişlərini itirməyə başlayırdı. Artıq 1937-ci il yanvarın 1-nə qədər kollektivləşmə əhəlinin 75 %-ni təşkil etmişdir (Bugay, 1994, s. 8). Lakin kollektivləşmə tədbirlərində buraxılan nöqsanlar xalqın əhval-ruhiyyəsinə, xüsusilə onların həyat şəraitinə son dərəcə mənfi, acınacaqlı təsir göstərirdi. Ona görə də real quruculuq işlərinin repressiv siyasətlə əvəzlənməsinə üstünlük verilirdi. Repressiv siyasət ilk əvvəllər «gizli» şəkildə və ilk növbədə sərhəd rayonlarının «etibarsız» sayılan xalqlarına tətbiq edilirdi. «Etibarsız millətlər» rejimin gözündə müharibə vaxtı düşməne satıla bilən xalqlar hesab olunurdular. Ölkədə millətçiliyi qızıqdırmağa gətirib çıxaran amillər ortaya atılırdı. Məsələn, hesab olunurdu ki, sərhəd zonalarında yaşayan xalqlar «casusluq» üçün yaxşı «xammaldır». Məhz həmin illərdə «Pravda» qəzetində casusluq haqqında materialların mütəmadi dərc olunması ölkənin mədəni-siyasi həyatında gərginlik yaradırdı. Bir növ xalqlar psixoloji gərginlikdə saxlanırdı. Və sonrakı proseslər üçün bu başlanğıc mərhələsi idi. Məhz etibarsız xalq siyasətindən Rusiya yeri gəldikdə «bəhrələndi». Ahıska türkləri, Krım tatarları bu adla cəzalandırıldı. Təsədüfi deyildir ki, 1944-cü ildə Ahıska türkləri Gürcüstandan kütləvi şəkildə sürgün olunarkən onların üzərinə haqsız və ədalətsiz olaraq «etibarsız xalq»

damğası vurulmuşdu. Halbuki, Ahıska türkləri digər repressiya olunmuş xalqlarla birlikdə Almanyanın SSRİ-yə hücumunu ümumxalq faciəsi kimi qəbul etmişdilər. Onlar bir nəfər kimi ayağa qalxaraq ölkəni müdafiə etməyə hazır olduqlarını bildirmişdilər. Məlumata görə, cəbhəyə 40 mindən Artıq Ahıska türkü göndərilmişdi (Zeyrek , 2001, s. 47). Göründüyü kimi, rejim yeri gələndə «etibarsız» xalqlardan məqsədyönlü istifadə etməyi də unutmurdu. Ahıskalıların tarixi ərazilərindən köçürülməsi problemi, ümumiyyətlə, o dövrdə İttifaq rəhbərlərinin müsəlman mənşəli azsaylı xalqların köçürülməsi siyasəti kontekstində nəzərdən keçirilməlidir. Bu siyasət ilk növbədə sərhədboyu ərazilərdə yaşayan xalqlara şamil olunurdu. İkinci Dünya müharibəsinin başlayacağını yaxşı dərk edən SSRİ rəhbərliyi, ilk növbədə, İ. Stalin məhz sərhədləri «etibarsız» xalqlardan təmizləməyi daha vacib «dövlətçilik» siyasəti sayırdı. Ahıska türklərini «casusluqda» günahlandırmaq isə özü gülünc bir məsələ idi. Gürcüstanın cənub ərazilərində məskunlaşmış ahıskalıların və Qafqazın digər xalqlarının gələcəkdə türklərə satıla biləcəyi ehtimalı dövlət rəhbərlərində formalaşmışdı. 1939-cu il fevralın 19-da SSRİ XKS-i SSRİ ilə Türkiyə arasında 1928-ci il avqust ayının 6-sı konvensiyasını təsdiq etdi. Burada hər iki tərəfin sərhədin o tayındakı otlaq yerlərindən istifadə hüququ təsbit olunmuşdur (Bugay, 1994, s.33). Konvensiyanın müddəti 1939-cu il martın 28-də bitdi. Deməli, sərhəddə hər şey sakit idi və maldarlıqla məşğul olan ahıskalıların düşmən kəşfiyyatına işləməsindən söhbət gedə bilməzdi.

2.2 Cənubi Qafqazda deportasiya siyasəti. Cənubi Qafqazda deportasiya siyasətinə məruz qalan xalqlar 30-cu illərin sonunda kürdlər, 40-cı illərin əvvəllərində isə almanlar olmuşdur. Almanlar, təbii ki, müharibə aparan xalqa məxsus olduqlarından onlara qarşı preventiv təsir irəli sürüldü. Bununla Cənubi Qafqazda müharibə dövrünün ilk deportasiyası başladı. Lakin azsaylı xalqların deportasiyası bununla qurtarmadı. Müharibə başladığı təqdirdə Türkiyənin SSRİ-yə qarşı Almaniya ilə alyansda hücum enəcəyindən ehtiyatlanan Sovetlər İttifaqı Gürcüstan Respublikasının ərazisində intensiv şəkildə təmizləmə işini həyata keçirməyə başladı. Stajlının bilavasitə nəzarətə götürdüyü köçürmə, sürgün siyasəti ilə bağlı tədbirlərinə L. Beriya rəhbərlik edirdi. 1943-cü ildə Almanyanın Qafqaza daxil olması təhlükəsi sürgün prosesini daha da gücləndirdi. O dövrün sənədləri Gürcüstanın sərhəd rayonlarındakı sürgün siyasətinin demoqrafik vəziyyətə təsirini izləməyə imkan verir. Məsələn, əhalinin 1926-cı il siyahıya alınmasına görə, tarixi Ahıska qəzasında demoqrafik vəziyyət belə idi: Ahılkələk qəzasında əhalinin ümumi sayı 78 847 nəfər idi. Bunlardan 7 565 nəfəri gürcü, 5 791 nəfəri erməni, 6 940 nəfəri türk, 930 nəfəri gürcü (müsəlman), 2 492 nəfəri rus, 2 679 nəfəri isə ukraynalı idi. Bundan əlavə, burada farslar, tatarlar, osetinlər, polyaklar, almanlar, yəhudilər, acarlar, lazlar, minqrellər, həmçinin gürcü yəhudiləri yaşayırdılar (Hacılı , 1992, s. 24).

Ahıskada demoqrafik vəziyyət rəngarəng idi: burada 96 973 min nəfər əhalidən 24 353 nəfər gürcü, 29 170 nəfər türk, 15 565 nəfər erməni, 167 nəfər rus, 3094 nəfər kürd, həmçinin 1015 nəfər ukrayn, 216 nəfər yunan, 589 nəfər tatar, 103 nəfər yəhudi, 831 nəfər gürcü yəhudisi, 115 nəfər isə polyak idi (Mamuliya, 1999, s. 4). Həqiqətən də, Türkiyənin Almaniya ilə ittifaqda çıxış etməsi ehtimalı vardı. Ona görə də SSRİ hökuməti qorxurdu ki, müharibə başlayan kimi sərhədlərdə yaşayan türklər Türkiyənin sərhədini keçə bilərdilər. Məsələn: SSRİ XDİK-nin sənədlərindən birində xəmşinlər barədə belə deyilirdi: onlar əvvəllər kolxozlara girməkdən imtina etmişlər. Öz sürüləri ilə köçərlik etməyə üstünlük vermişlər. Beləliklə, həmin rayonlarda insanları zorla kolxozlara cəlb etmək tədbirləri təbii ki, dövlətin ümumi siyasətindən narazılıq yaradırdı (Hacılı, 1992, s. 17).

İkinci bir faktı da qeyd etmək yerinə düşərdi. Almaniya dövlətinin başında duran faşist generalları Gürcüstanı ələ keçirən kimi burada milli dövlətin qurulmasına kömək edəcəklərini bəyan etmişdilər. Hətta aqvardiyaçı general Spiridon Çavçavadze 1942-ci ilin payızında Stavropola gəlmişdi. O, Gürcüstanın işğal olunmasını səbirsizliklə gözləyirdi (Bugay, 1994, s. 181–182). Deməli, «yeni hökumət» qurulanadək həmin əraziləri türklərdən, ümumiyyətlə müsəlmanlardan təmizləmək lazım idi. Rəsmi dairələr Ahıska türklərini Türkiyənin «agentləri», «xain» adlandırır. Hələ L. Beriya respublikaların XDİK-ə göstəriş vermişdi ki, təcili sürətdə bütün Qafqazda əhalinin milli mənsubiyyətinə görə köçürülənlər barədə hesabat hazırlayıb,

mərkəzə göndərsinlər, heç kəs gizlədilməməlidir» və birbaşa Qazaxıstan, Qırğızıstan, Özbəkistan respublikalarına sürgün edilsinlər». Sənədlərdən aydın olur ki, yunanların, çeçenlərin, balkarların deportasiyası Gürcüstanda və diyarın digər regionlarında etnik gərginliyi azaltmamışdır. Gürcüstanın Xalq Daxili İşlər Komissarlığı 1944-cü il 12 aprel tarixli məktubunda L. Beriyyaya yazırdı: «Son illər kürd və azərbaycanlı əhalinin bir hissəsi kolxozlara daxil olmaqdan yayınaraq kənd təsərrüfatı işlərini özbaşına buraxaraq Tbilisiyə gəlmiş, Saburtala, Qırma-Qeledə Lotkin dağında, Mnatobi dalanında, Kutaisi qəbiristanlığının arxasındakı yerləri zəbt edərək orada yerləşmişlər». Bu faktlar süni şəkildə şişirdilir və bununla da türkləri və ümumiyyətlə bütün müsəlman əhalisini sürgün etmək üçün psixoloji zəmin yaradılırdı. Bunların hamısını narahatlıqla qarşılayan mərkəz təcili tədbirlərin görülməsini vacib sayırdı. Hadisələrdən məkrliklə istifadə edən Beriyya 1944-cü il 24 iyul tarixli məktubu ilə Stalinə müraciət edir. Məktubda vəziyyəti təsvir edəndən sonra Beriyya SSRİ sərhədinin Gürcüstan sahəsindəki hissəsində vəziyyəti, şəraiti yaxşılaşdırmaq məqsədilə öz mülahizələrini Stalinə bildirirdi. Onun fikrincə, XDİK hesab edir ki, Ahıska, Adıgün, Aspinza (Əspincə), Boqdanovka (Hocabəy), Ahıləkək rayonlarından, habelə Acarıstan MSSR-in bəzi kənd sovetliklərindən 16 700 təsərrüfatdan ibarət olan türk, kürd, xemşin ailələrini köçürmək lazımdır. Məktubla yanaşı, L. Beriyya həmçinin Dövlət Müdafiə Komitəsinin qərarını təqdim etmişdi. O, Stalinə müraciət edərək yazırdı: «Sizin icazənizi gözləyirəm. Tədbir Gürcüstanın MK və Xalq Komissarları şurası ilə razılaşdırılmışdır» (Bugay, 1994, s. 13).

Nəticə. Nəticə etibarıyla onu da qeyd edək ki, bütün bu məlumatları mərkəzə Gürcüstan SSR Dövlət Təhlükəsizlik Komitəsi çatdırırdı. Bu bir daha göstərir ki, gürcü hakimiyyət dairələri mərkəzlə sıx əlaqədə olmuş, Ahıska türklərinin «sərhədlərin təhlükəsizliyi» adı ilə köçürülməsini bilavasitə təşkil etmişlər. Lakin bu aksiyalar əslində, İttifaqın tarixində ən amansız etnik təmizləmə olmuşdur. Köçürülmə siyasəti o dərəcədə tələsik və sürətlə aparılmışdı ki, hətta Qazaxıstan hökuməti köçürmənin bir qədər saxlanmasını təklif etmişdi, çünki sürgünə göndərilənləri qəbul etmək üçün müəyyən hazırlıq lazım idi. Lakin L. Beriyya 1944-cü il noyabrın 16-da Qazaxıstan rəhbərliyinə göndərdiyi teleqramda köçürülmənin dayandırılmasının qeyri-mümkün olmasını bildirmişdi. O, Gürcüstanda yaşayan Ahıska türklərinin, kürdlərin, xemşinlərin 1944-cü ilin noyabrından 1945-ci ilin aprelinədək köçürülməli olduqlarını bildirmişdi. Artıq 1944-cü il noyabrın 28-də Beriyya Stalinə, Malenkova, Molotova göndərdiyi məruzədə bildirirdi ki, Dövlət Müdafiə Komitəsinin qərarı tam yerinə yetirilmiş, türklər, kürdlər və xemşinlər sərhəd rayonlarından köçürülmüşlər. Köçkünlərin doldurulduğu bütün eşelonlar yoldadırlar. Köçürülmə yerlərinə – Qazaxıstana, Qırğızıstana və Özbəkistana istiqamət götürmüşlər. Köçürülmə planlı, mütəşəkkil formada keçirilir.

Lakin təzə yaşayış yerlərində heç bir şəraitin olmaması, ərzağın çox azlığı, digər çətin məişət şəraiti təbii ki, köçkünlərin vəziyyətinə təsir etməyə bilməzdi. Yerli şəraitə alışa bilməyən əhali sürətlə tələf olurdu. Ahıska türkü Ş. Dursunov 1956-cı ildə SSRİ Nazirlər Sovetinin sədri N. A. Bulqaninə yazırdı: «Köçürülənlər ərzaqsız, paltarsız, konvoy altında, yarım sökük yük vaqonlarında yol gedirdilər. İstilik verilmədiyindən, çoxları soyuqdan və aclıqdan ölürdü». Qeyd edək ki, bu vəziyyət rəsmi dairələrə də yaxşı məlum idi (Osobaya papka Stalina, 1994, s.350).

Beləliklə, «xüsusi köçkünlər haqqında təlimat»a görə, digər xalqlarla birlikdə Ahıska türkləri də müvəqqəti köçürülmə kateqoriyasına aid olsalar da, əslində həmişəlik sürgün olunurdular. Buna baxmayaraq, sürgündə yaşayan ahıskalılar yerli şəraitə çətinliklə də olsa alışa bildilər. Hətta yerli əhali ilə birlikdə ictimai və təsərrüfat həyatında fəal iştirak etməyə başladılar. Yeni ərəzilərə deportasiya olunmalarına baxmayaraq, ahıskalılar vətənə dönmə uğrunda daim mübarizə aparırlar.

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Unique and Innovative Methods for Installed International Health and Religious Tolerance Ideas in the Mind of Youth in the Family

Uluslararası Sağlık ve Dini Tolerans Fikirlerinin Aile İçi Gençlerin Zihnine Yerleştirilmesi İçin Benzersiz ve Yenilikçi Yöntemler

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Abstract

The family is the mini model of society. It is within the family that the individual experiences socially important qualities, including spiritual, moral, communicative and aesthetic qualities, and realizes them throughout his life. Human civilization shows that such socially important human qualities can only be formed in the family environment. Humanity has no institution other than the family and it realizes the human formation. The human personality in the family assimilates the original value system and human qualities through family members, family values, customs and traditions, customs and traditions. After these qualities formed in the thought and character of the child, it determines the level of activity and integration with the society. For this reason, the family is respected by all people as one of the highest values and riches created by man. There is no civilization, culture, nation, people or tribe in the world that does not have a family institution. Therefore, society is concerned with the formation of the family, its preservation, promotion of creative work, its comprehensive provision, strengthening. No one outside the family and society can be formed and developed as a full-fledged individual.

Keywords: Family, youth, consciousness, ethnic harmony, religious tolerance, tolerance, idea, innovative methods, environment, principle, action, respect, honor, respect, aid, humanity, attitude, solidarity.

Özet

Aile, toplumun mini modelidir. Bireyin ruhsal, ahlaki, iletişimsel, estetik nitelikler de dahil olmak üzere sosyal açıdan önemli nitelikleri deneyimlemesi ve yaşamı boyunca bunları gerçekleştirilmesi aile içindedir. İnsan uygarlığı, sosyal açıdan önemli bu tür insan niteliklerinin ancak aile ortamında oluşabileceğini göstermektedir. İnsanlığın aileden başka bir kurumu yoktur ve insan oluşumunu gerçekleştirir. Ailedeki insan kişiliği, aile üyeleri, aile değerleri, gelenek ve görenekler, gelenek ve görenekler aracılığıyla orijinal değerler sistemini ve insan niteliklerini özümser. Çocuğun düşüncesinde ve karakterinde oluşan bu niteliklerden sonra, etkinlik ve toplumla bütünleşme düzeyini belirler. Bu nedenle aile, tüm insanlar tarafından insanın oluşturduğu en yüksek değerlerden ve zenginliklerden biri olarak saygı görür. Dünyada aile kurumu olmayan hiçbir medeniyet, kültür, millet, halk, kabile yoktur. Bu nedenle toplum, ailenin oluşumu, korunması, yaratıcı çalışmanın teşvik edilmesi, kapsamlı sağlanması, güçlendirilmesi ile ilgilenir. Aile dışında ve toplum dışında hiç kimse tam teşekküllü bir birey olarak oluşturulamaz ve geliştirilemez.

Anahtar Kelimeler: aile, gençlik, bilinç, etnik uyum, dini hoşgörü, hoşgörü, fikir, yenilikçi yöntemler, çevre, ilke, eylem, saygı, onur, saygı, yardım, insanlık, tutum, dayanışma.

GİRİŞ

Ailenin gücü doğal olarak devletin ve toplumun gücünü belirler. Bir kişinin sosyalliğinin ilk belirtileri ailede oluşur. Kişi aile içinde bir sosyalleşme okulundan geçer. Sağlıklı aile kişilerarası ilişkiler, bireyin toplumda sağlıklı kişilerarası ilişkiler kurmasının temelidir. Ailede insanların karşılıklı dayanışması, karşılıklı anlayış, karşılıklı yardım ve destek ortamı, aile üyelerinin manevi birliği, insanlığa dayalı aile idealleri, eşitlik, saygı, haysiyet, saygı, nezaket, güven, sağlıklı aile ilişkilerinin oluşumuna tanıklık eder. . Bu özellikler nihayetinde aile toleransının temelini oluşturur. Ancak ailede böyle hoşgörülü bir ilişki, kendiliğinden oluştuğu bir ortam değil, sağlıklı, yeterli, pedagojik bilgi temelinde oluşması, aile hoşgörüsü ve çocuk hoşgörüsü geliştirmenin tek doğru yoludur. Bu nedenle, ailedeki ergenlerin hoşgörünün oluşumunda, çocuk toleransının pedagojik içeriğinin, etkinliğinin ve biçimlerinin ve yöntemlerinin bilimsel olarak araştırılması önemli bir rol oynamaya başlar.

Ailedeki gençlerde hoşgörü oluşumunun pedagojik içeriği. Hoşgörünün, insanın bireyselliğine, insanlığına, nezaket ve merhamete, başkalarına saygı ve hürmet etmeye, affetmeye, başkalarına zarar vermemeye içkin olan, barış ve uyum ilkelerine dayalı değerleri ve nitelikleri açıkça ifade edebilme yeteneği olduğunu yukarıda gördük. . Hoşgörülü olmak ve hoşgörülü olmak, insanların farklı görüş, düşünce, görünüş, giyim, ilgi, kültür, ırk, milliyet, dil, gelenek ve görenekler, ahlak, davranış, değerlere sahip olduğunu kabul etmektir. Bu nedenle hoşgörü, yalnızca bir kişinin kişiliğinin bir özelliği değil, aynı zamanda tüm insan ilişkilerini düzenleyen, onlara karşılıklı barış ve uyum içinde yaşamayı öğreten, insanlar arasındaki çatışmaları yumuşatan ve onları uzlaşmaya teşvik eden bir dizi sosyal niteliktir.

ANA BÖLÜM

Ergenlere hoşgörü öğretmek, onlara bağımsız düşünmeyi, başkalarının görüşlerini dikkatle dinlemeyi, başkalarının çıkarlarını görmeyi, toplum ve insanlar arasındaki ilişkiyi eleştirel olarak değerlendirmeyi ve ahlaki ve manevi gerekliliklere sıkı sıkıya bağlı kalmayı öğretir. Çünkü modern uygar insan sadece kültür bilgisini edinmiş değil, bu bilgiyi hayatında uygulayabilen, sadece kendine saygı duyan değil, başkalarına da saygılı davranabilen insandır. . Hoşgörü, aynı zamanda, başkalarını olduğu gibi kabul etme, onlarla iletişim kurma yeteneğidir. Bu nedenle, ailede ergenlerde hoşgörülü düşüncenin oluşumu, aşağıdaki pedagojik ilkelerin yerine getirilmesini gerektirir: diğer insanların düşüncelerine, görüşlerine ve kültürlerine açıklık ve anlayış, dünyanın ve kültürlerin çeşitliliğinin kabulü; şiddet, baskı ve başkalarına baskı olmadan yaşamayı öğrenmek, çatışmaları ve anlaşmazlıkları barışçıl yollarla çözmek; başkalarına saygı ve anlayışla bakmayı, aile ve toplum içinde işbirliği, dayanışma ve uyum ilkeleri üzerinde yaşamayı öğrenmek.

Dolayısıyla hoşgörü sadece sosyal bir olgu değil, aynı zamanda pedagojik bir olgudur. İnsan ilişkileri konusu, milli eğitimin temeli olan Özbek ailelerinin asırlık değerlerinden biridir. Ancak tedavide kişi her zaman hoşgörülü olamaz. Öfke, saldırganlık, kötü ruh hali, yalan söyleme, duygusal bağlanma, şiddet ve kişiyi baskı altına alma eğilimi gibi durumlar müdahale eder. Dolayısıyla hoşgörüyü öğrenmek, bir yandan açık fikirli, samimi, arkadaş canlısı olma, diğer yandan kendini kötü ruh hallerinden, kötü duygulardan, saldırganlık ve şiddetten koruma yeteneğidir. Bütün insanlar kendilerine ilişkilere tahammül etmeyi öğretebilirse, bütün toplumlarda insani uyum inşa edilecektir.

Hoşgörüye giden yol, bir kişinin içsel psikolojik durumunu değiştirme, yeniden yapılandırma veya yeniden yaratma süreci olan ciddi bir duygusal, entelektüel emektir. Pedagojik süreçte, bir kişi yeni, modern, yani kendi çıkarlarına ve başkalarının çıkarlarına karşı hoşgörülü bir tutum oluşturur. Bunda, bir yandan ulusal ahlaki normlar geleneği yardımcı olurken, diğer yandan modern bilgi yardımcı olur. Hoşgörünün oluşması sürecinde aile ortamı, aile ilişkileri, aile üyelerinin özellikleri, karşılıklı anlayış düzeyleri gibi tüm faktörler önemli rol oynamaktadır.

Eğitim sistemi, çocukların hoşgörü düşüncesinin aile içinde oluşmasını en üst düzeyde destekleyen bir sistemdir. Dolayısıyla hoşgörünün oluşması aile ve eğitim sisteminin işbirliğini gerektirmektedir. Ailede kazanılan birincil hoşgörü değerleri, eğitim sisteminin pekiştirdiği ve yeni oluşturduğu entelektüel bagajla birleşerek, çocuğun toplumda hoşgörü temelinde yaşamasını sağlar.

Tüm bu özellikler, pedagojik sürecin özelliklerini belirleyen ailedeki ergenlerde hoşgörülü düşünme oluşumunun pedagojik içeriği ile ilgilidir. Ailede öğretmek çocuk yetiştirmek mümkün değildir. Bir çocuğun aile deneyimi içinde duygusal, ahlaki ve entelektüel olarak yetiştirilmesi v.b.s. Bu nedenle, canlılık aile yetiştirmede çok önemli bir rol oynar. İletişim, tartışma, tartışma, anlayış ve kavrayış, canlılık temelinde inşa edilmiştir. Bu durumda bir ebeveynin çocuğuyla ne ölçüde geniş ve derin bir ilişkiye girebileceği, samimiyeti, paylaşımı önemlidir. Aynı zamanda, ebeveynin çocuğa karşı mevcut hoşgörülü tutumu, çocuğun ebeveynlerine ve ardından diğerlerine ve bir bütün olarak topluma karşı hoşgörülü tutumun temelidir. Orijinal ebeveyn hoşgörülü değilse, çocuk orijinal toleransı oluşturamaz. Bu nedenle, ailedeki gençlerde hoşgörü oluşumunun koşulları şunlardır: ortak entelektüel aktivite; işbirlikçi duygusal aktivite; ortak çalışma faaliyetleri; işbirlikçi iletişim faaliyetleri; işbirlikçi farkındalık faaliyetleri; işbirlikçi değerlendirme faaliyetlerini bütünleştirir. Ailede baş eğitmen olan ebeveyn hoşgörülü olmalı ve hoşgörüsü sadece çocuklarına değil, akrabalarına, arkadaşlarına, komşularına, meslektaşlarına ve çevresindeki herkese de yönelik olmalıdır. Çünkü ebeveynler bazılarını hoşgörü uygulamayı seçerlerse, çocukları da hoşgörü ilkelerini başkalarına uygulama ve başkalarına karşı kullanmama becerilerini geliştireceklerdir. Bu nedenle, ebeveyn hoşgörü oluşturma sürecine girerken, hoşgörülü olmalı, çocuğuyla emirler temelinde konuşmayı reddetmeli ve çocuğun tüm eylemlerine, başarılarına ve hatalarına karşı hoşgörülü olmalıdır.

Ailede hoşgörü geliştirmenin önemli özelliklerinden biri, daha kişisel örnek ve kişisel tutum temelinde oluşmasıdır. Ailede hoşgörü, çocukların düşüncelerine daha duygusal ve ahlaki-pratik biçimlerde aktarılır. Farklı durumların analizi, tarafların farklı durumlardaki davranışlarının analizi, açık ve eşit, adil bir değerlendirmenin kullanılması, durumu kendisine yakın olanlar lehine çarpıtmamak veya boyamamak, durumlara karşı tarafsız bir tutum ve koşullar onun faktörleridir. Hoşgörü oluşumunun pedagojik içeriği, ilk olarak, pedagojik sürece dahil olan tarafların özellikleri, pedagojik sürecin özellikleri, pedagojik süreçte oluşturulacak nitelikler seti, pedagojik yöntemler ve kullanılacak araçlardır. pedagojik süreç Anelik pedagojik becerisi konularını kapsar.

Özbekistan'da ailede hoşgörü oluşumunun bir başka özelliği de, çalışmada Özbek ailelerindeki ebeveynlerin hoşgörü kavramı, içeriği, pratikte uygulama prosedürleri hakkında bilgi sahibi olmadıkları veya zayıf oldukları tespit edilmiştir. Aynı zamanda ebeveyn toleransını şekillendirmeye yönelik bir sistemin olmaması da modern nesiller için gerekli insani değerlerden biri olarak hoşgörünün şekillenmesini zorlaştırmaktadır.

Ailede gençlerde hoşgörü oluşturmak, aile ortamında açıklığı, güveni, eşitliği, nezaketi, samimiyeti gerektirir. Çalışma sırasında, aile üyeleri arasında böyle bir güven ve karşılıklı anlayış ortamı oluşturma sürecinde iki ana yöntem olduğunu gördük. Bunlar:

1. Hoşgörü nesnesinin uygun şekilde yorumlanması yöntemi. Yorum, yüz yüze iletişimde nesnelere hareketlerinin ve sözlerinin dengeli ve doğru bir şekilde yorumlanmasıdır ve yüz yüze iletişim nesnelere birbirlerini karşılıklı hoşgörü temelinde yorumluyorsa, aralarındaki güven ve anlayış da olacaktır. artırmak. Bu durumda, yorum nesnesinin rolü, bizim durumumuzda hem eğitimci - ebeveyn hem de bizim durumumuzda öğrenci - ergen tarafından oynanabilir ve oynanabilir.

Eğitimci her şeyden önce yetiştirilme amacına, yani çocuğundaki benzersizliğine, görüş ve düşüncelerine saygı göstermelidir. Çocuğun bireyselliğini tanımadan ve kabul etmeden bir güven durumu oluşturmak mümkün değildir. Aynı zamanda çocuk, bireyselliğini gösterirken, ailesinin, akrabalarının, ebeveynleri de dahil olmak üzere diğerlerinin yaşamının, var olan hoşgörü özelliklerinden barış ve sükunet, mutluluk ve manevi bütünlük içinde geçeceğini anlaması gerekecektir. onun bireyselliğinde. Bu nedenle, çocuğun hoşgörülü ahlakı, çocuk için hem öznel hem de nesnel, yani sosyal içerik kazanır.

2. Tolerans içeriğinin tam oluşum yöntemi. Bu yöntemler eğitimcinin hoşgörünün tüm özelliklerini bilimsel, tarihsel, gerçek koşullar ve aile ortamı bağlamında oluşturmasını sağlar. Eğitimci, çocuğu yetiştirmede her şeyden önce ebeveyn sezgisini, yaşam deneyimini, öz bilgisini, yaratıcılığını ve tutkusunu, büyük arzu ve özlemlerini, çocuğun duygularıyla duygusal bağını kullanır, çocuğun iç dünyasını anlar, değerlerini koordine eder, organize eder. duygularını, duygusal gelişimini sağlar.

Bu süreçler, bir kişinin başka bir kişiyle olan duygusal ilişkisinin düzenlenmesi ile ilgilidir ve bağlantı temelinde bir kişinin diğerine güçlü bir bağlantısı kurulur. Dolayısıyla bu süreç diyalog, diyalog, dayanışma üzerine inşa edilmiştir. Ailede gençlerde hoşgörü oluşturma süreci, içinde kullanılan yöntem ve biçimler açısından da özgün bir süreçtir. Çünkü geleneksel öğrenme süreci, dersler, seminerler ve eğitimler, çocuğun aile içinde dengeli ve amaçlı olarak oluşmasında kullanılamaz.

Ailede hoşgörülü düşüncenin oluşumunda aşağıdaki pedagojik formlar: aile gelenekleri, yetişkin örneği ve tavsiyesi, medyanın etkisi ve eğitici rolü, kitap okumak, sorunların açık tartışması, ortak manevi ve eğitim faaliyetlerine katılım, kültürel ziyaretler İslam'ın doğru kullanımı, türbeleri ziyaret etmek, memleketlerinin tarihi eserlerini tanımak ve görmek, aile etkinlikleri düzenlemek ve organize etmek, aile geleneklerini takip etmek, yeni aile gelenekleri geliştirmek, herhangi bir eyleme tepki verebilmek için İslam'ı kullanmak. her kişi tarafsız ve doğru bir şekilde, düşünmenin etkin kullanımı, topluluk etkisi, topluluk faaliyetlerine katılım vb. yoluyla eleştirel olarak pratik sonuçlar elde edilebilir.

Ailede hoşgörü, çocuğa aşağıdaki eylemleri öğretir: psikolojik kendi kendine teşhis, yeteneklerinin gelişimi; kendi kişiliğinin güçlü ve zayıf yönlerini görmeyi, sorumluluk almayı öğretmek; kişiliğinin olumlu yönlerini geliştirmek, kendini yaratıcı olmaya teşvik etmek; kendine karşı hoşgörü ile başkalarına karşı hoşgörü arasındaki ilişkiyi anlamak; diğer insanları anlamak, onların sorunlarını anlamak, başkalarına yardım etmeye ve insanları kapatmaya hazır olmak, sosyal aktivizmi geliştirmek.

SONUÇ

Ailede genç hoşgörünün oluşmasında ders dışı etkinliklerin etkin kullanımı iyi sonuçlar vermektedir. Müzeleri ve kutsal yerleri ziyaret etmek, birlikte tırmanmak, sumalak pişirmek, tanrıları kullanmak, sesli ve görüntülü materyalleri, filmleri izlemek ve tartışmak ve her çocuğa bireysel olarak yaklaşmak pedagojik sürecin etkinliğini artırır.

Böylece aile, gençlerin hoşgörü zihniyetini oluşturmada belirli bir içeriğe, etkili biçim ve yöntemlere sahiptir, orantılı olarak seçildiğinde ve aile yaşamına dahil edildiğinde çocuk yetiştirmenin etkinliği sağlanır.

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The Impact of COVID-19 on the Productivity of Large Companies in Taiwan

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Introduction

Since the outbreak of the novel coronavirus disease (COVID-19) in Wuhan, China in December 2019, more than two hundred countries and territories have been infected. At the beginning of 2022, there were approximately 380 million cases of this disease and 5.7 million deaths in the world. To avoid the spread of this disease, cities are locked down, restaurants are shut down, employees are requested to work from home, and students are studying on line. The daily lives of people are badly affected.

Compared to other countries, the infection of COVID-19 in Taiwan is mild. With a population of twenty-three million, there were approximately eighteen thousand cases in the beginning of 2022, which was ranked 178th in the world. This result is mainly attributed to the containment and zero-case-clearing policies of the Central Epidemic Command Center for COVID-19 of Taiwan. All persons entering Taiwan are, in general, required to be quarantined in quarantine hotels for fourteen days and isolated at home subsequently for seven days. Social distancing in closed spaces such as restaurants, trains, and offices are kept by assigning seats properly. Facial mask is mandatory in public places. Whenever a case appears, the footprint of the infectee is traced to find all persons who have contacts with the infectee. PCR tests are made to these persons to make sure there are no potential infectors in communities. These measures, on the one hand, effectively control the number of COVID-19 cases. On the other hand, the businesses of many stores and companies are affected. The objective of this paper is to study the impact of COVID-19 on larger companies in Taiwan.

Keywords: COVID-19, manufacturing industries, service industries, productivity.

Method

To investigate what industries in Taiwan have been significantly affected by COVID-19, we compare the productivities of companies of different industries before and after the outbreak of the pandemic. The companies selected for the study are top 1000 manufacturing and top 500 service companies. The four-year period of 2016-2019 and the year of 2020 are chosen to represent the periods before and after the outbreak of the pandemic, respectively. In the five years of 2016 to 2020, the top 1000 manufacturing companies and the top 500 service companies are not the same every year. In order to compare productivity changes, the companies to be considered must be the top 1000 or top 500 companies for all five years. In addition, these companies must be listed companies so their financial statements are readily available for calculating productivities. Excluding the companies whose data are incomplete, there are 755 manufacturing companies and 319 service companies, with a total of 1,074, that satisfy these conditions. The productivities of these companies in years 2016 to 2020 are calculated for analyses.

Productivity is a measure of efficiency. It is generally defined as the ratio of the aggregate output to the aggregate input. Combining the ideas of different studies and taking the items shown in the company financial statements into consideration, the productivity is calculated as the ratio of sales plus inventory to operating costs plus operating expenses occurring in a period of time (usually one year) in this study:

$$\text{Productivity} = \frac{\text{Sales} + \text{Inventory}}{\text{Operating Costs} + \text{Operating Expenses}}$$

Results - Manufacturing industries

Companies are broadly classified as manufacturing and service companies based on their business types. The manufacturing companies are classified into twenty-four industries. Table 1 shows the results of the industries with sample sizes of greater than five. For sample sizes of thirty or larger, the conventional one-sided paired *t*-test is applied to examine whether the productivity of 2020 is lower than that of the 2016-2019 period. For sample sizes smaller than thirty, the Wilcoxon matched-pairs signed-ranks nonparametric test is applied.

Table 1. The average productivity changes between 2016-2019 and 2020 for manufacturing industries.

Industries	Sample	2016-19	2020	Change	<i>p</i> -value
Electronic parts/components	126	1.2823	1.2983	0.0159	0.975*
Semiconductor	95	1.3220	1.3381	0.0161	0.847
Computer and peripheral equipment	69	1.2522	1.2560	0.0038	0.630
Optoelectronic	59	1.2304	1.2530	0.0226	0.953*
Electric machinery	53	1.4453	1.4632	0.0179	0.806
Iron and steel	38	1.3358	1.3203	□0.0155	0.210
Other electronic	34	1.3085	1.3098	0.0012	0.521
Communications and internet	33	1.2390	1.2457	0.0067	0.628
Biotechnology and medical care	32	1.4232	1.4197	□0.0035	0.446
Chemical	30	1.2952	1.3006	0.0054	0.637
Textile	28	1.2976	1.2689	□0.0288	0.005*
Automobile	23	1.3926	1.3356	□0.0570	0.016*
Food	23	1.2451	1.2416	□0.0035	0.542
Plastics	21	1.2351	1.2289	□0.0063	0.583
Electrical and cable	15	1.2577	1.2974	0.0397	0.975*
Rubber	9	1.3652	1.4898	0.1246	0.951*

There are only two industries, textile and automobile, whose productivities are decreased in 2020. It is worthwhile to note that four industries, electronic parts/components, optoelectronic, electrical and cable, and rubber, in contrast, have their productivities increased. The changes in productivity for other industries are not significantly different from zero.

Of the two industries whose productivities have decreased, textile firms suffer sharp declines in demand for clothes in the global market during the pandemic. Many clothes stores were shut down, which caused cancellation of orders or postponed shipments of the orders. The output of the textile industry in Taiwan dropped 19.9% in 2020. The productivity decrease of the textile industry is clearly due to COVID-19.

Regarding the automobile industry, the pandemic has severe impact on the automobile markets in the world. The reason is that people are staying at home whenever possible. There is almost no need for people to buy cars. The total number of cars sold in the whole world dropped down to 77.97 million in 2020, which is 13.8% lower than that of 2019. The productivity decrease of the automobile industry is obviously the effect of COVID-19.

One of the products that is unexpectedly benefited from the pandemic is electronic games. As people are staying at home during the pandemic, playing electronic games becomes the major activity for people to spend time. The demand for electronic games drives the demand for electronic parts/components. The output value of this industry reaches the historical high in single quarters in 2020, and the annual output value is increased by 8.79%. The productivity of the electronic parts/components industry is thus increased in 2020.

For the optoelectronic industry, its output value was actually decreased by an amount of 0.0908 billion Taiwan dollars per company, from 2019 to 2020. The input value, however, was decreased in a larger extent of 0.9875 billion Taiwan dollars. The larger decrease in input value caused the increase in productivity. The productivity increase of this industry is an artefact. The situation of the electrical and cable industry is similar to the optoelectronic industry: a greater extent of decreased input values (due to furlough and wage cut) than decreased output values.

The rubber industry that has its productivity increased is unexpected because this industry is highly related to the automobile industry. As the productivity of the automobile industry is decreased, the productivity of the rubber industry should have been decreased accordingly. Examining the output and input values of this industry in 2019 and 2020, it is noted that the output value is decreased in a smaller extent than that of input value. The increase in productivity is, again, an artefact effect.

Results - Service industries

The service companies are classified into sixteen industries. Similar to the case of manufacturing industries, only the industries with sample sizes greater than five are considered. Table 2 shows the results. There are two industries, tourism and electrical products distribution, whose p -values are less than 0.05, indicating that their productivities were decreased significantly in 2020 at the 5% significance level. In contrast, there is also one industry, oil, gas and electricity, whose productivity was actually increased in 2020.

Table 2. The average productivity changes between 2016-2019 and 2020 for service industries.

Industries	(Sample)	2016-19	2020	Change	<i>p</i> -value
Building material and construction	51	4.1817	4.4174	0.2357	0.701
Information service	33	1.1517	1.1701	0.0184	0.815
Tourism	32	1.1917	1.1331	□0.0586	0.016*
Electronic products distribution	30	1.1370	1.1226	□0.0144	0.007*
Shipping and transportation	25	1.1505	1.1554	0.0049	0.714
Trading and consumers' goods	25	1.2396	1.1877	□0.0519	0.373
Biotechnology and medical care	16	1.2846	1.2296	□0.0549	0.276
Other electronic	16	1.2059	1.2051	□0.0008	0.510
Oil, gas and electricity	15	1.1611	1.2111	0.0500	0.999*
Communications and internet	11	1.2208	1.2137	□0.0071	0.378
Culture and creative industries	9	1.2095	1.2434	0.0340	0.723
Electronic parts/components	7	1.4306	1.6063	0.1757	0.466

Tourism is probably the most severely affected industry by COVID-19. Travel bans, stay-at-home restrictions, and quarantine requirements have largely reduced the output value of this industry. The travel bans in 2020 caused losses of 87 million jobs and 1.4 trillion US dollars in tourism in Asia. The number of travelers entering Taiwan shrank by 88.4% from 2019 to 2020. The decrease in the productivity of this industry coincides with our expectation.

Another industry whose productivity has significantly declined is electronic products distribution. This result is different from our expectation. During the pandemic, distance learning and work from home are common which cause an increase in the demand for notebooks, servers, smart phones, etc. The productivity of this industry should have increased. By examining the input and output values, it is noted that the output value has increased, as expected, from 67.0797 billion Taiwan dollars in 2019 to 72.6689 billion Taiwan dollars in 2020. However, the cost of distribution during the pandemic is extraordinarily high, which brings the input value from 59.0630 billion Taiwan dollars in 2019 to 64.7507 billion Taiwan dollars in 2020. The increase in the output value does not outweigh the increase in the input value. The productivity of this industry is thus decreased.

Oil, gas and electricity is the only service industry whose productivity is significantly increased in 2020. During the pandemic, cities are locked down and people are staying at home. The demand for gas is largely reduced. The total output value of this industry in Taiwan dropped from 6.0151 billion Taiwan dollars in 2019 to 5.3664 billion Taiwan dollars in 2020. The output value is indeed decreased. However, at the same time, Saudi Arabia increased the production of crude oil. Accompanied with the price war between Saudi Arabia and Russia, the price of gasoline dropped

sharply. This decreased the total input value of this industry in a larger extent (from 5.5010 billion in 2019 to 4.7779 billion in 2020). The productivity is thus increased in 2020, which is an artefact.

Conclusion

The outbreak of COVID-19 has not only harmed people's health, but also affected the economy. Protecting people's health and maintaining proper economic activities are two conflicting views. The policy of most countries is to sacrifice economy in exchange of the health of people. This paper investigates the impact of COVID-19 on the productivity of the industries in Taiwan in 2020.

Since the COVID-19 pandemic is relatively mild in Taiwan, the productivities of large companies, in general, are not much affected. Only two manufacturing industries: textile and automobile, and two service industries: tourism and electronic products distribution, had their productivities decreased. There are also four manufacturing industries: electronic parts/components, optoelectronic, electrical and cable, and rubber, and one service industry: oil, gas and electricity, whose productivities have increased. The increases in productivity in these industries are artefacts.

The investigation of this study is focused on large companies due to availability of data. Although smaller companies are not included, the results still provide a general picture of the economy in Taiwan after the outbreak of COVID-19.

Science Popularisation: A Comprehensive Review

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Abstract

Scientific literacy increasingly becomes an essential element of civic participation as it provides the knowledge and skills to navigate effectively in a society where science and technology (S&T) penetrate our lives (Jenkins, 1997). The term refers to “[T]he knowledge and understanding of scientific concepts and processes required for personal decision making, participation in civic and cultural affairs, and economic productivity” (National Research Council, 1996, p.22). In contemporary society, consumer and citizenship decisions can be highly deficient when scientific literacy levels are low (Bingle & Gaskell, 1994). Dialogical and participatory efforts for citizen and stakeholder involvement in science and technology will not accomplish their ends if the citizens’ interest and information levels are not sufficient to judge the consequences of scientific developments (Jasanoff 2003). Endowment of citizens with scientific literacy is a prerequisite for RRI since that would provide a necessary setup for improving innovation environment, quality of policy decisions, consumer awareness and interest to science careers.

Keywords: Scientific literacy, literature review, informatics

Özet

Bilimsel okuryazarlık, bilim ve teknolojinin hayatımıza girdiği bir toplumda etkin bir şekilde interneti kullanabilmek için bilgi ve becerileri sağladığı için giderek artan bir şekilde sivil katılımın temel bir unsuru haline gelmiştir (Jenkins, 1997). Bu terim, “kişisel karar verme, sivil ve kültürel işlere katılım ve ekonomik üretkenlik için gerekli olan bilimsel kavram ve süreçlerin bilgi ve anlayışını” ifade eder (Ulusal Araştırma Konseyi, 1996, s.22). Çağdaş toplumda, bilimsel okuryazarlık seviyeleri düşük olduğunda, tüketici ve vatandaşlık kararları oldukça yetersiz olabilir (Bingle ve Gaskell, 1994). Vatandaşların ve paydaşların bilim ve teknolojiye katılımı için diyalog ve katılımcı çabalar, vatandaşların ilgi ve bilgi düzeyleri bilimsel gelişmelerin sonuçlarını yargılamak için yeterli değilse, amaçlarına ulaşamayacaktır (Jasanoff 2003). Vatandaşların bilimsel okuryazarlıkla donatılması, yenilik ortamını, politika kararlarının kalitesini, tüketici bilincini ve bilim kariyerlerine ilgiyi iyileştirmek için gerekli bir kurulumu sağlayacağından, RRI için bir ön koşuldur. Bu çalışmada sağlık okuryazarlığı ve sağlık bilimleri enformatiği üzerine kapsamlı bir literatür taraması yapılmıştır.

Anahtar Kelimeler: Bilim okur-yazarlığı, literatür taraması, enformatik

INTRODUCTION

Despite its significance for informed citizenship and RRI, global efforts to improve scientific literacy mainly through the formal education system has not achieved what it was supposed to do for certain sectors of society (Miller, 2004). According to the Eurobarometer surveys, nearly 50% of the people in European countries (EU average is 35%) such as Spain, Lithuania, Estonia, Romania, Bulgaria and Turkey feel they are poorly informed about new inventions and technologies. Besides regional disadvantages, these figures are not promising in terms of the general EU population also for certain sectors of the society including women, elder people, people with low education levels, house persons, unemployed and people living in rural areas. This is an important shortcoming for the quality of democratic citizenship since there is a significant relation between scientific knowledge and being engaged in decisions about science and technology. For example, in the entire EU, the level of agreement with the statement “For people like me it is not important to be involved in decisions about science and technology” is nearly 50 %, except people with very high scientific knowledge levels (30 %). In addition to these, deferring decisions about S&T related issues to authorities is alarmingly increasing over the years: People who agreed or tended to agree with the statement “We have no option but to trust those governing science” have progressively increased from 49 % in 2005 to 67 % in 2014.

Much of these deficiencies are due to the increasing gap between the textbook and practical science knowledge (Bauer et. al, 1994). Formal education falls short to meet the cognitive burden instigated by relating increasingly complex scientific issues to real-world applications. STEM educational activities aim to close this gap by integrating separate disciplines into a cohesive learning paradigm based on real-world applications (Honey et. al, 2014). These activities usually aim to address the decreasing interest in science subjects leading to a shortage of employees with the necessary qualifications which are highly in need by the industry. However, scientific literacy cannot be limited only to enhance career qualifications but suggests a capacity for relating the scientific developments to citizenship issues. In this respect, EU adopts a more social approach to STEM, setting the targets for science education not only for making science careers more attractive for younger generations but also for broader societal goals such as increasing the means for personal development, boost social cohesion and safeguarding social achievements. Within this perspective, various teaching models are developed to encourage students relating textbook knowledge to everyday decision-making on socio-scientific issues (Waarlo, 1999). The performance of these models is supported by the research showing how informal education activities would lead to more sophisticated citizenship (EU Commission- Report B-1049, 2015.).

PRESENT EFFORTS FOR LINKING IN AND OUT OF CLASS SCIENCE

Providing a direct link of personal experience between STEM in the classroom and the science in the outside world would be essential to develop more effective processes of public engagement and learning that could result in significant societal outcomes (Dillon 2016, Dillon et al. 2016). From this prospect, STEM Enrichment and Enhancement (E&E) activities aim to bring outside science into the classroom by enabling students to engage in real-world practices such as designing cars or computer modelling natural disasters or bringing a real scientist, engineer or mathematician into the classroom (<http://www.score-education.org/policy-themes/curriculum/enhancement-and-enrichment>). These activities do not only aim to bring science into the classroom but also encourage outside the classroom activities such as field trips, service learning and community engagement in science, living labs, science centres, science museums, experiential learning and place-based learning. Although enrichment activities provide students with experiences beyond the existing school curricula, it is relatively difficult to assess the quality of such out of class activities compared to the classroom activities that can be measured in terms of outcomes such as grades or test scores (Corrigan et al. 2011). While various quality assurance instruments (e.g. UK’s Learning Outside the Classroom initiative) exist, further work needs to be accomplished for designing relevant quality assurance of enrichment and/or enhancement activities. Some initiatives like SCORE, a partnership of UK science organisations such as Association for Science Education, Institute of Physics, Royal Society, Royal Society of Biology and Royal Society of Chemistry are dedicated to share evidence of the effectiveness of their enrichment and/or enhancement activities with each other, and with the wider community¹.

¹ <http://www.score-education.org/policy-themes/curriculum/enhancement-and-enrichment>

Online efforts encouraging inquiry-based and other innovative approaches to promote STEM and engaging the public to science are relatively limited compared to E&E activities. A Europe-wide effort towards this aim is Scientix (The Community for Science Education²) platform bringing together hundreds of remote projects mostly confined to formal STEM education and the actors involved. Scientix is not only a web portal but also acts like a knowledge-building platform. As the overall goal is to improve students' scientific literacy, the modules are also geared to promoting responsible citizenry. However, Scientix is inaccessible to most stakeholders because its scope remains limited to experienced teachers and students despite the measures taken to ensure its visibility and awareness. Another remarkable online effort is the Engage platform³ aiming to provide students a strong foundation to engage in science issues and help teachers to ground the classroom practice into everyday world concerns. While *Scientix* mostly concentrates on STEM teaching and learning, *Engage* focuses on integrating science knowledge with ethical values for evidence-based thinking. However, the use of this platform is also limited to students, teachers and academics and excludes a great deal of other social actors. Such a platform might contribute to promote scientific literacy if all social actors could be interactively involved in the process of science education and act as reflective practitioners. These platforms are inaccessible to a large proportion of the society especially disadvantaged communities who do not have enough intellectual and material resources for using such platforms.

NEW MEDIA AND ENGAGEMENT TO SCIENCE

Since the parameters for solving this paradox interact with each other in multiple ways, enhancing scientific literacy through science popularisation is a complex problem. Increasing use and democratization of new media such as internet, cloud computing, smartphones and social media brought forward some potential to manage this problem in its complexity by empowering lay people to participate both to the consumption and production of the media content. In an ideal situation, new media would allow people to participate in the media production and generate and share the content that they believe to contribute to the solution of controversies. New media hold the promise of reviving the public sphere which can be defined as a communication network of individuals exchanging information and opinions without necessarily occupying any identifiable space (Loader & Mercea, 2011). This can challenge the monopoly of those groups who are powerful enough to shape the public opinion. New forms of information channels and participation such as organising online campaigns carry the potentials to help the actors with fewer resources, such as small NGOs or individual citizens, to make informed decisions and mobilise around policy advocacy groups. In this respect, informal new media resources carry the potential of playing an important role for science popularisation and engagement to science by providing sites of knowledge co-creation. With the global decline in trust to established institutions including science (Twenge et al., 2014), more people turn to informal resources for acquiring, sharing and evaluating scientific knowledge. Online civic engagement can enhance trust (Warren, Sulaiman, & Jaafar, 2014) and build social capital. For example, individuals with common interests and concerns increasingly assemble in the virtual “peer-to-peer communities” such as newsgroups, mailing lists, chat rooms, social media communities and online forums to share information and experiences, ask questions, for emotional support, self-help or to get their opinion public instead of relying on the authority of professional experts (Eysenbach, 2003).

CONCLUSION

In this paper, following the review of scientific literacy and civic participation, science popularisation in contemporary media, the role of new media such as internet, cloud computing, smartphones in societies' engagement with science; we argued that a meta-design methodology encouraging all the knowledge that a community might bring in to solve the challenges in promoting scientific literacy.

² <http://www.scientix.eu>

³ <https://www.engagingscience.eu/en/mooc/>

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Comparative Analysis of Stylistic Devices in the Context of Covid-19 Pandemic

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Abstract

As there is an undeniable impact of COVID pandemic on every field of life, the traces of this pandemic have been left on language as well. This paper aims to make a comparative study between Azerbaijani and English languages through the stylistic reflection of the COVID language. Thus, we intended to investigate the new COVID related stylistic devices in whole media discourse including the speeches of political leaders and newspapers. As the role of stylistic devices is considered to be inevitable in making expressiveness, it was regarded as the best tool to achieve the persuasion in COVID discourse. In this paper speeches of political leaders, the media sources were taken as the main materials for conducting the study. The research also indicates that although two languages are from different edges of the language groups, the reflection of the COVID related stylistic devices in both languages is not too much different. The goals of the study were achieved through the analysis of the collected data and the statistical results.

Keywords: COVID, English, Azerbaijani, Stylistic devices, discourse, language.

Introduction

The year of 2020 didn't start as people wished. There appeared such a disease that was capable to destroy a whole year. At the very beginning people weren't taking that disease seriously. It was considered just a kind of virus with casual symptoms. However, day by day, the increased number of cases made people be worried about the further spread of virus. On 11 of February 2020, Taric Jasarevic declared a name for this disease like COVID-19. It was said that "CO" is for corona, "VI" for virus, and "D" for disease. Later, on 11th of March 2020, WHO (World Health Organization) declared that COVID-19 should be characterized as a pandemic.

There appeared long-lasting impact of this pandemic on different fields: economical, psychological, social, environmental, educational, linguistic etc. From each perspective coronavirus became a new term in the lives of people. Lifestyle, routines, jobs, interests of people were seriously affected. Even the speeches and language skills could reflect the linguistic traces of coronavirus. Day by day, as virus was spreading all over the world many people, politicians, leaders were warning their people and providing them daily information through daily briefings. Information and daily news were the major concern and source of information for people. Everyday people were eager to hear something new and positive or informative news. So, the role of TV and media became inevitable and providing

the best source of information. The language style that they use was much important to be read and conveyed. Different media sources were leaving their comments or sharing their writings in such a way that people were eager to read them and follow their later news. In this regard, the main tool became the language style.

The issue of language style was much more prominent in the speeches of politicians as well. Some of them, including Trump, Boris Johnson, Trudeau were much interested in using the language which is more persuasive and conspicuous. They were prone to deliver the daily news and daily updates to their nations. In this regard, as the first hypothesis of this study it is asserted that *both Azerbaijani and English languages are quite rich with the COVID related devices*.

On the other hand, COVID season of 2020 was full with increased and decreased numbers of cases. Certainly, the main reason of such kind of differences lays on the decisions of lockdowns and prohibitions. The impact of COVID on language is not a general impact which is reflected in certain words or devices, however, it can be seen in detailed issues like in the changeable numbers of cases. As the second hypothesis of this study we asserted that *at the peak of the pandemic stylistic devices were used much more actively rather than decreased fall of the pandemic*.

Methodology

As the purpose of this study is to investigate the stylistic devices both in Azerbaijani and English languages, particular contents were analysed and some results were achieved. In order to get the goal of the study we made content analysis through which we could determine sample sources. As a result, sample sources became newspapers, speeches of political leaders and magazines. The sources where we collected necessary data are considered primary ones, thus, the corpus is made by the original samples. Content analysis helped us to observe the certain texts and systematically analyze and evaluate them. As, Krippendorff puts, (2004) “content analysis is a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use” (Krippendorff, 18). We intended to follow the principles of content analysis by starting to choose the appropriate sources to collect sufficient data. As this study is based on the comparison of two languages- English and Azerbaijani, it involves many different sources in order to analyze the stylistic COVID content of two different languages in media discourse. In order to collect the appropriate data for English language we referred firstly, to the speeches of three politicians, namely Donald Trump, Justin Trudeau, Boris Johnson during COVID pandemic. Later, as this research studies the stylistic devices in whole media discourse we referred to other media sources such as CNN, Guardian, BBC, Time, the Daily Mash, Babylon Bee, Daily Squib, The New York Times. On the other side, as it is a comparative study, we collected the appropriate data also for Azerbaijani language from the sources like 525.az, kulis.az, logos.az, adalet.az, itv.az. Data for both languages were taken from the sources or from the speeches that are from February of 2020 till the December of 2020. This time period was considered to be the most productive period of the pandemic and all the important processes or the events happened during this time.

As a result, the methodology applied for the study became the content analysis that involves both qualitative and quantitative methods, thus, mixed methods. As Creswell (2014) defines, mixed method involves the collection of both qualitative (open-ended) and quantitative (closed-ended) data in response to research questions or hypotheses (Creswell, 266). By referring to that kind of methodology we are going to analyse 81 collected data for both Azerbaijani and English languages: 58 of these data are for English language, the rest 23 are for Azerbaijani. The collected stylistic devices for both English and Azerbaijani languages are the metaphor, metonymy, repetition, zeugma, exaggeration, antithesis, epithet, irony, simile, vulgar word. Through this study we aimed to

find the answers for some questions that became the research questions of the study:

1. To what extent COVID discourse is rich in stylistic devices?
2. Is there sharp difference between the rhetorical COVID discourse of English and Azerbaijani?
3. How was the frequency of COVID rhetorical discourse in a whole year?

Research ethics

As it is clear the study is based on two languages – Azerbaijani and English. Thus, all of the data collected for this research were either for English or Azerbaijani language. The same amount of time was devoted for the investigation or the collection of data. However, we should note that a number of data are not equal for each language. For English language as it is mentioned above, there are 58 data, whereas for Azerbaijani there are 23 found data.

The reason of such kind of sharp difference is based on the fact that two languages don't share the equal number of speakers. English language is the official language of many countries all over the world. So, there are 300 million English native speakers, whereas Azerbaijani is the native language only of 10 million people. That's why, it shouldn't be surprising to have much more data for English language rather than for Azerbaijani which is the official language only in Azerbaijan. Moreover, stylistic devices are not so actively used in Azerbaijani language compared to English one. It can be related to the historical age of two languages. English language is much older than Azerbaijani which made it develop its language including the stylistic devices and make these stylistic devices a part of their daily speech

Literature Review

The reign of “coronavirus” all over the world brought some new tendencies including the changes in the vocabulary and the terms in different discourses. In this period most researchers depending on their field started to study or investigate the impacts of COVID on particular fields. In this regard, the concern of linguists was to study the various impacts of coronavirus on language. The effect of COVID-19 on language was investigated by different scholars and researchers. Karpova and Chaiuk (2020) investigated the impact of pandemic on word formation and they analysed the vocabulary enrichment through COVID pandemic language.

The linguistic traces brought by COVID was especially studied within the political discourse. Thus, by analysing the speech of political leaders, different studies were conducted. One of such studies was done by Zafar Iqbal, Muhammad Zammad Aslam, Talha Aslam, Rehana Ashraf, Muhammad Kashif, Hafiz Nasir (2020). This research was conducted by a group of researchers with the intention to depict the power of persuasion in Imran Khan's COVID speech through socio-political discourse analysis (SPDA). They believed that SPDA is the most precise tool that helps audience and researchers to understand the implicit meaning in text or speech. In the face of Imran Khan, researchers introduced how political leaders consciously and intentionally utilize different language skills to persuade people.

There were some politicians like Trump, Boris Johnson, Angela Merkel, Trudeau whose discourse was much more analysed compared to others since they were more active in delivering the information through daily briefings. Samer Naser Olimat (2020) in his paper dealt with COVID-19 related dysphemism in Trump's speech. He considered rhetorical devices as a powerful weapon to persuade people and to impose the thoughts on them. By referring to Trump's speech it was

described how politicians can make a big impression not only on the people, but also on different media platforms.

On the other side, if we dig into the depths of the studies about COVID discourse, we will find that most of these studies were about the investigation of metaphors. We are already familiar with the fact that the impact of coronavirus to the language style and to the speech of people is undeniable. There appeared new COVID discourse which is full of new terms, also new devices, but mostly with new metaphors. Many researchers did their study on the scope of metaphorical language influenced by coronavirus. One of them was the study of Silvana Neshkovska & Zorica Trajkova (2020) who investigated the metaphors in the speeches of some politicians, namely Donald Trump, Angela Merkel, Emmanuel Macron and Boris Johnson. The main concern of this study was to investigate conceptual metaphors developed by Lakoff and Johnson who considered conceptual metaphor as a tool helping to create social reality and guide for future action by using source and target domains. In this study researchers aimed to analyse the speeches of politicians by investigating how they tried to depict the pandemic by using the metaphors and to what extent they became successful to impose the understating on their nations.

One of the noteworthy studies about the investigation of metaphors was the study done by Damián Fernández-Pedemonte, Felicitas Casillo Ana Inés Jorge-Artigau (2020). This research investigates the metaphorical language COVID-19 in newspaper headlines. Indeed, author tried to show the power of metaphors in language, thus, in COVID-19 discourse.

On the other side, there were some researchers who investigated the reason for using so much metaphors in COVID discourse. One of them was Elena Semino (2021) who questioned the issue of speaking metaphorically and why mostly war metaphors are used. She tried to provide an answer both through theoretical and experimental theories. From experimental point of view, she asserts that there are many studies show that metaphorical expressions are quite frequently used in language. On the other side, she put forward the idea of conceptual metaphor that is the kind of metaphors especially used in cognitive linguistics and the is the main trigger for the metaphors being used in daily speeches frequently. It has been emphasized that according to Lakoff and Johnson, metaphors are capable to facilitate different inferences and evaluations. From this perspective the researcher has concluded that the role of metaphor in COVID discourse is inevitable since it aims to provide explanation and persuasion.

Discussion

English COVID discourse

The language used in public interaction by political leaders is a very sensitive issue. As Al-Khayyat (2020) states, “politicians throughout ages have achieved success through their “skillful use of rhetoric”, by which they aim to persuade their audience of the validity of their views, delicate and careful use of elegant and persuasive language” (Al-Khayyat & Anber, 1629). Their language carries the values more than speaking, every word and sentence they utter mean many things for their nation. Thus, it can be regarded the language that politicians speak is more than a means of sharing information; “it carries values, impacts on both personal and social behaviours, encourages practices, nourishes social emotions and defines clinical practices” (Brencio,63). Language, therefore, as Anyanwu (2020) puts, “plays an integral role in politics since its main function in different political situations is to enable politicians to form structurally stable social relationships” (Anyanwu,14). The society is very crucial thing for them, as their reign is based on the reliance of people on them. When it is said language, here we can include many linguistic issues, as well as stylistic devices. Many politicians in modern public speaking quite commonly refer to stylistic

expressions in their speeches. It means that in most cases politicians use rhetorical devices to gain sympathy and support from the audience. (Tapinga, 225). Their right use of language, thus, rhetorical devices leads people to believe their leaders and support them. When we say support and sympathy it is mostly related to the issue of persuasion, thus, to what extent political leaders could persuade their people. Persuasion can be achieved by different strategies or ways in the speech of politicians. In this regard, as Voloshchuk & Usyk (2018) assert, “the goal of the persuasive strategy is to modify, transform the conceptual reality: knowledge, opinions, faith, intellectual and emotional state of the target audience” (Voloshchuk & Usyk, 227). So, persuasion is used as a tool by politicians to increase the level of persuasion of the words. (Neshkovska & Trajkova, 100). Although many studies are being conducted according to politicians’ speeches, researchers had different aims in analyzing and studying these speeches. Depending on the purpose of the study, there can be various results and findings according to the analysis of the speeches of politicians. Our intention to analyze the speech of Trump, Johnson and Trudeau was to reveal the used stylistic devices during COVID pandemic. Thus, the process of investigation started with the analysis of speech of Trump, Johnson and Trudeau. These three politicians were taken as the main representatives of three major English speaking countries- USA, England, Canada. Unlike other politicians they were much more active in delivering daily information about COVID through daily briefings since the very beginning of the pandemic. Thus, we intended to analyse their speech and to find the stylistic devices in their speech separately.

On the other hand, the role of mass media was also very crucial in delivering the COVID related news and articles. In this regard, their language style of mass media was capable to reflect the COVID related terms or stylistic devices. Considering all of the sources where COVID related stylistic devices can be found the whole data collected for this study can be illustrated like:

English COVID discourse
1. <i>Invisible enemy- metaphor</i>
2. <i>Defeat enemy- metaphor</i>
3. <i>Battle against virus- metaphor</i>
4. <i>China virus- metaphor</i>
5. <i>War against Chinese virus- metaphor</i>
6. <i>A foreign virus – metaphor</i>
7. <i>Toughest enemy- metaphor</i>
8. <i>Hidden enemy- metaphor</i>
9. <i>Win the war- metaphor</i>
10. <i>Waging the battle – metaphor</i>
11. <i>Frontline of the battle- metaphor</i>
12. <i>Countries are going through hell- metaphor</i>
13. <i>Invisible enemy- metaphor</i>
14. <i>Defeat this virus- metaphor</i>
15. <i>Beat this disease- metaphor</i>
16. <i>Keep this disease at bay – metaphor</i>
17. <i>Invisible mugger- metaphor</i>
18. <i>Physical assailant- metaphor</i>
19. <i>Defeat the threat to our health – metaphor</i>
20. <i>Battle against the virus- metaphor</i>
21. <i>Combat the virus- metaphor</i>
22. <i>Fight against COVID-19- metaphor</i>
23. <i>To go into battle- metaphor</i>
24. <i>Frontline workers- metaphor</i>

25. <i>Win this fight- metaphor</i>
26. <i>Frontlines of the fight- metaphor</i>
27. <i>Fight this virus- metaphor</i>
28. <i>The risk is very, very low – repetition</i>
29. <i>Population must be very, very careful- repetition</i>
30. <i>They could have stopped it. They could have stopped it easily. They chose not to- repetition</i>
31. <i>We must, must, must beat this disease- repetition</i>
32. <i>We saved many, many tens of thousands of lives- repetition</i>
33. <i>It is a very very difficult time- repetition</i>
34. <i>To minimize, to minimize the suffering that this epidemic is causing- repetition</i>
35. <i>We'll beat, we'll beat, we'll do it- repetition</i>
36. <i>We are seeing continuous falls in the disease, in deaths, in incidents - repetition</i>
37. <i>to work very, very hard to bring Canadians home- repetition</i>
38. <i>It's in our hands. It's in your hands- repetition</i>
39. <i>War for masks- metaphor</i>
40. <i>Deadly pandemic -epithet</i>
41. <i>You cannot play football and social distance -zeugma</i>
42. <i>Bullet train – metaphor</i>
43. <i>Constitution dies of coronavirus- metonymy</i>
44. <i>Ed-Sheeran post-coronavirus-metonymy</i>
45. <i>Chinese virus gift to the world -irony</i>
46. <i>Communist virus- metaphor</i>
47. <i>Virus is happy – metaphor</i>
48. <i>To fight the coronavirus, you need an army-exaggeration</i>
49. <i>domino effect of coronavirus – metaphor</i>
50. <i>winning the war against epidemic – metaphor</i>
51. <i>uphill battle- metaphor</i>
52. <i>coronavirus pandemic has put the spotlight on the risks-metonymy</i>
53. <i>we are at war with a virus- metaphor</i>
54. <i>win the war on COVID-19- metaphor</i>
55. <i>Fighting the coronavirus from new york to utah - metaphor</i>
56. <i>the battle against the coronavirus- metaphor</i>
57. <i>coronavirus kills the oil industry-metonymy</i>
58. <i>public-health war against coronavirus- metaphor</i>

Azerbaijani Covid discourse

As the second part of this comparative study is about the stylistic devices in Azerbaijani COVID discourse we have to describe the reflection of pandemic on Azerbaijani language as well. Although Azerbaijani language is not so old and rhetoric as English, there are sufficient stylistic devices in COVID discourse to conduct a comparative research. In Azerbaijan COVID pandemic started to spread since the march of 2020 and gradually, the language of COVID pandemic also started to develop. After the increased number of cases, as in all countries Azerbaijani media paid special attention to the issue of COVID pandemic. As a result, new terms, new expressions were included to the discourse of people. Moreover, there were daily briefings held by special organization called “Tabib” which was established for COVID pandemic and by the president of Azerbaijan Ilham Aliyev. Therefore, as in all countries there also appeared special language for COVID pandemic with its peculiar traits and features.

Many media sources or newspapers were publishing different articles or news related to the pandemic. As this pandemic was demanding people to be informed and not to be “COVIDIOT”, Azerbaijani media was trying to draw the attention of audience by using powerful language and

make them take this issue seriously. In that case language of pandemic started to be flourished with stylistic devices that are capable to make the language emotive and much more persuasive.

For this study many Azerbaijani media sources were investigated and as a result, appropriate corpus was defined. Below listed stylistic devices are the commonly used ones in Azerbaijani COVID media discourse.

Azerbaijani COVID discourse
1. <i>Demokrat viruslar - metaphor</i>
2. <i>Pandemiyaya qalib gəlmək – metaphor</i>
3. <i>Ölümün nəfəsi -oxymoron</i>
4. <i>Korona işarəsi altında – metonymy</i>
5. <i>Pandemiya xəstə kommunizm kimi -simile</i>
6. <i>COVID-19- smart inqilab, silahsız inqilab-metonymy</i>
7. <i>Tibbi vampirizm – exaggeration</i>
8. <i>Sonun başlanğıcı – oxymoron</i>
9. <i>Pandemiyaya qarşı mübarizə - metaphor</i>
10. <i>Allahın bəlası – vulgar</i>
11. <i>Tacılı günlər – metaphor</i>
12. <i>Cəbhədə mübarizə - metaphor</i>
13. <i>Görünməyən düşmən – metaphor</i>
14. <i>Aqressiv virus – metaphor</i>
15. <i>Tacılı mələk -irony, metaphor</i>
16. <i>Dünyaya yayılan bəla – vulgar word</i>
17. <i>Xəstəlik alovlanacaq – metaphor</i>
18. <i>Xəstəlik nəzarətdən çıxacaq – metaphor</i>
19. <i>Virusun yayılması – metaphor</i>
20. <i>Dünyanın həbsi – metaphor</i>
21. <i>Görünməmiş kabus kimi – metaphor</i>
22. <i>Virus dünyanı əsir etdi – metaphor</i>
23. <i>Virus qapının zəngini çaldı- metaphor</i>

Comparison of Azerbaijani and English COVID discourses

In this study we are dealing with the various stylistic devices in both Azerbaijani and English COVID discourses. After the analysis of stylistic devices in both languages it is better to compare the statistical numbers of stylistic devices and to see the activeness of languages with these devices. The clearest thing from the above illustrated tables is that in both languages the most frequently used stylistic device is the metaphor. The reason of using metaphors so actively in COVID discourse is related to the development of conceptual metaphors that made it be a part of our daily speech.

Taken the number of metaphors in COVID discourses of both languages into consideration, we can get such kind of statistical result:



As it is seen from the diagrams in English COVID discourse metaphors constitute 68% of the overall data. This statistics is almost the same for Azerbaijani COVID discourse, since here 65% of the data are the metaphors. From this statistic result we can draw such kind of conclusion that although English and Azerbaijani languages belong to quite opposite language groups, their metaphorical COVID discourse was not developed in different directions.

It is already a fact that metaphors are the most commonly used stylistic devices in COVID discourse. As in English, Azerbaijani language is also rich with conceptual metaphors. Some of them are similar to English language that are the common ones in the COVID discourse of all languages. As in most languages in Azerbaijani there are also metaphors like “*pandemiyaya qalib gəlmək*”, “*pandemiyaya qarşı mübarizə*”, “*cəbhədə mübarizə*”, “*görünməyən düşmən*”, “*virusun yayılması*” which are particularly mean “*to win the pandemic*”, “*fight against pandemic*”, “*fight at frontline*”, “*invisible enemy*” and “*spread of the virus*”.

On the other side there are some specific stylistic devices for COVID pandemic that create unique and individual COVID discourse of Azerbaijani language. As it is stated in the table, in Azerbaijani COVID discourse there is such kind of metaphoric expression like “*demokrat virus*” which calls COVID as a democratic virus by emphasizing that it doesn’t discriminate people and anyone regardless of their rank, race, gender or nationality can get this virus. Moreover, during COVID pandemic in Azerbaijani language there appeared many poems devoted to the pandemic. One of them was written by Hamlet Isakhanli, the founder of Khazar university:

Virus

Bir virus qapının zəngini çaldı
 Dünyanın canına vəlvələ saldı
 Əsir-yesir oldu hamı evində
 Polislər dayandı küçədə, tində
 Nə gəlib-gedən var, nə qapı açan
 Yarəb, bağlı qapı açılar haçan?
 Yalqızlıq bizləri qoynuna aldı
 Qonaq otağımız qonaqsız qaldı

The situation in Azerbaijan about COVID pandemic is a bit different from other countries: people from the very early of the spread of the pandemic try to belittle the process through making some jokes and fun. They consider that in order to overcome the situation and to keep the mood of the people up it is better to make funs and to ridicule that virus.

On the other side, the frequency of the used stylistic devices in both COVID discourses should be examined in order to deal with the second problem of the research. Although the starting point of

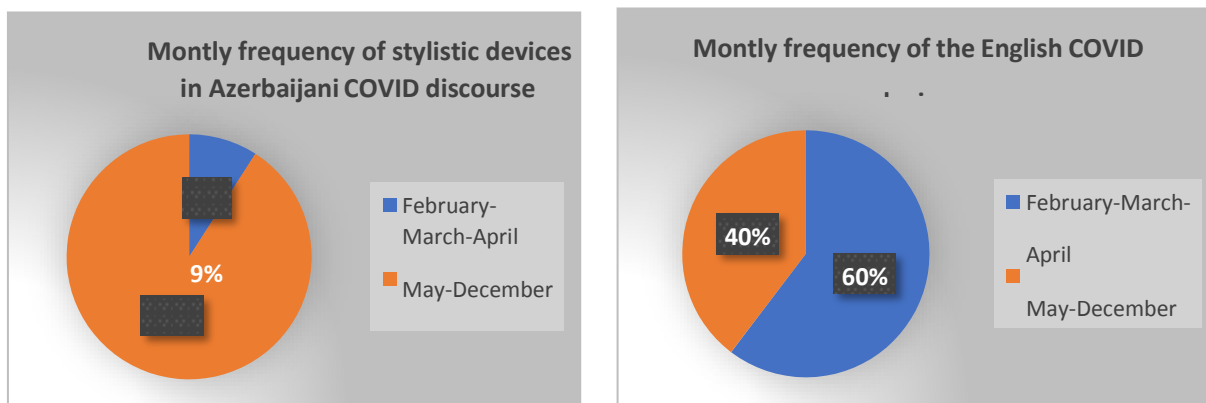
coronavirus was November 2019 in Wuhan, China, its danger and fast spread emerges on the eve of February and March of 2020. Thus, its declaration of being pandemic happened on March which signalled the seriousness and the danger of the process. Many studies have revealed that spring of 2020 was the pick of the pandemic, not only in cases, but also in the awareness and elucidating the people all over the world. As it was just the beginning of the pandemic, most people were ignoring it and underestimating the process. Starting from March many politicians and leaders started to make awareness and appeals for their people by using several persuasion techniques. Their main concern was to convey people to the seriousness of the issue. By providing the daily statistical cases about deaths and illness they aimed to make people be worried and take the situation serious. In this process, their language was their main tool since their persuasion techniques laid on their language style. Stylistic devices, as an important colours of the language style are supposed to be used much frequently in this period. In order to check the truthfulness of this idea we had to draw statistics according to the monthly data.

English data	Date
Invisible enemy	April
Defeat the virus	March
Battle against virus	March
China virus	July
War against Chinese virus	March
A foreign virus	March
Toughest enemy	March
Hidden enemy	March
Win the war	March
Waging the battle	March
Frontline of the battle	March
Countries are going through hell	July
Invisible enemy	June
Defeat this virus	June
Beat this disease	September
Keep this disease at bay	May
Invisible mugger	April
Physical assailant	April
Defeat the threat to our health	April
Battle against the virus	April
Combat the virus	March
Fight against COVID-19	April
To go into battle	April
Frontline workers	April
Win this fight	April
Frontlines of the fight	April
Fight this virus	March
The risk is very very low	March
Population must be very very careful	March
They could have stopped it. They could have stopped it easily. They chose not to	July
We must, must, must beat this disease	September
We saved many, many tens of thousand lives	June
It is a very very difficult time	June
To minimize, to minimize the suffering that this epidemic is causing	April
We'll beat, we'll beat, we'll do it	March

We are seeing continuous falls in the disease, in deaths, in incidents.	June
To work very, very hard to bring Canadians home	March
It's in our hands. It's in your hands	April
War for masks	April
Deadly pandemic	March
You cannot play football and social distance	May
Bullet train	March
Constitution dies of coronavirus	April
Ed-Sheeran post-coronavirus	August
Chinese virus gift to the world	March
Communist virus	April
Virus is happy	June
To fight the coronavirus, you need an army	July
Domino effect of coronavirus	March
Winning the war against epidemic	March
Uphill battle	December
Coronavirus pandemic has put the spotlight on the risks	March
we are at war with a virus	November
win the war on COVID-19	November
fighting the virus from New York to Utah	August
the battle against the coronavirus	May
coronavirus kills the oil industry	April
public-health war against coronavirus	March

Azerbaijani data	Date
Demokrat viruslar	December
Pandemiyaya qalib gəlmək	December
Olümün nəfəsi	September
Korona işarəsi altında	December
Pandemiya xəstə kommunizm kimi	December
COVID-19- smart inqilab, silahsız inqilab	December
Tibbi vampirizm	December
Sonun başlanğıcı	December
Pandemiyaya qarşı mübarizə	December
Allahın bəlası	December
Tacılı günlər	November
Cəbhədə mübarizə	November
Görünməyən düşmən	October
Aqgressiv virus	October
Tacılı mələk	September
Dünyaya yayılan bəla	February
Xəstəlik alovlanacaq	August
Xəstəlik nəzarətdən çıxacaq	May
Virusun yayılması	March
Dünyanın həbsi	February
Görünməmiş kabus kimi	Aprel
Virus dünyanı əsir etdi	May
Virus qapının zəngini çaldı -	April

We preferred to divide the COVID period in 2020 into two terms. The first part includes the months-February, March and April, whereas, the second part includes the rest of the months of 2020. The aim of making such kind of division lies on the fact that February-March-April months are the period when all world faced the reality and the danger of the COVID pandemic. Thus, this period is regarded as the peak of the pandemic since all record cases and record deaths happened in this period. Later, although there were different waves of the pandemic, they were not so much shocking or confusing since the countries had already faced and accepted the pandemic and took the appropriate measures.



Above mentioned diagrams illustrate the frequency of the used stylistic devices in both Azerbaijani and English COVID discourses. However, there is a sharp difference between the statistical results of these languages: As it is seen, stylistic devices in English COVID discourse are much more frequently used during the period of February-March-April, whereas, the situation is quite vice versa for Azerbaijani COVID discourse. The months of February, March and April for Azerbaijani COVID discourse is almost non-productive, as only 9% of the data is found in that period. However, for English language 60% of the data are found in the first part of COVID season, thus, in February-March-April.

If we search for the reason of that sharp difference and the reason of this quite opposite situation, we can put forward such kind of idea: Since the early development of the pandemic all Europe was heavily influenced by far-reaching results of the virus. As a result they took the serious steps in order to prevent the fast spread of the virus. In order to do so they were using several techniques like raising awareness for the seriousness of the issue, producing special advertisements describing the pandemic situation, preparing billboards and posters etc. Most of these processes were being done in English language, since English is the international language all over the world. It leads to the fact that during COVID pandemic English COVID discourse is not formed only in one country, whereas, many English speaking countries or the multilingual countries using English as one of their speaking languages were developing COVID discourse through their daily interactions. However, situation is quite different for Azerbaijani language. Azerbaijani COVID discourse, unlike the English one was formed only in one community, only in one country. Taking these issues into the consideration we come to the fact that is mentioned in research ethics: English is spoken by much more people rather than Azerbaijani. The formulation of COVID discourse in English language happened before than Azerbaijani which caused to the early usage of the words or the stylistic devices in English Covid discourse compared to Azerbaijani language. To consider these cases, the statistical result about the frequency of the devices that we got from the data shouldn't be surprising.

Therefore, from this statistics, it is visible that March and April were full with stylistic devices, since, as it was mentioned above, it was the pick of the pandemic and demanded much more emotiveness and persuasion strategies.

Conclusion

As a result of this study and the analysis of data we can draw such kind of conclusions:

- ❖ Both Azerbaijani and English languages are rich with COVID related stylistic devices. According to their scope of language use, Azerbaijani and English COVID discourses are stylistically colourful and emotive enough.
- ❖ The COVID discourse of both languages contains much more metaphors rather than other devices.
- ❖ The reason of such differences lays on the fact that the development of cognitive linguistics made metaphors as a part of our everyday speech and thinking.
- ❖ The frequency of the usage of stylistic devices in both languages differs according to the months. In overall, the determination of the months for the frequency depends on the peak or the decline of the pandemic.
- ❖ According to the result that we got from the statistics of monthly frequency for both languages, there are quite opposite statistical numbers. Only 9% of the data for Azerbaijani COVID discourse is found during the first period of pandemic- February, March, April, however, for English COVID discourse 60% of the data is in the first period.

In this study, we intended to show the stylistic impacts of COVID pandemic on Azerbaijani and English languages through the corpus prepared by the data from media sources of both languages. Thus, according to the several observations and studies we described the pandemic situation in the stylistic language.

Limitations and Recommendation

This study dealt with investigation of stylistic devices in Azerbaijani and English COVID discourses. The study was conducted through the corpus formulated by the data from the COVID season of 2020. The all collected data were derived from various sources where COVID related news or information were quite common and popular. However, as COVID became a pandemic all over the world, its scope couldn't be limited by countable sources. Therefore, it would be better for later researchers to investigate many other sources in order to find more data.

On the other side, as it was mentioned, the study covers only the year of 2020, so the year of 2021 was not included to this study. COVID issues in 2021 was related mostly to the issue of vaccine and vaccination. So, it is assumed that the COVID problems and issues were not the same with that of in 2020. Previous year was focusing on the issues like creating awareness for the pandemic, appeal for taking the illness serious, demanding to follow the hygiene rules, staying home, keeping the social distance etc. Although these issues were still important and demanding in 2021, there were much important and new things. These differences were also reflected in the language. It is supposed to find less COVID related stylistic devices in 2021 rather than in 2020 since the language day by day becomes realistic. As there is no need for persuading the people or describing

to what extent the pandemic is serious, language became purified from stylistically colourful terms and rhetoric effects.

Therefore, for later researchers it is advised to make this study for the year of 2021 with the “COVID Vaccine related stylistic devices or language”. If we search for the data or any material for this study, we can find interesting facts. One of them was done by Yusuf Manna (2021) who called his paper like “Democratizing the Covid-19 Vaccine”. However, as vaccine period was a period when all the people were aware of the pandemic situation and its seriousness and danger, there was not any demand to convince people by using rhetorical language. That’s why it is assumed to find less vaccine related stylistic devices on this scope. It would be better to make a study on “Vaccine related COVID language” by investigating papers or the direct speeches of founders or distributor speeches of SINOVAC, Pfizer, Astra Zeneca.

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Analyzing the Impact of COVID-19 on the Entrepreneurship in China

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Abstract

The objective of this research is to examine the variables that encourage and constrain entrepreneurship during the COVID-19 pandemic. 20 in-depth discussions with entrepreneurs running micro, small, and medium-sized businesses using the qualitative technique. NVivo12 was used to transcribe interviews and produce themes for qualitative data. COVID-19 has had a negative impact on China's entrepreneurial activities, according to research. Entrepreneurial activities and responses to the COVID-19 problem and their future intentions were determined to fall into three primary types. This study provides insights light on the challenges entrepreneurs encounter while attempting to adhere to standards such as lockdown, social isolation, and operating hours. Entrepreneurship literature and empirical research may benefit from the results of this study, which adds to the body of knowledge on how to build effective ecosystems that aid entrepreneurs. This report recommends that administration and non-government players establish methods for entrepreneurial revitalization after COVID-19. One of the first assessments of the COVID-19 pandemic's potential impact on entrepreneurship has been published. In addition, it makes proposals for more study and ways to enable businesses to deal with the problem.

Keywords: Entrepreneurship; COVID-19; Entrepreneurial; China.

INTRODUCTION

The emerging study focuses on crisis management in organizations and enterprises. Addressing a crisis or tragedy is an expanding research subject. When a system is out of harmony, strategic management is used to restore it (Yarovaya, Brzeszczynski, et al. 2020). In terms of emergency preparedness, an organization's capacity to return to its pre-crisis form and operate reliably in the face of adversity falls under the umbrella of perseverance. Below are some of the findings of recent research on organizational adaptability. There are two types of endurance: (a) renovation and the establishment of innovative functionality; (b) the capacity to grow "constructive approach" and "reactionary" abilities in order to improve the level of recognizing and responding to interruption at different phases of COVID-19, such as before, during, and after crisis; resilience has three factors, notably "scheduled" and "accommodative," which can be regarded as different pathways for organization performance, and entrepreneurial orientation is well-known for managing COVID-19, malfunctions, and unexpected problems in order to maximize the recovery of organizations (Corbet et al. 2019). Resilience also has four key structures: (c) preparation, ability to respond, manageability, and acquiring knowledge. In this work, we want to make new contributions. We seek to examine the effect of both positive and negative consequences, such as the danger of failure and the opportunity to take advantage of it, and how certain COVID-19 management practices might improve an association's assertive adaptability (Umar, Jareño, and González 2021).

As a result of the COVID-19 pandemic as well as the economic depression, flooding and hurricanes, international concerns, and so many other crises and catastrophes, experts have examined the best methods to deal with them (Pesaran, Shin, and Smith 2001). "environmental catastrophes," "emergencies," "crises" COVID-19 pandemic catastrophe, which began in late 2019. The lockdowns resulting in an unexpected and rapid negative effect on the world economy are the topic of this article. Because of the COVID-19 pandemic may be categorized as a crisis and catastrophe. On the other hand, lockdowns were an unforeseen issue that sprang from organizational, social, and national scheduling and administration failures. Because these reasons are manufactured, they might also be termed crises. Based on the underlying cause of the occurrence, (Walther et al. 2019) differentiated between crisis and catastrophe. Since the pandemic's impacts and not its origins are the subjects of this essay, our results may also be applied to crisis and catastrophe management. Several writers have used a similar approach to create their framework for crisis and catastrophe management (Qin et al. 2020).

Managerial adaptability and emergency handling have been studied frequently in the literature. We intend to research how the COVID-19 pandemic crisis-affected companies both adversely (risk of failure) and favorably (improved performance). Since EVs are recognized as innovative in their pursuit and realization of possibilities it would be beneficial to investigate them from an opportunity perspective. There is also a high rate of failure for electric vehicles (EVs) simultaneously. (Omane-Adjepong and Alagidede 2019) emphasized the need to examine the resilience of SMEs. Therefore a study of EVs during a catastrophe would be suitable. As a result, to better understand how EVs responded to the COVID-19 pandemic catastrophe, this research focuses on EVs. Intriguingly, electric vehicles (EVs) have shown varying responses to crises. An oil and gas boom might contribute to better economic performance in impacted areas over the medium and long periods. There has been a lot of discussion in the United States on how energy may be used as a "jump-start" for long-term development (Su et al. 2020). Suppose the recent development of the shale oil and gas sector acts as a 'great push' that pushes

resource-rich rural and urban towns to a new development path via the locally collected wealth that enhances local perpetration. In that case, technically, this is achievable. The exploitation of unusual renewable energy sources can increase domestic demands enough to motivate businesses to develop and expand the regional economy, resulting in self-sustaining growth.

This year's COVID conference needs new research on entrepreneurship to lead the entrepreneurial mindset to maintain and grow businesses. This research was prompted by the current epidemic that has devastated small, medium, and big businesses alike. Entrepreneurs performed various steps during this important period, including seeking financial help, changing company strategies, embracing digitization, etc. Thanks to new research opportunities created by the outbreak, it is now possible to look at ways to keep the entrepreneurial activity going in the face of pandemics. Entrepreneurship research for scholars, academics, and other researchers will benefit from investigating the challenges entrepreneurs experience during COVID-19 in China. Pandemic-sensitive corporate habits may help China's enterprises, according to this tool.

LITERATURE REVIEW

Over the past forty years, China's market has improved tremendously (Umar, Jareño, and Escribano 2021c) In the context of China's economic growth, innovation is essential to the creation of a slightly elevated economy. Digital revolution and innovative research show that the influence of the COVID-19 on entrepreneurship and small business, outputs, and capacities is examined in the literature. A growing body of evidence supports the assumption that ubiquitous Internet usage hastens the dissemination of ideas and information, encourages the adoption of cutting-edge technology, and increases entrepreneurial activity. (Kumar and Anandarao 2019) studied the digital disparity among older and younger persons in digital cooperation. The researchers observed that younger persons were more likely to respond to a stimulus email with their responses. (Zhang et al. 2021) study indicated that enterprise finance and financial structure could enhance enterprise management, speed up innovation accomplishment, and increase innovation performance. COVID-19 and entrepreneurship have been shown to boost the amount of corporate innovation and improve firms' capacity to innovate, according to Cui et al. (2018). Scholars are not hard to find who feel that the growth of the Internet may spur creativity. A few academics have looked at the influence of digitalization on the implementation of sustainable efficiency. However, the link between the two has not been further examined from a non-linear viewpoint in the available literature. On the other hand, according to (Symitsi and Chalvatzis 2019) the Internet's "search" and "communication" capabilities, which allow researchers and developers to communicate and share information more easily, may enhance the effectiveness of new product creation. Wu et al. research reveal that the Industry's impact on development efficiency is becoming more non-linear.

Small and Medium Enterprises Development Authority conducted a study of 940 businesses in January 2020 and found that 95 percent of them had reduced activities, 91% had supply chain disruptions, 90% had financial concerns, and 24% had lost up to 100% of their export orders. According to the Global Entrepreneurship Monitor report before the COVID-19 outbreak, China's national entrepreneurial context index rated just 4.25 out of 10. Entrepreneurs were in a far worse condition during the COVID-19 epidemic, according to the SMEDA study. The

impact of Covid-19 on China's small and medium-sized enterprises (SMEs) has been studied by the Sustainable Development Policy Institute (SDPI). This means that more than half of the country's small and medium-sized businesses (SMEs) would decrease in revenue and profit. Over 8.85 million small and medium-sized businesses (SMEs) could not survive a one-month lockdown, according to SDPI. About 5 million small and medium-sized businesses (SMEs) will need financial assistance to restart after the lockdown. The present scenario will disrupt the supply chain for small and medium-sized enterprises (SMEs) and their financial sustainability(O'Connor et al. 2015). China's small and medium-sized enterprises have been devastated by the country's economic collapse due to Covid-19.

METHODOLOGY AND DATA SOURCES

The interview method is well-known as qualitative research(Hussain Shahzad et al. 2020). A research study and a gathering procedure meet in person. The researcher and the subject talk about. This research used semi-structured questionnaires to generalize for a bigger sample. An in-depth interview helps design surveys, choose questions, and assess content validity. The contact between researcher and participant helps grasp their viewpoint, thoughts, and feelings about a particular subject.

The in-depth interview approach has certain drawbacks. As a result of uncertainty and lack of comprehension relating to the participants' particular issues, investigators may not acquire a thorough response(Yarovaya, Matkovskyy, and Jalan 2020). Second, meetings might be canceled due to miscommunication between the participant and the researcher .Third, elite prejudice – the interviewers may encounter responsible individuals instead of non-elite viewpoints, resulting in bias and lack of understanding of certain subjects . There are numerous solutions to these issues. To avoid misunderstanding in terminology, questionnaire items were written in Chinese with a clear format. (Shahzad, Hassan, and Yusuff Aremu 2021)aided in collecting accurate and meaningful replies. The interviewer might reply by shifting away from the issue, rephrasing the question, or stopping or terminating the interview. To combat elitist prejudice, we chose "entrepreneurs" who owned or managed micro, small, or medium-sized businesses during the COVID-19 outbreak.

Each entrepreneur was interviewed individually to verify that they were operating before the COVID-19 outbreak in Pakistan forced a nationwide shutdown of all businesses. The research participants were selected via purposive sampling. Small and medium-sized businesses (SMBs) are defined as employing "1 to 9", "20 to 50", or "51 to 250" people, respectively, by the State Bank of Pakistan. Sixteen small-business entrepreneurs and two medium-business owners were interviewed. From December 24 to 27th, 2020, 20 entrepreneurs were interviewed. In order to maintain privacy and secrecy, interviews were done in private. First, the researcher introduced himself and explained the study's goal. A consent document and open-ended questions compose the interview guide.

They all consented to be sound, and each interview was coded to keep it secret. The COVID-19 epidemic and its influence on entrepreneurship were specifically addressed in the interviews." How do you plan to grow and maintain your company?" In your company's growth, what variables help and hinder you? How do you handle your company during a Coronavirus outbreak? What knowledge and abilities do you need to survive and grow your

company amid COVID-19? Is it possible to expand your company while dealing with the COVID-19? (Before and after the COVID-19 crisis) When operating your company during a COVID-19 outbreak, what challenges did you face, and how did you overcome them? During the COVID-19 scenario, do you see the prospect of expanding an existing company model? In the case of COVID-19, what will occur to the company if it plans an expansion? (In a COVID-19 scenario, what are the repercussions of failure?) How do you achieve in your present business position without these qualities, information, abilities, or expertise? Each interview lasted 40 minutes on average. The researcher transcribed and compiled interview notes later on. Before beginning the transcribing process, a summary was produced.

FINDINGS

The textual evaluation method assessed and analyzed copious notes and transcripts to monitor divisions and topics. The text approach is the most commonly used quantitative research tool (Boguslavsky, Sharova, and Sharov 2021). Context assessment is a systematic method of analyzing information and locating themes. This method analyses body language, auditory, and visual data. There were no significant differences between the two groups regarding code identification. Word cloud analysis was used to find the most common words in the text. Thematic analysis was used to find sentences and repetitive phrases relevant to the queries. Reading and rereading transcripts helped familiarise us with data, which helped us identify patterns and explain why businesspeople behaved the way they did during the COVID-19 epidemic. With the COVID-19 epidemic looming, the data analysis revealed useful insights and proposals from businesses. Study participants' characteristics. Amidst the COVID-19 epidemic, provides topics and categories that arose from interviews with businesses. Themes and categories are further described using participant verbatims by specifying codes such as ENT1, ENT2, and ENT3.

Table 1. Characteristics of study participants.

Code	Age	Gender	Education	Years in business	Size of enterprise	Type of business
ENT-1	26	Male	Grade 10	22 years	Small	Restaurant
ENT-2	50	Male	Grade 10	29 years	Small	Restaurant
ENT-3	45	Male	Grade 10	27 years	Small	Grocery store
ENT-4	35	Male	Bachelor	3 years	Small	Pizza shop
ENT-5	42	Male	Grade 10	13 years	Small	Motorbike dealership
ENT-6	30	Male	Bachelor	10 years	Small	Cosmetic
ENT-7	43	Male	Grade 12	8 years	Small	Sanitary store
ENT-8	27	Male	Master	2 years	Micro	Food Café
ENT-9	27	Male	Master	4 years	Micro	Pharmacy
ENT-10	40	Male	Grade 12	17 years	Small	Motorbike dealership
ENT-11	35	Male	Grade 10	18 years	Small	Sweets and Bakers
ENT-12	30	Male	Bachelor	10 years	Small	Hardware store
ENT-13	30	Female	Bachelor	3 years	Micro	Clothing Boutique
ENT-14	37	Female	Master	4 years	Small	School
ENT-15	30	Male	Bachelor	10 years	Micro	Cloth Merchant
ENT-16	36	Male	Bachelor	4 years	Micro	Transport
ENT-17	33	Male	Grade 12	10 years	Medium	Travel agency
ENT-18	30	Male	Bachelor	13 years	Medium	Computers

According to this research, government and institutional assistance for businesses impacted by the COVID-19 epidemic is critical. A COVID-19 crisis topic, primary categories, and subcategories. The study found that participants prefer current business techniques employing digital technologies to reduce operating expenses and enter a new market (Umar, Jareño, and Escribano 2021b).

Entrepreneurs seek financial help, new business collaborations, and peer lending to cope with the COVID-19 epidemic. Most young and aspiring entrepreneurs seek advice on new business lines and markets. Some investors are waiting for the epidemic to stop. However, they all expected government backing in tax breaks or interest-free loans (Umar, Jareño, and Escribano 2021a).

COVID-19 has crushed Pakistani MSMEs. From June to July 2020, entrepreneurs struggled to maintain their enterprises, and many shut down. Because of the state's COVID-19-related lockdowns, they could not pay wages, utilities, and business space leases. These lockdowns also broke people's buying power, limiting small and medium company activity. Since the epidemic drove entrepreneurs to shrink until the COVID-19 crisis passed, many firms and enterprises were forced to close. Micro, small, and medium enterprises (MSMEs) account for

90% of all businesses in China. Around 14 million businesses provide 50% of the country's GDP; 7 million are business and commercial, 10 million are services, and 11 million are industrial. In China, almost one percent of MSMEs are owned by women, and the majority are unregistered (Nguyen et al. 2019). These SMEs include ready-made clothing, footwear, car components, leather goods, and healthcare products. Because of the epidemic, daily wage employees are unable to earn. The government is working hard to safeguard firms and entrepreneurs by not firing employees for three months. The study's respondents noted that the declaration supported formal private-sector workers, while irregular government workers were not and lost employment. Visitors will be unable to travel. Hence most companies are impacted.

CONCLUSION

During the epidemic of COVID-19, businesspeople in China had difficulty sustaining and expanding their enterprises. According to the research conclusions, the impact of COVID-19 on Pakistani micro, small, and medium-sized businesses has been negative. In China, the government's insistence on shutting down small company operations to limit the spread of COVID-19 was a key cause of the demise of many small businesses. In the middle of the COVID-19 issue, entrepreneurs want assistance in strengthening their ability to deal with digitalizing their company models. SME entrepreneurs in China lack technology literacy, which necessitates the incorporation of innovative concepts in the digitalization of business models. In China, where 84.68 percent of the population has access to mobile phones, mobile-based business solutions may act as a digital marketplace to link firms and customers.

Furthermore, this research indicated that SMEs lacked emergency planning and capacity development trends, which resulted in considerable harm to SMEs when Coronavirus produced the pandemic. A similar conclusion found that 83 percent of small and medium-sized enterprises (SMEs) were unprepared for the COVID-19 epidemic and had no plans or strategies to cope with an unanticipated event like a Coronavirus pandemic. Small and medium-sized enterprises (SMEs) lacked the expertise and ability to adapt their business models to the new conditions of social isolation and economic restraint. This pandemic might allow SMEs to reframe their objectives by including capacity development for unforeseen scenarios such as the COVID-19 pandemic in their plans. It is not possible to extrapolate the results of this research to other geographical or commercial contexts since it was done in China and targeted entrepreneurs running micro, small, and medium firms. Extending this investigation's regional and topical scope will help it become more universal.

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Aydar-Arnasay Lake System and its Area Prospects for Tourism Development

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Abstract

Aydar Lake is called "Turquoise River between the sands". These lands will amaze even people who have seen a lot, are aware of a number of beauties of the world and unique natural phenomena. Aydarkol is a unique ecological antipode of the Aral Sea. All the amenities allow foreign and domestic tourists to live in a unique nature reserve and national grass camps. Boating, fishing and bird watching on Lake Aydarkol, or horseback and camel rides across the Kyzylkum Desert will be a lifelong pleasure for our tourists. Aydarkol is an ecotourism destination for the development of ecotourism, fishing, hunting tourism and other areas of tourism.

Keywords: Aydar-Arnasay, natural laboratory, Kyzylkum desert, Tuzkon Lake, national grass camping, "Leisure Coast" tourist zone

INTRODUCTION

Tourism has entered the 21st century as a socio-economic sector that has a huge positive impact on the world economy. According to the World Tourism Organization, tourism accounts for 10 percent of the world's production and service turnover. The development of international tourism over the past 20 years has been marked by strong exports of goods and services to world markets. In other words, exports of tourism services grew by 8%, accounting for 30-35% of total global trade in services.

According to statistics from the World Tourism Organization, the number of international tourists will reach 1.6 billion by 2025. tourism revenues to reach \$ 2 trillion It is expected to be in US dollars. It is estimated that the steady growth of tourist flows will increase to 3-5% annually. During the years of independence, Uzbekistan has created the necessary organizational and legal mechanisms for the development of the industry, and the government has adopted relevant regulations. Work in this direction continues today. As a result, according to the World Travel and Tourism Council (WTTC), the Republic of Uzbekistan is included in the list of 10 countries with the fastest growing tourism sector.

Our country has developed various areas of tourism, one of which is hunting tourism. Hunting tourism - legal norms of hunting have been created in the republic, which has great potential in various areas of hunting, natural watersheds of river basins, foothills, deserts and hills. Examples include the Nurata, Forish, Burchmulla, Bakhmal, Zaamin mountain zones, the Arnasay, Aydarkol, Todakol, and Shorkol reservoirs; We can mention the Ustyurt plateau, Kyzylkum, Konimeh desert zones.

THEORETICAL BASIS

Uzbekistan's unique nature, beautiful landscapes, majestic mountains, vast deserts, unique flora and fauna, many thousands of years of natural monuments will fascinate everyone. This allows you to organize unique eco-tours in all four seasons. For example, while tourists are attracted to the beautiful nature park in the summer, mountain forests, natural ponds, lakes in the desert, natural monuments, in winter resorts attract skiers.

The Aydar-Arnasay basin is located between the largest mountain ranges and deserts of the natural geographical region of Central Asia, ie in the intermediate zone of the mountainous and foothill areas of West Turkestan, which is connected with the Kyzylkum desert. It is no exaggeration to say that the Aydar-Arnasay basin is a "natural laboratory" area, which is rapidly developing under the interaction of mountains, hills, deserts and large water bodies. One side of the lake is connected with the Eastern Kyzylkum Desert, and the other side is connected with the Nurata ridge. Although the area of the Aydar-Arnasay basin (about 5,000 km²) is small, it differs from other basins by its biological diversity and fascinating nature. The central part of the Aydar-Arnasay basin is occupied by the Aydar-Arnasay lake system (AALS). The AALS has an area of 3791 km², a water volume of 44.19 km³, a length of 350 km from west to east, and a width of 2 km to 40 km from north to south. The increase in the size of the lake, in turn, is the basis for microclimate change, the emergence of new flora and fauna, the expansion of coastal zones and, in turn, the development of tourism. In order to further increase the efficiency and rational use of biological resources and the development of tourism, in recent years the Cabinet of Ministers of the Republic of Uzbekistan has adopted 2 important decisions (№. 124 of 07.03.2017 and №. 347 of 22.04.2019). In 2017, practical work began on the establishment of "tourist zones" on the shores of the AALS.[2,3]

RESULTS

The Aydar-Arnasay lake system is one of the natural places in Jizzakh region where ecotourism can be developed. A person traveling to the system of lakes can first see a huge body of water and the Kyzylkum adjacent to it on one side and the mountain ranges behind it that are wide blue on the other.[1]

Aydar Lake is called "Turquoise River between the sands". These lands will amaze even people who have seen a lot, are aware of a number of beauties of the world and unique natural phenomena. Aydarkol is a unique ecological antipode of the Aral Sea.

That is why nature lovers call it "a jewel in the heart of the Kyzylkum". The value of the lake is that it has created a favorable natural environment for the conservation of biodiversity of Jizzakh and Navoi regions, the preservation of flora, fauna and flora, their free reproduction. The flora of this place is also unique, with 300 species of flora, including 25 species of algae. The fact that the shores of the lakes are covered with dark groves makes it even more charming. The Aydar-Arnasay lake system plays an important role in the breeding of rare birds. For example, 463 species of birds can be found in our country, of which 280 species build their nests around Aydarkol. Given the importance of large-scale work to improve the ecosystem of the basin, the conservation of endemic species of flora and fauna, it is noteworthy that in 2008 the Aydar-Arnasay lake system was granted the status of Internationally Protected Lakes by the Ramsar Convention Secretariat.

In order to observe the nature of the AALS and the surrounding ecotourism area and to hunt in the designated area, Arab tourists regularly come to rest twice a year (in spring and autumn). The interest of Arab tourists in the area, the harmony of lakes and deserts and the richness of the bird world, as well as the observation of the movement of birds flying to the hot regions in spring and autumn through the AAC and hunting some permitted birds are also frequent. The most notable aspect of Arab tourists hunting is that they mostly use falcons brought with them during the hunting process. Hunting with falcons does no more harm to nature than hunting with hunting rifles.

DISCUSSION

Another aspect that attracts tourists to AALS is fishing. 22 species of fish live in AALS. Of these, 13 species are local. In the 1960s, in order to develop fisheries in Uzbekistan, clear canals and ditches of various weeds, and reduce malaria-carrying mosquitoes, various fish species were imported from the northern watersheds of the former Soviet Union multiplied. For example, white amur, gambuziya, dongpeshona and others. In total, 14 species of fish are

of great hunting importance. These include squirrels, squirrels, white squirrels, corpses, pikeperch, squirrels, squirrels, squid, squirrels, and others.[4]

AALS catches more than 500,000 tons of fish a year. Fishing with the help of small nets is a unique obstacle to the development of the industry. Fishing with hooks will do very little damage to the fishing industry, which is looking to catch with nets. For this reason, it is necessary to create special areas on the shores of the AALS and to start fishing only with the help of hooks. This in turn leads to an increase in the flow of interesting vacationers fishing on the shores of the lake. Most of the tourists who come to AALS aim to swim and fish. Lake Tuzkon is the best place for swimming and recreation. Tuzkon Lake water is rich in various mineral elements and also has natural healing properties if there are various rashes on the body of a bathed person. In addition, the sandy shores of Lake Tuzkon serve as a natural beach.[5,6]

The rich flora and fauna of this place attracts the fans of nature like a magnet. The interesting recreation on the waterfront shows that the tourist potential of the lake is promising. Therefore, a number of projects for the development of ecotourism in the region are being implemented through the efforts of the Jizzakh regional administration. According to him, five places with a capacity of 150 seats are being built to receive foreign and domestic tourists.

Together with the Jizzakh regional administration, a number of measures have been identified to create and develop a tourist zone in the Aydar-Arnasay lake system. In particular, the development of water recreation and beach tourism in the new tourist zone "Leisure Coast", the initial calculation of the cost of laying railways to transport passengers to the Aydar-Arnasay lake system and the development of engineering and communication networks, regular bus The development of tourism and related infrastructure with the involvement of business entities will undoubtedly increase the tourist attractiveness of Jizzakh region [7].

Currently, active work is underway to attract investment in the Aydar-Arnasay lake system, one of the most promising tourist destinations in the region. A number of our proposals in this area have been accepted for consideration by foreign investors.

CONCLUSIONS

Within the framework of these projects, the Aydar-Arnasay lake system will provide services in such areas as fishing, trips to water bodies, ornithological tourism. It is natural that tourists will leave an unforgettable impression on modern campsites and national pastures, meaningful recreation, camel and horse riding, witnessing the process of preparation of kimran and tasting its amazing taste.

These are the efforts being made to turn Jizzakh region into one of the major tourist centers in the coming years. Indeed, the development of ecotourism not only satisfies the aesthetic needs for recreation through the rational use of natural resources, but also preserves the existing existence and creates a solid foundation for its legacy to future generations.

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Quality Job Creation as a Cornerstone for Sustainable Economic Growth

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Abstract

The article describes an in-depth analysis of ways the country could best consolidate achievements from its recent policy reforms and maintain efforts aimed at accelerating sustainable economic growth to create more and better paid jobs. In the economic literature, they are also referred as *de novo* enterprises or firms. The article identifies key elements critical to quality job creation, including fostering macro and microeconomic stability, reducing underinvestment in physical infrastructure, enhancing human capital, improving firms' access to finance to promote development of the private sector and modernization of the financial sector and lowering barriers to international trade and foreign investments inflows. In particular, we investigate gross job creation and destruction in newly established private (*de novo*) firms and "traditional" ones, being state owned and privatized firms and find that the *de novo* private firms are the most dynamic ones in terms of job creation. As result of the research we find that state owned enterprises are not significantly different in their employment behavior from privatized firms, where mixed effects of competition on employment growth. Therefore, the result could be evidence that suggests efficiency wage payments are important for employment growth in couple of CIS countries.

Keywords: state-owned enterprises, privatization, competition, market economy, financing etc.

Introduction

The primary purpose of the research is to analyze the job creation and job destruction processes in CIS countries¹, which are currently experiencing transition process from formerly centrally planned economies to market ones. Research results will allow measuring degree of restructuring of the national economy, and to identify and analyze policy variables, which have effect on the work of *de novo* enterprises, one of the "engines" of the transition process.

It is commonly agreed that the objectives of the transition process from planned to market economy are (Roland, 2000):

¹ CIS countries are Azerbaijan, Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Uzbekistan and Ukraine.

1. Improving allocative efficiency by correcting the distortions of socialism through the introduction of flexible relative prices and the creation of a competitive market environment open to a world economy
2. Stabilizing the macro economy, which is necessary for a correct functioning of the price system
3. Providing better incentives and corporate governance arrangements to make firms respond to market signals
4. Creating government institutions “adequate” for a market economy, which can provide political stability, protection of private property rights and enforcement of the rule of law

De novo enterprises sector plays a vital role in the transition process and is one of the most efficient tools of meeting the above-mentioned objectives. The reason for making statement like this is the availability of empirical evidence supporting this point of view. For example, Bilsen and Konings (1998) in their firm-level survey of 431 enterprises in Romania, Bulgaria and Hungary found that the *de novo* firms were the most dynamic in terms of job creation and job destruction comparing with privatized and state owned enterprises. This means *de novo* enterprises provided the deepest restructuring, where unproductive jobs were destroyed and replaced by more productive ones, leading to so-called creative destruction. Moreover, study of OECD and European emerging markets done by Scarpetta (2005) showed that *de novo* enterprises played an important role in restructuring of the national economies resulting in expansion of the sectors, which were underrepresented under communist regimes (usually trade and services) – job creation, and contraction of overdeveloped sectors (usually industrial sectors) - job destruction. Furthermore, in the study it was found that new firms were more productive than the incumbents adopting new and more efficient technologies, counting for more than 40% of productivity growth in certain countries (Latvia and Estonia).

Theoretical Framework

The creative destruction process not only allowed redeploying resources from obsolete to more productive firms, but also pushes incumbent firms towards efficiency-enhancing investment. A strong link between firm turnover (entry and exit rates) and the productivity growth of incumbent firms across countries and industries was identified.

Another supporting argument is that according to Jackson, Klich, and Poznanska (2003), who studied last Polish elections, the *de novo* firms, the individuals they employed, and the residents in the local areas where they existed became an important constituency supporting pro-reform parties and constraining the actions of the parties less sympathetic to the reforms. The political events and parties’ platforms leading to and following 2001 election support this proposition. We can say that *de novo* enterprises sector, its expansion, helped to undermine and reduce the political constraints, which could become an obstacle on the way of the transition process.

These examples indicate that *de novo* enterprises are powerful “engines”, that can move economic reforms and their implementation further to the next stage.

Obviously, the effect of the creative destruction depends on the business environment existing in the country. Lack of access to credit, corruption or weak infrastructure may prevent

the ability of firms to expand once they have entered. Moreover, providing special treatments to well-established businesses may defend them from competitive pressure, creating significant entry barriers for new firms and weakening incumbents' incentives to invest efficiently. Therefore, we may say that business environment and government's policy to change it have significant effect on *de novo* enterprises. Moreover, there is already empirical evidence, confirming that policies of the governments affect the economic growth and development in the countries (Radulescu, Barlow, 2002; Havrylyshyn, van Rooden, 2000).

Therefore, we may conclude that *de novo* enterprises play very important role in transition process, but their performance is subject to the government's policy.

As we could see above there is vast research done on the topic, but very limited work is done about the countries - members of the Commonwealth of Independent States. This work is an attempt to close that gap, to investigate the role of *de novo* enterprises in restructuring process, and to identify the effect of government policy on the work of this sector.

For example, Uzbekistan has achieved sustained growth through its gradual transition to a market-based economy. This involved cautious economic policy reforms such as liberalizing prices of energy and fuel while maintaining a high level of state control. Despite the gradual approach to development challenges following its independence, the country experienced in the 1990s the smallest output decline among former Soviet economies and enjoyed high rates of economic growth from 2004 to 2015, largely driven by the high prices of its major export commodities. The pace of reform is unprecedented, and the government has formulated its long-term economic strategy in its Vision 2030, which aims to double the country's gross domestic product by 2030 through a program of economic diversification.

Employment creation can be stimulated by additional government action in three areas. The first priority area is to improve firms' access to finance by focusing on small and medium-sized enterprise development and financial sector modernization. To do this, the government should develop the nonbank finance industry and market-based instruments, establish a high-quality financial structure to modernize the banking sector, and strengthen the use of digital finance solutions to promote financial inclusion. The second priority area of future reforms is to enhance market competition through greater participation in regional and global trade and improve the business climate to attract more foreign direct investment inflows and facilitate job creation. The third priority for government action relates to addressing the longer-term constraints associated with the economy's infrastructure stock and level of human capital. A comprehensive infrastructure program focusing on transport and energy would facilitate the country's access to global markets while concomitantly supporting output and employment growth. Finally, education and skills improvements aimed at fully responding to job market needs are required to meet the challenges of a modern diversified economy.

Research method and objectives

The research aims are

- (a) To identify whether job creation and job destruction processes in enterprises lead to restructuring from planned to market economy in CIS countries,**
- (b) To critically analyze direction and magnitude of the effect of the public economic policy on the sector of the *de novo* enterprises in CIS countries.**

According to the research aims, we define the research objectives as follows:

1. To measure the degree of restructuring in the national economies through the analysis of the features of job creation and job destruction processes in CIS countries
2. To analyze the dynamics of the development of *de novo* enterprises sector over time in CIS countries
3. To determine the set of variables in public policy, and to analyze their effect on the sector of the *de novo* enterprises and its development dynamics over time
4. Basing on the research results, to undertake assessment of the effectiveness of the CIS countries' policies on restructuring of their national economies and to provide sound and concrete recommendations on improvement of the effectiveness of public policymaking in this area.

In the old system, certain sectors, particularly service and trade, were underdeveloped, while manufacturing sectors were overdeveloped. Therefore, the first outcome of restructuring was a reallocation of jobs and other resources from manufacturing to newly emerging sectors. Mainly newly established private firms, so-called *de novo* enterprises, represent newly emerging sectors. Therefore, *de novo* enterprises are expected to outperform other firms, namely state-owned and privatized firms, in terms of job creation. In other words, number of new job places created in *de novo* enterprises will be much higher than in state-owned and privatized firms. As to job destruction, converse situation is expected. Basing on the work of Bilsen and Konings (1998), our hypothesis states that if *de novo* enterprises outperform state owned and privatized enterprises in terms of job creation this can be considered as the sign of restructuring. In addition, we expect that over time the difference between job creation and job destruction of *de novo* and other ownership types of enterprises should diminish, reflecting the progress in restructuring. We think the track of job creation and job destruction in various types of enterprises over time should allow us to define whether job creation and job destruction result in restructuring and to measure the degree of the restructuring undertaken in the national economy.

Findings and Discussion

Moreover, degree of restructuring can be measured through determination of the share of between-sector job flows in overall level of job flows. According to Bilsen and Konings (1998), at early stages of restructuring job, flows are to be observed predominantly from manufacturing (overdeveloped) sectors to trade and service (underdeveloped) sectors. Therefore, major share of job flows is between sectors. Hence, our second hypothesis states that if we measure the share of between sector job flow and its change over time, we will be able to make conclusions on the degree and progress of restructuring process within the national economy.

Moreover, as we said before we expect that government's policy will have an effect on the performance of *de novo* enterprises. We suggest that the following features will reflect the national economic policy:

- Fiscal and monetary policy
- Protection of private property rights
- Enforcement of the rule of law
- Degree of corruption

- Taxation
- Access to capital markets
- Price liberalization
- Trade and foreign exchange regime
- Competition policy
- Foreign direct investment

Analysis of data. In our work, we intend to use firm-level national datasets covering all enterprises being registered within CIS countries. This type of datasets can be obtained through national bodies of statistics, which exist in all country-members. We expect to obtain national-specific dataset for each country. The structure of the requested dataset is as follows:

Firm title	Year of establishment	Year of exit (if relevant)	Number of employees				Type of ownership			Sector	Country
			2001	2002	..	2004	2001	...	2006		

Firms will be divided into three ownership categories, de novo firms, state-owned firms and privatized firms. The de novo firms are those that have been private since they were established. This category of firms does not contain spin-offs from previously SOEs. This will be controlled using the information on change of the ownership type within the researched period of 1991-2006. The category of state-owned enterprises includes 100% state owned unincorporated and joint stock companies, and majority state owned companies. Privatized firms are those, which were privatized from the SOEs, which started operating before transition. In addition, this category includes minority state - owned companies.

We expect to estimate the policy variables through the set of indices given in the table below:

Fiscal policy	Budget surplus
Monetary policy	Inflation rate
Protection of private property rights	Sub-index Heritage Foundation
Enforcement of the rule of law	Sub-index Freedom House
Degree of corruption	Transparency International
Taxation	Sub-index Heritage Foundation
Access to capital markets	EBRD index
Price liberalization	EBRD index
Trade and foreign exchange regime	EBRD index
Competition policy	EBRD index
Foreign direct investment	National Statistics Bodies

We aim to obtain data for the period 1992-2006, for all country-members of CIS. This will allow us to construct a panel dataset for 13 years and 12 countries, leading to 156 observations.

Measures of job creation and job destruction. Below we would like to introduce the rates, through which we expect to measure job flows in CIS countries.

Following the methodology developed by Davis and Haltiwanger (1992) we calculate the size of firm i at time t , denoted x_{it} as the simple average of firm employment at time t and $t-1$. Category size is defined analogously. We define t time growth rate of firm i employment, denoted by g_{it} , as the change from the firm's employment from $t-1$ to t , divided by x_{it-1} . Using

these measures we will calculate gross job creation (JC_{st}) and job destruction (JD_{st}) rates in category s at time t as

$$JC_{st} = \sum_{\substack{i \in I_{st} \\ g_{it} > 0}} \left(\frac{x_{it}}{X_{st}} \right) g_{it} \qquad JD_{st} = \sum_{\substack{i \in I_{st} \\ g_{it} < 0}} \left(\frac{x_{it}}{X_{st}} \right) |g_{it}|$$

I_{st} is the set of firms in the category s at time t .

Therefore, we may say that JC_{st} is the sum of all job gains in expanding and entering firms within a year expressed as a fraction of average employment over 2 years in the category. Similarly, JD_{st} is the sum of all job losses in contracting and closing firms relative to the average employment over 2 years in the category.

Summing JC_{st} and JD_{st} we obtain gross job reallocation rate for category s and time t .

$$JR_{st} = JC_{st} + JD_{st}$$

The difference between gross job creation and gross job destruction referred as net employment growth rate for category s at time t (NET_{st}).

$$NET_{st} = JC_{st} - JD_{st}$$

All four rates can be (Bilsen, 1998)calculated for various categories of ownership types, regional location, firm size, etc.

In order to measure of degree and progress in restructuring we calculate gross job creation, destruction, reallocation and net employment growth rates for ownership categories. We expect to construct a table for three different types of ownership for the period 1992-2006.

Comparison of the difference between the rates and their change over time will allow us to make conclusions on the degree and progress in restructuring process within national economies of CIS countries.

Moreover, we would like to calculate so-called intra-industry job reallocation (IIJ_t).

For these purposes, we will first calculate industry sector specific gross job creation, destruction, reallocation and net employment growth rates.

Intra-industry job reallocation rate calculated through the following formula:

$$IIJ_t = 1 - \frac{\sum_s |NET_{st}|}{\sum_s JR_{st}}$$

Please note that in the case of intra industry job reallocation rate s stands for industry sector.

If this index is equal to zero, job reallocation occurs entirely between sectors; if it equals to one, job reallocation occurs entirely within sectors.

Basing on the results of the calculations, we will construct a table reflecting change in the value of the industry job reallocation rate over time.

This will also allow us to make conclusions on degree and progress of restructuring in each separate CIS country.

The next step is to identify the effect of public policies on the work of de novo enterprises. For these purposes, we would like to run a regression based on panel data for the model presented below:

$$NET_{it} = \alpha_1 + \alpha_2 D_2 + \alpha_3 D_3 + \dots + \alpha_{11} D_{11} + \beta_1 X_{1t} \dots + \beta_{11} X_{11t} + U_{it}$$

In the model D s stand for dummy variable of countries, and X s for policy variable indices.

The reason for choosing Least squares dummy variable regression model is that we think it is reasonable to assume that slopes won't change across countries and over time, as we expect the same type of effect of policy variable on de novo enterprises, and there were no major shock changing the nature of the relationship. At the same time, we assume that intercept may vary across countries capturing country-specific effects.

Conclusions

The results of the work will allow to measure and track the progress in restructuring in CIS countries. This means that we will have a direct tool for the assessment of the efficiency of CIS national governments economic policy on restructuring the national economy comparing with each other. Employment creation can be stimulated by additional government action in three areas. The first priority area is to improve firms' access to finance by focusing on small and medium-sized enterprise development and financial sector modernization. To do this, the government should develop the nonbank finance industry and market-based instruments, establish a high-quality financial structure to modernize the banking sector, and strengthen the use of digital finance solutions to promote financial inclusion. The second priority area of future reforms is to enhance market competition through greater participation in regional and global trade and improve the business climate to attract more foreign direct investment inflows and facilitate job creation. The third priority for government action relates to addressing the longer-term constraints associated with the economy's infrastructure stock and level of human capital. A comprehensive infrastructure program focusing on transport and energy would facilitate the country's access to global markets while concomitantly supporting output and employment growth. Finally, education and skills improvements aimed at fully responding to job market needs are required to meet the challenges of a modern diversified economy (Bilsen, 1998).

Moreover, the outcomes of the research will enable us to see effect of the public policy variables on the sector of the *de novo* firms. This will increase awareness of policymakers about the problem areas needed to be solved, which will help to further development of the *de novo* sector in CIS countries. We expect to find a number of problem areas as no any similar research has been done on this area for CIS countries. Absence of prior research also gives us ground to expect that policy recommendations and advices will be unique (Bilsen, 1998).

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On the Backs of Children: The Relationship between Formality and Child Labor in the Base-of-the-Pyramid

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Abstract

For family businesses in the world's poorest economies, formalization may be a key to achieving better performance. However, formalization comes with costs, which businesses must bear before attaining fully formal status. Using a sample of family businesses in eSwatini, we find an inverted U-shaped relationship exists between businesses' formality and child labor. We argue that child labor can be attractive to moderately formal businesses because it helps them overcome hurdles related to formalization. Once businesses attain fully formal status, child labor rates decline as the costs of child labor offset its benefits. We also find that performance, entrepreneur's gender, and number of children in the family moderate this relationship. This research highlights one of the unrealized complexities and potential harms associated with formalization.

Keywords: Child labor, family embeddedness, base of the pyramid

Introduction & Literature Search

In the world's poorest base-of-the-pyramid (BOP) economies, almost 25 percent of children between the ages of 5 and 14 years old work (Dumas, 2013). Almost all of this work occurs in family businesses, which rely on children for various activities, such as retrieving raw materials, hawking goods from street booths, or picking weeds from fields (Edmonds & Pavcnik, 2005). Child labor has been associated with negative long-term outcomes, such as reduced human capital development (e.g., Webb, Pryor, & Kellermans, 2015). Because a

significant portion of businesses in BOP economies operate outside the bounds of the law (i.e., informally) (Godfrey, 2011), scholars, policy experts, and non-governmental organizations (NGOs) have argued that the formalization of informal businesses may improve the lives and societies of BOP entrepreneurs and their families and even reduce child labor (Mukorera, 2019; Sutter, Webb, Kistruck, & Ireland, 2017). They reason that formal businesses, which are those that have complied with governments' licensing, registration, and tax requirements, will not only follow laws that would restrict harmful practices like child labor, but they would also obtain access to resources that would lead to business growth and, ultimately, economic growth in BOP economies (Assenova & Sorensen, 2017; Demenet, Razafindrakoto, & Roubard, 2016; Schneider & Enste, 2013).

However, the effects of formalization on child labor may be more complex than currently understood because the path to formalization is costly and challenging for many businesses in the BOP (De Castro, Khavul, & Bruton, 2014; Sutter et al., 2017). For example in East Africa, it takes almost two months to create a formal business entity, and licensing costs about 148 percent of the average Gross National Income (GNI) (Khavul, Bruton, & Wood, 2009). In contrast in developed economies, establishing a formal business takes about two weeks, and licensing costs about 5 percent of the average GNI. Because formalizing businesses have to bear these added costs upfront before experiencing any benefits, the temptation to use children to fill the gap may arise (e.g., Ranjan, 1999; Webbink, Smits, & De Jong, 2012). This potential for increased child labor in the pursuit of formalization seems to be an example of the unforeseen and unexplored negative outcomes related to formalization (Kistruck, Webb, Sutter, & Bailey, 2015).

The purpose of this paper is to explore the link between formalization and child labor among family businesses in the BOP. To do so, we adopt family embeddedness perspective (Aldrich & Cliff, 2003) to explain how entrepreneurs are influenced by family-based considerations and rely on a unique resource available to family businesses – their children – in order to pursue formalization. Drawing on a sample of 572 children from 231 family businesses in one of Africa's poorest nations, eSwatini (formerly known as Swaziland), we find an inverted U-shaped relationship between formality and child labor rates. We argue this shape exists because child labor has greater benefits for moderately formal businesses than for fully informal businesses, but these benefits are offset by costs as businesses achieve full formality. We also find that the formality-child labor relationship is affected by several

boundary conditions: the inverted-U shape is flatter for higher-performing businesses than for lower-performing businesses, steeper for businesses led by female entrepreneurs than for businesses led by male entrepreneurs, and flatter for businesses associated with larger families than with smaller families.

Hypotheses

Hypothesis 1: There will be an inverted U-shaped relationship between business' formality and child labor rates such that child labor rates will be higher for businesses that are moderately formal than for businesses that are fully informal or fully formal.

Hypothesis 2: The inverted U-shaped relationship between businesses' formality and child labor rates will be flatter for higher performing businesses than for lower performing businesses.

Hypothesis 3: The inverted U-shaped relationship between businesses' formality and child labor rates will be steeper for women-led businesses than for men-led businesses.

Hypothesis 4: The inverted U-shaped relationship between businesses' formality and child labor rates will be flatter for businesses of families that have more children than for businesses of families that have fewer children.

Method

We tested our hypotheses using a sample of entrepreneurs and their children in eSwatini, an impoverished nation of 1.2 million people in southern Africa with attributes common to BOP economies. The CIA World Factbook reports that the 2017 per capita GDP of eSwatini is \$10,100 (139th in the world), unemployment is 28 percent (203rd in the world), and life expectancy is 57.2 years (215th in the world). Of the nation's 1.2 million people, only 300,000 have access to electricity, and eSwatini has the highest HIV infection rate in the world at 27.4 percent. Nevertheless, eSwatini has a functioning, stable – though resource constrained – government, and the World Economic Forum places the country at 61st out of 137 nations it evaluates in terms of institutional quality for business. Additionally, eSwatini provides a pathway for formality for businesses, although the majority of such micro-businesses, such as those we study, are not registered with the government (Phuthego, 2018).

We collected a total of 417 surveys from entrepreneurs. As we focus on parent-

entrepreneurs, we asked entrepreneurs to list their children 18 years old or younger, along with each child's age, gender, the hours they work per week in the family business, hours worked per week in non-family businesses, and hours spent each week in school. We dropped all entrepreneurs who did not indicate they have children 18 or younger. This resulted in a sample of 231 entrepreneurs with 572 children.

Results and Contributions

Preliminary analyses support our hypotheses.

Our paper makes four contributions to research on formality and family businesses in the BOP. First, we contribute to formality research by highlighting a previously overlooked downside of encouraging businesses in the BOP to attain formal status (e.g., Kistruck et al., 2015). Empirical evidence suggests that formal status is beneficial for businesses (Williams, Martinez-Perez, & Kedir, 2017). However, many businesses that attempt to acquire formal status – as well as businesses that were, at one time, fully formal – regress to moderate formality (Sutter et al., 2017; De Castro et al., 2014). Therefore, our finding that child labor rates are *highest* among moderately formal businesses may have critical implications given that formalization has generally been portrayed positively. Second, by describing how business-level antecedents (i.e., formality, performance) influence child labor, we build on family embeddedness research that focuses on family-related outcomes. Family embeddedness research has tended to focus on outcomes related to the business, such as innovation, hiring, financing, and performance (e.g., Chirico, Sirmon, Sciascia, & Mazzola, 2011; Cruz, Justo, & De Castro, 2012), despite theory suggesting that influence can pass both ways (Aldrich & Cliff, 2003).

Third, despite scholarly recognition that businesses are often deeply embedded in families in the BOP (Khavul et al., 2009; Webb et al., 2015) and empirical evidence that links families' characteristics to business-level outcomes (e.g., Khayesi, George, & Antonakis, 2014), there has been little attention paid to the family context with regard to businesses' formalization. Our paper contributes to this research by developing theory that explains the interrelationships between families' survival strategies, businesses' formality, and the reliance on child labor. Additionally, exploring the moderating effects of entrepreneurs' gender, which corresponds to sharply different family and parenting responsibilities for men and women in the BOP (Ojong, Simba, & Dana, 2021), and the number of children in a family, which

constitutes an important part of families' resource pool, help us further contextualize businesses' formalization within the family.

Finally, we also contribute to family business research and management research more broadly by examining factors that contribute to child labor. There has been extensive research on the causes and effects of child labor throughout the world and especially in BOP contexts (Webbink et al., 2012). In its worst forms, child labor can expose children to pollutants and extremely hazardous working conditions, which can result in reduced cognitive abilities and poor health, with long term physical and mental consequences (e.g., Kuimi et al., 2018). However, even the relatively benign labor performed by children in the family businesses we examine can lead to reduced formal education and other investments in human capital (Emerson & Souza, 2007). Throughout the world, about 186 million children work, and while there have been many efforts to further reduce child labor, it remains one of the more persistent global challenges (Basu & Tzannatos, 2003). Child labor has received little attention in management and research, and we hope this study stimulates future research on the antecedents and consequences of child labor and its association with entrepreneurship.

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Heydar Aliyev and the foreign policy strategy of the Republic of Azerbaijan

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Abstract

In the scientific article the role of the national leader Heydar Aliyev in formation of strategy of foreign policy of the Azerbaijan Republic is considered. First of all, it is noted that the region in which the Azerbaijan Republic is located is in crossing of interests of world powers. The main difficulty for the regional states consists in maneuvering between the interests of the USA and Russia. In this plan the Azerbaijan Republic could create the unique strategy of foreign policy. As, the strategy determined by the wise leader Heydar Aliyev provides creation of close cooperation with all interested states. Thanks to this unique strategy, the Azerbaijan Republic could define the reliable place in the system of the modern international relations. In article priorities of foreign policy of the Azerbaijan Republic are also considered.

Keywords: Heydar Aliyev, Republic of Azerbaijan, foreign policy, international relations, national interests.

Introduction

The region in which the Republic of Azerbaijan is located is the intersection of the irreconcilable interests of the world's superpowers. The most characteristic feature of this region is that the interests of such giants as the US and Russia clash sharply, and each side uses its levers to fully ensure its interests in the region. Under the circumstances, the existence and development of new independent countries would be possible if serious difficulties were overcome [6]

After gaining independence, Azerbaijan began to successfully integrate into the system of international relations. The country also attached great importance to establishing cooperation in the Caucasus. The strategy of the Republic of Azerbaijan to exist in peace and mutual cooperation with all neighbors has borne fruit. Thus, the Republic of Azerbaijan was

able to establish high-level relations with both Turkey and Russia. Azerbaijan's good relations with both great powers have made a significant contribution to the establishment of peace and mutual trust, to the formation of effective cooperation in the South Caucasus as a whole [7].

Regional review. As a result of the far-sighted policy and competent leadership of our great leader Heydar Aliyev, the Republic of Azerbaijan has preserved and strengthened its sovereignty, made its independence irreversible and eternal, establishing bilateral and multilateral relations with the international community. The foreign policy of Azerbaijan is also aimed at strengthening and developing our statehood.

After the declaration of independence of the Republic of Azerbaijan on October 18, 1991, the establishment and development of external relations became a historical necessity. In a short time, the Republic of Azerbaijan, recognized by the countries of the world as an independent state and accepted into influential international organizations. But in the first years it could not achieve success in establishing external relations. Another reason for this was the incompetence of the political government in the early years of independence and the uncivilized struggle for power. Thus, the government at that time preferred to pursue a unilateral foreign policy. In other words, they paid more attention to developing relations with Muslim countries, especially Turkey. Establishment and development of relations with states with serious geopolitical and geo-economic interests in the region was considered as a secondary issue, and in many cases completely insignificant. Of course, such an approach would be unacceptable for a newly independent, economically collapsed country. The only alternatives were rapid economic integration into Europe and the establishment and development of close ties with the major powers in the region.

Serious changes in this direction began to be observed after the return of national leader Heydar Aliyev to political power. With the coming to power of the far-sighted politician Heydar Aliyev, the process of establishing external relations was launched with great dynamism to ensure political stability in the country, revive the national economy and counter the aggressive policy of Armenia, which received serious military and political support from its supporters. Undoubtedly, the rich hydrocarbon resources of Azerbaijan and its unique geographical position have attracted the attention of the international community to our country. Considering this factor, the Great Leader was able to establish promising relations between influential states and international organizations of the world in a short time. One of the main directions of his policy was the active promotion of Azerbaijan's interests in the

international arena. This point was also clearly expressed by Heydar Aliyev in his speech at the meeting of the Milli Majlis of the Republic of Azerbaijan on June 15, 1993: “We must build a democratic independent republic in Azerbaijan and fight for a civilized society, using all universal secular values. We should strive to ensure that Azerbaijan, after many years, centuries, having gained independence for the first time, will be able to demonstrate its historical achievements and its national traditions to the whole world. I think that the Azerbaijani people have great historical and modern potential in this regard. If all this is effectively used, Azerbaijan will become both a fully independent democratic state and a democratic society built on the basis of democratic legal and universal values. For this, our science, culture, historical traditions, and the religion of Islam together create a huge foundation. Our task is to use them effectively”.

Priorities of the foreign policy of the Republic of Azerbaijan. It should be noted that the main tasks and priorities of the foreign policy of the Republic of Azerbaijan are reflected in the Constitution of the Republic of Azerbaijan. Based on the provisions of the Constitution, the head of state determines the priorities of foreign policy within a specific time, place and circumstances and ensures their implementation.

The correct definition of foreign policy priorities of each state depends on the ability to clearly assess their national interests, the capabilities and positions of neighboring and regional states surrounding the country, the essence and realities of world politics and international relations, the scope of interests of large states, international organizations, centers of power that determine the norms of planetary coexistence, the possibility of influencing them. The authorities should have real, pragmatic, and not euphoric reflections on the country's foreign policy prospects, its successes among the states of the world, its place in the system of international relations. It is necessary to correctly understand the available foreign policy resources of the state, its economic, political and cultural significance for the states of the world, take into account the currents of international relations, trends, and the real interests of countries [6]. For example, in 1992, the political leadership of Azerbaijan believed that secession from the USSR would inspire the confidence and support of all countries. By proclaiming a course for democratic development and integration with the West, they will win the trust and support of all countries of the world, Azerbaijan will enter the “pan-European” house and receive comprehensive assistance from the states of the world for the economic development of the country. Of course, it was nothing but euphoria caused by street rallies and

the ideological impact of various propaganda tools about Western values and Western countries.

It should be noted that the need to build a democratic society was a priority and played a decisive role in building external relations with European countries. Thus, Europe has clearly expressed its interest in developing relations with a state whose society supports democratic principles. From this point of view, the path of development of Azerbaijan, determined by the national leader Heydar Aliyev, was very clearly defined. It was after Heydar Aliyev came to power that the right strategy was developed to establish equal and constructive relations between the leading countries of the world and Azerbaijan. The thoughtful, consistent steps taken by national leader Heydar Aliyev have led to the deepening of political ties between Azerbaijan and the states of the world, serious confidence in our country and, accordingly, the dynamic establishment of economic relations. A striking example of this is the signing of the Treaty of the Century in September 1994 [3, p.211]. After the signing of the Treaty of the Century, a new stage began in the development of relations between the countries of the world and Azerbaijan, especially with countries that have serious energy interests in the region. Most importantly, after that, Azerbaijan's position in the system of international relations began to rapidly strengthen. Naturally, all this also led to the emergence of real opportunities for reliably ensuring the national interests of the country. The ability of national leader Heydar Aliyev to maneuver between states with serious conflicting interests in the region has opened up the necessary opportunities to determine the contours of further foreign relations of Azerbaijan. It should be borne in mind that before Heydar Aliyev came to political power, neither the goals nor the priorities of the foreign policy of the Republic of Azerbaijan were defined. It goes without saying that in order to establish successful external relations, it is extremely important, first of all, to clarify a number of points that should be referred to in the process of establishing these relations. They are as follows:

- clarification of foreign policy goals;
- definition of the principles of establishment and development of international relations;
- formation of ideas about the exact mechanisms for establishing international relations.

We believe that the provision of these points is important for the establishment of foreign policy relations that meet the interests of the country.

Clarification of foreign policy goals. As is known, the Republic of Azerbaijan had to overcome a number of serious obstacles in establishing foreign policy and economic ties. Every serious obstacle, of course, came from Russia. Russia did not hide its traditional interest in the post-Soviet space and clearly outlined its geopolitical claims. Russia has demonstrated its readiness to use all means to return the post-Soviet space to the orbit of its influence. Russia did not want to put up with the fact that a country like Azerbaijan, with its rich economic potential and unique geographical position, would become independent and establish dynamic foreign relations. Despite all these difficulties, as a result of the wise policy of the great leader, Azerbaijan was able to quickly strengthen its state independence, take a worthy place in the system of international relations and establish equal ties with the states of the world. The main reason for success in these areas was that, as far as possible, the positions of all interested states were taken into account and activities that would affect their interests were avoided. One of the most successful ways outlined by Heydar Aliyev was the search for means and mechanisms for developing relations with Russia. The development of relations with Russia was, first of all, of great importance in terms of ensuring the political security of Azerbaijan [4, p.98]. Curbing Russia's imperial ambitions would certainly create real opportunities for the stable and sustainable development of Azerbaijan. The almost complete rupture of relations with Russia during the rule of the Popular Front Party and the transition of relations to confrontation seriously increased the level of danger of the situation of the newly independent country. Having come to power, Heydar Aliyev was able to very accurately assess the situation and regarded the development of relations with Russia as one of the most important issues. Having shown serious activity in this direction, national leader Heydar Aliyev visited Russia on September 6, 1993 and held important meetings. This visit played a rather important role in the normalization of relations. Thus, on December 24, 1993, the Republic of Azerbaijan joined the Commonwealth of Independent States.[2] After that, there was a noticeable dynamic in the development of relations between the CIS states and Azerbaijan. This was also important for other post-Soviet republics. Because the states formed after the collapse of the USSR were interested in maintaining comprehensive relations with each other. Given the influence and role of the CIS member states in world politics, relations with these countries are a priority in Azerbaijan's foreign policy. This is manifested in the "balanced policy" inherited from the national leader Heydar Aliyev. Among the CIS member states, the fact that Russia is one of the largest states in the world and the development of comprehensive ties with it should be regarded as quite an important moment both from the point of view of regional security and from the point of view of the stable development of Azerbaijan. It should be borne in mind that

the expansion of relations with the former post-Soviet republics remains one of the main directions of Azerbaijan's foreign policy.

In addition, it should be noted that Azerbaijani-Russian relations, although established in the first years of independence, have been developing since the first official visit of the President of the Russian Federation to Baku on January 9, 2001.

As noted in the dissertation, during the visit, agreements were concluded on international automobile relations between the parties; on mutual assistance in matters of compliance with tax legislation; on cooperation in the field of emergency prevention and response; on the status of correspondents of Russian media in Azerbaijan and correspondents of Azerbaijani media in Russia; on interstate relations; on cooperation in the field of ensuring information security. The Baku Declaration on mutual relations between Russia and Azerbaijan and the joint statement on the principles of cooperation in the Caspian Sea were also among the important documents signed during this visit. With the election of Putin, cooperation between Russia and Azerbaijan has strengthened, and the Kremlin has begun to support Baku's position on the status of the Caspian Sea and the Karabakh issue. In conclusion, as an indicator of the closeness of relations, the passage of Azerbaijani soldiers along Red Square during the victory parade on May 9 can be noted.

It should be noted that when determining the foreign policy strategy of the Republic of Azerbaijan, the great leader not only kept in the spotlight the issue of establishing close ties with all countries, but also attached special importance to relations with the country's strategic partners. For example, the great leader Heydar Aliyev, who returned to power in 1993 at the insistence of the Azerbaijani people, paid special attention to expanding relations with Turkey, saying: "We are one nation, two states" [1, p.144]. The national leader has always paid special attention to the Turkish factor in Azerbaijan's foreign policy and economic strategy. In the 90s of the last century, Heydar Aliyev, having achieved that Turkey became the main transit country for the transportation of Azerbaijani oil to the West, strengthened the strategic partnership between the two countries. [5, p.196]

Results

Thus, the commissioning of the main BTC oil pipeline in 2006 made a great contribution to improving the socio-economic situation in both Azerbaijan and Turkey. In addition, the strategic partnership for the transfer of Azerbaijani oil to the West opened a new

page in cooperation between the two countries. Most importantly, it was a great impetus for the integration of both Turkey and Azerbaijan into the global community.

Turkey and Azerbaijan, being strategic allies, provide mutual support in ensuring each other's interests in the system of international relations. Turkey supports the correct position of Azerbaijan on the Armenian-Azerbaijani conflict over Nagorno-Karabakh. Turkey, from all important tribunes, declares that it supports the settlement of the Armenian-Azerbaijani Nagorno-Karabakh conflict within the framework of international law and the territorial integrity of Azerbaijan.

Thus, national leader Heydar Aliyev has defined the imperatives of the foreign policy of the Republic of Azerbaijan in full compliance with the national interests of the Republic of Azerbaijan. By implementing its foreign policy strategy, Azerbaijan demonstrates its commitment to the norms of international law, while at the same time being guided by the principle of peaceful coexistence with the states of the world. The Azerbaijani state is implementing a consistent, predictable foreign policy strategy in the direction of ensuring its national interests.

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New Kazakhstan: The Path of Renewal and Modernization

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Abstract

This article is devoted to the study of economic modernization in Kazakhstan. The purpose of the study is to analyze the history of the development of modernization of Kazakhstan at different times and describe the overall strategy of economic modernization in modern Kazakhstan. Scientific novelty is found in the systematic analysis of the stages of Kazakhstan's modernization since gaining state independence. As a result, the methods and directions of Kazakhstan's economic modernization are determined. The first economic modernization of Kazakhstan was carried out from 1991 to 1997, the second modernization of Kazakhstan began with the strategy «Kazakhstan – 2030», the third modernization of Kazakhstan begins in 2017. Now the Kazakh government is striving to change the structure of industry and accelerate industrial innovation, attract foreign investment, stimulate innovative development of the economy and increase the level of human capital in general.

Today, Kazakhstan faces the task of accelerating the modernization of the economy and the transition from a raw material economy to an industrial economy. In the long term, Kazakhstan should implement an intellectual revolution that will be able to stimulate and realize the potential of the country, as well as lay the foundation of national intelligence. Consequently, there is an urgent need for well-educated people who can compete internationally. Therefore, the Government of Kazakhstan has proposed the «Intellectual Nation» plan. The implementation of the intellectual revolution and the creation of a «smart country» is mainly achieved through the development of education, the building of scientific and technical potential and the creation of mechanisms. To develop scientific and technological developments and make them the basis for the development of an innovative economy. To reshape the management system of scientific research and encourage the allocation of first-class talents, especially to encourage scientists to contribute in the fields of biotechnology and biochemistry, new energy, ecology and life sciences, which have a significant impact on the world.

Keywords: Kazakhstan; economic modernization; general strategy; industry structure.

INTRODUCTION

This article will present three stages of economic modernization and the economic state in Kazakhstan. Kazakhstan has passed several stages of modernization. By that time, it was not easy for the people of Kazakhstan. The first economic modernization took place from 1991 to 1997.

After the collapse of the USSR, it was not easy for the country, there was a serious economic crisis, and the state was also unable to meet the needs of society. However, due to the low level of economic development, especially in the conditions of the long-term rigid planned economic system of the Soviet Union, there were no grounds for the development of a market economy in the newly independent country.

The second economic modernization of Kazakhstan It can be said that the second modernization of Kazakhstan began with the strategy «Kazakhstan – 2030». During the years of independence, Kazakhstan has passed a long and difficult path to the creation of a free and independent republic. Successful diplomacy and foreign policy ensure the sovereignty and territorial integrity of the country. The strategy «Kazakhstan – 2030» was then the first step towards the realization of national prosperity.

The third economic modernization of Kazakhstan On January 31, 2017, the first President of Kazakhstan N. A. Nazarbayev delivered an annual address and proposed a plan for the «Third modernization».

The first economic modernization of Kazakhstan was carried out from 1991 to 1997. After the collapse of the USSR, Kazakhstan faced a serious economic crisis. A highly centralized political and economic system could not meet the needs of social production and development. Consequently, the reform of the economic system was urgent and urgent. However, due to the low level of economic development, especially in the conditions of the long-term rigid planned economic system of the Soviet Union, there were no grounds for the development of a market economy in the newly independent country. In addition, the state still controlled strategic industries and key enterprises. Therefore, the country quickly plunged into a severe economic crisis, which led to extremely high inflation, rapid growth of unemployment and poverty. In addition, the state budget revenues have been greatly reduced. In this case, N. A. Nazarbayev showed his political courage and determination. After successfully resolving the constitutional crisis, Nazarbayev appointed Kazhegeldin, an economic expert, to the post of Prime Minister in 1995. The Prime Minister has decisively and consistently put into effect laws on reforms in the economic sphere and hastily carried out privatization and market-based economic reforms. Thanks to this, in 1998, the process of privatization reforms and transition

to a market economy was largely completed in Kazakhstan. In 1993, the national currency was introduced in Kazakhstan and the privatization of state assets began as one of the important directions of Kazakhstan's economic reform.

By May 1997, the privatization of all sectors of the economy in the Republic of Kazakhstan was largely completed, and the share of state ownership was small. Small and medium-sized enterprises appeared in Kazakhstan from 1991 to 1992. In 1996, there were 21,260 small and medium-sized enterprises with 147,000 employees in Kazakhstan. In 1997, the Government adopted a special resolution on the development of small and medium-sized enterprises. Nazarbayev stressed that «in countries such as Japan, Germany, Belgium, Italy, small and medium-sized businesses account for more than 90% of the number of all their enterprises, in many developed countries they account for more than 50% of GDP. Therefore, we must build a fundamentally new ideology for the development of small and medium-sized businesses. We must create favorable conditions for the implementation of initiatives of the business environment. Every enterprising citizen of Kazakhstan should join this environment, find himself in the innovative economy».

Thanks to the strong support of the state, small and medium-sized enterprises in Kazakhstan have developed rapidly. Six years after the formation of an independent state in Kazakhstan, thanks to the reforms carried out, it overcame the economic crisis. Since then, the "Golden Age" of economic development has begun in Kazakhstan. In such conditions, the first President N. A. Nazarbayev put forward the strategy «Kazakhstan – 2030» in 1997. Its mission is to build an independent, prosperous and politically stable Kazakhstan, to create national unity, social justice and welfare for all citizens.

The second economic modernization of Kazakhstan it can be said that the second modernization of Kazakhstan began with the strategy «Kazakhstan – 2030». During the years of independence, Kazakhstan has passed a long and difficult path to the creation of a free and independent republic. Successful diplomacy and foreign policy ensure the sovereignty and territorial integrity of the country. The strategy «Kazakhstan-2030» was then the first step towards the realization of national prosperity.

In 1998, in response to the global financial crisis, Kazakhstan formulated appropriate measures to protect the national banking system and national economic entities. As the Government took timely measures in the monetary and budgetary spheres, the financial crisis was brought under control, inflation was also limited, and the economy as a whole was stabilized. In 2000, in the conditions of continuous growth of oil prices on the world market, a «Resource Recovery Strategy» began to operate in Kazakhstan. On December 4, 2001, the first

President N. A. Nazarbayev approved the «Strategic Development Plan of the Republic of Kazakhstan for 2010», which defined three main economic principles. First, let the country become the "locomotive" of economic growth. Secondly, the formation of regional and even world-class integrated enterprises with the help of the country. Third, the expansion of economic influence among the CIS members. Until 2007, the annual GDP growth rate in Kazakhstan was 9-10%. The growth of the national economy of Kazakhstan mainly depended on the basic industries - the oil and gas sector, mining and metallurgical industries, they accounted for 86% of GDP. However, the global financial crisis of 2008-2010 had a negative impact on the economy of Kazakhstan.

The main reason for this situation is that the external debt of the Bank of Kazakhstan is too large. Kazakhstan's economy was afloat. But the Kazakh government actively reacted to such a negative situation. With the recovery of the world economy, the demand for energy resources and metals increased, the economy of Kazakhstan also began to recover actively, and the export port began to grow. The oil industry is the main industry of Kazakhstan, and oil revenues account for half of its budget revenues. The period of economic reconstruction has fully begun in Kazakhstan. February 1, 2010 N. A. Nazarbayev approved the «Strategic Development Plan of Kazakhstan until 2020», which defines the overall development goals for the next ten years. To achieve the above objectives, the strategic plan was further divided into two five-year plans. The core of the first five-year plan is the national program for accelerating industrial innovation and development for 2010-2014, which was approved by the Government on February 23 of the same year.

In March 2010, N. A. Nazarbayev clearly stated in his message «A new decade - a new economic recovery - new opportunities for Kazakhstan» that economic diversification is the key to the implementation of the national development strategy. This clarifies the main strategy of Kazakhstan's development in the "post-crisis era", which should focus on the development of agriculture, manufacturing, deep processing of resources, high technologies and other industries.

In his message published by the first President N. A. Nazarbayev in 2014, he announced the implementation of a new anti-crisis economic policy «Nurly Zhol - The Way to the future» and asked to allocate 500 billion tenge to guarantee the implementation of this policy. This became a new engine for the development of Kazakhstan, and contributed to economic growth, an increase in the number of jobs and the further development of other industries. In 2015, Kazakhstan formulated the «National Plan - 100 steps», which is divided into five parts, that is, 100 steps for 5 institutional reforms: the formation of a modern state apparatus; ensuring the

rule of law; industrialization and economic growth; a nation of a single future; a transparent accountable state. It can be said that the "National Plan - 100 Steps" is a national program to overcome potential international and internal threats and challenges, guaranteeing the long-term development of the country and the promotion of Kazakhstan among the 30 most developed countries in the world. This is also a plan for the large-scale modernization of Kazakhstan.

The third economic modernization of Kazakhstan On January 31, 2017, the first President of Kazakhstan N. A. Nazarbayev delivered an annual address and proposed a plan for the «Third Modernization». Currently, when the world is in the process of the fourth industrial revolution and the digital economy, Kazakhstan is facing huge historical challenges and development opportunities. Nazarbayev stressed that the crisis will be won only by a nation that is aggressive and committed to reform.

Therefore, Kazakhstan has begun to implement the third modernization plan. It should be noted that such modernization is not a plan for responding to current global challenges, but a reliable future bridge to the strategic goal until 2050. The third modernization is aimed at achieving the strategic goals of Kazakhstan for the period up to 2050 and is carried out on the basis of the «National Plan - 100 steps» proposed in 2015. Basically, it includes 5 priority areas of development: 1) accelerate economic and technological modernization; 2) fundamentally optimize and expand the business environment; 3) maintain macroeconomic stability; 4) improve the quality of human capital; 5) systemic reform, security and the fight against corruption.

In response to global technological competition and new challenges, N.A. Nazarbayev defined the «Kazakhstan national technological initiative» and instructed the government to formulate relevant documents. This «National Technological Initiative» as a plan for the transformation of the national economy to a new technological order will actually become the basis for the third modernization of Kazakhstan. This national technology initiative is focused on creating new industries and new models of economic growth in the next ten years in order to promote national development and improve people's well-being. General strategy of economic modernization in Kazakhstan According to the generally accepted definition, modernization means the transformation of a traditional agricultural society into a modern industrial society with modern industry, science and technology as the driving force. It includes economic, political, cultural and ideological aspects.

Economic modernization is an important element of national modernization and has become an integral part of Kazakhstan's economic development. Without comprehensive

economic modernization, Kazakhstan will not be able to take advantage of globalization. Therefore, the transition to a new economic model and the formation of an appropriate economic mechanism are of great importance for Kazakhstan.

The change in the structure of industry and the acceleration of industrial innovation and development Since the beginning of the 21st century, the rise in world prices for oil and some mineral resources has brought great benefits to Kazakhstan, Kazakhstan has taken full advantage of the dividends from natural resources, and its domestic economy has developed rapidly. From 2003 to 2007, Kazakhstan's annual GDP growth rate was about 9%. In 2014, Kazakhstan's GDP reached \$217.8 billion, and its GDP per capita was \$12,601. In 2015, Kazakhstan's GDP fell by 19.4% compared to the previous year, and amounted to about \$ 183.402 billion, GDP per capita was about \$ 10,524, and fell to \$ 8,600 in 2016. But Kazakhstan has become one of the high-income countries (Fig. 1). Under the influence of the planned economy of the former Soviet Union, the economic structure of Kazakhstan is mainly a center of grain production and heavy industry, in other words, the primary and secondary industrial sector occupies a significant place. As can be seen from the table above, after 20 years of development, the characteristic features of the evolution of the industrial structure of Kazakhstan are the following: the share of primary industry in GDP is declining, the share of secondary industry in GDP has not fluctuated much, and the share of tertiary industry has been slowly increasing. The development of secondary industry and tertiary industry is an asymmetric development. It can be seen that the service sector in Kazakhstan is developing rapidly, and the GDP of the tertiary industry is higher than in the primary and secondary industries. With the growth of national welfare, the service sector began to play a key role in ensuring economic growth and employment. The development of the service sector will have a multiplier effect on the real economy, increasing the overall economic competitiveness and export orientation. In recent years, the service sector has had a decisive impact on the economic dynamics of developed and developing countries.

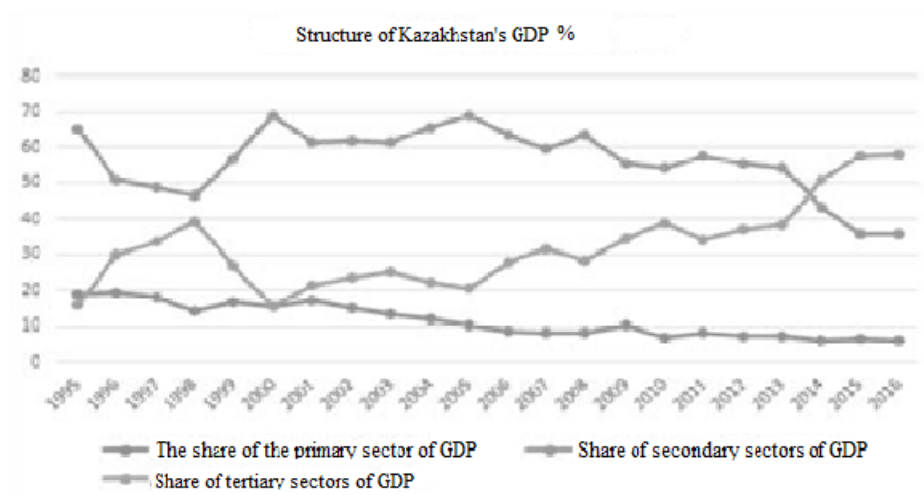


Fig. 1. Source: Statistical Yearbook of Kazakhstan.

In the «Strategy "Kazakhstan-2050»: a new political course of an established state, the first president noted that the main goal of the republic is to build a welfare society by 2050 on the basis of a strong state, a developed economy and opportunities for universal labor and become one of the 30 most developed countries in the world. Within the framework of the strategy «Kazakhstan 2050», the service sector should provide about 70% of GDP.

Optimizing the investment environment and attracting foreign investment Investments are an important pillar for the modernization of the economy. In order to contribute to the modernization of the economy of Kazakhstan, it is necessary to increase the volume of investments in the economy of Kazakhstan. Since gaining independence, Kazakhstan has been constantly improving the investment environment, so now there is a rapid growth of foreign direct investment in Kazakhstan and Kazakhstan has become a leader in attracting foreign investment in Central Asia. Thanks to the successful transition to a market economy, steady and rapid economic growth, and a significant increase in the purchasing power of residents, Kazakhstan has become a new market with a good investment environment. The huge attractiveness of natural resources, especially rich oil and gas reserves, caused the influx of a large amount of foreign capital to Kazakhstan, which played an important role in promoting the construction and development of Kazakhstan in various fields. In 2015, Kazakhstan's accession to the World Trade Organization brought new opportunities for development, especially for attracting foreign capital. According to the «Global Competitiveness Report for 2017-2018» published by the World Economic Forum, China ranks 27th, and Kazakhstan - 57th.

Kazakhstan ranks third among the CIS countries, second only to Azerbaijan and Russia. According to the statistical report of the World Bank, in 2018, the business activity index of Kazakhstan ranked 36th among 100 countries of the world, occupying the upper middle position. From 2015 to 2019, Kazakhstan implemented the second five-year "Industrial Development Plan", which clearly stated that it was necessary to increase the competitiveness of its manufacturing industry, increase technological content and give priority to the development of 16 manufacturing and aerospace industries. In order to attract companies from the Forbes Global 200 group and to sign a separate investment agreement with Kazakhstani companies, the Kazakh government provided them with a special protection policy and infrastructural services, such as municipal management and logistics in the special economic zone. Since investment cooperation with the outside world has begun in many areas, the investment environment in Kazakhstan has improved significantly. Attracting foreign capital has made it possible to effectively develop and use Kazakhstan's natural resources, as well as accumulate a large amount of funds, which provides a favorable financial guarantee for the smooth development of various domestic enterprises in Kazakhstan.

Stimulating innovative economic development and providing technical financial support By 2030, Kazakhstan plans to become one of the 50 most competitive countries in the world, achieving high-quality economic growth and creating a high standard of living for citizens. This goal can be achieved only by creating its own model of economic innovation development. Thus, Kazakhstan should adjust its economic structure, change its excessive dependence on raw materials, transform its backward economic growth regime, gradually develop small and medium-sized enterprises, actively develop high-tech and innovative technologies and strive for economic modernization, paying special attention to improving production efficiency and product quality. From the very beginning of its independence, Kazakhstan's economy has been closely integrated into the world economy. In 2000, the Government of Kazakhstan adopted the «Concept of Kazakhstan's policy in the field of science and technology», which is based on summing up the development of Kazakhstan over the past 10 years and the experience of developed countries of the world.

Since 2003, Kazakhstan has started to implement national innovative development in 2003-2015. In general terms, the National Innovation Fund is mainly responsible for promoting the development of high-tech industries and increasing the viability of industrial innovation. In 2012, a national strategy was proposed to enter the top 50 most competitive companies in the world - the national plan «30 leading enterprises of Kazakhstan». All these strategies show that the strategy of innovative development of Kazakhstan is an integral and inevitable choice of

the country, it is a general tendency to change the former structure of the development of the economy based on natural resources, which is heavily dependent on oil.

In 2017, the Government of Kazakhstan adopted the national program «Digital Kazakhstan», which will be implemented from 2018 to 2022 and is aimed at stimulating the economic and technological modernization of the country and creating conditions for increasing productivity.

Digitalization of Kazakhstan has good prospects for development and a good digital infrastructure. Kazakhstan is one of the leading countries in the e-government network for the provision of public services using digital signature technology. Kazakhstan strives to build a knowledge-based economy and strives for the growth of competitive high-tech products. Currently, 65 research projects are being implemented within the framework of the plan «Industrialization of Science and Technology», jointly implemented by Kazakhstan and the World Bank. The involvement of large multinational companies will enable Kazakhstan to build a technology development center. Of course, the infrastructure of the innovative economy occupies a very important place in the national strategy of innovative development of Kazakhstan, including the national research information center, the city of science and technology, the Science and Technology Park, the entrepreneurship center, the innovation Fund, etc. According to the Ministry of Investment and Development of Kazakhstan, in the recently published Global Competitiveness Index, Kazakhstan has improved its ranking in the Global Index of Scientific and Technological Innovations. In the «technical readiness» category, Kazakhstan has risen from 61 to 56, and its innovation potential - from 72 to 59. The main reason for the rating increase is the implementation of a policy aimed at industrialization, and the implementation of new projects has led to the constant emergence of new technologies.

Training of high-level talents and raising the level of human capital. During the current wave of the fourth industrial Revolution, the training of high-level talents is more important and relevant than in any previous period. All countries should increase investments in human resource development, otherwise the economy will not develop smoothly. Therefore, Kazakhstan needs to create a professional team. Only by constantly improving the quality of human capital and transforming it into advanced knowledge and capabilities can more employment opportunities be created for citizens across the country. In order to prepare talented youth to participate in economic construction and ensure sustainable economic development, within the framework of the national development strategy of Kazakhstan «Strategy 2030», the level of education at all levels from preschool to university has significantly increased, and large training opportunities for a large number of talented youth

have been implemented. On this basis, the «Strategy of Kazakhstan until 2050» was adopted, which states that «talents are the key to achieving a new economic policy. We must use existing reserves and experience to improve the mechanisms of talent management and enterprise management. Adopt modern methods of talent management and corporate governance principles and at the same time open the market to attract foreign experts and effectively use managerial talents with rich international experience and knowledge. And so we will be able not only to improve production management, but also to develop our own country». In order to encourage innovative talents, the Government of Kazakhstan has continuously increased funding for education, created a modern system of student loans at universities, guaranteed by the state, and encouraged students to improve their skills to meet the needs of national economic development. In addition, Kazakhstan will introduce a multi-level scholarship system to support students who cannot afford to continue their studies.

Consequently, there is an urgent need for well-educated people who can compete internationally. Therefore, the Government of Kazakhstan has proposed the "Intellectual Nation 2020" plan. This plan has three pillars. The first aspect is that Kazakhstan needs to break through the existing education system, the second aspect is the development of science and increasing the scientific potential of Kazakhstan, and the third aspect is the development of the innovation system. The implementation of the intellectual revolution and the creation of a «smart country» is mainly achieved through the development of education, the building of scientific and technical potential and the creation of mechanisms. To develop scientific and technological developments and make them the basis for the development of an innovative economy. Reform the management system of scientific research and encourage the allocation of first-class talents, especially encourage scientists to contribute in the fields of biotechnology and biochemistry, new energy, ecology and life sciences, which have a significant impact on the world.

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Kazakhstan and the New Silk Road

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Abstract

As the ninth largest country in the world and the largest landlocked country, Kazakhstan has benefited less than other countries from the growth of transcontinental trade and the subsequent industrial revolution. Nevertheless, the rapid revival of the Silk Road and large investments in infrastructure over the next decade portend the revival of Kazakhstan as a trade center in Central Asia. With the annual growth of trade between China and Europe, and a noticeable trend towards increasing the cost of more compact and high-tech goods, it seems that the trade balance is shifting towards faster, albeit more expensive railways. Preparing for success The key to making full use of the opportunity provided to Kazakhstan is to adapt its largest players and their business models to the "One Belt, One Road" initiative. This means focusing on international transit and customers. It also means developing a digital culture capable of adapting to new challenges and opportunities with adequate infrastructure. In this article, the possibilities of the country as a connecting center of Europe with Asia are indicated and investigated.

The idea of the New Silk Road project (also the Belt Road Initiative - BRI) was proposed by the President of the People's Republic of China Xi Jinping in autumn 2013 at public speeches in Kazakhstan (The Silk Road Economic Belt) and Malaysia (the Maritime Silk Road of the XXI century). The main goal of this project is to create a modern transport infrastructure in Eurasia in order to optimize transportation between Asia and Europe. This project can be called global, and it is important for Kazakhstan from an economic and political point of view, because the geographical position of Kazakhstan determines its importance in the field of the main directions for the development of this project. In this regard, it is important to identify the reasons for determining the Republic of Kazakhstan as an important participant in the project, as well as to consider the country's participation in the construction and development of this project. This article discusses the One Belt and One Road project, Kazakhstan's participation in this project (economics, politics and logistics) and the potential results of its implementation for Kazakhstan.

Keywords: Kazakhstan; silk road; infrastructure; economic efficiency

INTRODUCTION

Many countries of the Eurasian continent are interested in the "One Belt and One Road" project. The essence of this project is to build and organize an entire system in a number of Eurasian states in the fields of transport, logistics, production, finance, etc. The One Belt and One Road project is based on global cooperation between States and the integration of a number of economic areas into a common system. The plan of this project is to connect the major cities of China with the countries of Central, Southeast and South Asia, the Middle East, Europe and Africa. For the People's Republic of China, the One Belt and One Road project is a platform for strengthening cooperation and friendly relations with key partners of the country. In his speech in September 2013 at Nazarbayev University in Astana (nowaday Nur-Sultan) in front of teachers and students, President of the People's Republic of China Xi Jinping put forward the initiative of the Chinese strategy "Silk Road Economic Belt". Later, in October of the same year, Chinese President Xi Jinping, speaking in the Indonesian parliament, outlined the concept of the "21st Century Maritime Silk Road". Thus, the initiative of the global Trans-Eurasian project of the PRC "One Belt and One Road" was formed. This project was prompted by the desire of the People's Republic of China to optimize land transport flows from China, develop the country's interior in the west, integrate into the world economy and develop foreign policy relations with Eurasian countries.

At the moment, China is one of the main partners for the developing countries of Central and Southeast Asia, and this project will only strengthen the already historically established cooperation of these states not only politically, but also culturally and economically. "One Belt and One Road" implies mutually beneficial cooperation between all participants of the project, which will create a unified system that controls the entire process of formation and passage of traffic flows on the territory of the participating countries of this global project.

At the moment, many Eurasian countries are interested in this project; the Chinese government is investing in the construction of the transport infrastructure of its neighbors, which contributes to the accelerated development of this project. So, in April 2019, the second forum dedicated to the "One Belt and One Road" project was held in Beijing. This summit was attended by many heads of state of the Eurasian continent, including the first President of the Republic of Kazakhstan, Nursultan Nazarbayev. The forum was also attended by the heads of the Russian Federation, the Republic of Belarus, Azerbaijan, Georgia, Uzbekistan, Pakistan, Italy, as well as the heads of other Eurasian states. Representatives of Germany and France also took part in this congress. The scale and significance of this project highlights the interest of a

large number of states in the future of this global Chinese program. During the second forum in Beijing, the summit participants concluded 283 agreements totaling more than \$64 billion.

The essence of the "One Belt and One Road" concept consists of five connecting elements – political coordination, a single infrastructure network, unhindered trade relations, free monetary and financial flows, friendship and mutual understanding between peoples. On this basis, it is supposed to promote business cooperation, promote political mutual trust, economic integration, and cultural tolerance.

From a political point of view, the "One Belt and One Road" project is undoubtedly beneficial both for China and for the countries of the European Union. In the current global political environment, China acts as a guarantor of stability and prosperity, in connection with which this project meets resistance from the United States and its allies in Asia: Japan, South Korea and the Philippines. The new US policy towards the PRC, including the increase in duties on Chinese-made goods imported into the US, causes countermeasures from the Chinese government in the form of retaliatory increase in duties on American goods. In this situation, this New Silk Road project will help China to increase its advantages in the Eurasian market and displace the United States and its strategic partners from there.

Kazakhstan in the New Silk Road project, the geographical position of Kazakhstan is one of the key factors that influenced the determination of the direction in which the country is moving in the field of economics and politics. Being in the very center of the Eurasian continent, Kazakhstan has great potential for becoming a continental bridge between Europe and Asia, West and East. Kazakhstan, being in the Central Asian region, has historically had ties with major European empires: Russia, China and with the leading countries of South Asia and the Middle East. Also, due to the large area of the country, the common border with China and Russia, as well as access to the Caspian Sea, Kazakhstan is currently a leading player in Central Asia.

For Kazakhstan, this project is beneficial both from an economic and geopolitical point of view. Having no access to the sea, our country should increase cooperation with its neighbors – Russia, China and Iran, which are the leading economies of the world. That is why Kazakhstan is so interested in the "One Belt and One Road" project. At the moment, our country is already in the Eurasian Economic Union. The Chinese side also expressed interest in cooperation between existing Eurasian projects. This will make it possible to have a less costly entry of Chinese goods into the EU market. In this regard, Kazakhstan faces the goal of maximum optimization of the country's transport infrastructure. At the moment, several

international road, rail and pipeline corridors (TRACECA, Western Europe-Western China) pass through the territory of Kazakhstan.

According to the Silk Road Economic Belt program, it is planned to dock these corridors with highways and railways of China. Kazakhstan has actually included the Silk Road Economic Belt Plan in the program of its economy. For Kazakhstan, this is undoubtedly the most important project, which in the long term will modernize the economy and political relations with neighboring countries, as well as become the main transport and logistics hub of Eurasia. This will require Kazakhstan to have a modern transport infrastructure. Thus, the first President of the Republic of Kazakhstan, Nursultan Nazarbayev, in his message to the people of Kazakhstan in 2018, stated that the development and improvement of the country's transport infrastructure is one of the main tasks facing our republic.

A number of advantages of this strategy are highlighted for Kazakhstan, they include:

- ❖ The advantage of the development concept. It is implied that, unlike Russian and American geopolitical projects, the Chinese one is open to a large number of countries and brings significant benefits;
- ❖ Geographical advantage, since Kazakhstan itself, due to its neighborhood, needs the development of transport and logistics infrastructure;
- ❖ The advantage of traditions, since the Silk Road, due to historical analogies, is perceived positively by the country's leadership;
- ❖ Assistance from the countries of the Caucasus region, which also hope for the implementation of the Chinese project with their participation.
- ❖ First of all, we mean the expectations for the "sea branch" of the Silk Road Economic Belt through the port of Aktau, with which a high-quality land infrastructure is already connected, and there is also an active construction of branches to expand opportunities.
- ❖ Financial advantage, due to which China will be able to actively participate in transport projects, investing funds, thereby consolidating its share in ownership. Here, in fact, it is not even the availability of finance itself that is important, but the creation of a situation where Kazakhstan will depend on new funding flows.

Chinese participation in the development of the project in Kazakhstan, China is actively investing in the economy of Kazakhstan and is still the country's main strategic partner, along with the Russian Federation. In the period from 2015 to 2018, 12 joint Kazakh-Chinese projects totaling \$3.8 billion were implemented.

The Chinese side is interested in the implementation of this project in Kazakhstan. Relations between Kazakhstan and China are of a strategic nature, which is confirmed by a

number of agreements: the Joint Declaration on the Development of a Comprehensive Strategic Partnership between the People's Republic of China and the Republic of Kazakhstan dated June 13, 2011 and the Joint Declaration of the People's Republic of China and the Republic of Kazakhstan on Further Deepening of a Comprehensive strategic partnership dated September 7, 2013.

The countries support each other's initiatives on all international platforms, including the UN Security Council, SCO, CICA. Kazakhstan was the first to support the initiative of the Chinese leader to establish the Silk Road Economic Belt, as well as the creation of new political and economic institutions of interaction and transformation of the international order. Kazakhstan was one of the first to initiate its own national program "Nurly Zhol" to link it with the Silk Road Economic Belt initiative. The construction of the Silk Road Economic Belt is expected not only in the transport and logistics industry, but also in non-resource sectors of the economy. The main task of this project, declared by China, is to organize the merger of regional economies at the political and legal level. Passenger transportation is also considered an important industry for the Chinese side. Thus, it is planned to create a railway infrastructure that allows launching passenger lines from Urumqi to the cities of Almaty, Bishkek, Nur-Sultan.

The Chinese side also plans to launch passenger trains connecting the western regions of the Russian Federation with the western regions of the PRC. Another area that can also contribute to the expansion of cooperation between Kazakhstan and China within the framework of the Silk Road Economic Belt project is large water and environmental projects, the need for which is felt both in China and in the Central Asian region. In addition, it is in the field of ecology that prospects open up for creating a mechanism for scientific and technical achievements in production. Here, as a separate direction, we can also talk about the practical implementation of the idea of creating an energy club, and in the future – the formation of a single energy space in the Asian region.

In addition, active work is underway on the integration of the "One Belt and One Road" and the Eurasian Economic Union, which started after the signing of the "Joint Statement of May 8, 2015 on cooperation on the integration of the construction of the Eurasian Economic Union and the Economic Belt of the Silk Road project. Also, since the creation of the "One Belt and One Road" initiative, various shortcomings and consequences of this initiative have been revealed. The PRC is accused of trying to involve the countries participating in the project in debt dependence on China.

The Chinese government invests large sums of money in the economies of Central and Southeast Asian countries, which Western experts are concerned about, believing that China will undoubtedly expect results from these investments. Thus, the participation in the project of such countries as Mongolia, Kyrgyzstan, Tajikistan, Pakistan, Montenegro, Laos and Myanmar is questionable. Often, the project is criticized primarily for the fact that, according to many analysts, it is aimed more at the development of the economy of the PRC and the western regions of the country, rather than for everyone's benefit. China needs the participation of other countries, but there are many other ways for Xi Jinping's government. It is noted that the level of corruption in the conclusion of transactions on this project still remains at a high level. So, a separate speech was devoted to the problem of corruption at the second forum dedicated to the project.

The foreign and domestic policy of the People's Republic of China has also shaken its reputation, which may affect the future of the project. Thus, Turkey refused to participate in the second forum dedicated to the "One Belt and One Road" project, whose leadership spoke negatively about China's actions in Xinjiang. The Polish representative office also refused to participate in the forum, which was caused by the activity of the Chinese conglomerate Huawei, when two of its employees were arrested in Poland on charges of espionage in favor of the PRC. China's main ally in South Asia, Pakistan, also notes the deterioration of relations with China. Nevertheless, despite the criticism of the project, the participating countries still have high hopes for the "One Belt and One Road". The Prime Minister of Malaysia, who has criticized the project in the past, said that the One Belt and One Road project is still a platform for cooperation between countries on the Eurasian continent. For many countries in Europe, Asia and Africa, this project is still significant and necessary. Infrastructure of the project on the territory of Kazakhstan Several routes of the New Silk Road pass through the territory of Kazakhstan. In particular, these are:

The Central corridor of the Silk Road Economic Belt: Lianyungan – Urumqi – Dostyk/Khorgos – Astana – Aktobe – Kazan – Moscow – Minsk – Brest. At the moment, this land highway is considered the shortest highway connecting China and Europe. The advantage of this corridor, in addition to the reduced time of trains on the way, is the passage of most of the way in one transit zone – the Eurasian Economic Union.

The presence of a modern transshipment point with a large capacity on the border of Kazakhstan and China – Khorgos station will reduce the time spent on rearranging wagons to another track. Then the train passes through the territory of Kazakhstan, Russia and Belarus in the same customs zone. The route continues to the transshipment point in the city of Brest, on

the border with Poland, where the train is switched to the European track and enters the European market.

At the moment, this route is considered as the most optimal route in the New Silk Road project; The Southern Corridor of the Silk Road Economic Belt: Lianyungan – Urumchi – Khorgos – Almaty – Bishkek – Shymkent – Tashkent – Istanbul. This route allows you to connect the port cities of eastern China and the cities of Central Asia with subsequent access to the Black Sea.

This route is considered to be faster for trains with a final destination in the Black and Mediterranean Sea, compared to the traditional route through the Indian Ocean and the Suez Canal. This route will also expand cooperation between Iran and China in the field of production and distribution of energy resources in the region, which will provide the underdeveloped west of China with the necessary raw materials from Central Asia and energy resources from Iran; the TRACECA project, which unites the countries of Central Asia, Transcaucasia and Eastern Europe, is planned to be integrated into the Silk Road Economic Belt. The railway line from Western China, passing through Khorgos, to the Aktau Seaport is currently almost put into operation.

Further, in the port of Aktau, joints are loaded onto ships, from where they sail to the Azerbaijani port of Baku. The train is moving from Baku to the Black Sea coast in Georgia. In the ports of Georgia (Batumi, Poti), ships sail to Turkish ports, from where they can then go to Europe via high-speed highways, as well as to Ukrainian ports on the Black Sea; The TRACECA project initially met resistance from Russia, as it bypassed its territory. However, in addition to the countries of Transcaucasia and Central Asia, Moldova, Ukraine, Mongolia, Turkey, Romania, Bulgaria and Iran also joined the project. This project is considered one of the largest projects in the field of interaction of modes of transport. The high logistical costs of intermodal transportation according to the plan should be eliminated by using one transportation document along the entire route, expressway "Western Europe – Western China".

This transport corridor passes through the territory of Kazakhstan, connecting St. Petersburg in the northwest and the port of Lianyungan in the east. The length of this highway is 8445 km . The Chinese part of the road has already been built. The Kazakh part is ready for operation and is expected to open in the early 2020s. However, the Russian side has not yet completed its part of the way, and it is expected to launch this highway by 2030; Other projects and routes include the North-South project, which acts as an alternative route for the passage of goods from Northern and Western Europe to the countries of South Asia.

Russia, Kazakhstan, Azerbaijan, Turkmenistan and Iran are participating in this project. Its essence lies in the organization of a route from St. Petersburg to Tehran and further to the Persian ports in the Indian Ocean. It is planned to actively use the Caspian ports. According to the plan, this route will significantly reduce travel time compared to the current route passing through the Suez Canal. These overland routes are the principal highways connecting the European Union and highly developed areas of China. This is due to the peculiarities of the geographical area of Central Asia, the political and economic components of the countries of this region, as well as the reduction in the time of cargo transportation in Eurasia in the East-West direction and vice versa. Due to these features, Kazakhstan is the main transit area between China and Europe, also due to the stable political situation in the country and Kazakhstan's partnership relations with both China and other neighbors (Russia, Transcaucasia, Central Asia).

The possibility of economic cooperation and expansion on the territory of Kazakhstan, the existing transport base and logistics network in the country also have a positive impact on the development of the "One Belt and One Road" project in Kazakhstan.

CONCLUSION

The One Belt and One Road project is a global economic and political project. More than 120 countries of the world participate in it. At the same time, Kazakhstan has an important role to play in this initiative. Playing a major role in the Silk Road Economic Belt project, Kazakhstan clearly monitors the likely positive and negative effects of this project for the Republic of Kazakhstan. The main positive result of the implementation of the "One Belt and One Road" project for Kazakhstan is the transformation of the country into a major transport and logistics hub on the Eurasian continent.

As part of this, it can be stated that all roads lead to Kazakhstan. Three corridors of the New Silk Road pass through the country, as well as the TRACECA corridor, the route of the North-South project. The unique geographical location and reasonable policy will allow Kazakhstan to occupy an important niche in the field of international logistics. The active development of transport infrastructure and the promotion of optimization of technical support of infrastructure facilities allows Kazakhstan to embark on the path of economic expansion on a global scale. Despite the impossibility of implementing such a project without significant risks, Kazakhstan feels confident in this new economic reality. Our country is a key participant in this project, the positive effects significantly outweigh the negative ones, and the possibility of realizing the huge transit potential of Kazakhstan allows us to consider the One Belt and

One Road project as the most important project for the modern history of the Republic of Kazakhstan.

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Educational Diversity and Role of Turkish Institutions in Peace Building and Conflict Prevention: in the Light of Islamic Perspective of Conflict Resolution

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Abstract

Advances and advances in the modern realm's social, political, and economic sectors are useless in lowering people' undesirable behaviors. This highlights the significance of building a peace ethos in a civilization centered within equivalence, impartiality, egalitarianism, constitutional privileges, acceptance as well as cohesion. Although the reason of study is examining Turkish lecture hall educator's perspectives proceeding variability of concerns, expectations, and recommendations related to peace as a concept and peace education. The study discovered that, first and foremost, management stood additional apprehensive through executing Islamic centered teaching concerning peace by state ethics than with considering the normative and sociological implications of enacting a policy governing the implementation about harmony teaching within institutes. Second, harmony settlement employed notion of constitutional privileges to govern Aceh's education, hence regulation proceeding prevailing fixed specifically legalize learning modification aimed at peace building. Accordingly, peace teaching within secondary institutes has gained widespread acceptance and implementation. The data gathering tool was a semi-structured interview technique, which was constructed in accordance with the qualitative research paradigm. The teachers that participated in this study volunteered to do so. The findings revealed that participating teachers interpret global, national, and individual peace in the same way. The attempt to meet guardian's anticipations meant for examination focused on database hinders entire added exertions which might remain dedicated proceeding harmony teaching. In addition, instructors' peace education awareness, knowledge, and skills have been shown to be insufficient.

Keywords: Education, Diversity, Turkey, Peace-building, Conflict Prevention, Islam

Introduction

To achieve and maintain a peaceful society entirely mechanisms about human rights must be satisfied in a unified manner. Human rights are inextricably linked to peace and education, both of which are necessary for their realization. The unfeasibility of nonviolent, prosperous and creative publics is initiated by the downfall of educational systems. Education raises social feelings that are essential to harmony development for instance empathy aimed at others distress, kindness intended for sufferers, clemency meant for lawbreakers, forbearance concerning others varied individualities in addition to values, positivity regarding forthcoming also boldness towards raise reliance. In institutions it resolves disparities, overcomes preconceptions and cultivates latest standards. Schools are considered as mediators in the progress and conversion of ethnic standards among students from fierce to nonviolent hence decreasing the possibility of violent conflict. Direct, structural, and cultural forms of violence are primarily eliminated via peace education (Wang, 2018). Meanwhile it is revealed that peace education is a vital tool for conveying positive peace to post-conflict settings. As a result, clash in addition to clash linked settings are essential. As a result, each humanoid being trained in the direction of recognizing clash in addition harmony creation in order towards eradicating fierceness through harmony teaching. Turkey's role as an emerging player is due to the country's stable radical also fiscal progress within early twenty first century, as well as waning about regulation centered substantial mandate. Consequently, district troupes through comparative fiscal constancy also sanctuary have been able towards take on some duties that were typically reserved for the Great Powers during the Cold War (Liu, 2019). Turkey, like most countries and other regional leaders has benefited from the global opening's conclusions. Turkey like several other developing powers experienced rapid economic growth, relative stability and is currently enduring political transformation and reform.

Research Methodology

The research process was selected aimed at addressing exploration concern since situation permits investigators towards dig deeper into the phenomena. It portrays the phenomenon through the eyes of the participants and analyses the records without the involvement of researchers. Scholars can also survey the sequential flow of events related to the research problems.

Peace education within recognized institutes entails radical sustenance within procedure of management strategies which replicate prospective chances in harmony arrangement, the civil society organization's peace education programs. These considerations were divided into two policies: normative and social possibilities. The possibility of implementing harmony teaching remains articulated within harmony accord concluded execution regarding constitutional privileges aimed at individuals which states that education necessarily familiarize to native public's individualities, capabilities as well as requirements. As one of the autonomous regions with unique advantages, expresses optimism for comprehensive education reform as well.

Literature Review

It has been revealed that corresponding regular of national yet spiritual, value also corporatist dissertations demoralizes the multiethnic standards. However, discordant assorted work of this dual combinations regarding contradictory dissertations elevates queries concerning whether in Turkey, it certainly enables learners for supporting social equality. Such question discloses connotation of evolving an efficient set of courses reinforced through reliable combination on the subject of social and also political standards in Turkey as well as other places. (Sen, 2020).

Concerning the peace education in Turkey, present analyses incline towards emphasis taking place towards input about training towards harmony in addition clash among civilization commonly which is evidently further than lecture hall. As per collected works happening learning intended for folk assortment. There is quite additional noticeable highlighting within prevailing evaluations on training instructors precisely while this one formulating in-service-training for training ethnically in addition to intellectually assorted scholars (Edwards, 2020). Further, Turkish government offered latest consecutive archetypal about generally non-aggression among individuals concerning diverse beliefs existing unruffled in addition to spiritual Muslims. Although forward-thinking circumstantial about such age varies enormously through resources regarding ethnic clash also killing in the national all the way through clashes (Shoaib, 2021).

Ecological harmony construction remains promptly increasing area for further research work also training on connection about setting, clash, and ceasefire in addition to safety. Aiming continuously on such association's stands critical efficiently as soon as atmosphere becomes central concern about global legislations as well as sum of clashes among forces stands evidently (Ide, 2021). Considering the role of Turkish institutes for resolving conflicts in perception of Islamic guidelines, relating to the situation about Turkish and Kurdish clash the outcome was pointing towards significant association among national also confederate distinctiveness, clash descriptions in addition to inter-cooperative correlated consequences (Uluğ, 2021). It is evident that countries with diverse societies must have appropriate policy regarding national language to avert clashes and maintaining internal cohesion (Ulasiuk, 2018).

Turkey is continuously keep on to exploiting aforementioned spiritual, traditional also folk links in the direction of trying on consolidating lenient influence, mutually provincially in addition to additional overseas by way of realm evolutions towards additional multi edifice. Although, nation's status as a regional actor and developing force has risen throughout this time, particularly since the Arab Spring has brought possibilities, crises, and fighting to its borders (Ali, 2020).

The Emergence of Turkish Peace Building

Turkey's strategic concerns have been governed by two fundamental issues: security and stability. Resulting from first global battle descent about traditional yet historic rulers of the region, reconstruction over orientation with in addition to affiliation with organizations remained deliberated equally perilous towards reinstating safety as well as constancy which is might vanished concluded within preceding ages. Some of country's foremost external strategy notions for instance uninterrupted also admiration towards dominion have emerged in this situation. The most significant internal as well as external strategy was obstructed through Mustafa Kemal Atatürk, Republic's forefather (Makaradze, 2020). From its earliest ventures into peace-keeping in the nineteenth century to date peacebuilding initiatives, a number of his remarks, particularly the phrase meaning that when there is peace in the country it can be considered as peace in whole world around you. This phrase have served to shape Turkey's international engagement. Previous government responsible person reverberated soppiness aphorism according to which state worked hard in the direction of developing useful external plan centered towards native harmony as well as permanency. From the time when the Arab helix prolonged also misshapen keen on lethal civic conflict also ethnic cleansing, this concept has come under considerable strain. Turkey's safety and constancy have been directly impacted by these challenges.

Civic and Citizenship Education

Citizenship education is another area where education plays a significant influence in identity building. Citizenship education is an explicit and official aspect of the school curriculum in many nations. Though numerous premeditated have been existing from Europe and the Middle East that examine the concern of nationality and ethnic dissention from the founding of the nation-state to the contemporary globalization issues (Gauthier, 2021). An analysis of ethnic or religious identity in six nations which are Germany, Greece, Iraq, Israel, Lebanon, and Turkey. It reveals that ethnic or religious identity is at the heart of the national community, defining the state's definition and treatment of its inhabitants. Traditional ethnic program which recurrently fright with a country's structure or independence and then elucidate the government's institutions and how they work, are one type of citizenship education.

Peace Education in Muslim Societies

One of the many theories linking teaching also clash was educational structures may amplify otherwise alleviate constituents' grievances against their government, leading them to support dissent or insurrection. Educational experts, on the other hand, believe that educational systems may positively mold student's worldviews and so establish a constructive identity based on shared individual and collective duties (Rappleye, 2020). In light of weak autocratic states where education is underfunded and easily manipulated through unaccredited private schools, education experts argue that teaching peace residency awareness as well as abilities is critical permitted on behalf of learners towards serenely resolution of clashes also comprehend nonviolent replacements towards conflict mitigation. The ways

in which educational non-governmental organizations and Muslim educational specialists and practitioners have made enormous progress in emerging varied standards also international nationality manuals over correction about harmony teaching are obvious missing dimension in the literature studying Islamic seminaries and educational systems in Muslim societies. Despite security studies policymakers' criticisms and weak nations' inability to spend critically in education, peace and peacebuilding education initiatives have exploded in numerous Muslim communities.

Learning and Individuality

Discerning among state-building and nation-building is becoming progressively crucial. Despite the fact that the two are frequently confused, they might reflect entirely different ideas. The establishment of a state in which residents have a common social, cultural, and religious basis is commonly referred to as nation-building. In many circumstances, the concept of the country extends beyond state borders to encompass diaspora groups that can have a considerable impact on state development, such as through remittances that can be used to support nationalistic hostilities or peacekeeping efforts. However, as the world becomes more globalized and people move further spontaneously (Sandbrook, 2019). The notion of a standardized nation state is being defied partially consequently of the advent of provincial and multinational beings like the European Union, and moderately due to rising assortment of residents.

Identity factors are vital to understand conflict because, rather than being fundamental causes, they can be used to generate or intensify conflict. Differences between identity-based groups are referred to as straight dissimilarities to discriminate them from perpendicular dissimilarities based on fiscal situation in addition access to power despite the fact that these frequently correspondence and the possibility of clash is advanced.

Findings and Recommendations

Centered towards foregoing findings, management's strategies might be incompatible within understanding regarding importance about harmony teaching also gratefulness from civil society organization's peace education initiatives. However, there is no clear way for directing peace education in Turkey. It is further analyzed that education is based on national standards as well as Islamic ideals. The findings confirm the assertion which utmost experiential proof about harmony teaching execution are unfavorable within uncooperative radical situations. Some peace education plans validate that activities can be supported with little or no indication of systemic change.

Conclusion

Despite this, the stake clash authenticity highlights need about harmony teaching on the way of helping to establish yet preserve harmony in order to achieve progressive harmony. Although peace education permits domineering managements to be deposed and violence to be normalized. In view of this there

is a similar point, teaching endures capability for playing substantial part in promoting harmony, equally straight as well as circuitously. This helps republics get back on track with their growth and repair the harm created by civil war. As a result, for long-term peace, peace education is a must.

According to research harmony teaching, it originally founded within domestic strategy besides nonexistence about desire then reluctance towards execution of harmony teaching within institutes are two causes for lack of motivation and unwillingness.

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Entrepreneurship and Poverty: The role of Internet Usages in Africa

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Abstract

The need to reduce poverty is imperative among the policy makers. Poverty poses challenges to humanity in the world especially in the African region. This has encouraged researchers to find better ways of reducing poverty. Part of the means is to encourage entrepreneurship due to its contribution to mankind. Researchers are yet to demonstrate how important is the usage of internet to an entrepreneurship in the course of reducing poverty in Africa region. To this, this paper examines the role of internet usages in the link between entrepreneurship and poverty in 11 developing countries of Africa (Algeria, Botswana, Cape Verde, Kenya, Madagascar, Morocco, Nigeria, Rwanda, South Africa, Uganda and Tanzania). The results of the Panel Corrected Standard Approach reveals that entrepreneurship adversely affects poverty. This is supported with the growth policy of gross domestic capital formation and internet usages as they played significant role to reduce poverty. Policy makers can encourage entrepreneurship to thrive by improving on gross domestic capital formations and internet usages to reduce poverty in the region.

Keywords: *Entrepreneurship, Poverty, Internet Usages.*

INTRODUCTION

Poverty remains with human being from time memorial and it has become a situation not wished to be experienced by any one. This is because, people associated with poverty are confronted with difficulties that make them to live miserably. Living from hand to mouth would not help the growth and development of both the individuals and nations involved. Moving out of poverty have become desirable matter in the international communities and virtually in each country of the world. Part of the anticipated move was to seek to eradicate extreme poverty for all people everywhere by 2030 especially for people living on less than \$1.25 a day (United Nations, 2016). If this is the objectives, how possible this would be achieved when people receiving PPP \$3.20 a day (% of total employment) are still term as “Working poor” (UNDP, 2020). While this can be doubted especially as 63.1% received \$3.20 a day in Sub-Saharan Africa countries. cursory look at Figure 1 shows that most countries are bedeviled with poverty.

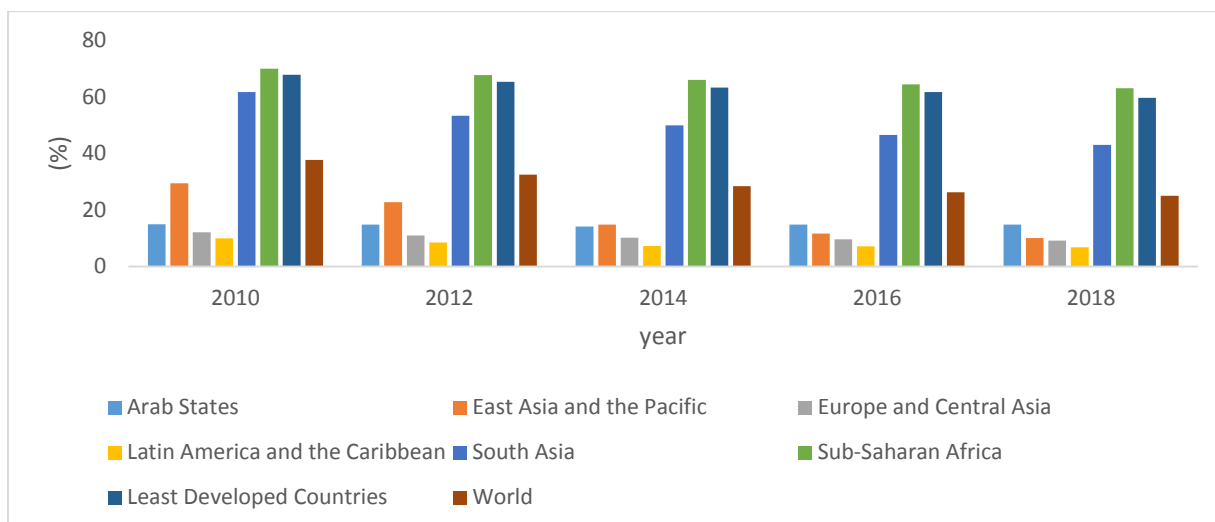


Figure 1: Poverty in the World (measured by working poor at PPP \$3.20 a day (% of total employment)
Source: United Nation Development Programme (UNDP), 2020.

Consequentially, inability to achieving the SDG1 by 2030 serves as the basis for continuous vicious poverty cycle described in Farias and Farias (2010) that *Low income* → *No or low Savings* → *Low investment* → *Low productivity* → *No basic education* → *Low income*. Evidently, it leads to poor child development as parent find it hard to sponsor their children to schools thereby having poor educational outcomes (Engle & Black, 2008). Further, those involved in poverty are strained to seek illegal means to achieve their basic needs through criminal activities (Imran, Hosen & Chowdhury, 2018). Thus peace and development may not be feasible in most countries of Sub-Saharan Countries with high prevalence of poverty rates.

Since most efforts is to minimize poverty has been on top gear, researchers have showed that vocational education and entrepreneurship are vital to the society. This is because, entrepreneurship provide better mindset for people who are engaged in entrepreneurial skills. Through reshaping of their mind set, there is high possibility to come up with new ideas and innovation to enhance development in the society. (Handayati, Wulandari, Soetjipto, Wibowo & Narmaditya, 2020). Si, Ahlstrom, Wei and Cullen (2020) concluded that innovations by entrepreneur driven with technology would generate desirable poverty reduction, this should not also jettison good institutional quality and digitalization.

Knowing the importance of entrepreneurship, it is desirable for researchers in developing countries to further examine ways in which entrepreneurship could reduce poverty (Amorós & Cristi 2011). Especially that existing available international studies using panel data were not based on Sub-Saharan African but rather they have studied countries from Africa with other developing countries in the world (Komivi & Yawo, 2021; Aziz, Grant & Arshed, 2020; Djankov, Georgieva, & Ramalho, 2018; Amorós & Cristi, 2011). Also, these studies have produced mixed findings; while Komivi and Yawo (2021) demonstrated entrepreneurship negative impact on poverty, Aziz, Grant and Arshed (2020) and Amorós and Cristi (2011) showed the entrepreneurship negative impact on poverty in an indirect way due to human development index they used to measure poverty. Djankov, Georgieva and Ramalho (2018) found no significant result between entrepreneurship and poverty.

Therefore, this study became necessary being the first to fully concentrate on African countries on the link between entrepreneurship and poverty based on available literature. Also, findings on growth policy employed in the study serves as two-double edge sword to enhance entrepreneurship and minimise poverty in the model. Lastly, policy implication provided are

well grounded to uplift citizens in the region out of poverty especially on the recent effect of Covid-19 which may have dragged people into poverty. Thus, the rest of the paper focusses on empirical literature, estimation strategy, findings and conclusion.

EMPIRICAL REVIEW

Komivi and Yawo (2021) examined the effects of entrepreneurship on poverty using panel data of 122 countries from 2006 to 2016, this was estimated with Generalized Moment Method (GMM). They found that entrepreneurship is better means to reduce poverty, further evidence showed that urban population facilitates the work of entrepreneurship as it help the labour force population to contribute to the reduction of poverty. Similar result is found in Lee and Rodriguez-Pose (2020) when they found tradeable entrepreneurship having adverse effects on poverty in cities using a panel data from US from 2005 to 2015.

In a similar study of Aziz, Grant and Arshed (2020) who used FGLS to estimate panel data of 104 countries from 2005 to 2016 found positive significant effects of entrepreneurship on poverty and when entrepreneurship is interacted with cost of doing business, it has reduction effects on poverty. Amorós and Cristi (2011) used HDI to proxy poverty as Aziz, Grant and Arshed (2020), they found an indirect reduction effect of entrepreneurship on poverty. However, Djankov, Georgieva, and Ramalho (2018) found non-significant effects of entrepreneurship on poverty. The implication of these findings call for a new research like this study which provide light on the mix findings concerning the link between entrepreneurship and poverty in Africa.

Moreover, Brixiová and Égert (2017) explained that Dynamic and Operational Capability Theory provided a link between internet usages and business activities. This is due to the enormous advantages of which internet provided to encourage entrepreneurship activities. Tan and Li (2022) provided support for Brixiová and Égert (2017) as they found the significant effects of internet facilities on entrepreneurial activities. Also, in the link between entrepreneurship and poverty, Komivi and Yawo (2021) showed that internet usage aid entrepreneurial activities to reduce poverty. The summary of the findings in available literature are provided in Table 1.

Table 1: Summary of the previous studies

S/N	Article	Unit/dimension	Measurement of Entrepreneurship	Dependent Variable	Independent Variables	Findings
1.	Komivi and Yawo (2021)	122 developing countries over the period 2006-2016 -low income countries -middle income countries GMM	Total Entrepreneurial Activity (TEA)	Measures of poverty 1. Poverty gap at \$1.90 a day (2011 PPP) (%), 2. Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population) and 3. Poverty gap at national poverty lines (%).	1. Trade 2. Rule of law 3. GDP per capita growth (annual %) 4. Total labor force comprises people ages 15 and Older 5. Individuals using the Internet (% of population) 6. Domestic credit provided by financial sector (% of GDP)	1. -ve sig to poverty 2. -ve sig to poverty 3. -ve sig to poverty 4. -ve sig to poverty 5. -ve sig to poverty 6. Not sig to poverty
2.	Aziz, Grant and Arshed (2020)	104 countries from 2005-2016. Panel FGLS Model	New Business Density	Poverty measured by HDI – measure of development (index)	1. New Business Density 2. New Business Density* Cost of Doing Business 3. New Business Density* Governance Factors 4. Trade Openness 5. Tertiary Enrollment 6. Interest Rate	1. +ve sig to poverty 2. -ve sig to poverty 3. +ve sig to poverty 4. +ve sig to poverty 5. +ve sig to poverty 6. -ve sig to poverty
3.	Djankov, Georgieva, and Ramalho (2018)	189 economies from 2005-2013. Include high, middle and low-income countries	Doing Business index	Poverty headcount ratio at \$1.90 a day (at 2011 purchasing power parity) as a percent of the population.	1. Doing Business index 2. Enforcing Contracts 3. Income per capita 4. Government expenditure 5. Population growth 6. Mortality	1. Not sig to poverty 2. -ve sig to poverty 3. -ve sig to poverty 4. -ve sig to poverty 5. +ve sig to poverty 6. +ve sig to poverty
4.	Amorós and Cristi (2011)	37 developing countries which include low and middle income countries over 2000–2006. 2SLS	Total Entrepreneurial Activity (TEA) and necessity-based entrepreneurial activity (NEC)	Poverty measured by HDI data (Progress (or decrease) of a specific country's HDI trend over 2000–2006.)	1. Total Entrepreneurial Activity 2. Necessity-based entrepreneurial activity 3. Income inequality 4. TEADUMMY 5. NECDUMMY 6. NECPART	1. +ve sig to poverty 2. +ve sig to poverty 3. +ve sig to poverty 4. +ve sig to poverty 5. Not sig to poverty 6. Not sig to poverty
5.	Lee and Rodriguez-Pose (2020)	Cities from US between 2005 and 2015.	Tradeable entrepreneurship and Non-Tradeable entrepreneurship	Poverty- household poverty rate	1. Tradeables 2. Non-tradeables 3. Education- High skill Mid-skill 4. Demographic (male and non-white) 5. Urban size 6. Employment rate	1. -ve sig to poverty 2. Not sig to poverty 3. -ve sig to poverty Not sig to poverty 4. +ve sig to poverty 5. Not sig to poverty 6. -ve sig to poverty
6.	Ali and Ali (2013)	A survey study of 80 participants in Somalia	Entrepreneurship	Poverty	Entrepreneurship	Weak positive significant relationship
7.	Kareem (2015)	A survey of 100 participants being customers of a microfinance in Ogun State, Nigeria.	Entrepreneurship	Poverty	Entrepreneurship	Negative significant to poverty

EMPIRICAL STRATEGY

This paper considered a panel data of 11 developing countries of Africa (Algeria, Botswana, Cape Verde, Kenya, Madagascar, Morocco, Nigeria, Rwanda, South Africa, Uganda and Tanzania) from 2010 to 2017. Data on entrepreneurship proxy with new business density (number of newly registered companies per 1,000 working-age people) sourced from DECID (2021). Internet usages that is individuals using the internet (% of population) obtained from WDI (2022) and data on poverty (proxy by working poor at PPP \$3.20 a day-% of total employment), gross capital formation (% of GDP), urban population as % of total population), economic growth (logged of GDP) and labour force population measured by labour force participation rate (% ages 15 and older) obtained from UNDP (2021). All data are in standard rates form.

To analyse the data, Panel Corrected Standard Error technique was employed. This is due to nature of the data and it affords mechanism to minimise the problem of endogeneity; also, it pave way to see whether errors are independently distributed in terms of individual and time or there are presence of unobserved specific effects. Besieds, the pooled OLS model was tested first followed by random effect model; the tested of Breush-Pagan LM test favoured random effect model. This shows that individual and time variants exist but, it would be better to see if whether or not the presence of unobserved specific effects is distributed independently on the independent variables. Therefore, fixed effect model was tested and the result of the Hausman tested informed that fixed effect model be accepted. That is unobserved specific effects is not distributed independently. However, result of the fixed effect model could not be accepted due to problem of serial correlation and heteroskedasticity; apart from these problems, there is no problem of multicollinearity (mean vif). Correcting these problems using PCSE, the result became robust and interpreted for policy suggestions.

The starndard model specified in equation 1 was tested and it is in line with Aziz, Grant and Arshed (2020). In the model, POV_{it} is the poverty, ENT_{it} is the entrepreneurship while X_{it} caputres other variables in the model. Besides, the parameters were specified in terms of β_1 and β_2 to explain the proportion of independent variables that would cause changes in the dependent variable. α is the constant parameter and ε is the time invariant part of the disturbance term as i and t are the individual and time invariant in the disturbance term.

$$POV_{it} = \alpha + \beta_1 ENT_{it} + \beta_2 X_{it} + \varepsilon_{it} \dots \dots \dots 1$$

FINDINGS

The results of the pre-estimation and estimation are presented in Table 2 and 3 respectively. In Table 2, the mean of each variable lies within the minimum and maximum values. The variability using standard deviation signify that statistics have low variability. Therefore, it means that the data employed are good for estimation which can be used for policy suggesstion.

Table 2: Descriptive Statistics

Variables	Observations	Mean	Standard Deviation	Minimum	Maximum
Poverty	88	46.5488	31.5813	1.1	91.1
Entrepreneurship	88	2.8566	4.4508	0.1131	20.0904
Gross Capital Formation	88	27.9829	9.5902	13.1	50.8
Internet Usages	88	25.1506	17.6571	1.7	61.7622
Urban Population	88	45.2590	19.365	16.9	72.1
Economic Growth	88	4.5235	1.66073	1.0647	6.9372
Labour force Population	88	66.2875	14.7321	41.4	89.1

Table 3 reveals the results of the PCSE used to estimate the statistical coefficents of each variables on poverty as the dependent variable. In the result, all the variables are significant to determine poverty at the 1% level of significance but with diverse impacts in terms of positive and negative.

Variable of interest which is entrepreneurship adversely affect poverty, increase in entrepreneurial activities by 1% would reduce poverty 0.80%. This result support Komivi and Yawo (2021) and, Lee and Rodriguez-Pose (2020).

Boosting gross capital formation by 1%, poverty reduces by 0.58%. Likewise, internet usages reduces poverty by 0.24 when it increased by 1%. This result support Komivi and Yawo (2021). Also, when urban population as a drive to economic growth is increased by 1%, poverty is reduced by 0.48%. But the result in Komivi and Yawo (2021) was not significant.

Table 3: Result for the Poverty model using PCSE

Poverty (POV) as DV	Pooled OLS	Random Effect	Fixed Effect	Estimation of Panel Corrected Standard Error
Entrepreneurship	-0.8868 (-3.58)***	-0.2026 (-1.25)	-0.1160 (-1.00)	-0.8036 (-5.12)***
Gross Capital Formation	-0.8118 (-7.48)***	0.0721 (1.37)	0.1154 (3.04)***	-0.5893 (-4.90)***
Internet Usages	-0.3476 (-5.05)***	0.0104 (0.31)	-0.0281 (-1.07)	-0.2459 (-4.01)***
Urban Population	-0.4055 (-4.65)***	-0.5325 (-3.10)***	0.3186 (1.95)*	-0.4875 (-6.43)***
Economic Growth	3.8858 (4.99)***	-4.2322 (-2.33)**	-12.7878 (-7.38)***	4.4102 (5.93)***
Labour force Population	1.1321 (9.05)***	0.3041 (0.026)**	0.2005 (2.02)**	1.1991 (21.64)***
Constant	6.2758	67.9325	74.4847	-5.6223
Breush-Pagan LM test	chibar2(01) = 145.32 Prob> chibar2 = 0.000			
Hausman test		chi2(7) = 475.31 Prob>chi2 = 0.0000		
Observations	88	88	88	88
R-squared	0.9470	0.5847	0.7119	0.9379
F-test (Wald chi square)	241.01	98.56	29.25	4212.89
F-test (prob>chi square)	0.0000	0.0000	0.0000	0.0000
Multicollinearity (mean vif)	2.99			
Heteroskedasticity ($\chi^2 - stat$)	-	-	chi2 (11) = 5856.99 Prob>chi2 = 0.0000	-
Serial Correlation ($F^2 - stat$)	-	-	F(1, 10) = 15.294 Prob> F = 0.0029	-

T-statistics are in parentheses, *, ** and *** denotes 10%, 5% and 1% respectively.

But Economic growth and labour force population are positive to poverty. The boost in economic growth by 1% showed that poverty would increase by 4.41%. Meaning that economic growth has no trickle effect in the region. This result did not support Komivi and Yawo (2021) as they provided that income growth reduces poverty.

Likewise, increase by 1% in labour force participation increases poverty by 1.19%. This result means that the large number of labour force population are not engage in meaningful employment. With this, large number of the population that are working would remain poor due to the poor income they earned and thus, this increases poverty rate in the region. But the result in Lee and Rodriguez-Pose (2020) showed that employment rate reduces poverty. This paper argued that involvement of the labour force population in employment would assist to reduce rate of people working poor and poverty rate in Africa.

CONCLUSION

This paper examined how internet usages impacted on the link between entrepreneurship and poverty in developing countries in Africa. Results revealed that entrepreneurship and internet usages serves as means to reduce poverty in the region. Also, gross capital formation and urban population are means to reduce poverty. But economic growth itself and labour force population increases poverty

in the region. The implication of the result are that internet usages help the interested labour who engaged in entrepreneurial activities to achieve reduction on poverty. As they employed internet usages, it encourages more people to go into entrepreneurship activities because it facilitates their businesses. Moreover, increase in population residing in urban centers are encouraged to use internet since there is increase in gross capital formation. However, economic growth has no trickle effect on the populace because growth policies adopted in the continent by different government fail to provide employment to the willing labour that offered themselves for work. Therefore, policy makers in the continent should embrace internet usages since it pave way for more employment of the large number of labour force through their engagement in entrepreneurial activities which would cause poverty to be reduced in Africa. Also, it thus provided means of preventing high risk to businesses as it is possible to use internet usages to deter criminal from committing crime; by this, more investors would be attracted to invest their funds in businesses which are capable of generating employment-income which would have trickle effects on the population, thereby reducing poverty in the region.

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Records Keeping in Entrepreneurial Business: The Perspective of Students Enrolled in Postgraduate Programme in Records and Archives Management from University of Calabar, Nigeria

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Abstract

The study examined the importance of records keeping in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management at the University of Calabar in Nigeria. A pure qualitative method was adopted using seven postgraduate students enrolled in the archives and records management programme at the master's and doctoral levels in the department of Library and Information Science, at the University of Calabar, Nigeria. Four objectives were developed to guide the study. The results reveal that record-keeping is important in entrepreneurial business to enable future reference, keeping track of business transactions, filing of taxes and compilation of accounts. The types of records kept by an entrepreneur include but are not limited to credit, debtor, production, cash and purchase, and stock and assets records. the process that can help an entrepreneur to create a simple financial record-keeping system are capture, check, record, review, and act; while the challenges encounter in record keeping in entrepreneurial business are knowledge of record keeping, inadequate facilities, cost of keeping records and time, risk management storage, limited resources among others.

Keywords: Entrepreneurship, Entrepreneurial business, Entrepreneurial education, Records keeping, Archives and records management, Postgraduate students, Nigeria.

Introduction

The economic recession which has created hardship, poverty, and employment has resulted in the introduction of entrepreneurship education in nearly all the universities the world over. Based on the consideration of its importance in solving the identified problems, nearly fields of study at the university and other higher education have integrated courses on entrepreneurship into their curriculum. This includes the discipline of records and archives management.

Records management is "responsible for the efficient and systematic control of the creation, receipt, maintenance, use, and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records," according to the United Nations Archives and Records Management Section (nd*) (ST/SGB/2007:5). Practitioners in records and information management rely on information to help them perform more efficiently and gain knowledge for themselves and the organization. The effective and systematic regulation of the development, reception, maintenance, use, and disposal of records is known as records management. It is the procedure for identifying and safeguarding evidence in the form of records.

Records are information created, received, and preserved by an organization or person as proof and information to comply with legal requirements or do business (ISO 15489-1: (2016). Emails confirming an action or decision, spreadsheets demonstrating budget decisions, images or maps of

field missions, to name a few examples, must all be maintained as evidence. Archives, on the other hand, are records that have been chosen for permanent preservation as evidence of official business because of their administrative, informational, legal, and historical worth (ARMA International, 2000).

Simply defined, most records management obligations address how records are created and distributed today, whereas most archival responsibilities concern how records were utilized in the past (or how future historians will view today's data) (Weller, 2022; Touray, 2021). Records managers understand that nothing can be kept indefinitely. At some point, the paper will pile up, the email servers will be overburdened, and sifting through decades of information to reply to an open records request will become impossible. Although archivists are typically less involved in the creation and enforcement of recordkeeping policies, these rules, file plans, inventories, and business workflows offer archivists essential information about where, how, and why records were created within the organization.

Now that graduates from any subject, including archives and records administration, are encouraged to go into the company for themselves, the idea of managing their business records has become highly relevant, as it is seen as critical to their success. Graduates who want to start their firm will need to keep good records to track their progress. This is because records can demonstrate whether a company is growing, what products are selling, and what improvements are required. Good records can also improve the chances of a company's success. However, there appears to be a scarcity of writing on the value of record-keeping in entrepreneurial businesses from the perspective of students, based on the existing research. This expertise is useful for ensuring graduate students' success if they opt to pursue entrepreneurship after graduation. The only studies on this topic that are available are those conducted in sophisticated countries where resources are available to motivate graduates to start their firms after graduation. In this vein, the study looked at the value of records keeping in entrepreneurship from the perspective of postgraduate students at the University of Calabar in Nigeria studying records and archives administration.

Objectives of the Study

The broad objective of the study was to examine the importance of records keeping in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management at the University of Calabar in Nigeria. The specific objectives of the study were to:

1. Identify the importance of records keeping in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management;
2. Identify the types of records that an entrepreneur should keep from the perspective of postgraduate students enrolled in records and archives management;
3. Examine the process of keeping the records in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management; and,
4. Identify the challenges of records keeping in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management.

Methodology

Design and Method: The study adopted a purely qualitative method using interviews as an instrument for data collection. A qualitative method was used because it seems to be the most prominent method used in archives and records management research. Also, the qualitative method enables the researcher to get into an in-depth analysis of the issues under study.

Population and Sample: The study involved all the 7 postgraduate students enrolled in the archives and records management programme at the master's and Ph.D. levels at the Department of Library and Information Science, in the Faculty of Education at the University of Calabar, Calabar, in Nigeria. These 7 students represent the sample for the study. These 7 students have been offered courses in entrepreneurship education during the undergraduate and graduate programme. This qualified them as a suitable source of data collection in the study.

Data Collection: An interview guide that contained predetermined questions relevant to the objectives of the study was developed and used for the collection of data in the study. The researcher gathered all the 7 students together in one lecture room and interview them in turn. This was made possible because the researchers work in the same department where the respondents were selected from. This made the conduct of the interview a stress-free one.

Procedure: The interview was conducted following the predetermined questions that addressed the objectives of the study. The researcher interviewed each of the respondents spending up to 7 minutes with each of the respondents. After the interview, the researchers listen to the conversation again, and then transcribed and analysed the data based on the themes and variables in the objectives.

Results

The data obtained from the interview administration were thematically analysis and the results are reported as follows.

Importance of records keeping in entrepreneurial business

The objective of this subject was to identify the importance of records keeping in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management. To achieve the objective, respondents were asked to indicate based on their perception of the importance of records keeping in entrepreneurial business.

The results obtained reveal that generally there are many benefits of keeping records in entrepreneurial business. A respondent explained that:

“Keeping an adequate record of an entrepreneurship business will enable the business to grow than not keep any records. At the commencement of the business, the business owner must know how much has been spent, how much is coming in, how much are the profit and the total number of sales, per day, per week, and per month. Keeping these records will enable the entrepreneur to determine whether he/she is making progress in the business”.

The general opinion from the respondents revealed the following keeping records in entrepreneurial business is important because of future reference; to enable keeping track of business transactions; filing of taxes, and compiling final accounts.

The results here imply that record keeping is important in entrepreneurial business to enable future reference, keeping track of business transactions, filing of taxes and compilation of accounts.

Types of records an entrepreneur should keep

The objective of the above subject was to identify the types of records that an entrepreneur should keep from the perspective of postgraduate students enrolled in records and archives management. To achieve the objective on the above theme/variable, respondents were asked to indicate the types of records that are germane to be kept by an entrepreneur.

The results reveal that different types of records are available and very important for an entrepreneur to keep enabling the growth of the business. A respondent has this to say:

“You will need different sets of records. An entrepreneur should maintain records to meet his or her business requirements. Therefore examples of records that can be maintained are credit records; debtors’ records; production records, if the business is into production; cash book; purchases records; stock records, and assets records”.

The results here imply that the records that can be kept by an entrepreneur include but are not limited to credit, debtor, production, cash and purchase, and stock and assets records.

The process of keeping the records in entrepreneurial business

The objective was to examine the process of keeping the records in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management. To achieve the objective, respondents were asked to describe the process involved in keeping records in entrepreneurial business.

The results reveal that many processes are involved in keeping records in an entrepreneurial business. Mentioned were made of the five steps that can help an entrepreneur to create a simple financial record-keeping system. These are capture, check, record, review, and act. These were described as follows:

Capture: This is the most challenging step in the process, but it is also the most vital. Every dollar spent on the firm and every dollar received in sales should be tracked by the entrepreneur. Even if there is a requirement to pay business back when paying personal expenses out of that account, it is critical to maintaining personal and business spending separate.

Keeping important information complete and correct: Every two weeks or so, the entrepreneur should spend an hour or so going over everything they've captured and double-checking that everything is ready to record. It's also necessary to include all pertinent information regarding the expenses to appropriately record them.

Record the information and save it: The term "recording" refers to the process of converting financial data into a format that may be used. Everything that has been thoroughly checked should be given to the bookkeeper to record, or it should be recorded manually. This can be done every month, or the data can be entered into a spreadsheet or accounting software.

The next process is to consolidate and review the information: The object can be printed out for reporting after the entrepreneur's financial information has been logged each month. A balance sheet, an income statement, an aging report for accounts receivables, and an aging report for accounts payable. Each report should include a comparison to the same report material from the previous month. Specific information in these reports must be given special attention.

Act based on what is known: If everything appears to be in order, act means to do nothing. It may, however, necessitate a change at times. Entrepreneurs can use the information to establish trigger points when they are compelled to act. If reliabilities increase each month for three months in a row on the balance sheet, this could indicate that assets or expenses are also increasing, and spending cuts may be necessary.

The results here generally imply that the process that can help an entrepreneur to create a simple financial record-keeping system is capture, check, record, review, and act.

Challenges of records keeping in entrepreneurial business

The objective was to identify the challenges of records keeping in entrepreneurial business from the perspective of postgraduate students enrolled in records and archives management. To achieve the objective, respondents were asked to describe the challenges of records keeping in entrepreneurial business based on their perceptions.

The results reveal that there are many challenges encountered by entrepreneurs when keeping a recording of a business. The identified challenges by the respondents are inadequate knowledge of record keeping, inadequate facilities, cost of keeping records and time.

A respondent pointed out that *“keeping records of a business is not that easy without the basic knowledge of accounting...doing it usually results in many problems. You will just discover that you are making money and the money is disappearing without being able to take proper accountability”*.

Another respondent in his explanation mentioned that....mention can also be made of risk management, storage, limited resources, and end life systems, information document and sharing disposal guidelines.

Knowledge of record-keeping, inadequate facilities, cost of keeping records and time, risk management storage, and limited resources are among the obstacles encountered in record keeping in entrepreneurial businesses, according to the findings. The findings support Danford, Kasubi, and Lazaro's (2014) report, which found that small firms face a variety of challenges, including a negative attitude toward good record-keeping for the business, such as the costs, time commitment, and tax avoidance. The author claimed that their attitude was influenced by a lack of education and training in record-keeping skills and expertise, as well as a lack of norms that were proportional to the size of their company. The findings of Zolile and Vuyolwethu (2019) support the current findings in this study by stating that the majority of participants in their study did not follow good record-keeping methods and did not comprehend the value or purpose of keeping records for their enterprises.

Conclusion

Based on the findings from the study, it is concluded that records keeping is important in entrepreneurial business to enable future reference, keeping track of business transactions, filing of taxes and compilation of accounts. The types of records kept by an entrepreneur include but are not limited to credit, debtor, production, cash and purchase, and stock and assets records. the process that can help an entrepreneur to create a simple financial record-keeping system are capture, check, record, review, and act; while the challenges encounter in record keeping in entrepreneurial business are knowledge of record keeping, inadequate facilities, cost of keeping records and time, risk management storage, limited resources among others.

Recommendations

The government and other stakeholders should make a concerted effort to establish effective record-keeping norms, and entrepreneurs should be trained in important skills for records and information management, according to the report.

To preserve accurate records for their organizations, it is recommended that entrepreneurial businesses learn to employ effective record keeping and link record-keeping practices to business performance.

Contribution to knowledge

This research provides information that contributes to and assists entrepreneurs in keeping business records and practicing appropriate record-keeping procedures to keep accurate business records of transactions.

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Construction of Identities, Media and the Dimensions of the Social

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Abstract

The debate on identity has not lost its validity. The phenomenon of globalization brings with it a rise and resurgence of localization processes, reaffirmation of the differences and specificities of people and individuals. Today, more than ever, as individual-social-relational people, we strive to present ourselves as people with a well-defined identity. Despite the multiple definitions that various disciplinary fields have provided about identity, we know little about it as something that can be objectified.

The emergence of a culture of participation resulting from the emergence of the network of networks, the proliferation of increasingly smaller connection devices and the use of social media has allowed individuals (the public) not to act only as consumers, but also as contributors or producers (prosumers). In the last two decades, with the development of networks, digital technologies and devices, the notion of "participatory culture" has appeared. Jenkins, (2006) has examined the ways in which our lives in different settings are shaped by the experiences that interact with and around emerging media. We cannot deny the influence of the media in social life. But this influence is relative, weak or powerful according to the different societies.

Technologies must be investigated for production and interaction, based on the uses of users and prosumers, inquiring into uses, appropriations and what they do. This possibility of putting subjects at the center of the scene as creators of meaning, of content generating circulation of meaning, proposes the emergence of different stories and possible futures.

Key words: Identities, media, ICT, Social dimensions.

Introduction

The debate on identity has not lost its validity. The phenomenon of globalization brings with it a rise and resurgence of localization processes, reaffirmation of the differences and specificities of peoples and individuals. Today, more than ever, as individual-social-relational people, we strive to present ourselves as people with a well-defined identity.

Despite the multiple definitions that various disciplinary fields have provided about identity, we know little about it as something that can be objectified. There are few theories that address identity from its most empirically observable aspect, and in most cases, we only have theoretical approaches that, despite being rich, seem repetitive and not very enriching for the field of social thought and for the field of social research, understood as a creative, reflective process and in the search for the transformation of the social.

Communication is the basis of all social interaction, and as such, it is the basic principle, the essence, of society. Without communication, Niklas Luhmann (1992) would say, one cannot speak of a social system. Talking about communication means approaching the world of human relationships, of established and unestablished links, of dialogues, of emotion, of tensions and conflict, and of monologues that could one day become a dialogue. Cultures owe their existence to communication. It is in the communicative interaction between people where, preferably, culture is manifested as an organizing principle of human experience. The media play a major role in creating the identity of a nation state, of a community. This is simply due to the fact that individuals cannot directly receive all the existing realities in a world where societies relate and interact constantly.

Communication

We must consider that there are four dimensions covered by the phenomenon of communication: diffusion, interaction, structuring and expression. McQuail (2005) describes four basic models for the study of mass communication: the transmission model, the advertising model, the ritual model and the reception model. Communication can be understood as the interaction by which a large part of living beings adapts their behavior to the world around them, through the transmission of messages, signs agreed upon by learning common codes. Communication has also been conceived as the very system of transmitting messages or information, between natural or social persons, or from one of these to a population, through personalized means or mass dissemination, through a code of signs also agreed upon or set arbitrarily, conventionally. And even more, the concept of communication also includes the economic sector that brings together the information and advertising industries. These three meanings show that we are, faced with a polysemic term, such as culture.

The academic debate around communication has been dominated by a perspective that reduces the communicative phenomenon to the transmission of messages through the so-called mass media. Without wishing to consider this debate empty and unnecessary, we assume that communication goes beyond this mediated relationship. We must consider that there are four dimensions covered by the phenomenon of communication: diffusion, interaction, structuring and expression.

In the last fifty years, "communication theory" has been built from different perspectives. From the approach of a physical theory (Shannon and Weaver), to the critical approaches of the Frankfurt School (Adorno, Horkheimer, Marcuse), through a social conception based on language (Saussure) or based on cognitive anthropology (Lévi-Strauss), a psychological theory based on perception (Moles) or interaction (Bateson, Watzlawick, Goffman), and all those studies that focus on the social and psychological effects of the mass media (Lasswell, Lazarsfeld, Berelson, Hovland).

This panorama has made the object "communication" to be considered, along with other concepts of the social sciences such as culture and identity. The communication approach must take into account this diversity of perspectives and approaches. Communicology must be able, therefore, to integrate the different views that have been made towards this multidimensional object that we call communication.

Fattorello had as one of his original ideas that of establishing the public as a fundamental element of the communication process and the perception of reality as subjective. The Italian professor affirmed that instead of accepting that conception that companies in the media industry impose values, behaviors and patterns that served to maintain the domination of people, as the theorists of the Frankfurt school advocated, Fattorello in the years 50 focused on the audiences as active participants, as the axis of the communication process (Seganti and Ragnetti, 2012).

New Media and Culture of Participation

The culture of participation has been exposed, among others, by Jenkins (2006). With the progressive socialization of the network of networks and the appearance of increasingly small devices with great connection capacity, the advancement of education in digital media has increased the interest of teachers in the use of video games as an instrument non-traditional learning.

According to Scolari, the introduction of a new medium does not generally cause the elimination of existing media, and although one technical device may be superseded by others, "languages and meaning systems do not disappear" (Scolari, 2009, p. 49). Contamination of one medium with another expose's remediation processes. For de Bolter and Grusin (2000), remediation consists of the "representation of a medium within another medium" (2000, p.45) and is similar in terms of Scolari (2009) to what we call "convergence, but with another Name". Bolter and Grusin's idea is fed by the

widespread postulates of the Canadian researcher Marshall McLuhan, who stated that “the content of a medium is always another medium” (Scolari, 2009, p. 50).

The interaction with technologies becomes an interactive communication, the semiotic convergence (Scolari, 2009) with its processes of contamination and hybridization that occur at the level of consumption and production of the ecology of the media, challenges us as teachers about the use of learning experiences that are more real and closer to those new consumption habits and ways of relating that the technology and culture of our time are proposing. Recent advances in Information and Communication Technologies (ICT) have allowed people to create and publish in different media, generally through the Internet. They allow new forms of expression and participation in public discourse; participatory culture not only supports individual creation but also informal relationships that unite novices with experts. This new culture when it comes to the Internet has been described as Web 2.0. Our environment has been transforming and we live daily in a society where the new information and communication technologies (ICT) offer various possibilities for the transmission and generation of information, crossing geographical and cultural barriers, and traveling the world in time previously unthinkable. The digital revolution is not over and as a consequence the media ecosystem is not stabilizing. The increase in media and the use of ICT put the traditional media system in crisis in the context of transformation (Avogadro Thome and Quiroga, 2016).

On the other hand, the new media refer to cultural forms based on the use of computers, digital technology for the production, exhibition and distribution of symbolic content, web pages, digital objects, multimedia, virtual reality, video games, etc. The web is a meta-media, a media outlet that generates new forms and experiences of communication, it has the languages of other media (text, audio, moving image) with its own characteristics (Quiroga, 2016).

The emergence of a culture of participation (Jenkins, 2006) resulting from the emergence of the network of networks, the proliferation of increasingly smaller connection devices and the use of social media has allowed individuals (the public) not to act only as consumers, but also as contributors or producers (prosumers). In the last two decades, with the development of networks, digital technologies and devices, the notion of "participatory culture" has appeared. Jenkins, (2006) has examined the ways in which our lives in different settings are shaped by the experiences that interact with and around emerging media. We cannot deny the influence of the media in social life. But this influence is relative, weak or powerful according to the different societies.

The study of Identity from the planes of the social

We postulated the analysis of identities from the diverse planes of the social. In this sense, we can think that the individual-society and subjective-objective binomials constitute a reference and a

methodological guide in sociological research, although we consider that there are incipient developments that enable intermediate instances between these two pluralities.

The social exists three times, on the personal, interpersonal, and impersonal planes. We are not only individual and social human beings, but we are also relational.

From Pierre Bourdieu, we take many aspects, we underline, the existence of specific social spaces with their own logics and rules of the game, linked to the specificity of the capital at stake (Bourdieu 1997). And his relational epistemology, which leads him to maintain that the social exists twice (Bourdieu and Wacquant, 2005).

Beyond the fact that the individual-society duality is more quantitative than the subjective-objective duality, which is qualitative, what interests us is not that distinction but attributing existence to two dimensions. Bourdieu expresses it even better when he points out that the social exists twice: “Social reality exists, so to speak, twice, in things and in brains, in fields and in habitus, outside and inside. inside the agents. Bourdieu and Wacquant (2005 p. 13).

The habitus is defined as a system of durable and transferable dispositions -structured structures predisposed to function as structuring structures- that integrate all past experiences and function at all times as a structuring matrix of the perceptions, appreciations and actions of the agents facing them. to a conjuncture or event and that he contributes to predict” (Bourdieu, 1997, p. 178). Thus, the habitus, as an incorporated culture, is the set of practical schemes of perception, appreciation and evaluation, from which the subjects produce their practices, their culture in movement.

For us, the social exists three times. Incorporating to Bourdieu's duality the relational or interpersonal level or instance, which is not a synthesis of the other two since it has its own characteristics, autonomy and logic, despite the fact that objective and subjective reality converge, it is not about a fusion of them in the process's interrelationships. This principle guides our theoretical as well as methodological conception.

We propose that the three existences of the social occur in three types of groupings of the human being or people and for more linguistic than philosophical reasons we call them units or planes of the personal, interpersonal and impersonal. These categories are based on the conviction that we are not only individual and social beings, but also relational beings.

What are these units, what do they imply, how do they behave and articulate?

These are units that indicate the way of being of humans, in their particular, relational and social dimensions or as we prefer personal, interpersonal and impersonal.

The personal is expressed, as in the interpersonal, the social; as well as in the social, as in the interpersonal, the personal; and in the interpersonal, the personal and impersonal. Categories that are autonomous at the same time as interdependent on the others, that is why we speak of relative autonomies.

Interdependence is expressed in multiple ways, for example as continuities - which we highlight - but also as: tensions, mirrors, particularizations, representations, emerging, hierarchical, etc.

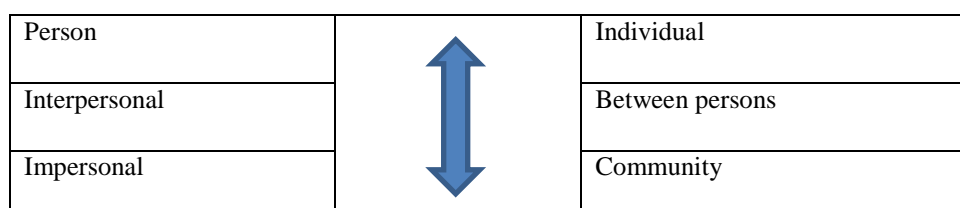
There is no cultural or social reality that does not cross these three planes. Everything that is social and cultural has gone through these three scenarios and will go through it again, which does not mean that we cannot stop at one of them to analyze it and treat it autonomously. For example, we can address a problem linked to language, let's suppose its transformations based on the inclusive gender claim. We can look at language as an impersonal reality and thus see it as a social construction, the language of the real academy, the one that is objectified in libraries and focus our gaze there. Or we could focus on everyday life, in domestic, work, urban situations and account for inclusion-exclusion there. But we can also focus on people, on their particular subjectivities: the game or tension of identity around language. Therefore, the analysis providing autonomy of each plane does not invalidate the continuum between them.

Another variant and distinction of these categories consists in distinguishing person from individual where the latter designates the biological being, in some way non-existent in a pure way, as ahistorical and asocial, plus essential life support for people. While when we talk about a person, it supposes a link with the social. Emphasizing the aspects of appropriation and coercion of and in people through learning, socialization, the endo cultururation of social and cultural formations.

We can also distinguish Cultural and Social Formations (CSF) more or less complex, with a greater or lesser technological, symbolic, instrumental component than others. Formations more or less institutionalized, more or less specialized, more or less articulated.

We designate the concept of impersonal for those relatively complex CSF and community CSF for those predominantly emotional formations, integrated by the sense of belonging.

Similarly, relational situations carried out under more or less complex resources, by more or less socialized agents, who carry out more or less rationalized actions.



Another statement that guides our work is that we maintain that there are predominant properties (PP) in each of the three planes that guide social practices, facts and analyses. We do not want to underline the concept of predominant, which means that other properties are not excluded, as well as the concept of orientation, which does not mean determination.

What are these PPs and how do they affect practices, facts and actions (PFA)?

a) If we take the personal plane, we can emphasize that, as Bourdieu (1998) would say when referring to the habitus of the agents, the active principle of social practices is found therein, which constitutes a source of change.

If the impersonal is the space of specialized formations, the personal is the space of the fusion, combination, or unity of internalized formations. The rules of incompatibilities or prohibitions yield to the imagination of what is possible, to the projections of personal interests. The space of the personal is the intimate, anchored in a time and place. A permanent present, which supposes a consummation of the vital, from which a quarry of meanings emerges. The fusion, the mixture, the possible, the senses, are some of the properties of subjectivity or people. Those that we can look for in the facts, detect in the practices, and guide our analysis.

b) The impersonal is the habitus made thing (Bourdieu, 1998) or is it simply the social. Objectified, autonomous realities of individual persons. From the subjective fusion in the personal, we are facing a process of objective specialization. The plane of the impersonal is the other side of the personal, therefore, it is characterized by the public, by the persistent and extensive, by formations that specialize and are treasured in case they become some good or social value, which usually train as models and guides of what to be. They are sources of resources and therefore forces that provide power to their owners. Resources that generate conditions, constraints; and above all they are human, social constructions, they are not natural, despite the fact that they are naturalized. We use the concept of training precisely to highlight this character of construction. And it is due to this that the social and cultural, if not updated, perishes, if it is not sustained, it weakens, since it is not natural.

c) The interpersonal are meeting spaces, relationships, where the personal and the impersonal converge. Here individuals become people, formations are updated and gain vitality, whether in reproductive or productive processes. The diverse and multiple situations that we live daily make up the space and time of this plane. Interested and disinterested exchanges are usually one of the reasons for the meetings.

Meetings in which something is done, facts, activities, symbolic reconstructions, communications, etc. In these realizations, the social is updated in and thanks to the vitality of people and people become socialized, educated, endo culturalized. Said facts, activities, exchanges, dialogues, are

carried out in more or less organized, institutionalized situations, which operate as supports that facilitate achievements.

Advances in Digital Information and Communication Technologies (ICT)

Advances in Digital Information and Communication Technologies (ICT) have heralded the arrival of digital media. However, due to the digital divide between countries and continents, developments are uneven around the world. As technology-based media enhance the powerful aspects of knowledge-driven societies, there is an urgency to critically advance the theoretical understanding of the subject, to gain a better perspective on it. Information and Communication Technologies (ICTs) have also brought tremendous innovations in all spheres of human endeavours. The mass media - radio, television, newspapers, magazines, etc.- have definitely not been spared from the great revolution.

The interaction with the technologies becomes an interactive communication, the semiotic convergence (Scolari, 2008) with its processes of contamination and hybridization that occur at the level of consumption and production of the ecology of the media, challenges us as citizens and users, on the use of learning experiences, which are more real and closer to those new consumption habits and ways of relating to each other proposed by the technology and culture of our time. We are witnessing new forms of expression and participation in public discourse; participatory culture supports not only individual creation but also the informal relationships that bring together novices and experts.

The culture of participation exposed through new media and the habits of prosumers has been exposed, among others, by Jenkins (2006). The increasing access to the Internet in different societies exposes an expansion of the participatory culture, since it allows people to work collaboratively and virtually. A culture of participation must foster the idea of global citizenship, a greater awareness of ethical and environmental problems, civic engagement, solidarity and the development of creative artistic expressions (Jenkins, 2006). This new culture appears in networks and communities, in new forms of multimedia creation, in collective collaboration and on multiple channels and platforms. According to Scolari, the introduction of a new medium does not generally lead to the elimination of existing media, and although a technical device can be replaced by others, "languages and systems of meaning do not disappear" (Scolari, 2008, p. 49).

Murolo and Del Pizo point out that the past and the present intersect and challenge each other in a game between the residual and the emergent. In the cultural field, no expression is finished. The author highlights that pop, which developed in the middle of the last century in a disruptive art, and can be thought of as a celebration or as a criticism of the consumer society. Precisely, with the

expansion of the media universe, not only television, radio and magazine formats, networks, telephony and video games adopt pop forms, but also a policy, a sport, a system of stars that flaunt the pop halo as identity (Murolo, Del Pizo 2021).

Technologies must be investigated for production and interaction, based on the uses of users and prosumers, inquiring into uses, appropriations and what they do. This possibility of putting subjects at the center of the scene as creators of meaning, of content generating circulation of meaning, proposes the emergence of different stories and possible futures.

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Information Provision, Curriculum Impact, and Relevance as Predictors of Entrepreneurial Intention among LIS Undergraduates Students in Five Nigeria Universities

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Abstract

The study has examined information provision, curriculum impact and relevance as predictors of entrepreneurial intention among LIS undergraduates' students in FIVE Nigeria universities. Survey design was employed using questionnaire as instrument for data collection. The findings reveal that there is a joint effect of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities. Curriculum impact and relevance and information provision have significant relative contributions to entrepreneurial intention among LIS undergraduate students in Nigerian universities; and there is a positive linear association between information provision, curriculum impact and relevance with the entrepreneurial intention of LIS undergraduate students in Nigerian universities.

Keywords: information provision, curriculum impact, curriculum relevance, entrepreneurial intention, research students, Nigeria

Introduction

The issue of unemployment is now commonplace because nearly all countries of the world are now experiencing an increasing rate of unemployment particularly among the youths most of whom are young university graduates. The realization of this problem and the need to ameliorate it led to the introduction of entrepreneurship education in nearly all tertiary education institutions globally. This is with the aim that after graduation, the students might have developed and acquired some entrepreneurial skills practicable for them to self-employed and earn them a living instead of waiting and struggling for a white-collar job which cannot go round and which in most countries not even available. These are skills that can enable them to explore and exploit investment opportunities, establish and manage a successful business enterprise.

In Nigeria, entrepreneurship has been introduced into all undergraduate programmes at universities and other tertiary education institutions. Entrepreneurship education is a motor for endogenous economic development, and a crucial feature of developed, knowledge-driven economies Seth (2020). Kakouris and Georgiadis (2016) stress that a common goal of worldwide educational agencies is to instill entrepreneurial intention among graduates through entrepreneurship education. Hence, there have been continuous efforts to provide entrepreneurship education in recent years.

As mentioned earlier, entrepreneurship education is now entrenched into the curriculum of nearly all courses and programmes at the Bachelor's Degree levels in Nigeria, and this includes Library and Information Science programme. In this programme, undergraduate students are expected to take a course on entrepreneurship. The name of the course varies by university. While some Library and Information Science Department called theirs, Entrepreneurship in Information, others refers to theirs as Information Entrepreneurship, while some other refers to theirs as Infopreneurship. Irrespective of the title of the course, the outlines of topics included in the curriculum are usually similar. These range from the process for self-employment and employment creation for librarians and information professionals; it provides a distinction between an entrepreneur and an infopreneur. Characteristics

of a successful entrepreneur/ infopreneur are discussed. It treats business plan outlines (Tella, 2021). Students will be expected to develop their business plans for their businesses. The course covers the process for establishing small businesses-(development of a business idea, market survey, assessing competition, evaluation of a business idea, undertaking a trial run, raising funds, company registration, and acquiring resources). Various opportunities that abound for librarians and information professionals are covered. The course also treats lobbying and advocacy in library and information sciences, and how to raise funds for libraries. It also covers how to brand the image of librarians. The process for improving the overall image of librarians is covered. The expectation is that by offering this course, Library and Information Science students are expected to develop an interest or have the intention of pursuing a career in entrepreneurship after graduation.

Meanwhile developing career intention is associated with several factors. This can include information provided by the library of the university where the students are schooling. The quality of information offered concerning entrepreneurship will go a long way to determine whether or not undergraduates will have the intention to switch their careers to entrepreneurship. Similarly, the curriculum impact and relevance of the entrepreneurship education been offered by the students in their various schools can also determine entrepreneurial intention by the undergraduate students.

As maintained by Ohanu and Shodipe (2021), available and adequate use of information resources or information provision by institution libraries, for instance, can in no doubt build students' career intentions. Information provided and used for effective teaching and learning in universities are categorized into human, reputation, capital, physical science and technology, organization and management, policy, information, and social resources but an insufficient provision of these information resources to the institutions may lead to inadequately trained graduates who will compete globally in the workforce (Ohanu and Shodipe, 2021). There have been previous studies on entrepreneurial intentions conducted in developed, developing and underdeveloped countries. Most of these studies have focused on aspects such as resources: financial, human resources, materials, tools and equipment, safety practice and guided maintenance operations, skills, attitude, behavioral-control, subjective norm, role model, business plan, entrepreneurial network (Antonio et al., 2017; Ohanu et al., 2020; Shodipe et al., 2020; Seth, 2020) among others. Unfortunately, in the context of Library and Information Science research in Nigeria specifically and Africa generally, there seems to be limited research that focuses on factors that determine entrepreneurial intention among LIS undergraduate students. It is also clear from the literature that most of the available studies on entrepreneurial intention were conducted in developed nations such as the US, UK, Australia, Germany and the likes. None of these studies have looked in the direction of information provision, curriculum impact and relevance and their influence on the entrepreneurial intention by the undergraduate students. It is in light of this, that this study examined information provision, curriculum impact and relevance as predictors of entrepreneurial intention among LIS undergraduates' students in FIVE Nigeria universities.

The specific objectives of the study were to:

1. Determine the relationship between information provision and entrepreneurial intention among LIS students in Nigerian universities.
2. Establish the relationship between curriculum impact and relevance and entrepreneurial intention among LIS students in Nigerian universities.
3. Examine the joint effect of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities.
4. Identify which of the information provision and curriculum impact and relevance will best predict entrepreneurial intention among LIS students in Nigerian universities.

Research Questions

Two research questions were developed and answered by the study:

1. What is the joint effect of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities?
2. What is the relative contribution of information provision and curriculum impact and relevance to the prediction of entrepreneurial intention among LIS students in Nigerian universities?

Literature Review

Entrepreneurial intention:

There are various perspectives on the concept of entrepreneurial intention. Reynolds and Miller (1992) thought that entrepreneurial intention is the personal commitment towards a new venture. Katz and Gartner (1988) defined entrepreneurial intention as exploring knowledge and other resources to start a venture. Also, Tubbs and Ekeberg (1991) suggest that an intention is served as a stepping stone to execute an entrepreneurial behaviour. Entrepreneurial intention is the process of developing an interest or motivation to start and run a business (Shahzad et al., 2021). The development of entrepreneurial intention in students will help bring about better readiness and progress towards entrepreneurship. Entrepreneurial intention is not developed by accident; however, it occurs by design (Taufik & Emawati, 2020). Biemans et al. (2014) found that entrepreneurial intentions are born from deliberate and previously planned behaviour both by oneself and others. Individuals can develop their entrepreneurial intentions through self-efforts, such as reading up on information, developing imagination, and analysing situations (Taufik and Emawati, 2020). Other people can also improve the entrepreneurial intentions of individuals through entrepreneurship coaching, systematic and programmed training, and storytelling (Jegade & Nieuwenhuizen, 2021). Similarly, it is evident from the literature that entrepreneurial intention is formed through three stages: motivation, belief, and skill and competence (Seth, 2020). Summarily from the literature, common determinants, predictors, or drivers of entrepreneurial intentions have been: personality traits (Zhao et al., 2010), cognitive style (Delanoë-Gueguen & Liñán, 2019), risk preferences (Barbosa et al, 2007; Jegede & Nieuwenhuizen, 2020a), autonomy (AlJubari et al., 2019), self-fulfillment (Segal et al., 2005), the external environment (Meyer & Meyer, 2020) and entrepreneurial education (Mahendra et al., 2017). Looking at those factors, information provision and curriculum impact and relevance are conspicuously missing. This implies that studies that have looked into the direction of the two variables as predictors of entrepreneurial intention are limited or have not been conducted.

Information Provision

Information resources provision by libraries is providing information relating to a business, procedures, techniques, methods, concepts, ideas, information relating to distribution, marketing, merchandising, selling, research, development, manufacturing, pricing and pricing strategies, etc. (Lawinsider dictionary, 2020; Jegeda and Nieuwenhuizen, 2021). Information resources are the entrepreneurial information that deals with the analysis of a business to determine the skills and technical information needed for entrepreneurial sustenance (Ohanu & Shodipe, 2021). This information should be provided by the institution's human resources, library, or organization entrepreneurial experts through seminars, conferences or entrepreneurship education or training. Previous studies on the roles of information had been carried out by comparison with knowledge (Vaghely & Julien, 2010), information processing (Gaglio & Katz, 2001), decision-making (Busentiz & Barney, 1997), etc. This study seeks to find out how information resources provision could influence students' behavioural factors to establish new business. Hence, the study hypothesized that:

H₁. Information provision will not significantly predict entrepreneurial intention among LIS undergraduate students in five Nigerian universities.

Curriculum Impact and Relevance

The curriculum impact and relevance in this context implies the impact and relevance of the contents of entrepreneurship education programmes or course and how this influence the entrepreneurial intention of the undergraduate students. Entrepreneurship teaching is positively related to the career choice of students and therefore facilitates them to start up businesses (Ajzen, 1991; Luthje & Franke, 2009; Varela & Jimenez, 2001). Krueger (2000) found that entrepreneurship is under the wish control of individuals and it is a deliberate behaviour and that entrepreneurial intention is one of the best predictors of entrepreneurial behaviour. Shook et al. (2003) found that the first step in the venture creation process is to embrace entrepreneurship education. Similar studies on entrepreneurship conducted by Fayolle, Luthje & Franke (2006) and Peterman & Kennedy (2008) established that entrepreneurship education is anchored on entrepreneurship action, such as entrepreneurial intentions. Consequently, the efficacy of entrepreneurship education in the studies is strongly associated with the attitudinal practices of the innovative plan (Liu et al., 2019; Boldureanu et al., 2020). On this note, it was hypothesised that:

H₂: Curriculum impact and relevance will not significantly predict entrepreneurial intention among LIS students in five Nigerian universities.

Methodology

The study adopted a purely quantitative method using a questionnaire developed by the researcher. A quantitative method was chosen because it enables the researcher to gather a sizeable number of respondents to have a good representation for the study.

Population and Sample: The population for the study comprised Library and Information Science undergraduate students in Five Library Schools from Southwest, Nigeria. These five Library Schools were purposively selected. The pandemic issue limited the extension of the study to cover library schools in regions of Nigeria. The five schools are located in the following states: Ekiti, Oyo, Ogun, Kwara and Ondo. The study did not extend beyond these five universities due to the pandemic which restricts the researchers' movement. The study targeted the year four undergraduate students offering the entrepreneurship course. From each of the five library schools, fifty students were purposively selected; this gave a total of 250 students, and this represents the sample for the study.

Instrument: A questionnaire that featured related items to the variable focused in the study was developed. The questionnaire featured instructions on how to respond to it. The items are those that are relevant in capturing data on the three variables focused as the objectives of the study. Section A features demographics such as age, gender, level of study, etc. Section B featured items on Entrepreneurship Intention, C – Information Provision, and D, Curriculum impact/relevance. There are 35 items in all. The entire 35 items questionnaire returned an $r = 0.89$ through Cronbach Alpha which justified the instrument as valid enough for data collection in the study

The Procedure of Administration: The questionnaire was produced using survey Monkey and the link to the survey was mailed to the contact person in each of the participating library schools who in turn shared the link among the year 4 students who were the sample for the study. The respondents were asked to fill out the survey and return it to the researcher at the earliest possible time. Out of the 350 copies of the survey mailed to the respondents, 342 were returned adequately filled and good for the analysis.

Data Analysis

Collected data were analysed using frequency count, percentages, Pearson Correlation and Multiple Regression.

Results

Research Question 1: What is the joint effect of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities?

Table 1: Summary of regression analysis of the joint Prediction of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.667 ^a	.420	.317	7.321			
SUMMARY REGRESSION ANOVA						
	Sum of Squares	df	Mean Square	F	P	Remark
Regression	6144.337	2	3072.17	47.20	.000 ^b	Sig.
Residual	22256.036	342	65.08			
Total	28400.373	344				

Note: the hypothesis is tested at a 0.05 significant level

Table 1 showed the joint prediction of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities. The finding reveals that there is a significant joint prediction of the independent variables comprising information provision and curriculum impact and relevance on the dependent variable entrepreneurial intention among LIS students in five Nigerian universities. The finding also shows a coefficient of multiple correlations (R) of 0.667 and a multiple adjusted R square of 0.420. This implies that the 31.7% variance in the entrepreneurial intention among LIS students in Nigeria is accounted for by the independent variables when taken together. The significance of the composite contribution was tested at $p < 0.05$ using the F-ratio at the degree of freedom (df- 2/342). The Table also showed that the analysis of variance for the regression yielded an f-ratio of 47.20. This implies that the above ANOVA result is significant at the 0.05 level. Thus, indicating that there is a joint effect of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities.

Research Question 2: What is the relative contribution of information provision and curriculum impact and relevance to the prediction of entrepreneurial intention among LIS students in Nigerian universities?

Table 2: Summary of regression analysis showing the relative contributions of information provision and curriculum impact and relevance to the prediction of entrepreneurial intention among LIS students in Nigerian universities

Variable	Unstandardised Regression Coefficients		Standardised Regression Coefficients	T	Sig	Remark
	(β)	Std. Error	Beta (β)			
Model						
Constant	25.634	3.110		8.222	.000	Sig
Information Provision	.082	.031	.188	3.771	.000	Sig
Curriculum impact and relevance	.199	.058	.253	4.101	.000	Sig

Note: the hypothesis is tested at a 0.05 significant level

Table 2 reveals that there are significant relative contributions of the independent variables information provision and curriculum impact, and relevance on the dependent variable (entrepreneurial intention among LIS undergraduate in Nigerian universities) expressed as beta

weights. This shows that the predictive coefficient of information provision and curriculum impact variables on the dependent variable (entrepreneurial intention among LIS undergraduates) is significant. Using the standardised regression coefficient to determine the relative contributions of the independent variables, the curriculum impact and relevance ($\beta = .253$, $t = 4.101$, $p < 0.05$) has the most significant contribution towards entrepreneurial intention among LIS undergraduate students in Nigerian universities, followed by information provision ($\beta = .188$, $t = 3.771$, $p < 0.05$). This implies that curriculum impact and relevance and information provision have significant relative contributions to entrepreneurial intention among LIS undergraduate students in Nigerian universities.

Results on Hypotheses

H_q. Information provision will not significantly predict entrepreneurial intention among LIS undergraduate students in five Nigerian universities.

H₂: Curriculum impact and relevance will not significantly predict entrepreneurial intention among LIS students in five Nigerian universities.

Table 3: Relationship between information provision, curriculum impact and relevance and entrepreneurial intention

Variables	N	Mean	St. Dev	Df	r	P	Sig
Entrepreneurial Intention	342	61.63	8.26	340	.573	.000	Sig
Information Provision	342	18.44	12.32				
Sub-institutional factors							
Entrepreneurial Intention	342	61.63	8.26	340		.000	Sig
Curriculum Impact and Relevance	342	13.88	3.53	340	.344	.000	Sig

Table 3 shows the relationship between entrepreneurial intention and information provision among LIS undergraduate students in Nigerian universities. The finding reveals that information provision ($r = .573$; $p < 0.05$) has a significant positive relationship with the entrepreneurial intention of LIS undergraduate students in Nigerian universities. Similarly, curriculum impact and relevance are also significantly related to the entrepreneurial intention of LIS undergraduate students in Nigerian universities ($r = .344$; $p < 0.05$). This implies that there is a positive linear association between information provision, curriculum impact and relevance with the entrepreneurial intention of LIS undergraduate students in Nigerian universities

Conclusion

The study has examined information provision, curriculum impact and relevance as predictors of entrepreneurial intention among LIS undergraduates' students in FIVE Nigeria universities. The study hereby concludes that there is a joint effect of information provision and curriculum impact and relevance on entrepreneurial intention among LIS students in Nigerian universities. Curriculum impact and relevance and information provision have significant relative contributions to entrepreneurial intention among LIS undergraduate students in Nigerian universities; and there is a positive linear association between information provision, curriculum impact and relevance with the entrepreneurial intention of LIS undergraduate students in Nigerian universities.

Recommendations

Based on the findings of the study, it is recommended that university libraries in Nigeria and other units providing information on entrepreneurial education should intensify more efforts in their information provision. Doing so will enable the LIS undergraduate students to develop more entrepreneurial intention.

Entrepreneurship education curriculum should be made more relevant in terms of content so that it can have more impact on the LIS undergraduate students' entrepreneurial intention than it is currently reported in this study.

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Perception of Contents Relevance of Entrepreneurship Education by Educational Technology Lecturers in Nigerian Universities

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Abstract

This study examined the perception of contents relevance of entrepreneurship education by educational technologists in Nigerian universities. A qualitative method was adopted using interviews as the collection of data from eight educational technology lecturers selected from four universities in two states of Nigeria. Four objectives were developed to guide the study. The findings demonstrate that respondents were of the view that entrepreneurship education is all about the teachings that have to do with training to educate interested undergraduates in socioeconomic development through a project to promote entrepreneurship awareness, business creation, or small business development. It was reported that the contents of the curriculum are not only relevant but very relevant. The areas identified as practicable for graduate educational technology for entrepreneurship are education graphic design, design and development of learning materials, selling of instructional learning materials, learning software development, design and development of educational software, setting up of digital photo studio, among others. The challenges facing educational technology graduates in their intention to engage in entrepreneurship are start-up capital, lack of ideas on new business models, risk taking, inadequate supports from parents, among others.

Keywords: *Entrepreneurs, Entrepreneurship education, Small scale business, Self-employment, Educational technology, Educational technologists, Graduates, Nigeria.*

Introduction

The unprecedented hardship in the whole world has brought about poverty, unemployment, and many more and this has resulted into the introduction so many changes and innovations in the educational systems of countries globally. Given the dynamic economic context marked by profound and rapid changes, higher education institutions can no longer equip their graduates with all the knowledge and skills needed to perform in their professional life. Knowledge and skills needed for effectively functioning in a complex global world may be changing. In the information age, industries will have dynamic needs. According to Dolphin (2015), these drivers for change will continue “to cause dislocations and disruptions in the labour market”, so that there will continue to be “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” (Ilie, & Bondrea, 2016 13). This situation was consequent on the introduction of entrepreneurship education in most universities the world over.

Moreover, globally governments are increasingly recognising the positive effect the creation of new businesses can have on employment levels, as well as the competitive advantages that small firms can bring to the marketplace (Cooney, 2012; Moses & akinbode, 2014; OECD, 2018). Besides, while

entrepreneurship provides benefits in terms of social and economic growth, it also offers benefits in terms of individual fulfilment, with entrepreneurship now breaking through the barriers of class, age, gender, sexual orientation, and race. Nevertheless, because the relationship between entrepreneurship and economic growth is quite complicated, numerous different approaches to encouraging entrepreneurship have been applied by a wide variety of agencies, with enterprise policies varying from country to country. Furthermore, some commentators (e.g. Cooney, 2012; Kimanzi, 2016) believe that it is just a minimal group of enterprises germinating rapidly who provide the real increase in jobs and therefore it is these firms which policy makers should be converging upon.

Entrepreneurship education prepares innovative talents, which are important driving forces for future development. Currently, innovation-driven development techniques place new requirements on entrepreneurship education. Nevertheless, considerable ongoing research and discussion have focus on the construction of teaching staff in the entrepreneurial education ecosystem (Ruskovaara and Pihkala, 2015), curriculum development (Falck et al., 2016), and whether entrepreneurship education can influence the Intention of entrepreneurship (Pittaway and Cope, 2016, Obong, 2017).

The introduction of entrepreneurship education is an important action necessary to avert unemployment particularly among undergraduates. Meanwhile the demand of the job market in this era of advanced technologies is something to also reckon with considering the fact about whether or not the curriculum contents of this entrepreneurship education is relevant to enable the graduates possess necessary, relevant and needed skills to set up their businesses after graduation. From the literature, there have been several studies focusing on entrepreneurship education and the perception of experts. However, studies that focus on the perception of Education Technologists seem to be very rare particularly from the Nigeria context. Similarly, many aspects of entrepreneurship education have been considered; however, studies that looked at the contents and curriculum relevance to educational technology as field of study seem also to be very limited. It is on this premise that this study examined the perception of the contents relevance of entrepreneurship education by educational technologists in Nigerian universities.

Objectives of the Study

The broad objective of this study was to examine the perception of the contents relevance of entrepreneurship education by educational technologists in Nigerian universities. The specific objectives were to:

1. Examine the perception of educational technologists on entrepreneurship education.
2. Determine the content and curriculum relevance of entrepreneurship education in educational technology.
3. Identify the areas educational technology graduates can specialise for entrepreneurship to make their living.
4. Identify the perception of the challenges graduates of educational technology are encountering in their bid to take up entrepreneurship in educational technology after graduation.

Methodology

Design and Method: The study adopted qualitative method using interviews as instrument for data collection. Qualitative method was used because limited time was available for the researcher to

conduct the study; and that it enabled the researcher to go into the in-depth analysis of issues in the study. Qualitative method was also used because the population of the study was minute.

Population and Sample: Educational technologists from universities in two states of Nigeria constitute the target population of the study. From the two selected states, four universities were purposively selected. From each of the each of the four selected universities, two educational technologists were selected. This gave a total of 8 educational technologies, and this represents the sample for the study.

Data Collection: Interview was used for the collection of data in the study. The researcher made use of telephone conversation to interview the respondents. This was because of the fuel scarcity in the country as at the time the study was conducted. This denied the researcher the opportunity of travelling to each of the selected universities to engage in a face-to-face interaction with the respondents.

Procedure: The interview was conducted following the predetermined questions that addressed the objectives of the study. The research interviewed each of the respondents spending like 5-10 minutes of each of the respondents. This was based on the network and the fastness of the respondents in responding to the interview questions. After the interview, the researcher listen to the conversation again, and then transcribed it.

Results

The data obtained from the interview administration were thematically analysis and the results are reported as follows.

Perception of educational technologists on entrepreneurship education

The objective was to examine the perception of educational technologists on entrepreneurship education. To achieve the objective, the respondents (educational technology lecturers) were asked to indicate their perception of entrepreneurship. Several perceptions were given regarding the meaning of entrepreneurship education. Some of the respondents' expressions are the following:

“a collection of formalized teachings that informs, trains, and educates anyone interested in participating in socioeconomic development through a project to promote entrepreneurship awareness, business creation, or small business development”.

“It is the creation of entrepreneurial culture which helps potential entrepreneurs to identify and pursue opportunities. It is not limited to boosting start-ups, innovative ventures and new jobs”.

“entrepreneurship education is an important way for entrepreneurs to gather resources, improve innovative capacity and innovative personality, and build multi-level learning channels for entrepreneurs by incorporating various knowledge and value systems”.

“the general ability development and improvement of professional ability”

“entrepreneurship education concerned with fostering creative skills that can be applied in practices, education, and environments supporting innovation”

The above are the various responses regarding the perception of educational technologists on entrepreneurship education. It can be inferred from the above responses that the perceptions tend to be similar. All of them point to the same direction but using different ideas. Therefore the finding implies that generally, the respondents were of the view that entrepreneurship education is all about

the teachings that have to do the training to educate interested undergraduate in socioeconomic development through a project to promote entrepreneurship awareness, business creation, or small business development.

Content and curriculum relevance of entrepreneurship education in educational technology

The objective was to determine the content and curriculum relevance of entrepreneurship education in educational technology. To achieve this objective, respondents were asked to indicate based on their perception the relevance of the curriculum and contents of entrepreneurship education to education technology as a course. This is in terms of whether or not the course on entrepreneurship education is enough to teach educational technologies graduate to grab the knowledge and skills they need to become or practice entrepreneur after graduation. The responses from the respondents generally revealed that definitely, the educational technologists possess the skills and based on the contents of the curriculum of the course they offered on entrepreneurship education. A respondent pointed out that:

“The contents of the curriculum are relevant and it is enough for any student that want to become entrepreneur to grab the skills and knowledge they need”.

Another respondent has this to say:

“The introduction of entrepreneurship education is quite is considered a fantastic idea going by the economic recession has being disrupting the global order. Permit me to say that the contents of the entrepreneurship education is relevant very relevant indeed that students student who does not want to pursue white collar job can easily acquire the necessary skills and knowledge to set up his/her education technology business after graduation”.

Other respondents agreed that the contents of the curriculum are relevant, not only relevant but very relevant.

Areas educational technology graduates can specialise for entrepreneurship to make their living

The objective was to identify the areas educational technology graduates can specialist for entrepreneurship to make their living. To achieve the objective, respondents were asked to identify area educational technology graduates can practice as entrepreneur to make their living. The responses reveal the following:

Educational technology is wide and there are practical areas our students can identify and practice to make a living as entrepreneur. Such areas are education graphic design, design and development of learning materials, selling of instructional learning materials, learning software development, design and development of educational software, setting up of digital photo studio, etc.

The result implies that areas practicable for graduate educational technology graduates for entrepreneurship are education graphic design, design and development of learning materials, selling of instructional learning materials, learning software development, design and development of educational software, setting up of digital photo studio, among others.

Educational Technology Graduates and Challenges Encounter in their bid to take up entrepreneurship in educational technology after graduation

The objective was to identify the perception of the challenges graduates of educational technology are encountering in their bid to take up entrepreneurship in educational technology after graduation.

To achieve this objective, respondents were asked to identify the challenges educational technologies are encountering in their bid to become entrepreneurs after graduation. Generally, challenges identified include start-up capital, lack of ideas on new business models, risk taking, among others. A respondent explained that:

“Graduates of educational technology are experiencing many challenges in their bid to set up entrepreneurship business. It should be noted that some of the superior skills needed in the current era include the following complex problem solving; critical thinking; creativity; people management; coordinating; emotional intelligence; judgement & decision making; service orientation; h) negotiation; and cognitive flexibility. The need for skills in the future industry, among others are: complex problem solving; namely the ability to solve unfamiliar problems and the solution is unknown in the real world social skills; namely the ability to coordinate, negotiate, persuasion, mentoring, sensitivity in providing assistance to emotional intelligence; process skill; namely the ability consists of active learning, logical thinking, and monitoring self and the other skills. The ability to be able to make judgments and decisions with cost-benefit considerations, as well as the ability to know how a system is created and implemented; and d) cognitive abilities, namely skills consisting of, among others: cognitive flexibility, creativity, logical reasoning, problem sensitivity, mathematical reasoning, and visualization are the challenges confronting most of our graduates in their entrepreneurial intention”.

The implication here is that challenges facing educational technology graduates in their intention to engage in entrepreneurship are start-up capital, lack of ideas on new business models, risk taking, inadequate supports from parents, among others.

Conclusion

This study examined the perception of the contents relevance of entrepreneurship education by educational technologists in Nigerian universities. The respondents were of the view that entrepreneurship education is all about the teachings that have to do the training to educate interested undergraduate in socioeconomic development through a project to promote entrepreneurship awareness, business creation, or small business development. It was reported that the contents of the curriculum are not only relevant but very relevant. The areas identified as practicable for graduate educational technology graduates for entrepreneurship are education graphic design, design and development of learning materials, selling of instructional learning materials, learning software development, design and development of educational software, setting up of digital photo studio, among others. The challenges facing educational technology graduates in their intention to engage in entrepreneurship are start-up capital, lack of ideas on new business models, risk taking, inadequate supports from parents, among others.

Recommendations

Based on the findings from this study, it recommended that, the curriculum of entrepreneurship education should be more relevant. This will serve as motivation for most educational technology undergraduates to develop interest in practising entrepreneur instead of white cola job after graduation.

Fund should be made available for all educational technology students who after graduation decided to go into entrepreneurship. Doing this will enable them to overcome the challenge of initial capital that usually serve as stumbling block for the commencement of entrepreneurial business.

Educational technology undergraduates having the intention and interest of becoming entrepreneur should take their time to carefully grab the knowledge and skills necessary excel in their entrepreneurial business after graduation.

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Teaching mathematics for entrepreneurship skills: Evidence-based research from Nigeria

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Abstract

Mathematics, if well taught can encouraged self-reliance and enable individual to learn to solve his/her personal problems which can translate to solving problems on entrepreneurship activities thereby enhancing entrepreneurship skills. The paper explored the potential of what or the place of mathematics in entrepreneurship skills of individual when learning mathematics which resulted to promotion of lifelong learning. Thirty-six secondary school students were involved in the study using iterative design where investigator and their mathematics teachers planned together, implemented and evaluated an embedded-entrepreneurship mathematics lessons. The study also evaluated the possible outcomes of iteration. The results revealed high level of skillful abilities on the part of students after the forth iteration. This showed a positive combination of win-win combination of mathematics and entrepreneur. Therefore, entrepreneur skills could be a valuable activities to students when teaching and learning of mathematics is tailored to develop both mathematical and entrepreneurship skills in students as echoed in the National Policy on Education.

Keywords: Entrepreneurship skills, Mathematics teaching, Self-reliance.

INTRODUCTION

Mathematics education in Nigeria history has witness many development since the introduction of formal education setting. These developments are series of nomenclature of the mathematics from arithmetic, algebra, geometry, traditional mathematics and the likes to modern mathematics, pure mathematics till the present day new general mathematics. These changes were borne out of the necessity toward realization of the role of mathematics should play in the nation's technological development as well as responses to societal needs and demands (Aguele 2004).

According to Znobwo (2015), all entrepreneurs can benefit from having a solid grasp of mathematical concepts at it forms the basis of good problem solving, decision making and leadership. Mathematics can help entrepreneurs grapple with numbers, graphs, accounts, maximise profits and minimise costs. The ability to figure out what the numbers say and how they can be improved upon is the secret to success. Mathematics as a subject as it claims is composed of a series of problems that have to be solved which is analogous to business. If a business is to progress past the start-up stage instincts need to be supported by down and dirty number crunching and mathematics models. However, the resilience and definiteness of purpose afforded in a mathematics class is a necessary and sufficient ingredient for success in business.

Mathematics skills can also be used to provide savvy solutions to complex, real-world problems through mathematical modelling. Using American tech-preneur Mark Zuckerberg's Facebook as an example Znobwo (2015) explains that the Facebook platform is built on complex mathematical theories and concepts like six degrees of separation, neutral networks and graph theory to optimise connections among friends to achieve optimal results. If mathematics is well taught in the classroom, the next renowned world entrepreneurs will solve some of the continent's biggest challenges like how to manage natural resources, respond to epidemics, or educate the next generation.

Nigeria as a country is ranked low in mathematics and science education. According to a 2013 report by World Economic Forum, Nigeria mathematics and science education is ranked very low compare to her counterparts' countries in African continent. This has resulted in having a skills shortage in science, technology, and engineering and science sectors. This is worrying as problem-solving and critical thinking are sought after skills in modern economies.

MATHEMATICS AS A WAY OF LIFE

To overcome the skills shortage, what is needed is a more holistic subject approach. Mathematics is everywhere, it permeates every business and household endeavour. The problem is that learners do not receive any motivation in doing mathematics outside the school environment. But if we can teach the learner how to apply mathematics in every sphere of their lives that it's not only about solving on X, then they can see how easy the subject is and how it contributes to solving everyday problems. These paper therefore explored the potential of mathematics in entrepreneurship skills development of an individual when the subject is taught well in school with all its connection to real life activities.

How is mathematics used in entrepreneur: Business mathematics are mathematics used by commercial enterprises to record and manage business operations? Commercial organizations' use mathematics in accounting, inventory management, marketing, sales forecasting, and financial analysis (educba.com).

Mathematics typically used in commerce includes elementary arithmetic, elementary algebra statistics and probability. For some management problems, more advanced mathematics such as calculus, matrix algebra and linear programming is applied.

Mathematics, if well taught in school can encourage self-reliance and enable individual to learn to solve his/her personal problems which can translate to solving problems on entrepreneurs activities thereby enhancing entrepreneurship skills.

Concepts clarification: An entrepreneurial skill is as the totality of an individual's personal abilities, qualities and skills that ensures a successful entrepreneurship. It includes: the capacity of introducing

creativity and innovation, the competences of communication, organisation, project management, action planning and risk-taking skills, susceptibility as well as knowledge and skills needed for establishing a new enterprise and incarnate practical ideals in its successful development (Bikse, 2011).

Entrepreneurial skills are developed in the process of gaining knowledge, skills and experience that is during the entrepreneurship education process. Very often, the term entrepreneurship education is understood within too narrow a context as business activities and learning in economics studies courses only. In this context one should take into account that entrepreneurial competences have to be developed not only by those who have decided to associate their future professional life with the economy and / or management sciences, but also by all specialists.

Mathematics in Entrepreneurship: An entrepreneur is concerned with the setting up of a new enterprise. Cost calculation is the most important aspect where he/she needs mathematics, especially operational research. He/she is also concerned with the purchase of construction material, raw material for the manufacture of his/her products (Malik and Malik, 2016). He needs mathematical calculation which can be of great important and value in ensuring cost effective establishment and cost effective manufacture of various items of production.

An entrepreneur has to take a number of important decisions in the matter of choice of the place, sale purchase and transportation. An entrepreneur that have studies operation research and that can use knowledge learnt will be in better position to take right decision.

Other characteristics include: ability to take risks, ability to innovate managerial skills and qualities of leadership, good desire for high achievement, organisational capacity, curiosity and inquisitiveness among many (Hoffstein, 2012, Ezeh and Ugwuanyi, 2013, Malik and Malik 2016).

In the modern world, Maths has assumed a very significant role in almost every aspect of human life. Its role in almost every aspect of life changing from every day activities (Roohi, 2012). Like buying food to important activity like organising, maintenance of schedules for aircraft etc. It has developed applications in various culture and historical contexts and thereby it has become a decisive factor in shaping the future of the modern world (Amarjeet and Malik 2016). Knowledge of mathematics continues to grow and it is finding new uses particularly in the field of engineering and technology.

Mathematics plays a very important role in organising and communicating information (Amarjeet and Malik 2016). It provides a powerful concise and fairly unambiguous way in this field. Maths serves as a means of explaining and predicting various aspects of the physical universe. It is a problem solving activity supported by a vast body of knowledge. The study of Maths consists of some closely

inter-related facts, concepts, skills and various other thinking process. The study of Maths sometimes become difficult because of the above stated facts and because of the need to refer back to the material already learnt. Application of Maths is important in the purchase of equipment and raw materials as stated earlier.

Entrepreneur and the role of mathematics: Calculation of cost of transport of finished products to the area where products are likely to be used.

- An entrepreneur needs maths for the calculation of labour costs and its effect in overall production.
- He/she has to work out the cost of production on which requires expertise in mathematical calculation.
- The selection of a proper place keeping in view the cost of transportation, supply of a raw material for which the entrepreneur need expert mathematical calculations (Malik and Malik, 2016).

Every modern industry as business enterprise concern has a separate Research and Development (R&D) unit. In this unit, studies are made for the maintenance of quality control, development of machine and equipment which ensure better manufacture.

Mathematical applications such as modelling play very important role in the R&D unit.

METHODOLOGY

The study used iterative design approach where math teachers planned and evaluated an embedded entrepreneurship mathematics lessons and further evaluated the possible outcomes of iteration on students' level of skilful abilities for youth iteration consequently. There were 36 mathematics involved in each of the iteration as this is a particular mathematics lesson. Close observation of the students with their responses were recorded and these transcribed using thematic analysis.

RESULTS

The results showed that the knowledge of maths could passively influence the entrepreneurial skills, analytical skills, decision making skill and creative skill of the students for successful entrepreneurship activities but the students could not see the important of mathematics to managerial skills, though maths is an effective way of communicating managerial ideas. Their opinion on relevant of maths to entrepreneurship was high.

CONCLUSION

The study makes it clear that maths plays an important role in the endeavors of an entrepreneur and is the integral part of study for entrepreneurship

Recommendations: The following recommendation are made:

- ❖ School subject apart from mathematics should accord priority to the culture of entrepreneurship activities in their lessons.
- ❖ Basic mathematics skills as enshrine in National policy of education (FGN 2013), principle and rules for effective communication and problem solving for successful managerial activities for entrepreneurship education should be taught in schools.
- ❖ Students should be exposed to necessary basic skills in mathematics which awaken their sense of innovation idea (s) to start business.
- ❖ Mathematics curriculum planners should emphasize entrepreneurial training for transform knowledge theory technological process into wealth generating ventures.

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Entrepreneurship education and Self-sustenance among National Youth Service Corps members in Ibadan, Nigeria

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Abstract

The unemployment is at alarming rate in Nigeria especially among the graduates and the youth, despite the country's huge natural resources. However, the endemic is not peculiar to Nigeria alone, but almost all Sub-Sahara African states. It is indeed a long-standing global issue. This study therefore, advocated for a refocused educational system towards the acquisition of vocational, technical and entrepreneur skills to enhance business ideas among graduates, particularly university learners called corps members in Nigeria. Human Capital Entrepreneurship and Entrepreneur Event theories guided the study. The study adopted the mixed-method design. Two hundred and sixty two National Youth Service Corps (NYSC) members posted to Ibadan, Oyo state in 2019 were selected purposively for the study based on their willingness and consent to participate. Eight resource persons who were doing well and employer of labours in diverse fields were enlisted to give talks on skill acquisition, idea generation, creativity and innovation and entrepreneurship intention. A reliable and validated questionnaire on skill acquisition, ideas generation, creativity and innovation and entrepreneurship intention were pretested and post tested to collect information from corps members before and after training by the resource persons. The training lasted eight weeks, two weeks each for resource person. The study was complemented with 24 corps members for focus group discussions. Quantitative data were analysed using mean, standard deviation and Cochran C test at 0.05 level of significance, while the qualitative data were content-analysed. Skills acquisition (2.13 ± 0.65 ; 2.75 ± 0.95), business idea generation (2.42 ± 0.71 ; 2.75 ± 0.85 , creativity and innovation (2.65 ± 0.86 ; 3.05 ± 0.97) and entrepreneurship intention (2.35 ± 0.46 ; 2.65 ± 0.69) before and after training were high as against the threshold of 2.50. Entrepreneurship education enhanced youth self-sustenance among service corps members in Ibadan, Nigeria through skills acquisition, business idea generation, creativity and innovation and entrepreneurship intention.

Keywords: Entrepreneurship education, Entrepreneurship Intention, Youth empowerment, Service Corps Members in Ibadan, Vocational skills.

INTRODUCTION AND LITERATURE REVIEW

Education is an important enterprise for the development of any society, especially because of its goal of creating material values, reducing poverty and inculcation of business sense or idea. In line with the global trends, vocational and technical education policy was carried out in Nigeria through the introduction of the 6-3-3-4 system of education in the early 80's. This policy was revised in 1998 to usher in the 9-3-4 system of education primarily targeted for enhancing the development of knowledge and skill acquisition for adaptation into world of work and the larger society through entrepreneurship education. The emergence of entrepreneurs is considered favourably as a policy

strategy in many developed nations for self-sustenance among youths, hence, it is given the centre stage on issues of graduate unemployment and economic development. This is due to the fact it contributes to nations' wealth by creating employment opportunities, opening new markets, driving industrialisation, as well as an increase in productivity leading to the equitable distribution of income and a higher standard of living for the populace (Jahanshahi, Nawaser, Khaksar & Kamalian, 2011).

The introduction of entrepreneurship training by the National Universities Commission (NUC) in 2006 was one of the intervention techniques and policies in line with global developments to refocus university education in the direction of entrepreneurship development as well as to fight the persistent rise in graduate unemployment. At present, entrepreneurship education in Nigerian universities is provided as compulsory general course, while some universities provide or offer first degree in Entrepreneurship. However, for an entrepreneurship education programme aimed toward self-sustenance to achieve its goal, the shape and the key elements of such a programme must favourably motivate students' orientations and considerations of entrepreneurship as a future career.

In Nigeria, graduates formed the bulk of unemployed youth after leaving university education. Nigeria has long anticipated for social cohesion, tolerance and harmony as an aftermath solution to civil war she witnessed in mid-60. The country introduced National Youth Service Corps (NYSC) in 1975, a one year mandatory service for all graduates within 30 years age bracket upon completion of university education. In her recognition that entrepreneurship learnt at undergraduate might not be enough or might not have been offered in some universities due to shortage of manpower now incorporate entrepreneurship education as mandatory of the one year service programme. The objective of the programme is to instill in the youths or corps members, vocational, technical and entrepreneur skills to enhance their business ideas particularly that they will be thrown out to the world of labour market.

Skill acquisition, ideas generation, creativity and innovation and entrepreneurship intention were isolated as major factors that these youths were lacking (Fagebo, 2021). Skill acquisition is a decisive factor regarding development of entrepreneurial skills (Hytti & O'Gorman, 2004). This suggests that the skill of a youth cannot be overemphasised particularly because practical skills and experience are required to inculcate entrepreneurial skills in youths. Business planning as an entrepreneurial activity that involves the totality of the entrepreneurship education and training. Shulman and Shulman (2004) also stressed the role of practical business experience and training of entrepreneurship educators in motivating considerations of entrepreneurship as a career by students.

Idea generations is one of the stages in many innovation process. There are many techniques that can be used for idea generation but how do you know which one is the right one? In many idea generating process, the goal is lot of ideas –without evaluating or judging the merit of those ideas.

There are six major categories of ideation process in literature (the universal search methods, trend gathering, idea hunting, problem/solution finding, outside in and peer to peer and future dreaming). Business idea or idea generation then become an essential factor in entrepreneurship education. A business idea is a concept that can be used for financial gain that is usually centred on a product or service that can be offered for money. An idea is the first milestone in the process of building a successful business. The characteristics of promising business are innovative, unique, problem-solving, profitable and understandable. A business idea is often linked to its creator who needs to identify the business value proposition in order to market and establish competitive advantage. A business idea is the first spark of entrepreneurship (Rae, 2010).

Other factor is creativity and innovation. Since entrepreneurship education is designed to equip students with entrepreneurship skills and ways to develop entrepreneurial intent (Lackeys & Middleton, 2015). Creativity is the intellectual activity to create new ideas, while innovation is the action taken to transform the new ideas to a result. Innovation creativity and entrepreneurship involve the ability to turn ideas into action, entrepreneurial mindsets and skills. It also focus on building and scaling an idea sustainably, which requires examining new technological perspective through inquiry search. Learners are engaged and motivated when given the opportunity to meet the needs of a community by enhancing concepts, ideas or products, taking risks and experimenting with new strategies. Close to this in entrepreneurship education and self-sustenance is the entrepreneurship intention which is a psychological state that guides our attention toward specific business goals in order to achieve entrepreneurial results. It is also a recognition that individual take actions to develop new business or create new values in existing enterprises. De Nobble et al (1999) holds that entrepreneurial intention is the entrepreneur's intrinsic cognition, preference and behavioural tendency to create a new business. Krueger (2000) interprets entrepreneurial intention as a subjective attitude and expectation of potential entrepreneurs about whether they engage in entrepreneurship activities or not. Thompson (2009) defines it as the belief that entrepreneur intend to start a business. It is a subjective state of entrepreneurs' attention, energy and behaviour oriented to a specific goal (Bird, 1988).

The decision to build a new business is considered as a thoughtful thinking activity and planned behaviour of entrepreneurs (Lee et al, 2005). Therefore, entrepreneurship ideas stimulated by inspiration must be reached through E.I. E.I is the premise of entrepreneurial behaviour. People with high E.I are more likely to start a new business than those with low E.I. Based on this, this study advocated for a refocus educational system towards the acquisition of vocational technical and entrepreneur skills to enhance business sense of graduate youth in Nigeria. Human capital theory which posits that human beings can increase their productive capacity through **greater** education and

skill training guided this study. It emphasise that the stock of skill, ability, expertise, education and knowledge in a nation at a point of time-meaning we need an investment in human capital to produce more human capital out of human resources particularly during an economic crisis.

METHODOLOGY

The study adopted the mixed-method design using triangulation approach. This involved aspect of both quantitative using questionnaire and qualitative using interview schedules. Participants of the study involved 262 National Youth Service Corps (NYSC) member serving in Ibadan, Oyo state in 2019. These were carefully and purposively selected owing to their consent and willingness to participate in the study. This was possible through the assistance of their zonal inspector that permitted the training to be done during their compulsory community participation day. This happens once a week specifically every Thursday of the week. They were trained by eight resource persons drawn from business world owing to their brilliant performance in their respective business enterprise. They were also graduates of note and employers of labour.

The training involved talks on skill acquisition, idea generation, creativity and innovation and entrepreneurship intention. A reliable and validated questionnaire on the above were pre-tested and post-tested on the participants after the training that lasted eight weeks. This was complemented with structured interview guides with selected 24 corps members. The resource persons used two weeks each in their training. Quantitative data were analysed using mean, standard deviation and Cochran C test at 0.05 level of significant, while qualitative data were content-analysed.

RESULTS

Skills acquisition; (2.13 ± 0.65 ; 2.75 ± 0.95); business idea generation (2.42 ± 0.71 ; 2.75 ± 0.85); creativity and innovation (2.65 ± 0.86 ; 3.05 ± 0.97) and entrepreneurship intention (2.35 ± 0.46 ; 2.65 ± 0.69) before and after training were high as against the threshold of 2.50. Most complained from the interviewed conducted centred on unconducive environment and government inability to aid their ideas even after graduation from schools.

Conclusion: Entrepreneurship education enhanced youth self-sustenance among service corps members in Ibadan, Nigeria through skills acquisition, business idea generation, creativity and innovation and entrepreneurship intention.

Recommendations: Government should strengthen entrepreneurship skills among students from their first day in the university by including courses on entrepreneurial studies in their curriculum.

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Undergraduates' Entrepreneurship Intention and Challenges in the Fourth Industrial Revolution

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Abstract

This paper examined undergraduate entrepreneurship intention and challenges in the fourth industrial revolution. Based on the extensive review of literature, the paper discussed entrepreneur and entrepreneurship; entrepreneurship education and the 4th industrial revolution, undergraduates' entrepreneurial intention factors and challenges confronting undergraduate entrepreneurship Intention in the 4IR. The paper concluded that the challenges if not properly handled can destroy undergraduates' entrepreneurial intention.

Keywords: Entrepreneur, Entrepreneurial intention, Entrepreneurship education, Fourth Industrial Revolution, Undergraduates.

Introduction

An industrial revolution is indicated by changes in society and technological economic systems. Any industrial revolution has ramifications for society's educational system (Mkwanazi & Mbohwa, 2018). Since the turn of the millennium, there has been a surge in interest in entrepreneurial education, particularly among higher education institutions, incubators, development agencies, and governments in poor countries. In a fresh start-up business, the focus of entrepreneurship education has been on identifying opportunities, obtaining resources, and controlling risk. Because entrepreneurship education has been incorporated into the curricula of many colleges across the world, many undergraduates have developed an interest in the field and have decided to pursue it after graduation. However, the Fourth Industrial Revolution has altered the narrative of entrepreneurship education, posing numerous problems that undergraduates are now wrestling with to realize their entrepreneurship goals.

Changes in socio-cultural and technological economic systems are part of the 4th Industrial Revolution. The type of possibilities and how resources for firms are allocated will also change, necessitating a need to comprehend the consequences of the Fourth Industrial Revolution on undergraduates' entrepreneurial intentions. According to Bawalla (2019), the Fourth Industrial Revolution (4IR) is intended to challenge the old order and create a new form of social relationship, and one of its tools is disruptive innovation, which is intended to cause job losses as a result of automation brought on by disruptive technologies. As a result of the large layoffs, it is quite likely that young people (undergraduates) will move their focus from school for employment to self-employment. An assessment of unemployment in conjunction with the hardships of poverty is much more important. The prevalence of crime and corruption in Sub-Saharan Africa makes studying Entrepreneurial Intention (EI) important, as research has shown that a high EI leads to the formation of new businesses. This study paper is a conceptual exploration of the difficulties surrounding student entrepreneurial goals and obstacles in the fourth industrial revolution. To do this, the study discusses entrepreneur and entrepreneurship; entrepreneurship education and the fourth industrial revolution; and issues confronting undergraduate entrepreneurship intentions in the fourth industrial revolution.

Entrepreneur and Entrepreneurship

An entrepreneur is a person who starts a new firm and bears most of the risks while reaping the majority of the benefits. It is a person who organizes and manages any operation, particularly a business, with a great deal of risk and initiative. According to Smithikrai (2005), an entrepreneur is a person or a group of people who create

and manage their businesses with the flexibility and risk of doing so to achieve a certain revenue and profit goal. Rumakom (2001) described an entrepreneur as an individual or group of individuals who contribute to a capitalist economy by generating ideas, innovations, and new business prospects. They also raise funds to start businesses, manage them, and provide products and/or services to the general market. As a result, an entrepreneur can be defined as a person who starts a firm while taking the risks involved and then looks for business possibilities to create products or services that are targeted at specific clients and return profits to the entrepreneurs. As a result, entrepreneurs might be defined as people who are motivated to seek out possibilities to use their creativity to make a difference in the commercial world. They do so to launch a new business and successfully manage it through the use of consolidated knowledge and experiences, as well as the management of calculated risks.

Entrepreneurship is thought to be a mix of art and science that is utilized to produce value for clients; yet, there appears to be a misconception about the recipe for success. Entrepreneurship is described as the process of identifying a business opportunity while taking into account both controllable and uncontrollable resources (Bygrave & Zacharakis, 2011). Meanwhile, rather than describing entrepreneurship as a psychological state, Hisrich and Peters (1998) and Park (2017) defined it as a discernment that an enterprise finds necessary. Song (2011) defines the phrase as an entrepreneur's desire to start a new business by demonstrating his or her entrepreneurial spirit through managerial innovation.

The primary principle of entrepreneurship is the identification of possibilities and the implementation of innovative ideas (Burns, 2014). This can be accomplished by one or a group of individuals who have imagination, enthusiasm, and a willingness to take risks. Entrepreneurship can exist in one's firm or within an existing organization (referred to as corporate entrepreneurship in the latter case) (Barringer & Ireland, 2012). Longenecker, Moore, and Petty (2003) described entrepreneurship as a person identifying market requirements and launching a new enterprise to meet those needs, resulting in income, profits, and social recognition. Furthermore, entrepreneurs will frequently encounter new obstacles while managing the dangers of an ever-changing economic climate. Mayer (2004) defined an entrepreneur as "someone who integrates diverse resources to drive business growth by producing fresh ideas of their origin, as well as the utilization of former partnerships' experiences and learnings."

Undergraduate and Entrepreneurship Intention

According to the theory of planned behavior, the entrepreneurial intention is a requirement for entrepreneurial activity. Entrepreneurial intention is a mental condition that directs our focus toward certain business objectives to accomplish entrepreneurial achievements. It's also a recognition that people are taking steps to start new businesses or add new value to current ones (Kong, Zhao, & Tsai, 2020). Entrepreneurial intent is sometimes defined as a person's willingness to engage in entrepreneurial activities or to become self-employed (Nguyen, 2017). People with entrepreneurial goals, according to Liu et al. (2011), may not be able to establish new firms due to personal qualities and the surrounding environment. That is to say, while entrepreneurship intention is a required prerequisite for entrepreneurship to occur, not all potential entrepreneurs can act despite their desire to establish a business. Entrepreneurial intention, according to DeNoble et al. (1999), is the entrepreneur's inherent knowledge, choice, and behavioral disposition to start a new business. Entrepreneurial intention, according to Krueger (2000), is a subjective attitude and anticipation of potential entrepreneurs regarding whether or not they will engage in entrepreneurship activities. Entrepreneurial intention, according to Thompson (2009), is the assumption that entrepreneurs desire to start a firm. In a nutshell, entrepreneurial intention is a mental state that directs our focus toward certain business objectives to create entrepreneurial results. It is also acknowledged that people take steps to learn new skills.

The understanding entrepreneurial intention could be the initial stage in an undergraduate's entrepreneurship growth, according to Koe et al. (2021), because an undergraduate would display a particular level of intention before embarking on entrepreneurship. Intention is defined as a "predictor of actual action, the degree of how hard people are willing to attempt, of how much effort people are willing to exert in a behavior" according to the Theory of Planned Behavior (TPB) (Ajzen, 1991, p.181). The attitude, subjective norms, and perceived

behavioral control all influence an individual's level of intention (PBC). The greater the level of entrepreneurial intent displayed by an undergraduate, the more likely he or she is to become an entrepreneur (Hisrich et al., 2017). It is based on TPB's debate.

Entrepreneurial Intention Factors

Literature has identified several factors determining or promoting entrepreneurial intention. Some of these factors are discussed in this section.

Self-efficacy: "People's judgements of their skills to arrange and execute courses of action required to achieve designated types of performances" is what self-efficacy is defined as (Bandura, 1986, p.391). People's self-efficacy had a large and favorable impact on their desire to become entrepreneurs. Entrepreneurial self-efficacy and entrepreneurial learning, in particular, have large and beneficial direct implications on entrepreneurial intention (Hoque et al., 2017). The self-efficacy idea was used in this study, which focused on computer and Internet skills.

Information Communication Technology: Information and communication technology (ICT) is critical to accomplishing entrepreneurship because it facilitates the dissemination of critical information for the formulation of strategic plans (Watson, 2016). Individuals that are productivity-driven, technologically adept, and globally competitive are also vital in the development of entrepreneurship (Okorie et al., 2014). Students with significant information technology (IT) abilities and real-world experience in launching IT businesses throughout their studies were more likely to succeed in IT-related entrepreneurship (Wiradinata, 2014). Entrepreneurial and business abilities, such as technical management skills and technical education, were also deemed to be contributing factors to entrepreneurship (Abdulgani, Mamangkiang & Islam, 2016).

Entrepreneurial orientation: Entrepreneurial Orientation (EO) is a firm-level component that has an impact on an organization's performance (Miller, 1983). It's worth noting that EO at the corporate level, which includes risk-taking, ingenuity, and proactiveness, may be extended to the individual level (Bolton, 2012). Furthermore, the three parts of individual EO were linked to the entrepreneurial intent of students. Individuals' readiness to take risks and their enjoyment of risk had an impact on their entrepreneurial intentions (Yurtkoru, Acar & Teraman, 2014). In the case of Malaysian undergraduates, for instance, their risk-taking proclivity was found to be linked to their desire to start their own business (Embi, Jaiyeoba & Yussof, 2019). Individual qualities, motivation, and entrepreneurial and business skills factors were discovered to influence entrepreneurship growth. These factors were related to an individual's needs, attitudes, interests, and capacity to detect and exploit an opportunity.

Entrepreneurship Education and the 4th Industrial Revolution

Entrepreneurship education is interdisciplinary, and it has relied on it to promote the entrepreneurial intent of students from the first entrepreneurship program in 1945. The teaching and learning of this subject have been prioritized by business schools and universities. Furthermore, there has been increased industry focus on entrepreneurship and innovation, positioning the topic as one of the most important (Kuratko, 2005). Various governments regard entrepreneurship as a vital economic activity that encourages the formation of small businesses that can produce jobs, new possibilities, and cheap products and services for their citizens. The goal of entrepreneurship education is to instill confidence in pupils and increase their desire to give ideas that will result in sustainable firms. However, the 4th Industrial Revolution has made this goal much more difficult to comprehend and achieve. The 4th Industrial Revolution presents new prospects that are fueled by technical innovation. Entrepreneurship programs are not intended to teach about technology or industrial activities, but rather the fundamentals of problem-solving (Kuratko, 2005). As stated in the next part, this is the problem statement that this study is looking at.

Entrepreneurship education encompasses all forms of entrepreneurship information transmission, and entrepreneurial intention is a mental state that encourages people to create new business concepts (Bird, 1988). Previous research into the relationship between entrepreneurship education and entrepreneurial intention yielded a conclusion (Li et al., 2021). Entrepreneurship education can have a big impact on a student's desire

to start a business (Izedonmi & Okafor, 2010). In their study, Robinson and Haynes (1991) discovered that entrepreneurship education can increase students' perceptions of feasibility by boosting their knowledge and thus their entrepreneurial purpose. Because entrepreneurship education can foster students' confidence in entrepreneurship, Dyer (1994) believes there is a link between entrepreneurship education and students' entrepreneurial intention. In their study, Martin et al. (2013) discovered that entrepreneurship education not only improved students' entrepreneurship knowledge and skills but also increased their entrepreneurial intent.

Challenges Confronting Undergraduate Entrepreneurship Intention in the 4IR

From the literature, there are challenges reported confronting the development of entrepreneurial intention in the 4IR (Valdez-Juárez, et al., 2020). These include but are not limited to:

Creativity Challenge

There have been some studies that link creative barriers to entrepreneurial intent, and they show that when there are more barriers (fear of failure, locus control, and poor academic preparation in entrepreneurship), entrepreneurial intention suffers, and this is primarily due to external factors like poor access to financing and macroeconomic phenomena (Rosique-Blasco et al., 2018). External constraints to the development of creativity, such as cultural preconceptions and social paradigms, are also elements that stifle entrepreneurial aspirations (Ip, Liang, Wu, Law, & Liu, 2018). According to other studies, creativity is an individual skill that increases university students' desire and willingness to try new things (Smith, Sardeshmukh, & Combs, 2016). Authors such as Bagheri (2011) and Bagheri, Lope Pihie, & Krauss (2013), on the other hand, have determined that kids exhibit high entrepreneurial ambition and see fewer hurdles to developing creative talent while they are young.

Entrepreneurial passion

Entrepreneurial passion is a combination of abilities and feelings, such as delight and the eagerness with which a person approaches business difficulties (Biraglia & Kadile, 2017). Recent research has found that intrinsic and extrinsic impediments to creativity, such as fear of failure, introversion, self-mistrust, low self-esteem, and social stereotypes, have a significant impact on the entire development of entrepreneurial drive (create, invent, and develop) (Bhansing, Hitters, & Wijngaarden, 2018; Biraglia & Kadile, 2017). These limitations have limited the establishment of new companies in the university setting, prompting universities to implement new business tactics that allow them to graduate students with a better sense of culture and entrepreneurial zeal (Liu & Gu, 2017; Rosique-Blasco et al., 2018).

School Calendar

The school calendar is another major indicator of graduates' motivation and determination (Kamitewoko, 2021). The disruption that has happened in the last five years as a result of the strike in repetition is referred to as the school calendar. Since then, university employees have been on an indefinite strike over unpaid salaries. The findings revealed that the school calendar has a major impact on the motivation and determination of graduates. These strikes are used to put pressure on governments to pay wages and reform university policies regarding infrastructure development and the welfare of both academic and non-academic staff unions. Strikes are frequently part of a larger social movement, taking the shape of a civil resistance campaign carried out by unions during collective bargaining. Workers go on strike when they refuse to go to work and picket outside their workplace to prohibit or discourage others from working there or doing business with their company. Academic program irregularities, examination malpractices and cultism among students, credential racketeering, and the destruction of higher education's dignity and respect stimulate and hamper entrepreneurial intents among university students. At a 1% level of significance, the estimates were judged to be statistically significant.

Lack of knowledge in utilizing digital devices and features

According to Wardani and Latifah (2021), the lack of information about how to use digital gadgets is a barrier that most undergraduates confront in their quest to become entrepreneurs or establish a new firm in the fourth industrial revolution. The majority of undergraduates do not know how to use digital devices for entrepreneurship. There is also a lack of confidence in starting a business, a lack of attention to opportunities, and a lack of beginning funding.

Lack of courage to start a new business

Starting a business is also not something that happens overnight; it requires a lot of bravery to get started. Usually, there is a fear of failure that the business will fail soon after it starts. This is in line with Malik's (2019) research on the fourth industrial revolution, titled *Creating Competitive Advantage through Source Basic Capital Strategic Humanity*. To confront these hurdles, undergraduates will need the motivation to start their businesses.

Conclusion

This paper examined undergraduate entrepreneurship intention and challenges in the fourth industrial revolution. The paper discussed the issue of entrepreneur and entrepreneurship; entrepreneurship education and the 4th industrial revolution, entrepreneurial intention factors and challenges confronting undergraduate entrepreneurship Intention in the 4IR. The paper concluded that the challenges if not properly handled can destroy undergraduates' entrepreneurial intention.

Recommendations

Based on the findings and discussions in this paper, the following recommendations are made.

The government's role in the creation of new entrepreneurs must be improved. It is critical to provide training to equip undergraduates with the skills and talents they need to make the best use of the resources they have. Entrepreneurship, particularly in the fourth industrial revolution, can be established as a means of empowering individuals. Universities are encouraged to increase the number of entrepreneurship courses and pieces of training available, as well as create opportunities for students from different colleges and departments to participate.

The provision of capital is critical. Indeed, raising the necessary funds to establish a personal business after graduation might be challenging for undergraduates. As a result, providing capital in the form of a soft loan or support is required. This could also enhance undergraduates' confidence, which could lead to business success.

Improve the entrepreneurship education environment to encourage college students to consider starting a business. To begin, create an ideal entrepreneurial education system. Entrepreneurship education is particularly crucial at the start of an entrepreneur's career because it allows students to carefully examine whether they want to pursue a career in entrepreneurship and fosters the establishment of entrepreneurial intent.

There is a need to establish role models and encourage university freshmen to be more entrepreneurial. Because the role model has a subtle impact on college students' entrepreneurial willingness, schools and universities, as well as the government, should pay attention to the role of entrepreneurial models. Role models have a powerful motivating effect.

Reduce the fear of failure among university students' entrepreneurs by creating a positive entrepreneurial environment. Some undergraduates want to establish their firm but are terrified of failure owing to a lack of entrepreneurial experience and resources. As a result, they delay or avoid taking entrepreneurial risks. As a result, the government and universities should work to create a favorable entrepreneurial environment, provide more preferential entrepreneurial policies for students, support entrepreneurial funds, establish a comprehensive entrepreneurial insurance system, and implement other policies to alleviate students' concerns

about entrepreneurship to the greatest extent possible. Undergraduate students will be less likely to fail as entrepreneurs as a result of this.

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Effective Forms of Organizing the Work of a Social Teacher for Summer Recreation of Schoolchildren

Sosyal Öğretmenlerin Bahar Tatillerinin Etkin Organizasyonu

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Abstract

The article emphasizes the importance of institutions of social and psychological rehabilitation of children in the summer period. Currently, a social teacher must work in summer camps. It is necessary to explain to parents that summer camps for schoolchildren are a place to restore health, develop creative potential, leadership qualities, improve personal opportunities, cultural recreation, develop spiritual and moral values, enrich their intelligence, adapt to the social environment. Summer recreation camps help students develop physically and spiritually, meet their age and individual needs, develop their versatile abilities, and effectively organize their free time.

Keywords: Summer vacation, leisure, camp, social teacher, game.

Özet

Makale, yaz aylarında çocukların sosyal ve psikolojik rehabilitasyonunun önemini vurgulamaktadır. Şu anda, sosyal eğitimci yaz kamplarında çalışmak zorundadır. Ebeveynlere, okul çocukları için yaz kamplarının sağlığı iyileştirmek, yaratıcı potansiyel geliştirmek, liderlik becerileri, kişisel gelişim, kültürel rekreasyon, manevi ve ahlaki değerlerin gelişimi, entelektüel gelişim, sosyal uyum için bir yer olduğunu açıklamak gerekir. Yaz kampları öğrencilerin fiziksel ve ruhsal gelişimlerine, genç ve kişisel ihtiyaçlarını karşılamalarına, çok yönlü yeteneklerini geliştirmelerine, boş zamanlarını etkin bir şekilde düzenlemelerine yardımcı olur.

Anahtar kelimeler: yaz tatili, boş zaman, kamp, sosyal eğitimci, oyun.

ӘЛЕУМЕТТІК ПЕДАГОГТИҢ ОҚУШЫЛАРДЫҢ ЖАЗҒЫ ДЕМАЛЫСЫН ТИІМДІ ҰЙЫМДАСТЫРУ
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ТҮЙІНДЕМЕ

Мақалада жазғы мезгілде балаларды әлеуметтік-психологиялық оңалту мекемелерінің маңызы ерекше. Қазіргі уақытта әлеуметтік педагог жазғы демалыс лагерлерінде жұмыс жасауы керек. Мектеп оқушыларына арналған жазғы демалыс лагерлері - бұл денсаулықты қалпына келтіру, шығармашылық әлеуеттің, көшбасшылық қасиеттерін дамыту, жеке мүмкіндіктерді жетілдіру, мәдени тынығу, рухани-адамгершілік құндылықтарын дамыту, зияткерлігін байыту, әлеуметтік ортаға бейімдеу, орны екендігін ата-аналарға түсіндіру қажет. Жазғы демалыс лагерлері оқушылардың физикалық және рухани дамуына, жас және жеке қажеттіліктерін қанағаттандыруына, жан-жақты қабілеттерін дамытуға, бос уақытын тиімді ұйымдастыруға көмектеседі.

Кілт сөздер: жазғы демалыс, бос уақыт, лагер, әлеуметтік педагог, ойын.

Оқушылардың жазғы демалыс уақыты басталысымен ата-аналар баласының бос уақытын қалай дұрыс ұйымдастыруға болады деген сауалға жауап іздейді. Бұл мәселені шешуге жазғы демалыс лагерлері көмектеседі. Қазіргі уақытта балалар мен жасөспірімдердің жазғы демалысын жүйелі ұйымдастыру қажет. Баланың өмірін тікелей, табиғи түрде дамыту үшін рухани – эстетикалық, ұтымды-танымдық, идеологиялық және моральдық принциптерге үйлесімді педагогикалық жүйе негізінде қалыптастыру керек. Осы орайда оқушылардың жазғы демалыс уақытын тиімді ұйымдастыру мақсатында әлеуметтік педагог қызметінің маңызы ерекше. Балалар мен жасөспірімдердің жазғы демалысын өткізудің ең көп тараған түрлерінің бірі - *жазғы лагерлер*.

Жазғы демалыс лагері – бірінші жағынан балалардың бос уақытын ұйымдастырудың бір түрі болса, *екінші жағынан* – баланың көркемдік, техникалық, әлеуметтік шығармашылық дамытуға арналған демалыс орны. Жазғы демалыс лагерлері қала сыртындағы, күндізгі, бейінді, спорттық, шатырлы және т. б. болып бөлінеді [1]. Балалардың демалысының әртүрлі формалары бар: *ұйымдастырылған немесе ұйымдастырылмаған, топтық және жеке, ата-аналарымен немесе жалғыз, сауықтыру, санаторлық және бейіндік, қала жағдайында немесе қала сыртындағы демалыс, шетелде немесе ел ішіндегі демалыс орындарында демалу, мәдени тынығу және т. б.*

Педагогикалық энциклопедиялық сөздікте төмендегідей анықтама беріледі: «.. Балалар ұжымы – қоғамға пайдалы әрекет жасауда (еңбек ету, қоғамдық шығармашылық қызмет, білімін шындау, туристік - өлкетану жұмыстарымен айналысу т.б) өз алдына үлкен мақсат қойып, көздеген игіліктеріне жету барысында ұжымды тұрғыда бірлескен балалар мен жасөспірімдердің қоғамдық топтасулары» - деген.

Әлеуметтік педагогтың мақсаты - баланың психологиялық жайлылығы мен қауіпсіздігі үшін жағдай жасау, отбасы, мектеп, лагерь, топ ішілік психологиялық ахуалды жақсарту, жағымсыз құбылыстардың алдын-алу, әлеуметтік, құқықтық, психологиялық, медициналық, педагогикалық мәселелер бойынша кеңес беру, қолдау көрсету, сүйемелеу және т.б. *Әлеуметтік педагог* баланың қоғаммен өзара әрекеттесуіне, дамуына, тәрбиесіне, біліміне, мамандық таңдауға, жазғы демалысын ұйымдастыру, әлеуметтік орта қалыптастыруға міндетті. Қазіргі таңда балалардың жазғы демалысын тиімді ұйымдастыру мақсатында жалпы білім беретін мектептерде де жазғы сауықтыру лагерлері жұмыс жасайды. Балалар сауықтыру лагерьлері бүгінде мектептен тыс тәрбие мен оқытуды қамтамасыз ететін мекемелер болып табылады. Жазғы сауықтыру лагерьлері әлеуметтік жағдайы төмен отбасылары үшін де үлкен экономикалық көмек болып табылады. Жазғы демалыс орындары балалардың ұжымшылдық пен коммуникативтік дағдыларын қалыптастыруға ықпал етеді. Әлеуметтік педагогтің басты жұмыстарының бірі балалардың жазғы демалысын тиімді ұйымдастыру түрлерінің теориялық негіздері мен ғылыми әдістемесін меңгеріп, жаңа өнім жасау мақсатында бүгінгі тақырыбымыз «Әлеуметтік педагогтің оқушылардың жазғы демалысын тиімді ұйымдастыру жұмысы» деп алғанды жөн көрдім.

Бос уақыттың ең қарапайым түрі - *демалыс*. Ағылшын термині «*досуг*» сөзбе сөз аударғанда «*бос болу*» деген мағынаны білдіреді. Ежелгі Грецияда бұл термин «қысымсыз еркін іс-әрекет» деген мағынаны білдірген. «*Бос уақыт*» ұғымына көптеген анықтамалар берілгеніне қарамастан оларға ортақ төменгі анықтама болып есептеледі. Бос уақыт дегеніміз – жұмыстан, оқудан бос уақыттың тек өзіне бағыттала, өз бетінше жұмыс істеуіне, сауықтыру мәселелеріне араласуына мүмкіндік беретін уақыт [2].

К.Д. Ушинский «Егер адам бос уақытында не істерін білмесе, онда оның басы да, жүрегі де, адамгершілігі де жойылады»- деп жазған. Балалардың бос уақыты төмендегідей түрлерге бөлеміз:

- *пассивті* (көру, есту) және *белсенді* (іс- әрекеттік);
- *ұйымдастырылған* (бос уақыт педагогикалық мақсатқа сай ұйымдастыру) және *табиғи* (өздігінен бос уақытты пайдалану процесі);
- *бақыланатын және бақыланбайтын*;
- *жеке және топтық*;

- еліктеушілік және шығармашылық;

- жетістік және нормативтік. Бұл бағыттар әлеуметтік педагогтың балалардың бос уақытын тиімді ұйымдастыру қызметіне кіреді [3]. Олай болса, әлеуметтік педагогтың жазғы демалыс лагерлеріндегі жұмысының негізгі бағыттары төмендегі кестеде көрсетілген.

Н. А. Карасева, Г.И. Руденкова [4] зерттеулеріне сүйене отырып, біз жазғы демалыс лагеріндегі әлеуметтік педагог жұмысының негізгі бағыттары төмендегі кестеде берілді:

Бағыттары	Жұмыс мазмұны
Жазғы демалыс лагерінің әлеуметтік ортасын зерттеу және жұмыс бағыттарын анықтау.	Жазғы демалыс лагерінің балаларға моральдық-психологиялық әсерін анықтау, тәрбиелік іс-шаралар арқылы жетілдіру.
Лагерь педагогтары мен тәрбиешілерінің педагогикалық мәдениеті мен кәсіби біліктілігін арттыру.	Лагерь қызметкерлерінің педагогикалық мәдениеті мен кәсіби біліктілігін арттыруға ықпал ету.
Әлеуметтік-педагогикалық кеңес беру қызметі	Балалар мен жасөспірімдерге, педагогтарға әлеуметтік-педагогикалық мәселелер бойынша кеңес беру, ақпараттандыру жұмыстарын ұйымдастыру.
Әлеуметтік-педагогикалық алдын- алу жұмысы	Әлеуметтік – тұрмыстық, мәдени тынығу, рухани-адамгершілік, денешынықтыру, сауықтыру және волонтерлік іс-әрекеттерді
Педагогикалық бағдарланған орта құру	Ата-аналар, оқушылар мен педагогтар арасындағы ынтымақтастықты қалыптастыру жұмыстарын ұйымдастыру.
Әдістемелік-ұйымдастырушылық қызмет	Әдістемелік-ұйымдастырушылық қызмет көрсету, әлеуметтік- педагогикалық жұмыс жүргізу.

Н.И. Никитин әлеуметтік педагог қызметіндегі әлеуметтік-педагогикалық іс-әрекет формаларын, құралдары мен әдістерін қарастырды [5]. Әлеуметтік педагог жазғы демалыс лагерлерінде жұмыс істей отырып, лауазымдық міндеттерді білуі маңызды. Мысалы:

- Мамандардың балалармен жұмыс істеуге жеке қызығушылығының болуы;
- Кәсіби білікті, әдепті, балаларға жанашыр, сенімді, кәсіби құпияны сақтай білуі, өз міндетін адал орындауы тиіс;
- Төзімді, ізетті, мейірімді, сүйіспеншілік құндылығы жоғары;
- Мұқият тыңдап, тез шешім қабылдай білу;
- Өз мамандығын шынайы жақсы көруі және т.б.
- Оқушыларды тәрбиелеу, білім беру, дамыту және әлеуметтік қорғау, қолдау, кеңес беру бағыттары бойынша тәрбиелік іс-шараларды кешенді жүзеге асыру;
- Оқушылардың психологиялық – медициналық - педагогикалық ерекшеліктерін ескере отырып, әлеуметтік ортаға бейімдеу, салауатты өмір сүру жағдайлары туралы ақпараттандыру;
- Балалардың бейімділігін, қызығушылығын, таланттын зерттеу;
- Әлеуметтік жобалар мен бағдарламалар әзірлеу, іске асыруға бағытталған іс-шараларды ұйымдастыру;
- Еңбек қауіпсіздігі ережелерін білу және сақтау;
- Ғылыми әдістемелік әдебиеттер, нұсқаулықтар мен дидактикалық материалдарды қолдана білу;
- Мүгедек балалармен, жетім балалармен немесе ата-анасының қамқорлығынсыз қалған балалармен, «қауіпті» балалармен, қиын балалармен немесе девиантты мінез-құлықты балалармен жұмыс.

Жазғы демалыс лагерлеріндегі уақытша топтардың бала психологиясына әсері туралы психолог ғалымдар О.С. Газман, В.Д. Иванов, А.Г. Кирпичник, Ю.Таран қарастырған болатын. Олардың ғылым еңбектерін сараптай келе жетекші педагогикалық іс-әрекеттерді ұйымдастыру кезеңдерін бірнеше ауысымға бөлдік.

- қысқа мерзімді жұмыс (21-ден 30 күнге дейін);

- жасақ құрамы. Лагерге жан - жақтан бір-бірін танымайтын балалар жиналады. Оларды топтарға бөлу мен олардың психологиялық әсерін түсіндірді.

- балалардың отбасынан уақытша бөлініп, дербес тұруы.
- топ мүшелерінің бір-бірімен қарым-қатынасы.
- ұжымдық нормалар, көзқарастар, құндылықтар және т.б. сақтау.

Ал Т. Рожков балаларды уақытша топтарға бөлу қағидаларын ұсынды: *автономия, дәстүрлер, өмірлік іс-әрекет, белгілі бір нормалар, бауырмалдық қарым-қатынас, құрдастарымен өзара әрекеттесу, қарым-қатынас байланысын жүзеге асыру* [6].

Жазғы демалыс лагерлерінде бос уақытты ұйымдастырудың ең көп таралған түрі – ойын. *Ойын* – тұлғаның модификациялайтын тиімді әдістердің бірі. Ойын барысында белсенділік артады: адам 10% тыңдайды, 50% көреді, 70% – қайталап айтады, 90% өзі жасайды. Ойында тұлғаның эмоционалды, когнитивті және әрекетшілдік ресурстары қатынасады

Ойын дегеніміз – жас ерекшелікке қарамайтын, адамның көңіл-күйін көтеретін, ойландыратын үрдіс. Ойын – төзімділікті, алғырттықты, тапқырлықты, ұқыптылықты, ізденімпаздықты, іскерлікті, дүниетаным өрісінің көлемділігін, көп білуді, сондай-ақ басқа да толып жатқан сапалылық қасиеттердің қалыптастыруға үлкен мүмкіндігі бар педагогикалық тиімді әдістердің бірі. Сондықтан ойынды сабақта, сабақтан тыс уақытта пайдалану - үлкен нәтиже берері анық.

В.А. Сухомлинскийдің сөзімен айтар болсақ «Ойынсыз ақыл-ойдың қалыпты дамуы да жоқ» және болуы да мүмкін емес. Ұлы педагог А.С. Макаренко ойынға үлкен мән бере отырып, өзі басқарған мекемелерінде ойынды тәрбиеленушілер өміріне міндетті түрде енгізіп отырды. «Ойын баланың өмірін қызыққа, қуанышқа бөлеуін қамтамасыз ету үшін ол балалардың ойынға деген сүйіспеншілігі мен қызығушылығын тәрбиелейді» - деп қарастырған. Әлеуметтік педагог оқушылардың жазғы демалысын ұйымдастыру барысында *сюжеттік, рөлдік, имитациялық, анимациялық, спорттық, іскерлік, ұлттық, дидактикалық, танымдық, логикалық, интеллектуалдық, психологиялық* және т.б. ойындар ұйымдастыру, шығармашылық іс-әрекеттер жүргізу мен әлеуметтік жобалар құрастыруға көмек береді [4].

Әлеуметтік педагогтың кәсіби қызметінде әлеуметтік-педагогикалық жұмыстарды ұйымдастыруда негізгі үш жетекші функцияны атқарады: *алдын-алу; қауіпсіздікті сақтау; ұйымдастырушылық*. Жаз мезгіліндегі уақыт балалардың негізгі сабақтан, үйреншікті тіршілік қарекетінен босап, өзін қызығушылығымен айналысуына мүмкіндік береді. Сондықтан ұстаз - тәрбиешілерге оқушының бос уақытын дұрыс пайдалануға бағыттаудың, үйретудің мәні зор. Бос уақыт дене және ақыл-ой қызметін тынықтыратын, қарым - қуатты жетілдіретін іс-әрекетке жұмсалуды жөн. Әйтсе де тыныға жүріп, ойын барысында балалардың шынығу – шыңдалу мәселесімен қатар, түрлі бағыттағы іс-шараларға тарту арқылы тәрбиелеу маңызды. *Жазғы демалыс* – мектеп оқушыларының жалпы физиологиялық, сана – сезімдік, дүниетанымдық тұрғыда даму, жетілу кезеңі [7]. Оқушылардың жазғы демалысын ұйымдастыру жұмысы бірнеше аспектілерге бөлінеді:

Біріншіден, жазғы демалыс орындарында оқушылардың бос уақытын тиімді ұйымдастыру, сауықтыру, қызықты іс-әрекеттермен айналыстыру, дұрыс тамақтану, күнделікті тәртіп сақтау, гигиеналық дағдылар мен дұрыс өмір салтын сақтауға үйрету.

Екіншіден, балалардың сауықтыру демалысы «*энергия алу*» және «*энергия беру*» жұмыстарына негізделу керек: *психикалық, моральдық, этикалық, эстетикалық, физикалық* және т.б.

- Ойын іс-әрекеті арқылы оқушыларды ұжымдық біріктіру, әлеуметтендіру, қоғамға бейімдеу;

- Проекттік тесттер «*әлемде жоқ жануар*», «*көңіл-күй ағашы*» және т.б. қолдану арқылы балалардың эмоционалды жағдайын бақылау;

- Жоспар бойынша лагершілік іс-шараларды ұйымдастыру, мәдени іс-шараларға, мұражайларға, көрмелерге, кітапханаларға бару, экскурсиялар ұйымдастыру арқылы оқушылардың адамгершілік- эстетикалық қабілітін қалыптастыру;

- Қарым-қатынас тренингтері арқылы қарым-қатынас мәдениетін қалыптастыру, балалардың лагерь заңдары мен өсиеттерін, мінез-құлық ережелері мен нормаларын

қабылдауы, нормативтік емес лексиканы, дерекілікті, айқайды пайдаланғаны үшін айыппұлдар жүйесін енгізу;

- Оқушылардың шығармашылығын дамытуға бағытталған тренингтер арқылы өзін-өзі бағалауға, өзін-өзі тануға және өзін-өзі басқара білуге, басқаларды түсіне білуге үйрету;

- Ойын технологиялары негізінде интеллектуалдық қабілетін дамыту;

- Таза ауада қозғалмалы ойындар, спорттық жарыстар, күнделікті жаттығу, танымдық ойындар мен байқаулар арқылы денені шынықтыру, сауықтыру және демалысын белсенді өткізуге көмектесу;

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Changes in Reproductive Behavior and its Socio-Psychological Processes in Kazakhstan

Kazakistan'da Üreme Davranışındaki Değişim ve Sosyo-Psikolojik Eğilimleri

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Abstract

The article studies modern changes in reproductive behavior, its socio-psychological trends and correction of the demographic situation - improving the quality of medical services and social security of the country. Until now, one of the most difficult problems in Kazakhstan is the health of mother and child. In this regard, there is a concept on family and gender policy, which is being implemented at the initiative of the head of state until 2030. In Kazakhstan, as in other countries, the issue of maternal and child health has been in the focus of attention of government agencies and the general public for decades. The efforts of the younger generation to preserve and strengthen health, the health of the future nation, are considered differentially as the socio-economic progress of society, contributing to national health.

Keywords: reproductive, socio-psychological, demographic situation.

Özet

Makale, üreme davranışındaki modern değişiklikleri, sosyo-psikolojik eğilimlerini ve demografik durumun düzeltilmesini inceliyor - ülkenin sağlık hizmetlerinin kalitesini ve sosyal güvenliğini artırıyor. Şimdiye kadar Kazakistan'daki en zor sorunlardan biri anne ve çocuğun sağlığıdır. Bu bağlamda, 2030 yılına kadar devlet Başkanının inisiyatifiyle uygulanan aile-cinsiyet politikası kavramı yer almaktadır. Kazakistan'da, diğer ülkelerde olduğu gibi, annelik ve çocukluğun korunması konusu on yıllardır devlet yapılarının ve halkın ilgi odağı olmuştur. Genç neslin sağlığı korumaya ve geliştirmeye yönelik çabaları, gelecekteki ulusun sağlığı, toplumun sosyo-ekonomik ilerlemesi olarak farklı bir şekilde görülüyor ve ulusal sağlığa katkıda bulunuyor.

Anahtar Kelimeler: üreme, sosyo-psikolojik, demografik

Қазақстанда Репродуктивтік Мінез-Құлқының Өзгеруі Және Оның Әлеуметтік-Психологиялық Үрдісі

Мақалада қазіргі кездегі репродуктивтік мінез-құлқының өзгеруі, оның әлеуметтік-психологиялық үрдісі және демографиялық ахуалдың түзелуі – елдің әлеуметтік қорғалуы мен медициналық қызмет сапасының артуы зерделенеді. Осы күнге дейін Қазақстандағы ең күрделі мәселелер – ол ана мен баланың денсаулығы маңызды факторлардың бірі болып келеді. Осы орайда Мемлекет басшысының бастамасымен 2030 жылға дейін жүзеге асатын Отбасылық-гендерлік саясат жөніндегі концепциясы қамтылған. Қазақстанда басқа елдер сияқты, ана мен баланы қорғау мәселесі ондаған жылдар бойы мемлекеттік құрылымдар мен қалың жұртшылықтың басты назарында болды. Жас ұрпақтың денсаулығын сақтау және нығайту жөніндегі күш-жігері, болашақ ұлттың денсаулығы, ұлттық денсаулыққа ықпал ететін қоғамның әлеуметтік-экономикалық прогресі ретінде сараланып қарастырылған.

Кілт сөздер: репродуктивті, әлеуметтік-психология, демографиялық ахуал

Қазақстандықтардың отбасында балалар санының азаю көрсеткішінің проблемасы мен зардабы жыл өткен сайын өзекті мәселеге айналып отыр. Республикамызда тәуелсіздік алғаннан кейін экономикалық, әлеуметтік-мәдени және жастар арасындағы өзгерістер

әлеуметтік-демографиялық даму саласындағы тың көрсеткіштерді айқындайды. Қазақстандық отбасындағы балалар санының азаюы 1970 жылдардың аяғынан басталады. Жастар білімге көбірек ұмтылды және де өндірістік кәсіптерді, мамандық алуды, некеге тұрғанға дейін ата-аналардан материалдық тәуелсіздік алуды жөн көрді. Әйелдің өндіріске қатысуының артуы оның отбасындағы мәртебесінің біртіндеп өзгеруіне әкелді. Отбасындағы әйел аз тәуелді болып, кейбір жағдайларда көшбасшылыққа ие болды. Материалдық және рухани қажеттіліктер өсіп қана қоймай, бұрынғы идеялар, стереотиптер мен өмірлік бағдарлар өзгерді. Ең алдымен, бұл процесс әйелдердің ең жас топтарына әсер етті. 1990 жылдары бұл құбылыс қарқынды дамып келеді, сонымен қатар әлеуметтік-экономикалық жағдай күрт өзгеріп: медициналық сақтандыру төленіп, отбасыларға (соның ішінде көп балалы отбасыларға) материалдық қолдау барынша арттырылды. Саяси, әлеуметтік-экономикалық дағдарыс халықтың барлық топтарына әсер етті [1].

Әсіресе, жасөспірімдерді қоғамның ең әлеуметтік қорғалмаған топтарына жатқызуға болады. Жасөспірімдерді мемлекеттің әлеуметтік дамуына тарту маңызды міндет болып табылады. Қоғамдағы маңызды әлеуметтік өзгерістер жасөспірімнің физиологиялық жетілуі мен өзіне тән әлеуметтік рөлдері бар ересектер әлеміне қабылдау арасындағы кезең. Бұл ретте әлеуметтік-экономикалық өзгерістердің қоғамда, экономиканың өрлеуі мен құлдырауына жастар ерекше өткірлікпен бастан кешуде. Ересектердің денсаулығының әлеуеті көбінесе денсаулық жағдайындағы өзгерістермен анықталады жасөспірімдер контингенті. Соңғы жылдары жасөспірімдердің денсаулығының нашарлығы көбінесе дағдарыстың дамуына байланысты елдегі қоғамдық-экономикалық ахуал жүйені тиісінше қайта бағдарлаған жоқ аурулардың алдын алу үшін денсаулық сақтау [2].

Біздің заманымызда ең маңызды мәнге ие болған мәселе – жас ұрпақтың қалыптасу кезеңі. Бұл онтогенез кезеңі, ең алдымен жыныстық жетілудің дамуы. Әлеуметтік тұрғыдан алғанда, жасөспірімнің бұл әлеуметтену кезеңі, сана мен қатынастар жүйесіндегі түбегейлі өзгерістер жатады. Қалыптасу кезеңінде жасөспірімнің жеке басына жақын орта факторлары, атап айтқанда, отбасындағы қарым-қатынас сипаты және құрдастарымен өзара әрекеттесу үлкен әсер етеді. Бұл факторлар көбінесе тұлғаның одан әрі дамуы мен қалыптасуы қай бағытта жүретініне байланысты: конструктивті немесе өзін-өзі бұзатын. [3].

Қазақстанда халықтың көбеюіне байланысты мына күрделі мәселелер шешімін табуы керек. Олар: өмір сапасын арттыру, ұрпақты жалғастыру, денсаулығын қорғау, отбасын нығайту, халықты нәтижелі жұмыспен қамту. Яғни, ұзақ мерзімді перспективада туу деңгейінің тұрақтануы және оның балалар мен еңбекке қабілетті халықтың өлім-жітімінің төмендеуі. Адам сапасын бағалау үшін қолданылатын потенциалдардың бірі -бұл орташа өмір сүру ұзақтығы [4].

Арнайы зерттеулер бойынша Қазақстанда жүргізілген Денсаулық сақтау (ДДҰ) ұйымының көрсеткіштерін бағалау үшін репродуктивті денсаулық ұлттық деңгейде орын алған. Мульти-индикаторлық кластерлік зерттеулер (МИКС) 14-кешенді деректер көзі: денсаулық, білім және басқа да маңызды салаларда. Ақпарат-ресми статистика деректерінде (МИКС) 2015 жылдан бастап жүргізілген зерттеулер нәтижесінде, әйелдер арасындағы бедеулік өскенін хабарлайды. Жыныстық тәжірибесі бар, 15-44 жастағы әйелдер сәтсіз әрекет еткендерін болжамсыз жүктілік анықталған. Бедеуліктің таралуы 3,0% - құрайды. Сонымен қатар, бұл көрсеткіш жасына қарай әр жыл сайын өсіп отыр. Әйелдер: 15-19 жас - 0%; 20-24 жас-0,9%; 25-29 жас - 2,0%; 30-34 жас - 2,6%; 35-39 жас - 4,4%; 40-44 жыл - 4,9% [5].

2011 жылы анемия репродуктивті жастағы әйелдердің 39% - ында байқалды, ол 2006 жылға қарағанда (44,5%) төмен болды. 2017 жылы жүкті әйелдер арасында АИТВ-инфекциясының таралуы 1000 әйелге 1,8%-ті құрады, бұл 1% - дан жоғары. Оның асып кетуі АИТВ індетінің жалпыланған індетке өту сатысы болып табылады. МИКС мәліметтері бойынша, жас әйелдерде (15-24 жас аралығында) АИТВ берілуінің алдын алу жыныстық жолмен 2015 жылы 26,7% құрады, бұл 10% - ға төмен. 2010 жылғы деңгей 36,2% - ға тең болған. Төмен болу себептерінің бірі - білім беру мекемелерінде АИТВ туралы ақпараттың

толықтай түсіндірілу жеткілікті түрде жүргізілген. Сонымен мұнда сөзсіз гуманистік мағына маңызды демографиялық аспект бар - әйелдердің туылу мүмкіндігін қамтамасыз ету дені сау балалардың саны [6].

Негізінен репродуктивті денсаулық және репродуктивті мүгедек адамдардың құқықтары БҰҰ-ның Конвенциясының 25-бабына сәйкес 2008 жылы мүгедек адамдардың құқықтары туралы олардың денсаулығының ең жоғарғы қолжетімді деңгейіне мүгедектік белгісі бойынша кемсітусіз және ақылы немесе тегін қорғау қызметтерінің деңгейі басқа тұлғалар сияқты денсаулық сақтау саласындағы жыныстық және репродуктивті денсаулық. Мүгедектерге қатысты барлық неке, отбасы, әке және ана мәселелері және мүгедектердің еркін құқықтары мен балалар саны туралы жауапты шешім қабылдау және олардың тууы мен репродуктивті мінез-құлық мәселелерінде тиісті ақпарат пен ағартуға қол жеткізу және отбасын жоспарлау, сондай-ақ оларға осы құқықтарды жүзеге асыруға мүмкіндік беретін құралдар және репродуктивті функцияны сақтану. Қазақстанда 674,2 мың мүгедек мәртебесі бар адам (халықтың 3,7%). Олардың 44% - ы әйелдер. 88,5% - 16 жастан жоғары [7]. Әлеуметтік зерттеулер жыныстық адамдардың репродуктивті денсаулығы мен Қазақстанда мүгедектік түрлері олардың жоспарланбаған қажеттіліктері отбасы, түсік түсіру және симптомдардың таралуы жыныстық жолмен берілетін инфекциялар, қол жетімділіктің жеткіліксіздігіне байланысты репродуктивті денсаулық туралы ақпарат пен қызметтер, жалпы халыққа қарағанда айтарлықтай жоғары [8]. Мүгедектердің хабардарлығы өте төмен қажетсіз жүктіліктің алдын алу туралы коэффициенттің жоғары мәнін анықтайды. Мүгедектігі бар әйелдер арасында түсік түсіру-ең жоғары коэффициент. Аборттар - есту қабілеті бұзылған әйелдер арасында кең таралған. Отбасын жоспарлаудағы қанағаттандырылмаған қажеттіліктер мүгедек әйелдердің 41,5% - құрады. Мүгедектігі бар әйелдердің жартысынан азы жас критерийі бойынша: жыл сайынғы сүт бездерінің қатерлі ісігінің скринингі бездер мен жатыр мойны обыры осы тексерулерден өтеді. Ал мүгедектігі бар ерлердің бестен бір бөлігі ғана және қуық асты безінің қатерлі ісігі бойынша тексерістен өтеді. Мүгедектігі бар адамдарды диагностикалауға және емдеуге ЖЖБИ қолайсыз төмен (40%). Көпшілігі респонденттер (71%) АИТВ-ға тексеруден өтпеген. Мүгедектігі бар әйелдердің тек 0,5% - ы ғана Фертильдік жастағы (бірінші жағдай бойынша 2018 жылдың жарты жылдығы Қазақстанда 293 511 әйел бар, мүгедектігі бар), яғни әрбір 183-ші мүгедектігі бар әйел ана болу үшін өз құқығын іске асырады. Қанағаттанарлықсыз көрсеткіштер мүгедектігі бар барлық адамдар жыныстық және репродуктивті денсаулығы төмен және есту қабілеті бұзылған адамдардың осал болып табылады [9].

Халқымыздың денсаулық саласындағы демографияның маңыздылығына тоқталатын болсақ, бұл салада басым бағыттар келесі белгілер:

- * жастардың, балалар мен жасөспірімдердің жарақат алу және улануға, темекі шегуге, нашақорлыққа және алкоголизммен бойын аулақ ұстап денсаулығын нығайтуға, сондай-ақ дене шынықтыру мен спортты дамыту жолында бос уақытын дұрыс ұйымдастыру;
- профилактикалық және емдеу-диагностикалық көмек көрсету;
- * бірінші кезекте еңбекке қабілетті жастағы халықтың денсаулығын жақсарту, жарақаттану мен уланудың алдын алу есебінен ауруларын ерте анықтау;
- * ең өзекті болып табылатын салауатты адамдардың денсаулығын сақтау жүрек-қан тамырлары, онкологиялық, эндокриндік аурулардың алдын алу. Тиімді алдын алу жұмыстары үшін қажет мемлекеттік билік органдарының іс-қимылдарын біріктіру және үйлестіру барлық деңгейдегі қоғамдық бірлестіктердің, діни және салауатты өмір салтын насихаттау жөніндегі қайырымдылық ұйымдары және жаппай санитарлық-гигиеналық жүйені жаңғырту бұқаралық ақпарат құралдарының белсенді қолдауымен ағарту. Осы саладағы қайырымдылық акциялары мен бастамалар болуы мүмкін. Салауатты өмір салтын қалыптастыру бойынша білім беру бағдарламаларын енгізу. Сонымен қатар, қоғамдық денсаулық сақтау бағдарламаларын дамыту қажет. Өлім-жітімді және жазатайым жарақат оқиғалардан сырқаттанушылықты төмендету. Тұтынуды азайтуға ерекше назар аударған жөн салдарды жеңілдетуге бағытталған шараларды қабылдау және маскүнемдік пен алкоголизм, сонымен бірге саясат, әкімшілік

шектеулер және ақпараттық ықпал ететін фискалдык шараларды біріктірген жөн. Бұл шаралар алкоголь өнімдерінің сапасын бақылауды қамтуы мүмкін, халықты тұтынуды шектеуге бағыттайтын баға саясаты алкогольді ішімдіктерді сату ережелерін өзгерту және олардың жарнамасын тиімді бақылау [9].

Халықтың психикалық денсаулығын жақсарту мақсатында Сенім телефондары желісін дамыту, қызметті жетілдіру психиатр-дәрігерлер, медициналық психологтар, психотерапевтер және әлеуметтік қызметкерлердің халықпен тығыз қарым-қатынаста болу. Қазақстандықтардың денсаулығын сақтау және нығайту саласында Халыққа қызмет көрсетудің мемлекеттік және мемлекеттік емес нысандары пайдалануды қоса алғанда, мамандандырылған жоғары медициналық технологияларды жетілдіру және дамытуды арттыру. Ауыр науқастарға медициналық көмек көрсету үшін ауыл тұрғындарына, соның ішінде қымбат тұратын медициналық технологиялармен қамтамасыз ету. Медициналық мекемелердің, ауылдық жердегі көшпелі емханалық бригадалардың жұмыстары, оңалту (қалпына келтіру) бөлімшелері желісін дамыту орталығы, облыстық және аудандық ауруханалар, сондай-ақ медициналық-әлеуметтік көмек көрсету бөлімшелерінің жұмысын одан әрі дамыту және нығайту қажет. Ауруларды уақытылы анықтау және алғашқы медициналық-санитарлық көмектің ролін арттыру қажет. Оларды тиімді арттыру мақсатында медициналық көмек көрсету, стационарды алмастыратын технологияларды дамыту, сондай-ақ мекемелер желісінде денсаулық сақтау құрылымдық-экономикалық қайта құрулар жүргізу. Психиатриялық, наркологиялық көмекті одан әрі дамыту жұқпалы аурулардың алдын алу, сондай-ақ балалар мен жасөспірімдерге арасындағы кешенді шараларға ерекше назар аудару керек [10].

XXI ғасырдың басында жағдай тұрақтанды. 5 жыл ішінде (1999-2003 жылдар) Қазақстанда туудың жиынтық коэффициенті бір әйелге шаққанда 1,80 баладан 2,032-ге дейін өсті. Кейбір қазақстандық мамандар соңғы жылдары бала туу деңгейінің артуы-экономикалық жетістіктердің нәтижесі деп санайды. Алайда, туу деңгейі мен экономикалық аспектінің байланысы басқаша екені белгілі: экономикалық жағдай жақсарған кезде кері процесс жүреді - туу көрсеткіші төмендейді. Ресейлік демограф А. Ж. Вишневский мұны былай түсіндіреді: "Орталық Азияда болашақта туудың біршама жаңа өсуін болжауға болады, өйткені мұнда демографиялық мінез-құлықтың дәстүрлі түрі әлі де күшін сақтайды, демек, туу деңгейі адамдардың ішкі көзқарастарына қарағанда сыртқы жағдайларға көбірек байланысты. Бірақ егер мұндай өсу орын алса, ол қысқа мерзімді болады және демографиялық ауысу заңдылықтарымен туындаған құлдыраумен ауыстырылады". Жалпы туу коэффициентінің өсуіне соңғы жылдары орыс тілді халықтың елден кетуінің артуы ықпал етті. Қалада бұл көрсеткіш ауылға қарағанда тезірек өсуде, бұл негізінен орыс тілді халықтың қалалық жерлерде тұратындығымен және басқа демографиялық коэффициенттерге тез жауап беретіндігімен түсіндіріледі. Ал ауылдық және қалалық көрсеткіштер арасындағы айырмашылық ауылдық жерлер бойынша көрсеткіштің пайдасына 13 пайыздық тармақты құрайды [11].

Сондай-ақ, кейбір зерттеушілер бұл құбылысты қазақ ұлты өкілдерінің репродуктивті кезеңінің ерекшелігімен түсіндіреді. А.Есімованың пікірінше: "40 және одан жоғары жастағы қазақтарда бала туу тәжірибесі әрдайым байқалған. Сондықтан таңқаларлық емес, соңғы жылдары 35-44 жастағы әйелдерде туу көрсеткіші артып келеді. Егер репродуктивті қатынастарға әсер ететін әдет-ғұрыптар, дәстүрлер, құндылық бағдарлары экономикалық жағдайға қарағанда баяу өзгертінін ескерсек, 35-44 жас аралығындағы әйелдерде балалық шақ нормалары туралы идеялар жоғары болады деп болжауға болады, өйткені олардың қалыптасу кезеңі сәтті тоқырау жылдарына келді, отбасылық құндылықтар насихатталды, ана мәртебесі жоғары болды. Қазір бұл әйелдердің репродуктивтік нұсқамаларын іске асыру үшін қолайлы жағдайлар жасалды (тұрақты экономикалық өсу, отбасы кірістерінің артуы, ипотекалық кредит беру арқылы тұрғын үй проблемасын шешу мүмкіндігі, Денсаулық сақтау жүйесін жақсарту және т. б.), бұл осы жас тобындағы бала туу деңгейінің өсуіне алып келді" [12]. Республикамыздың халқының құрамындағы мінез-құлық жағынан, репродуктивтік

мінез-құлқы орташа балалыққа және көп балалы болуға бағдарланған қазақтар пайда болғанын атап өткен жөн. Елімізде қалаларға қазақтардың белсенді көші-қон ағыны біртіндеп дәстүрлі түрде репродуктивтік қондырғылардың, құндылықтардың өзгеруіне алып келеді. Біраз уақыт болса да, мигранттардың репродуктивті мінез-құлқы мен орта және көп балалы болуға бағытталғанын байқалады. Алайда, қазірдің өзінде халықтың осы тобында репродуктивті көзқарастар арасында біршама өзгерістер болып жатыр. Халықтың репродуктивті мінез-құлқындағы өңірлік саралану әлеуметтік, экономикалық, этникалық және т.б. себептердің тұтас кешеніне негізделген. Туудың жиынтық коэффициентінің ең төмен көрсеткіштері (СКР) - Қазақстанның солтүстік, шығыс және орталық өңірлерінде, бұл орыс тілді халықтың басым болуымен және әлеуметтік-демографиялық құрылымның ерекшеліктерімен түсіндірілген. Ең жоғары көрсеткіштер негізінен қазақтар тұратын оңтүстік және батыс өңірлерге тән болып есептеледі. Балалық шақтың ұлттық ерекшеліктері көбінесе алыс өткен кезеңдерде пайда болған, бірақ ұзақ уақыт сақталатын және бала тууға қатысты топтық нормалар мен көзқарастардың қалыптасуына әсер етуді жалғастыратын дәстүрлер мен әдет-ғұрыптармен байланысты [13].

Некеден тыс туылғандар санының өсуін негізінен азаматтық (тіркелмеген) некенің көбеюімен түсіндіруге болады. Бірақ олардың таралу мәселесін немесе дәрежесін бақылау қиын, өйткені мұндай некелер тіркелмейді. Сонымен қатар, некеден тыс туылғандардың жоғары көрсеткіштері даму барған сайын Даралану жолымен жүретін қалаларға тән және жеке тұлғаның мінез-құлқы, кем дегенде, әлеуметтік ортаға байланысты. Тұлғаның әлеуметтік-психологиялық ерекшеліктерінің қалыптасуына әлеуметтенудің ықпалы зор, тұлға болып дамыған тіршілік иесін әлеуметтенусіз елестету мүмкін емес [14]. Бір қызығы, тіркелген некеде тұрмайтын әйелдерден туған балалардың ең көп үлесі байқалатын облыстарда - Ақмола, Павлодар, Солтүстік Қазақстан және Қостанай облыстарында 20 жасқа дейінгі әйелдерден туған балалардың ең көп үлесі тіркелген, ал 10-15 жыл бұрын некеден тыс бала тууға шешім қабылдаған әйелдердің жасы, әдетте, 30 жастан асқан. Жеке тұлғаның мінез-құлқы, оның ішінде демографиялық, кейбір зерттеушілердің пікірінше, оның дамуының әр кезеңінде қоғамда қалыптасқан және өндірістік күштердің даму деңгейіне және әлеуметтік қатынастардың сипатына байланысты қажеттіліктер жүйесімен анықталады [15].

Табиғи жолмен халқымыздың дүниеге келуімен және репродуктивті мінез-құлықты саралауды анықтайтын факторларды зерттеу демографтардың балаларға деген қажеттілігін және оның жеке құндылықтар жүйесіндегі орнын зерттеу қажеттілігі туралы қорытындыға әкелді. Балаларға деген қажеттілік-оның барлық ішкі реттегіштерінен келетін репродуктивті мінез-құлықтың негізгі қозғалтқышы. Туудың немесе көбею процесінің басты айырмашылығы болып жас балалардың айырмашылығы, күтілетін, ұйымдасқан түрдегі және қалаған саны сияқты сипаттамалардың баяу өзгеруінде көрінеді. Халықтың репродуктивті және де некелік тұрғыдағы мінез-құлқын зерттеу, зерделеу мен этнос немесе этностық, әлеуметтік-экономикалық, жас айырмашылық тұрғыдағы жыныстық-жастық, діни тиесілілігі бойынша, сондай-ақ тұрғылықты жері бойынша қала, облыс, ауыл-аймақ немесе елді мекендер айырмашылықтарды және де ерекшеліктерін айқын түрде анықтады [16].

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Distance learning of the kazakh language some issues

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Abstract

The article considers the didactic basis of the system of distance learning of the Kazakh language in higher education. If the didactic basis of distance learning is recognized in a clear and broad channel, then the effectiveness of the organization and application of this complex system in the process of teaching the Kazakh language in higher education will increase. The article discusses the didactic foundations of distance learning Kazakh language in higher education. Analyzes a wide range of didactic categories that contribute to the high efficiency of the organization and use of distance learning at the university in the process of teaching the Kazakh language.

In order to systematize the sources of the didactic basis in accordance with the modern requirements of education in higher education, it is necessary to analyze the theoretical and methodological-practical works that study the technology of distance learning. It is known that the didactic principles of distance learning, as in the traditional education system, serve to determine the level of training of future professionals through distance learning.

Today in conditions of information and modernization of formation questions of optimization and an intensification of teaching of the Kazakh language in a Russian-speaking audience get the increasing urgency. Modern requirements of the formation focused on result, create necessity of constant perfection of the maintenance, means, methods and receptions of training. The decision of this important problem directly is connected with skill of the teacher to use new technologies and techniques according to the purposes and conditions of training.

Keywords: kazakh language, distance learning, level, methods, efficiency, didactic bases, language

INTRODUCTION

Identifying ways to grow to a new level of knowledge through the use of digital technology is an issue that is being considered in all spheres of life. Republic of Kazakhstan Nazarbayev's Address to the People of Kazakhstan "The Third Revival of Kazakhstan: Global Competitiveness" reads: "We must develop new industries created through the use of digital technology. This is an important complex task. The country needs to develop such promising areas as healthcare, education and other promising areas, such as 3D printing, online shopping, mobile banking, digital services "[1]. known. The program "Digital Kazakhstan" adopted on the basis of the Address [2] provides for the implementation of four areas:

- The first direction provides for the provision of rural areas with broadband Internet and increase the transit potential of Kazakhstan;
- In the second direction, the introduction of digital technology in the sectors of transport and logistics, health, education, agriculture and e-commerce;
- The third direction is to improve the quality of government agencies;
- The fourth direction provides for the training of quality specialists in information technology.

Problem statement

It is known that many aspects of the system of teaching the Kazakh language to students through the use of information and communication technologies are considered in research and special works. Methods of teaching not only the Kazakh language, but also general languages provide ways to achieve quality and effective results through the use of information and communication technologies, including distance learning. The purpose of this article is to consider the theoretical and practical basis for the development of a qualitative methodological system of distance learning of the Kazakh language in higher education. To achieve this goal, a number of issues have been identified, which are:

- Lack of rational analysis of distance learning methods of the Kazakh language, the effectiveness of which has been proven so far;

- Lack of didactic conditions for a unified methodological system of quality independent learning of students in the classroom and outside the classroom through distance learning of the Kazakh language;

- At present, we can not say that the level of information and communication and special technological equipment for distance learning of the Kazakh language in the buildings of the university is full; It was also found that such a problem does not allow to conduct information and communication technology, including distance learning technology in higher education as a real didactic process and expect better results. Based on the analysis of such issues, the contradictions in the study of the technology of distance learning of the Kazakh language to students were identified. They:

- The formation of students as future professionals with a quality education in Kazakhstan, fluent in computers, information and communication technologies and the ability to use them as a tool for further improvement of their knowledge, fluency and competence in the state language and daily use of distance learning in universities contradiction between incomplete didactic substantiation;

- Contradiction between the fact that there is a real need for distance learning of the Kazakh language and the incomplete theoretical and methodological framework for distance learning.

The contradictions identified in this way show the importance of a clear recognition of the theoretical and methodological foundations of distance learning of the Kazakh language. It is expected that in order to resolve these contradictions, a scientific basis for distance learning of the Kazakh language will be developed and an effective methodological system / technology will be developed.

The importance of a comprehensive theoretical justification of this work is not limited to the characteristics of information and communication technology / cybernetics. In addition, the psychological, / neuro / physiological, pedagogical, didactic, technological justifications must be reliable and solid. The identified contradictions are based on the scientific assumption that the didactic basis of the technology of distance learning of the Kazakh language in higher education is based on a comprehensive and modern theoretical basis of the technology of distance learning of students in all spheres of life. business, political and social, social, etc.) distance learning technology will become a quality system, which will be a reliable basis for independent mastering at a free and competent level. In order to systematize the sources of the didactic basis in accordance with the modern requirements of education in higher education, it is necessary to analyze the theoretical and methodological-practical works that study the technology of distance learning. Didactic basis of the technology of distance learning of the Kazakh language is a reliable basis for students to learn the Kazakh language. We believe that the didactic bases identified in a wide range of channels should identify the potential resources of information and communication technologies, which are still hidden, not fully known, in the process of quality education of students in the Kazakh language. In general, the teaching of the Kazakh language in higher education is the activity of teachers in the implementation of the goals and objectives of teaching the Kazakh language in higher education, providing students with information on the Kazakh language course, its perception, conscious intuition, to make it possible to use it qualitatively and effectively in all spheres of life. By defining

the nature of the didactic system common to online, offline, webinars of distance learning, they can then be systematized according to their specifics.

METHODOLOGY

According to A. Andreev, the didactic structure in the remote field should include regulatory, financial, economic, identification and control, marketing components to the traditional didactic system [11].

It is known that the didactic principles of distance learning, as in the traditional education system, serve to determine the level of training of future professionals through distance learning. An important aspect of distance learning of the Kazakh language is the subject case and its structure and content will be continued in the following articles. In particular, the methodology for the development and use of communicative exercises in the teaching of the Kazakh language should be considered in detail. An important aspect of distance learning of the Kazakh language is the thematic situation and its structure and content will be continued in the following articles. In particular, it is necessary to consider in detail the methods of development and use of communicative exercises in teaching the Kazakh language. An important aspect of distance learning of the Kazakh language is the subject case and its structure and content will be continued in the following articles. In particular, the methods of development and use of communicative exercises in teaching the Kazakh language should be considered in detail. The theoretical model of distance learning of the Kazakh language is based on the didactic basis, which has been thoroughly studied in the context of higher education. Therefore, it is necessary to identify and identify a wide range of scientific channels that will bring the full didactic basis of distance learning of the Kazakh language. In particular, the fields of cybernetics, information theory, cognitive pedagogy and synergetic pedagogy, axiology, anthropological pedagogy, andragogy can provide important theoretical information. It can be said that the conceptual apparatus of the technology of distance learning of the Kazakh language has been systematized in previous studies and special works. However, it turned out that the didactic aspects directly related to the distance learning of the Kazakh language have not been fully resolved. Among the didactic categories, the amount of knowledge provided to university students in the distance learning of the Kazakh language, including "how to test the student's speaking and speaking skills in the performance of communicative exercises", etc. issues should be considered. Distance learning of the Kazakh language in higher education is a didactic process arising from the common goal of the whole system of training future specialists, aimed at solving the problems of higher education. Under the guidance, supervision and independent study of the Kazakh language by the teacher / tutor, the student enters the field of knowledge. In the field of education based on information and communication technologies, there is a process of distance learning between students and teachers.

CONCLUSIONS

In conclusion, the issue raised in accordance with the volume of the article was stated in a general way and as clearly as possible. The article considers the general didactic basis for the organization of distance learning of the Kazakh language in higher education. In the future, many issues related to specialties and closely related to the credit system need to be analyzed from a linguodidactic point of view. It can be said that the conceptual apparatus of the technology of distance learning of the Kazakh language has been systematized in previous studies and special works. However, it turned out that the didactic aspects directly related to the distance learning of the Kazakh language have not been fully resolved.

Among the didactic categories, the amount of knowledge provided to university students in the distance learning of the Kazakh language, including "how to test the student's speaking and speaking skills in the performance of communicative exercises", etc. issues should be considered. Among the didactic categories, the amount of knowledge provided to university students in the

distance learning of the Kazakh language, including "how to test the student's speaking and speaking skills in the performance of communicative exercises", etc. issues should be considered.

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Social Status and Nutritional Characteristics of Turkic Countries Türk Ülkelerinin Sosyal Durumları ve Beslenme Özellikleri

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Abstract

The article examines the peculiarities of nutrition of Turkic countries, differences in national cuisine, similarities and social status of Turkish and Kazakh cuisine. Similarities in the cuisine of the Turkish country and the Kazakh country: in the abundance of meat dishes and in different dishes. Difference: Turks eat many times more fish. Due to this geography and tradition, a network of street cuisines is developed in Turkey - each corner of the country has its own regional cuisine, recipes. Therefore, street food from Turkey is known all over the world, and there is no shortage of street food in Kazakhstan. Kazakhstan's participation not only in bilateral, but also in multilateral regional and International Cooperation, its experience in this matter will help create prerequisites for the less serious and more active participation of new Central Asian states in the world community. The presence of such a factor as geographical proximity, as well as a potential basis for cooperation between these states, should contribute in every possible way to the most complete use of these opportunities for their integration into the world community.

Keywords: food, Turkic countries, relationships, social status.

Özet

Makale, Türk ülkelerinin beslenme özelliklerini, ulusal mutfaklarındaki farklılıkları, Türk ve Kazak mutfağının benzerliklerini ve sosyal durumunu incelemektedir. Türk ve Kazak mutfağındaki benzerlikler: Et yemeklerinin bolluğu ve farklı yemekler. Aradaki fark, Türklerin birkaç kat daha fazla balık yemesidir. Bu coğrafya ve gelenek nedeniyle, Türkiye'nin bir sokak restoranları ağı vardır - ülkenin her köşesinin kendi yöresel mutfağı ve tarifleri vardır. Bu nedenle Türkiye'den gelen sokak yemekleri tüm dünyada bilinir ve Kazakistan'da çok fazla sokak mutfağı yoktur. Kazakistan'ın sadece ikili işbirliğine değil, aynı zamanda çok taraflı bölgesel ve uluslararası işbirliğine katılımı, bu alandaki deneyimi, Yeni Orta Asya devletlerinin dünya topluluğuna daha az zor ve daha aktif katılımı için koşulların yaratılmasına yardımcı olacaktır. Coğrafi yakınlık gibi bir faktörün varlığı ve bu devletler arasındaki potansiyel işbirliği temeli, onları dünya toplumuyla bütünleştirmek için bu fırsatların tam olarak kullanılmasına katkıda bulunmalıdır.

Anahtar Kelimeler: Beslenme, Türk ülkeleri, ilişkiler, sosyal durum.

ТҮРКІ ЕЛДЕРІНІҢ ӘЛЕУМЕТТІК ЖАҒДАЙЫ МЕН ТАМАҚТАНУ ЕРЕКШЕЛІГІ

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ТҮЙІНДЕМЕ

Мақалада түркі елдерінің тамақтану ерекшелігі, ұлттық тағамдарының айырмашылығы, түрік тағамдары мен қазақ тағамдарының ұқсастықтарына және әлеуметтік жағдайы зерделенеді. Түрік елі мен қазақ елінің ас үйіндегі ұқсастықтар: ет тағамдарының көптігі мен әр түрлі тағамдарда. Айырмашылығы: түріктер бірнеше есе көп балық жейді. Бұл география мен дәстүрге байланысты Түркияда көше асханаларының желісі дамыған - елдің әр бұрышында өзінің аймақтық тағамдары, рецептері бар. Сондықтан Түркиядан келген көше тағамдары бүкіл әлемге танымал, Қазақстанда көше асханасының көптігі жоқ. Қазақстанның екіжақты ынтымақтастыққа ғана емес, көпжақты өңірлік және халықаралық ынтымақтастыққа қатысуы, оның осы мәселедегі тәжірибесі Жаңа Орталық Азия мемлекеттерінің әлемдік қоғамдастыққа аз ауыр және неғұрлым белсенді қатысуы үшін алғышарттар жасауға көмектеседі. Географиялық жақындық сияқты фактордың, сондай-ақ осы мемлекеттердің ынтымақтастығы үшін әлеуетті базаның болуы оларды әлемдік қоғамдастыққа интеграциялау үшін осы мүмкіндіктерді неғұрлым толық пайдалануға жан-жақты ықпал етуі тиіс.

Кілт сөздер: тамақтану, түркі елдері, қарым-қатынас, әлеуметтік жағдай.

Түркі елдерінің тағамдарының қалыптасуына басқа елдердің пайда болу тарихы мен әсері, ерекшеліктері мен ұлттық дәстүрлері.

Ғасырлар бойы әр түрлі халықтардың тығыз қарым-қатынасы процесінде дамыған аспаздық өңдеу принциптері Орта Азия елдерінің барлық топтары мен ұлттарында бірдей.

Түркі халықтарының қазіргі заманғы тағамдары көп мөлшерде ет, негізінен қой етін қолданумен, шошқа еті мен майлы құс етін - үйректерді, қаздарды алып тастаумен сипатталады. Басқа құстарды, мысалы күркетауықтарды сирек қолданылады, ал қауырсынды, қырғауылдар, көкектер, бөдене ас мәзірінде көбінесе, диетаны толықтыруға қызмет етеді.

Түркі халықтары үшін жергілікті дәнді дақылдарды, яғни бидай, жүгері, күріш және бұршақ дақылдарын, бұршақ, мәш), кейбір көкөністерді, жемістер мен жаңғақтарды, өрік, жүзім, шие, қара өрік, қауын, пісте тұтынудың артуы байқалады. Сонымен қатар, балық тағамдары дерлік жоқ, жұмыртқаны пайдалану шектеулі түрде болады.

Жалпы алғанда, әр түрлі тағамдарда, әсіресе алғашқы тағамдарда, қатық және одан жасалған бұйымдар, яғни сүзбе, құрт, майларды қолдануға бірдей көзқарас қалыптасқан, дәмдеуіштерді, әсіресе пияз, қызыл бұрыш, жалбыз, сарымсақ аз қолданылады. Дәмдеуіштерге жатпайтын дәмдеуіштердің ішінде бөріқарақат пен бужгун танымал.

Термиялық өңдеудің негізгі әдістері-қуыру-негізінен майларда және аз дәрежеде ашық отта: грильде немесе тандырда (танурада). Тағы бір әдіс - бумен пісіру.

Бұл өңдеу әдістері бірдей ас үй жабдықтарын және пештің бір түрін қолдануға әкелді. Қуыру қазандарда-қалың қабырғалары бар ашық металл қазандықтарда, ал бумен пісіру-арнайы Манта-қасқандарда жүзеге асырылады.

Сонымен, өзбек тағамдары үшін үстелге ыдыс-аяқтарды ұсынудың бірдей принциптері, олардың ерекше реттілігі, сорпалардың қатты қалыңдауы, екінші тағамдардың жартылай сұйық консистенциясы және дәнді дақылдар, бұршақ дақылдары мен көкөністердің ет пен камырмен үйлесуі (Палау, шавли, халиса, халим) тән.

Түркі халықтары арасындағы айырмашылықтар бөлшектерге қатысты. Мәселен, тәжіктер қой етімен бірге ешкі етін асыға жейді, ал өзбектерде жылқы еті мен сүттен жасалған

тағамдарды қолданады. Бұршақ дақылдарынан тәжіктер тау бұршақтарын ең көп пайдаланады, ал өзбектер жергілікті ұсақ бұршақ бұршақтарын жақсы көреді. Жеке тағамдардың құрамындағы айырмашылықтар да сақталады және мұндай айырмашылықтар көбінесе ұлттық емес, аймақтық болып табылады. Өзбекстанның кез - келген ірі қаласында - Хиуа, Бұхара, Самарқанд, Ходжент, Душанбе және басқалары-ұзақ уақыт бойы палаудың өз түрлерін (негізгі ұлттық тағам және тәжіктер мен өзбектер) көршілерге қарағанда сәл өзгеше компоненттермен, азық-түлік салу кезектілігімен дайындайды.

Өзбекстандағы халық саны Қазақстанға қарағанда үш есе көп болғандықтан, өзбек тағамдарының аймақтық тағамдары табиғи өте көп.

Рецептерді қарастырмас бұрын, Орталық Азия тағамдарындағы сорпа, ет, көкөніс, ұн және тәтті тағамдар сияқты тағамдар топтарының ерекшеліктерін егжей-тегжейлі талдау қажет. Бұл тағамдарды дайындау өте ерекше, әсіресе егер сіз оларды еуропалық тағамдардың бірдей топтарымен салыстырсаңыз болады.

Сорпалар өзбек тағамдарында өте үлкен орын алады. Олардың өзіндік ерекшелігі – құрамы бойынша олар әлдеқайда тығыз және біздің әдеттегі көрінісіміздегі сорпаға қарағанда көбірек грильге ұқсайды. Сонымен қатар, бұл сорпалар майлы, бай, өйткені құрамында ет болмаса да, құрамында май бар.

Бірақ осы таза сыртқы айырмашылықтардан басқа, Орталық Азия тағамдарының сорпалары өнімдердің құрамы мен пісіру технологиясымен де ерекшеленеді.

Өзбек сорпаларының ең көп таралған түрлері-шурпа (шурбо), мастава (мастоба), атала (атола), угра (угро), пиева (пиеба) және ашытылған сүт сорпалары (катыкли).

Кейбір сорпалар тек өзбек тағамдарына тән-мысалы, куртова, дүкен, какурум, сихмон. Олар сүт өнімдерін қолдануға негізделген және өзбектердің көшпелі ата-бабаларында пайда болған сияқты. Астық шикізатынан дайындалған басқа сорпалар (бұршақ сорпасы, Жарма, бринчоба) тек тәжіктерде кездеседі және ежелгі ауылшаруашылық дақылымен байланысты.

Ет тағамдары сорпалармен тығыз байланысты, өйткені сорпалардың көпшілігі ет немесе постдумба (құйрық қабығы), әсіресе өзбектерде дайындалады.

Етті өңдеудегі жалпы ерекшелігі - етті сүйектен ажыратпау әдеті. Сорпаларда және екінші курстарда ет сүйекпен бірге қайнатылып, қуырылады. Ерекшелік тек кебабтар болуы мүмкін, тіпті олар кесектен дайындалған кезде ғана. Құс пен ойынды өңдеудегі ерекше әдіс-бұл теріні термиялық өңдеуге дейін немесе одан кейін міндетті түрде алып тастау. Екі халық үшін де ет презервативті тағамдарын жасау жиі кездеседі - кавур-дака және хасипа (хасиба), олар суық түрінде жейді немесе сорпа мен Палау түрінде жартылай фабрикаттар түрінде қолданылады. Ет тағамдарының көпшілігі пиязды қоспағанда, кез-келген бүйір тағамнан айырылған бір ет компонентінен тұрады. Ет пен қайнатылған қамырдың комбинациясы да тән. Олардың ішінде Орта Азиядан тыс жерлерде ең көп таралған және танымал-манти (ірі тұшпара тұқымы) және лагман, шима, манпар (етпен бірге дайындалған кеспе түрлері). Осы және басқа да тағамдардың өзбектер мен тәжіктерде әртүрлі нұсқалары бар.

Түркі елдерінің тағамдарына тән ерекшелігі - ет өнімдерінің көп мөлшерін пайдалану және балықты, жұмыртқаны, жарманың жекелеген түрлерін (қарақұмық, сұлы, інжу арпа) шектеулі пайдалану. Еттің ең көп таралған түрлері-қой еті, Ешкі еті, тауықтар, тауықтар аз жейді және қаздар дерлік тұтынылмайды.

Кейбір аудандарда танымал ойын: кекіліктер, бөдене. Жылқы еті негізінен "қазы" шұжығын жасау үшін қолданылады.

Орталық Азияның ұлттық тағамдарының тағы бір ерекшелігі-бұршақ пен күрішті көп тұтыну. Диетадағы айтарлықтай үлес салмағын ұн өнімдері алады: торттар, лагман, таң, самбус, қылшық ағаш және т. б.

Бірқатар өнімдерді бастапқы және термиялық өңдеу ерекше. Көптеген тағамдар үшін ет, мысалы, орамасыз қолданылады. Алғашқы курстарды дайындау үшін ет сүйектермен алдын-ала кесіліп, қуырылады. Пісірудің осы әдісімен ыдыс-аяқ ерекше дәм мен қоңыр реңкке ие болады. Құс етінде термиялық өңдеуден бұрын және кейін теріні алып тастайды. Балық, ет және көкөністер көп мөлшерде ыстық майға қуырылады. Майлар, әсіресе мақта майы, хош

иістендіруге арналған пияз (тұтас бастары), ет сүйектері қосылған түтін температурасына дейін алдын-ала кальцийленеді.

Өнімдерді шойын қазан-қазандарда, сондай-ақ арнайы мантовкаларда немесе астары бар кастрюльдерде, мангалда және танурда жылумен өңдейді.

Өнімдерді мангалда, танурда қуыру дайын өнімдерге ерекше дәм мен хош иіс береді.

Бумен пісірудің арқасында дайын тағамдар тағамдық құндылығын жоғалтпайды, минералды тұздар, дәрумендер оларда сақталады, ет нәзік болады, ащы дәмге ие болады.

Ал енді **түрік тағамдары мен қазақ тағамдарының ұқсастықтарына толталсақ**, түрік елі мен қазақ елінің ас үйіндегі ұқсастықтар:

- ет тағамдарының көптігі, түрлі тағамдар.

Айырмашылықтар:

- түріктер бірнеше есе көп балық жейді. Бұл География мен дәстүрге байланысты. Түркияда көше асханаларының желісі дамыған-елдің әр бұрышында өзінің аймақтық тағамдары, рецептері бар. Сондықтан Түркиядан келген көше тағамдары бүкіл әлемге танымал, Қазақстанда көше асханасының көптігі жоқ.

Өзбек және Түрік елдерінің әлеуметтік жағдайы мен Қазақстанмен қарым-қатынасына тоқталатын болсақ, алдымен Қазақстанның сыртқы саясаты екі негізгі бағытты - посткеңестік кеңістіктен тыс халықаралық қызметті, алыс шет елдермен байланысты кеңейтуге ұмтылысты және ТМД шеңберіндегі саяси-экономикалық қызметті, Кеңес Одағы бойынша бұрынғы әріптестерімен байланысты оңтайлы нысандар мен көлемдерде сақтауға ұмтылысты атап айтуға болады [1, 335-337 б].

Бірінші бағыт тек Қазақстан үшін ғана емес, сонымен қатар 1992 жылдың соңына дейін Орталық Азия мемлекеттерінің көпшілігі үшін басым болды, осы кезеңдегі олардың басты мақсаты қаржылық-экономикалық көмек алу, сондай-ақ оларды Батыстың дамыған мемлекеттерінен халықаралық ұйымдарға қабылдауға қолдау көрсету болды. ТМД шеңберінде бұрынғы КСРО-ның Орта Азия республикалары мен Қазақстан 1993 жылғы қыркүйекте қол қойылған саяси, шаруашылық, гуманитарлық, құқық қорғау, әскери, кедендік және басқа да салалардағы ынтымақтастықты жүзеге асырады. Мәскеуде Орталық Азия мен Кавказ мемлекеттері кіретін Экономикалық Одақ құру туралы келісім бар.

Кейбір саясаттанушылардың пікірінше, Қазақстанның екі жақты бағыты мәжбүрлі және Орталық Азиядағы интеграциялық процестерге ықпал етпейді, біздің ойымызша, республиканың сыртқы саяси қызметін қиындатса да, сайып келгенде, оның стратегиялық мүдделеріне жауап береді. Қазақстанның экономиканың, мәдениет пен саясаттың түрлі салаларында ұзақ жылдар бойы жолға қойылған байланыстары болған бұрынғы кеңестік республикалармен әріптестік қатынастардың біржақты үзілуі оның одан әрі әлеуметтік-экономикалық дамуына теріс әсер етер еді. Сондықтан ел басшылығы халықаралық ұйымдардағы өз ұстанымын нығайта отырып және Орталық Азия өңіріндегі рөлін күшейте отырып, ТМД құрылымдарындағы қызметін жандандыруға ұмтылады. Қазақстан осы өңірдің кейбір бұрынғы кеңестік республикаларына қарағанда саяси жағынан Ресейге жақын/Орталық Азия елдерінің тобына жататынын атап өту қағидаттық маңызды, сондықтан ол Орталық Азиядағы Ресейдің ықпалына қарсы іс-қимыл жасау мақсатында пайдаланылуы мүмкін" объект " болып табылмайды [2, 34-42 б].

ТМД шеңберіндегі қарым-қатынастарды дамытуға Қазақстанның бұрынғы ортаазиялық кеңестік республикалар сияқты бағдарлануы Орталық Азия елдерінің нақты Тәуелсіздігін нығайтуға және олардың әлемдік қоғамдастыққа жалпы әлемдік байланыстардың толыққанды субъектілері ретінде қосылуына ықпал етуге арналған Батыс Азия қауымдастығымен байланыстарын тереңдетуді ғана жоққа шығармайды, сонымен қатар тұспалдайды. Бұл тұрғыда Қазақстан мен Түркияның екіжақты қарым-қатынастарын екі елдің ұлттық мүдделерін іске асыру тұрғысынан ғана емес, өңірдегі бейбітшілік пен тұрақтылықты нығайтуға іс жүзінде ықпал ететін фактор ретінде де қарау керек.

Түркия тарихи-мәдени ортақтығына байланысты Қазақстан үшін оны әлемдік қоғамдастыққа интеграциялау процесінде нақты әріптес болды. Зайырлы мемлекет бола

отырып және бұл ретте Түркияға ұқсас бола отырып, Қазақстан әлемдік қоғамдастыққа еш қиындықсыз кіре алады және өркениетаралық өзара іс-қимылға белсенді қатыса алады. Басқа Орталық Азия мемлекеттері сияқты, егер Қазақстан көршілес өңірлерде болып жатқан интеграциялық процестерден тыс болса, Қазақстан да ойдағыдай дами алмайды [3, 329 б].

Түркиямен жақындасу саясатын жүзеге асыра отырып, Қазақстан бұл мәселеге орынды прагматизм және ұлттық мүдделерді ескеру тұрғысынан қарай отырып, ең алдымен экономикалық және саяси орындылықтан туындайтынын ерекше атап өткен жөн. Қазақстандық басшылық Қазақстан мен Түркия халықтарының рухани құндылықтарының, тілі мен мәдениетінің ортақтығы екі елдің саясат пен экономика саласындағы жан-жақты интеграциясы үшін жеткілікті негіз болып табылмайды деп санайды. Екі елдің "бауырластығы" туралы әңгіме мәдени саладағы байланыстарға қатысты болған жағдайда болуы мүмкін.

Негізінен Қазақстанда да, Түркияда да дағдарыс құбылыстарымен байланысты екіжақты қарым-қатынастардағы кейбір теңсіздік екі елдің билеуші топтарының мүдделеріне де, екі мемлекеттің объективті қажеттіліктеріне де байланысты олардың оңтайлы дамуына шешуші әсер етпейді [4, 198 б].

Кез келген мемлекеттің мақсаты жалпыұлттық басымдықтар мен мақсаттарды, ең алдымен қоғамды топтастыруды қолдаудан және бейбітшілік пен тұрақтылық жағдайында ғана мүмкін болатын прогрессивті даму үшін жағдай жасаудан тұрады. Әлемдік қоғамдастықпен байланысты дамыта отырып, Қазақстан байланыстырушы өркениетаралық буын рөлін атқара алады. Бұл Қазақстанның да, көптеген Орталық Азия елдерінің де мүддесіне сай келеді

Қазақстанның екіжақты ынтымақтастыққа ғана емес, көпжақты өңірлік және халықаралық ынтымақтастыққа қатысуы, оның осы мәселедегі тәжірибесі Жаңа Орталық Азия мемлекеттерінің әлемдік қоғамдастыққа аз ауыр және неғұрлым белсенді қатысуы үшін алғышарттар жасауға көмектеседі. Бұл фактордың маңызы одан да зор, өйткені Орталық Азия мемлекеттері арасындағы объективті айырмашылықтарға қарамастан, осы аймақтың ішкі тұтастығы бар. Географиялық жақындық сияқты фактордың, сондай-ақ осы мемлекеттердің ынтымақтастығы үшін әлеуетті базаның болуы оларды әлемдік қоғамдастыққа интеграциялау үшін осы мүмкіндіктерді неғұрлым толық пайдалануға жан-жақты ықпал етуі тиіс.

Ал Өзбекстан мен Түрік елінің қарым-қатынастарын қарастырсақ, Өзбекстан Республикасының Президенті Ш.Мирзиеев 2009 жылы Түркияның бастамасымен құрылған түркітілдес мемлекеттердің Ынтымақтастық кеңесіне қосылды. 2017 жылғы қазан мен 2020 жылғы ақпанда өткен Өзбекстан президенті Ш. Мирзиеевтің Түркияға ресми сапарлары кезінде қол қойылған құжаттар ынтымақтастықты одан әрі тереңдету үшін үлкен маңызға ие болды. Екі мемлекет арасындағы ынтымақтастық Мата және дайын киім өндіру, ауыл шаруашылығы өнімдерін қайта өңдеу, бірлескен кәсіпорындар құру, кадрлар даярлау, туризмді дамыту және басқа да салаларда нақты нәтижелерге алып келеді. Осылайша, Өзбекстан мен Түркия арасында елдің ұлттық мүдделеріне негізделген ашық, өзара тиімді және сындарлы саясат жүргізілуде.

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Late XX Century - at the Beginning of the XXI Century Processes of Socio-Economic and Historical-Demographic Development in Kazakhstan
XX Yüzyılın Sonu - XXI Yüzyıl Başıında Kazakistan'da Sosyo-Ekonomik ve Tarihi-Demografik Gelişim Süreçleri

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Abstract

The Republic of Kazakhstan was the first since independence to take over the socio-economic, historical and demographic spheres of the country. The study of the dynamics of natural growth and development of our people was in the forefront. The article discusses the development trends of the Kazakh people in general in the late twentieth and early twenty-first centuries. It also includes the share of other ethnic groups in the development of the country. The growth processes of our population in terms of age will be identified, and research has been conducted on changes in the reproductive behavior of the population, its socio-psychological processes and health. In addition, the ways and trends of solving demographic problems are studied.

Keywords: Historical-demographic, socio-economic, strategy.

Özet

Kazakistan Cumhuriyeti, bağımsızlıktan bu yana ülkenin sosyo-ekonomik, tarihi ve demografik alanlarını ele geçiren ilk ülke oldu. Halkımızın doğal büyüme ve gelişme dinamiklerinin incelenmesi ön plandaydı. Makale, genel olarak Kazak halkının yirminci yüzyılın sonlarında ve yirmi birinci yüzyılın başlarındaki gelişme eğilimlerini tartışıyor. Ayrıca ülkenin kalkınmasında diğer etnik grupların payını da içerir. Nüfusumuzun yaş açısından büyüme süreçleri tespit edilecek ve nüfusun üreme davranışındaki değişiklikler, sosyo-psikolojik süreçleri ve sağlığı konusunda araştırmalar yapılmıştır. Ayrıca, demografik sorunları çözenin yolları ve eğilimleri de incelenmektedir.

Anahtar kelimeler: Tarihsel-demografik, sosyo-ekonomik, strateji.

Қазақстан Республикасы тәуелсіздік алғанан бастап-ақ жаңа белестерді бағындара бастады. Жаханданған, дамыған қазіргі заманда көптеген ғылым салалары зерттеліп, жетістіктерге жетіп жатқанын бәріміз айқын түрде білеміз. Еліміздің Тәуелсіз Қазақстан Республикасы да 30 жылдық тарихында жаңа белестерге жетіп, алпауыт әлем елдерін мойындатуда. Өзіміздің тарихымызбен, халқымыздың рухани тұрғыдағы сана сезімімен, рухымызбен, дәстүрімен мойындатып келе жатырмыз. Осынау тәуелсіз мемлекет атағын алғаннан бастап жаңа тарих, ашылмаған сан-түрлі тарихи оқиғалар жарық көріп, еліміз тағы да алға қарай даму жолын бір сатыға болсын, жыл ма жыл дамып келе жатырмыз. Соның барлығы халқымыздың маңдай тері, ерен еңбегінің арқасындағы, саяси түрдегі білімділігінің және де халқына деген жанашырлығының арқасында. Тарих ол әрбір адамзат тағдырының бөлшегі іспеттес.

Әлемнің әр-бір мемлекеті немесе кез-келген мемлекеттерінің демографиясы өз елі ішінде де, одан тыс жерлерде де оның экономикасы мен әлеуметтік жағдайына да саясатының жұмыстары мен дамуына тікелей әсер етеді. Демографиялық қуатты мемлекеттер әрдайым және барлық уақытта көрші елдердің, континенттер мен әлемнің тағдырына әсер етті.

Қазақстанның демографиялық процестері, халықтың тез өсуі. Әлемде ұлттаралық және дінаралық қатынастардың шиеленісуі урбанизацияның "қақтығысы" (дамушы дамыған елдерде) және дезурбанизация (дамыған елдерде) [1] – мұның бәрі айтарлықтай адамдардың демографиялық проблемаларға деген қызығушылығын арттырды. Егемендік кезінде, республика халқының саны қысқарып, бізге әлі де депопуляция қаупі төніп тұрған еді. Төмен халықтың тығыздығы және бай аумақтардың популяциясы табиғи ресурстар Қазақстанға деген талапты күшейтеді оны қоршаған елдердің тараптары одан әрі қиындатып, елдегі демографиялық ахуалды түсіреді. Бұл даму стратегиясында "Қазақстан-2030" күшті, мықты демографиялық саясаты ұлттық қауіпсіздіктің жетекші басымдығы ретінде айқындалған мемлекет болып табылады. Демографиялық ғылымның алдында күрделі халық саны үдерістерін басқаруды зерделеу жөніндегі міндеттерді, тиімді және де демографиялық саясатты әзірлеу және де халық санының өсу процесін жоғарғы деңгейде көтеру саясаты қолға алынған болатын [2].

Қазіргі таңдағы жағдайға байланысты әлеуметтік-экономикалық даму жолы барлық әлем елдерінде де және аймақтық жерлерде де демографиялық даму үдерістері, яғни процестері бірдей болғанымен, барлық мемлекеттердің әлеуметтік-экономикадағы демографиялық даму жолы бірдей деңгейде деуге келмейді. Әр елдің демография жағынан өзіндік бір принциптері, алға қойған мақсаттары бар. Қазақстанда, яғни, еліміздің де демографияға деген жоспарлары жасалып, іс-шаралары өз ретімен орындалып жатыр.

Халықтың демографиялық жағынан ахуалды көрсеткішін жақсарту, дамыту жағынана кез келген мемлекет, халық үшін күрделі міндет және жоғарғы дәрежедегі жауапкершілікті талап ететін ғылым саласы болып табылады. Еліміздің әлеуметтік-экономикалық жағынан демографиялық саясатты барлық жағынан кең немесе ауқымды тарапынан дамытып алға қарай жылжыту өзіміздің қолымызда. Мемлекетіміз тарапынан көптеген жақсы мүмкіндіктер берілуде. Осы мүмкіндіктердің үлкен көмегінің арқасында қиын жағдайдан еліміз тәуелсіздікке қол жеткізгенін бірі білсе бірі дұрыс жағынан қабылдамайды, басқаша ойлар қалыптасатыны анық. Осындай қажет емес, ойымызға кеңестік идеологияны сіңірген халықтың ойын өзгерту, әлі күнге дейін жалғасып жатқанын айтқызбай-ақ білеміз. Десекте қазіргі таңдағы жастарымыз алға қарай ұмтылысы мен талаптары күнен күнге артып, сол қалып кеткен сананы біртіндеп жою үстіндеміз. Осы жолда мемлекеттік қызметкерлердің жүргізіп жатқан саясатының арқасында қазақ деген елді қазіргі уақытта әлем елдері танып, қызыға да қызғана да қарауда десек те артық емес. Елдің дамып, алға жылжуы ол мемлекеттің мықты билігінде ғана шектеліп қалмайды, сонда мекен етіп жатқан халықтың, яғни, адамдардың да арқасында [3]. Негізінен халқымыздың арасында ең бірінші болып, басқа елге, халыққа, адамдарға деген еліктеу тарапын қолға алу қажет. Еліктеу [4] деп отырғанымыз жақсы, бірақ, оның да кері тараптары да аз емес екенін ескеруіміз міндетті. Айтып отырған мағлұматымыз қазіргі таңдағы жасөспірімдерге әсерін тигізіп отыр. Мәселен, қарапайым сөйлесу тәртібі мен киім-киіну, сонымен қатар достарының арасындағы қалжыңдасу немесе өзгеше ерсі көрінетін заттар жасау бастау алып жатыр. Әрбір отбасыда осындай мәселелер қолға алынса аз да болсын түзелуі мүмкін және де мектеп емес тіпті, бала-бақшалардан бастау жас ұрпағымызды отан сүйгіштікке тәрбиелеу, білімге деген немесе өнер, спортқа жалпы баланын уақытын болмайтын керек емес жағынан құртпай, жақсы жағына қарай бұрсақ керемет болатын еді [5]. Халқымыздың өсу, өмір сүруге деген құштарлығын оятсақ, соның өзі еліміздің бір жетістігі болып есептелмек.

Әлеуметтік-демографиялық еліміздегі саясатты табысты жүзеге асыруға деген, ықпал ететін факторлардың бірі, халқымыздың тыныс-тіршілігін қолайлы жағдай мен жол жетімде мемлекет жасауға қабілетті деп Қазақстанның одан әрі экономикалық өсуі болары анық. Еліміздің халқының денсаулық тарапынан жағдайы мемлекеттің әлеуметтік-экономикалық дамуының көрсеткішінің бірі болып табылады. Демографиялық саладағы реттеу деп отырғанымыз ресурстық қамтамасыз ету мен жаңа ақпараттық және қаржылық құралдарды қамтиды. Мәселен, демографиялық саладағы саясатты ақпараттық саясатпен қамтамасыз ету көзінің мемлекет тарапынан өте жақсы деңгейде қарастырады. Қазақстан Республикасы бір

тарапынан, нақты экономикалық ақпарат көздерінің зерттелуі мен, атап айтқанда статистикалық және арнайы агенттігінің жедел деректерін мемлекет дерек көз ретінде пайдаланады. Екінші жағынан алатын болсақ, егерде халықтың салауатты өмір салтын, денсаулық пен спортты қатар алып жүретін болса бір сатыға тағы да дами түсетін боламыз. Мемлекетіміз финансы, қаржылық саласын [6] қамтамасыз етуді негізінен қаражатпен жүзеге асырады. Республикалық және облыстық, сондай-ақ халықаралық қаржы институттарының бұл ретте айтарлықтай қаржыландырылады және де аса қауіпті қатерлерді болдырмауға бағытталған іс-шаралар елдің демографиялық жағдайына біршама жақсы әсерін тигізетіні анық.

Демографиялық-тарихи жағынан елімізді тәрбиелеу қажеттілігінен туындады. Еліміздегі тұрғындардың азаматтық және патриоттық сезімін ояту мақсатында саяси және экономикалық реформалардың халқымызға ортақ болуы заңдылық. Бүгінгі таңда елеулі, теріс салдарсыз айқын және тыныш мемлекетімізде өмір ағымын жалғастырып келе жатырмыз. Дегенмен де елімізде тарихи сананы қалыптастыру деңгейінде көптеген жұмыстар жүргізілуі мінетті. Патриотизм мен оптимизм [7] төмендеді халықтың едәуір бөлігіне кері немесе, теріс тарапынан қазіргі мемлекетіміздің болашағы жастарымызға әсерін тигізуі әбден мүмкін. Тарих бойынша білімді объективті жариялау және насихаттау халықтың саны мен сапасына тікелей қалыптасуында өзіндік бір деңгейде кепілдік береді. Еліміздің ұлттық бірлігі мен оның егемендігін нығайту мақсатында, тұрақтандыруға, дамытуға, алға қарай өсуге ықпал етіп, әлеуметтік-психологиялық және әлеуметтік-демографиялық қоғамдағы шиеленістер, азаматтық бейбітшілікті сақтау және ұлттық келісім, патриоттық және жас ұрпақты интернационалдық тұрғыда тәрбиелеу сонымен қоса, достық пен бауырластық рухында, ел халқын демократиялық, құқықтық қоғам құру әр бір адамның алдындағы міндеті болып саналады. Қазіргі таңда еліміз тарихи сананы қалыптастыру ниетінде өте үлкен назар аударуда. Тарихи сана деп отығанымыз жоғарыда аталып кеткен дүниелерді дұрыс жолда ұстану. Еліміз барлығымызғы белгілі тарих жолында қиын-қыстау замандарды басынан өткергені белгілі. Ендігі кезекте тек алға қарай ұмтылыс. Қазақ елі демография саласын сонау тәуелсіздік алған жылы-ақ қолға алған болатын. Сонымен қоса көптеген арнайы мамандандырылған ғылыми зеттеулер жасап халқымыздың нақты статистикалық деректерімен ғана жұмыс жасауда.

Тұңғыш Президентіміз өзінің халыққа кезекті Жолдауында: «БҰҰ-ның еліміздегі қызмет тобы халықпен және Үкіметпен, сондай-ақ басқа да серіктестермен бірлесіп, халықтың барлық топтарының, әсіресе әлеуметтік осал тұрғындардың қолайлы және қауіпсіз өмір сүру мәселесін қарастырады», - деген. БҰҰ командасы экономикалық және әлеуметтік даму мен денсаулық сақтау, қоршаған ортаны қорғау, табиғи апат жағдайында көмек көрсету, тиімді басқару мен адам құқықтарын ілгерілету, гендерлік теңдік және әйелдердің мүмкіндіктерін кеңейту бойынша жұмыс істеуде. БҰҰ өз бағдарламасын әзірлеу мен іске асыру барысында Қазақстанның ұлттық мүддесі мен стратегиялық басымдықтарына сүйенеді. Қазақстандағы БҰҰ командасы Үкімет, азаматтық қоғам және жеке сектормен келесі мәселелер бойынша ынтымақтастық жасайды: - экономикалық, әлеуметтік және саяси модернизация арқылы дені сау халық, «жасыл экономика», дамыған бизнес және баршаның тең құқығы қамтылған болашаққа қол жеткізу; - барлық азаматтардың, әсіресе әлеуметтік осал топтағы адамдардың құқықтары мен әл-ауқатын қорғау және нығайту арқылы инклюзивті қоғам құру; - азаматтардың тең құқығын қамтамасыз ету мақсатында барлық деңгейдегі мүдделі тараптардың әлеуетін дамыту және жауапкершілігін нығайту; - көпжақты және өңірлік ынтымақтастықты ілгерілету, әсіресе гуманитарлық көмек пен тұрақты даму мақсатындағы қолдау [8].

Республика халқының саны 19 миллионға жетуі, соның ішінде байырғы этнос қазақ туғандар мемлекет аумағында саны жағынан басымдыққа ие болуы «мың өліп, мың тірілген» халқымыз үшін зор жетістік. Бұның бәрі бүгінгі тәуелсіздіктің арқасы екені әмбеге аян.

Тәуелсіздік жылдары сындарлы саясаттың нәтижесінде, жергілікті халықтың саны өсті. Бұл өсім, біріншіден, жергілікті халықтың өсімі арқасында, екіншіден, басқа ұлттардың

этностық отандарына қоныс аударуына, үшіншіден, шетелде өмір сүріп жатқан қазақтардың атамекеніне оралуына байланысты болып, елдегі этнодемографиялық ахуал жақсарды.

1991 жылдың 18 қарашасында «Ауылдық жерлерде жұмыс істеуге ниет білдірген байырғы ұлттың адамдарын басқа республикалардан және шетелдерден Қазақ КСР-іне қоныс аударудың тәртібі мен шарттары туралы» қаулы қабылданып, сырттағы қандастарымыз атажұртына оралды. 1991 жылдан 1995 жылға дейінгі аралықта республикаға 137 919 қазақ көшіп келді. Өз тарихи отанына оралушылар үшін Үкімет тарапынан 1993 жылы 10 мың отбасына, 1994 жылы 7 мың отбасына, 1995 жылы 5 мың отбасына, 1996 жылы 4 мың отбасына, 1997 және 1998 жылдары 3 мың отбасына, 1999 жылы 500 отбасына, 2000 жылы 600 отбасына квота бөлді. Ресми дерекке жүгінсек, Тәуелсіздіктің 30 жылында шеттен 1 079 192 қандасымыз оралған екен. Бұл еліміздегі қазақтардың 12% құрап отыр.

Мұның сыртында елімізде жүргізілген демографиялық саясаттың оң ықпалының арқасында, әсіресе, халықтың денсаулығын жақсарту және ана мен балаға көрсетілуі тиіс қамқорлық пен әлеуметтік жәрдемақының өсуі этнодемографияның шешуші рөлге ие болуына үлкен әсер етті. Нәтижесінде, 1999-2009 жылдары бала туудың жалпы коэффициенті 63,3%-ға өсті. Өлім-жітім 2,7%-ға төмендеп, табиғи өсім 10 жыл ішінде үш есе артты. Осындай қарқынды өсудің арқасында көбею көрсеткіштері 1990 жылғы деңгейге жетіп, елдегі демографиялық дағдарыс тез еңсерілді. Табиғи өсім Қазақстанның демографиялық дамуының басты құрамдас бөлігіне айналды. Одан кейін 2012-2019 жылдары эмиграция 1990-2003 жылдарға қарағанда 7,0 есе, иммигранттар саны 4,7 есе қысқарды. Сонымен бірге табиғи өсімнің орташа жылдық көрсеткіштері 2012-2019 жылдары 1990-2003 жылдарға қарағанда 2,9 есе, 2004-2011 жылдарға қарағанда 1,9 есе көп болды. Республикада денсаулық сақтау жүйесі жақсарып, 2009-2019 жылдары Қазақстанда орташа өмір сүру ұзақтығы 4,58 жылға ұзарды. 2000-2019 жылдары табиғи өсім коэффициенті 3,0 есе көбейді [9].

Бұл ретте қалаларда өсу қарқыны ауылдық жерлерге қарағанда 3,5 есе жоғары көрсеткішке ие болды. Ең үлкен өсім ХХІ ғасырдың бірінші онжылдығында байқалды. «Бұл бірінші демографиялық толқынның ұрпағы бала туу жасына енгендігімен түсіндіріледі және ең жоғарғы репродуктивті белсенділігі әлеуметтік-экономикалық тұрақтандыру кезеңімен сәйкес келді» дейді мамандар.

Сөйтіп 2010-2019 жылдары халықтың демографиялық көрсеткіші тұрақталып, Қазақстан халқының өсу қарқыны 14,9%-ды құрады. Осы орайда, Ұлттық статистика бюросы таратқан мәліметке сенсек, өткен жылы ел халқының жан саны 241,7 мың адамға немесе 1,3 пайызға өскен. Біле білсек, бұл – Тәуелсіздік кезеңіндегі ең айтулы нәтиже. Сонымен қатар 2020 жылы Қазақстанда 425,6 мың сәби дүниеге келіп, 34 жыл (1987 жылы 417 мың сәби дүниеге келген) мызғымай тұрған рекорд жаңарды [10].

Жалпы тақырыптың біз үшін несімен өзекті деген сауалға жауап беретін болсақ – әлеуметтік-демографиялық үдерістер мен халқымыздың алға қарай өсу мәселесіне үлкен әсерін тигізеді. Демография саласындағы басты әлеуметтанудың, саясаттану мен тарих салаларды бір-бірінен айырып тастауға болмайды, бірге жүреді. Қай жағынан алып қарайтын болсақ та, елімізде халық ол әрқашанда бірінші орынға ие. Болашақта еліміз аман, жұртымыз тыныш, бүгінгі тәуелсіздігіміз баянды болса, қазақ халқы өсіп-өркендеуі хақ.

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Review of Art Critic Ziyadkhan Aliyev's Articles Published in 2021

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Abstract

The development history of each country depends on the development of science. Art criticism, an academic field distinguished by its unique individual characteristics, combines different types of art. Our scientists studying the history and theory of fine arts have made innovations in Azerbaijani science. One of our well-known art historians is Professor Ziyadkhan Aliyev. Every stage of a scientist's work should be involved in research. This article focuses on the analysis of Ziyadkhan Aliyev's articles published in 2021. Important research objects for our art criticism are “The Fate of the Sculptor”, “When Color Is Under a Philosophical Burden”, “Creative Attitude to National Values”, “Outstanding Exhibition Master”, “Carpet Reflecting Our Ancient History”, “Najaf Rasim's Art World”, “Artistic Improvisations In the light of ”, “The world of colors of the Nawwab ”, “Song of flowers ”, “From tradition to modernity ”, “When the teaching of art is high ”, “The world of colors of the vocalist ”, “Rhythm of loops ”, “Author of unique carpets: anniversary portrait of People's Artist Eldar Mikayilzade ”, “Creator of “Sheki group” carpets: “On the artistic findings of People's Artist Eldar Mikayilzade”, “Life of a sculptor: On the artistic heritage of Honored Artist Aslan Rustamov”, “Nizami poetry in miniatures: Nizami Ganjavi-880”, “Nizami theme in modern art: Nizami Ganjavi-880 ”, “Nizami motifs in folk art-Nizami Ganjavi 880 ”, “Artist's longing for Shusha: On the works of graphic artist Yashar Samadov addressed to Karabakh ”, “Those who lived the traditions of realism: Artist Islam Gulmaliyev “We are from Azerbaijan: the” iceberg “of the color layer”, “Miracles of the tree: Jubilee portrait of Master Seyfaddin Mansimoglu”, “Artistic traces of the war: who depends on its creation?”, “Azimzade school non-artist celebrities”, Articles “Patriarch of Azerbaijani painting: Mikayil Abdullayev's creativity-100” were published in various newspapers and magazines in 2021.

Key words: Azerbaijan, art criticism, Ziyadkhan Aliyev, fine arts, article

Özet

Hər bir ölkənin inkişaf tarixi elmin yüksəlişindən asılıdır. Özünəməxsus fərdi xüsusiyyətləri ilə seçilən akademik sahə olan sənətsünaslıq incəsənətin müxtəlif növlərini özündə birləşdirir. Təsviri sənət tarixi və nəzəriyyəsinə araşdıran alimlərimiz Azərbaycan elmində yeniliklər etmişlər. Tanınmış sənətsünas alimlərimizdən biri də professor Ziyadxan Əliyevdir. Alimin yaradıcılığının hər bir mərhələsi tədqiqata cəlb olunmalıdır. Bu məqalədə Ziyadxan Əliyevin 2021-ci ildə çap olunmuş məqalələrinin təhlilinə geniş yer ayrılmışdır. Sənətsünaslığımız üçün əhəmiyyətli tədqiqat obyekti olan “Heykəltəraş taleyi”, “Rəng qatı fəlsəfi yükə bələndə”, “Milli dəyərlərə yaradıcı münasibət”, “Görkəmli ekslibris ustası”, “Qədim tariximizə güzgü tutan xalça”, “Nəcəf Rasimin sənət dünyası”, “Bədii improvizələrin işığında”, “Nəvvabın rənglər dünyası”, “Güllərin nəğməsi”, “Ənənədən

müasirliyə”, “Rəssamlığın tədrisi yüksək olanda”, “Vokalçının rənglər dünyası”, “İlmələrin ritmi”, “Unikal xalçalar müəllifi: Xalq rəssamı Eldar Mikayılzadənin yubiley portreti”, “Şəki qrupu” xalçalarının yaradıcısı: Xalq rəssamı Eldar Mikayılzadənin bədii tapıntıları haqqında”, “Heykəltəraş ömrü: Əməkdar rəssam Aslan Rüstəmovun bədii irsi haqqında”, “Nizami poeziyası miniatürlərdə: Nizami Gəncəvi-880”, “Müasir sənətdə Nizami mövzusu: Nizami Gəncəvi-880”, “Nizami motivləri xalq sənətində- Nizami Gəncəvi 880”, “Rəssamın Şuşa həsrəti: Qrafika ustası Yaşar Səmədovun Qarabağ ünvanlı əsərləri haqqında”, “Realizm ənənələrini yaşadanlar: Rəssam İslam Gülmalıyevin bədii axtarışları haqqında”, “Biz Azərbaycandanıq: Rəng qatının “aysberq”liyi”, “Ağacoymanın möcüzələri: Ustad Seyfəddin Mənsimoğlunun yubiley portreti”, “Müharibənin bədii izləri: Onun yaradılması kimlərdən asılıdır?”, “Əzimzadə məktəbi”nin rəssam olmayan məşhurları”, “Azərbaycan rəngkarlığının patriarxı: Mikayıl Abdullayev yaradıcılığı-100” məqalələr 2021-ci ildə müxtəlif qəzet, jurnallarda çap olunmuşdur.

Açar sözlər: Azərbaycan, sənətsünaslıq, Ziyadxan Əliyev, təsviri sənət, məqalə

INTRODUCTION

Art criticism is a scientific academic field that combines different types of art. We should especially mention the name of Professor Ziyadxan Aliyev among our scholars studying the history and theory of fine arts. Every stage of the art critic's work is important for our art history. Each of his articles published in 2021 contains interesting scientific evidence about our fine arts.

The interpretation of the main material.

The art critic's article "The Fate of the Sculptor" provides information about the talented sculptor Vilen Gadir oğlu Sharifov, who made a unique contribution to the art of plastic in Azerbaijan. The sculptor's works "For Peace", "Abundance", "Girl with a gazelle", bas-reliefs for the tombstone of People's Poet Mammad Rahim were analyzed.

The article "When the color is burdened with a strong philosophical burden" attracts attention first of all by its title. Professor Ziyadxan Aliyev analyzed the artistic features of the work of People's Artist Agaali Ibrahimov. Looking at the artist's artistic heritage, the art critic noted that in different years he created "Wall" (1985), "Nest" (2000), "My Temple" (2005), "Contact" (2000), "Why?" (2000s), "Artist of the Creator" (2010) noted the establishment of multi-layered aesthetics. Ziyadxan Aliyev emphasized that in most of his paintings, the burden of meaning is expressed in artistic generalizations stemming from realism, and thus as an artistic sign that the truths "stretched" from the color layer have a universal nature. He emphasized that he had managed to bring thought-provoking clarity to his mission.

The article "Creative attitude to national values" presented Ashraf Heybatov's machine and monumental painting, as well as a comprehensive creative heritage covering graphics. Emphasizing the uniqueness of his handwriting, the art critic stressed that the aesthetics of the style of expression is infused with Azerbaijan-oriented artistic and spiritual values, and is satisfied with such colors as color, conciseness and wonder, which resonates with the ancient miniature style.

Professor Ziyadxan Aliyev in his article "Outstanding master of exlibris" proved that these examples, which are an integral part of book culture, were created in Azerbaijan for the first time in the world.

The article "Carpet that reflects our ancient history" highlights the direct manifestation of the ornaments in the "pattern set", which forms the aesthetics of the carpet and has a spiritual and philosophical value, in the work of honored artist Taryer Bashirov. The attractiveness of the pattern cover on the hemp, created by Taryer Bashirov especially in his youth, the ability of the ornaments

to add a multi-layered meaning and content, as well as a new breath to the ancient weaving field, whose artistic and technical tradition is forgotten.

Art critic Ziyadkhan Aliyev in his article "In the Light of Artistic Improvisations" presented the attractive yeast of Javid Ismayilov's painting as "author's sincerity" that the aesthetics of his works of various genres on any subject demonstrated an aesthetic approach to reality. Commenting on the artist's works, the art critic stressed that the creative attitude to our national values is also expressed in enchanting color improvisations in the attractive and memorable capacity of the paintings of various genres. The artist's individual creative style was presented by analyzing such plot compositions as "When music comes from the heart", "Swallows", "Ali and Nino", "Four elements", "Laylay", "Novruz evening" and "Return".

In the article "The world of colors of the vocalist" Mobil Ahmadov introduces us to the artistic heritage, which shows that the author of works with such a high artistic level is also a well-known artist. Her works include "My Mother", "Self-Portrait", "Portrait of My Granddaughter", "Portrait of a Young Woman", "Thoughts", "Youth", "Woman in a Red Dress" and others. In the yeast of artistic integrity obtained in his portraits, it is presented as an emotional color and an attractive means of basic expression.

Art critic Ziyadkhan Aliyev in his article "Author of unique carpets: Jubilee portrait of People's Artist Eldar Mikayilzade" drew attention to the jubilee portrait of People's Artist Eldar Mikayilzade, the importance of Azerbaijani carpet weaving in world culture with centuries-old history and rich artistic traditions.

The article "On the artistic findings of the People's Artist Eldar Mikayilzade", the creator of the "Sheki Group" carpets: "The artist's series of" Sheki carpets "presented at the Days of Azerbaijani Culture in Cannes (France) in 2019 is analyzed. Evaluating the artist's "Sheki carpets" series, the art critic noted that the author finds in the artistic sources of the local environment directly in the selection of images and patterns that will form the artistic capacity of future tastes.

The article "The artist's longing for Shusha: about the works of graphic artist Yashar Samadov addressed to Karabakh" emphasizes the artistic imagery of the theme in the graphic works of the artist addressed to Karabakh - Shusha. His "Karabakh Symphony", "Autumn of Karabakh", "Khurshudbanu Natavan", "Read, tar!" and so on. Our cultural capital has been revived on the boards.

“The world of art of Najaf Rasim”, “The world of colors of the Nawwab”, “Song of flowers”, “From tradition to modernity”, “When art teaching is high”, “Rhythm of loops”, “Life of a sculptor: about the artistic heritage of honored artist Aslan Rustamov”, “Realism Those who lived the traditions: "On the artistic pursuits of the artist Islam Gulmaliyev", "Miracles of the tree: Jubilee portrait of Ustad Seyfaddin Mansimoglu", "Artistic traces of the war: who depends on its creation?", "Azimzade school" non-artist celebrities " -880 ”,“ Nizami theme in modern art: Nizami Ganjavi-880 ”,“ Nizami motifs in folk art-Nizami Ganjavi 880 ”,“ We are from Azerbaijan: “iceberg” of color layer ”,“ Patriarch of Azerbaijani painting: Mikayil Abdullayev's creativity-100 ”articles Professor Ziyadkhan Aliyev has an important object of research as a legacy that will enrich our art history in 2021.

Conclusion.

The main results of the scientific article "Review of articles by art critic Ziyadkhan Aliyev published in 2021" are as follows:

- Articles of the art critic published in 2021 were analyzed.
- The articles authored by Ziyadkhan Aliyev present an individual creative style.
- Professor's articles published in 2021 are considered a rich scientific heritage for our art criticism.

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Genocide Committed by Armenians in Southern Azerbaijan in the Notes of Witnesses

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Abstract

In 1918, the Armenians committed a terrible genocide against the Azerbaijanis in the Urmia and Salmas, as well as in Northern Azerbaijan and Eastern Anatolia. They united the Assyrians and committed a mass genocide in the cities of Urmia, Salmas, Khoy, surroundings settlements and villages, which began in February 1918 and lasted for 6 months. The aim was to establish a "Greater Armenia" state in a large area from the shores of the Caspian Sea to the shores of the Black Sea and the Mediterranean, covering much of southern and northern Azerbaijan, as well as Eastern Anatolia. However, as these areas were part of the Turkish-Muslim population, the Armenians who migrated in a scattered manner were a minority. Therefore, Armenian political terrorist organizations, under the leadership of their patrons, tried to establish a "state" for the Armenian minority by achieving demographic change, destroying the local population in the lands of historical Azerbaijan and Eastern Anatolia through ethnic cleansing. The genocide committed by the united Armenian-Assyrian armed groups against the Azerbaijanis was reflected in the memoirs, reports and diaries of the local population, government officials and foreign diplomats. Memoirs, notes and reports of state officials written in this neutral way prove how horrible the Armenian-Assyrian units committed genocide against Azerbaijanis.

Keywords: Genocide, Urmia, Salmas, witness.

1. In the records of witnesses to the genocide committed by Armenians and Assyrians in Urmia in 1918

The city where the genocide took place on a larger scale was Urmia. Rahmatullah Tofiq is one of the living witnesses of the genocide committed by Armenians in Urmia against Azerbaijanis. He noted in his notes what he saw in the genocide committed by Armenians against Azerbaijanis in Urmia. R. Tofiq writes that in the first stage of the genocide, which lasted for 3 days, starting from February 22, 1918, he was one of those who undertook to bury all the families killed in their homes by the Armenian armed groups. R. Tofiq wrote that he saw with his own eyes that he did not leave anyone alive in the houses where the Armenian-Aysor armed groups entered: "These bloody corpses I saw in the houses affected me so badly that I will not forget them for the rest of my life. It was clear from the situation that in every house where the Christians broke down the door, they first killed the host who came out to the yard to beg for mercy, and at the same time shot and killed the housewife and all the children hiding under the blankets around the scary chair. If everyone entered those houses like me that day, they would see with their own eyes that all family members were killed in certain parts of the house" (1, p.24)

Another living witness of the events, a doctor and poet from Urmia, Makhfi Afshar, wrote about the genocide in the region in the form of daily notes. He notes that on Thursday, February 20,

1918, two days before the start of the genocide in Urmia, he saw the population of the villages of the Urmia region being killed and looted. He writes: "People from the villages around the city fled to the city crying. They said that the Assyrians and the fugitive Armenians looted the population in the villages and subjected them to massacres. Most of the villages were set on fire, and the rest of the villagers took their women and children and fled to the mountains and fields. It became known that more than ten thousand women, men and children were killed by them in the villages of the province. (2, p.159)

Rahmatullah Khan Mutamidalvuzara, who was sent as a clerk from Tehran to Urmia, wrote about the three-day genocide: ", killed their wives and children, and showed no mercy to anyone. Later, when peace was restored, inspections showed that the atrocities committed were illegal, that no such incidents had ever been reported, and that they were not tolerated in any religion. The killing of innocent people, young and old, women and children, the looting and burning of homes and workplaces took place after the declaration of peace and the end of the war, with unprecedented brutality. (3, p.38)

Makhfi Afshar described how on March 26, 1918, a united Armenian-Assyrian armed group captured the villages of Askerabad and Gahramanli, which had fortified walls in Urmia and sheltered a large number of people, and subjected the entire population to genocide. H.S.) attacked the villages of Gahramanli and Askerabad, and after a heavy fire killed innocent people who took refuge in these two villages from other surrounding villages in the mosque. So, blood was flowing out from under the window frame of the mosque. About a thousand women and men are reported dead. Not a single one of those two villages survived. By the end of the month of Rajab (mid-April 1918), the entire population of the province was facing massacres and various hardships. I can't imagine such oppression and tragedy in the world." (2, p.182)

R. Tofiq describes the genocide committed in Urmia next Wednesday as follows: "Leaders of the united Armenian-Assyrian armed groups ordered the massacre of innocent people in the city for 12 hours. Early Wednesday morning, 12,000 Christian militants attacked Muslim neighborhoods. Armenians, looking for excuses, also entered houses with gloves, smashed doors and shot and killed innocent children, girls, women and men in their rooms, corridors and on the roofs they were afraid of. Today has been a truly great tragedy. There is no shelter, no chance to escape. People run from one street to another or from one roof to another. Ten minutes later, Christians reach that street or roof and kill innocent people. It is as if the apocalypse has taken place in Urmia. The screams and moans of the women who saw their children in the blood were against each other. Words cannot describe the terrible situation." (1, p.36)

Returning to Urmia a few years after the genocide, Nikitin who was sent to Urmia by Tsarist Russia as a consul witnessed the tragic atrocities committed by the Armenians under his protection. He writes that he saw a large settlement-type village of Askerabad near Urmia, where the dead were buried in a mass grave in clothes, and the bones of the corpses came out of the ground in clothes that had not yet rotted, creating a sad scene. (4, p.313).

2. In the records of witnesses to the genocide committed by Armenians and Assyrians in Salmas in 1918

Before the implementation of the plan to create a "Greater Armenia" from sea to sea, the Armenians began to Armenianize Salmas. They committed genocide against Azerbaijani Turks here in early 1918.

One of the witnesses, Haqu Salmas, was arrested and described the genocide of the population as follows: On April 23, 1918, the enemy army was gradually strengthening. The enemy army surrounded the city and closed all the exits. In the evening, the war intensifies. Fearing for their lives, the people closed their doors and took a small amount of food and gathered at the Sadaqiyan Gate in the evening to leave the city in the dark of night. That night, hundreds of women and their children waited at the gate. Artillery shells rained down from the sky, and women lost their children as they tried to save their lives in terrible conditions. That evening, the enemy's predatory army captured the city, entered the city through the Ahranjan Gate, killed everyone and set most of the houses on fire. (5, p.77)

Aminashshari Khoi, who was helpless in the face of Armenian and Assyrian attacks in the city of Dilman, took refuge there, thinking that the mosque would not be attacked by them. However, Armenians and Assyrians massacred all the people who took refuge in the mosque, leaving not a single child, woman or man alive. Blood flowed from the mosque like a stream. Aminashshari Khoi also wrote about what happened to Haji Mohsun agha, the imam of Urmia. He writes that many women, children, etc. were killed when an attack on the house of an innocent person killed them all. They took refuge there, thinking that the Armenians, of whom he was an imam, would not attack his house. Armenians and Assyrians entered the house and shot all the people, even the wife of Imam Juma, who was bedridden. He and three others were taken prisoner and taken to Khosroaba. On the way, one of the captives was shot in the back and the other was killed. When it was my turn, a doctor in their army recognized me and took me away from them. (6, p.12-13)

On the morning of March 20, 1918, the displaced people of Kohnashar, who had survived and were sometimes wounded, entered Dilmagan. The majority of the survivors were forced to flee to Dilmagan and Khoy with their children and families. The rest fell into the hands of Assyrians and were shot. Thousands of innocent women, children and men were killed. Some of the deportees were young people who had received bullet wounds and lost their lives because of blood loss ... The people of Salmas welcomed them with great pleasure and did their best. After the old town, the residents of the remote and nearby villages became aware of the situation and became frightened. They also gradually moved to Salmasa. But the people of Salmas could not sleep at night and stood guard at the gates. (7, p.601-602)

A group of Salmas residents took refuge in the mosque because they thought the mosque would be respected. However, after Dilman's capture, those who took refuge in the mosque were also shot. After that day, the name of the mosque remained "bloody mosque". (8, p.381) The number of Azerbaijanis who were subjected to genocide in the mosque was so large that they were forced to bury the bodies inside the mosque only by pouring soil on them. Thus, a few years after the genocide, the floor of the mosque collapsed during the Ashura ceremony. The piles of human bones on top of each other reveal the horror of the massacre. (6, p.12)

As a result of this heinous plan, in 1918, about 200,000 Azerbaijanis fell victim to the genocide in the southern region of Azerbaijan alone.

Results

The horrific genocides committed by the united Armenian-Assyrian armed groups against the peaceful Azerbaijani population in Urmia and Salmas in 1918 are reflected in the notes, memories and reports of witnesses. These notes, memories and reports are of great importance here as a valuable source in terms of investigating and exposing the forms and horrors of the genocide committed by Armenians and Assyrians against Azerbaijani Turks, as well as reaching out to the world community. It is especially important to draw the memory of those who were neutral to the genocide and even

those who participated in it as organizers and sponsors of the genocide. These sources clearly reflect the territorial tactics burned by the united Armenian-Assyrian armed groups in the genocides committed by Armenians against the Azerbaijani people in different regions. Moreover, these sources state that there was no war, only Armenians and Assyrians took up arms and attacked and massacred the peaceful Azerbaijani population in Urmia and Salmas.

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Geopolitical Configuration in the Middle East

Yeni dönemde Orta Doğu'da Jeopolitik Konfigürasyon

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Abstract

In the contemporary world, the Middle East region has come to be a testing ground for major world powers, especially geopolitically, economically and militarily-politically. It consists of buttons consisting of two parts in the region. What is happening in the region is related to geopolitical competition and the oil debate.

In the article, the candidates for geopolitical structuring, analyzing geopolitical competition and interests of the great states, reveal the essence of the Middle East policy.

Key words: Middle East, geopolitical competition, regional conflicts.

Özet

Son zamanlarda, Orta Doğu bölgenin jeopolitik, ekonomik ve askeri-politik önemi nedeniyle dünya güçleri için bir test alanı haline geldi. Bu faktörlerin etkisi altında regionda karmaşık ve tartışmalı bir uluslararası durum gelişmiştir. Bölgede olup bitenler, jeopolitik rekabet ve petrol mücadelesi ile yakından bağlantılıdır.

Makale, bölgedeki durumu, büyük güçlerin jeopolitik rekabetini ve çıkarlarını analiz etmekte ve jeopolitik yapılanmaya katılan ülkelerin Orta Doğu politikasının özünü ortaya koymaktadır.

Kilit kelimeler: Orta Doğu, jeopolitik rekabet, bölgesel çatışmalar

Çağdaş dönemde dünya süper güçlerinin çıkarlarının kesiştiği Orta Doğu'da uluslararası durum jeopolitik, ekonomik ve askeri-politik faktörler tarafından şekillendirilmektedir. Bölgede yaşananlar buranın jeopolitik durumu, navigasyon yollarının üzerinde bulunması ve hidrokarbon rezervleriyle ilgilidir. Öyleki dünya petrol rezervlerinin 2/3'ü ve gaz rezervlerinin 1/3'ü Orta Doğu'da yoğunlaşmıştır. Bilindiği gibi, dünya ülkelerini Asya-Pasifik Okyanusu bölgesine bağlayan deniz ve hava yolları da Orta Doğu'dan geçmekte ve bu yollar ile Süveyş Kanalı aracılığıyla Hürmüz limanından Avrupa ülkelerine düzenli olarak petrol ve gaz taşınmaktadır. Orta Doğu'nun jeopolitik önemi bir yandan da Avrupa'ya yakınlığı ile ilgilidir (1, 42). Mevcut durum sadece jeopolitik değil, aynı zamanda bilgi alanında da mücadelenin temel koşuludur.

21. yüzyılın başından itibaren Orta Doğu'da yaşanan olaylar - Körfez krizleri, Arap-İsrail çatışması, dünya ekonomik krizi, "Arap Baharı", Suriye olayları - bu ülkelerden göçün artmasına neden olmuştur ki, böylece Türkiye'nin, özellikle Avrupa Birliği'nin etnik, sosyopolitik ve kültürel durumunu ciddi bir şekilde etkileyen değişiklikler olmuştur. Şu anda Orta Doğu, dünyanın en istikrarsız bölgesidir. Bu öncelikle bölgedeki krizleri çözenin zorluğundan, bölge ülkelerinin çıkarlarının birbirine bağlılığından ve ayrıca bölge dışı önde gelen devletlerin rekabetinden kaynaklanmaktadır.

Orta Doğu krizinden kurtulmak zor oldu çünkü uzun süredir devam eden krizler, hiç barış içinde yaşamamış nesillerin büyümesine yol açtı. İran ile Bahreyn arasındaki çatışma, Mısır-Sudan, Yemen-Eritre, Libya-Cezayir ihtilaflarının çözüme kavuşturulmaması, bölgedeki su kaynaklarının dağılımı konusunda Suriye, Irak, Türkiye, Filistin Yönetimi ve İsrail arasındaki çatışmalar çağdaş kitle iletişim araçlarının gündemindeki önemli konulardır. (2). Bu stratejik öneme sahip bölgede Amerika Birleşik Devletleri, Rusya, Çin, İran, Türkiye ve Avrupa Birliği'nin çıkarları çatışıyor.

Şu anda Orta Doğu'nun jeopolitik sınırları oldukça geniş ve Avrasya'nın temel ülkeleri burada bulunmaktadır. Geçtiğimiz yüzyılın 90.yıllarından itibaren politik sözlükten çıkmayan Orta Doğu coğrafyasına Kuzey Afrika'nın Akdeniz bölgesi ülkeleri (Cezayir, Libya, Tunus, Mısır), ayrıca Suudi Arabistan, Türkiye, Yemen, İran, Irak, Suriye, Lübnan, Birleşik Arap Emirlikleri, Afganistan, İsrail, Filistin dahildir. Yakın Doğu ve Akdeniz Bölgesinde Amerika Birleşik Devletleri ve Rusya'nın aksine, Avrupa Birliği'nin görevi daha çok ekonomik faaliyete önem vermektir oluşmaktadır. Temel kuvvetlerini bölgede ekonomik kalkınmaya yardım etmeye odaklanan Avrupa, bu yol ile İsrail ile komşuları arasında barış içinde bir arada yaşamayı ve barışı sağlamaya çalışıyor. (5, 7-9).

Bölgedeki çeşitli projelerin çoğunun Avrupa Birliği tarafından gerçekleştirilmesi tesadüf değildir. Bunların arasında 1991 yılında İtalyan hükümetinin girişimiyle Avrupa Güvenlik ve İşbirliği

Teşkilatı modeli temelinde düzenlenen Akdeniz Güvenlik ve İşbirliği Konferansı da bulunmaktadır. Avrupa Birliği, Yeni Akdeniz politikası kapsamında Güney Akdeniz ülkelerine 6 milyar dolar miktarında yardımcı oldu. Bu yardım özellikle önemlidir, çünkü Amerika Birleşik Devletleri'nin ekonomik yardımı barış sürecini desteklemek için İsrail, Mısır ve Ürdün'e yönlendirilirken, Avrupa Birliği mali konularda direnç göstermiştir. Şöyle ki, 1993'ten beri Filistin'e mali yardımın çoğunu Avrupa Birliği yapıyordu. Bu, özellikle Irak'ın Kuveyt'i işgalini Y.Arafat'ın açıkça desteklemesinin ardından Körfez devletlerinin Filistin'e yardımı kestiği bir dönemde önemliydi (5, 34-35).

Modern politolojik düşünceye göre, Avrupa filistinlilere mali yardım sağlamakla ilgili inisiyatif olarak ilk öncede İsrail'in rahatsız etti. Avrupa Birliği, Filistin Yönetimine göçmenlere doğrudan yardım için 1996 ve 2002 yılları arasında ortalama 179 milyon Euro harcadı. Yalnızca 1994 ve 1998 yılları arasında Ürdün Nehrinin batı kıyısı ve Gazze Şeridi'ne uluslararası düzeyde yapılan mali yardımın %50'si Avrupa Birliği tarafından gerçekleştirilmişti. Bu, Avrupa Birliği'nin barış sürecine daha aktif katılım yoluyla kendi ekonomik öneminden çatışmanın taraflarını uzlaştırmak için kullanmasına izin verdi. Avrupa'nın Orta Doğu'nun enerji kaynaklarına bağımlılığı, bölgedeki olaylara farklı bir yaklaşım getirmesine neden olmuştur (5, 46).

Bildiğiniz gibi Amerika Birleşik Devletleri'nin İran, Irak ve Kuzey Kore'yi "şer eksenini" içine almasına rağmen Avrupa Birliği ülkelerinin bu konudaki tutumu Amerika Birleşik Devletleri politikasından oldukça farklı. Avrupalılar, İran'ın petrol ve gaz endüstrisine 40 milyon dolardan fazla yatırım yapan yabancı şirketlere yaptırım uygulayan Amerika Birleşik Devletleri yasasına öfkelenmiştir. Fransa'nın Amerika Birleşik Devletleri'nin İran'ı tecrit etme çabalarına katılmaması tesadüf değildir. İran ve Libya'ya Yaptırım Yasası'nın yayınlanmasının hemen ardından Fransız şirketi Total, petrol sahalarını geliştirmek için İran ile bir anlaşma imzaladı. 1997 yılında Total, İran ile Körfez'in güneyinde doğal gaz sahaları geliştirmek için Rus ve Malezyalı şirketlerle bir sözleşme imzaladı. Amerika Birleşik Devletleri, Avrupalı müttefiklerinin baskısı altında Fransız, Rus ve Malay şirketlerine yönelik yaptırımları kaldırmak zorunda kaldı. Sonuç olarak Fransa, Rusya'dan sonra İran'ın önemli bir ticaret ortağı haline geldi (6, 139-142).

Fransa ile ABD arasında Irak'taki darbeye ilgili çatışmalar bir kez daha kendini gösterdi. Fransa, Irak'ın silah ve petrol pazarlarına erişim sağlamak amacıyla Saddam Hüseyin rejimine yönelik yaptırımları kaldırmak için Güvenlik Konseyi'nde oy kullandı. Fransa ile birlikte Çin ve Rusya da Güvenlik Konseyi'nde böyle bir tutum sergilemişlerdir (2). Bu açıdan, Avrupa ve Amerika Birleşik Devletleri politikası arasındaki bir diğer fark, Avrupa'nın bu ülkelerle çatışma yerine müzakereleri tercih etmesidir. Bu politikanın bariz başarısı Libya örneğinde görülebilir.

Avrupa ülkeleri, Libya ile daha geniş siyasi ve ekonomik bağlar kurmakla ilgileniyorlardı, bu Rusya tarafından da destekleniyordu, fakat Amerika Birleşik Devletleri buna şiddetle karşı çıkmıştı.

Avrupa Birliđi Libya'nın Barselona sürecine (1995'te başlayan) dahil olmasına çalışıyordu ki, bu da Amerika Birleşik Devletleri'nin ihtiyaçlarını karşılamıyordu. Akdeniz'in güney kıyılarındaki ülkeler arasında bu sürecin dışında kalan tek ülke Libya oldu. Kesinlikle Avrupa Birliđi'nin yürütmüş olduđu konuşmalar Mart 1999 tarihinde Libya ile işbirliğinin sonucuydu. Müzakere sürecinin başarısı İran'ın tutumuna da yansdı. Böylece önce Alman hükümeti, ardından Avrupa Birliđi İran ile diyalog kurdu. Sonuç olarak, 1995 yılında İran, Nükleer Silahların Yayılmasını Önleme Antlaşması'nı uzatmayı kabul etti. Öte yandan İran Cumhurbaşkanı Hatemi'nin Batı ile ilişkileri yeniden tesis etme girişimleri, müzakere sürecinin etkinliğini göstermiştir (6, 142).

Orta Dođu'da Amerika Birleşik Devletleri-Avrupa ilişkilerindeki temel sorun Irak olmuştur. Amerika Birleşik Devletleri'nin Irak karşıtı kampanyasının başlamasından sonra, onunla Avrupa ülkeleri (özellikle Fransa ve Almanya) arasında ciddi anlaşmazlıklar yaşandı. Amerika Birleşik Devletleri ve Avrupa'dan 9,000 katılımcıyla yapılan bir anket, Avrupalıların yarısından fazlasının 11 Eylül 2001 olaylarını Amerika Birleşik Devletleri'nin dünyadaki davranışlarına bağladığını ortaya koydu (7). Fransızlar, olayların Amerika Birleşik Devletleri'nin hegemonyaya dayalı dış politikasına dayandığını söyleyerek konuya daha sert bir tavır takındı. Bu pozisyondaki Fransızlar, yanıt verenlerin %63'ünü oluşturuyor. Avrupa ülkelerinin Orta Dođu politikasına bakarsak Arap devletleriyle daha yakın bağlara sahip olduklarını görebiliriz.

21. yüzyılın başlarında dünyada bilinen olaylar sonucunda, Orta Dođu bölgesi nüfusunun yaklaşık %10'u Avrupa'ya sığınmıştır ve bu sayı şu anda 20 milyonu aşmaktadır (7). Bunların 3 milyonu sadece Fransa'da bulunmaktadır. Almanya'da da yaklaşık 2 milyon Türk yaşıyor. Bu da Avrupa ülkelerinde lobilerin ortaya çıkmasına neden oluyor. Bu arka plana karşı, İsrail lobisinin Avrupa'daki rolü çok zayıftır. Yahudi örgütlerinin Avrupa'daki hükümet üzerindeki etkisi Amerika Birleşik Devletleri'ndeki kadar hissedilmiyor. Aynı zamanda Avrupa, Orta Dođu'da barışla ilgileniyor. Çünkü terör, yasadışı göç ve kitle imha silahlarının yayılması gibi Orta Dođu'daki istikrarsızlığın sonuçlarını hissediyor. Tehdidin ortadan kaldırılmasının temel koşulu barış anlaşmasıdır (4, 75).

Rusya, Avrupa ülkelerinin enerji arzında önemli bir rol oynamakla birlikte, bu kaynakların bir diđer kısmı ağırlıklı olarak Orta Dođu ve Kuzey Afrika'dan ithal edilmektedir. Avrupa Birliđi üyelerinden sadece Birleşik Krallık, yeterli petrol rezervine sahip olduđu için bu faktör için diđer ülkelere bağımlı değildir. Ancak, Kuzey Denizi'ndeki petrol üretimi son zamanlarda azalmaktadır. Enerji güvenliđi, birleşik bir Avrupa'nın en önemli önceliklerinden biridir. Bu nedenle Avrupa Birliđi, Arap bölgesinde barışla ilgileniyor ve bölgede Amerika Birleşik Devletleri'nden daha az önemli arabulucu olamaz (9). Ancak Avrupa Birliđi diplomatları, farklı çıkarları, amaçları ve tarihsel

deneyimleri olan farklı ülkeleri temsil etmektedir. Çoğu kimseye tüm Avrupa'ya veya Amerika Birleşik Devletleri'ne boyun eğmek istemiyor.

Bölgedeki jeopolitik "oyunlar" zemininde, Avrupa'nın Orta Doğu ile sıcak ilişkilerine rağmen, birçok faktörün etkisi altında kalan Avrupa Birliği, çeşitli nedenlerle potansiyelini yeterince kullanamamaktadır. Birinci neden dini ve etnik çatışmalardır. İkinci neden, doğal kaynaklar için mücadele, üçüncü neden, Amerika Birleşik Devletleri ile savaşa girme isteksizliği ve son olarak, İsrail ile artık kötü duruma gelen ekonomik ilişkiler zemininde Rusya ile Orta Doğu'daki durumu çözme stratejilerinin koordinasyonu yoluyla karşılıklı ilişkilerin desteklenmesidir (2).

Bölgede yıllarca süren gözlemler sonucunda, "dörtlü grubun" bir üyesi olarak, 2009 yılında Avrupa Birliği bölgede Orta Doğu barış süreci için özel bir elçi atadı. Bu, önde gelen Avrupa ülkelerinin Orta Doğu ihtilafının çözümünde daha önemli bir rol oynama arzusundan kaynaklanıyordu. Avrupa'nın kararlılığı ve bölgesel meselelere daha yakın katılımı şimdi açıkça hissediliyor. Avrupa Birliği yetkililerinden İspanya Dışişleri Bakanı J. Moratinos, Orta Doğu'daki ihtilafların çözümü sürecinde daha fazla aktif olmak çağrısında bulunarak, Doğu'nun güvenini yeniden kazanabilmemiz için "şimdi iki devlet yaratmak için çalışmamız gerekiyor" dedi (8). ABD'li siyaset bilimci Bzhezinski, Orta Doğu'daki durumu anlatırken, petrol ve siyaset karışımının o kadar karmaşık bir durum yarattığını ve bunu çözmenin uzun zaman alacağını yazmıştı (3, 113).

Orta Doğu ihtilafının Amerika Birleşik Devletleri'nin müdahalesi olmadan çözülememesi, Avrupa'yı yardım için ona başvurmaya zorladı ve Amerika Birleşik Devletleri'nin Orta Doğu elçisi J. Mitchell yardım etmeyi kabul etti. Bu amaçla Avrupa Birliği Dış İlişkiler ve Güvenlik Politikası Yüksek Temsilcisi C. Ashton, Ortadoğu gezisine çıktı. 12 Eylül 2011'deki Arap devletlerinin Dışişleri Bakanlarının toplantısında C. Ashton, Orta Doğu ihtilafının barışçıl çözümü için özel önerilerde "Mitchell Planı" teklifinde bulundu (8).

Avrupa ülkeleri de Ortadoğu'daki olaylara farklı bakıyor. Böylece birçok Arabin yaşadığı Fransa, Filistin'in konumunu savunuyor. Almanya psikolojik gerekçelerle İsrail'in yanında yer aldı. Avrupa Birliği ülkelerinden farklı olarak İsrail ile bilimsel ve ekonomik alanda sadece Almanya işbirliği yapmaktadır, ancak Brüksel, Arap-İsrail ihtilafına adil bir çözüm bulmak için bağımsız bir Filistin devletinin kurulmasını gerekli görmektedir ve bu durumda Rusya ile örtüşmektedir. Rusya da bu ihtilafın iki devletin kurulması temelinde çözülmesini tek seçenek olarak görmektedir.

Genel olarak, Orta Doğu'daki mevcut işbirliği ve çatışma süreci, bölgenin jeopolitik mozağini tanımlamaktadır, bunun temel nedeni katılımcı devletlerin gelişmişlik düzeyidir. (5, 32-33). Ukrayna-Rusya çatışması, jeopolitik aktörlerin dikkatini geçici olarak Orta Doğu'dan uzaklaştırmaya hizmet ettiğinden, bu çok taraflı işbirliğinin genişlemesine direnmede önemli bir faktördür.

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Creative Connections of Nizami Ganjavi's Artistic Heritage with Firdovsi's "Shahnameh"

Nizami Gəncəvinin Bədii İrsinin Firdovsi “Şahnamə”Si ilə Yaradıcılıq Bağlılıqları

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Abstract

Although the creative continuation of the artistic experience of classical Eastern poetry is one of the main features of Nizami's art, it is not the leading feature of his poetic heritage. The article reveals several other features that characterize the genius poet's attitude to his artistic work, including his connection with native folk literature and ancient Turkic monuments. Unlike Firdovsi, Nizami used historical images as an artistic means to influence socio-political processes and human destinies and gave a poetic-philosophical program of moral and spiritual development. The most successful standard of this path of spiritual progress is Turkish morality. It is no coincidence that Nizami educates the ordinary heroes of "Shahnameh" and "Khamasa" through the principles of Turkish morality. Sassanid rulers such as Khosrov and Farhad grasped the correct values of morality and spiritual greatness through Turkish beauties such as Shirin and Fitna. This was, in fact, a celebration of Turkish morality over Iranian morality, an ethical response specific to Nizami's predecessor. On the one hand, Nizami Ganjavi expressed the poetic history of the Turkic peoples and the image of their morals and spirit; on the other hand, he determined the right direction of the tradition. Thus, Nizami's use of Firdovsi's art as a source should be interpreted not as the use, study or development of his thematic tradition but as the success of regulating the world literary process and turning the steering wheel of artistic tradition against historical errors.

Keywords: Harmony, tradition, shahnameh, stylistics, a monument of art

Xülasə

Klassik Şərq poeziyasının bədii təcrübəsinin yaradıcılıqla davamı Nizami sənətini səciyyələndirən əsas cəhətlərdən biri olsa da, onun poetik irsinin aparıcı xüsusiyyəti deyil. Məqalədə dahi şairin özünə qədərki bədii yaradıcılığa münasibətini səciyyələndirən bir sıra başqa cizgilər üzə çıxarılmış, bunların içərisində onun doğma xalq ədəbiyyatı, qədim türk abidələri ilə bağlılığı xüsusilə diqqət mərkəzinə çəkilmişdir. Nizami Firdovsidən fərqli olaraq, tarixi obrazlardan ictimai-siyasi proseslərə, insan talelərinə təsir göstərmək məqsədilə bədii vasitə kimi istifadə etmiş, əxlaqi-mənəvi yüksəlişin poetik-fəlsəfi proqramını vermişdir. Bu mənəvi tərəqqi yolunun ən müvəffəqiyyətli etalonu isə türk əxlaqidir. Təsadüfi deyildir ki, “Şahnamə” ilə “Xəmsə”nin ortaq qəhrəmanlarını Nizami türk əxlaqının prinsipləri vasitəsilə təbiiyəndirir. Xosrov, Fərhad kimi Sasani hökmdarları məhz Şirin və Fitnə kimi türk gözəllərinin vasitəsilə əxlaq, mənəvi ucalıq barədə düzgün dəyərləri qavraya bilirlər. Bu əslində türk əxlaqının İran əxlaqi üzərində təntənəsi, Nizaminin sələfinə məxsusi etik cavabı idi. Nizami Gəncəvi bir tərəfdən türk xalqlarının şeirlənmiş tarixini, əxlaqının, ruhunun surətini ifadə edir, digər tərəfdən ənənənin doğru istiqamətini müəyyənləşdirirdi. Beləliklə, Nizaminin Firdovsi sənətindən qaynaq kimi istifadə etməyi, onun mövzu ənənəsindən bəhrələnmək, öyrənmək və ya inkişaf etdirmək kimi deyil, dünya ədəbi prosesini tənzimləmək, bədii ənənənin sükanını tarixi yanlışlıqların əksinə yönəltməyin müvəffəqiyyəti kimi izah olunmalıdır.

Açar sözlər: Harmoniya, ənənə, şahnamə, üslubi-sənətkarlıq, sənət abidəsi.

GİRİŞ

Nizami özünə qədərki Şərq epik poeziyasının tarixi-qəhrəmanlıq mövzusunda yazılmış örnəklərinin poetik ən-ənələri ilə də sıx bağlı olmuşdur. Bu baxımdan şairin Firdovsi “Şahnamə”si ilə olan yaradıcılıq bağlılıqları üzərində ayrıca dayanmaq lazım gəlir. Nizami sənətini Şərq poeziyasının ilk monumental

nümunəsi kimi şöhrət tapan bu möhtəşəm sənət abidəsi ilə mövzu baxımından olduğu kimi, üslubi-sənətkarlıq cəhətdən də birləşdirən məqamlar az deyil. Qeyd etməliyik ki, Şərq ədəbiyyatının bu iki sənət dahisi ədəbiyyatşünaslıqda dəfələrlə müqayisəli şəkildə öyrənilmiş, Şibli Nemani, V.Dəstgirdi, Y.E.Bertels, H.Arashlı, Q.Əliyev, Q.Beqdeli, R.Azadə və başqaları bu problemlə bağlı elmi dəyərə malik mülahizələr irəli sürmüşlər. Xüsusilə son vaxtlarda Nizami, Firdovsi sənətindən bəhs edən tədqiqatlarda Firdovsi şeirinin bədii təsiri məsələsinə də toxunulur, hər iki sənət dahisinin poetik baxımdan səsleşən bəzi misraları tədqiqata cəlb olunur.

Aparılan araşdırmaların faktik zəminini genişləndirən əlavə nümunələrə yanaşı, deyilənlərə münasibətimizi də bildirmək istəyirik.

NİZAMININ ÖZ SƏLƏFİNİN POETİK UĞURLARINA MÜNASİBƏTİ

Şübhəsiz, Firdovsi kimi qüdrətli bir sənətkarın doğma ölkəsi İran, onun qədim mədəniyyəti haqqındakı zəngin məlumatı, xalqına olan böyük məhəbbəti istedadlı söz ustası Nizaminin diqqətindən heç cür kənarında qala bilməzdi. Nizami öz doğma Vətəninin tarixi keçmişini dərinlən bilən, qədim Azərbaycan xalqının adət-ənənələrini yüksək qiymətləndirən vətənpərvər bir sənətkar idi. Görünür, bu keyfiyyət hər iki sənətkarların poetik ruhuna da təsirsiz qalmamışdı. Bundan əlavə, Nizami öz əsərlərində “Şahnamə” qəhrəmanlarını və onlara bağlı əlamətdar əhvalatları da tez-tez xatırladır, Cəmşid, Kəyumərs, Firudin, Keyqubad və başqa adları əzəmət rəmzi, Sam, Nəriman, İsfəndiyar, Rüstəm kimi şöhrətli qəhrəmanları qüdrət və yenilməzlik simvolu olaraq təqdim edir.

Firdovsi şeirini özündən əvvəlki ədəbi irsin ənənələrindən ayıran mövzu və ideyası, ayrı-ayrı həyatı, təbii lövhələrin əksi, obrazların daxili aləmi və ruhi-psixoloji vəziyyətlərinin ifadəsi əsərin məzmunla bağlı orijinal poetikası üçün də əsas zəmin yaradır.

Əsil-kök baxımdan doğma olanları bir-birinə düşmən edən hakimiyyət ehtirası, həsəd, paxıllıq, kin, xəyanət və s. hisslərə nifrət, atanı oğul qatiline çevirən yersiz düşmənliliyin ağır nəticələrinin tənqidi “Şahnamə”də yüksək sənət dili ilə təqdim olunur. Şair qollarında xalq gücünü daşıyan qəhrəmanların yenilməzliyini, vətənə, xalqa məhəbbət, fədakarlıq kimi yüksək duyğularını poetik bir məharətlə oxuculara çatdırır. Obrazların daxili aləmi, mənəviyyətə sənətkar nüfuzunun poetik ifadəsi, əsərdə qarşılaşdığımız eşq-məhəbbət səhnələri, eləcə də qəhrəmanların ruhi-mənəvi sarsıntılarına səbəb olan ana məhəbbəti, ata həsrəti, oğul sevgisi və s. oxucunu həyacanlandıran, intizarda saxlayan psixoloji məqamlar əsərin epik ruhuna incə bir lirizm gətirir. Dahi şair bütün bunları təsvir etdiyi gərgin hadisələr fonunda təqdim edərək, sərt döyüş səhnələri və əsərin ümumi qəhrəmanlıq ruhu ilə ustalıqla bağlayır. Firdovsi əsərində hadisələrin ürəklə təsviri, müəllifin yeri düşdükcə, hadisələrə müdaxiləsi, əhvalatların gedişi ilə bağlı ürək sözləri, sevinci, qüruru, təəssüfü nəzərə çarpır ki, bütün bunlar əsərin poetik baxımdan zənginliyini də təmin edir.

Nizami öz sələfinin belə poetik uğurlarına da biganə qalmamışdır. Özünəməxsus poetik dəsti-xətti və bədii zənginliyi ilə seçilən Nizami əsərlərinin “Şahnamə” ilə təmas nöqtələri bu baxımdan da maraqlıdır. Məzmunun çox zaman lirik başlanğıclarla təqdimindəki didaktik-fəlsəfi səciyyə, təhkiyədə müəllif ricətlərinin poetik tutumu, bir çox təbiət təsvirləri, xüsusilə səhərin açılması, havanın işıqlanması, yaxud gecənin düşməsi ilə ətrafın qaranlıqlaşması və başqa məqamlar bu dediklərimizə yaxşı misal ola bilər.

Nümunə olaraq aşağıdakı sətirlərə diqqət edək:

ناپدید جهان از گشت خورشید چو

کشید لشگر برداشت تیره شب

(4,208)

(Elə ki, günəş görünməz oldu, qaranlıq gecə qoşun çəkməyə başladı)

Başqa bir yerdə:

چو خورشید برزد گردون ز درفش

دم شب شد از خنجر او شبنف

(4.75)

(Elə ki, günəş bayrağını fələkdən götürdü, gecənin nəfəsi onun xəncərindən göy rəngini aldı)

Bu və bu kimi təbiət təsvirlərində tez-tez rastlaşdığımız “gecənin qoşun çəkməsi”, və s. ifadələr Firdovsi poetikasının məzmunla uyurluğunu daha aydın nəzərə çatdırır ki, bu xüsusiyyət Nizami əsərlərində də özünün qabarıq və daha rəngarəng bədii əksini tapır.

Firdovsi səhərin açılması, günəşin doğaraq ətrafı aydınlaşdırdığını da maraqlı məcazlarla ifadə edir:

پر

س برد فرو پران زاغ سیه

بر آورد تابان خورشید رچو

(4,231)

(Parlaq günəş qanadını qaldıran kimi qara qarğa qaçaraq başını gizlətdi)

سپیده چو از تیره شب بردمید

میان شب تیره اندر خمید

(4,121)

(Gecənin qaranlığından ağılıq doğunca qaranlıq gecənin beli əyildi)

“Şahnamə”dən gətirilən belə yığcam təbiət təsvirləri öz metaforik ifadə tərzini, poetik intonasiya və fərdi məcazları ilə Nizami poemalarındakı bir çox təsvirlər (günəşin qürubu ilə havanın qaralması, ayın, ulduzların görünməsi, səhərin açılması, günəşin doğaraq aləmi nura boyaması və s.) üçün bədii zəmin sayıla bilər.

بر آور چو

سر شب دامن از روز

برسر آورد زرین تاج زمانه

(6,22)

(Elə ki, gündüz gecənin ətəyində başını qaldırdı, zəmanə onun başına qızıl tac qoydu)

Başqa bir yerdə:

بحگاه خلیفه

ص نور وار

جهان بستد سپیدی از سیاهی

(6,22)

(Səhərin işığı xəlifə kimi cahanı qaranlıqdan işığa çıxartdı)

شبردوش

چو شب زلف سیاه افکند

درگو حلقه زرین از ماه شنهاد

(6,375)

(Gecə qara zülfünü çiyinə salaraq aydan qulağına halqa bağladı)

Belə nümunələrin sayını istənilən qədər artırmaq olar...

Göründüyü kimi, Nizami sələfinin gözəl ənənələrini yeni bədii tapıntıları ilə bir daha təkmilləşdirərək, orijinal bədii lövhələrlə fərqlənir.

Yenə həmin poemada başqa bir yerdə təsvir olunan səhərin açılması səhnəsinə nəzər salaq:

چو لعل آفتاب از کان برآمد

ز عشق روز شب را جان برآمد

فلک سرمست بود از پویه چون پیل

خناق شب کیودش کرد چون نیل

طیبیان شفق مدخل گشادند

فلک را سرخی از اکحل گشادند

(6,524)

(Elə ki, günəşin ləli mədəndən çıxdı, gündüzün eşqilə gecə də can verdi. Fələk dolanmaqdan sərxoş fil kimi olmuşdu. Gecənin sızacağı onu nil kimi göyərtdi. Fələyin həkimləri daxil olub, fələkdən qan alıb onu qırmızı rəngə boyadılar)

Belə poetik təsvirlər şairin özünəqədərki bədii irsin ən gözəl ənənələrini özünün orijinal əlavələri ilə məharətlə tamamlayaraq zənginləşdiyini göstərir.

Nizami böyük həssaslıqla yanaşdığı Firdovsinin “Şahnamə”sindən bir neçə yerdə bəhs etmiş, sələfini təkrar etmədiyini dəfələrlə nəzərə nəzərə çatdırsa da, yeri düşdükcə təsviri zəruri olan bir çox əhvalatları əsərinə daxil etməli olduğunu da etiraf etmişdir.

“Şahnamə”də əksini tapan əhvalatların Nizaminin əsərinin yeni ideya-fikri yönümü ilə uyar tərzdə qələmə alınması onun şairinin poetik ruhunda da özünü aydın göstərir.

Dediklərimizi təsdiq etmək üçün döyüş əhlinin göylərə yüksələn nizələrinin çoxluğunu ifadə edən “neyistan” (qamışlıq) bənzətməsini götürək:

Meydan nizələrdən neyistan oldu, günəşin və ayın üzünü örtüdü. Eyni bənzətmədən Fəxrəddin Gürgani öz əsərində belə faydalanır:

هوا از نیزه گشته چون نیستان

زمین از خون مردم چون میستان

(3,48)

(Hava nizələrdən neyistana döndü. Torpaq insanların qanından neyistan kimi oldu)

Nizami isə həmin bənzətmədən döyüş meydanındakı bayraqların ağaclarının çoxluğunu ifadə etmək üçün istifadə edir və bunun davamı olaraq bayraqların qırmızı parçalarını atəşlə müqayisə edərək bir-birini tamamlayan təşbihlərə oxucunun gözləri önündə aydın bir səhnə canlandırır:

حریر سرخ بیرقها گشاده

نیستانی بد آتش در فتاده

(6,284)

(Bayraqların qırmızı ipəkləri açılmış, od tutub (alışan) qamışlığa bənzəyirdi)

Göründüyü kimi, vuruşla bağlı istifadə edilən bənzətmə Nizami şeirində yeni bir poetik tərəvət kəsb edir.

FİRDOVSI SƏNƏTKARLIĞININ BƏDİİ ƏKSI

Firdovsi şeirinin poetik təsiri Nizami əsərlərində özünün çoxyönlümlüyü ilə də nəzəri cəlb etməsini artıq qeyd etmişik. Nizami təkcə poetik vasitələri ilə deyil, şeirin ahəngi, ümumi poetik ruhu, eyni və oxşar motivlərin təqdim tərzilə də bəzən “Şahnamə”yə yaxınlaşır. Onun əsərlərində mündəricə və bədii ruhu ilə Firdovsi əsərini xatırladan ayrı-ayrı beyt və bütöv parçalarla qarşılaşırıq. Bu cəhətə bir sıra digər tədqiqatlarda da diqqət yetirilmişdir. Dediklərimizi təsdiqləyən həmin paralellərə bir-iki nümunə əlavə etmək istəyirik.

Yeri gəlmişkən onu da qeyd etməliyik ki, Nizami əsərləri ilə “Şahnamə” arasındakı daha çox mövzu, ədəbi qaynaq ümumiliyi və poetik zəminlə bağlı olan belə səsleşmələr, hər şeydən əvvəl, böyük şairin bədii irsə diqqəti və yaradıcı münasibətini əks etdirir. Nizami şeirinin özündən əvvəlki poeziya ilə bağlılıqlarını üzə çıxaran B.Zəncani adı çəkilən tədqiqatında şairin “İskəndərnamə” poeməsindən Firdovsi şeirini yada salan bir necə nümunə gətirir ki, bunlardan birinin üzərində dayanmaq istəyirik. Tədqiqatda Nizaminin Bərdənin tərifində dediyi aşağıdakı misralara da yer verilib:

خوشا ملک بردع که اقصای وی

نه اردیبهشت است بی گل نه دی

تموزش گل کوهساری دهد

زمستان نسیم بهاری دهد
 بهشتی شده بیسه پیرامنش
 زکر کوثری بسته بردامنش
 صوادش زبس سبزه و مشک و بید
 چویاغ ارم خاصه باغ شپید
 ز تیهو و دراج و کبک و تدرو
 نیایی تهی سایه بید و سرو
 گرانیده بومش به آسودگی
 رو شسته خاکش ز آلودگی
 همه ساله ریحان او سبز شاخ
 همیشه دراو ناز و نعمت فراخ
 علف گاه مرغان این کشور اوست
 اگر شیر مرغت بباید در اوست
 زمینش به آب زر آغشته اند
 تو گوئی در آن زعفران کشته اند
 خرامیده بر سبزه آن زمی
 خیالی نبیند بجز خرمی

(9,248-249)

(Bərdə ölkəsi necə də xoşdur. Onun ətrafı nə ordibeheşt (aprel), nə də dey (dekabr) aylarında gülsüz olmur. Yayda dağ çiçəklərlə bəzənir, qışında bahar nəsimi əsir. Ətrafındakı meşələr behiştı xatırladır, ətəyinə Kürdən Kövsər bağlanıb. Kölgəlikləri yaşıl ot, söyüdün çoxluğundan, xüsusilə Ağ bağı behişt bağına bənzəyir. Dağ toyuğu, qırqovul, turac və kəklisiz söyüd və sərv kölgəlikləri görməzsən. Asudəliklə (yaşayan) bir ölkədir, torpağı hər cür çirkinlikdən təmizlənmişdir. İl boyu onun reyhanları yaşıldır, naz-neməti həmişə boldur. Quşların otlaq yeri bu ölkədir, quş südü istəsən belə, burada taparsanb. Torpağı qızılla yoğrulmuş, sanki hər yerdə zəfəran bitmişdir)

Bu parça Firdovsinin əsərində Mazandarının vəsfinə həsr edilən aşağıdakı parça ilə tutuşdurulur:

که ماز انداران شهر ما یاد باد
 همیشه بر و بومش آباد باد
 که در بوستانش همیشه گل است
 به کوه اندرون لاله و سنبل است

هوا خوشگوار وزمین پرنگار

نه گرم نه سرد و همیشه بهار

نوازنده بلبل بیباغ اندرون

گرا زنده آهو به راغ اندرون

همیشه بیاساید از خفت و خوی

همه ساله هر جای رنگ است و بوی

گلابست گونی به جوبیش روان

همی شاد گردد ز بوبیش روان

دی وبهمن و آذر و فروردین

همیشه پراز لاله بینی زمین

همه ساله خندان لب جویبار

به هر جای باز شکاری به کار

سراسر همه کشور آراسته

زدیبا و دینار و از خواسته

بتان پرستنده با تاج زر

همه نامداران به زرین کمر

(4,77)

(Bizim Mazandaran şəhəri heç unudulmasın! Onun ətrafı və özü həmişə abad olur. Çünki bağçalarında həmişə gül var, dağlarında lalə və sünbül var. Havası xoş, torpağı əlvan naxışlı, nə isti, nə soyuq, həmişə bahardır. Bağın içində bülbüllər oxuyur, çəmənində ceyranlar qaçır. Həmişə dinclik içində yatır, bütün il boyu hər yanda gül-çiçək var. Sanki arxında güləb axır, ruhu şad edir. Dey, bəhmən, azər, fərvərdin aylarında torpağı həmişə lələlərlə dolu görərsən. Bütün il uzunlu arxların dodağı gülür, hər yerdə ovla məşğuldurlar. Bütün ölkə başdan-başa ipək, dinar (qızıl pul) ilə bəzənib, xidmətçi gözəllər qızıl tac qoymuş, bütün adlı-sanlılar qızıl kəmər bağlamışlar)

Tədqiqatçıya görə, Mazandarının belə tərifı “Nizamini mütəəssir etmiş, cəsərlə deyə bilərəm ki, onda həsəd hissi doğurmuşdur. O da Bərdəni Firdovsi kimi tərif etmişdir və təəccüblüdür ki, hər iki təsvir on beytdir”. (4,77)

Doğrudur, sözügedən hər iki parça məzmun və bədii ruhu ilə müəyyən dərəcədə bir-birinə yaxındır. Ancaq “həsəd hissi doğurmaq” ifadəsi yerinə düşür. Ola bilər ki, Firdovsinin Mazandarını vəsf edən bu misralardakı vətənpərvərlik duyğularının səmimi ifadəsi, vətənə və doğma xalqına ürəkdən bağlı olan şairin sənətkar təbiətinə daha uyğun olduğundan, onda vətənpərvərlik duyğularını daha da coşdurmuş və Bərdənin belə məhəbbətlə təsvirində də müəyyən mənada öz təsirini göstərmişdir. Hər halda hər iki təsviri vətənpərvərlik ruhu, təsvir obyektinə sonsuz məhəbbət birləşdirir. Bununla belə, Nizaminin bu beytlərini Firdovsi təsiri ilə yazılmış, yaxud tədqiqatçının dediyi kimi, “nəzir” də adlandırmaq doğru olmaz. Məzmunla bağlı və tarixə müraciətlə yazılmış bu parça şairin öz sənətkar təbiətinin məhsulu olub, bəlkə də, Firdovsiyə cavab, bir növ sənət yarışdır. Ancaq bu haqda şairin heç bir qeydinə təsadüf edilmir. Onu da deyək ki, “İskəndərnamə”də Bərdəyə həsr edilən bu parça, B.Zəncaninin dediyi kimi, on deyil, daha çox beyti əhatə edir, ölçüyəgəlməz qədər daha rəngarəng və möhtəşəmdir.

Nizami Bərdənin keçmiş əzəməti ilə hazırkı acınacaqlı vəziyyətini müqayisə edərək bənzərsiz bədii təzad yaratmaqla əsərin sonrakı hissələrində təsvir ediləcək tarixi-siyasi hadisələr üçün zəmin yaradır və şəhərin gələcəyi haqqında da söz açır. Bunlarla bağlı şairin qüruru, acı təəssüfü və inamı da öz əksini tapır ki, bu da Bərdənin tərifini “Şahnamə”dəki Mazandarının vəsfinə həsr edilmiş parçadan bəsbütün ayırır.

در آن بوم آباد و جای مهان

زمانه بسی گنج دارد نهان

بدین خرمی گلستانی کجاست

بدین فرخی گنجدانی کجاست

(9,250)

(Bu abad məkan və böyükler yurdunda zəmanə çoxlu xəzinə gizlətməmişdir. Belə xürrəm gülüstan harda var, belə xoşbəxt xəzinə saçan yer harda var?)

Bütün bunlar böyük sənətkarın Yaxın Şərq poeziyasının özünə qədərki inkişaf mərhələlərində əldə edilən poetik nailiyyətləri incəliklərinə qədər mənimsəyib onları sənətinin bəşəri səciyyəsinə uyğun bir yönümdə davam etdirdiyini bir daha təsdiq edir.

ÜMUMBƏŞƏRİ ƏDƏBİ-MƏDƏNİ NƏALİYYƏTLƏRİN NİZAMİ YARADICILLIĞINDA CƏMLƏŞMƏSİ

Məlum olduğu kimi, Nizami ensiklopedik biliyə, geniş, hərtərəfli məlumata malik nadir zəka sahibi olmuşdur. Dünya xalqlarının ədəbi-mədəni nailiyyətlərinin Nizami yaradıcılığında cəmləşməsi şairin əsərlərinin dünya xalqlar tərəfindən məhəbbətlə öyrənilməsi üçün əlverişli zəmin yaratmış, onun sonrakı Şərq ədəbiyyatına nüfuzu və Nizaminin milli çərçivəni aşaraq dünya ədəbiyyatının qüdrətli simalarına təsir göstərməsində də mühüm rol oynamışdır. Lakin onu da unutmamaq olmaz ki, şair özünə qədərki poetik irsə münasibətində həmişə yaradıcı olmuş, sələflərinin yaradıcılıq müvəffəqiyyətlərindən bəhrələnsə də, əvvəldə də qeyd etdiyimiz kimi, onları heç vaxt təkrar etməmiş, həmişə özünün orijinal sənətkar təbiəti ilə fərqlənmişdir. Dahi şairi öz sələfləri ilə yaxınlaşdıran poetik səsleşmələrdə belə onun fərdi intonasiya və özünəməxsus üslub çalarları özünü aydın bürüzə verir.

Nizami təbiətdəki qanunauyğunluqları daha elmi və məntiqi mənalandırmaqla, ümumiyyətlə, təşbih və istiarələrinin daha əlvanlığı ilə də seçilərək özündən əvvəlki poetik ənənələri bu baxımdan da zənginləşdirmişdir. İntibah şeirinə xas ensiklopedizm, dövrün elmi-fəlsəfi görüşlərinə münasibət, islami düşüncələrin bədii ifadəsi şairin poetikasının da yeni məziyyətləri nəticələnmişdi. Nizaminin əsərlərində Firdovsi tərəfindən təqdir edilməyən Əfrasiyab, eləcə də Məlikşah, Qədirxan, Qaraxan, Tuğanşah və başqa türk hökmdar və sərkərdələrinin adları İranın şöhrətli şahları ilə bir sırada qüdrət, əzəmət rəmzi kimi xatırlanır.

Dahi şairin hər cür milli məhdudiyət və yersiz qövmi təəssübünə uzaqlığı, heç kəsə nə əsil-nəcabətinə, nə də milli mənsubiyyətinə görə həqarətli münasibət bəsləməməsi onun əsərlərinin poetik üslubu və bədii məziyyətlərində də aydın duyulur. Nizami poetikasının geniş bədii konteksti əhatə etməsi, dünya mədəniyyəti ilə bağlılığı, onun türk, ərəb sözləri və başqa xalqların da deyim və məsəllərində faydalanması Firdovsi sənətində nəzərə çarpmayan xüsusiyyətlərdir.

Nizami poemalarında obrazlar (istər hökmdar, istər alim, filosof, istərsə də zəhmət adamları, yaxud fədakar sevgililər) hərtərəfli təsviri, xarakterlərinin incəlikləri, həyati meyil və arzuları, məhəbbətə münasibətləri və başqa fərqli cizgiləri ilə dolğun səciyyələnir. Dahi şair müxtəlif xarakterlərin özünəməxsus təbiətlərini söz sənətinin ən incə ifadə imkanları ilə təqdim etmiş, bədii təsvir vasitələrini xüsusi məharətlə işlətməmişdir. Hər iki əsərdə öz əksini tapan bir əhvalata – İskəndərlə yaralı Daranın döyüş meydanında görüşünün təsvirinə nəzər salmaq. Hər iki sənətkar bu psixoloji və ibrətamiz səhnənin təsvirində böyük məharət göstərmiş, söz sənətinin bütün imkanlarından ustalıqla faydalanmışdır. Bütün səhnəni qarşılaşdırmağa imkan olmadığı üçün yalnız Daranın vəsiyyəti üzərində dayanırıq. Firdovsinin əsərində Dara qızı Rövşənəklə evlənməyi İskəndərə belə vəsiyyət edir:

زمن پاک دل دختر من بخواه

بدارش بارام بر پیشگاه

کجا مادرش روشنک نام کرد

جهانرا بدو شاد و پدram کرد

نیاری بفرزند من سرزنش

نه پیغاره از مردم بدکنش

چو پرورده شهریاران بود

ببزم افسر نامداران بود

(4,402)

(Məndən mənim təmiz ürəkli qızımı istə, onu öz sarayına apar. Anası onu Rövşənək adlandırmış, dünyanı onunla şad və gözəl etmişdir. Mənim övladımı məzəmmət eləmə. O, pis rəyli adamlardan deyil. O, şəhriyarlar tərəfindən bəslənildiyindən, məclisdə şöhrətliyərin başının tacı olmağa layiqdir)

Daranın bu vəsiyyətini Nizami belə ifadə edir:

همان روشنک را که دخت من است

بدان نازکی دست پخت من است

بهم خوانی خود کنی سر بلند

که خوان گردد از نازکان ارجمند

دل روشن از روشنگ برمتاب

که با روشنی به بود آفتاب

(9,287)

(Mənim qızım Rövşənəyi, bu naziklikdə öz əlimlə bəslədiyim o zərif qızı öz həmsüfrən etməklə başını uca elə ki, süfrə naziklərlə əziz olar. İşıqlı ürəyini Rövşənəkdən ayırma ki, günəş işıqla daha xoş olar)

NƏTİCƏ

Göründüyü kimi, hər iki şair poetik zinətlərlə öz təsvirlərini daha təsirli etməyə müvəffəq olmuşlar. Ancaq Firdovsidə atanın dili ilə Rövşənəyin əsil-nəcabətinin yüksəkliyinə toxunulur. Bu parçada gözəl bədii sifətlərdən (epitetlər), hüsni-təlildən istifadə edilir. Nizami isə Rövşənək sözünün ləfzi mənasından da ustalıqla faydalanaraq hüsni-təlil, təşbihlə yanaşı, mənalı təcnislərilə də bədii məqsədi daha cazibəli ifadə edir. Son beytdəki “rövşən”, “Rövşənək”, “rövşəni” sözləri Nizami şeirinin ahəngini də gözəlləşdirir.

X əsr fars-tacik qəhrəmanlıq eposu ənənələrinə əsaslanan Firdovsi yaradıcılığının poetik uğurlarına da Nizami bədii təfəkkür tarixinə getirdiyi yeni ölməz ənənələr zəminində müraciət etmiş, özünün bədii kəşfləri ilə bunları daha da zənginləşdirərək sonrakı Şərq məsnəvi şeirində bədii ənənəyə çevirməklə fərqlənmişdir.

Yaradıcılığında məzmunla poetikanın tənəsübünü maksimum dərəcədə gözləyən böyük sənətkarın poemalarında, hər şeydən əvvəl, şairin bədii məqsədinin özündən gələn poetik bir səliqə və orijinal bədii biçim diqqəti cəlb edir. Şair şərq xalqlarının şifahi ədəbiyyatlarında geniş yayılmış məşhur mövzuları orijinal sənətkar təxəyyülünə xas bir məharətlə işlənməmişdir. Nizami şərq xalqları içərisində bir növ pərakəndə tərzdə yayılmış dini-tarixi və əfsanəvi rəvayətləri öz yüksək bəşəri amalı ətrafında birləşdirərək, xalq yaradıcılığı və klassik şeirdə dəfələrlə xatırlanan tarixi əhvalatları, tarixi əsas olan rəvayətlərin ülvi ideallarının ifadəsinə çevirməklə onlardan yeni zəmində, orijinal yönümdə faydalanmışdır.

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Ilham Aliyev and Azerbaijani Education

İlham Aliyev ve Azerbaycan Eğitimi

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Abstract

In many ways, the formation and development of Azerbaijani science and education in the twentieth century was closely linked with the name of the great leader Heydar Aliyev, a prominent figure in the history of our national and statehood, the founder of the modern Republic of Azerbaijan. The President of the Republic of Azerbaijan, Mr. Ilham Aliyev, who successfully continues and develops his purposeful national statehood, economic, cultural, scientific and educational policy, and is distinguished among world statesmen and politicians by his special sensitivity to scientists, also expressed his views on relevant issues. "At all times Heydar Aliyev's attention and care for science was at a very high level. He knew very well that the development of science plays an exceptional role in the progress of every country, every nation. Looking at the history, past and experience of different countries, we see that neither natural resources nor geographical location, but the intellectual potential, the level of science determines the progress of countries and turns the country into a developed country. I want to say again, this is my firm opinion that for the normal development of any country, first of all, the development of knowledge, literacy, science is needed. The above-mentioned quotations show once again that President Ilham Aliyev, like all other testaments, consistently implements the far-sighted recommendations of the Great Leader to support the development of science in Azerbaijan and raises our science, education and culture to the heights worthy of our people. Distinguished by his great management and organizational skills, innate talent, high intellect, comprehensive and deep knowledge, innovative approach to problems and their solutions, the President can be called a great patron of science and education, scientists and teachers. Much has been done in recent decades to reform the science funding system and improve the system. First of all, it is necessary to mention the Science Development Fund under the President of the Republic of Azerbaijan, established in 2009. The Foundation is a non-profit legal entity that serves the development of science by providing targeted funding in the form of grants for research and other scientific activities in fundamental, applied and research-innovative areas on the basis of a state order. At a time when the Covid 19 pandemic is spreading all over the world, the mass spread of the coronavirus in the country has been curtailed, dangerous migration processes, cases that could create a quarantine procedure have been fully controlled, and a high level of public awareness has been organized. Thus, despite all the difficulties, including the parallel global financial crisis, today the country's economy has developed quite normally, the implementation of new mega-projects has been ensured. It is noteworthy that no matter how widespread the pandemic was and the severity of the problems it created, it was the ability of our President to control the situation that did not prevent the liberation of our native Karabakh from enemy occupation. It should also be noted that Azerbaijan's exemplary experience in combating the pandemic has been positively assessed internationally and has been widely used by many countries as an action plan. The purpose of writing the article is to study these areas, to analyze the history and future prospects of the development of the Azerbaijani education system. Methods of analysis, synthesis, induction, deduction, content analysis and comparative analysis were used in writing the research work.

Keyword: Modernization, education programs, innovations

Özet

Azerbaycan bilim ve eğitiminin yirminci yüzyılda oluşumu ve gelişimi, birçok yönden, modern Azerbaycan Cumhuriyeti'nin kurucusu, milli ve devlet tarihimizin önde gelen şahsiyetlerinden büyük lider Haydar Aliyev'in adıyla yakından bağlantılıdır. Milli devletçiliği, ekonomik, kültürel, bilimsel ve eğitim politikasını başarıyla sürdüren ve geliştiren, bilim adamlarına karşı özel duyarlılığıyla dünya devlet adamları ve politikacıları arasında öne çıkan Azerbaycan Cumhuriyeti Cumhurbaşkanı Sayın İlham Aliyev de, ilgili konularda babası Haydar Aliyevi örnek almış ve söylemiştir: "Her zaman Haydar Aliyev'in bilime olan ilgisi ve özeni çok yüksek düzeydeydi. Bilimin gelişiminin her ülkenin, her ulusun ilerlemesinde istisnai bir rol oynadığını çok iyi biliyordu. Farklı ülkelerin tarihine, geçmişine ve tecrübesine baktığımızda, ülkelerin ilerlemesini belirleyen ve ülkeyi gelişmiş bir ülke haline getirenin doğal kaynaklar veya coğrafi konum değil, entelektüel potansiyel, bilim seviyesi olduğunu görüyoruz. Tekrar söylemek isterim ki, herhangi bir ülkenin normal gelişimi için her şeyden önce bilginin, okuryazarlığın, bilimin geliştirilmesi gerektiğine dair kesin görüşümdür. Yukarıdaki alıntılar, Cumhurbaşkanı İlham Aliyev'in diğer tüm vasiyetler gibi, Azerbaycan'da bilimin gelişmesini desteklemek için Ulu Önder'in ileri görüşlü tavsiyelerini tutarlı bir şekilde uyguladığını ve bilimimizi, eğitimimizi ve kültürümüzü layık görülen yükseklere çıkardığını bir kez daha göstermektedir. Büyük yönetim ve organizasyon becerileri, doğuştan gelen yeteneği, yüksek zekası, kapsamlı ve derin bilgisi, sorunlara ve çözümlerine yenilikçi yaklaşımı ile öne çıkan Başkan, bilim ve eğitimin, bilim adamlarının ve öğretmenlerin büyük bir hamisi olarak adlandırılabilir. Son yıllarda bilim finansman sisteminde reform yapmak ve sistemi iyileştirmek için çok şey yapıldı. Her şeyden önce, 2009 yılında kurulan Azerbaycan Cumhuriyeti Cumhurbaşkanına bağlı Bilim Geliştirme Fonu'ndan bahsetmek gerekiyor. Vakıf, devlet düzeni temelinde temel, uygulamalı ve araştırma-yenilikçi alanlarda araştırma ve diğer bilimsel faaliyetler için hibeler şeklinde hedefli finansman sağlayarak bilimin gelişimine hizmet eden kar amacı gütmeyen bir tüzel kişiliktir. Covid 19 pandemisinin tüm dünyaya yayıldığı bir dönemde, ülkede koronavirüsün kitlesel yayılımı kısıtlandı, tehlikeli göç süreçleri kontrol altına alındı, karantina sürecinin oluşturabileceği vakalar tamamen kontrol altına alındı ve kamuoyu üst düzeyde düzenlendi. Böylece, paralel küresel finansal kriz de dahil olmak üzere tüm zorluklara rağmen, bugün ülke ekonomisi oldukça normal bir şekilde gelişmiş, yeni mega projelerin uygulanması sağlanmıştır. Pandemi ne kadar yaygın olursa olsun ve yarattığı sorunların ciddiyeti ne olursa olsun, vatanımız Karabağ'ın düşman işgalinden kurtarılmasına engel olmayan şeyin Cumhurbaşkanımızın durumu kontrol etme kabiliyetinin olması dikkat çekicidir. Azerbaycan'ın pandemi ile mücadeledeki örnek deneyiminin uluslararası düzeyde olumlu değerlendirildiğini ve birçok ülke tarafından bir eylem planı olarak yaygın olarak kullanıldığını da belirtmek gerekir. Makaleyi yazmanın amacı, bu alanları incelemek, Azerbaycan eğitim sisteminin gelişiminin tarihini ve gelecekteki beklentilerini analiz etmektir. Araştırma çalışmasının yazımında analiz, sentez, tümevarım, tümdengelim, içerik analizi ve karşılaştırmalı analiz yöntemleri kullanılmıştır.

Tanıtım

Eğitim, bir kişiyi önceki nesillerin bilgi, değer ve deneyimleriyle tanıştırma süreci ve sonucudur. Eğitim yoluyla kültür bir nesilden diğerine aktarılır. Bir yandan eğitim, ekonomik ve politik alanlardan etkilenir. Kamusal yaşam ve sosyo-kültürel çevre - ulusal, bölgesel, dini gelenekler (bu nedenle, eğitim modelleri ve biçimleri önemli ölçüde farklıdır: Rus, Amerikan, Fransız eğitim sistemleri hakkında konuşabiliriz). Öte yandan eğitim, toplumun tüm alanlarını etkileyebilen görece bağımsız bir toplumsal yaşam alt sistemidir. Böylece, ülkedeki eğitimin modernizasyonu, işgücü kaynaklarının kalitesinin daha da iyileştirilmesine izin verir ve sonuç olarak ekonominin gelişmesine katkıda bulunur. Yurttaşlık eğitimi toplumun siyasi alanının demokratikleşmesine, hukuk eğitimi ise hukuk kültürünün güçlenmesine katkıda bulunur. Genel olarak, yüksek kaliteli eğitim, hem genel kültürel hem de mesleki açıdan uyumlu bir kişilik

oluşturur. Makalenin yazılma amacı Azerbaycan'da eğitimin gelişmişlik düzeyine ışık tutmak, eğitim alanında başarılı adımlar atılmasında İlham Aliyev'in rolünü incelemektir.

Bağımsız Azerbaycan tarihimizde eğitimin insan hayatındaki önemli rolünü değerlendiren büyük liderimiz Haydar Aliyev, hayatımızın zorluklarına rağmen gençlerimizin yetiştirilmesi gerektiğini kaydetti. Yani okulların ve eğitim kurumlarının çalışmalarına daha fazla dikkat etmeliyiz. Her türlü zorluğa rağmen eğitimi yaşatmalıyız. Gençler bağımsız bilgi edinmeli ve eğitilmelidir. Azerbaycan'daki cumhurbaşkanlığı döneminde büyük lider eğitim alanında büyük reformlar yaptı ve devlet programları onaylandı ve uygulandı.[1] Haydar Aliyev'in politikasının değerli bir halefi olan Cumhurbaşkanı İlham Aliyev, Azerbaycan'ı yönettiği 2003 yılından bu yana her zaman eğitim sistemine odaklandı. Azerbaycan Cumhuriyeti Cumhurbaşkanı İlham Aliyev, büyük lider Haydar Aliyev'in milli inşaat alanında geliştirdiği stratejik çizgiyi başarıyla sürdürmekte, Azerbaycan'ın sürdürülebilir ve sürdürülebilir kalkınmasına yönelik program ve projelerin uygulanmasını sağlamaktadır.

Modern küreselleşme çağında, Azerbaycan'da ulusal ilerlemenin tek yolu bilim ve eğitimin, yeni bilginin, entelektüel emeğin geliştirilmesinin yanı sıra hükümetin tüm düzeylerinde bilgisayar ve bilgi teknolojisinin yaygın olarak kullanılmasıdır. Bu gerçek, devletin başarılı bilim ve eğitim politikası göz önüne alındığında, bu alandaki bir takım sorunların çözümü önemlidir. Unutulmamalıdır ki, ülkede eğitime verilen özel önem, ülkemizin hızlı ekonomik kalkınma yolunda olması ve bol finansal fırsatlar elde etmesinden kaynaklanmaktadır. Bu nedenle, eğitimin her alanda orantılı olarak geliştirilmesi ciddi yatırımlar gerektirdiğinden, devletin son yıllardaki mali kaynakları bu alanda küresel projelerin başlatılması için elverişli koşullar yaratmıştır.[6]

Bugün Azerbaycan'da eğitime özen en üst düzeydedir. Bu alanda yapılan her reform, meydana gelen her olay, öncelikle Azerbaycan'ın mutlu geleceği için hesaplanmıştır. Azerbaycan'da eğitime dikkat ve özen geçen yüzyılın 60'lı yıllarında başladı. 1969 yazından itibaren milli lider Haydar Aliyev Azerbaycan'daki eğitim kurumlarının modernizasyonunu, maddi ve teknik altyapısını ve eğitim kalitesini güçlendirmesini bizzat denetledi. Yetenekli gençlerin belirlenmesi, o dönemde modern ve yeni teknolojilerin uygulanması her zaman ülke liderinin odak noktasında olmuştur. Büyük Önder'in büyük ilgi ve dikkati, Azerbaycan gençliğini SSCB'nin ve yurtdışındaki prestijli üniversitelerde okumak için göndermekti. Böylece, 1980 yılında Büyük Önder'in girişimiyle, SSCB'nin 49 şehrinde 170 üniversitede 244 uzmanlık dalında 3.500'den fazla Azerbaycanlı öğrenci ve 100'den fazla lisansüstü öğrenci okudu.[2] Ulusal Lider, bu öğrencileri her yıl başka şehirlere göndermeden önce bir araya getirmeyi bir gelenek haline getirdi.

Azerbaycan halkı, bugün Cumhurbaşkanı İlham Aliyev'in Milli Lider'in izlediği politikayı başarıyla sürdürmesinden dolayı mutludur. Şu anda Azerbaycan'daki okulların yüzde 90'ından fazlası bilgisayar ve diğer bilgi ve iletişim teknolojileri (BİT) ile donatılmıştır. Ülkede 15.000'den fazla BİT eğitilmiş öğretmen bulunmaktadır. Ülkede 20 öğrenciye bir bilgisayarın oranı zaten çözülmüş durumda.[4]

Milli lider Haydar Aliyev'in gelenekleri, öğretmenlerin faaliyetlerini teşvik etmeye başarıyla devam ediyor. Öğretmenler hem mesleki tatillerinde hem de yeni öğretim yılının başlaması vesilesiyle devlete büyük özen gösterirler. Ortaokul, lise ve üniversitelerin yıldönümlerini kutlamak gibi teşvik edici anlar da var.

Cumhurbaşkanı İlham Aliyev'in eğitimin gelişimine gösterdiği özen ve özen, bu önemli faktörün son zamanlarda devlet politikasının önemli ilkeleri listesine dahil edildiğini doğrulamaktadır. Bu süreç başkentle sınırlı olmayıp bölgeleri de kapsamaktadır. Son birkaç yılda - XXI yüzyılın başında Azerbaycan'ın gerçek bir eğitim patlaması yaşaması tesadüf değildir. Ülkemizde her zamankinden daha fazla okul inşa edildi ve birçok okul için yeni binalar yapıldı. Bu süreç en uzak bölgelerimizi kapsıyor. Okulların maddi ve teknik altyapısının güçlendirilmesi için önemli çalışmalar yapılmıştır. Tüm ortaokullarda internete bağlı bilgisayar sınıfları kurulmuştur.[5,11]

Haydar Aliyev Vakfı'nın eğitimin gelişimine verdiği desteğin altı çizildi. Vakıf, ülkedeki okul inşaatlarıyla yakından ilgilenmenin yanı sıra, onlara görsel yardım ve okul malzemeleri sağlamada önemli bir rol oynamıştır. Bu süreç halen devam etmektedir.

Günümüzde eğitim alanında reformlar yapılmaktadır. Bütün bunlar bize modern Azerbaycan eğitiminin zengin ilerici gelenekleri, ulusal-manevi ve evrensel değerleri ve uluslararası deneyimi temelinde daha da gelişeceğinden emin olmamız için neden veriyor. Çünkü tüm başarılar büyük lider Haydar Aliyev'in fikirlerine dayanmaktadır.

Bu ana hat, Cumhurbaşkanı İlham Aliyev'in faaliyetlerinde başarıyla geliştirildi. 2013 yılında "Küreselleşme ve ülkede dil biliminin gelişimi bağlamında Azerbaycan dilinin zamanın gereklerine uygun olarak kullanılmasına ilişkin Devlet Programı", 2018 yılında "Saflığı koruma önlemleri hakkında kararname" kabul edildi. Azerbaycan dilinin öğretilmesi ve devlet dilinin daha da geliştirilmesi" imzalandı.

Sayın Cumhurbaşkanı vurguladı: "... Hem öğretmenler hem de veliler çocukları vatanseverlik ruhuyla yetiştirmeli ki, vatana bağlı olsunlar, milli ruhla büyüsünler, milli değerlerimizi her şeyin üstünde tutsunlar. Bu yüzden her zaman söylüyorum, milli değerlerimiz ve manevi değerlerimiz her şeyden önce bizim için. Onları korumalıyız, milli ruhumuzu muhafaza etmeliyiz çünkü geleceğimizin temeli bu." [3]

Sonuç. Öğretmenlerin çalışmalarını teşvik etmeye yönelik tedbirler sonucunda, öğretmenlerin toplumumuzdaki prestiji artmış ve yetenekli gençlerin öğretmenlik mesleğine olan ilgisi önemli ölçüde artmıştır. Elde edilen başarılar, devletin eğitim politikasının sürdürülebilir gelişimine gösterdiği özenin ve Azerbaycanlı öğretmenlerin özverili çalışmalarının meyvesidir. Cumhurbaşkanı İlham Aliyev'in girişimleriyle eğitim alanında gelecekteki stratejik hedeflerin doğru bir şekilde tanımlanacağına ve ülkenin entelektüel potansiyelinin eğitimi geliştirme hedefi etrafında harekete geçirileceğine eminim. Öğretmenlerimizin sorumluluklarını yerine getirmeye devam edeceklerine inanıyorum. Eğitim kalitesinin her düzeyde artırılması, ülkede çağdaş bir eğitim sisteminin kurulmasına ve beşeri sermayenin oluşmasına katkı sağlayacaktır. Genç nesli vatanseverlik, milli ve kültürel miras ve Azerbaycan ideolojisi ruhuyla yetiştirecekler ve son derece profesyonel ve yetkin, rekabetçi uzmanlar yetiştirmek için çok çalışacaklar.

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Public Policies and Innovative Methods in Azerbaijan during the Covid-19 Pandemic Process

Covid-19 Pandemi Sürecinde *Azerbaycan'da Kamu Politikaları ve Yenilikçi Yöntemler*

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Abstract

The aim of this study; It is to reveal the public policies implemented in Azerbaijan during the Covid-19 process, in general terms, and to make inferences for the future. The subject of this paper is the analysis of Azerbaijan's struggle with the deadly Covid-19 epidemic, which emerged in China in December 2019 and spread to the global level in a short time, its public policies, innovative methods and actors. The aim of this study; It will be prepared by scanning the current data and sources, using the literature review method. As with the emergence of Covid-19, the whole world, as well as the whole world, has been adversely affected in many ways in the Republic of Azerbaijan, and normal life has almost stopped and has made it necessary to develop important public policies in Azerbaijan during the Covid-19 pandemic. Beyond its short-term consequences for human health, the Covid-19 pandemic has important social, economic and political consequences in the medium and long-term. The world is experiencing a rapid change and transformation process. It is also possible to see the effects of the change and transformation process in the field of public administration. Today, changes are seen in every field and in parallel with this, the understanding of public administration is also changing. There are three main currents that shape the functioning of public administration. These; traditional public management approach (GKY), new public management approach (YKY), New Public Governance or New Public Service approach (YKH). As in the whole world, the Republic of Azerbaijan has also undergone political, social, economic and cultural changes and transformations. and continues to pass. Azerbaijan is a new young state that gained its independence with the dissolution of the USSR in 1991. In historical periods, it continued to exist under the occupation of Tsarist Russia and then the Soviet Union. Azerbaijan is a new state that gained its independence in 1991 with the dissolution of the USSR. In the historical process, it continued its existence first under the occupation of Tsarist Russia, and then under the occupation of the Soviet Union. The Republic of Azerbaijan has carried out new reforms in the fields of establishing a national state and effectiveness of public administration in accordance with the state management systems accepted in the modern world. The policy of the recent administrative reform efforts in the Azerbaijani public administration has served the following purpose: (1) the establishment of an effective and efficient public administration system that will support economic growth and development; (2) meeting social and societal demands in terms of transparency, participation and accountability; (3) improving the quality and distribution of human resources in public administration; (4) laying out the general strategies and determining the framework for the policies to be implemented by public institutions and organizations; (5) reducing the financing gap of public policies.

Keywords: Azerbaijan, Public Administration Reform, Covid-19, Public Policies, Reconstruction of the State, Evolution of the Public Administration.

Özet

Bu çalışmanın amacı; Covid-19 sürecinde *Azerbaycan*'da uygulanan kamu politikalarını, genel hatlarıyla ortaya koyma ve geleceğe yönelik çıkarımlarda bulunmaktır. Bu bildirinin konusu, 2019 yılının Aralık ayında Çin'de ortaya çıkan ve kısa süre içerisinde küresel düzeye yayılan, ölümcül Covid-19 salgını ile *Azerbaycan*'nın mücadelesini, izlediği kamu politikalarını ,yenilikçi yöntemleri ve aktörlerin üzerinden analizidir. Bu çalışmanın amacı; literatür taraması yöntemiyle, güncel veriler ve kaynaklar taranarak hazırlanacaktır. Covid-19'un ortaya çıkışı itibariyle tüm dünya olduğu gibi *Azerbaycan Cumhuriyeti*'de birçok yönden olumsuz şekilde etkilenmiş ve normal yaşam, neredeyse durmuştur ve Covid-19 pandemi sürecinde *Azerbaycan*'da önemli kamu politikaları geliştirmesini zorunlu kılmıştır. Covid-19 pandemi insan sağlığıyla ilgili kısa vadeli sonuçlarının ötesinde orta ve uzun vadede önemli sosyal, ekonomik ve politik sonuçlar doğurmaktadır. Dünyada hızlı bir değişim ve dönüşüm süreci yaşanmaktadır. Değişim ve dönüşüm sürecinin etkilerini kamu yönetimi alanında da görmek mümkündür. Günümüzde her alanda değişim görülmekte ve buna paralel olarak kamu yönetimi anlayışı da değişmektedir. Kamu yönetiminin işleyişine yön veren üç temel ana akım mevcuttur. Bunlar; geleneksel kamu yönetimi yaklaşımı (GKY), yeni kamu yönetimi anlayışı (YKY), Yeni Kamu Yönetimi veya Yeni Kamu Hizmeti yaklaşımı (YKH) olmuştur. *Tüm dünyada olduğu gibi, Azerbaycan Cumhuriyeti* de siyasal, toplumsal, ekonomik ve kültürel açıdan değişim, *dönüşüm* geçirmiştir. ve *geçirmeye devam etmektedir*. Azerbaycan, 1991 yılında SSCB'nin dağılması ile bağımsızlığını elde etmiş yeni bir genç devlettir. Tarihi dönemlerde önce Çarlık Rusya'sının, sonra ise Sovyetler Birliği'nin işgali altında varlığını devam ettirmiştir. Azerbaycan, 1991 yılında SSCB'nin dağılması ile bağımsızlığını elde etmiş yeni bir devlettir. Tarihsel süreçte ilk önce Çarlık Rusya'sının, sonrasında ise Sovyetler Birliği'nin işgali altında varlığını devam ettirmiştir. Azerbaycan Cumhuriyeti, modern dünyada kabul gören devlet yönetim sistemlerine uygun olarak milli devlet kurma ve kamu yönetiminin etkinliği alanlarında yeni reformlar gerçekleştirmiştir. Azerbaycan kamu yönetiminde son dönemlerde gerçekleştirilen idari reform çalışmalarının politikası şu amaca hizmet etmiştir: (1) ekonomik büyüme ve kalkınmayı destekleyecek etkin ve verimli bir kamu yönetimi sisteminin kurulması; (2) saydamlık, katılımcılık ve hesapverebilirlik açısından sosyal ve toplumsal taleplerin karşılanması; (3) kamu yönetiminde insan kaynakları kalitesinin ve görev dağılımının iyileştirilmesi; (4) kamu kurum ve kuruluşlarının uygulayacakları politikalar için genel stratejilerin ortaya konulması ve çerçevenin belirlenmesi; (5) kamu politikalarının finansman açığının azaltılması olmuştur.

Anahtar Kelimeler: Azerbaycan, Kamu Yönetimi Reformu, Covid-19, Kamu Politikaları, Devletin Yeniden İnşası, Kamu Yönetiminin Evrimi.

INTRODUCTION

In 2020, an event took place that affected the world and the world was faced with the Covid-19 pandemic. States were caught unprepared for this disease, they have experienced great difficulties in preventing and taking measures. In this period, states made intense efforts to implement the necessary practices in the field of health and economy. China- WHO Country Office announced that some pneumonia cases of unknown origin showed up in 31st of December, 2019 in Wuhan city of Hubei province of China and afterwards, It was described in January the 5th, 2020 as a corona virus which has not been diagnosed on human body.

As with the emergence of Covid-19, the whole world, as well as the whole world, has been adversely affected in many ways in the Republic of Azerbaijan, and normal life has almost stopped and has made it necessary to develop important public policies in Azerbaijan during the Covid-19 pandemic. For the first time, in mid-December 2019, pneumonia of unknown origin was detected in local residents associated with the local Huanan meat and seafood market in Wuhan, central Hubei Province, China. On December 31, 2019, the Chinese government informed the World Health Organization about the onset of pneumonia of unknown viral origin, which is spreading rapidly.

1. AN OVERALL EVALUATION FOR THE COVID-19 PANDEMIC PROCESS

The COVID-19 pandemic is not only a public health issue, but also a direct and indirect security issue. The COVID-19 epidemic, which shook the global political economy from the bottom, not only created a crisis in the field of health, but also created a crisis in the economic field of many countries.

Originally called 2019-nCoV, the disease was renamed COVID-2019 on February 11, 2020. Chinese scientists have identified the causative agent of the new coronavirus SARS-CoV-2.

In general, the world of viruses is much richer than that of plants and animals. Viruses are the natural means of transmitting genes among different species, directing evolution by creating genetic diversity.

The name of the coronavirus is derived from the Latin word "corona", which means "crown", "wreath" [Tatar, Adar, 2020, s. 33]. This is because the virus's electron microscope images have stripes reminiscent of the solar corona.

COVID-19 has also affected nation states, international organizations, global governance and great power competition.

2. FIGHT AGAINST COVID-19 IN AZERBAIJAN : PUBLIC POLICIES

From the first days of the global pandemic, under the leadership of President Ilham Aliyev, comprehensive preventive measures were taken, all the country's resources were mobilized to protect the health of citizens. Before the virus approached the country's borders, Azerbaijan resolutely joined

the fight against the coronavirus and took serious steps against it. Following the recommendations of the World Health Organization (WHO), the government realized the seriousness of the infection and became one of the first countries in the world to close its borders, close all educational institutions and postpone mass events and sports competitions. He took all necessary measures to prevent the spread of the disease, reduce the rate of infection and protect the health of its citizens. In order to protect the health and safety of the population, the quarantine regime was introduced by the decision of the Operational Headquarters under the Cabinet of Ministers, and requirements and rules were set that define special rules of conduct in the event of a pandemic [Hüseynova, 2020].

With the timely and prompt response of the President to this issue, our country has achieved success in the fight against the secret and invisible enemy. President Ilham Aliyev's purposeful strategy to protect the health of citizens has even been praised by international organizations. The WHO praised the steps taken in this area in our country, the work done, and set an example for other countries. Azerbaijan is recognized as one of the most successful countries in the world in the fight against the COVID-19 pandemic. At present, our republic is among the countries least affected by the pandemic.

The material and technical base of the country's health system plays a special role in the fight against COVID-19. In accordance with the President's instructions, first of all, the country's healthcare system has been adjusted to the standards required for effective fight against coronavirus. Thanks to the intensive and correct activities of the government, the health infrastructure has been focused on combating the pandemic, and the activities of relevant government agencies have been skillfully linked. Additional modern medical laboratories were purchased, new medical facilities were opened, and modular hospitals were installed in the country to detect cases of coronavirus infection. The opening of a 600-bed New Clinic, the construction of 11 modular hospitals, and the presence of 4,100 beds in these hospitals played an important role in the fight against COVID-19. If there were only 6 laboratories in Azerbaijan, now this number has reached 45 [Muradlı, 2020, 2].

President Ilham Aliyev also signed a decree on measures to protect the health of the population and strengthen the fight against coronavirus infection in the Republic of Azerbaijan. According to the decree, the Fund for Support of Coronavirus Control was established.

The purpose of the Coronavirus Control Support Fund is to prevent the spread of coronavirus infection in the Republic of Azerbaijan and to provide financial support to measures taken to combat it [Azərbaycan Respublikası Prezidentinin Sərəncamı, 2020, s. 2].

Protecting the health of the population in the Republic of Azerbaijan, providing medical care in accordance with world standards is one of the priorities of socio-economic policy in the country. To this end, the support of various segments of the population, including businesses, the demonstration of social solidarity is one of the most important issues that directly affect the effectiveness of the

work done, corporate social responsibility, a clear indicator of key factors reflecting state-citizen unity.

Prime Minister of Azerbaijan Ali Asadov has signed a resolution on the extension of the special quarantine regime in the country, the Task Force under the Cabinet of Ministers told.

According to the resolution, the special quarantine regime has been extended until 06:00 on July 1, 2022, to prevent the spread of coronavirus (COVID-19) infection and its possible complications in the country.

Moreover, the mandatory mask requirements will be lifted in Azerbaijan from May 1, 2022.

In addition, the wearing of masks will no longer be mandatory at the Heydar Aliyev International Airport, as well as the educational institutions operating in the country.

Due to the pandemic, the introduction of a quarantine regime has had a negative impact on the economy in Azerbaijan, as in other countries, and incomes have fallen. In particular, the suspension of a number of economic activities did not go unnoticed in the social welfare of citizens. However, the Azerbaijani state also took this into account. Despite the economic losses, the protection of the health of the country's citizens has become a priority of the state policy on the instructions of the President. Extensive social programs have been implemented in accordance with the orders and instructions of President IlhamAliyev. Billions of manats were spent from the state budget to eliminate the consequences of the pandemic and support citizens [Muradlı, 2020, 2]. This once again shows that along with people's health, welfare and social status are above all issues.

States have adopted different strategies in taking and implementing measures against the Covid-19 pandemic

The COVID-19 global epidemic seriously affects life in Azerbaijan, as it does all over the world, and causes changes that are likely to be permanent in the long run.

CONCLUSIONS

COVID-19 is the last international health crisis of 2019. This disease first appeared in Wuhan, China. The disease spread rapidly all over the world in a short time, causing millions of people to get sick and hundreds of thousands of people to die. Various epidemics and viruses have existed throughout history. It has often been possible to minimize the effects of these diseases at the end of a certain period.

When we look at the world statistics on COVID-19, we see that the results obtained in our country are really very effective and valuable. As a result of these measures, thousands of lives were saved. The disease was not allowed to spread and the situation got out of control. It has taken the most effective measures to minimize the impact of the global threat on its own population. There is a positive trend in the country regarding coronavirus. Our current commitment as citizens is to support

this positive trend, which has been achieved through hard work, and to achieve better results. Azerbaijan has confirmed 11 fresh coronavirus cases, 19 recoveries, and 9 recoveries over the past 24 hours, Operational Headquarters under the Azerbaijani Cabinet of Ministers told. The overall confirmed cases in Azerbaijan have reached 792 695 with 782,936 recoveries and 9,710 deaths. A total of 6,880,431 coronavirus tests have been conducted in the country so far. Azerbaijan's inclusive health system, equipped hospitals and competent health workers have been instrumental in successfully overcoming the COVID-19 pandemic.

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Humanization Component of National Security of Ukraine

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Abstract

Threats and challenges to Ukraine's security posed by the Russian Federation through the initial annexation of the Crimean Peninsula, further unleashed hostilities in eastern Ukraine in 2014 continued on a new and unprecedented scale since February 2022, putting it on the brink of extinction as a state. At the same time, the state is the political institution of society, the most optimal organization of its life, which is created by people and should serve the people, at the center of which is man. Such a human-centered approach is the basis of Ukraine's state policy and is enshrined in law. And man, his life, inviolability and security are recognized by the Constitution. Ukraine's highest social values. Therefore, human security, despite the legal regime of martial law, is recognized and should be guaranteed by the state as much as possible. This approach is in line with European values. This article is devoted to the humanization component of Ukraine's security.

Key words: human security, Ukraine, dignity, threats, human-centered approach.

INTRODUCTION

Ukraine's security issues in general, and human security in particular became unprecedented since 2014 - in connection with the annexation by the Russian Federation of the Autonomous Republic of Crimea and its further military action under direct participation of illegal "DPR" and "LPR" creation. However, unprecedented threats to Ukraine's security reached eight years later on February 24, 2022 - with the beginning of a full-scale invasion on the territory of Ukraine. The military invasion of the Russian Federation into Ukraine has endangered not only the future of Ukraine, its existence as a state, but the life and health of the forty-two million population of our state. Therefore, the human security issue is more important today than ever.

HUMAN SECURITY AS A MAIN ELEMENT OF UKRAINIAN NATIONAL SECURITY CONCEPTUALIZATION

The new national security strategy adopted by the Verkhovna Rada of Ukraine in 2020 is fundamentally different from the previous one approved by the Ukrainian Parliament in 2018. The newly adopted National Security Strategy of Ukraine in 2020 entitled like "Human Security is Country Security" has a humanistic nature itself and therefore not only by its name, but also by its content, it defines human security as a basic element, making security as human-centric as possible, thus bringing Ukraine closer to understanding the security issues identified by the international community (Decree of the President of Ukraine №392, 2020).

The term – “Human Security” in the modern world is seen as a certain level of conceptualization of security issues (Atanesyan A., 2014; p.30), and therefore the person / individual, his rights and freedoms are the main object of special security activity (of both state and non-state agents), which is namely called security safeguarding.

Moreover, today, elements of human security have become widespread and are not limited to a somewhat "narrow" understanding (primarily related to traditional military protection against external and internal threats / conflicts and wars), which is in the security and defense sector responsibility sphere. In the age of globalization and informatization, problems related to threats to survival, the level and quality / comfort of life and the guarantee of human dignity are becoming increasingly important.

Human security introduced a multidimensional framework focusing on the root causes of insecurity (UNDP, 1994): economic security, food security, health security, environmental security, personal security, community security, political security. Human security argues for addressing vulnerabilities apart from the lenses of military and external threats and regards sovereignty as ensuring security not only for the state and citizens but also for every individual. Apart from the notion of citizenship that links individual to the state, human security prioritizes individual over citizenry, separating individual's political identity from the state and the sovereignty. It also allows for the active participation of multiple actors (public or private, state or non-state) into security, thus leading transformation of the exercise of sovereignty and security-sovereignty nexus (Barbak A., 2019; p. 587).

In 1994, based on United Nations' Development Program, the United Nations Office for the Coordination of Humanitarian Affairs (UNHCR) identified seven key security dimensions that go beyond national security and are, in fact, of global nature, and therefore require the cooperation and consolidation of international community. Among them are such as:

1. Economic security, including job creation and implementation of anti-poverty measures.

2. Food security combines physical and economic availability of food, implementation of measures against hunger.

3. Health safety - relative protection against diseases and infections; availability of medical care.

4. Environmental safety includes access to drinking water, clean air and soil should ensure measures against depletion and pollution of natural resources, as well as natural disasters issues.

5. Personal security - protection from physical, including domestic, violence, crime and terrorism; protection of child labor.

6. Collective or group security - involves the use of measures against interethnic, religious or other tensions.

7. Political security - provides measures against political persecution, as well as protection of fundamental human rights and freedoms (Human security, 2009).

The approved list is not sustainable, because, in addition to general approaches, there are or may be new threats, the emergence of which is influenced by specific conditions of human existence, its place in society and so on. Such threats may mature gradually or may arise suddenly (Oscar A. Gómez & Des Gasper, 2013). In particular, in 1994, listing the threats, two main components of human security were identified: "freedom from fear" and "freedom from deficit". Later, during the discussions, another approach was added – "freedom to live with dignity" (Oscar A. Gómez & Des Gasper, 2013).

It is the approach which is the most progressive and relevant today. However, if we talk about its practical implementation, it should be noted that more acceptable position is within comprehension that human security includes a system of knowledge, technologies, institutions and actions that protect and ensure the biological existence of human life, as well as projects that ensure collective peace and prosperity for human freedoms (Paris, 2011). In fact, human security is an integral part of guaranteeing such security, that is, the nature of its security.

Recognizing a fairly wide range of security dimensions, the primary importance in it, according to some analysts, is played by issues related primarily to the protection of human dignity and human rights (Acharya, A., 2001, p. 450). Ensuring human security, human rights and freedoms can be achieved by eliminating threats and creating conditions for their prevention.

ADAPTATION OF HUMANIZATION SAFETY COMPONENTS TO THE CURRENT SAFETY ENVIRONMENT IN UKRAINE

In addition, the security components must be adapted to each country individually, based on the state of human security in Ukraine is determined by both global and national factors.

Over the past year's global security issues and the value of drinking water have faced a major public health problem: the pandemic of coronavirus infection, which is exacerbated by globalization. This threat to the secure existence of humanity has become a serious test for the world community and a kind of "test" on its ability to solve global problems in a consolidated way. Scientists and physicians around the world are now working together to address this issue, but the effectiveness of the governments of the world's most developed countries is questionable, and depends largely on how populist their policies are and how appropriate they are. Without rejecting the idea of providing medical care to underdeveloped countries as such, they agreed to share the vaccine only after meeting their own domestic needs. Ukraine's own experience in solving this problem was not very successful, the state of affairs in it indicated, 1) inability of the state of Ukraine to respond quickly and effectively to threats, performing its direct security functions; 2) the lack of a single consolidated vision of solving this problem by developed European countries; 3) the need to find reasonable compromises and optimal models of cooperation between the governments of different countries in order to save lives and ensure the safe coexistence of all.

Another example, of adapting security components to Ukraine's needs is Ukraine's experience of annexing Crimea, military aggression in the Donbas and the ongoing full-scale invasion of Ukraine by the Russian Federation since February 2022 is currently the most painful, acute and urgent. In the conditions of real military action, the state was forced to develop a qualitatively new defense strategy based on existing threats and guided by national interests, focusing on recognized international standards, taking into account Ukraine's integration into the Euro-Atlantic security space and NATO membership military security of Ukraine " (Decree of the President of Ukraine №121, 2021), as well as full membership in the European Union (Decree of the President of Ukraine №392, 2020).

Already now, facing a number of challenges provoked by large-scale actions on the territory within the martial law legal regime in Ukraine, the Armed Forces of Ukraine, the President, the Government, other government agencies and civil society as well as our international partners consolidated and are trying to solve a number of problems not only of military-political nature, but also humanitarian issues. This is primarily a matter of hunger, maintaining a minimum standard of living, health care, law and order, problems with the large number of internally displaced persons, guaranteeing their rights, etc.

CONCLUSION

New times create new challenges and need new solutions. However, despite all the unprecedented difficulties that Ukraine has encountered today, it stands firmly on the principles of declared values enshrined in its legislation, which today are the objects of its security. These are, first of all, people - their lives, health and legal rights and freedoms. The human-centered approach

enshrined in the current legislation of Ukraine, according to which human security is the dominant component in the security system and its provision is currently undergoing a test for its continued existence. however, this is how steel is hardened.

Let's cut this rock - as our compatriot Ivan Franko said.

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The Relationship between High-Performance Work Systems, Job Security and Job Embeddedness: A Mediation Model

İşe Gömülmüşlük, İş Güvencesi ve Yüksek Performanslı Çalışma Sistemleri Arasındaki İlişki: Bir Düzenlenmiş Aracılık Modeli

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Abstract

The job-related antecedents of job embeddedness have been demonstrated, but less is known about cross-domain outcomes, particularly how High-Performance Work Systems (HPWS) and job security may influence job embeddedness. This empirical study aims to investigate this unexplored side by considering social exchange theory. A mediation model is proposed in which HPWS positively influences tourism employees' job engagement through job security. The pilot study is planned, and data will be collected from full-time tourism employees in Antalya, Turkey. A self-administered questionnaire has been designed to be distributed during the peak tourism season.

Keywords: *High-Performance Work Systems, Job Security, Job Embeddedness, Tourism*

Özet

İşe gömülmüşlüğü öncülleri önceki çalışmalarda kanıtlanmış olsa da, özellikle Yüksek Performanslı Çalışma Sistemleri ve iş güvencesi gibi etki alanları arası yapıların işe gömülmüşlüğü nasıl etkileyebileceği hakkında daha az şey bilinmektedir. Bu ampirik çalışmanın amacı, Sosyal Değişim Teorisini göz önünde bulundurarak bu keşfedilmemiş yönü ele almaktır. Yüksek Performanslı Çalışma Sistemlerinin, iş güvenliği yoluyla turizm çalışanlarının işe gömülü olmalarını olumlu etkilediği bir arabuluculuk modeli önerilmiştir. Pilot test çalışmasının gerçekleştirilmesi planlanmış, veriler ise Antalya, Türkiye'deki tam zamanlı turizm çalışanlarından elde edilecektir. Veriler araştırmacılar tarafından katılımcılara yüksek turizm sezonunda dağıtılacaktır.

Anahtar Kelimeler: *Yüksek Performanslı Çalışma Sistemleri, İş Güvencesi, İşe Gömülmüşlük, Turizm*

INTRODUCTION

Thanks to its continuous development since the 1980s, the tourism industry in Turkey has always been considered a sector of strategic importance for the development of the local community, both economically and socially (Gunduz & Hatemi, 2005; Gul & Çağatay, 2015). With the exception of the coup attempt in 2016, tourist arrivals in Turkey followed an upward trend during the period from 1996 to 2018 (Aydin, 2022). However, the COVID -19 pandemic not only caused major damage to

the global economy, but also had a negative impact on the Turkish tourism industry. During the pandemic, the number of tourist arrivals in Turkey decreased by 70% and tourism revenues dropped down by 65% (Ministry of Culture and Tourism, 2021). In addition, a 16.3% decline in employment was reported for 2020 (World Travel and Tourism Council, 2021), arguably worsening the industry's reputation for its ability to provide stable employment conditions. Since tourism is a demand-driven industry (Schubert, 2011), the expected increase in tourism demand in the post-covid period is expected to lead to a positive development of the Turkish tourism sector. These positive expectations are also supported by the fact that prices in Turkey have become cheaper for international tourists due to the recent devaluation of the Turkish lira (Taskinsoy, 2022), and it has been noted that the devaluation of local currencies has a positive effect on tourism revenues (Yildiz, 2022).

However, it should be noted that the development of the Turkish tourism industry in 2022 still has some risks. First, "price" alone is not the only policy tool to influence the success of the tourism industry (Gul & Çağatay, 2015), so the devaluation of the Turkish lira may not lead to higher demand for international tourists. Second, hotel managers do not have optimistic expectations for 2022, and according to the study published by Ugurlu et al. (2022), managers of four- and five-star hotels are more concerned with reaching the break-even point, employing staff, and maintaining the hotel's image than making the expected profit for reasons such as a shortened tourist season, an unsatisfactory occupancy rate, and a negative deviation from corporate budget targets. More importantly, the tourism industry in general is considered vulnerable, as it has always been exposed to and threatened by global and localized crises (Fountain & Wolff, 2022). Considering the fact that Russian and Ukrainian tourists constitute %20 of the whole inbound arrivals in Turkey (World Travel and Tourism Council, 2021), the current Ukraine invasion also stands out as a potential risk to recovery in the tourism sector in Turkey in the post-covid period. Because it is fair to assume that a dramatic decrease will be observed in the number of tourists that will visit Turkey from both countries.

From a human resources management perspective, it is more difficult than ever to retain employees in the tourism industry, as it has lost prestige and attractiveness in the eyes of potential talent. Given the above circumstances and arguments, it is very likely that tourism industry employees are or will be affected by job insecurity. The formulation of the research problem of our study is: how to increase the willingness of workers to maintain their careers in the tourism industry? At this point, it may be strategically correct to focus on the notion of job embeddedness and the applications that positively affect employee embeddedness to retain these employees in a company, as it is negatively related to turnover intention (Bergiel et al., 2009; Dechawatanapaisal, 2018; Yang et al., 2019).

Even though previous studies contributed to expand current knowledge about the Turkish tourism sector by examining the relationship between job embeddedness and LMX quality (Akgunduz et al., 2022), distributive justice (Akgunduz & Cin, 2015), organizational support, and turnover intention (Akgunduz & Sanli, 2017), to our knowledge, this study is one of the first attempts to examine the influence of HPWS on job embeddedness through job security. To address this gap, our proposal refers to the efficient use of existing human resource practices to strengthen workplace embeddedness by healing tourism employees' feelings of job insecurity. In other words, our research model proposes to consider High-Performance Work Systems (HPWS) as an independent variable that ensures such a relationship. HPWS are defined as a group of separate but interrelated HR management practices that aim to improve employee and organizational performance (Guthrie, 2001). In addition to their influence on performance at both individual and organizational levels, they can also be used as a management tool to improve work engagement (Karatepe & Olugbade, 2016) and deal with turnover problems (Ma et al., 2020). Therefore, by examining social exchange theory, this study aims to pilot test a research model in which job security mediates the influence of HPWS on employee engagement at work. The focus of this study is threefold: (1) the impact of HPWS on workplace engagement, (b) the impact of workplace safety on workplace engagement, and (c) the mediating role of workplace safety within the above relationships. Data will be obtained from workers in the tourism industry in Antalya, Turkey in order to empirically test the mentioned relationships.

LITERATURE REVIEW

High-Performance Work Systems (HPWS)

Recently, it has been suggested that HPWS should be considered as a synonymous concept with commitment-oriented HR practices (Bakkalbasi, 2021), which refer to the creation of a social climate in the organization that improves employees' motivation in such a way that they act in the best interest of their organization rather than in the interest of themselves (Collins & Smith, 2006). Looking more specifically at the construct, applications such as comprehensive recruitment and selection processes, incentive compensation and performance management systems, employee engagement, training, and mentoring stand out as components of HPWS (Takeuchi et al., 2009). Although HPWS have been associated with desirable outcomes at both the organizational (e.g., Evans & Davis, 2005; Guthrie et al., 2009) and individual levels (e.g., Bailey et al., 2001; Wright & Boswell, 2002), the usefulness of HPWS has been criticized because the value of human capital could be transferred to other organizations when employees leave (Wright et al., 2001).

Indeed, HPWS transfer power to workers by increasing labor costs (Cappelli & Neumark, 2001). The norm of reciprocity, the basic rule of social exchange theory, which refers to the notion that "contributions are reciprocated and that ... the actions of one party are tied to those of another" (Rousseau, 1989, p. 128), forms the basis for this study's argument suggesting a positive relationship between HPWS and job security. That is, the fact that workers who assume their companies' expectations of repayment of their allocated expenses feel more secure about their employment conditions.

Job Security

This study adopts the idea suggested by Probst (2003) claiming that the perception of job security is influenced by both continuance of one's job and stability concerning desired features of one's job. In order to distinguish the satisfaction achieved one's job security, she assessed cognitive appraisal of the future of his or her job concerning the perceived level of stability and continuance of that job, by the measurement called job security index.

Previous studies suggested that job insecurity feeling is emerged due to the presence of some national/macroeconomic conditions such as poor economic conditions, insufficient social protection measures (Anderson, & Pontusson, 2007; Clark et al., 2010), industry decline, and shrinking demand (Roskies et al., 1993). Since workers affected by job insecurity intend to leave their companies (Lee & Jeong, 2017), are less engaged (De Spiegelaere et al., 2014), and show less commitment (De Witte & Naeswall, 2003), it is the responsibility of employers in the sector to implement useful HR applications to ensure the employability of workers in the industry.

Job Embeddedness

According to Mitchell et al. (2001), job embeddedness consists of three dimensions, namely, fit, links and sacrifice. On a matrix construct, each dimension connects the employee to the organization and community, and that big picture composed of mentioned connections explains why an employee remains at the present job. In other words, originating from different external forces, job embeddedness can be defined as the extent of an employee's "stuckness" to his or her organization and community (William Lee et al., 2014).

Besides, according to Reitz & Anderson (2011), the understanding of turnover and retention should be differentiated from each other. More specifically, they suggested that the reasons why a person stays at a job are not the reverse of the reasons why that same person might leave. When viewed from

this aspect, it can be said that the same solutions cannot apply to both retention and turnover issues. Moreover, the term job embeddedness is associated with retention, as it is characterized as a “retention” or “anti withdrawal” construct (Lee et al., 2004).

Besides, some of the studies pointed out that the conceptualization of HPWS should comprise job security, suggesting that, as long as companies invest in HPWS practices, employees become more valuable assets, so they should not be let go easily (Zacharatos et al., 2005; Shih et al., 2006). Based on this argument and the above discussion of the role of social exchange theory in grounding the relationship between HPWS and job security, it is reasonable to assume that workers will engage in "anti-withdrawal" behavior to keep their jobs as long as their jobs are secure. In summary, this study deepens our understanding of job embeddedness by examining the mediating effect of job security and by considering HPWS as an independent variable in one theoretical framework. Therefore; the following hypotheses are stated;

Hypothesis 1: HPWS is positively related to job embeddedness.

Hypothesis 2: HPWS is positively related to job security.

Hypothesis 3: Job security is positively related to job embeddedness.

Hypothesis 4: Job security mediates the relationship between HPWS fear and job embeddedness.

METHODOLOGY

Sample and Data Collection

This pilot test study will be gathered data from tourism organizations in Antalya, Turkey. The cover letter will be included a question to identify the participant’s contract type in the work setting (i.e., on-call, part-time, permanent, seasonal) to differentiate the study sample, followed by a brief paragraph clarifying the purpose of the study. In order to protect the anonymity of the respondents, a specific explanation will be made on the same cover letter. The cover letter, as well as the survey, will be distributed by a researcher to all participating employees. Since the hiring the seasonal employees is common in the tourism industry and past studies suggested different root-cause and solution alternatives to how to retain and motivate the seasonal employees (Lee-Ross, 1998; Lee & Moreo, 2007; McCole, 2015; Arasli & Arici, 2019); only the full-time employees will be included to the further analysis. Due to that reason, the judgmental sampling method will be used to differentiate the permanent contract holders and seasonal employees, utilizing the above-indicated question.

Measures

In order to measure job security, the 10-item scale developed by Oldham et al. (1986) will be used in this research. The reliability coefficient for the scale was 0,87. HPWS will be measured through the three most significant sub-dimensions of the construct namely; training, empowerment, and employee rewards. The empowerment scale (Cronbach's $\alpha = .81$) will be adapted from (Hayes, 1994), training (Cronbach's $\alpha = .87$), and employee rewards (Cronbach's $\alpha = .83$) will be measured using items from Boshoff and Allen (2000). A nine-item measure of organizational embeddedness (Holtom et al., 2006) is planned to measure job embeddedness. This measure assesses the fit, links, and sacrifice elements of job embeddedness as the construct was presented in Mitchell et al. (2001)’s original study. Cronbach’s α ’s were 0.78 (fit), 0.76 (sacrifice) and 0.78 (links).

Expected Results

The findings of the research are anticipated to show that HPWS is highly related to job security and work embeddedness. In other words, it is expected that workers working in the tourist sector in Turkey would have higher job security views as long as these firms include HPWS into their Human Resources strategy. Furthermore, it is believed that such job security perceptions will act as a buffer

between the combined impact of HPWS and job embeddedness. As a result, we anticipate that the empirical study's findings will validate all of the hypotheses raised.

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Aviation Safety: United Nation Helicopter Flights in Ercan Terminal Control Area (TMA)

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Abstract

Aviation Safety, Flight Safety and Aviation Security is one of the most important, whilst being a sensitive issue in the aviation industry. All flights including landings and take-offs are ensured because of strong safety and security measures taken at the airport and regular implementation of these measures taken in the air are published as international rules. These rules are shaped within the framework of ICAO rules. As a result of the events described in this article; aviation safety and aviation security are explained in the best possible way with examples. The priority of every aircraft in the sky or every flight in territorial waters of a country is flight safety and security to itself and other flights in the same vicinity. This is managed and coordinated with the relevant air traffic control unit. In this article, the flights of UN helicopters in Northern Cyprus territorial waters and Ercan TMA are examined for flight safety.

Key Words: AIP, Flight Safety, Aviation Security, Air Traffic Control, CAD, TMA, Swot Analysis

I. INTRODUCTION

Ercan Advisory Airspace has been providing Air Traffic Services (Annex2 /Annex11/ Doc4444) in the region since March 21, 1977, with its trained personnel. The TRNC AIP revised and re-published on 12 April 2002. Air Traffic Service within the framework of aviation rules is provided according to ICAO rules.

Cyprus was divided into two parts after 1974. Turkish Cypriots in the north and Greek Cypriots live in the south side of the island. Air traffic service in both regions continues uninterrupted and continuously on both sides of the Island. There are two major international airports, Larnaca and Paphos in the southern part of Cyprus, and Ercan Airport in the north part of the island. Especially at Larnaca and Ercan Airports flights are intense.

UN helicopters are making scheduled flights to control the borders. In this article, these flights will be examined for Traffic Safety and Flight Safety.

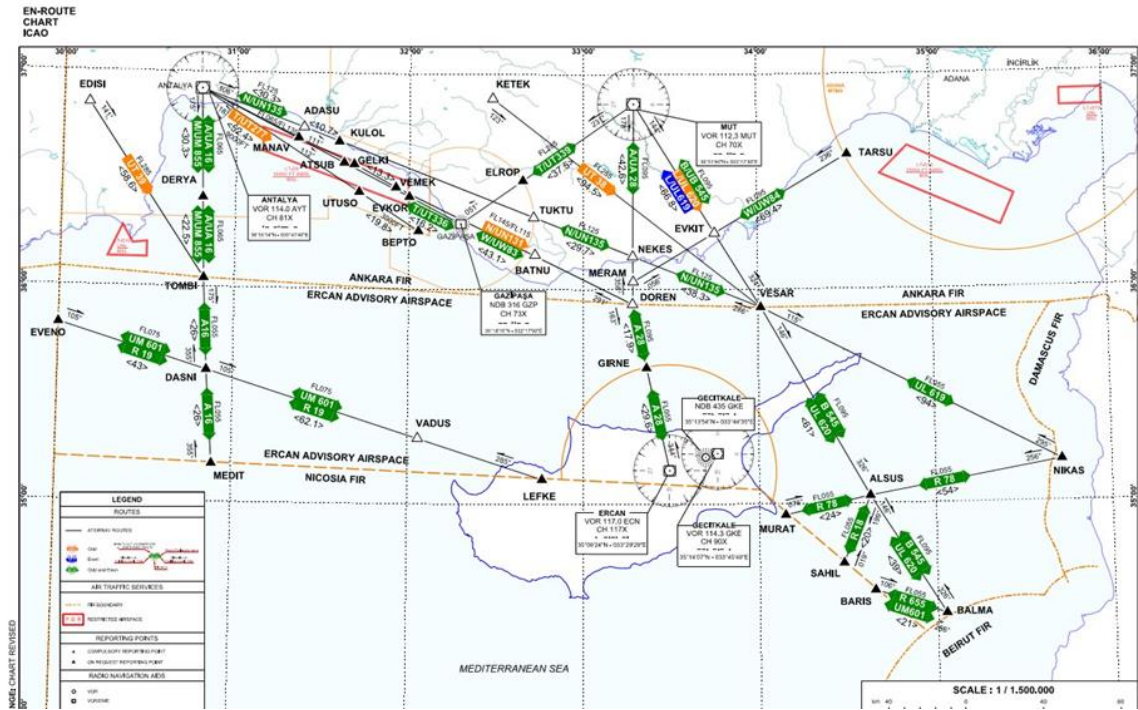


image 1: Ercan Advisory Airspace, 2022

UNFICYP (United Nation Peacekeeping Cyprus): The common Republic of Cyprus was established on August 18, 1960. There was a conflict between two communities in Cyprus and the Republic of Cyprus was corrupted. For this reason, the UN sent troops to Cyprus. UNFICYP, is a multinational military union established by the United Nations in 1964 to prevent conflicts between Turkish Cypriots and Greek Cypriots and ensure that the order and law on the island continue under normal conditions. This is how the UNFICYP mission started on March 6, 1964. UNFICYP operates in 3 sectors in Cyprus. Sector 1 total troop count is 226, Sector 2 total troop count is 163, and Sector 4 troop count is 190. There are approximately 579 UN soldiers serving in Cyprus.

The flights of the UN helicopters are as drawn in the image 2.

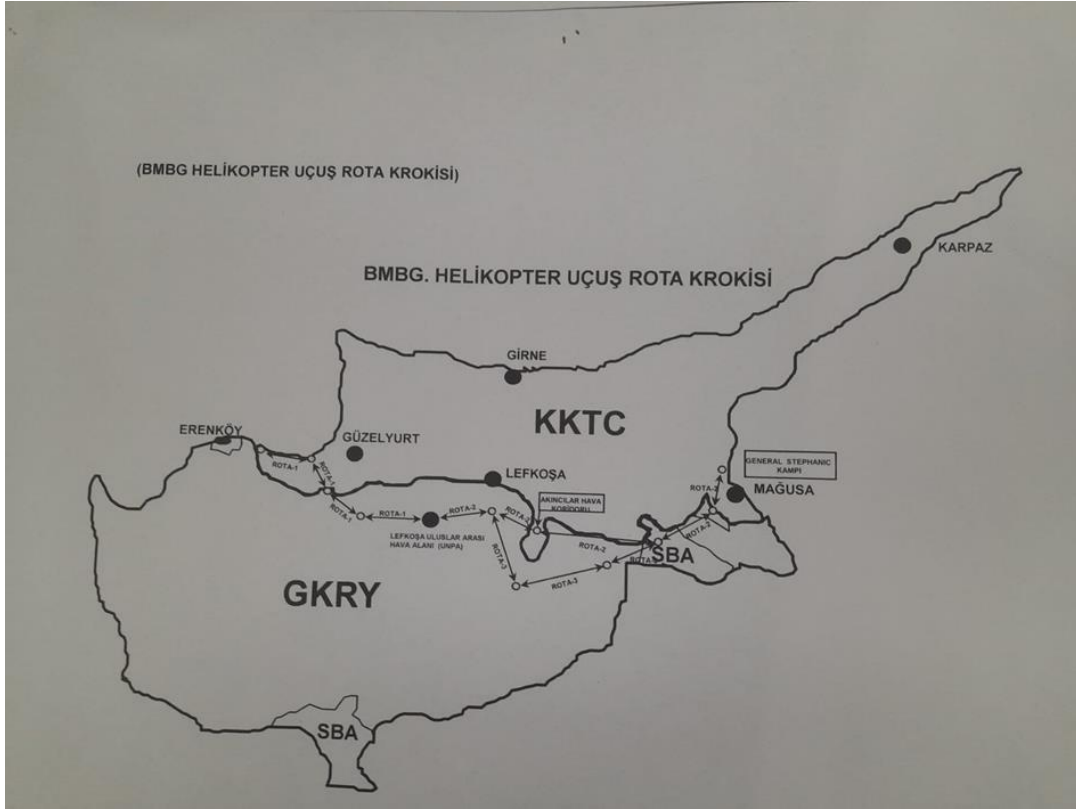


image 2: UN Helicopter flight routes, 2022

The UN helicopter, which is on duty at the border, makes patrol flights to General Stefanik Camp in the east, and Roka Camp (35 08 17 N; 032 050 11E) in the west. Stefanik Camp (35 08 16 N, 033 55 01) and Roka Camps are in the north part of the island. In addition, UN helicopters are flying dangerously over the village of Haspolat corridor, which is on the Ercan Airport take-off and landing line.

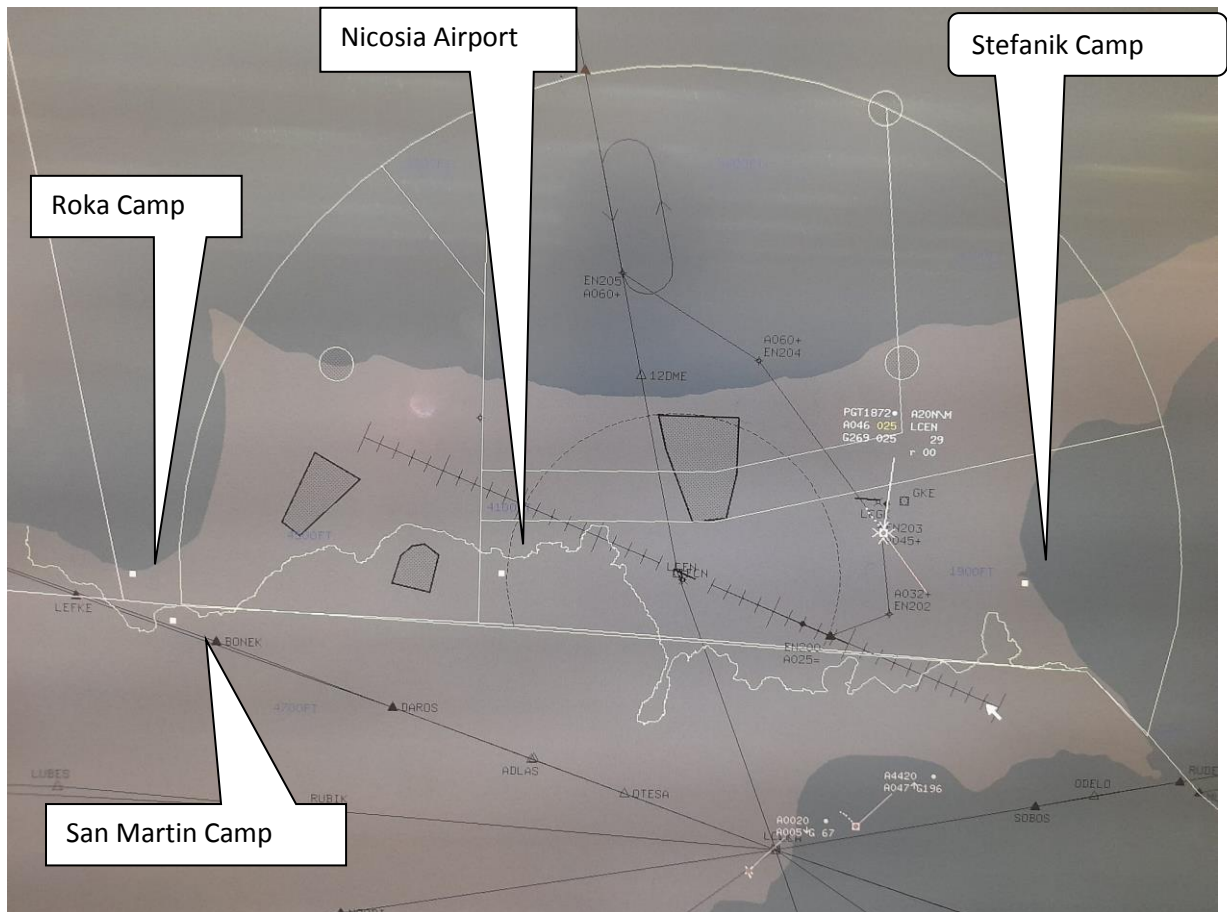


image 3: Roka Camp, Nicosia Airport, Stefanik Camp, 2022

While UN helicopters enter the border to the north part of the Turkish side with ROKA and Stefanik Camps, they pass through into Ercan TMA and fly over residential areas. Ercan TMA is a controlled area, and any flight requires coordination for flight safety. (Annex19, Flight Safety/Traffic Safety)

Ercan Advisory Airspace: is an area the Northern boundary of which coincides with the Southern boundary of Ankara FIR, Eastern limits coincides with the Western boundary of Damascus & Beirut FIRs, hence starting from the point 342430N-0345500E to 350400N-0340000E thence along 300000E upwards to join Ankara FIR in the West.

Ercan Terminal Control Area (TMA): Ercan TMA centred on 350858N-0332913E radius 30 NM joined at South 350630N-0325230E, 350400N-0340000E, 350000N-0340500E Unlimited/2000 FT AMSL (ENR 2.1-1, TRNC AIP)

Ercan TMA instructions: All IFR aircraft flying outside of the airway and all VFR aircraft entering a civil or military TMA shall establish direct radio contact with the TMA control unit at least 10 minutes before the TMA boundary and forward the following information:

- i. Point of TMA entry and estimated time over the boundary,
- ii. Flight level and conditions,
- iii. ETA (Estimate Time of Arrival) at destinations aerodrome if the destination aerodrome is within the TMA, or the ETA at the point of TMA exit if traversing the TMA route portion, flown within the TMA. (ENR 1.1-1, TRNC AIP)

- iv. Ercan Air Traffic Control Management Centre has been serving in Ercan Airspace since March 21, 1977, addition to this Ercan Airport has been proudly serving in the aviation industry in the north since February 3, 1977. Flights in Ercan airspace and Ercan Airport are increasing day by day.

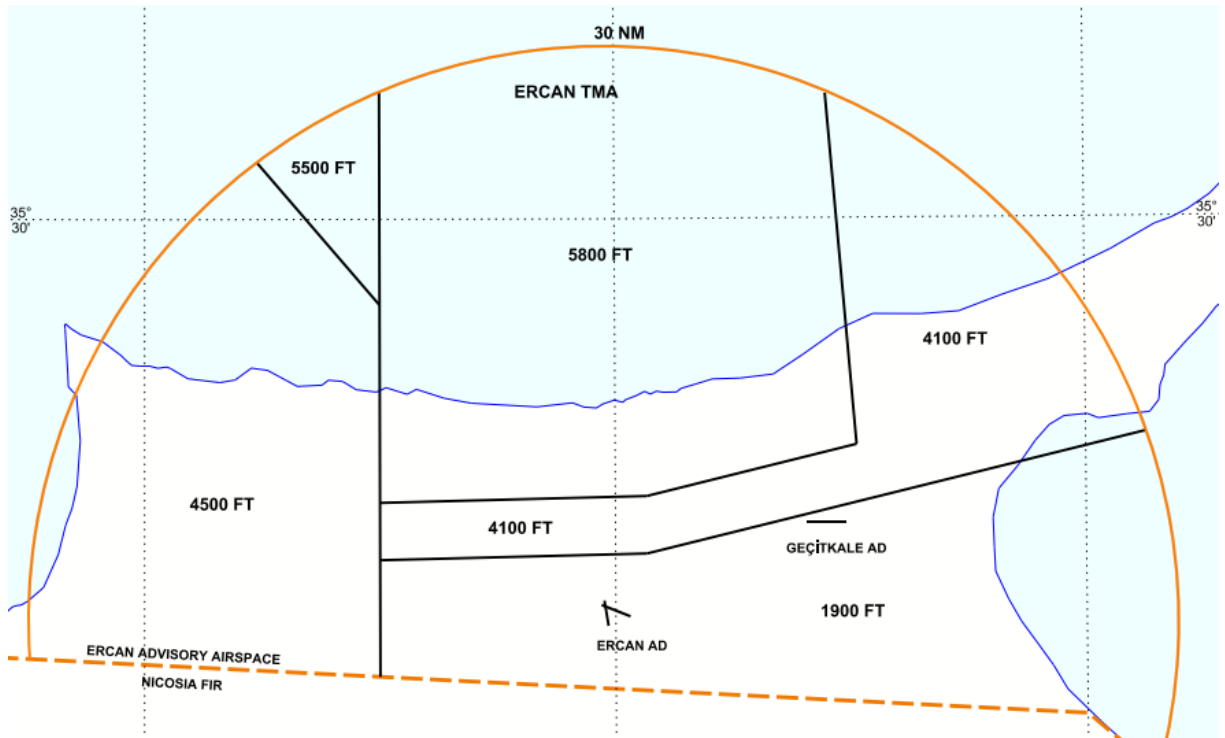


image 4: Ercan TMA,2022

2010-2016 Ercan Air Traffic Control Traffic Statistics

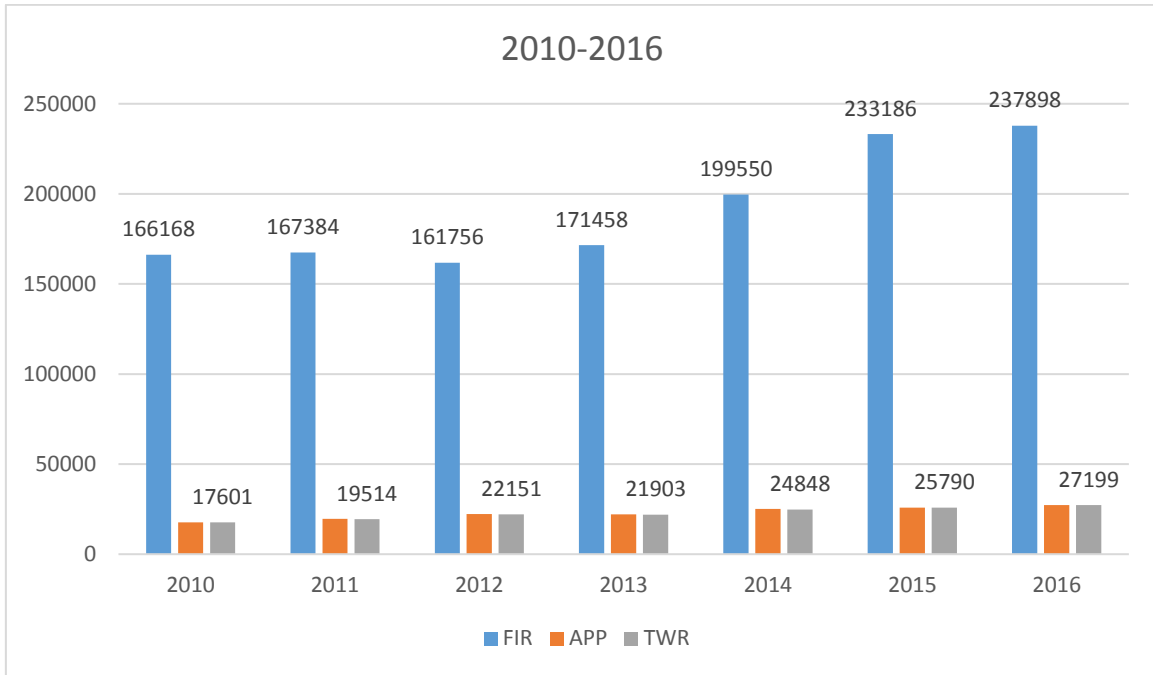


Table 1: Ercan Airspace traffic statistics, 2010-2016

2016-2021 Ercan Air Traffic Control Traffic Statistics

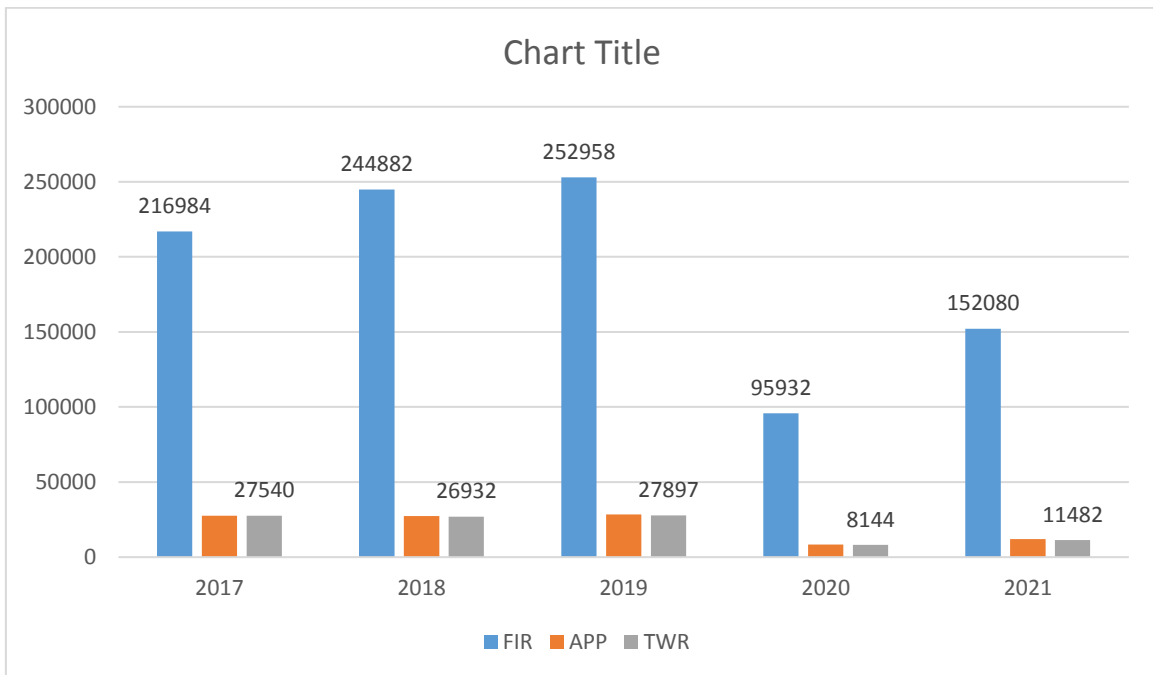


Table 2: Ercan Airspace traffic statistics, 2016-2021

Note: Due to the pandemic crisis from December 2019 to December 2021, it has been observed that there is a decrease in air traffic.



image 5: Ercan departures-arrivals, 2022

II. METHODOLOGY

Case study, primary and secondary sources along with SWOT Analysis are used in this article. This article was written with the contribution of controllers sharing their daily experiences working at Ercan Approach Control. The whole purpose is to contribute to flight safety.

III. DATA ANALYSIS AND THE WORK RESULTS

General Stefanik and Roka Camp Flights: These locations are in the territorial waters of Ercan TMA and published in the TRNC AIP. When UN helicopters enter the relevant camps; Stefanik and Roka Camp, they enter a controlled area within the framework of the real information described and within the ICAO rules. Therefore, it is necessary to contact Ercan Approach Control on both the 121.5 MHz emergency frequency and the Ercan Approach control unit frequency 127.750 MHz for both flight safety and traffic safety. Ercan Airport continues as it is stated that the traffic density increases every day. Finally, all flights to these camps are within the territory of the TRNC. There are residential areas and Ercan TMA is specified according to TRNC AIP. As a result, Ercan approach control should be contacted for traffic safety on flights to these regions. Ercan Control should be informed to avoid any danger 121.5 MHz emergency frequency or approach control frequency 127.750 MHz

Haspolat Corridor Flights: The flight of UN helicopters over the Haspolat corridor affects traffic safety and flight safety negatively and dangerously. There should be no flights in this region, or it is necessary to contact Ercan Control for these flights. It should be known that there is a settlement where there is a presence and there has been an airport here since February 3, 1975.

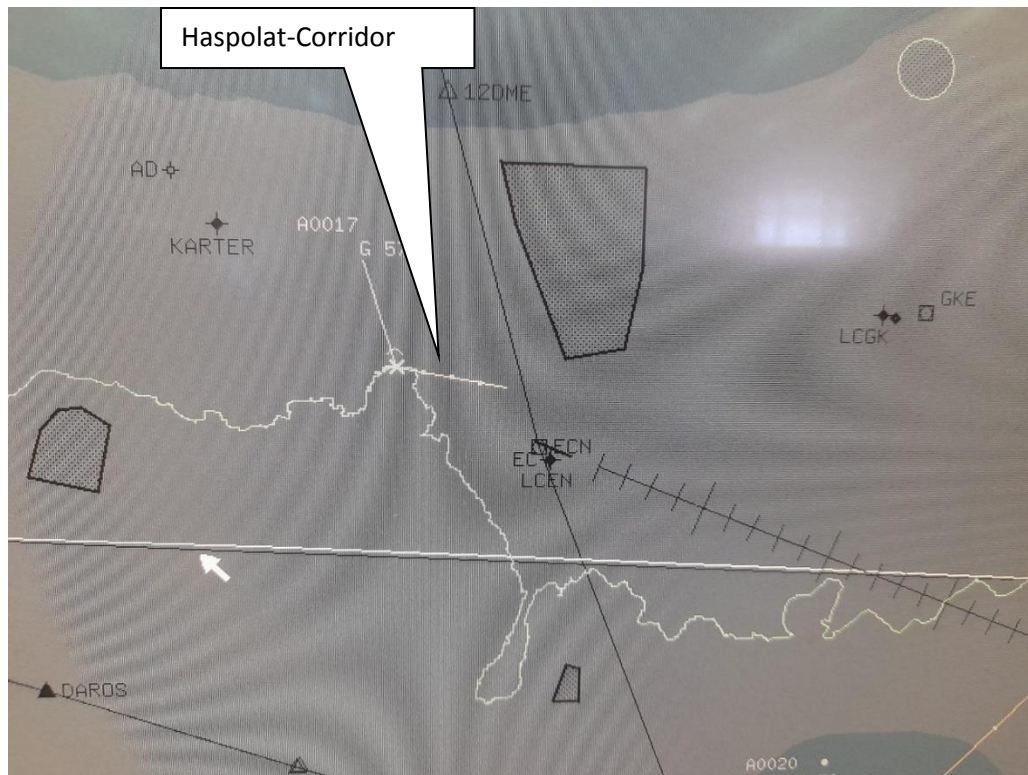


image 6: Haspolat corridor, 2022

III.I. Incidences and Border Violations

1. According to reported incidences On May 25, 2019, a UN helicopter flight in the Haspolat corridor, endangered flight safety.

2. On June 23,2019, a UN helicopter flight in the Haspolat corridor endangered two aircrafts (1050-1100 Local Time) approaching runway 29. Had the civilian aircraft approaching Ercan Airport need to abort landing it would be faced with the flight of the UN helicopter in its path. Although Ercan controllers made calls to the helicopter on the emergency frequency 121.5 MHz many times, to inform her about the inbound aircraft so she could manoeuvre to a safe area she did not answer. This is a danger to flight safety. All these events were also reported by TRNC Civil Aviation Department.

3. March 30, 2022 (1050:1054 Zulu Time): A UN helicopter flew in the Haspolat corridor along the border which is close to the approach/departure path of Ercan Airport, without two-way communication and did not respond to Ercan's calls on 121.5 MHz emergency frequency.

4. April 13, 2022 (09:00 - 09:10 Zulu Time): A UN helicopter flew without radio communication at the Roka Camp located in the TRNC settlement areas. The helicopter did not respond to Ercan air traffic controller calls on 121.5 MHz emergency frequency.

As Ercan Air Traffic Control is the authority in these areas, communication should have been established. Both flights are unacceptable for aviation safety. Aviation security; makes coordination and radio contact compulsory for traffic safety (Annex19).

5. April 20, 2022 (09:30 - 09:40 Zulu Time): A UN helicopter flew without radio communication at Roka Camp also located in the territorial waters of the TRNC settlement area. The helicopter did not respond to Ercan's calls on 121.5 MHz emergency frequency.



image 7: Border Violation (1), 2022



image 8: Border Violation (2), 2022

Finally, UN Helicopters should contact Ercan Control on 127.750 MHz, or 121.5 MHz on guard frequency for traffic safety, before entering this area or should not use the corridor as it infringes "Traffic Safety".

IV. CONCLUSION

First, I would like to emphasize that the 1919 Paris convention recognised the countries' airspaces as natural resources by granting the parties the right to national sovereignty over the airspaces over their land borders.

Air traffic control service is based on flight safety and traffic safety within the framework of ICAO rules. The aim is to provide air traffic service safely and orderly. As can be understood from what is explained within the framework of real people's information, UN helicopters uncontrollably enter the controlled

area and do not contact Ercan Control. Many examples of this were supported by the protests of the Turkish Security Force Command and Cyprus Turkish Civil Aviation Department.

Table 3: Correlation SWOT Analysis of UN Helicopter Flights in Ercan Terminal Control Area (TMA)

<p><i>Strength</i></p> <ul style="list-style-type: none"> - For Flight Safety, the existence of Ercan TMA should be accepted. - From 1939 to 1956, Ercan (RAF Tymbou) was used. Ercan airport is known for its history - The UN is in Cyprus for peace. UN flights should contact Ercan Control for flight safety and ICAO Rules. 	<p><i>Opportunities</i></p> <ul style="list-style-type: none"> - Solution of the Cyprus problem or political recognition accession to contact all aircraft flying in Ercan TMA and Ercan Advisory Airspace. - There will be a negotiation opportunity for the UN Central command for traffic safety - For flight safety, the recognition of Ercan Advisory Airspace and Ercan TMA is acceptable. - There is an opportunity for negotiation to ensure flight safety is acceptable.
<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> - Flight safety is adversely affected by non-contacting traffic in Ercan TMA. - Ercan TMA is not reliable since there are non-contact Visual Flight Rules (VFR) flights. - Lack of communication between both sides (UN and TRNC). 	<p><i>Threats</i></p> <ul style="list-style-type: none"> - Non-contact aircraft pose a hazard to other aircraft in contact. - Non-contact aircraft pose a danger to settlements. - Non-contact aircraft are unreliable when aircraft must be separated from each other. - Non-contact VFR flights pose a danger to the restricted areas in Ercan TMA. - Danger for UAV flying in Ercan TMA - Haspolat corridor (3Nm west of Rwy 11) dangerously affects Ercan Airport landings and take-offs.

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ICAO ANNEXES

Sandybayev, A.; Derkan, I.: *Correlation SWOT Analysis: A Case of Ercan International Airport in Strategic Business Planning and Management* (2015)

Sandybayev, A.; Derkan, I.: *Management System and Optimization: Life Cycle of Ercan International Airport (Northern Cyprus)*. *International Journal of Engineering, Business and Enterprise Applications*. Vol 1(10). pp. 52-57 (2014)

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Next Generation Air Transportation Application for Turkish National Airspace Development

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Abstract

Next Generation is a wide range of transformational processes, gradual changes of various parts and a set of programs for innovative implementation of the air transportation and national airspace system. An important and necessary part of the development is solving replacement of the ageing equipment that includes efforts for further application of Performance-Based Navigation (PBN), Communication, Surveillance, ATC management and Information sharing system to improve airspace capabilities. The United States and European Union are modernising their ATM systems applying the NextGen and SESAR concept to develop new capabilities airspace operation procedures using new technologies transforming from ground based ATM systems to satellite based navigation and digital data communication. In this study, analysed the full benefits of the NextGen-SESAR air transportation system shifting to the Turkey nasional airspace implementation, with defines positive impact on flight optimisation and Air Traffic Management. Using this modernisation initiatives, allow provide the new systems are able to operate harmonised and interoperable with the same set of capabilities in the onboard equipment to navigate, communicate as well as resulting in apply overall ATM system efficiency.

Keywords: Air Transportation, Traffic Management, Next Generation, Airspace, Aviation.

1. INTRODUCTION

Against the background of the production of new generation aircrafts, Air transportation is growing rapidly across the world and becoming an important structure of the global transportation network. Therefore, air transportation infrastructure consists of a combination of the appropriate ground facilities and air traffic management system necessary to provide adequate level of services concerning flight safety, system reliability and economic effect of airlines (Benito and Alonso, 2018).

Traditional air transportation system includes four main elements of the current operations. The airports, required to support ground operation, handling of the passengers and aircrafts operated by different airlines. The airlines, as a commercial structure leading body of systems whose primary function is passenger transport and cargo shipments. The commercial transport aircrafts user of the controlled airspace between destinations, represented the air part of the system's infrastructure. The air traffic control (ATC) Management system coordination of the flights via the controlled airspace and during ground movements at the airports (Teodorović and Janić, 2017). Thanks to liberalization, the aviation industry in the USA in 1978 and the sector in Europe has been open to competition and obviously it would contribute to growth steadily. At the present the European country has the world's largest airports in Germany, France and the United Kingdom. It represents a significant improvement in air transportation infrastructure in the region and intended at strengthening its aviation policy through a strategy along with applying the Next Generation concept in harmonization with the ambitious project called the Single European Sky. Taking into account global enhancement of the air transportation system and operational structure, Turkey is closely attending to their civil aviation policy development which is being implemented and modernized local airports and air traffic control and airspace management system (Servantie, 2015). Growing popularity of the flag carrier Turkish Airlines and other airlines operating in Turkey contributed to the opening of Istanbul new airport facilities and expected entry to service a modern airport in Northern Cyprus in 2022 (Nadiri et al., 2008).

The General Directorate of State Airports Authority (DHMI, 2022) reported the number of air passengers using 56 in Turkey airports in 2021- including transit passengers - totalled 128.4 million, which reached 68.7 million people for domestic and 59.7 million for international destinations. Currently 10 (4 passengers, 3 charter, 3 cargo) active airline companies with 558 aircraft availabilities in Turkey, conduct a flights to 445 destinations over 150 countries in table 1.

Table 1. Turkey Aviation Industry Data in 2021

Airports	Airlines	Aircrafts	Destinations	Countries	Passengers (M)
56	11	558	445	150	128.4

Note: Rize-Artvin airport is 57th in Turkey opened May, 14 2022

Forecasts based on the data recognised organizations and aviation experts in this area, air transportation is expected to rise an average 4.3% per year over the next 20 years and Turkey air transportation market is supposed to grow nearly at 109% by 2037 (IATA, 2018). Currently Turkey is the largest exporter of the aviation services carrying out commercial flights with regular and charter's purposes and a germinative airspace center for EU, Middle East and African continent. The Turkish Space Agency and Civil Aviation Authority coordinates together responsible for development and design of new technologies for ground and airspace operation providing flight safety for the 11 Turkish airline companies (Okumus, 2021; Erol, 2020).

Due to its strategic geographical location, Turkey becomes a regional and global air transport infrastructure with hub and spoke in Istanbul, Ankara and Antalya airports being applied to the next generation (Next Gen) air transportation system developing new technologies. Following the implementation of the Next Gen concept, the FAA has reached to track movements and define aircraft location offering effective flight routes and safe separation in the airspace reducing arrival time and shorter flight path, thus reducing fuel consumption and emit CO₂ gasses. Next Generation modernization in the air transportation system contributes to the development of communication and navigation systems, upgrading surveillance, automation and information management systems by adopting all elements across airports and ATC Management in figure 1 (Dickson and Whitley, 2020; Scovel and General, 2013).

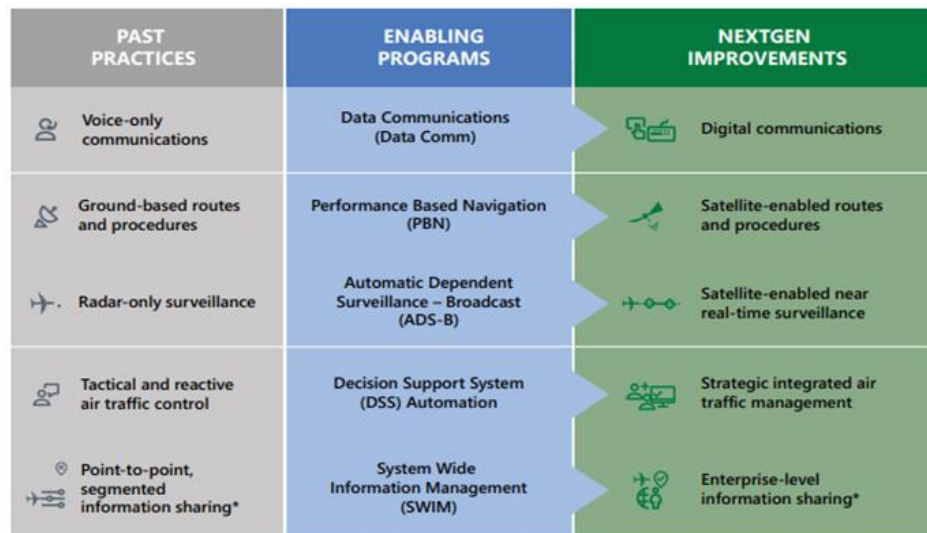


Figure 1. Before and After NextGen

Following the Memorandum of Cooperation signed between USA and EU in 2011 and revised in December 2017 defined scope of work and responsibilities of the program Next Generation (Next Gen) and Single European Sky ATM Research (SESAR). Nowadays the USA and EU are working a jointly to achieve harmonization two complex ATM system to ensure interoperability to fulfill the ideas of the ICAO Global Air Navigation Plan (Elwell, 2018)

Purpose of the NextGen (SESAR) concept is to deliver significant contributions to improve the air transport system features using new technologies and enhanced software of the Communication, Navigation, Surveillance, Air Traffic Control Management (ATC) and Information sharing structure (Sabatini et al, 2015; Brooker, 2008). SESAR/NextGen the key concept are includes:

- Data Communications (Data Comm), Data Comm Tower Service
- Performance Based Navigation ((PBN) (VOR/DME, B-RNAV and RNP)
- Automatic Dependent Surveillance–Broadcast (ADS-B) In and Out
- Decision Support System (DSS) Automation (Time Based Flow Management (TBFM), Terminal Flight Data Manager (TFDM)
- System Wide Information Management (SWIM) (Terminal Data Distribution System (STDDS), Cloud Distribution Service (SCDS))
- Operative interaction between aircraft and ATC systems, pilots and air traffic controllers is necessary to transform the NAS to enable Trajectory Based Operation.
- 4D Trajectory (4DT) Management (Trajectory Based Operations)

Distance Measuring Equipment (DME) is necessary to support continued PBN operations in case of disruption of the Global Navigation Satellite System (GNSS). The avionics equipment Inertial Reference Units (IRU) installed on the aircraft sustain PBN operations during short periods when GNSS is not available (Kim, 2018).

- Avionics (Inertial Reference Unit-IRU) (Blasch et al., 2015).

2. METHODOLOGY

The methodology of the study on this topic is based on determination of the increase in passenger and cargo traffic at major airports throughout Turkey. The tendency leads to a gradual increase in the aircraft fleet of the existing airline operators, consequently contributing to congestion of the airspace in the near future. Taking into account the frequency of regular flights from different countries of the

world, it can be assumed that by the next 20 years, air transportation will become the predominant transport sector in Turkey. The popular use of unmanned Urban Air Vehicles (UAV) will give a challenge to the improvement of all elements of the air transportation system to the application of new technologies and the transition to NextGen implementation. According to the analysis provided in this study, the increase in passenger turnover and cargo traffic in Turkey is unavoidable in table 2.

Table 2. Traffic flow in Turkey aerospace area Statistics and Forecasts (DHMI)

YEAR/TRAFFIC FLOW	PAX (M)	A/C Movement	Freight (Ton)	Cargo (Ton)
2019	208.911.338	2.034.430	4.090.168	1.522.404
2020	81.703.685	1.055.168	2.490.521	1.368.577
2021	95.138.285	1.157.438	2.478.965	1.461.693
2022	143.936.852	1.529.720	3.490.267	2.165.917
2023	167.004.653	1.723.841	3.922.169	2.499.401

A comparative analysis of the latest equipments, applied in the Air Transportation System via harmonization between of the two major ATM modernisation initiatives, NextGen in the U.S. and SESAR in Europe, the same means of providing Communications, Surveillance, Navigation, Automation and Airport Equipment, makes call for the transforming of Turkish Air Transport System, in order to avoid difficulties in ensuring flight safety in table 3.

Table 3. Comparative analysis of equipment between NextGen-SESAR and Turkey NAS.

NextGen Enabling Category	Past Practices	Current Program	NextGen-SESAR Enabling	Turkey NAS Enabling
Communication	Point to Point (Voice) Communication	DATA COMM	CPDLC (DCTS)	VCS and VRS, AFTN/AMHS
Navigation	Ground based routes and procedures	PBN	RNP/RNAV STAR with OPD	ILS/DME and DVOR/DME/NDB
Surveillance	Radar only	ADS-B	ADS-B Out	PSR and Mode-S MSSR
Air Traffic Control	Tactical and Reactive ATC	DSS	TFMS/TBFM/TFDM	AMAN/DMAN
Information Sharing (IS)	Point to point and segmented	SWIM	STDDS/SCDS	ATIS System

The study has developed the approach to obtain necessary information associated with benefits based on capabilities of applying NextGen concept in the air transportation system Turkey aviation industry. Civil Aviation Authority accountables should consider several of the OEMs participating to get estimated prices for the implementation capabilities of the NextGen new technologies to identify investment opportunities. In spite of many predictions, the benefits of using NextGen applications are often dependent on different variables which are not always predictable, but a reliable source of such benefits may appear with actual use of NextGen capabilities.

3. RESULT of the STUDY

The NextGen concept's main purpose is implemented in reducing adverse impact on the environment, providing more precise flight routes with fuel efficiency and identifying weather conditions and resolving hazards in the airspace enhancing flight safety. Applying innovation and improvements NextGen category ensures safe skies and airfields, providing air traffic managers and pilots with the modern communication tools as well as enhancing airport operations across the country while increasing applicable equipment reliability in table 4.

Table 4. Benefits of the NextGen Applications

NextGen Category	NextGen Development	NextGen Benefit
Communication	Digital Communication	Reduce delays during taxi-out, and at the gates Saves time in radio Communication Reduce fuel burn and carbon dioxide emissions Route change using digital data communications. Reduces loss of communications events
Navigation	Satellite Based Routes and Procedures	Better traffic flow management Shorter flight segments Uses RNP approach capabilities Increases access to preferred runways Improved access in reduced visibility
Surveillance	ADS-B (Out and In)	Improves Air Traffic Control Automation Provides Satellite -based Separation Services Provides high accuracy surveillance information Improves Traffic Flow Management Services Enables ADS-B In to display the data Onboard the aircraft.
ATC Management	Integrated ATC (DSS)	Ensures on time to catch connecting flights. Ensures planning flight trajectories Provides terminal approach airspace. Manages surface operations and flight data Improves electronic flight data distribution
Information Sharing (IS)	Enterprise-Level IS	Enables cost-effective, real-time data exchange Open Access to the FAA SWIM system Supports collaborative decision-making (CDM) Ensures a common status of airspace Provides transmitting weather conditions .

Taking into account real economic advantages, implementation of the NextGen in Turkey Aviation Industry renders reasonable to calculate costs and benefits of foundational elements to identify how much equipping will cost and its expected return on that investment. Stakeholders can consider this report for use of the data in order to envisage to establish a future business case for installation of new devices for the good of Turkey.

2. CONCLUSION

Nowadays the air transportation system is facing serious problems in terms of airport and airspace capacity, financial instability and environmental impact but it is also facing significant opportunities in discovering new markets and increasing the worldwide aviation business sector. In this study, investigated the current situation in Turkey airspace usage and aviation industry development in the context of implementing NextGen, as well as upgrade processes related to the future action plan which seems necessary to be implemented by the aviation authority task team. There is no doubt that in recent years, Turkey has been reaching a development in space technologies, but the aviation industry tolerates some delays with breakthroughs for development in ATC management and air and ground navigation aids.⁴

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Dark-Sky Tourism for Sustainable Tourism Recovery

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Abstract

Tourism is one of the most fast-growing industries. The Covid-19 pandemic, however, has significantly impacted tourism activities. The data collected by the United Nations World Tourism Organisation (UNWTO) shows international tourism arrivals have dropped by 88% in comparison with 2019. These unexpected consequences made it impossible to ensure sustainable tourism development and, in fact, halted its rapid progress, leading to a crisis in the industry that has brought high unemployment levels, social injustices and environmental issues.

A number of scholars have tried to predict the potential impacts of the pandemic on tourism, identifying economic, social and environmental consequences and proposing ways for the future recovery of the industry (Gallego and Font, 2020; Gössling, Scott, and Hall, 2020; Hall, Scott, and Gössling, 2020; Ioannides and Gyimóthy, 2020). These attempts have had a significant impact on the formation of approaches regarding the recovery of the tourism industry in research, and, subsequently, were reflected in policies.

Even though the pandemic continues to bring new challenges, the international community and national governments made attempts to support the industry and facilitate its recovery. The recovery of tourism has raised a debate on whether tourism activities should be boosted, or a new model of tourism should be developed (Higgins-Desbiolles, 2021). Research has evidenced that despite the immediate need to restart the tourism activities to ensure its rapid growth, most recovery strategies adhere to the gradual and sustainable tourism recovery through the promotion of domestic tourism (Jones, 2022; Yeh 2021; Rastegar, et al. 2021; Fotiadis 2021; Collins-Kreiner, 2020). Thus, domestic tourism has obtained a central role in tourism recovery. The research on national laws, policies and strategies for tourism recovery has also evidenced the paramount importance of domestic activities within the framework of restrictions imposed to prevent the deterioration of the epidemiological situation (Jones, 2022; Collins-Kreiner, et al. 2021).

The United Nations World Tourism Organization (UNWTO) has also confirmed that domestic tourism has a greater chance to return rather than tourism based on international travel, this represents an opportunity for countries to recover from the social, economic, and environmental impacts of the COVID-19 pandemic, as well as provide a significant contribution to general sustainable development. Moreover, the UNWTO has highlighted that the development of innovative products and unique domestic travel destinations will potentially increase the competitiveness of the country within the international tourism market.

One of the most innovative solutions for domestic tourism is dark-sky tourism (DST). DST is seen as a sustainable form of tourism with a unique travel destination, namely dark skies. Research indicates that DST is a great contributor to the various sustainability dimensions (Rodrigues, et al. 2015; Dalglish 2021; Petrevska, 2021; Bjelajac, 2021).

DST is a form of terrestrial space tourism, representing the intention to visit dark-sky areas to observe celestial objects and/or enjoy the night-time landscape. The introduction of DST activities should be considered a long-term investment towards sustainable and responsible tourism development. The reduction of light pollution for DST benefits nature conservation and biodiversity protection by providing conditions for the proper functioning of ecosystems. Since the production of Artificial Light at Night (ALAN) is strongly associated with energy generation, the decrease in light pollution levels will also save state budgets, ensure efficient use of energy resources and cut greenhouse gas emissions. In this context, DST will increase awareness of light pollution as an environmental problem and help to generate revenue for the support of environmental conservation, especially within protected areas.

The DST can help to improve human physical and mental health, as well as well-being. While the loss of darkness makes it impossible to observe the infinite galaxy, severing the connectivity of humans with something greater than their life on earth. The presence of the dark skies restores this connectivity and advances the general feeling of belonging needed for mental calmness. The presence of dark skies is also valuable for physical health. Exposure to natural darkness stimulates the synchronization of biological rhythms, which are so necessary for the normal functioning of any living organism.

The introduction of DST activities can equally contribute to the economic sustainability dimension. The darkest skies are mostly present in isolated natural and rural areas, and the introduction of a new form of tourism will revive local economies, providing the populations of small and neglected villages with job opportunities. DST can stipulate the creation of jobs and small businesses due to the inflow of tourists, bringing significant advantages to local communities. Recent research on Colorado Plateau has found that the economic impact of DST in that area is substantial and entails an increase in gross state product by over \$3.8 billion.

In addition, DST has important cultural and educational functions. The study of stars and celestial bodies under dark skies has also led to the development of math, science, religion, travel, and cultural awareness in countless ways. The dark skies always had an important role in cultures and traditions across the globe. Many indigenous communities still use the dark sky to organize their daily lives and well-being. The stars and celestial objects have valuable information and are used for various activities, inter alia, navigation, weather forecasts and predictions of seasonal changes. In line with these, DST can make a valuable contribution to the preservation of the dark sky as a cultural and historical and cultural heritage by, for example, assisting in getting acquainted with the traditions of indigenous communities and obtaining astronomical knowledge through organized workshops.

DST is in line with the current recovery strategies of the sector and consumer demand in terms of sustainability, environmental awareness, a notable contribution to SDGs and nature-dependant activities. It is equally essential, however, that DST can allow travel activities with minimal health safety risks. Dark-sky sites provide an opportunity to undertake open-air activities in nature with required levels of social distancing. When looking at the future of the industry, the DST can become a unique travel product, providing additional value to the already existing national tourism destinations. Tourism recovery strategies, with good law and policy, offer incentives and financial support for innovative and unique tourism solutions. This is a great chance to facilitate DST as a new form of tourism that can make national tourism more sustainable and resilient to future challenges.

This article aims to explore the potential of DST to contribute to the recovery of the tourism industry after the pandemic. The article will analyze the sustainability benefits of DST and its interrelation to proposed priorities for tourism recovery. The paper is intended to fill in a gap in research related to the post-pandemic recovery of the tourism industry with the help of DST.

In the context of the post-pandemic recovery of the sector, we have concluded that DST, supported by good law and policy, can play a key role and become an important instrument for domestic tourism recovery since it represents a great response to the current challenges. Properly managed DST

becomes an innovative and unique tourism product that contributes to the achievement of Sustainable Development Goals (SDGs) by involving nature-based activities, stimulating the wise use of natural resources, enhancing environmental protection, providing the growth of local economies and advancing the preservation of the cultural heritage.

Keywords: dark-sky tourism, COVID-19, tourism recovery, law, policy.

1. INTRODUCTION

The outbreak of the Covid-19 pandemic has severely affected the tourism industry. Tourism is strongly connected with other economic industries, and, as a consequence, provides a remarkable contribution to sustainable development. The crisis of tourism has resulted in a major economic breakdown, leading to high unemployment levels, social injustices and environmental issues.

A number of scholars have tried to predict the potential impacts of the pandemic on tourism, identifying economic, social and environmental consequences and proposing ways for the future recovery of the industry (Gallego and Font, 2020; Gössling, Scott, and Hall, 2020; Hall, Scott, and Gössling, 2020; Ioannides and Gyimóthy, 2020). These attempts have had a significant impact on the formation of approaches regarding the recovery of the tourism industry in research, and, subsequently, were reflected in policies.

Even though the pandemic still continues to bring new challenges, the international community and national governments made attempts to support the industry and facilitate its recovery. The recovery of tourism has raised a debate on whether tourism activities should be boosted or a new model of tourism should be developed (Higgins-Desbiolles, 2021). Research has evidenced that despite the immediate need to restart the tourism activities to ensure its rapid growth, most recovery strategies adhere to the gradual and sustainable tourism recovery through the promotion of domestic tourism (Jones, 2022; Yeh 2021; Rastegar, et al. 2021; Fotiadis 2021; Collins-Kreiner, 2020). Thus, domestic tourism has obtained a central role in tourism recovery. Indeed, typically it is developed domestic tourism that attracts regional and international tourism. The research on national policies and strategies for tourism recovery has also evidenced the paramount importance of domestic activities within the framework of restrictions imposed to prevent the deterioration of the epidemiological situation (Jones, 2022; Collins-Kreiner, et al. 2021).

The United Nations World Tourism Organization (UNWTO) has also confirmed that domestic tourism has a greater chance to return rather than international travel, this represents an opportunity for countries to recover from the social, economic and environmental impacts of the COVID-19 pandemic, as well as provide a significant contribution to general sustainable development¹. Moreover, the UNWTO has highlighted that the development of innovative products and unique domestic travel destinations will potentially increase the competitiveness of the country within the international tourism market.

One of the most innovative solutions for domestic tourism is dark-sky tourism (DST). DST is seen as a sustainable form of tourism with a unique travel destination, namely dark skies. Dark sky tourism includes astronomy, history, biology, art, religion, camping, exploring and cultural

¹ UNWTO Highlights Potential of Domestic Tourism to Help Drive Economic Recovery in Destinations Worldwide, September 14, 2020.

experiences. Research indicates that DST is a great contributor to the various sustainability dimensions (Rodrigues, et al. 2015; Dalgleish 2021; Petrevska, 2021; Bjelajac, 2021). This article aims to explore the potential of DST as an instrument for the recovery of tourism activities after the pandemic. Firstly, this article will briefly discuss the approaches to the industry recovery. To identify the implementation of the approach, a policy framework for tourism recovery will be analysed with a main focus on the international level. Thereafter, this paper will examine the sustainable benefits of DST. Finally, the research will explore whether DST is aligned with the framework for tourism recovery and whether it can provide a valuable contribution to it. The paper is intended to fill in a gap in research related to the post-pandemic recovery of the tourism industry with the help of DST.

2. TOWARDS TOURISM RECOVERY: IMMEDIATE RESTART OR REFORMATION

The pandemic has significantly hit tourism and tourism-related industries. The United Nations World Tourism Organisation (UNWTO) data has shown that in comparison with 2019 international tourism has dropped by 88% in 2020 which is equivalent to a US\$1.3 trillion loss in revenues². 2022 has marked a year of a gradual recovery of the tourism sector, although the number of international arrivals remains low. The number of international travels in January 2022 was 67% less compared to 2019, due to the still ongoing pandemic and imposed travel restrictions³. The emerged unprecedented consequences have suspended and ceased the development of the industry, leading it to a crisis.

Before the pandemic, tourism was one of the most fast-growing sectors. Despite creating considerable pressure on different aspects of well-being, for instance, pollution, climate change and alteration of ecosystems, it has, nevertheless, provided a major contribution to worldwide sustainable development. Tourism helped local economic growth, enhanced cultural exchange and assisted nature conservation. Holland (2021) highlights that tourism activities bring prosperity to involved local communities in Kenya by offering new economic opportunities and by encouraging biodiversity conservation⁴. Kongbuamai et al. (2020) have found that proper implementation of the concept of sustainability in tourism has led to improvement of the environmental quality in Thailand regardless of popularity of the travel destination⁵.

The Covid-19 outbreak, in turn, has reduced the positive impacts of tourism and affected economic, social and environmental sustainability dimensions. The dramatic decrease in tourism demand and the lack of travel have led to various adverse consequences, including the severe economic downturn, sharp growth of unemployment, notable loss of biodiversity⁶ and worsening of nature conservation efforts, especially in travel-dependant countries. To give an example, the reduction of revenue sources needed for conservation, anti-poaching, and antitrafficking work has

² [2020: A year in review](#) (data provided by the UNWTO) [accessed on 12.04.2022].

³ [UNWTO World Tourism Barometer](#), Volume 20, Issue 2, March 2022.

⁴ Holland K.K., Larson L.R., et al. (2021) Impacts of tourism on support for conservation, local livelihoods, and community resilience around Maasai Mara National Reserve, Kenya, *Journal of Sustainable Tourism*, DOI: 10.1080/09669582.2021.1932927.

⁵ Kongbuamai, N., Zafar, M.W., Zaidi, S.A.H. et al. (2020) Determinants of the ecological footprint in Thailand: the influences of tourism, trade openness, and population density. *Environ Sci Pollut Res* 27, 40171–40186. <https://doi.org/10.1007/s11356-020-09977-6>.

⁶ Yeh S.-S. (2021) Tourism recovery strategy against COVID-19 pandemic, *Tourism Recreation Research*, 46:2, 188-194, <https://doi.org/10.1080/02508281.2020.1805933>.

triggered illegal poaching across Southern Africa, as well as, worldwide⁷. Newsome (2021) also states that African wildlife tourism has been already damaged and put in further danger by wildlife trafficking and bushmeat consumption due to social and economic pandemic consequences⁸. On the other hand, the pandemic has also created some positive impacts. In particular, lock-down conditions and, as a consequence, a decrease in tourists' arrivals enabled the restoration of over-visited natural and cultural areas⁹. A full understanding of the pandemic impact on tourism, however, remains unclear because the crisis is still ongoing and continues to bring new challenges to the industry¹⁰.

In view of the emerged circumstances, the discussion on possibilities of the restart of tourism and measures for its efficient recovery has begun. This has raised an interesting debate among scholars. Opinions regarding the future of tourism were divided between those who supported the immediate start and growth of the activities to achieve “before-pandemic” levels and those who supported a reform of the industry, making it more sustainable, resilient and responsible. Some scholars have argued that tourism should be boosted and restart of the activities should happen as soon as possible in order to prevent further economic downturn. Butcher¹¹ (2020), one of the strongest supporters of this approach, stresses the lack of time for reformation and indicates that postponement of action will threaten the tourism business, jobs and millions of tourists willing to continue travel activities. On the contrary, other scholars, in addition to the economic value of tourism, are focused on social and environmental ones and consider the crisis as a great opportunity to rebuild the industry in a different way. Higgins-Desbiolles (2021) claims that Covid-19 provided a unique chance to review approaches to tourism development, reduce consumption and rethink the future¹². Everingham (2020)¹³ also agrees that pandemic effects should allow the change of consumption patterns and the unsustainability of the travel industry. In addition, Ioannides & Gyimóthy (2020)¹⁴ believe “that the present crisis has opened up an unprecedented situation, allowing us to grasp the opportunity and to rectify an otherwise defective global system”. It is important to note, however, that proponents of the first position strongly opposed the industry reformation, emphasizing that it can, in some cases, result in further decline and degrowth of the industry¹⁵.

Even though tourism has already suffered enough and experiences an urgent need for a quick restart, the reformative approach seems more desirable. This can be explained by the need to continue taking measures and observing the restrictions, inter alia, social distance and limited attendance, to prevent the deterioration of the epidemiological situation. Moreover, future tourism activities should

⁷ Lucas, B. (2022). Impact of COVID-19 on poaching and illegal wildlife trafficking trends in Southern Africa. K4D Helpdesk Report 1094. Institute of Development Studies. DOI:10.19088/K4D.2022.017.

⁸ Newsome, D. (2021), The collapse of tourism and its impact on wildlife tourism destinations, *Journal of Tourism Futures*, Vol. 7 No. 3, pp. 295-302. <https://doi.org/10.1108/JTF-04-2020-0053>.

⁹ Bhuiyan, M.A.H.; Hassan, S.; Darda, M.A.; Habib, M.W. (2020) Aspects of Sustainable Tourism Development and COVID-19 Pandemic. Preprints 2020, 2020080418.

¹⁰ Fotiadis A., Polyzos S., et al. (2021) The good, the bad and the ugly on COVID-19 tourism recovery, *Annals of Tourism Research* Volume 87, March 2021, 103117; <https://doi.org/10.1016/j.annals.2020.103117>.

¹¹ Butcher J. (2020) The war on tourism. *Spiked Online* [accessed on 13.04.2022].

¹² Higgins-Desbiolles F. (2021) The “war over tourism”: challenges to sustainable tourism in the tourism academy after Covid-19, *Journal of Sustainable Tourism*, 29:4, 551-569, DOI: 10.1080/09669582.2020.1803334.

¹³ Everingham P., Chassagne N. (2020) Post COVID-19 ecological and social reset: Moving away from capitalist growth models towards tourism as Buen Vivir. *Tourism Geographies*. doi: 10.1080/14616688.2020.1762119.

¹⁴ Ioannides D. & Gyimóthy S. (2020) The COVID-19 crisis as an opportunity for escaping the unsustainable global tourism path, *Tourism Geographies*, 22:3, 624-632, DOI: 10.1080/14616688.2020.1763445.

¹⁵ Butcher J. (2021) Covid-19, tourism and the advocacy of degrowth, *Tourism Recreation Research*, DOI: 10.1080/02508281.2021.1953306.

contribute to the harmonization of interrelations between society, economy and environment to an even larger extent, especially in the context of the remaining eight years for achieving the Sustainable Development Goals (SDGs)¹⁶. Concerning the doubts expressed in relation to the industry reformation, it is important to highlight that the new tourism model, instead, will allow gradual growth and recovery, ensuring minimization of current and future risks, as well as will lead towards sustainability¹⁷. The UNWTO has also underlined that Covid-19 brought a rare opportunity not only to grow but to grow better for the planet and people: “tourism can emerge from the current crisis as an even more important contributor to the SDGs”¹⁸.

3. TOURISM RECOVERY POLICIES: DOMESTIC DESTINATIONS FOR THE RESTART

Tourism and tourism-related industries are major elements in both the global and national economies. The United Nations Report - the World Economic Situation and Prospects 2022 - emphasized the important role of the sector for the economy and individual livelihoods¹⁹. The importance of the sector is also visible through a complex regulatory framework of tourism activities. The regulatory framework of the industry can be found in various areas from urban development to environmental protection. Therefore, policies and strategies aiming at mitigation of the pandemic impacts were adopted shortly.

The UNWTO, as a leading international organization in the field of tourism, took immediate action in response to the emerged situation. On 20 March 2020, the UNWTO called for international cooperation and formed the Global Tourism Crisis Committee in order to evaluate and advance recommendations for the industry during the pandemic²⁰. Several documents aimed at guiding the tourism industry towards recovery and mitigation of impacts of Covid-19 were released.

The Recommendations for Action to Mitigate the Socio-Economic Impact of Covid-19 and Accelerate Recovery was the first international document identifying a set of measures that should be taken to support the tourism industry²¹. The framework for action was divided into three areas: (1) managing the crisis and mitigating the impact, which included, mainly, measures to support business and jobs market; (2) providing stimulus and accelerating recovery, which emphasized the role of financial stimulus and (3) preparing for tomorrow, which included measures to encourage national tourism growth, as well as to build resilience and sustainability of the industry for the future. To encourage the implementation of the measures, the UNWTO has identified the Priorities for Tourism Recovery²² and adopted the Global Guidelines to Restart Tourism²³. These two documents, among the others, emphasized the need to promote and work on domestic tourism as a key to the industry

¹⁶ The United Nations General Assembly, Transforming our world: the 2030 Agenda for Sustainable Development, 21 October 2015, A/RES/70/1, available at: <https://www.refworld.org/docid/57b6e3e44.html> [accessed on 13.04.2022].

¹⁷ Condevaux, A., Gravari-Barbas, M., & Guinand, S. (Eds.). (2021) *Tourism Dynamics in Everyday Places: Before and After Tourism* (1st ed.). Routledge. <https://doi.org/10.4324/9781003138600>.

¹⁸ UNWTO: *A call for Action to Mitigate the Socio-Economic Impact of Covid-19 and Accelerate Recovery: Supporting Jobs and Economies Through Travel & Tourism*; Madrid, Spain, 1 April 2020.

¹⁹ *United Nations World Economic Situation and Prospects* (WESP) 2022.

²⁰ UNWTO, *News Release, 20 March 2020*.

²¹ See the footnote above.

²² UNWTO: *Priorities for Tourism Recovery*, Madrid, Spain, 28 May 2020.

²³ UNWTO *Global Guidelines to Restart Tourism*, Madrid, Spain, 28 May 2020.

recovery and rebuilding of national economies, as well as proclaimed that innovation and sustainability of tourism should become a new normal.

The path towards more sustainable tourism was supplemented by the One Planet Vision for Responsible Recovery of the Tourism Sector²⁴. The One Planet Vision guides the recovery, underlining that tourism should contribute to SDGs. The Vision includes recommendations for action in six directions, namely: public health, social inclusion, biodiversity conservation, climate action, circular economy, governance and finance. The document generally aims at minimizing the negative effects of tourism activities and maximising the positive ones. Special attention is given to environmental challenges. National recovery policies have to acknowledge the important role of tourism to sustain conservation and fight the illegal wildlife trade. Moreover, governments should support investments in nature-based solutions. The Vision recognizes that “nature-based solutions have the potential to drive innovation in tourism towards sustainability and, besides mitigating environmental impacts of tourism activity, result in better management of scarce natural resources” and highlights that the development of nature-based tourism will be a great response to a growing demand for experiences in nature. Climate change concerns were also addressed by the new vision of tourism development. National governments should take action against climate change by, inter alia, supporting the shift to more climate-aware tourism practices. The measures suggested by the Vision can support and advance the industry resulting in common benefits. As the UNWTO Secretary-General Zurab Pololikashvili noted: “Sustainability must no longer be a niche part of tourism but must be the new norm for every part of our sector”²⁵. Recently, after reviewing the progress of adopting measures, the UNWTO has released the Recommendations for the Transition to a Green Travel and Tourism Economy for an even better understanding of how to build sustainable tourism and stimulate the action²⁶.

According to the UNWTO policy overview, a strong and widespread policy response to mitigate the crisis and help tourism recover has been evident²⁷. Most of the national jurisdictions have incorporated measures proposed by the international community, taking into account national circumstances. Since the initial measures related to the financial support of the industry were adopted, governments have announced strategies to promote and restart domestic tourism.

Domestic tourism became a priority and, indeed, the driving force behind tourism recovery. Two groups of measures were mainly adopted for its restart: (1) financial and (2) marketing and promotion²⁸. Several countries facilitated the development of tourism products and destinations, mainly related to nature and open-air activities, far from congested areas. An easing of travel restrictions encouraged the increase of various forms of domestic tourism, for instance, visits to natural protected areas, adventure, ecotourism and rural tourism. For instance, Jordan and the Royal Society for the Conservation of Nature (RSCN) provided support for the campaign "Travel Inside

²⁴ UNWTO: One Planet Sustainable Tourism Programme (2020) - One Planet Vision for a Responsible Recovery of the Tourism Sector.

²⁵ <https://www.unwto.org/covid-19-oneplanet-responsible-recovery>

²⁶ UNWTO (2021), Recommendations for the Transition to a Green Travel and Tourism Economy, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284422814>

²⁷ UNWTO: COVID-19: Measures to Support Travel and Tourism [accessed on 15.04.2022].

²⁸ UNWTO: Understanding Domestic Tourism and Seizing its Opportunities (2020) Briefing Note - Tourism and Covid-19, Issue 3.

your Country", promoting natural sites. To give another example, Argentina started promoting and developing commonly unknown rural and local areas to create a diversity of domestic destinations.

The tourism industry has already struggled enough and still continues to “reap the fruits” of the pandemic outcomes. The beginning of the recovery of tourism activities through a gradual restart of domestic tourism is aligned with the goals of preventing the further spread of the pandemic impacts and simultaneously supporting the most damaged sector. Firstly, it meets the current travel demand and will help its future reignition. The pandemic realities created a shift in consumer demand toward domestic travel in Europe and some other regions²⁹. Furthermore, it will help the development of new tourism products and destinations, for instance, remote and undeveloped areas, making domestic tourism more competitive and attractive in the future³⁰. Domestic tourists destinations, which can provide minimal health risks and open-air experiences, in particular, rural and natural areas, have been gaining popularity and are expected to grow in demand in the post-Covid era³¹. Moreover, support of domestic tourism will encourage the development of isolated and sparsely populated, providing local communities with potential economic growth. In addition, newly discovered and unique destinations can become a good selling point for future international travels. The preference for more environmentally-friendly, innovative, safe and well-being has been identified as new patterns in tourists' behaviour³². Research has also confirmed that the promotion of domestic tourism helped reduce the impacts of different crises and unexpected challenges³³. It is also important to note that the Global domestic tourism market is six times larger than the international market, therefore, its support, promotion and restart will significantly mitigate the impacts of the pandemic³⁴.

4. DARK-SKY TOURISM FOR INDUSTRY RECOVERY

The beginning of 2022 has marked a gradual growth of international tourism activities, meanwhile, domestic tourism remains to stimulate the recovery of the sector. The post-pandemic times created great opportunities to facilitate and diversify domestic tourism products and destinations that have led to an increase in domestic travel demand, and subsequently, will become an attraction for foreign tourists. As Zhenhua L. (2003) rightly noted “preserving and promoting the rare and unique tourist assets, rather than all resources, is the key to achieving competitiveness and sustainability in tourism”. Dark-sky tourism (DST), as a unique form of tourism activity, therefore, can become a great contributor to the industry recovery and, at the same time, make the industry more sustainable.

²⁹ Rogerson, C.M & Rogerson, J.M. (2021). COVID-19 and Changing Tourism Demand: Research Review and Policy Implications for South Africa. *African Journal of Hospitality, Tourism and Leisure*, 10(1): 1-21. DOI: <https://doi.org/10.46222/ajhtl.19770720-83>.

³⁰ OECD. (2020a). *Rebuilding Tourism for the Future: COVID-19 Policy Response and Recovery*. Paris: OECD.

³¹ Rogerson, C.M & Rogerson, J.M. (2021). COVID-19 and Changing Tourism Demand: Research Review and Policy Implications for South Africa. *African Journal of Hospitality, Tourism and Leisure*, 10(1): 1-21. DOI: <https://doi.org/10.46222/ajhtl.19770720-83>.

³² The European Court of Auditors: *EU Support for tourism: Need for a fresh strategic orientation and a better funding approach* (2021), Special Report, 27.

³³ Arbulú I., Razumova M., Rey-Maqueira J., Sastre F. (2021) Can domestic tourism relieve the COVID-19 tourist industry crisis? The case of Spain, *Journal of Destination Marketing & Management*, Volume 20, 100568, <https://doi.org/10.1016/j.jdmm.2021.100568>.

³⁴ UNWTO: *Understanding Domestic Tourism and Seizing its Opportunities* (2020), Briefing Note - Tourism and Covid-19, Issue 3.

DST is a form of terrestrial space tourism, representing the intention to visit dark-sky areas to observe celestial objects and/or enjoy the nighttime landscape³⁵. The main prerequisite of this form of tourism is the dark and starry skies. The activities included in DST are also subject to the presence of the dark skies, for example, stargazing and astrophotography. The natural dark skies, however, are rapidly disappearing due to light pollution caused by increased levels of artificial light at night (ALAN). As a consequence, the willingness to continue enjoying the beauty of the dark skies has led to actions against light pollution and the promotion of DST as a tool for its reduction.

The first advocates and seekers of the dark skies were astronomers. The increased levels of nighttime lighting, which brighten the night skies in the cities and surrounding areas, have created obstacles and sometimes the inability to carry out amateur and professional astronomical activities. Since the 1950-s astronomers started the fight against light pollution by, inter alia, raising general awareness about the issue and promoting the establishment of regulations and policies, aiming to the reduction of ALAN levels. One of the biggest outcomes was the formation of the International Dark-Sky Association (IDA)³⁶, currently the leading international organization in the protection of dark skies and the facilitation of DST.

Acknowledging that the negative impacts of light pollution go beyond brightening the dark skies³⁷ and noting the dramatic increase of light pollution worldwide³⁸, the IDA raises awareness about light pollution, protects the night skies and ecosystems from increased nighttime lighting and promotes DST. In order to protect dark skies more efficiently, the IDA has formed the “International Dark Sky Places” (IDSP) certification program. The Program offers five types of IDS designations, namely: communities, parks, reserves, sanctuaries, and Urban Night Sky Places. Currently, there are 195 certified IDSPs in the world³⁹. All these designations indicate territories with a proper quality of the dark skies. Bjelajac D., et al. (2021) rightly note that even though the main aim of the program is to reduce light pollution and preserve dark-sky places, it also is a great starting point for creating a touristic offer for everyone who wants to enjoy the nighttime landscape or participate in astronomical activities⁴⁰.

The international recognition of the dark sky as a travel destination was proclaimed during the First International Starlight Conference in 2007⁴¹. The outcome document of the Conference was

³⁵ Rodrigues A.L.O., Rodrigues A., Peroff D.M. (2015) The Sky and Sustainable Tourism Development: A Case Study of a Dark Sky Reserve Implementation in Alqueva, *International Journal of Tourism Research*, Int. J. Tourism Res., 17: 292-302.

³⁶ The International Dark-Sky Association (IDA) is a United States-based non-profit organization incorporated in 1988. IDA is the recognized authority on light pollution and is the leading organization combating light pollution worldwide.

³⁷ See for e.g., Hölker, F., et al., (2019) Light Pollution, Circadian Photoreception, and Melatonin in Vertebrates. *Sustainability* 2019, 11, 6400; <https://www.mdpi.com/573718>; Paksarian D., Rudolph K.E., Stapp E.K., et al. (2020) Association of Outdoor Artificial Light at Night With Mental Disorders and Sleep Patterns Among US Adolescents. *JAMA Psychiatry*; 77(12):1266–1275. doi:10.1001/jamapsychiatry.2020.1935; Hölker, F., C. Wolter, E. K. Perkin, and K. Tockner (2010) Light pollution as a biodiversity threat. *Trends in Ecology and Evolution* 25:681–682; Kurvers, R.H.J.M., Drägestein, J., Hölker, F. et al. (2018) Artificial Light at Night Affects Emergence from a Refuge and Space Use in Guppies. *Sci Rep* 8, 14131. <https://doi.org/10.1038/s41598-018-32466-3>.

³⁸ Falchi F., Cinzano P., Duriscoe D., et al. (2016) The new world atlas of artificial night sky brightness. *Sci. Adv.* 2, e1600377.

³⁹ IDA website [accessed on 18.04.2022].

⁴⁰ Bjelajac, D., Đerčan, B. & Kovačić, S. (2021) Dark skies and dark screens as a precondition for astronomy tourism and general well-being. *Inf Technol Tourism* 23, 19–43 <https://doi.org/10.1007/s40558-020-00189-9>.

⁴¹ The First International Conference in Defence of the Quality of the Night Sky and the Right to Observe the Stars was held in La Palma, Canary Islands, Spain, on the 19th and 20th of April 2007 with the participation of various organizations

the "Starlight Declaration in Defense of the Night Sky and the Right to Starlight" (La Palma Declaration, 2007)⁴². One of the principles of the Declaration states that tourism should be used as an instrument for defending the quality of the dark sky. It is also stressed that "generating new tourist products based on the observation of the firmament and the phenomena of the night, opens up unsuspected possibilities for cooperation among tourism stakeholders, local communities, and scientific institutions". The latter highlight the important role of DST in the social sustainability dimension. In order to promote DST, similar to the IDA, the Starlight Initiative has established two certification systems "Starlight Reserves" and "Starlight Tourist Destinations". Starlight reserves are sites with the preserved quality of the night sky and its associate values, in particular, cultural, scientific, astronomical, natural, or landscape-related⁴³. Starlight Tourist Destinations are visitable sites with excellent conditions for observing the stars, which are protected from light pollution and are suitable for tourist activities based on the stars as an integral part of nature⁴⁴. Importantly, unlike IDSP and Starlight reserves, Starlight Tourist Destinations have to provide developed tourism offer and infrastructure that should be integrated into the natural nighttime environment.

The protection of dark skies is not limited to the actions of the international community. Several countries make attempts in order to preserve the skies both for nature conservation purposes and the promotion of DST as a unique domestic tourism destination. For instance, in Canada, Parks Canada and the Royal Astronomical Society of Canada decide which protected areas can be known as Dark-Sky Preserves, Urban Star Parks, and Nocturnal Preserves⁴⁵. Since most of the dark areas are created in the national protected areas, mitigation of ALAN, mainly, aims at minimizing the impact of artificial lighting on wildlife. The Canadian government supports DST at these destinations through organizing night-sky-related activities, including stargazing, campfire activities and drawing workshops.

The introduction of DST activities should be considered a long-term investment towards sustainable and responsible tourism development. The reduction of light pollution for DST benefits nature conservation and biodiversity protection by providing conditions for the proper functioning of ecosystems. Since the production of ALAN is strongly associated with energy generation, the decrease in light pollution levels will also save state budgets, ensure efficient use of energy resources and cut greenhouse gas emissions. In this context, DST will increase awareness of light pollution as an environmental problem and help to generate revenue for the support of environmental conservation, especially within protected areas.

The DST can help to improve human physical and mental health, as well as well-being. While the loss of darkness makes it impossible to observe the infinite galaxy, severing the connectivity of humans with something greater than their life on earth. The presence of the dark skies restores this connectivity and advances the general feeling of belonging needed for mental calmness⁴⁶. The

and national and international institutions, including UNESCO, UNWTO, IAU, UNEP-CMS, COE, SCBD, MaB, EC and Ramsar Convention.

⁴² The [Starlight Declaration in Defense of the Night Sky and the Right to Starlight](#) (La Palma Declaration) prepared by the participants of the International Conference on the Quality of the Night Sky and the Right to Observe the Stars meeting in La Palmas, Canary Islands, Spain, on 19 and 20 April 2007.

⁴³ [Starlight Reserves](#).

⁴⁴ <https://en.fundacionstarlight.org/contenido/47-definicion-destinos-turisticos-starlight.html>

⁴⁵ [Dark Sky Preserves Canada](#) [accessed on 18.04.2022].

⁴⁶ Bjelajac, D., Đerčan, B. & Kovačić, S. (2021) Dark skies and dark screens as a precondition for astronomy tourism and general well-being. *Inf Technol Tourism* 23, 19–43 <https://doi.org/10.1007/s40558-020-00189-9>.

presence of dark skies is also valuable for physical health. Exposure to natural darkness stimulates the synchronization of biological rhythms, which are so necessary for the normal functioning of any living organism⁴⁷.

The introduction of DST activities can equally contribute to the economic sustainability dimension. The darkest skies are mostly present in isolated natural and rural areas, and the introduction of a new form of tourism will revive local economies, providing the populations of small and neglected villages with job opportunities⁴⁸. DST can stipulate the creation of jobs and small businesses due to the inflow of tourists, bringing significant advantages to local communities. Recent research on Colorado Plateau has found that the economic impact of DST in that area is substantial and entails an increase in gross state product by over \$3.8 billion⁴⁹.

In addition, DST has important cultural and educational functions. The dark skies always had an important role in cultures and traditions across the globe⁵⁰. Many indigenous communities still use the dark sky to organize their daily lives and well-being. The stars and celestial objects have valuable information and are used for various activities, inter alia, navigation, weather forecasts and predictions of seasonal changes⁵¹. In the line with these, DST can make a valuable contribution to the preservation of the dark sky as a cultural and historical heritage by, for example, assisting in getting acquainted with the traditions of indigenous communities and obtaining astronomical knowledge through organized workshops.

The international recognition of the dark sky as a tourism destination and the worldwide establishment of dark-sky areas have, subsequently, begun to attract various groups of the population, not specifically interested in stargazing. The tourism demand to visit dark sky areas is encouraged by fatigue from the urban life and the willingness to be closer to nature in remote, isolated and calm territories⁵². It is important to mention that the pandemic made dark-sky tourism even more popular. As Megan Eaves explained during the lockdown the sky was the only opportunity for people to sense the limitless of space⁵³.

As was mentioned before, the recovery of the tourism industry after the pandemic should be organized through the promotion and the gradual restart of domestic tourism activities. DST is in line with the current recovery strategies of the sector and consumer demand in terms of sustainability, environmental awareness, a notable contribution to SDGs and nature-dependent activities. It is

⁴⁷ Falchi F., Cinzano P., Haim A., et. al. (2011) Limiting the impact of light pollution on human health, environment and stellar visibility, *Journal of Environmental Management*, Volume 92, Issue 10, Pages 2714-2722, <https://doi.org/10.1016/j.jenvman.2011.06.029>.

⁴⁸ Petrevska B., Bjelajac D., Djercan B. (2021) Dark Sky Tourism: Prospects and Challenges for North Macedonia, *Challenges of Tourism and Business Logistics in the 21st Century*.

⁴⁹ Mitchell M. D., Gallaway A. T. (2019) *Dark Sky Tourism: Economic Impacts on the Colorado Plateau Economy, USA*, Articles by College of Humanities and Public Affairs Faculty.

⁵⁰ Stone, T. (2018) The Value of Darkness: A Moral Framework for Urban Nighttime Lighting. *Sci Eng Ethics* 24, 607–628; <https://doi.org/10.1007/s11948-017-9924-0>.

⁵¹ Hamacher D.W., De Napoli K., Mott B. (2020) Whitening the Sky: light pollution as a form of cultural genocide, *Journal of Dark Sky Studies*, Vol. 1.

⁵² See for e.g., Son A. E. (2014) The role of ecological tourism in the modern world, *Journal of Economics and Social Sciences*, № 4; Mair H., Reid D.G. and Wanda G. (2005) *Rural Tourism and Sustainable Business*, edited by Hall H., et al., Bristol, Blue Ridge Summit: Channel View Publications, pp. 165-179, <https://doi.org/10.21832/9781845410131-013>.

⁵³ Aeves Megan a delegate to the International Dark-Sky Association and a creator of Dark Sky London, an interview for *The Travel Magazine*, 1 March 2021, <https://www.thetravelmagazine.net/why-astro-tourism-is-the-perfect-travel-trend.html> [accessed on 07.04.2022].

equally essential, however, that DST can allow travel activities with minimal health safety risks. Dark-sky sites provide an opportunity to undertake open-air activities in nature with required levels of social distancing. When looking at the future of the industry, the DST can become a unique travel product, providing additional value to the already existing national tourism destinations. Tourism recovery strategies offer incentives and financial support for innovative and unique tourism solutions. This is a great chance to facilitate DST as a new form of tourism that can make national tourism more sustainable and resilient to future challenges.

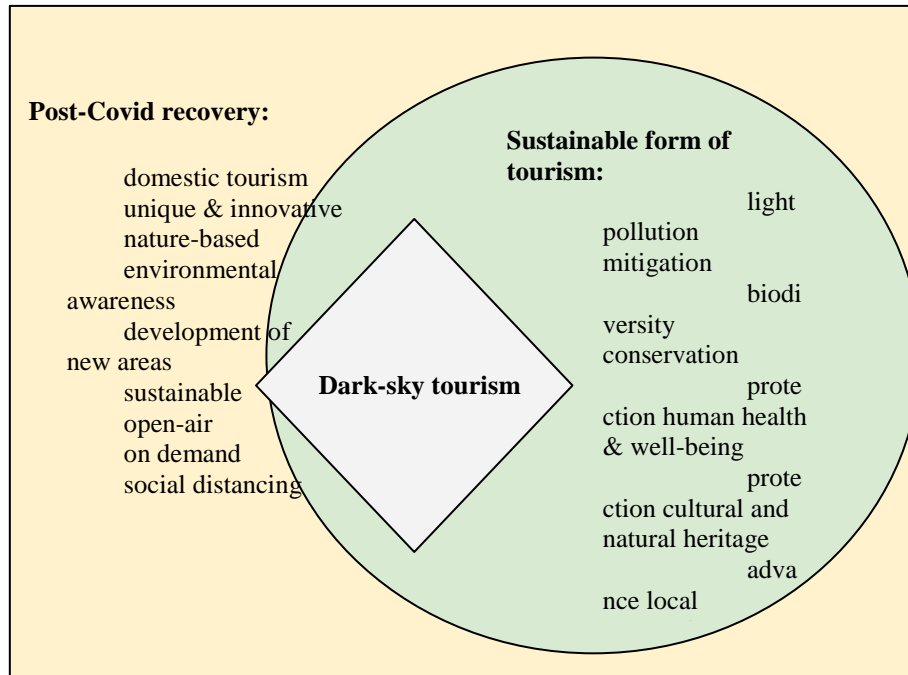


fig.1 Summary of the contribution of dark-sky tourism to post-pandemic recovery

5. CONCLUSIONS

The Covid-19 pandemic has brought extensive and unexpected severe impacts on the tourism sector. The UNWTO assessment has shown that the crisis is still ongoing and the situation remains unclear. Tourism cannot risk any further and the action to restart the activities should be taken in order to prevent the inability of possible restoration. The restart of tourism activities has gradually begun through the support and implementation of domestic tourism activities. The industry recovery strategies are focused on the development of a new model of tourism in terms of sustainability, responsibility and resilience.

In the context of the post-pandemic recovery of the sector, we have concluded that DST can play a key role and become an important instrument for domestic tourism recovery since it represents a great response to the current challenges. Properly managed DST becomes an innovative and unique tourism product that contributes to the achievement of SDGs by involving nature-based activities, stimulating the wise use of natural resources, enhancing environmental protection, providing the growth of local economies and advancing the preservation of the cultural heritage. With regard to health risks related to the pandemic, DST can be organized in a way that provides safe health conditions, preventing the further spread of the Covid-19. Another no less important aspect is a correspondence of DST to the current demand for ecological and natural-based tourism, aiming to experience a “slow life” without the stress imposed by urban living. DST, as a very adaptive form of tourism, can be combined with different tourist activities possible in rural and natural areas. For

example, stargazing can be combined with hiking or horse riding, which can attract groups of tourists not specifically interested in astronomy. Potentially, the well-organized DST offer can become a unique destination that will also become popular among international tourists when the epidemiological situation will allow that.

The growing demand for natural experiences, however, may increase the environmental pressure of tourist flow in natural and rural areas. In this case, while introducing DST activities not only the proper lighting system should be implemented in order to minimize light pollution, but also it is necessary to provide the environmental and social impacts assessment of tourists visits, especially in relation to fragile nighttime species and ecosystems⁵⁴.

Finally, the major factor for DST development is the presence of a strict dark-sky protection regulatory framework both at the international and national levels. The current regulatory framework for light pollution mitigation is rather complicated and consisted of instruments adopted in different areas from energy efficiency and emission control to a special dark-sky protection area. The current framework is lacking binding instruments that will require active actions towards light pollution mitigation. It is important to note that without obligatory measures aiming at a decrease in ALAN levels, the introduction of the new and promising tourism activity is simply impossible due to the absence of dark sky sites.

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⁵⁴ Bjelajac, D., Đerčan, B. & Kovačić, S. (2021) Dark skies and dark screens as a precondition for astronomy tourism and general well-being. *Inf Technol Tourism* 23, 19–43 <https://doi.org/10.1007/s40558-020-00189-9>.

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Legal Consequences in Reference of Civil Law and the Effects of Monetary and Materials Damage: Empirical analysis of monetary damage to the law in Albanian institutions

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Abstract

Inflicted damage can lead to arousal of responsibility towards compensation, only when proof of economic loss can be proven. Firstly, this is a case of proving the fact, responsibility of proving such loss falls to the damaged party. Due to the fact we are talking about an inflicted damage, this is easy to be proven through a process of experimentation that will be appointed by the court. When the case is laid regarding to a damage that might be inflicted in the near future, the case gets more complicated. Certainly, even in this case the damaged party must prove again the loss upon them and loss of possible revenue due to this inflicted damage that they pretend. When the proof is clear, the eventually inflicted damage must be compensated. There are situation where the case might not be as clear.

With moral damage we understand inflicted damage that not necessarily holds within itself inflicted economical damage, or reduction of wealth through this damage. Moral damage has in its core of the discussion if it can be compensated or not. The main opposition towards this idea it has to do with the extra patrimonial nature of the damage. As such, how would you be able to define monetary compensation towards the moral damage inflicted on someone's honor? Will giving 100 or maybe a thousand dollars in compensation make the damage inflicted go away?

Regardless the monetary compensation regarding such inflicted damage, there is also an issue with the certainty of the damage inflicted. How can it be possible proven to a reasonable doubt that his honor has been smeared, when such infringements may vary from person to person. Nonetheless, the opposite has been proven true in today's jurisprudence, by accepting that monetary compensation may repair what can be un-repairable (restoring of someone's smeared honor), treating monetary compensation as a compensation to the fullest. As such, this compensations is does not serve as repairable rather as additional or as consolatory compensation.

Key words: Monetary compension, Civil punishment, Albanian Public administration, Responsibility, Legal process, Civil code practices.

INTRODUCTION

In favor of this idea we might also add that there better be anon-adequate compensation than no compensation at all. Paying compensation for inflicted moral damages goes in favor of the idea of private punishment (civil punishment) which is an institution introduced in the Roman Law.

In which cases can a person demand compensation for the moral damage caused towards him? Civil Code has foreseen, in Article 625, that:

"A person can seek compensation for inflicted damage, different from damage inflicted on wealth, in cases when:

- a) Damage that threatens his well-being has been inflicted on him, or, that threatens his honor or personality*
- b) Has been smeared the memory of a deceased one and compensation can be asked towards his/her partner or relatives up to the second generation, except cases when the smearing has occurred when the deceased was living and has had knowledge regarding his rights for compensation towards the moral damage inflicted. The right put forth in this paragraph is not inheritable.*

Furthermore, the courts decisions there are no legal explanation regarding the fact if there has been or not real moral damage towards the suing party, as such the damage inflicted is taken as proven fact. Even in other cases, when the suing party has asked for compensation in the sum of 5 thousand dollars, the court has accepted the sue and has attributed her the compensation without looking the object of the sue and without giving explanation over this amount of compensation.(Verdict nr.2849, date 08.10.1999, Court of Tirana and Verdict nr.385, date 25.04.2000 Court of Appeal Tirana). This simplified practice that the courts have followed so far, should be replaced with practices which argument the criteria over which such decisions are made and how inflicted moral damage is evaluated, be that moral damage or infringement on someone's honor.

Damage inflicted on health- In the cases in which inflicted damage threatens someone physical well being, firstly there is a physical damage inflicted to them. As a result of this damage, further inflicted damage in material and non-material means and moral can follow. Inflicted damage on material wealth is correlated with the lowered ability of the damaged person to work, medical expenses and so on. In the case of inflicted moral damage, Article 625/a, states that: *"The person to which damage is inflicted, be that different from material/wealth damage, has every right to seek compensation when: a) inflicted damage on him affects his health"*

From the aforementioned disposition, we understand that inflicted moral damaged can be asked from the damaged person, but also from his relatives. Subsequently, asking for compensation regarding inflicted damage on health can be in case of injury but not in cases that lead to death.

Principle of a fair compensation

1. This kind principle seeks for the court so establish as fair as possible compensation which can be acceptable from the citizens itself. In the case of inflicted wealth damage the court gives

a fair compensation, by referring to the losses, missed profits, expenses, in the case of non-material inflicted damage the court has much more power to set a fair compensation due to the lack of concrete norms set up in the Civil Code regarding the nature of such inflicted damages. As such the court has to do an evaluation in a case to case basis for every damaged person, regarding the legality or illegality of the situation, what the damaged party has lost, corresponding criteria of the situation and more. Furthermore, as filler the court in order to give a fair compensation, can do an evaluation in abstract, being based in statistics, numbers or comparative practices. (These have served as a baseline for the evaluation of a compensation which will be as fair as possible and have been used from British Judges, French, Italian etc)

Nonetheless, in our courts practice shows that the suing party, claims monetary compensation as well as retorting regarding any misinformation, smearing material published in media or television, radio etc, costs which will have to be covered by the sued party. Under verdict nr.2741, date 06.05.2005 of the Court of Tirana, in its object: Compensation for non-material inflicted damage and obligation of the sued side to pay compensation in favor of "2K" Sh.P.K, on the sum of 5 thousand dollars and also retort published information. In its verdict the court decided that: The sued party is obliged to pay the general sum amounting to 15 thousand dollars, towards any damages inflicted.

Obligation, towards the losing part, to publish in the first page of a newspaper a retorting article regarding the accusation. Also, in verdict nr.3994, date 20.06.2005 of the same court towards a newspaper, it is stated that: "Literary speech is infringement towards the personality of the damaged party" with expressions such as "your are a murder Mr.L and you know it well that you are one, and you do not repent for this." As such, use of literary language, in this case, is unjustified from the court and constitutes smearing of someone's personality. As a result, under Article 617 of the Civil Code, the sued party is legally obliged to publish a retort article regarding the language used. In this retort article the sued party must explain the usage of such language and apologize publicly for the usage of this language.

Furthermore, the sued party has to do these publications at its own expense and in television and should report back to the court when these publications were made. These types of compensations were generally done for infringements towards someone's honor or the victim's reputation. This kind of compensation even though does not condole of the suffering that the victim might have gone through, but at least can somewhat calm and satisfy the victim.

LITERATURE REVIEW

Illegality of an action

Damage inflicted towards a celebrity or a person of the public sphere must be a factor that has to be taken into account when the amount of compensation is being evaluated. Nonetheless, it has been accepted from the doctrine that public figures must be tolerant in nature against any effort to interfere with their private life, because it is normal for them to “object” of discussion and criticism. But even in this case, we cannot justify the fact that their moral values can be infringed upon or their dignity as an individual can be smeared. This category has every right, like every other human, to protect these values.

Moreover, in this aspect, this group of people is even more fanatical towards protecting the reputation that they have worked so hard to build, and as such they cannot accept anyone trying to smear them or change it for worse in the eyes of the society. So, the bigger or more well known the person, the higher might the compensation be towards the inflicted damage towards the smearing, or threat of their personality and honor. This is shown through the practice of Albanian courts, where requests for compensation from politicians, musicians, journalists are much higher than the compensations that day to day individuals are seeking. This is the argument presented by the Court of Tirana in verdict nr.6353, date 07.11.2005, regarding non-material inflicted damage: *“Regarding the amount of compensation from the sued party towards the suing party we have to keep in mind that: the subject to which this damage has been inflicted is a public figure, a local representative.”*

Or in another case, of the same court, with a public figure against a journalist the court explained as such, while evaluating the compensation amount: *“The subject at hand, to which this non-material damage has been inflicted upon is a politician, a member of the parliament, member of the Right Wing Political Party, a senior diplomat, a former ambassador, a well known public figure”*

In the same specter, of the damaged party, I think that we should keep in mind if the person towards who the damage is inflicted is living or deceased. Inflicted moral damage towards the honor of a deceased person is of much more severity than towards a living person, this primarily based on tradition where the infringement upon a deceased honor is seen as “grave”. Differently from parties which are infringed upon while they are alive and can protect themselves in court, the deceased lack this opportunity, even though the court recognizes the right to its relatives (Article 625 Civil Code). But if the deceased has no living relatives to protect his honor, to whom does this responsibility fall upon?

Analogy with fines regarding criminal penalty and crimes

Another criteria in which the court should take into account when there is not statistical data, is also the case when a crime occurs and the defendant is legally responsible in a civil way, then he should also be held accountable in a criminal way. Typical of this are the cases when infringement upon someone’s honor occurs, and the defendant shall be held accountable in a criminal way. (Article 120 slander and Article 119 insult), and they are sentenced with fines. According to Article 34 of the Penal Code, a sentence with a fine for defendants ranges from 500 dollars up to 3 thousand dollars. In the cases when the infringements can be interpreted as criminal penalty and as a civil penalty, and there is a prosecution, then the court in order to set a precedent can refer to the fines foreseen in the Penal Code, Article 34, where the fines in case of a criminal penalty vary from 1 thousand dollars up to 5 thousand dollars (case in point might be compensation that relatives seek towards a defender that might have violated their deceased grave, un-buried him etc.).

So, with this analogy we can draw a parallel when the defendant has committed a criminal penalty and also holds civil accountability, and is up to the court to estimate the amount of compensation be

it in the minimum of maximum value, always to be taken as orientation when setting the amount of compensation regarding non-material inflicted damage.

Societal traditions as such compose the first steps of legal rights based on tradition or rights deriving from traditions, which we nowadays refer to as “collective moral” materialized as the laws of a society. So if these can be seen as collective norms to which Article 608 refers to, then we can ask the question, on what basis would we consider a certain action that infringes someone’s rights, encroached interests to be protected by these traditions.

Justifiable facts and exemption from civil accountability

There are cases when damage has been inflicted towards someone, but the defendant is not obliged to pay compensation, due to the fact that the damage is not considered illegal action due to circumstances which render the compensation illegal. The law itself allows the defendant to act a certain way, even though through its action damage is inflicted, which in turn does not arise civil accountability towards the defendant for inflicting damage. Such categories which are justified for damage infliction are:

Necessary self defense

The infliction of damage in the circumstances of necessary self defense does not arise civil accountability towards the defendant, and such damage can be considered illegal in nature. Such a solution has been accepted even in criminal law. The Civil Code foresees this in Article 161 which states: “*One cannot be held accountable for damages inflicted towards others in circumstances of necessary self defense*”. This disposition does not define necessary self defense. For these cases, doctrine and jurisprudence have always referred to Criminal Law.

When it comes to defense, it should always be in response to direct participants of an unfair attack, to protect one legal right and interests or third parties and more importantly should be a response in proportion to the attack. Then how can we solve a case when there is a trespass of the limits of necessary self defense? In my opinion, the accountability for inflicted damage in the circumstances of self defense must be shared between the inflictor of the attack and the attacked for the amount corresponded that he has passed over the limit of necessary self defense.

The correlation with the cause

Except the existence of the harm and its illegality, in order for there to be responsibility for compensation, it must be proved the correlation between the cause of the action and the consequence of the infringement (harm). According to Article 472 of the aforementioned Law, it is understood that the illegal action must have been the cause of the harm and the action itself is the consequence of the harm. The correlation between the cause must exist even when the inflicted harm was a result of not acting, meaning that in case of inaction and the result of the harm both of them could have been prevented, coming to the same result. In regards to the correlating cause, it has been treated by different scholars and has taken a not non-significant place in the doctrine of the time.

Guilt

Civil Right in accordance with the Law of the time accepted **guilt** as a Civil Responsibility. The obligations which come as a result of inflicting harm as seen in the Article 472 of the Law, differently from the Civil Code of 1929, we see the acceptance of concept “presumption of guilty”. As such, the person who has been infringed upon does not have to prove that the author is guilty of harm, because already he is presumed guilty. Paragraph II, in the aforementioned disposition, lays out that, the person who has inflicted the harm cannot be held responsible if he can prove his innocence. This means that is up to the party who inflicted the harm to prove that he was not guilty for the harm inflicted. Nonetheless, even though as a rule of thumb, accountability for Civil Responsibility that

comes from infringement makes the author of it accountable, the law in some cases has also accepted the responsibility with no guilt. Case in point would harm inflicted from an occupation or activity which hold high risk involved.

ACCOUNTABILITY FOR HARM INFLICTED BY OTHERS.

Accountability for harm inflicted from a minor under 14 years of age

In regards to such responsibility the aforementioned Law, lays out some cases in which the responsibility for inflicted harm cannot be held by its author, but by its legal guardian. Firstly, we have to mention the responsibility in case when the infliction of harm has been conducted by a child under the age of 14. Article 475 of the aforementioned Law foresees that the case of inflicted harm cause by a minor under 14, accountability shall fall on his parents or its appointed legal guardians. Also for such harm, accountable will be held people responsible for overseeing the minor, but this the accountability shall be restricted only within the time-frame that the minor is under their supervision.

H1: Some rights allow within itself “damage infliction” onto others. As such, the right to be an entrepreneur in a capitalist society allows competition towards other entrepreneurs which in some ways inflicts damage towards them.

H2: In such cases, the entrepreneur cannot be held accountable for bankrupting others through fair competition.

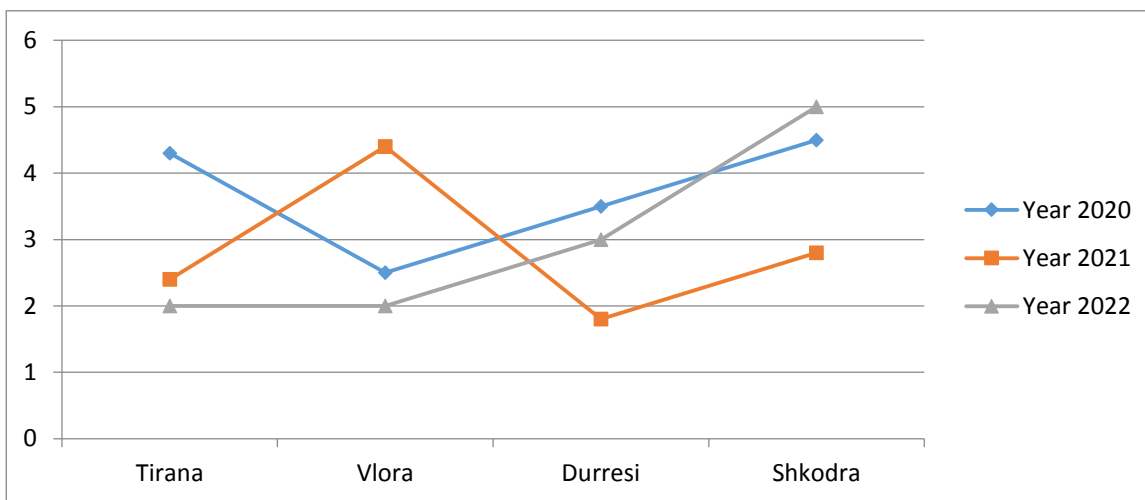
H3: If this could happen based on legal system then it would kill the competitive spirit of the system. Furthermore, the right of critical thinking in literature or creative art allows you to give your opinions, according to you which artistic pieces are needed and which not. This might in some way damage the authors, but if this would be punishable only on these basis then the right of criticisms would be suppressed.

First and foremost, it cannot be held responsible for the inflicted damage the person who has acted by fulfilling a legal requirement of his. Case in point, confiscation of goods put forth from the Office of Enforcement which is executing a court order does not justify grounds for inflicted damage, because the Enforcement agency is fulfilling its duties. As such, they are discharged from any accountability for compensation towards inflicted damaged only people who are legally authorized by the law. Nonetheless, during the fulfillment of their legal duties, the competent entities must act within the legal framework and norms that regulate their work. Otherwise, they will be accountable for any afflicted damage that can result from their illegal actions. In this case, the court charges the Directory of Customs with accountability for the inflicted damages towards illegal taken actions.

Nonetheless there are cases when the person takes the risk for possible inflicted damages and this on its own discharges him from any accountability in case of any inflicted damage. For instance, in some violent sports like boxing, or wrestling you must do everything necessary to beat the opponent, which might result in injury or even death of the opponent. If everything was conducted according to the rules, the victim or his relatives cannot seek compensation because the sport than would not exist. In this case we are dealing with legally inflicted damage, due to the fact that the law allows the existence of such sport in itself. The inflicted damage would be considered illegal only if the damage would come as a consequence of the rules were not followed, as such charging the author with accountability. These cases are not coherent to what we are describing, because we are not dealing with illegal inflicted damage.

Our civil rights and judicial doctrine has accepted as a basis for civil accountability, the presumption of the person accountable for inflicting damage as guilty. As such, the finding of the three aforementioned conditions is not enough to qualify as damage infliction. In order for accountability to arise as an issue towards the author of the damage, it is needed the proof that has acted under guilt. Such a condition for accountability it is foreseen in Civil Code under Article 608/1 as stated: *“The person who, has acted illegally under guilt, inflicts damage on others or towards their wealth is obliged to compensate for the inflicted damage”*.

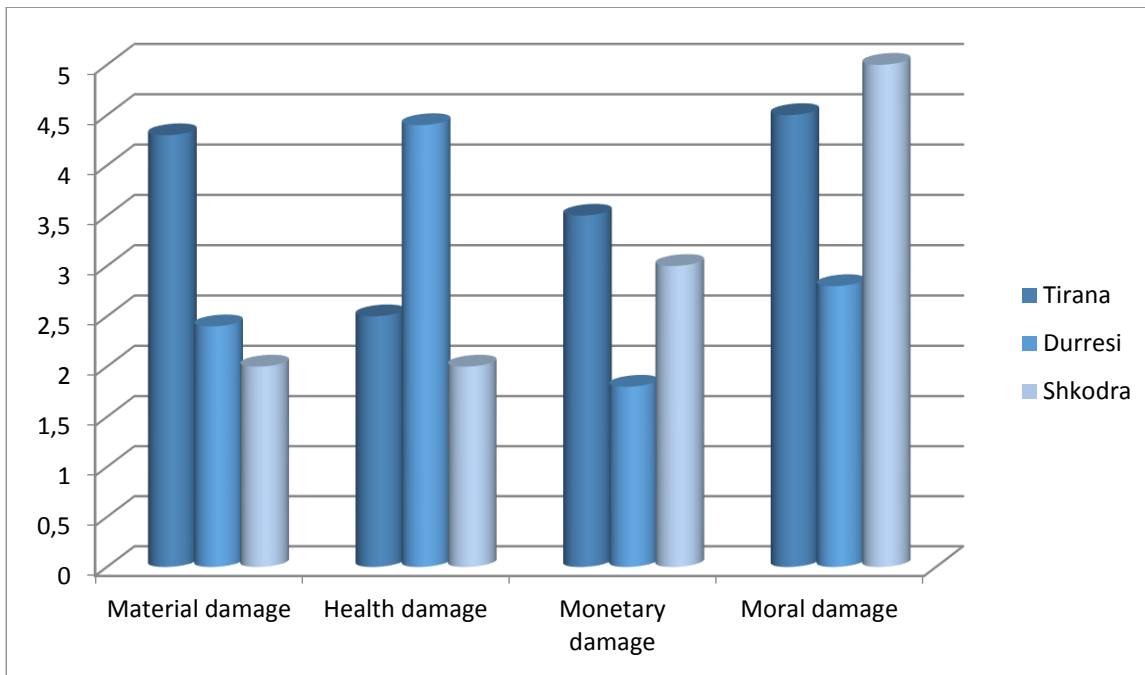
Civil Code not only recognizes guilt as a condition for civil responsibility that derives from the infliction of damage, but it also has set forth principle of presumption of the author as guilty for inflicting such damage. As aforementioned we can see in Article 608/2 : *“The person is not accountable for inflicted damages when he can prove his innocence...”* Keeping this principle in mind, the damaged party only needs to prove the inflicted damage as a result of illegal action of the person responsible. Is up to him to prove that the inflicted damage came as a result of circumstances which were out of his control, so he cannot be held accountable for damage infliction. As a result, everyone who has inflicted damage will be presumed guilty, unless they can prove otherwise.



Source: Author

Only in this case alone they will be discharged from accountability towards compensation for the damages. So in a civil court setting, for compensation the sued party is charged with the responsibility, has appealed the verdict by presenting that one of the basis for his appeal that in the first court was not proven that he was guilty. This is a false pretence , because according to the law the presumption of guilt onto the defendant is set in law, is up to the defendant to prove his innocence. (Ruling nr.1179, date 20.10.1999 Court of Appeal Tirana) Such a solution has been accepted with the reasoning that the person responsible for the damage has better knowledge of the circumstances under which he acted, as such inflicting the damage, and has an opportunity to prove his innocence. There might have also been circumstances which have been out of his control , or circumstance which he no effect on.

Lastly we talked about compensation for inflicted damage. The Code accepts in principle, compensation if full of the damage inflicted in regards to material damage. As such the person accountable will pay tribute not only the wealth lost but also the lost profit that came from the damage. In regards to the way that the compensation shall be paid, in monetary value or otherwise, practice has preferred always monetary compensation over any other way, regardless if the compensation could be given in other ways.



Source: Author

In some cases this has been possible, when the damaged good could have been replaced by the person accountable with a similar good. Except, material damage we have also talked about tribute in the case of damage inflicted on health, or damage that causes death. In these cases we are dealing with a special kind of damage, which as a consequence also inflicts damage on wealth and non-material damage. Regarding inflicted damages on wealth, it is comprised from the loss or reduction of the ability to work and medical expenses in case of damage upon health. In the cases of inflicted damage with causation of death, compensation will be paid to people that fall under article 643/a in regards to food and burial expenses. In regards to moral damage, this can only be compensated in cases when damage has been inflicted on health and not in regards to damages inflicted that have caused death.

METHODOLOGY

In some studies, based on the methods used, the information obtained may be of a qualitative and quantitative nature. The study is based on obtaining information through questionnaires, which are constructed with closed-ended questions. The data obtained from them are quantitative and qualitative in nature, therefore statistical techniques can be used for their processing based on the objectives of the study.

Quantitative research is pervasive in nature and is used by researchers to understand the effects of various promotional inputs on the consumer, enabling marketers to "predict" consumer behavior. etc. This type of search addresses questions about who, what, when and where consumers buy. Research can be considered exploratory or confirmatory. Confirmatory research tests hypotheses. The results of these tests aid in decision making, suggesting a specific course of action. Exploratory research takes different approaches. They may be needed to develop ideas, leading first to the development of research hypotheses.

Some researchers often discover the reactions and activities of respondents using marketing research methods.

On the other hand, quantitative methods are needed to measure the effectiveness of these measures.

The Quantitative methodology was used to conduct this study as the analyzed data to derive the results and conclusions of the study are numerical data. The resources used are primary and secondary. Primary data were collected through questionnaires, while secondary data were obtained from the World Bank, Municipalities etc and for the literature part books and other materials were used by foreign authors and Albanian authors.

What needs to be pointed out in this case is that accountability of the parents and appointed legal guardians is absolute accountability. This means that they cannot be relieved from accountability even if they can provide proof that they could not stop the infringement or causation of the harm. As such, the parent or appointed legal guardian is not only presumed guilty, but this presumption cannot be overruled. We can see a different approach in Paragraph II of Article 475, according to which people tasked with overseeing the minor, cannot be held accountable for the inflicted harm if they can prove their inability to stop the infringement at the time of occurrence.

Accountability for inflicted harm from a minor over 14 years of age

This is laid out in Article 476 of the aforementioned Law. Differently from a minor under the age of 14, the one who has already reached the age of 14 (considered a minor still), holds accountability for its own actions. There might be cases when the minor does not have the economic means in order to pay compensation for the harm inflicted. In such cases, the accountability for the harm inflicted will be held by his parents or legally appointed guardian. The aforementioned, can be discharged from any accountability if they can prove that their inability to stop the infringement at the time of occurrence. As noted, in this case, the accountability of the parents and legally appointed guardians is a limited accountability.

Accountability for inflicted harm from a person with the inability to act

In order to be held accountable for inflicted harm there is a number of criteria in which there is also guilt. As such, it means that can be held accountable people who can understand the consequences and importance of their actions. In these circumstances the aforementioned Law has accepted the fact that people who have been stripped of their ability to act, cannot be held accountable for inflicted harm. Article 477 of the Law lays out that inflicted harm in this case, hold accountable the people which are charged with the responsibility to oversee a person the inability to act, but this accountability is restricted. These people cannot be held accountable for the inflicted harm if they can prove their inability to stop the infringement at the time of occurrence.

Accountability for inflicted harm from legal entities, employees and employers

The aforementioned Law, in Article 480 states that:

“ Legal entities are accountable for inflicted harm from its employers or employees while they are carrying out their duties ”

The legal entity as any other person is held accountable for inflicted damage from it employees while carrying out their duties, but only when the inflicted harm has been carried out from employers or employees whom are not fit for the task that they were hired, or they have not been supervised in a suitable way while carrying out their duties.

As we can see, the disposition makes a clear differentiation from the legal entity, its employee and employers. This differentiation is important to keep in mind because it implies that the harm inflicted from the legal entity, the one held responsible should be held the legal entity as a whole. The carrying out of the duties of the legal entity is considered the actions of the legal person itself. While the employers or employees are people which are in a contractual relation with the legal entity. For the inflicted damage from the aforementioned, the legal entity is held responsible only if the damage was

inflicted by employees which are hired under its supervision and were not suitable to carry on the duties or did not have the proper supervision while carrying out these duties. In order to evaluate if the employee was or not suitable to carry out these duties, it shall remain to the court to decide on a case to case basis. Furthermore the harm inflicted must be correlated with the duties which are carried by the legal entity, as such should be within the framework of the activity carried out by the legal entity.

Accountability of a governmental legal entity carried out by governmental employees while carrying out their duties in accordance with public service

This type of accountability is foreseen in Article 481 of the aforementioned Law according to which: *“For inflicted harm as a result of illegal actions carried out from public servants while accomplishing their duties in accordance with civic duties, the governmental legal entity is accountable only in the cases which are well established within the law”*. This means that the activity falls into a different category which is carried out by the public servant and as such, the legal entity is a governmental entity which has a specific activity, not of any kind. This means that the legal entity will be held accountable if this responsibility is foreseen in a specific law.

Accountability for inflicted damage as result of a high risk activity

This is one of the cases of accountability without guilt, which is laid down on Article 473 of the aforementioned Law. This disposition, explicitly states that:

“Enterprises, institutions and organizations and legal entities which carry out duties which hold a high risk activity in regards to its surrounding, are held accountable for inflicted damage from this high risk activity, except when they are able to prove that the inflicted harm has been inflicted by a major force”

Holding in mind that in such cases we are dealing with accountability without guilt, we can say that the person accountable for infringement cannot be discharged of its accountability even if he can prove is innocence in accordance with Article 472/2, by proving that he is not responsible for the infliction of the harm. The person who is responsible for the infliction of the harm will be discharged of accountability only if he proves that the damage inflicted came as result of a **major force**. Furthermore, the person charged with the compensation of the inflicted damage, can be discharged from its accountability or it can be reduced, when in the infringement has partaken has taken part the harmed party. Regarding what constitutes a high risk activity, the Law does not make a clear definition or explanation, as such its definition would be correlated with the industrial means used while carrying out such activities and would be up to the court, especially the High Court, to establish what would constitute a high risk activity.

In regards when the inflicted damage was carried out by multiple people at once, then there is **collective accountability** and common compensation. This is laid out in Article 478 of the aforementioned Law as stated: *“When the inflicted damage is carried out by more than one person, they will answer towards the affected party together in unity”*

In such cases there is no need for a pre trial agreement between the authors and the hurt parties. In order for Civil Accountability to take place, it only needs that the damage inflicted be result of the actions taken by the people as a group.

Reward for the inflicted damage

The aforementioned Law lays out instances not only when the damage is inflicted from the person responsible, but also while taking into account the guilt of towards the person that the damage is inflicted upon. In this case there is mixed accountability. This is foreseen in Article 485 of the Law

according to which: *“When the inflicted damage or the amount inflicted with or without purpose or as a result of recklessness or grave negligence of the hurt party, and when they have not shown regard for the minimizing of the damage, the court on a case to case basis can reduce the monetary amount given as a reward for compensation or discharge the inflicting party from any compensation whatsoever.”* In such case, the damage is not only a consequence of illegal actions of the person responsible, but also of the damaged party. The compensation for the inflicted damage in such cases, as is interpreted from the disposition itself, will be done while keeping in mind such facts from the court which can reduce or completely discharge the inflicting party from any compensation. In order for the aforementioned article to be implemented, the affected party should have acted in grave negligence or with pretence.

Accountability for inflicted damage resulting in death or grave medical injury

When a person is killed or inflicted damage on him results in grave injury, as a result, the inflicted party are infringed in a material and non-material way. The Law does not accept compensation of non-material damage, but only of material nature. In this case, the disposition has foreseen that in this case the affected party benefits from Social Securities, and as such the compensation will be done by the Social Security Institution. When the affected party will not receive the compensation to the fullest from the Social Security, they can reach out and seek compensation from the person responsible for the damage to the fullest. On the other side, the Social Security Institution have every right to seek from the party that has inflicted the damage, whatever they have paid up to that point.

DATA ANALYSIS AND THE WORK RESULTS.

This study, by its very nature, has focused on descriptive analysis. The most basic statistical analysis is descriptive analysis. Through this analysis we make the initial transformation of the data, in order to describe the basic characteristics such as: central tendency, distribution and densities. One of the most effective ways of presenting information, especially numerical ones, is to construct and present the data obtained through graphs. This, also because many people are confused by the appearance of numbers.

This study, by its very nature, is focused on descriptive analysis. Descriptive analyzes focus on measuring, estimating values, quantities, and distributing the characteristics of the variables taken into the study. Descriptive analysis is advisable to be used for processing data of measurements and observations performed in order to assess the manner and / or extent of reaction and / or dependence of an economic indicator, economic phenomenon, consumer behavior.

In the case when the afflicted damage, results in death, Article 489 of the Law has foreseen which are the people that can demand compensation for the damage. This disposition clearly states that: *“When the inflicted damage results in death, it is compensated the person which are affected be them minor or unable to work, which have been under the supervision of the deceased fully or partially and the people who have been under food care of the deceased”*. As we can see from this disposition, the condition under which minors or people unable to work is to be compensated is their status under the care of the deceased. While people who have been under food care from the decease, have right of compensation for the damage inflicted regardless if they have been or not under the supervision of the deceased.

In article 488 of the Law it is foreseen the accountability in case of medical injury of the person. In such cases the damages that might come as a result which are tied to medical expenses and such, loss or impact in the ability to work. Such are the damages that have to be compensated from the inflicting party. The compensation for the afflicting damages, put in place as a result in reduction in the ability

to work can be subject of change with the passing of the time, as requested by the affected party (Article 497)

When the inflicted damage it is done to a minor, the compensation of the damage is settled differently (Article 494,495). Firstly, it has to deal when the inflicted damage is done to a minor under the age of 18 and was not wounded in the moment of the inflicted damage. The compensation in this instance towards the minor will be comprised of the necessary medical treatment, payment for necessary prosthetics and furthermore expenses that are related to the injury of his health. When the affected minor is 16 years old, he has every right to seek compensation in regards to losing its ability to work for median wage of a unqualified worker.

Second case, is in regards to the injury of a minor above the age of 14, but not 18 years of age and that in the moment of inflicted damage has stable income from its employment. The person responsible for inflicting the damage is obliged to compensate in regards to his medical care but also damage inflicted due to loss of ability to work based on the income that the affected party had from its employment but still no less than the median income. When the minor is above 18 years of age, he has the right to seek compensation from the damage inflicted based on the median income of the category that he would be employed in before he was damaged.

Compensation of inflicted damage during the undoing of damage that is endangering socialist common wealth

The prioritization of governmental property over private property can be clearly seen in Article 483 of the Law, according to which: *“For the damage inflicted to a person, when he is undoing a possible damage towards socialist common wealth, the responsibility falls of the legal entity to which the wealth belongs to.”* The protection of socialist common wealth was an obligation for every citizen of the Republic at the time, but with this disposition they were trying to incentivize individuals more towards the idea of protecting what is **ours**.

Suing for compensation and its dispositions

With the illegal infliction of damage, the affected party is legitimized to sue for fair compensation towards the damage afflicted. The way to do this is foreseen in Article 500 of the aforementioned Law. This Law lays out in Article 77, the general rule that the right to sue is immediately conceived the moment that the damage can be foreseen, while the obligations that are executable with the request of the creditors begin once the monetary obligation is determined. Differently from this, the sue that follows afflicted damage is specially regulated from the aforementioned dispositions. Based on this the right to sue is conceived the moment that the affected party knew or had to know about the inflicted damage and about its author. So the deadline is coarsely related to the knowledge about the damage inflicted and its author because it is only at this point that the affected party can sue for compensation. Furthermore in Article 500/2 lays down that the case for compensation can be suspended except in the cases when the affected party, has presented a request for a pension from the authority until the day that this pension is granted or completely refused.

Concrete obligations are derived from legal facts being as such a specific factual source of obligations and the law being the root of them all. Studying on the obligations has been studied while keeping in mind the difference between contractual and non-contractual obligations. The ladder includes: 1.Obligations that come from inflicted damages. 2. Wide arrange of professions 3. Unasked payments 4.Unjustified wealth. But the focus of our study shall be the accountability that follows inflicting of damage.

When damage is inflicted, then the person responsible for it must be held accountable. Accountability can be seen from different perspectives. Firstly, from an internal point, where the person must be conscious about the actions that has taken and it has to do with a moral accountability. Secondly, its behavior must show resentment and ready to deal with a trial, in the case of criminal penalty but also in case of compensation towards the affected party. This last responsibility, can be distinguished through the source that it came from, a contractual responsibility in which the parties are responsible if the clauses of the contract have not been fulfilled and must be held responsible in the case of a void contract, which in the case of the damage inflicted the author and affected party might not be connected by any contractual agreement. We can see further down what are the differentiations between them.

In this aspect, contractual damage does not only mean compensation of the damage inflicted, but also comes the implementation of the means for enforcing a contract, sole purpose of which is to oblige the contractual parties to fulfill their obligations as per sanctioned in the contract. Contractual damage presets one of the most used means for reassuring a contract.

Civil Accountability in a non-contractual setting exists when the damage inflicted is by a third party and there is no void contract. A pedestrian, injured in a car crash, will sue the driver for compensation regarding his injuries in the crash, this because there is no contractual agreement between the driver and the pedestrian.

5.CONCLUSIONS.

From the analysis of the scientific work we have identified the immediate need that universities should change both in form and content in their work process In conclusion, we can say that as easy as it might be for the damaged party to seek compensation for non-material damage, it is as hard for the court to decide a fair amount of compensation for them. A unifying ruling from the United College of the High Court (as an obligatory source of legal right) would be necessary with the huge amount of such cases. Furthermore, a Nationalized System of Statistics over the limits for compensation awarded from all courts in regards to civil suits would be helpful for every practical case. A broader and more coherent interpretation of Article 608 and 625 from law practitioners would be as important, without the opportunity of making new changes to the Civil Code.

Suppression or encroachment of the rights and interest are protected from legal traditions. In the cases when infliction of a damage comes as result of illegal action then everything would be simplified. The damaged parties would present their case to the court and give arguments where their rights and interests have been encroach according to the law. With the fulfillment of such conditions, and some more, the damaged party would be legitimate to seek compensation for the inflicted damage. But, the law (Article 608/2 Civil Code) puts the civil responsibility even to the person who has inflicted the damage by suppressing or encroaching the rights and interests of third parties which are protected by legal traditions. What do we understand with “legal traditions”?

Tradition is composed by a way of thinking and acting in a specific society. As we all know, legal rights were initially based on traditions, not only referring to daily practices but also a tradition which has governed a peaceful coexistence and understanding between individuals in a society.

In practice, even though it rarely happens, there are cases when these two accountabilities cannot be distinguished from one another. For instance in the case of not fulfilling a purchase order contract, the debtor is referring for legal interpretation Article 913 of the Civil Code, where it is foreseen the term of a purchase order contract, also to Article 640 which has to do with compensation that derives from damage inflicted from a non-contractual setting.

In these cases the court has yet to take a verdict, which in my opinion is not fair, because you cannot accept the same compensation from a contractual and non-contractual setting. In another case between two parties there was a fulfillment order contract, and the suing party claimed inflicted damages from the non-fulfillment of the contract, and based their claims only in Article 608 and 640 which have nothing to do with contractual agreements but rather damage inflicted in non-contractual setting.

Even in this case the court has not ruled the legal premises of the case, but it has rather accepted it. Furthermore, from not fulfilling its monetary obligation on a rent contract, there is inflicted damage to the renter. Compensation regarding this damage he can seek it through the dispositions of the renting agreement, as a contractual damage and not as a non-contractual damage. Ruling nr.950, date 17.10.2000 Court of Appeal, Tirana.

In order not to bring more negative examples one after the other, I will recall a case from the Court of Tirana. As a result of non-fulfilled repair contract, the affected party sued in court. The case was based in Articles 608,609,618,640,644 and after putting all these dispositions in his claim they also add Article 850 which explains a “enterprise contractual agreement”. The court in its ruling, expressed that Article 608 was not implementable according to the Civil Code and due to the fact that we have a contract and the dispositions of inflicting of damage on a non-contractual bases are not implacable. (Ruling nr.606, date 17.06.1999 The Supreme Court)

Furthermore, in a ruling by the Supreme Court it expressed that it has recognized the existence of a contract between the two parties, but it recognizes the inflicted damage in a non-contractual damage based in Article 640 and 622 of the Civil Code.

The Supreme Court has turned back for due process to the court to re-establish if we are facing or not a non-contractual inflicted damage.(Ruling nr.675 date 24.02.2000). Nonetheless, we should be optimistic that in the near future clear cases of contractual responsibility should not be misinterpreted with dispositions of inflicted damage.

From the aforementioned cases, there is a thin line to differentiate these two accountabilities, which is not very clear which for some can be interpreted as contractual and for some non-contractual accountability. For this lets take an example:

A driver sees a person trying to catch a ride and accepts to take him along in his car. The person which is now travelling for free, suffers an injury in a car accident inflicted due to the fault of the driver. As such he sues the driver for wrongful injury. In this case some might think that this is a contractual accountability: one between the driver and the person which was injured there was a contractual agreement, even though with no terms.

1. First and foremost, the differentiation between the two is derived from its purposes, objectives which are not the same in these two accountabilities. Penal accountability has in its core the protection of society against actions that can threaten public safety. Civic accountability has as its main role compensation of inflicted damages from a specific person, be that physical entity or legal entity.
2. The application of penal law and taking into criminal investigation can be only done by the prosecutor, except penal actions which can be raised from the damaged party. While compensation of civil damage is always requested by the affected itself, its representative and not from the prosecutor.
3. Penal accountability presumes that the author has acted in guilt (be that on purpose or not). Nonetheless in criminal law the author of the inflicted damage is presumed innocent until he

is proven guilty or there is a executable court ruling. On the other side on civic accountability the principle of presuming guilty subsides. This means that the defendant has to prove that the damage was not inflicted by him or due to his actions.

4. The criminal law sets as crucial and lasting elements of criminal accountability the guilt of carrying out the criminal action. Civic accountability is an accountability with guilt but there are its cases when the law itself accepts accountability without the guilt of the person in question
5. In penal accountability, the accountability is always personal. The person who has committed a criminal violation will answer for it personally and will suffer its own sentence. There is penal accountability for actions taken by other people. While in civic right, except the general rules where every person answers for its own actions, there are also cases where a person can be charged with the accountability of a crime he has not committed personally. So, civic society can implemented even for damages inflicted by others
6. In the establishment of a criminal verdict the amount of guilt affects the amount of sentence conducted. While in civil right there exists the principle of reward and full compensation from amount of guilt of the author of the inflicted damage, which does not affect the set compensation. The person who has inflicted the damage, despite the guilt will obliged to compensate the damage in full

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THE USE OF METAPHORS IN FOREIGN LANGUAGE TEACHING

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Abstract

People make use of the expressive functions of language when describing their thoughts, desires or states. While doing this, the figurative aspect of the language is often used in the expressions that transform from the mind to the transference. Every human being is endowed with countless experiences in his physical world. Metaphors are based on experiences of our physical world. They enable the unknown to be known and the incomprehensible to be made understandable through the experiences gained from this physical world. When we look at today's understanding of metaphor, it is seen that metaphor has become an indispensable component of a used language in daily life and they are used as different reflections of people's concepts and perceptions of events. It can be expressed that the increase in the metaphorical proficiency of the foreign language student can make it easier to understand the concepts of that language, so that he can be more successful in the target language. Moreover by means of metaphors, problem areas of education staff or teachers can be determined and programs can be ameliorated and education and training activities are to be carried out considering these problems. That said, metaphors can be used not only language courses but also other courses of physical and social sciences.

Keywords: Metaphor, Students, Teachers, Learning environment, Foreign language teaching

Introduction

Language that creates communication includes many auxiliary elements that help understanding. People make use of the expressive functions of language when describing their thoughts, wishes or states. While doing this, the figurative aspect of the language is often used in the expressions that transform from the mind to the transference. Metaphors are based on experiences of our physical world. The people in the world are endowed with countless experiences. Metaphors enable the learners to learn the unknown to be known and the incomprehensible to be made understandable through the experiences gained from the physical world around them.

As is known, metaphor is accepted as a strong mental item that a learner can employ to perceive and expound a highly mental, complicated or theoretical event (Saban et al., 2006). It is to convey the meaning from one item with its perceptual similarity/ies to another. Metaphors enable learners to compare notional or complicated event with more substantial realities, and this activity ameliorates the perception of unknown phenomena. They are not just a rhetoric for embellishing the language we use in our daily life; The significance of metaphors in the life of humans includes much more than that (Saban et al., 2006; Semerci, 2007).

Metaphors are also called the "language of experiences" (Miller, 1987) as they make use of the experiences of individuals in making sense of and conveying facts, objects or concepts. Metaphor is

an effort to understand something with the knowledge field of another (Lakoff & Johnson, 1980). Balçı (1999) denotes that researchers accept the metaphors as a means to perceive and investigate the current situation of teaching and learning practices. In this regard, it can be said that thanks to the metaphors created by the learners, information can be obtained about the expressions of their subconscious about their perceptions about English or another lessons. Accordingly, problem areas in language teaching areas as well as other areas (such as geography, chemistry, physics, and etc.) can be determined and education and training activities can be carried out by developing programs considering these problems.

What is Metaphor?

The word metaphor, which has passed from French to our language, means metaphor and is a literary art. According to Oxford Online Dictionary, it is a figure of spoken words in which a name or descriptive word/phrase is transferred to an object or action different from, but analogous to, that to which it can be applicable literally, (<https://www.oed.com/view/Entry/117328?redirectedFrom=metaphor#eid>). In the world-famous Webster dictionary, metaphor is explained as follows; “In addition to the word or phrase that is usually directly expressed, metaphor is a speech form that expresses the similarity of one thing for another and includes comparison” (Marshak, 1993). In classical language theories, metaphors were not seen as a product of thought, but only as a material of language. When we look at today's understanding of metaphor, it is seen that metaphors have become indispensable piece of languages in daily life and metaphors are used as different reflections of people's concepts and perceptions of events.

Philosophers have used this item to make matters of philosophy and science easy to understand. As a matter of fact, many philosophers have benefited from this method, sometimes by making a simile, in order to facilitate an issue that is very difficult to understand and explain (Soydaş, 2010). At the same time, metaphor is "considered as the extraordinary properties of language, thought, or both" (Cameron 1999).

Metaphor occupies the normal conceptual system. Because most concepts that are significant to people can be abstract or experiences (emotions, thoughts, time, etc.) are not clearly described. People grasp them in clearer terms, with objects, and with the meanings of other familiar concepts (Lakoff & Johnson 1980). In this way, although the concept does not mean anything, the metaphor used provides understanding. Saban (2004) argues that metaphors are one of the most strong mental items. Lui and Lieberman, on the other hand, examined the concept of metaphor through the codes created. According to them; “Metaphor is a person's shaping different stories, which are formed as a result of interaction, into codes. When a person shapes a story with a metaphor, this system updates the person's narrative style in codes. This code may not be directly meaningful, but it helps the person to embody their thoughts” (Lui & Lieberman 2005).

Metaphors are conceptual in nature. They are among the main tools used to understand the world. Metaphors, which have a significant role in forming of social and political realities, help to explain the meaning of abstract concepts and create crystal clear pictures. This sometimes happens in language, sometimes in gestures and mimics, and sometimes in graphics (Lakoff & Johnson, 1980; Cherry & Spiegel, 2006). Metaphors are traditional, they reflect the characteristics of the culture. Metaphors other than traditionally perceived ones are imaginative and creative. Such metaphors can

add new meanings to the past, daily behaviors, knowns and beliefs by adding a new understanding to behaviors (Lakoff & Johnson, 1980).

Forceville (2002) stated that a three-question must be responded in order for anything to be accepted as a metaphor. These are: “1- What is the subject of the metaphor? 2- What is the source of the metaphor? 3- What are the features that are thought to be attributed to the subject of the metaphor from the source?”

Metaphors and Related Concepts

Metaphors enable the unknown to be known and the incomprehensible to be made understandable through the experiences gained from this physical world. When we look at today's understanding of metaphor, it is seen that metaphor has become an indispensable component of a used language in daily life and they are used as different reflections of people's concepts and perceptions of events. When the studies carried out in our country are investigated, there are many research on this subject (Girmen, 2007; Göçer, 2013; Şenel, 2016; Tiryaki, 2017; Aydın et al., 2021)

Saban (2008) emphasizes that a definite clear mental plan is projected onto another mental schema by forming a connection among metaphor and concepts or phenomena, and therefore metaphors are a powerful model. In this way, a semantic mobility is provided between the cases. In addition, it creates a powerful mental structure in order to perceive the mentality of learners (Palmquist, 2001). Forceville (2002) states that there are three elements in metaphorical relationships. The first of these is the subject of the metaphor, namely the target concept. The other is the root of the metaphor and the third element is the features that relate the source of the metaphor. Metaphors help learners articulate their thoughts that would otherwise be difficult to express. They can be used as a tool to express thoughts that are wanted to be said but difficult to explain. This is because experiences do not come in single, separate units- it is expressed as the transition from one state to another (Hoyle, 2007).

Metaphors are a strong and clever way to convey experiences and mental schemas. Because a single metaphor can be a powerful way of expression (Patton, 2002). They are paramount mental mappings and modeling mechanisms for learners to perceive and construct their own world (Arslan & Bayrakçı, 2006). In line with this information, it is possible to come across metaphors used in different fields- as was expressed before, and for different purposes in educational practices and research.

Language Learning and Metaphor Relationship

The ability to understand and produce metaphor in a foreign language other than the native language has also been one of the issues that has been emphasized. Sabet and Tavakoli (2016) emphasized that by applying a culturally appropriate and acceptable metaphorical language to foreign language learners, they would gain the ability to convey their thoughts and ideas in the target language. Activities to increase the metaphorical competence of foreign language learners gain importance in this respect. It can be concluded that the increase in the metaphorical proficiency of the foreign language student will make it easier to understand the concepts of that language, so that he can be more successful in the target language.

Although it has a history of 2500 years, it is known that metaphors have started to be discussed as a subject for experimental studies for about 30 years. Since metaphors are seen only as ornamental tools in traditional approaches and the importance of thought/human dimension is not emphasized, common and wrong definitions of metaphors have emerged until today. Together with contemporary approaches, the determination of the close relationship between experience and thought, image and concept, new knowledge and known things has made the power of metaphor to be noticed (Yağız & Yiğiter, 2007).

Lakoff and Johnson (2015), thinking that metaphor, which is discussed in both philosophy and linguistics, deserves a more central attention, they have revealed in their work titled "Metaphors We Live By", which they wrote in 1980, that it takes place in every aspect of our daily life. With the *conceptual metaphor theory* suggested by Lakoff and Johnson, metaphor, which is no longer a figurative field of language, has gained a more independent place for itself. Today, conceptual metaphors are seen as a concept in our daily life, both in our action and in our intellectual activities, and it is not possible to think of a life free from metaphors (Lakoff & Johnson, 2015).

Conclusion

If metaphoric expression is used it gives the people an opportunity to perceive abstract and complex ideas, (Devezas, 2005). In learning settings, individuals should be able to express their opinions and desires comfortably, and a democratic classroom atmosphere and condition should be provided in order the students express their ideas without any hesitation. While doing this, the figurative aspect of the language can be used in the expression. When we look at today's understanding of metaphor, it is seen that metaphor has become an indispensable component of a used language in daily life and they are used as different reflections of people's concepts and perceptions of events.

Every human being is endowed with countless experiences in his physical world. Metaphors are based on experiences of our physical world. They enable the unknown to be known and the incomprehensible to be made understandable through the experiences gained from this physical world. By means of metaphors, problem areas of education staff can be determined and programs can be developed and educational activities can be carried out considering these problems. That said, metaphors can be used not only language courses but also other kinds of courses of physical and social sciences.

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THE INFLUENCES OF BELIEFS ON LANGUAGE EDUCATION

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Abstract

Today, where intercultural interaction has become important, there are some factors which affect language learning. In the globalizing world, with the developments in educational, cultural, political fields and etc., social borders disappeared and intercultural interaction has begun. For this reason, learning other languages besides their native language is a necessity. In this regard the importance given to foreign language learning is increasing all over the world and in our country. In parallel, at times people go to countries where so called language is spoken as a native one in order to learn that foreign language more easily and effectively. In language learning there are some issues to be considered. Languages have human-based features and sometimes they may be remarkably close to the areas such as psychology and sociology. The beliefs- positive or negative of language learners' have influences on language to be studied. Foreign language teachers, so as to have efficient teaching activities, ought to be aware of the individuals' beliefs towards so called foreign language in target. It is believed that this study may lead the emergence of some ideas and notions to some extent, in the area of foreign language studies.

Keywords: learners' belief, foreign language, English, influences

Introduction

In this globalization period, the significance of language noticeably clear. The countries attach foremost importance to the teaching of prestigious foreign languages-in addition to native ones, so as to communicate with other countries. According to Özkana & Hakan (2010), with the technological developments in many fields, it is a fact that people need to communicate with distinct cultures and people, and for this activities, their mother tongue is no longer enough for people. In this globalization process, the importance of English, which has irresistibly become the language of communication (Mede & Uygun, 2014) all over the world has been increasing all the more. The countries attach immense importance to the teaching of English in order to provide their citizens with a good level of foreign languages so as to communicate with other cultures and people.

The need to know a foreign language is related to the fields of international relations and communication. In particular, increasing prevalence of inter-communal relations and cooperation after the World War II made the significance of foreign language knowledge even more evident and even knowing two or more foreign languages became a prerequisite in academic or professional life (Yaşar, 1990, p. 378). Considering the importance of foreign language teaching, it should be taken

into account that the main target in language study is to communicate when determining language teaching approaches in schools in educational institutions so as to provide a qualified education.

English is the primary concept that comes to mind when talking about a foreign language in Turkey as in many countries in the world. English, which has become an international language, has taken its place among the compulsory courses in almost every educational institutions. English lessons, were started to be taught as a compulsory course in the second grade of primary schools in Turkey with the innovation made in the field of education in 2012. However, when we look at the competencies of the students who have studied English throughout their education life, starting from pre-school, it is seen that the desired results cannot be obtained. Although they have been studying English for many years, the majority of learners who have not reached a sufficient level in this language and have difficulty in expressing themselves fluently are in the majority. The possible reasons underlying this situation have been questioned for years. Most of the research has been on teaching methods and techniques, but in recent years main research works have been carried out on; the changes in the role of the teacher and the shift to a more learner-centered practice, the relationship between individual differences such as motivation, anxiety, attitude, belief and the like.

The Significance of Beliefs in Foreign Language Study

In the globalizing world, with the developments in social, cultural, economic and political fields, social borders have disappeared and intercultural interaction has begun. For this reason, learning other languages besides their mother tongue is a necessity (Tunçel, 2016). The importance given to foreign language learning is increasing all over the world and in our country. In this regard, at times, people go to countries in which so called that language is spoken as a native one in order to learn it more easily and effectively.

Language includes human-based features and is closely related to subject areas as psychology and sociology with their complex structures. Foreign language learners' beliefs about language studies create positive or negative effects on learning activities. In addition, knowing the beliefs of foreign language learning individuals towards foreign language learning affects outputs of the educational activities.

Nowadays the significance in the language learning activities has been given to student-centered activities and a good deal of emphasis has been placed on psychological factors affecting learning. Under normal conditions, the students with similar standards go through a similar life in the same environment, school and classrooms. However the learning and success levels of these students can be different from each other. This situation can be explained by different individual characteristics, especially the students' learning styles and teachers' teaching approaches. In this regard, Abidin, Rezaee, Abdullah, Singh, (2011), Maden (2012), Eskici & Çetinkaya, (2019) stated that teachers' personal characteristics (interests, intelligence, socio-cultural level, and etc.) and teaching experiences shape the teaching styles of them, and this issue is related to the professional competencies of the teachers and the teaching styles they use. Moreover, "beliefs against language," which can be counted among individual differences (among teachers and learners), have attracted a lot of attention of the educators in recent years, so it has begun to emerge in various studies on the beliefs of learners or teachers, even teacher candidates, in the field of foreign language learning & teaching activities.

Beliefs are perceived as a variable, social and contextual as well as individual (Barcelos, 2003). Although they are seen as a complex formation (Pajares, 1992), as Freeman (1991) said, the important thing is to recognize the phenomenon itself. So as to obtain a better understanding of beliefs, particular

studies should be conducted with small groups, and more information about the beliefs should be obtained. Besides, studies on the foreign language learning process revealed that beliefs and the attitudes determined by them have a strong effect on learning behaviors (Bandura & Schunk, 1981; Cotterall, 1995) and outcomes (Reid & Hresko, 1981; Van Rossum & Schenk, 1984).

Learners' beliefs about their own capacities and learning processes are more important than universally accepted assumptions (Thomas & Harri-Augstein, 1983). The important thing is not to find the "truth", but to find the "truths" of the students because nothing affects the learning process as much as the learners' own truths and beliefs (Riley, 2006). For this reason, it is important to examine beliefs of the learners, especially contextually, and to include how that context shapes learners' experiences (Barcelos, 2003). In addition, determining the students' beliefs about foreign language can help the effective use of the educational process, improve the curriculum, and help teachers make more conscious choices of in-class methods, techniques, activities and materials.

The concept of belief in the study area of foreign language teaching has been mentioned with a great deal of expressions or definitions until today. For example; Hosenfeld (1978) defined beliefs as mini-theories of foreign language learning and stated that these theories are not fixed, on the contrary, they are open to change. Similarly, Furnham (1985) suggested that beliefs change over time, and it can be denoted in different ways in various kinds of settings. On the other hand, Pajares (1992) used the expression "hard to change" for beliefs. Similarly, Wenden (1986) used the term metacognitive knowledge for the concept of belief and stated that language is defined as constant knowledge, sometimes inaccurate, it is a thing that is learned in the learning process". In another statement, Wenden states belief as the idea includes experiences and the ideas of the respected people, influencing the behavior of learners.

Holec (1987), on the other hand, characterized beliefs as learner representations and defined them as learners' presumptions about their own roles and the approaches of the teacher and learning equipment". Similarly, Abraham and Vann (1987) used the term learners' philosophy of language learning for beliefs and stated that they are beliefs about how languages work and ultimately how they are learned. Miller and Ginsberg (1995) named beliefs as folk linguistic theories of learning and defined them as learners' thoughts on language and language learning. Gardner (1988) called beliefs as the cultural beliefs and used the expression "expectations of students, teachers and parents about second language acquisition. Barcelos (1995) called language learning as a culture (culture of learning languages) and defined it as learners' intuitive or explicit knowledge of language learning including beliefs, cultural presumptions and targets. This information – in terms of the age and socio-economic degree of the learners, depends on the learning experiences they had had before, current and preceding readings of language learning and etc. Victori & Lockhart (1995) denoted that belief as " assumptions of learners about themselves, the components affecting language study, and the feature of learning the language and teaching it". Richardson (1996), on the other hand, stated that beliefs give some directions to the learners, and they are also affected by the actions towards them.

The existence of many similar or different definitions of beliefs in the field of foreign language shows that beliefs are a complex formation (Pajares, 1992), but the important thing is not the multitude of identifications, but the perception of the phenomenon itself (Freeman, 1991). Having knowledge of the beliefs and attitudes of English learners as a foreign language towards English is very important for teachers, curriculum developers and legislators, because beliefs and attitudes are determinants of the behaviors (Rokeach, 1968, cited in Ulum, 2018). Concerning aforementioned definitions and expressions, beliefs about foreign language, it can be said generally, that learners have expectations, opinions and assumptions that are based on by their previous learning experiences, affect their behaviors, and can be given a shape socially and culturally as well as cognitively.

The Research in the Field

The beliefs in the field of foreign language learning activities have attracted a great deal of attention so far, so it has begun to emerge in various studies and research works in this area. Ellis (2002) asked the students to keep a diary in his study with 6 adult students learning German at the beginner level. Among the metaphors made for learning in the diaries, the concepts of journey, puzzle, pain, struggle and work became prominent. Ellis stated that students' beliefs about foreign language learning can be revealed better with metaphors rather than trying to reveal them with direct questions.

De Guerrero and Villamil (2002) asked 22 Puerto Rican teachers to complete the sentence "like a foreign language teacher..." by thinking about how they see themselves as a foreign language teacher, and they obtained a total of 28 metaphors. Some teachers used more than one metaphor. They gathered these metaphors in nine categories and found that teachers mostly assign themselves traditional roles (*leader, information provider, etc.*). A similar study was conducted by Öztürk (2007) in the field of social sciences. In the study, research was conducted on what pre-service teachers ideas about the concept of geography. 316 students participated in the research and 106 metaphors were produced in 12 categories. As can be seen here, the term Geography has been categorized using a large number of abstract images.

The first author conducted a research (Tosuncuoglu, 2018) about the beliefs of the learners in a higher educational institution in Turkey. He tried to determine their beliefs towards "English" concept by means of metaphors. The study group of this research included of 61 learners. The research was conducted in 2016-2017 AY. So as to obtain the perceptions of the learners towards English, a paper was distributed among them. The learners were requested to complete the sentence of "English is like the ; because.....". Later on, the results got from them were analyzed. It was found that the students of the English Department produced more than fifth(52) valid metaphors concerning metaphors with regard to "English" concept. The most preferred of the metaphors they in total: Child (4), Human (2), Water (2), Tree (2), Ocean (2). This study revealed the beliefs of learners- who are the candidate teachers of English, towards English.

Conclusion

It is known by everyone that main components of education are the teacher and learner. Foreign language teachers have remarkable tasks in conducting an efficient and active educational processes. In addition they leave important marks and traces in the lives of learners and have a significant function in the social and mental developments of the learners.

Considering the importance of foreign language teaching, it should be taken into account that the main target in language learning is to communicate when determining language teaching approaches in educational institutions so as to provide a qualified education. In addition, activities that will improve students' communicative skills such as understanding the message in a foreign language and responding to the other party should be included. However, taking into account the common classroom practices, assignments and evaluation process in foreign language courses, students' beliefs towards language learning can be determined and a curriculum may be created accordingly. Foreign language learners' beliefs about language should be considered.

Foreign language teachers, in order to have efficient teaching activities, must know the beliefs of the learners towards so called foreign language. The thought that it is no longer sufficient to teach students only vocabulary, grammar rules and etc., in the globalizing world brings to mind the idea

that educators should be open to new methods in foreign language teaching. Language includes human-based features and is closely related to study areas such as psychology and sociology with its complex structure.

Foreign language learners' beliefs about language learning can have a positive or negative effect on learning so called foreign language. Foreign language teachers should know these beliefs- negative or positive in order to have satisfactory results in language learning activities. This subject is very important and it includes many components. There is a need for deeper and more comprehensive research. It is believed this research may lead the emergence of some ideas and notions in foreign language learning and teaching activities.

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Patient Satisfaction and Romanian Healthcare System during Pandemic Times!

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Abstract

Recently, serious issues in the health system have emerged in the worldwide environment. The unexpected Covid-19 outbreak has highlighted the vulnerability of health-care systems. A fragility evident in the key of strategic resources (medical capabilities, human resources), in the key of crisis response capability, as well as in people's degree of confidence. Above all, the degree of patient satisfaction in regard to medical institutions had a boomerang effect. Particularly those that are in the public domain. Patient satisfaction, on the other hand, is a significant and widely used metric for assessing the quality of medical treatments. Patient happiness and medical institution income are inextricably linked. The same is true for patient loyalty. The purpose of this essay is to investigate the level of patient satisfaction in public hospitals for a period of XX months during the Covid-19 epidemic.

Keywords: Patient Satisfaction, Covid-19, Healthcare

Introduction

Policymakers and healthcare practitioners have a shared goal with patients: ensuring that those who use health-care services receive the best possible treatment. This entails supplying care that is safe, effective, and attentive to their requirements. Nonetheless, there is significant variance in care results both within and across nations. As a result, in this sense, the healthcare system is critical in any modern culture. In research regarding health coverage, the crucial factor of access to healthcare is frequently more significant than the recognition that greater health can only be reached if treatments are also of excellent quality. And excellent service quality is a compelling concept. An idea that may be construed in a variety of ways.

The European Council's Conclusions on the Common Principles and Principles in European Union Health Systems emphasize that "the underlying values of universality, access to high-quality care, equity, and solidarity have been universally recognized in the work of the various EU institutions" (European Council, 2006).

The COVID-19 pandemic has revealed how vulnerabilities in health systems can have substantial consequences for individual health, economic progress, trust in governments, and social cohesion throughout Europe and the world. The unknown coronavirus has led to a significant human tragedy and loss of human life. As governments handled with the virus's spread – by locking down entire sectors of economic and social activity and imposing mobility restrictions unprecedented in humankind – the public health crisis suddenly turned into a major social and economic crisis, with sharply rising unemployment rates and growing income inequalities.

The COVID-19 pandemic also put a significant pressure on European countries, testing the resilience of every country's government and people. It has also tested the ability of EU Member States and the European Commission to develop a coordinated set of responses to a common threat (European Commission, 2020).

Finally, the healthcare sector must function to the best of its ability, considering the resources available and the services offered. As a result, the hospital is one of the most significant healthcare organizations since it is the primary provider of health services, particularly during a pandemic such as COVID 19 (AlJaberi, Hussain & Drake, 2017).

In practice, however, patients' unhappiness with hospital services, despite the presence of idle capacity, suggests an inefficient deployment of hospital resources. The satisfying of requirements and inner desires with the provision of hospital services to meet the objective of delivering health is referred to as patient satisfaction.

Literature review

Patient satisfaction is a concrete criterion for evaluation of health care and therefore quality of nursing care (Shinde & Kapurkar, 2014). It provides crucial information for healthcare managers by providing important resources for processes such as those involved in measuring patients' expectations and satisfaction with nursing care quality, improving nursing service quality through identification of areas of failure and planning and implementing necessary training (Abdel Maqsood et al., 2012). Evaluation of health care involves defining the objectives of care, monitoring healthcare inputs, measuring the extent to which the expected outcomes have been achieved and assessing the extent of any unintended or harmful consequences of the intervention (Alsaqri, 2016).

The underlying politics of "new public management" (Hood, 1995) and the subsequent expansion in the health consumer movement, with patient satisfaction is already one of the declared goals of healthcare delivery, have substantially motivated the desired need for patient satisfaction measuring. The debate over the link with patient satisfaction as a value of the process of treatment vs the level of technical care was well established with the beginnings of the patient rights movement (Williams, 1994). As an outcome, the use of patient satisfaction measurements in the health sector has increased in popularity. For example, since 1998, some European hospitals have been required to analyze patient satisfaction, which is used to enhance the hospital atmosphere, patient amenities, and services in a consumerist perspective, but not in order to improve care system (Boyer et al., 2006).

Whether we evaluate the individual level or society, there is a strong relationship between health and well-being. Individuals' well-being has different degrees of influence upon their health in this context.

But in the other hand, considerations about healthcare, it is about the recognition of health as a fundamental human value, have raised real concerns both at international and national levels. Additionally, Covid-19 pandemic has emphasized the effect that health-care systems have in the proper operation of society. Furthermore, when we talk about health-care systems, we consider the

degree to which patients – those who get health-care services – are satisfied with the services they receive during their relationship with the medical institution.

In this context, from a marketing perspective, level of satisfaction includes the patient's standing as a client of medical institutions in the public or private sectors. Therefore, the way the patient interacts with medical personnel (doctors, nurses, and personal assistants) and the medical facility that supplies treatment has shown significant differences when compared to traditional care. To put it another way, if for a long time this relationship was dominated by the doctor, the emphasis now shifts to a partnership relationship. Alternatively, the goal is to show a solution that is proposed to the patient and accepted because of an informed decision (Baron-Epel et al, 2001). In practice, while the solution belongs to the qualified person (a doctor), the decision belongs to the patient after an information process. To put it another way, the doctor-patient relationship has evolved. To put it differently, the doctor-patient relationship has evolved into a process in which interpersonal relationships play a key role.

Furthermore, the patient is no longer a passive recipient of medical services. He was aware of an update, prompting him to request certain medical or investigative services (for example, in the case of elective medical services such as cosmetic surgery). Furthermore, these services can be obtained directly or via several types of medical insurance that are now available.

This new paradigm doesn't really imply a reduction in certain characteristics of medical services, such as increased complexity, the existence of a communication schism between doctor and patient, or the difficulty in deciding (Catană, 2009). In contrast, increased competition in this field needs a shift in approach, particularly for providers of medical services who are required to re-evaluate their relationships with patients and clients, develop a proactive attitude, provide the most up-to-date information and solutions, and establish long-term relationships. With other things being equal, a new paradigm of patient (client) – medical institution relationship is becoming closer to market entry on the services market.

Analiza literaturii de specialitate

Patient satisfaction is a significant measure of service quality in the medical field. Literature in the field shows that it affects patient retention, affects medical outcomes, but also patient satisfaction, and leads to patients seeking a second opinion or attempting malpractice procedures (Taylor and Bengler, 2004; Boudreaux and O'Hea, 2003).

Medical practice, as well as health-care systems, have evolved significantly in recent decades, with the following key characteristics (Prakash, 2010): the development of private medical units that benefit from cutting-edge technology and equipment, the existence of a third-party payer in the form of insurance companies, health-care providers, or governments, and increased availability of medical information on the internet, which raises patient expectations.

All of these factors influence the operation of medical institutions in a more dynamic and competitive environment. As a result, management has been increasingly focused on achieving high ratings in terms of patient satisfaction, in order to differentiate the institution from competitors (York and McCarthy, 2011).

Satisfaction of patients, along with other factors that influence it, has become a much more researched topic in the attempt to provide management of medical institutions with the best solutions for maximizing results, both medically and in terms of patient retention and market perception.

Ultimately, the most recent trend is to place the patient at the center of medical units' attention and to develop a partnership relationship between doctor and patient, as opposed to the traditional relationship in which the doctor makes all decisions and the patient just follows orders. Currently, this power balance is being redefined

through the eyes of the consumer, in which the patient and doctor discuss and agree on the terms of the partnership relationship that exists to improve the patient health (Haug and Lavin, 1981).

Today's patients want time, information, and answers to questions they have, as well as politeness, empathy, and attention from the doctor (Shendurnikar and Thakkar, 2013). As a result, patients are becoming more like the consumer profile (Bell et al, 1997), and strategies adopted by medical institutions to meet the needs of these new categories of patients necessitate effective marketing plans, policies, and practices aimed at different consumer segments (Chahal și Mehta, 2013).

Methodology

This research is based on the results of a study conducted in the first half of 2021 in a hospital in Bucharest, Romania, in which a significant number of patients participated (N = 1,481). We mention the fact that the first semester of 2021 also represented a high level of the number of covid-19 cases in Romania.

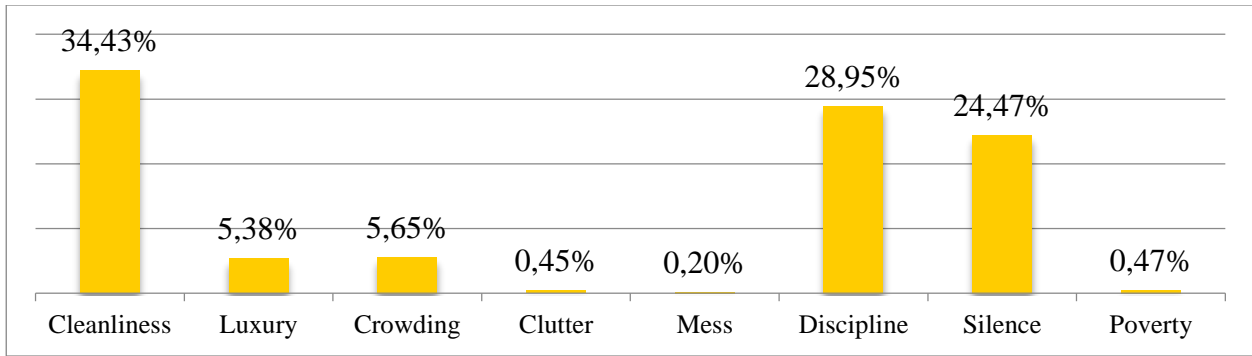
Participants were asked to answer a satisfaction questionnaire, the data collected proving the existence of a balance between females and males (female = 49.78%, male = 50.22%).

Results

The data obtained from the answers show that a significant number of patients come from urban areas (63.84%). The age distribution is quite close for the 40-69 age range, with a maximum for those aged 40-49 (23.69%). The predominant level of studies is high school (51.3%) and college (33.36%). Regarding the marital status, we notice that most of them are married (60.02%).

The results showed that for 34.43% of the participants cleanliness was the first impression they were left with when they entered the hospital unit, followed by discipline (28.95%) and silence (24.47%). (**Table 1**)

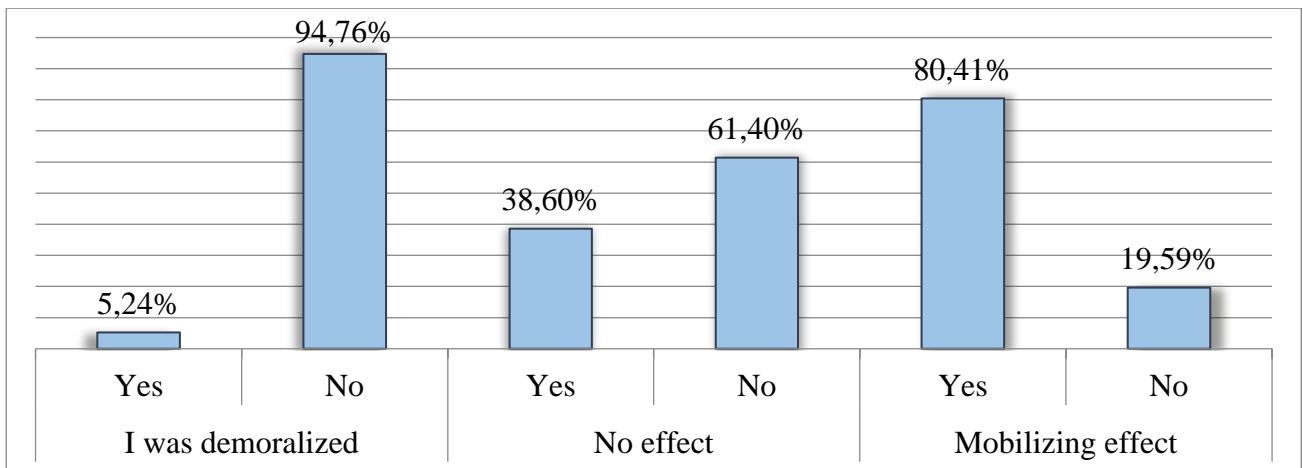
Table 1. First impression when you came in contact with the hospital



There is a balance between the main features 34.43% of patients were impressed by the cleanliness, 28.95% discipline and 24.47% silence. Insignificant percentages were 0.45% clutter, 0.47% poverty and 0.20% mess.

For 80.41% of participants, the effect of the first impression was mobilizing. In other words, we can appreciate that the first impression had a positive effect on the confidence in the hospital unit. (Table 2).

Table 2. Impact upon patients

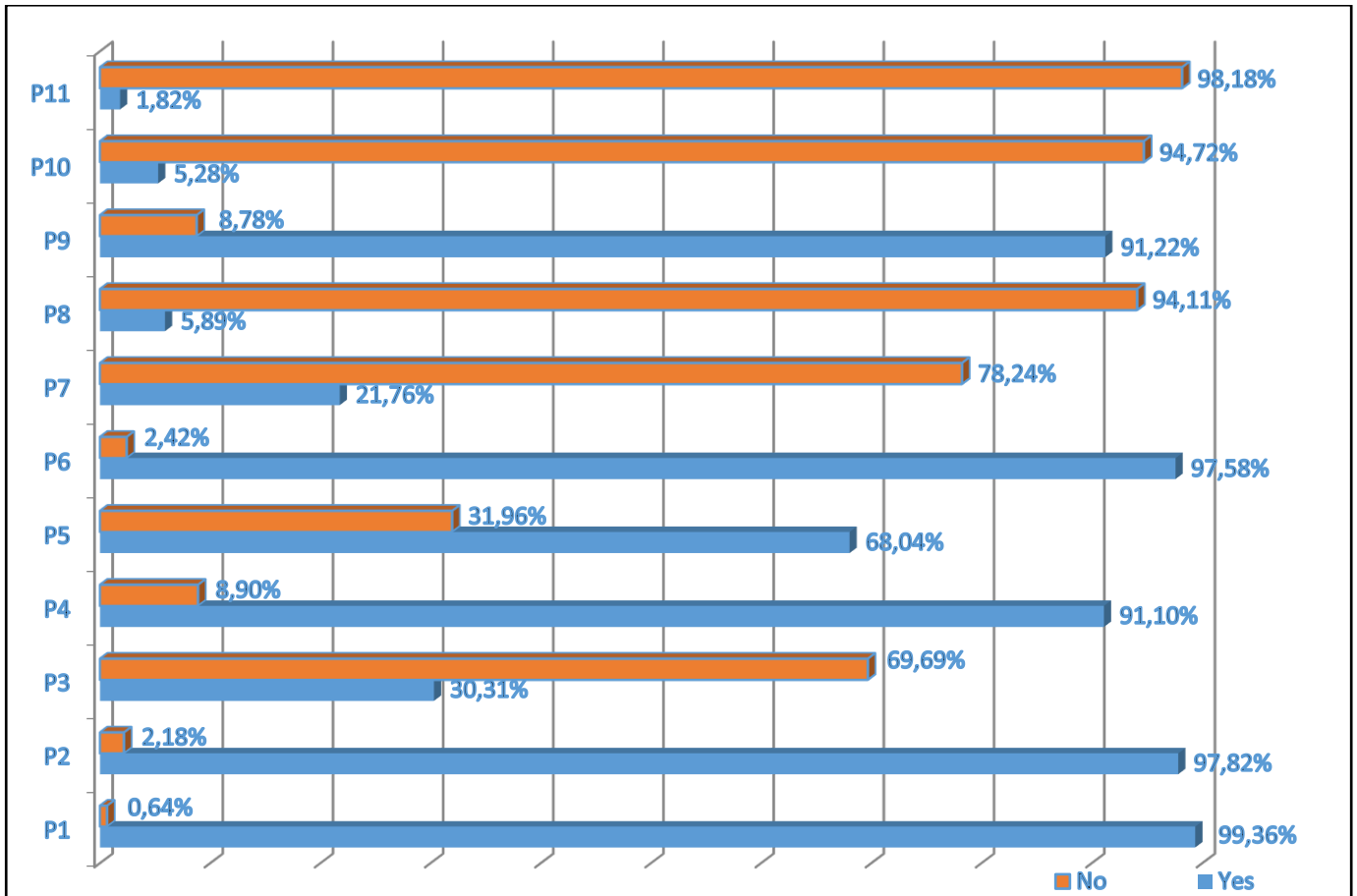


We note that 61.40% of participants showed that they were not affected in any way. (Tabel 2). Also, most of the respondents showed that they arrived at the hospital unit with a referral ticket, 54.23% (family doctor) and 6.56% (specialist doctor). Regarding ER, 23.34% went directly, while 4.65% were brought by ambulance. So, we can conclude that the 4.65% of the patients were in a bad/critical shape.

The data prove the existence of a balance between those who are at the first hospitalization and those re-admitted, respectively 59.16% (first hospitalization) and 40.84% (re-hospitalized).

The data also showed that 99.36% of patients were satisfied with the kindness with which they were received (P1), while over 91% showed that they were accompanied by medical staff in the salon or for examinations (P2), and 97.58% of patients were satisfied with the information received about the disease, treatment, operative risk and prognosis (P6). (Table 3)

Table 3 Patient perceptions and evaluation



Note: P1 - Were you kindly received from the beginning? P2 - Have you been accompanied from the internment service to the staff room designated for this purpose? P3 - Have you been accompanied from the boarding service to the room? P4 - Were you taken to the place where the tests were performed? P5 - Did you take a bath at the hospital? P6 - Have you been informed about your illness, treatment, operative risk, prognosis? P7 - Did you bring medicine from home? P8 - Have you had any postoperative complications? P9 - Did the ampoules open in front of you? P10 - Have you noticed any form of conditioning of the care you needed? P11 - Did you feel the need to reward a medical professional with various means to receive more attention from them?

We note the percentage of 94.72% of patients who showed that they did not notice any form of conditioning of the care they needed (P10), while 98.18% did not feel the need to reward a medical staff by various means (P11).

Regarding the attitude of the medical staff at the time of admission to the hospital unit, 83.03% of the patients gave the rating "very good". A similar percentage was registered in terms of the relationship during hospitalization (83.04%).

Also, on the line of the patient-doctor relationship we register a significant increase, respectively 87.62% of the patients gave the rating "very good", while only 9.41% gave the rating "good".

The relationship with nurses also seems to be at a high level, with 86.18% of patients giving it a "very good" rating and only 11.21% a "good" rating. These results are similar to those recorded for nurses, ie 84.80% ("very good") and 12.04% ("good").

Conclusions

As regards the elements related to the quality of the meals served, the quality of the accommodation conditions in the living room, the quality and functionality of the bathrooms, as well as the interior temperature and / or ventilation, the lighting of the predominant spaces are also very good ratings, data showed the following:

- The quality of the meals served is appreciated as being very good of 71.40% and totally unsatisfactory of 1.63%;
- The quality of the salon accommodation conditions is appreciated as very good by 71.73% and totally unsatisfactory by 1.22%;
- The quality of the bathrooms (bathrooms + toilets) is considered very good by 69.89% and totally unsatisfactory by 1.36%;
- The general cleanliness in the hospital is appreciated as very good of 75.30% and totally unsatisfactory of 0.92%;
- The lighting of the spaces / rooms in the hospital is appreciated as very good by 76.49% and totally unsatisfactory by 0.87%;
- The indoor temperature and / or ventilation is rated as very good by 75.37% and totally unsatisfactory by 1.11%;
- The program of receiving visits is appreciated as very good of 69.63% and totally unsatisfactory of 5.25%;
- The functionality of the sanitary groups is appreciated as a good fact of 72.51% and a totally unsatisfactory one of 1.32%;
- The accommodation conditions in the living room (colors used for wall decoration, wall decoration) are appreciated as very good by 73.92% and totally unsatisfactory by 0.90%.

In addition to solving medical problems, patients are also sensitive to several elements regarding accommodation and food conditions. In this regard, we believe that the public medical system should be geared towards increasing the level of accommodation services.

The data also showed that good communication with medical and support staff is perceived by patients in a positive way.

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Changes that Occurred in Higher Education Marketing Strategy due to SARS-COV- 2

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Abstract

The pandemic has caused considerable obstacles in education's day-to-day activities. The immediate impact has been lockdowns and the forced closure of schools, colleges, and universities throughout the last years (Watermeyer et al., 2020). However, this has not resulted in a suspension of learning, teaching, or assessment; instead, online contingency plans were created to continue teaching and evaluation using a digital interface, allowing students to continue their studies (Rapanta et al., 2020). With the inclusion of remote and open education models, the higher education industry has become more competitive (Cunha et al., 2020).

Keywords: Education, Marketing, Pandemic, Strategy

Introduction

Since the primary cases of the Coronavirus Illness 2019 (Covid 19) were affirmed in Asia in late December 2019, the infection has spread quickly over the globe. It has affected social and financial life in ways that have given modern meaning to the expression 'new normal'. Nations proceeded to feel the affect of the spread of the illness, with schools in 22 on three diverse landmasses closing their entryways by mid-March 2020. This come about in more than 290 million understudies not having get to to instruction in physical classroom nations situations (UNESCO 2020).

The SARS-COV- 2 pandemic has posed obstacles and disrupted the Higher Education industry; university campuses have shuttered, and face-to-face instruction and evaluation has migrated to an online format.

The Faced Challenges

In comparison to other industries, higher education has seen one of the most significant developments throughout the epidemic. With many students in quarantine, the college experience was being lived from bedroom desktops, on zoom calls. Students, teachers, and schools were all coping with the massive transition to online learning.

Higher education institutions have to employ a different marketing approach than in previous years. Communication has evolved at a quick pace. Enrollment has declined. Institutions needed to come up with innovative strategies to draw students to their halls, even if those halls were only virtual at the time.

Developing Virtual Reality Experiences

It was crucial to meet the students digitally. This extends beyond the students' online zoom classes; institutions had to develop ways to virtually reproduce the experiences that in the past were making

college or university such a valuable time for students. Online classes, virtual job fairs, digital chatbox support, and virtual social or campus events could all contribute to making higher education the most gratifying experience possible.

Communication was essential in engaging prospective students to the virtual courses. When students were all online, it was more tough to convince them that which college they chose was important. The atmosphere, campus, social life, size, and other aspects that ordinarily influence decision-making were put on hold. Higher education institutions had to explain the benefits that students may expect from the college or university, even if it was only through the internet.

Virtually Ways in Reaching Audiences

There were numerous virtual channels through which the audience could be reached. Current students were enticed to stay and potential students were encouraged to choose the institution thanks to digital marketing. However, social media was one of the most successful channels for young adults. The communication and marketing strategy for potential and present students relied heavily on the use of social media.

Using Facebook, Instagram, Snapchat and Twitter as social media platforms to reach the largest possible audience was a great decision. Social media provides a unique opportunity to highlight the benefits provided to students. Linking with students through virtual events, marketing the majors available, providing study materials, assisting students through the application process, and leveraging alumni experiences and employment prospects were just a few of the imaginative approaches to attract students. On each channel, everything had to be communicated well. To highlight the classrooms, experiences, and virtual chances, visual materials were used across channels. It also allowed students and parents to use social media as a resource by answering questions and providing support everywhere possible.

What 2020 held for Higher Education Marketing

For a long time, virtual education was the standard, and communication with students was more crucial than ever. In terms of marketing strategy, digital marketing has risen to the top. Putting every resource at our disposal to good use. Universities could find success in programmatic, search, and CTV, in addition to social media.

Programmatic was a must-have instrument. Distributed the advertisements across all content providers, regardless of media type. For some of the higher education clients, streaming has shown to be an effective strategy; using Spotify and Quantum RTB, a university in New Jersey was able to generate 100,000 impressions per month, resulting in a 34 percent increase in the overall traffic from the site. All of that came at a price of \$0.03 for each finished listen. (Patch 2020). Connected TV (CTV) was essential for reaching college-aged people and teenagers. 63 percent of youngsters watch YouTube daily. One of the best things about CTV is that it may give the same impression to various members of the same family. If a full family is watching TV at the same time and the commercial comes on, the ad has made an impression on both the parent and the student for the price of one. To keep up with the times, search marketing had to evolve. Keywords like "online classes" and "virtual classroom" had to be added to the mix. Geographic targeting had to be reconsidered as well.

It was difficult to shift the attention to the marketing approach, but 2020 needed a change in all marketing techniques. In higher education, this meant a renewed emphasis on communication, digitization, and the significance of an omnichannel strategy.

According to a survey of education professionals conducted in January 2020, SARS-COV- 2 would result in a much smaller pool of international students, while program offerings from institutions

would remain unchanged. Because of the increased competition among HE institutions during and after SARS-COV- 2, marketing and recruitment efforts would need to be significantly increased. Digital innovation of marketing and recruitment could not be ignored; in fact, it necessitated expansion.

Universities would have had to consider changes in the student market: there were fewer students, but their financial circumstances had changed, and their information needs had changed as a result of the virus. When it comes to developing further digital marketing and involvement tactics, knowing the students and their demands is always a must.

Which Social Media Platform?

There is no such thing as a one-size-fits-all answer. Georgia Tech University had developed a popular student-focused YouTube channel, complete with instructional videos, student profiles, and 'Day in the Life of' films. Perfect for reaching 18-34-year-olds who spend much time on video platforms. The same might be said for social networking sites. It has been a good idea to employ a multimedia, multi-channel approach to communicate with potential students, mixing social media engagement with professional and recruitment-focused networks like LinkedIn and study portals.

'Put mobile first!' regardless of the channel or platform. Higher education marketing mostly targets youthful consumers who are digital natives (Millennials, Generation Z) and because of that the institutions had to create concise and useful information that was easily available on mobile devices to capture their attention. For example, almost half of the students in Romania use the portals through their mobile devices, which is a large and significant number to consider.

Student segmentation is a wonderful way for higher education institutions throughout the world to distinguish their content and interaction with distinct student audiences. That is why solutions like email marketing that provide segmentation and targeting based on a student's academic level (e.g. Bachelor's or Master's), academic discipline, and, of course, region/country of origin are very important. One of the best platforms that does all of that being Studyportal's'.

Investing in quality: High-quality advertisements indicate a high-quality institution: Students directly link the effectiveness of marketing to the educational institution's overall performance. Ads of poor quality are perceived as implying that the institution has no assets worth promoting.

Institutions need to stand out from the crowd and to be genuine. People, especially the younger generation, can smell a phony a mile away and are more likely to engage with businesses and organizations that share their beliefs. Having real and consistent messages and engagement throughout the enrolling journey had a significant impact on the student-to-experience be's and preference.

While there were many uncertainties during this time, universities and institutions were able to see it as an opportunity. To stay competitive and relevant, it was the moment to ramp up digital marketing and recruitment strategies. (Doron 2020). Exacerbation of inequality in circumstances where students lack crucial tools such as learning resources, internet access, or supportive parents were among the obstacles to progress (Saavedra 2020).

Conclusion

There was no long-term negative influence on digital marketing trends in higher education. SARS-COV- 2 had no long-term negative impact on higher education institutions, according to aggregated data comparing performance from 2020 to 2019. (Bolln 2020). In fact, it had a positive impact on digital marketing efforts in some circumstances.

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An Analysis on the Role of Turkish Cyprus Tales in Transferring History, Cultural and Social Values

Kıbrıs Türk Masallarının Tarihi, Kültürel ve Sosyal Değerleri Aktarmadaki Rolü
Üzerine Bir İnceleme

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Abstract

Tales are an important cultural element for every nation. In terms of their structure, they reflect the form of the language they belong to among the people in its purest form. Although tales are on different subjects, they have a common structure that does not change. An examination of the role of folk tales in conveying religious, cultural and social values also reveals the language order of the tales. In this way, it will also reveal the language-culture relationship by providing some results between the tale and the narrative order. Structural features of fairy tales vary from culture to culture. However, what is common to all fairy tales is the narrative feature of the past. Examining these forms will provide important literary comparisons between languages or between dialects or dialects. Every form of expression in fairy tales also meets an important structure, which is a piece of literary expression. Sometimes a plot, sometimes a person, time, place, object expression, and sometimes a conversation reveals the general structure of the language, which is an important element of the culture it belongs to. It is a fact that both the conversations between people and the events also have a sociological dimension. Tales are emphasized as cultural carriers and cultural elements in the studies. All fairy tales have an aesthetic structure that occurs spontaneously in their internal structure. The aim of the study is to define the aesthetic features of the literary text by combining history, culture and social values, and to reveal the transfers and contributions of the society to which it belongs while reading a fairy tale in this direction. By examining different approaches to aesthetic values, it will be revealed through compilations from which perspectives the fairy tale should be viewed. It has been tried to ensure that a literary text overlaps with the social values, the beautiful and the good. Since history, culture, aesthetics and social values have been associated with art throughout the ages, first the art activity was clarified and then the aesthetic issue was emphasized. As a method, after explaining the relationship between art and aesthetics, art, history, culture and social values were explained separately, and work and practice on aesthetic values gained weight. Fairy tales have also been a field of application. The change in perception on social values is given in line with the sources written on this subject. Art, history, culture and social relations will be evaluated with examples from Turkish Cypriot fairy tales.

Keywords: Turkish Cypriot Tales, Fairy tale, fairy tale and history, fairy tale and culture, fairy tale and social values

Özet

Masallar, her millet için önemli bir kültür unsurudur. Yapıları itibarıyla ait oldukları dilin halk arasındaki biçimini en saf şekliyle yansıtır. Masallar, farklı konularda olmalarına rağmen değişmeyen ortak yapıya sahiptirler. Halk masallarının dini, kültürel ve sosyal değerleri aktarmadaki rolü üzerine yapılacak bir inceleme aynı zamanda masalların dil düzenini de ortaya koyar. Böylelikle masal ve anlatım düzeni arasında da birtakım sonuçları elde etmeyi sağlayarak dil

kültür ilişkisini de ortaya koyacaktır. Masalların yapısal özellikleri, kültürden kültüre değişkendir. Ancak, tüm masalarda ortak olan geçmişe ait anlatım özelliğidir. Bu biçimlerin incelenmesi ise diller arası veya lehçeler ya da ağızlar arasında önemli edebi karşılaştırmaları sağlayacaktır. Masallardaki her anlatım biçimi, edebi bir anlatım parçası olan önemli bir yapıyı da karşılamaktadır. Bazen bir olay örgüsü, bazen kişi, zaman, mekan, nesne anlatımı bazen de bir karşılıklı konuşma ait olduğu kültürün önemli bir unsuru olan dilin genel yapısını ortaya koyar. Gerek kişiler arasındaki konuşmalar gerekse olayların aynı zamanda sosyolojik boyutunun da olduğu bir gerçektir. Masallar, yapılan çalışmalarda birer kültür taşıyıcısı, kültür ögesi olarak vurgulanmaktadır. Tüm masalların iç yapısında kendiliğinden oluşan bir estetik yapısı vardır. Çalışmada amaç, tarih, kültür ve sosyal değerlerin birleştirilerek edebi metin estetik özelliklerin tanımlanması ve bu doğrultuda bir masal okunurken, anlatılırken ait olduğu toplumun aktarımları ve katkıları ortaya çıkarılmaya çalışılmaktadır. Estetik değerlere farklı yaklaşımlar incelenerek masala hangi açılardan bakılması gerektiği derlemelerle ortaya konulacaktır. Sosyal değerlerle, güzelle ve iyi olanla edebi bir metnin örtüşmesi sağlanmaya çalışılmıştır. Tarih, kültür, estetik ve sosyal değerler çağlar boyunca sanatla ilişkili olduğu için önce sanat faaliyetine açıklık getirilmiş sonrasında estetik konusu üzerinde durulmuştur. Yöntem olarak, sanat ve estetiğin birbiri ile olan ilişkisi anlatıldıktan sonra sanat, tarih, kültür ve sosyal değerler ayrı ayrı anlatılmış, estetik değerler üzerinde çalışma, uygulama ağırlık kazanmıştır. Masallar da uygulama alanı olmuştur. Sosyal değerler üzerinde algı değişimi bu konuda yazılan kaynaklar doğrultusunda verilmiştir. Sanat, tarih, kültür ve toplumsal ilişkiler Kıbrıs Türk masallarından örneklerle değerlendirilecektir.

Anahtar Kelimeler: Kıbrıs Türk Masalları, Masal, masal ve tarih, masal ve kültür, masal ve sosyal değerler.

GİRİŞ

Masallar, ülke insanlarının ortak yaratısının ürünüdür. O kadar çok sevilmektedirler ki, çoğu zaman değişik coğrafyaların birbirleri ile kaynaşmasını sağlayarak insanlığın ortak mirası haline gelirler. Ağızdan ağıza, kuşaktan kuşağa aktarılan, ancak aktarılırken yaşanan çağın gereksinimlerine, beklentilerine, özelemlerine göre yeniden şekillenen, doğa dışı varlıkların zaman dışı mekanlarda insanlarla yaşadıkları olağanüstü olayları dile getiren bir anlatı türüdür, masallar. Hani, televizyonun veya daha yakın zamanda bilgisayarın tüm zamanımızı çalmadığı günlerde, annelerimizin bizi erken erken uyutmak için yatağımızın başında veya ninelerimizin, dedelerimizin torunları biraraya geldiğinde sükuneti sağlamak için ballandıra ballandıra anlattığı bir edebi türdür, masallar. Kıbrıs'a ait olmasa da daha ilk okumaya yazmaya başladığımız günlerde, sık sık karşılaştığımız bir öğretim aracıdır, masallar. Bazen öğreticidir, ama çoğu kez eğlendirici. Biz farkında olmasak da çok küçük yaşlarda onlarla başlayan arkadaşlığımız, tüm yaşamımız boyunca kimliğimizle kaynaşarak sürer ve gider. Onlar hep benliğimizin bir köşesindedir; çocukluğumuza olan özlemimizin ya da gerçekçi olup da imkansız istememizi sağlan içimizdeki çocukluğun bir parçasıdır.

Günümüzde çocuklar için masal kahramanlarının yerini, giderek çizgi film kahramanları almaktadır. Diğer taraftan, ne yazık ki, otantik Kıbrıs masallarını bilen kişilerin sayısı da gün geçtikçe azalmaktadır. Okullarımızda çocuklarımızı eğitmek için farklı ülkelerin öyküleri, masalları, fablları kullanılmaktadır.

1.BÖLÜM

Yazı dilimizde masal, halk dilinde mesel olarak kullanılan bu sözcüğün anlattıkları, her iki sözcüğün anlattıklarından çok daha geniştir. Yalnız çocuklara değil, 1960 öncesi yetişkinlere de

anlatılıyordu. Köylerde,yaz akşamları geniş avlularda veya köy meydanına toplanan kadınlar, bir taraftan iş yaparken, bir taraftan da masal anlatırlardı.Çocuklarıyla gelenler de bu masalları can kulağı ile dinlerlerdi. Masalın ahlâki amaçlarla söylendiği kuşku götürmez bir gerçektir.Günümüzde bile aynı amaçla söylendiği/ anlatıldığı apaçık ortadadır. Kaba kuvvete, hilekârlığa ve kötülüğe baş vuranların eninde sonunda ortaya çıktığı ve cezalandırıldığı, iyilik yapanların mükâfatlandırıldığı ana tema olarak işlenir. Kişilerin sabırlı olmaları, acele etmemeleri, sonucun hemen değil, yavaş yavaş ve sonradan ortaya çıktığı vurgulanır.

Her şey önce düşüncedir, sonra söz olur. En sonunda da eyleme dönüşür, var olur. Masalın görevi budur.Çocuklara anlatılmasından gaye de budur ve masal, çocuk eğitiminde olağanüstü faydalıdır. Bu sebeple çocuklara ,özellikle uykudan önce anlatılmalıdır. Neden uykudan önce ?

Çünkü çocuk beyni henüz yüklü değildir. Algılamaya açıktır. Ve çocuk o gün gördüklerini/ duyduklarını, yaşadıklarını rüyasında yeniden yaşar. Ve rüyasında kendini her olayın kahramanı olarak görür. Sorunlara çare üretir. Etrafın sevgisini kazanır ve ruhsal dinginliğe ulaşır. Zamanla kendini her şeyin ve herkesin üstünde görmeğe, onların düzeninden sorumlu hissetmeğe başlar. Sorumluluk duygusu öyle oluşur. Kimliği, yavaş yavaş ama sağlıklı gelişir.

Yaşı ilerledikçe ve kimliği geliştikçe düşünce ve duygularını çevresinde uygulamaya başlar. Yakın çevresi onu yönlendirdikçe olgunlaşır ve gerçek kimliğini ortaya çıkarır. Bu sebeplerden dolayı her anne/baba çocuğuna en az haftada bir masal anlatılmalıdır. On yaşına kadar ise her gece bir masal anlatması daha faydalıdır. Çünkü masal çocuğun hayal gücünü artırır. Masal çocuğu sabırlı yapar. Masal çocuğu paylaşımcı ve adil yapar. Kötülük yapıp kırk katır ve kırk satır cezasından kaçınmasını sağlar. Ve nihayet masal, çocuğun sorunlara çare aramasını, onun yaratıcı olmasını sağlar.Ruh sağlığı yerinde, paylaşımcı ve adil insanlardan oluşan, bilgili ve hoşgörülü bir toplum huzur ve mutluluk içinde olur ki medeniyetlerin amacı da bundan başka bir şey değildir.

Masalların olağanüstü olaylarla süslü olmalarına gelince.. Galiba günümüzde bu iddia geçerliliğini yitirmiş veya yitiriyor gibidir. Niçin mi ? Çünkü masallarda anlatılan ve olağan üstü kabul ettiğimiz pek çok şey gerçekleşmiştir. Artık insan, yunus balığının karnında değil ama denizaltı aracının içinde deniz dibinde dolaşabilmektedir.Yeryüzünü uçan büyük kuştan değil, çok daha yükseklerden uzay araçlarından hatta uzay istasyonlarından seyredilmektedir. Astronotlar, araştırmalarını dünya dışı bir ortamda yapabilmektedirler. Kişiler artık büyücü kürelerinde değil ama televizyon ekranlarında , telefon ekranlarında veya radar ekranlarında en gizli ve en uzak varlıkları gerçek boyut ve renkleriyle izlenebilmektedir, insanoğlu telefonla veya telsizle dünyanın herhangi bir yerindeki tanıdığına anında ulaşabilmekte ve sesini duyabilmektedir.

Görünmezlik de artık olağanüstülüğünü yitirmiştir. En gelişmiş radarların bile tespit edemediği uçaklar yapılmakta ve silâh olarak kullanılmaktadır. Veya tam tersi, büyük ölçekli radyo teleskoplarla en küçük varlıklar görülebilmekte ve hastalıklar bu şekilde teşhis ve tedavi edilmektedir.Uzaydaki uydular aracılığı ile yeryüzündeki her şeyi ve herkesi nerede olursa olsun görebilecek sistemler geliştirilmiştir.Deniz altındaki varlıklar bile böylece izlenmektedir.

Özel uçaklara yerleştirilen özel sistemlerle yeryüzünü izlemek... Askeri, meteorolojik,ekonomik gözlemler yapmak. Bu gözlemler sayesinde düşman anında izlenmekte ve zayıf tarafından anında vurulmaktadır. Kasırgalar, tayfunlar anında gözlenmekte ve insanlar zamanında uyarılmakta zararlar en aza indirgenmektedir.

Tıp alanındaki durum da daha geri değildir. Radyoteleskoplarla insanın her hücresi gözlenmekte, teşhis konmakta ve gereğince tedavi uygulanmaktadır. İnsanlar, belli ısı derecelerinde dondurulmakta ve canlı olarak saklanmaktadırlar. Hasta bedenler, bu yöntemle hastalıklarına çare bulununcaya kadar emniyet altına alınmaktadır.

Peki o zaman Ormandaki Ev, Süpürgeci Güzeli masallarındaki ""uyuma anlatma" niye olağanüstü kabul edilsin ? Neden bir kenara atılsın da ciddiye alınmasın ?

21. yüzyıla girdiğimiz bu günlerde insanlığın ulaştığı bilim ve teknoloji düzeyi, masal konusundaki kanılarımızı değiştirmemizi, en azından bu konuda yeniden düşünmemizi gerektiriyor. Ali Baba masallarındaki "Açıl Sisam Açıl" şifresini olağanüstü buluyoruz da bir kumanda aletinin düğmesine basarak bir televizyonu devreye koymayı, bir kapıyı açmayı, yanına yaklaştığımız zaman fotosel sistemi ile çalışan bir kapının kendiliğinden açılmasını olağan görüyoruz. O zaman kendi yargılarımızdan şüphe etmemiz gerekmez mi ? Bunca örnekten sonra ben masal konusunda şöyle düşünüyorum.....

Boyutunu bilemediğimiz bir geçmişte, insanoğlu bugünkünden çok daha gelişmişti. Bilim, kültür ve teknoloji çok daha ileri seviyedeydi. Bugün bilemediğimiz sebeplerden insanlık büyük bir felâkete uğradı. Çok az insan kurtuldu. Kurtulanlar, o teknolojinin yarattığı aletleri kullanmasını biliyorlardı sadece. Nasıl yapıldıklarını bilmiyorlardı. Nasıl tamir edileceklerini de bilmiyorlardı. Sadece kullandılar. Kırılan/bozulanları yerine koyamadılar. Bu sebeple zaman aşımı içinde o eserlerin sadece adları kaldı. Yeni nesiller yalnız isimlerini duydukları bu varlıkları/araçları, görmedikleri için, atalarının hayal ürünü olarak kabul ettiler. Yaşanmış ama kendilerinin şahit olamadığı o geçmiş yaşama "Mesel" deyip geçtiler. Ama nesiller boyu da akıllarından çıkaramadılar. Bu hatırlama, bir itici güç oldu. Zaman içinde o hedefe yöneldiler ve masalarda her anlatılanı tek tek yeniden yarattılar. Anlatılanlar, yapılır ve yaşanır oldu. Her şey yeniden gerçekleşti. Kısacası insanoğlu 20. yüzyılda, ölümleri diriltme dışında masalları gerçekleştirdi.

Bütün bu gelişmelere rağmen insanoğlu masaldan vazgeçemedi. Çünkü ona ihtiyacı var. Yalın gerçekler ona ağır geliyor. Peşinden sürükleneceği hayallere, çekici hedeflere ihtiyaç duyuyor. Belki de hiç vazgeçmeyecek. Biz de çocuklarımıza günümüze/çağımıza uygun masallar anlatmaya devam edeceğiz. Çünkü aradığımız iyiliğe ve adalete henüz ulaşamadık. O yüksek teknolojiyi henüz yakalayamadık....

Masallardaki iyilik teması...O ne zaman gerçekleşecek diye soranlar çıkabilir. Dünya'nın henüz zülüm altında inlediği, kaba kuvvetin hakim olduğu ve adaletsizliğin kol gezdiği günümüzde bu soruyu sormak da en büyük haklan...

Onlara da cevabımız hazır. Pek yakında, diyoruz. Kesinlikle pek yakında... Çünkü dinlerin emrettiği budur. Bütün sosyal kurumların temel hedefi budur. Bazı Büyük devletlerin entrikalarına rağmen, Birleşmiş Milletlerin temel amacı ve uğraşı budur...

Uğrunda bunca çaba ve emek harcandığına göre iyilik ve adalet pek yakında insanlar arasında yerini alacak, insanlık kötülüklerden ebediyen kurtulacaktır. O zaman da masalların bizzat kendileri gerçekleşmiş olacaktır..

1.1.Masal ve Tarih

“Toplumlar sürekli değişim içindedir. Durağan bir toplum yapısı yoktur. Toplum düzeni insan ilişkilerinin, sosyal kurumların, üretim araç ve gereçlerinin, ve doğal çevrenin görece bir uyum içinde çalışması ile sağlanır. Bu birimin her birinin toplum hayatına katkısı o birimin fonksiyonunu teşkil eder” (Nadel,369-370)

Bu çerçevede Kıbrıs Türk halk anlatılarının tümüne baktığımız zaman adanın geçmiş sosyal ve kültürel yaşamı gözler önüne serilmektedir. Bütün değerler, halkın belleğinde günümüze kadar taşınmış ve yaşatılmıştır. Özellikle sanayinin Kıbrıs'a geç gelmesi ve de ağır sanayinin olmayışı, ada toplumunun kültürel ve sosyal yapısını uzunca bir süre fazla etkilememiştir.

Lâkin II. Dünya Savaşı'ndan sonra bütün dünyada olduğu gibi Kıbrıs'ta da büyük bir değişim olmuş ve teknolojik gelişim adada büyük bir hızla yayılmıştır. Bu değişim, bütün toplumsal ahlâkı, yaşayışı ve doğal olarak kültürel yapıyı da büyük oranda değişime uğratmıştır. 1955, 1963, 1974 yıllarındaki toplumlar arası çatışmalar iki toplumun birbirinden uzaklaşmasına neden olmuştur. Hele 1974'ten sonra Türkler ve Rumların iki ayrı bölgede toplanması Ada kültürünün özellikle de dıştan gelenlerin etkisiyle büyük değişikliğe uğramasına neden olmuştur. İnsanların belleğindeki o eski güzelim Kıbrıs kültürü günümüzde artık bir hayal olmuştur. Maddî refahın bolluğuna alışmış olan Kıbrıs halkı, eski kültür değerleri bakımından maalesef büyük kayba uğramıştır.

Bütün bu değişimler sonucu eski günlerde var olan halk anlatıcıları, halk sanatçıları günden güne azalmaktadır. Kısa bir süre sonra bu insanları da bulamayacağımız gerçeği kültürümüz namına büyük bir kayıp olacaktır.

Geleneksel değerlere sahip çıkmak, bir kimlik sorunudur ve aynı zamanda o kimlikle yaşamak isteyen herkesin de sorumluluğudur. Bunu, gericilik olarak düşünmemek lâzım. Kökenine sakip çıkmayan, geleceğini kuramaz. Çünkü kimlik sanıldığı gibi aksine, yalnızca zengin bir çevrenin insana kazandırdığı bir aidiyet duygusu değildir; o kültürel çevre içerisinde karşılıklı etkileşim ve mücadeleler yoluyla oluşan aktif bir süreçtir. Günümüzde bu kültürel çevrenin çapı, bütün dünyayı kucakladığından, aktif müdahalenin, sahiplenmenin ve geri kazandırmanın önemi de giderek artmaktadır. Son birkaç yıl içerisinde gösterime giren veya yakında girecek pek çok Hollywood filmine bakarsanız, bu gerçekliği tüm çıplaklığı ile görebilirsiniz.

Batı, “Gladyatör” filmi ile Roma, “Troy” filmi ile Eski Yunan, “Tutku” filmi ile Hristiyan kültürünün geçmişine sahip çıkıyor; Kral Arthur, Büyük İskender ve Haçlı Seferleri filmleri doğu ülkelerine sefere çıkan Hristiyan savaşçı imgesini meşrulaştırarak, âdeta Samuel Huntington'ın medeniyetler çatışması tezinin zeminini hazırlıyor.

2.1.Orta Asya'dan Gelen Ortak Kültürümüz

Halk anlatılarının köken araştırmalarında, toplumsal göç hareketlerinin büyük önem taşıdığı bir gerçektir. Orta Asya'dan Anadolu'ya gelen Oğuz-Türkmen Boylarının Anadolu'nun bazı bölgelerine yerleşirken, kültürel miraslarını getirmeleri de kaçınılmazdı. Bu noktadan yola çıkarak, özellikle Konya-Karaman bölgesinde var olan Türkmen-Yörük kültürünün, Osmanlı İmparatorluğunun Balkanları ve yaklaşık iki yüz yıl sonra Kıbrıs'ı fethettikten sonra buralardaki nüfusu artırmak için yerleştirdiği Karamanoğulları içerisinde yer alan Türkmen-Yörük halkının beraberinde götürdükleri kültür mirasları, inançlarını bugün çeşitli coğrafyalarda anlatılır olmasının bir nedenidir.

3.1.Kıbrıs'taki Ortak Kültürün Simgesi Masallar ve Halk Anlatıları

Her toplumda seçilmiş bir kişi/kişiler olduğu gibi İlyada ve Odyssea'da veyahut başka mitolojilerde görüleceği gibi her zaman toplum içerisinde bir kahraman veya kurtarıcı çıkabilir. Asterix'teki büyücünün iksir yaparak, Galyalılara içirip onları Romalılar karşısında güçlü duruma sokuşu; yine Tolkien'in “Yüzüklerin Efendisi”nde görüldüğü gibi seçilmiş kişi olan ve yüzüğü taşıyan Froda'nın kötülüğü Dünya üzerinden silmeyi başarması verilebilecek ilginç örnekleri oluşturur. Örnekleri çoğaltabiliriz fakat burada dikkat etmemiz gereken bir nokta vardır. Bu kahramanlara her zaman biri/birileri yardım etmektedir. Bunlar; ihtiyarlar, beyaz sakallı yaşlılar veya kılık değiştirmiş büyücülerdir. İşte bugünlerde sinemalarda gördüğümüz “Yüzüklerin Efendisi”, “Harry Potter” da daima bir büyücü vardır. Güçlü olan bu kişi; hiç bir zaman güce güç katmaz, o

doğuştan güçlüdür. Onun amacı kendisinin koruyacağı lâkin yaşamın güçlüklerini öğreteceği kahramanlar yetiştirmektir. Bizde bu tipe en uygun örnek kişi Hızır'dır. O bilgedir, o insanlara yol gösterir. Çünkü insan zorlukları, kötülükleri görmezse olgunlaşmaz. Kimse birden usta olamaz, önce çırak olacak, öğrenecek sonra usta olacaktır. Bugün filmleri gösterilen bu romanların esin kaynağıdır. Çünkü bu yapıtların yazarları, geçmişin halk anlatılarından, söylencelerinden etkilenip bu eserleri yaratmışlardır.

Yaşlı adam; yardım eden, ad veren, yol gösteren, öğüt verendir.

HAZRETİ HIZIR

Ah dosd vah dosd
Tekkede galdı bizim posd.
Dikerig dikerig gene yırtılır.
Aralarına ufak ufak kelleler dikilir.
En ufagları toglu gadar yar eller.
Ali cambaz bize bir at verdi diridir deye.
Arkasına geçdig garıdır deye.
Bize bir tegme savurdu geri dur deye.
Deñizin ortasına basdıg garadır deye.
Var varanın sür sürenin
Bayguşu çoğ olurmuş eski viranenin.
Desdursuz bağa girenin
Yeyceği topuza bağ sen.
Serinde ilan, semerde golan.
Bende torbalar dolusu yalan.
Bir varımış bir yoğumuş.

Vaktiyle dağın birinde bir keçi çoban varmış. Bu çobanın yedi keçisi varmış. Uçsuz bucaksız, insanın olmadığı kimsenin gelip geçmediği bir dağa bir ağıl yapıp keçileriyle beraber yıllar yılı yalnız başına yaşarmış.

Çok soğuk ve yağmurlu, rüzgarlı bir gecede uyurken, dışarıdan bir sesler gelmeye başlamış. Adam: "Bu havada yola kim çıkar rüya görüyorum herhalde" diye düşünmüş, ama dışardan gelen ses devam etmiş.

Çoban kapıyı aralayıp bakmış, ne görsün yağmurdan sıırıslıklam iliklerine kadar ıslanmış, ölmek üzere olan aksakallı bir ihtiyar yatıyormuş. Ayağa kalkacak hali yokmuş, sadece inliyormuş. Çoban çıkıp onu kucağına almış, içeri taşımış, ateş yakmış ve ısıtmış

Isınan İhtiyar Derviş, gözlerini açmış: "Bu kömürün üstünde bir keçi olsada pişirip yesek" demiş.

Çoban: "Tamam ihtiyar keselim" demiş.

Derviş: "Yok oğlum olur mu, senin zaten yedi keçin var" demiş.

Çoban hemen bir keçi kesip kömüre atmış, nar gibi kızarmış ve yemişler. Sabah olunca Aksakallı İhtiyar gitmek istemiş ama,

Çoban: "Seninle kimin kimsen yoksa, burada benimle kal" demiş.

İhtiyar kalmayı kabul etmiş. Her gece bir keçi kestirip kebab yapıp birlikte yemişler. Yedinci günün sonunda keçiler bitmiş. İhtiyarla çoban yola koyulmuşlar, keçisi kalmadığı için en yakın köye gidip yerleşmeyi düşünmüşler. Dağlardan inipte dere yatağına gelindiğinde.

İhtiyar demişki: "Hadi oğlum sen sürünü toplayıp geri ağılına dön, ben de buradan yoluma yalnız devam edeyim" deince

Çocuk gülerek: "Dedeciğim hangi sürüden söz ediyorsun? Benim sadece yedi keçim vardı, hiç sekiz olmadı. Ben sütü biriktiriyordum, haftada birde kızkardeşim gelip hellim yapıyordu. Artık bende seninle geliyorum" demiş.

İhtiyar ciddi ve kararlı, kesin bir eda ile: "Arkana dön ve bir ıslık at sürünü göreceksin" demiş.

Çoban dönüp ıslık attı, bir de ne görsün dağlar,taşlar keçi dolu, sayısını bile sayamaz olmuş.
İhtiyara dönüp “bunlar nerden çıktı” demiş.

Şaşkınlığını farkeden İhtiyar: “Hepsi senindir, anne sütü kadar helaldır” deęip, bir anda kaybolmuş.
O zaman çoban, ihtiyarın bir hızır olduğunu anladı. Geri döndü mandırasını büyüttü, köyden birde
kız alıp evlendi,çocuk sahibi oldu ve ailesiyle refah içinde yaşadı.

AK SAKALLI YAŞLI ADAMIN KIZI

Evvel zaman içinde.
Galbur saman içinde.
Döveler lingiri oynarmış
Esgi hamam içinde.
Var varanın
Sür sürenin
Desdursuz baęa girenin
Yeyceęi zobbadır divanenin.

Bir varmış,bir yokmuş. İllallahtan gayrı kimsecikler yokmuş. Allah’ın kulları da çokmuş.
Vaktiyle sakalı inmiş,bıyığı püskürmüş bir delikanlı varmış. Yaşitları hep evlenmişler. Bir tek o bekar
kalmış. Her gün başını ellerinin arasına alır düşünürmüş. “Ne olacak benim bu halim? Herkes çiftter
çiftter gezer. Bense yapayalnızım. Ben üzölmeyeyim de kimler üzölsün. Karı yerine yastığı mı
kucaklayayım?Yüreğimdeki sevgiyi nerelere saçayım? Kuş olup uçamam. Bülböl olsam babamın
karşısında konuşamam” dermiş. Mırıltılı konuşmalarını bir gün anacıęı duymuş. Sözleri kocasına
aktarmış. O gün adam bir şey söylememiş.

Bir gün iş dönüşü adam oęluna karşısına almış:

-Duyduğuma göre evlenmek istersin? Yarım gönöl mü istersin? Yoksa hiç gönöl mü istersin?demiş.

Delikanlı bütün cesaretini toplamış:

-Ben öyle şey bilmem baba. Beni evlendirmezsen kaçacaęım,demiş.

Gün görmüş, devran sürmüş baba, oęlunu imtihan etmek istemiş:

Kaçıp gitmek istediğini söyledin. Gidebilirsin. Al bu lirayı. Bu parayla hem çiğ et hem pişmiş et al.

Bu lirayı da bütün getir. Başarırsan bende seni evlendireceğim,demiş.

Delikanlı babasıyla böyle şeyleri ilk defa konuşuyormuş. Duyduğu sayğıdan,yüzü pancar gibi
kıkırmızı olmuş. Titreyen eliyle lirayı almış. Yol hazırlığı yapmış. Tutmuş bir yol gitmeye başlamış.
Git gitmesine, git gitmesine yürümüş. Yolda belde hiç eğlenmemiş. Tepeleri aşmış,dereleri geçmiş.
Sonunda yolunun üstünde ak sakallı bir adam görmüş. Yaşlı adamın omzunda bir torbacık varmış.
Pergellerini açmış. Yaşlı adamı yetişmiş. Yanına yaklaşmış. Konuşmaya başlamışlar:

-Sabahı şeriflerin hayır ola baba.

-Encamın hayır ola.

-Yükün ağır. Belki de yolun da uzundur. Ver omzundaki torbacığını. Ben taşıyayım.

-Sağ ol oęlum. Ben yavaş yavaş götürürüm. Köyüme de yaklaştım.

-Yok olmaz. Sakalına ak düşmüş, yaşlı başlı adamsın. Taşımak sana düşmez.

Un torbacığını yaşlı adamdan almış. Kendi omzuna vurmuş. Konuşa söyleşe yaşlı adamın
köyüne gitmişler. Ak sakallı adam:

-Yolcu arkadaş,benim evim aha budur. Gel bir kahvemizi iç de gidersin.

-Peki baba,içeyim.

Ak sakallı yaşlı adamla delikanlı eve girmişler. Onları evin kızı karşılamış. Kız hem çok güzelmiş
hem de zekiymiş. İkisine birden:

-Hoş geldiniz,demiş.

Koşmuş. Delikanlının omzundaki un torbasını almış. Yaşlı adam da kızına:

-Çöz bu un torbasını. Çabuk tarafından birkaç beze hamur aç!Pişir.Bir hellimle iki de
yumurta kavur. Misafirimiz var. Yoldan geldi. Yola gidecek. Karnı aç gitmesin,demiş.

Kız eline çabukmuş. Kaşla göz arasında hamuru yoęurmuş. Pişirmiş. Hellimli yumurtalı
kavurmuş. Sofrayı hazırlamış. Hep birlikte sofraya oturmuşlar. Yemeklerini yemişler. Kahvelerini

içmişler. Oturup dinlenmişler. Delikanlının gitme zamanı gelmiş. Ama hiç orali olmamış. Öğle olmuş,akşam olmuş. Yerinden kalkmamış. Gece olunca kız yatakları sermiş. Üçü de yerlerine yatmışlar. Uykuları gelene kadar konuşmuşlar.

Kız sormuş:

-Nereden geliş,nereye gidiş?demiş.

Delikanlı da babasıyla yaptığı konuşmayı anlatmış:

-Bana bütün gönül mü istersin?Yarım gönül mü istersin?Yoksa hiç gönül mü istersin?dedi.Ne demek istediğini anlamadım. Evden kaçtım. Yolum buralara düştü,demiş.

Kız zekiymiş. Adamın ne söylemek istediğini anlamış:

-Bütün gönül kız oğlan kız demektir. Yarım gönül çocuksuz dul kadın anlamına gelir. Hiç gönül de çocuklu dul kadındır.

Delikanlı:

-Haa şimdi anladım! İyi! Bunu öğrendim. Ama kaçacağımda babam bana bin lira verdi. Şart da koştu. Bu lirayla hem pişmiş et alacaksın hem de çiğ et alacaksın. Lirayı da bütün getireceksin dedi. Acaba ne demek istedi? demiş.

Kız gülmüş:

-Şimdi yat uyu. Sabah olsun,hayır olsun,demiş.

Hepsi de yatıp uyumuşlar. Sabah kalktıklarında yemeklerini yemişler. Sofradan kalktıklarında kızla delikanlı dışarıya çıkmışlar. Kız sormuş:

-Karşındaki çobanı görür müsün?demiş.

-Görürüm ya görmez miyim?demiş.

-Öyleyse git o çobana ver cebindeki lirayı. Söyle sana bir tane erkek kuzu versin,demiş.

Delikanlı çobanın yanına gitmiş. Pazarlık etmiş. Vermiş lirayı. Bol yünlü erkek bir kuzu almış. Ak sakallı adamın evine getirmiş. Kızla birlikte tutmuşlar. Kuzuyu güzelce yıkamışlar. Tüylerini ipek gibi etmişler. Yıkanan kuzu silkelenmiş. Tüyleri erken kurumuş.

Kız babasına yaklaşmış:

-Babacığım bu kuzuyu kırkabilir misin?demiş.

-Ağır ağır kırkarım,demiş.

Yaşlı adam almış eline koyun kırkma makasını. Kuzuyu şırak şırak kırkmış. Yünlerini toplamış. Topak yapmış. Kız yayını almış. Yünleri atmış. Fitol yapmış. Ardından da kirmende eğirmiş. Yünü iplik yapmış, püsküllü müsküllü atkılar,çoraplar örmüş. İşi bitince babasına:

-Haydi baba al bu atkılarını çorapları. Kasabaya götür. Sat. Ama sakın bir liradan aşağıya verme,demiş.

Yaşlı adam atkılarla çorapları almış. Kasaba pazarına gitmiş. Çorapları atkılarını yere sermiş. Gelen bakmış,giden bakmış. Sonunda bir alıcı çıkmış. Az vermişler,yaşlı adam çok istemiş. Vur aşağıya vur yukarıya sonunda bir liraya anlaşmışlar. Çorapları atkılarını satınca cebine lirayı koymuş. Evine gelmiş. Parayı delikanlıya vermiş.

Kız oğlana:

-Bu erkek kuzuyu hadım et. Hayvanı çok örselemeden yumurtalarını sök,demiş.

Delikanlı eline bıçağı almış. Hayvanın ayaklarını bağlamış. Yere yatırmış. Hadım etmiş. Yumurtalarını da bir kabın içine koymuş. Kız,erkek koyunun yumurtalarını almış. Güzelce pişirmiş. Bir tabağa koymuş. Delikanlıya da:

-Babanın söylediği çiğ et,hadım ettiğin kuzudur. Pişmiş et de pişirdiğim yumurtalarıdır. Bütün lirayı da babam verdi .Şimdi al bunları. Götür babana,demiş.

Delikanlı hadım kuzuyu yedeğine almış. Pişmiş yumurtalarla birlikte babasına gitmiş. El öptükten sonra:

-Baba,söylediklerini yaptım. Lirayı bozdurmadan getirdim. Pişmiş et bu sahanın içindedir. Çiğ et de yedeğimdeki kuzudur. Herhalde artık beni evlendirirsin?demiş.

-Yarım gönül mü istersin yoksa bütün gönül mü?demiş.

-Yarım gönül dul çocuksuz kadın demektir. Ben dul mul kadın istemem. Ben kız oğlan kız isterim. Senin anlayacağın bütün gönül isterim.

-Tamam oğlum. Bakalım,sana bir kız bulalım,demiş.

Ak sakallı yaşlı adamın kızına dünürçü gitmişler. Ak sakallı yaşlı adam düşünmüş, taşınmış. Sonunda kızını vermiş. Kız ata binmiş. Delikanlının köyüne gelin gitmiş. Bir hafta süren bir düğün olmuş. Evlenmişler.

Masal da bitmiş.

SONUÇ

Anlaşılacağı gibi, masallar , hayal ürünü değillerdir, yaşanmış önemli olaylara , somut gerçeklere dayanırlar.

Halkın ortak beklentisinin, düşüncesinin, kolektif bilincin tezahürüdür, seslendirilmesidir.

Daima göz önündedirler, sembolleridir ve insanlar onlarla temas halindedirler ve onlardan ders alırlar. Ders alma; toplumsallaşma, toplumsal etik ve dinsel eğitimin bir parçasıdır.

Kutsaldırlar. Bu dinsel kutsallık değil toplumsal değer verme , saygı duyma anlamındadır.

Efsaneler, toplum ve ülke sevgisinin, ortak kimliğin bir tutkalı, ortak kimliğin ürünü ve sağlayıcısıdır. Kolektif bilinci oluştururlar.

Masallarımıza bakarak halkımızın hayal gücünün geniş, yaratıcı, iyimser, dürüst, geleneklerine bağlı, açık sözlü, doyumlu, ahlaklı, doğrulardan ayrılmayan insanlar olduğunu anlıyoruz.

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Nadel, Siegfried Frederick, The Foundations of Social Anthropology. Free Press: New York

Kaynak Kişi: Bahaddin Ünveren

Doğum Yeri: Susuz- Baf

Yaşı: 30 Mart 1941 doğumlu

Eğitimi- Mesleği: Ankara Üniversitesi Fen Fakültesi mezunu. Türkiye ve Kıbrıs'ta 13 farklı okulda toplam 37 yıl öğretmenlik ve idarecilik yaptı. 60 yaşında Cumhuriyet Lisesi Müdürlüğünden Emekli oldu.

Kaynak Kişinin Masalı Öğrendiği Yer ve Kişi: Annesi Pembe Ünveren. Doğum tarihi 10 Nisan 1914, Susuz- Baf. Ölüm tarihi 8 Mart 2004, Değirmenlik. Önceki kaynak, Dede Mulla Mustafa (1878-1968)

Derleme Tarihi: 1 Eylül 2003

Derleme Yeri: Akdoğan

Derleme Yeri: Mağusa

Kaynak Kişi: Muazzez Mustafa Garip

Doğum Tarihi: 1920 Larnaka (İskele).

Ölüm Tarihi: 1989 Mağusa.

Derleme Tarihi: 1989

Eğitim Durumu: İlkokul mezunu.

Mesleği: Ev hanımı.

Kaynak Kişi: Bahaddin Ünveren

Doğum Yeri: Susuz- Baf

Yaşı: 30 Mart 1941 Doğumlu

Eğitimi- Mesleği: Ankara Üniversitesi Fen Fakültesi mezunu. Türkiye ve Kıbrıs'ta 13 farklı okulda toplam 37 yıl öğretmenlik ve idarecilik yaptı. 60 yaşında Cumhuriyet Lisesi Müdürlüğünden Emekli oldu.

Kaynak Kişinin Masalı Öğrendiği Yer ve Kişi: Annesi Pembe Ünveren. Doğum tarihi 10 Nisan 1914, Susuz- Baf. Ölüm tarihi 8 Mart 2003, Değirmenlik. Önceki kaynak, Dede Mulla Mustafa (1878-1968)

Derleme Tarihi: 1 Eylül 2003

Derleme Yeri: Akdođan

Derlendiđi Yer: Deđirmenlik

Derleme Tarihi: 1996

Kaynak Kiři: Nadire Öznur

İři: Ev Kadını

Eđitim Durumu: İlkokul

Yaşı: 56.

The Changes and Evolutions in Zimbabwean Small and Medium sized Enterprises (SMEs) in the Covid-19 era.

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Abstract

The SMEs in Zimbabwe contribute approximately 20% in tax revenue and play a crucial role in strengthening the economy of the country as they are responsible for up to 75% of the employment (Johnson, 2020). However, with the ongoing Covid-19 crisis, there has been a shift in the business world. The purpose of this study, executed from March to August of 2021, is to identify and assess the changes and evolutions experienced and adopted by Zimbabwean retail sector SMEs business owners in the current era of Covid-19. The research was The study sample consisted of seven SME owners in Harare, Zimbabwe, who have managed to sustain their businesses for more than five years and remained open in this crisis. Qualitative methodology was adopted in this study. Data was collected through semi- structured interviews via Zoom. After analysing the data using the six phased thematic analysis, four macro themes were identified. The changes and evolutions in Zimbabwean SMEs are summarised in the four themes which are: supply chain disruption, business model pivoting, operating costs, as well as upskilling and multi-skilling. The results, apart from contributing to existing literature on crisis management, highlight important perspectives critical to SMEs started in this era and potential start-ups, as well as creating awareness within and outside the business world.

Key words: Covid-19, Zimbabwean SMEs, qualitative methodology

INTRODUCTION

What most SMEs across the world, including Zimbabwe, could hardly anticipate during the onset of the pandemic is that apart from their livelihood, Covid-19 was a real threat to their businesses as well. The pandemic ushered in a new era in the business world, as a result of unanticipated impacts of the ongoing crisis. The business owners had to make changes in order to manage the crisis, whilst fighting to remain operational. The purpose of this study is to identify and assess the changes and evolutions experienced and adopted by Zimbabwean SMEs in the current era of Covid-19.

The research is shaped from 2 main questions which are:

1. What are the changes experienced by retail sector SMEs in Harare, Zimbabwe, as a result of the ongoing Covid-19 pandemic, according to the business owners?
2. What evolutions emanated from the Zimbabwean retail sector SMEs' efforts to cope with the changes, according to the business owners?

It is of paramount importance to consider that the changes in question are in context of essential differences, modifications or substitutions in terms of the business environment within SMEs. Likewise, evolutions, in this study are regarded as advancements and gradual developments within SMEs resulting from permanent changes that were made by SMEs in order to survive and adapt to the current era. These changes and evolutions are a major contribution to the pool of knowledge on crisis management, particularly the Covid-19 crisis. The outcome of the study also provides insight to new SME owners who, not only have normal business problems to overcome, but a crisis threatening both the growth and existence of their new businesses as the majority of Zimbabwean SMEs are sole traders (Majukwa, 2019).

The study comprises of three main objectives. Firstly, to investigate how the current era of Covid-19 differs from the period prior the crisis, in relation to businesses by interviewing SME owners in Harare, Zimbabwe. The second objective of the research is to analyse and synthesise the data obtained from interviews with business owners in Zimbabwe in order to develop a clear picture of the changes and evolutions that SMEs adopted in order to survive in this era. The last objective is to propose recommendations to the businesses that started during this period as a way to reduce business failure, specifically in the SMEs in Zimbabwe.

LITERATURE REVIEW

Similar studies have been conducted in Zimbabwe and taking them into consideration is vital not only as a starting point but also to realise the gap in these studies in order to justify and convey the validity of this study.

Nyanga and Zirima (2020) have shared insights on how the SMEs responded to the pandemic with a main focus was more on the implications of Covid-19 and how SMEs have been trying to minimise the spread of the virus through awareness and training workshops mainly online. In another similar study, Chirume and Kaseke (2020) also contributed to the literature with a research that featured 20 business owners in Chinhoyi town by use of questionnaires. Part of their findings indicate reduction of working hours as part of the changes implemented to adopt to lockdown restrictions and like other scholars they recommend SMEs highlighting on the need to embrace e-commerce (Chirume &

Kaseke, 2020). Their research is partially impaired due to the use of questionnaires as a data collection method.

Most of the respondents in Chaora's study indicated intent to move their businesses online and how the majority of SMEs were in need of loans, whilst some resorted to self funding in order to keep their businesses afloat (Chaora, 2020).

According to Herbane, crisis management literature is broader when bigger firms are concerned, yet less literature targets SMEs (2013). This is evidenced by the minimal literature discovered during the course of this study.

Crisis management strategies that have been implemented by SMEs in previous crises include diversification of services, finding ways to maintain the loyal customers as well as engaging with community activities so as to keep the businesses' name in the memory of the communities (Nyanga et al., 2013).

Although the articles reviewed above contribute immensely to the academic studies, exploring the experiences of the SMEs in Zimbabwe in the distinctive context of the Covid-19 era is a well-to-do line of inquiry.

METHODOLOGY

The implemented methodology involves qualitative research conducted from March 2021 to August 2021. Although time consuming and based on availability of participants and their accessibility, the study explores primary data obtained from interviews.

The study participants, obtained by use of purposive sampling, consisted of seven retail sector SME owners in Harare, Zimbabwe, who have managed to sustain their businesses for more than five years and remained open in this Covid-19 crisis. The majority of SMEs in Zimbabwe are in the retail sector and therefore targeting the retail sector for this study increased chances of getting the interview participants (Gukurume, 2018).

The target sample comprised of interviewees identified based on two major criteria. Firstly, they should be owners of registered retail SMEs in Harare, Zimbabwe. Second and most importantly, their SMEs should have at least 5 years of existence and profitability. Targeting interviewees with SMEs that has at least 5 years ensures that they are able to point out changes they made as a result of the new era of Covid-19 and not mix the struggles with other business struggles that SMEs often encounter, considering that most SMEs in Zimbabwe will not survive for a period exceeding five years (Majoni, et al., 2016).

Initial research participants were obtained from cold emailing SME owners matching the criteria set for the study, using contacts from various online directories, as well as use of personal contacts. The participants we obtained from both cold emailing and the help of personal contacts became the seeds for snowball sampling technique which was then used to get more interview participants until data saturation.

Data was collected through 2 rounds of in-depth semi-structured interviews until data saturation was achieved. These were carried out on the video conferencing platform, Zoom, which has become popular during this era so it was universal as all participants had been using it prior the study.

Each main interview lasted approximately 40 minutes to an hour depending with the participant and how they expressed themselves. The second interviews, conducted during data analysis stage however, were short and lasted 15 minutes on average. The short duration was due to the fact that the second interviews were meant to improve accuracy through verification of data. The analysis of data, obtained from the semi structured interviews, was done using the six phases of thematic analysis.

FINDINGS

Before the presentation of study findings in relation to the research questions, the demographic profiles of the demographic profiles of the interviewees are summarised in Table 1. The summary pertains the participants' educational and professional backgrounds, along with their age and gender, revealed during the interviews.

Tale-1: Demographic Characteristics of Participants

Participant	Gender	Age	Education	Prior Business experience
A	Male	33	Diploma	2 years
B	Male	39	Degree	6 years
C	Male	27	Diploma	0 years
D	Male	51	Degree	9 years
E	Male	30	Diploma	0 years
F	Male	42	Diploma	2 years
G	Male	52	Degree	12 years

What are the changes experienced by retail sector SMEs in Harare, Zimbabwe, as a result of the ongoing Covid-19 pandemic, according to the business owners?

The results indicate changes in operating costs such as rent, salary and cuts as well as new costs incurred while sanitising places of operation to curb Covid-19 virus. Other changes highlighted by the results are limited working hours as well as supply chain disruptions.

What evolutions emanated from the Zimbabwean retail sector SMEs' efforts to cope with the changes, according to the business owners?

In terms of evolutions, the findings included digital transformations, collaborations as well as multi-skilling and upskilling.

There is a thin line between changes and evolutions, to an extent that a few interview participants had to be guided during the course of interviews so as not to mix the two. On the other hand, some collaborations between businesses as well as diversification of products may be more temporary than permanent. In that case, they may be categorised as both changes and evolutions. Therefore, the study results are presented as a combination of changes and evolutions. From the study results, changes and evolutions in each business, depend on the needs and challenges faced by each particular business. However, the similarities in these changes and evolutions resulted in the themes as summarised in Table 2.

Table-2: Summary of Themes and Sub-themes

Main theme	Number of participants	Micro themes
Supply chain disruption	7	-
Operating costs	7	Job and salary cuts Rent New costs
Business model pivoting	7	Diversification of products Digital transformation Collaboration
Upskilling and multi-skilling	5	-

The changes and evolutions in Zimbabwean SMEs are summarised in four key themes which are: supply chain disruption, business model pivoting, operating costs, as well as upskilling and multi-skilling. The lack of flexibility has been causing demand drops as well as surges, supply shortages and in some instances, excess supply. This supply chain disruption is one of the key changes.

Changes and evolutions are also witnessed in terms of operating costs. However, the theme is further subdivided to micro themes related to job and salary cuts, rentals as well as new costs. The new costs are associated with the pandemic as highlighted by interviewees. For instance, Participant C pointed out that:

“Even when it’s your bad day and you just had a few customers we still have to get this place sanitised for the safety of the public. In that case you end up incurring costs even when you are planning to cut them.” – (Participant C, online interview).

How one business pivots is not exactly how another does. As a result, the findings reflected various business pivoting strategies implemented by each small business. Three micro themes emerged and these are diversification of products, collaborations as well as digital transformation. The most common business model pivot in these interviews was digital transformation. This involves the transformation of traditional business models through digital technologies such that manual and physical processes are therefore, replaced and instead, digitalised.

While this decision could be influenced by the types of businesses and what exactly do, customer impressions also play a major role in the extent to which SME owners embrace this transformation, as expressed by Participant E:

“You know as Zimbabweans; people tend to fear to buy things online especially with these products of ours that involve sizes so it is quite challenging but I’m sure once we launch it slowly people will get used to it.” – (Participant E, online interview).

Last but not least, the study results also indicate that upskilling and multi-skilling are a part of the key changes and evolutions in this era. Upskilling involves learning new aspects of a certain skills in order to refine one's skills. Multi- skilling on the other hand, involves learning several skills that complement each other when utilized simultaneously.

These results, apart from contributing to existing literature on crisis management, have a positive impact on SMEs started in this era, potential start-ups as well as creating awareness within and outside the business world.

CONCLUSION

SME owners in Zimbabwe should take the risk to invest into digitisation and embrace e-commerce on a higher level rather than limit themselves to social media. Those who have the means to go completely digital should do so whilst those in trades that limit them should continue to adopt mixed models. We recommend new SME owners to consider multi-skilled workers as a way to reduce labour costs not only in this era but to benefit from this strategy even in the post-Covid era.

One of the limitations of this this study is that of limited previous studies. Due to the rapid changes in this era of Covid-19, keeping up with rapid changes can be challenging considering the pandemic is an active crisis world wide (Aftab et al., 2021). Other limitations arose as a result of the Covid-19 guidelines and restrictions that had to be adhered to.

From the response that we got; all interview participants turned out to be male as female SME owners were not available for interviews. This introduces a gender bias that we did not foresee and therefore, could not delimit due to the fact that willingness of participants is outside my control.

Since this study focused on a current problem, future studies can aim to look at this problem from a post Covid-19 viewpoint, where there will be no rapid changes.

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Providing Constructive Feedback: Emotional Intelligence Perspective

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Abstract

Feedback is an essential tool that people use in their everyday life to either evaluate themselves and their work or to provide to others to help them grow. It is also crucial in the educational field as its beneficial for both educators and learners. Feedback provides the educator and learner with evidence about their current knowledge and the required skill development. Hence, understanding the learner's progress and level of achievement enables the educator to make decisions about the next steps to plan in the learning process. On the other hand, feedback redirects or refocuses the learner's actions to achieve a goal, by aligning effort and activity with an outcome.

This paper reflects on the role of emotional intelligence (EI) and its impact on enhancing the ability of providing adequate and constructive feedback for the sake of continuous improvement of learners mastering the art of providing feedback to their peers within a specific context. The research utilises the case study methodology in which learners of an adult education course are observed while providing feedback to their colleagues after delivering their practicums. The research is conducted over 4 different phases where a comparison is made between the feedback provided before and after the introduction of the EI concept.

The research paper traces the inception of the term emotional intelligence, its different categories and how those categories can relate to the diverse learners in the classroom. Furthermore, it provides a detailed explanation of the case study, participants, the various phases of the study conducted and the findings of the research.

Research confirms that it is of vital importance to train future educators on the skills of emotional intelligence to be able to provide constructive feedback to their learners.

Keywords: Constructive feedback, emotional intelligence, adult education, self-awareness, self-regulation and indigenous tertiary institute.

Introduction

The main purpose of this research paper is to investigate the impact of emotional intelligence on enhancing the ability of providing constructive feedback in an adult educational context.

This paper starts by providing a brief background of the concept of emotional intelligence and its various definition followed by a description of the research methodology i.e. qualitative case study. A detailed description of the indigenous case study, the tertiary educational institute, under investigation for this research is provided.

The paper then provides a description of the methodology of the case study utilised in this research, phases of the research conducted, data analysis tools, research findings and conclusion.

What is Emotional Intelligence?

The term emotional intelligence was coined by Daniel Goleman, the behavioural psychologist when he published his book entitled “Emotional Intelligence”. Dr. Goleman described emotional intelligence as a person's ability to manage his feelings to be able to express them appropriately and effectively (Cole, 2019).

Daniel Goleman (1995) provided the following categories for emotional intelligence:

1. **Self-awareness** – is when a person understands their strengths and weaknesses and how their actions affects others. Such a personality enables its owner to accept and be receptive to constructive criticism i.e. the open mindedness to receive feedback and work on improvements.
2. **Self-regulation** – is when the individual is in control of their feeling and emotions while expressing them i.e. are able to stay neutral and not take feedback provided to them personally but understand that the aim is for continuous improvement purposes.
3. **Motivation** – is related to individuals with high level of emotional intelligence posse’s internal locus of control i.e. they are able to motivate themselves internally and believe they are in control of their own destiny.
4. **Empathy** – is an individual who is compassionate and honest in their interaction with other which makes them connect easily with other on an emotional level and understand other people’s concerns.
5. **Social skills** – those individuals can easily and quickly obtain other’s trust and respect facilitating smooth communication.

Goleman (2000) extended the concept of emotional intelligence to the business world and related it with leadership posting that leaders can ‘increase their quotient’ of leadership styles by understanding which ‘emotional intelligence competencies underlie the leadership styles they are lacking’ and working to develop them.

Emotional intelligence quotient, or EQ, is more and more relevant, important, and work-related to outcomes such as individual performance, organizational productivity, and developing people because its principles provide a new way to understand and assess individuals’ behaviour, management styles, attitudes, and interpersonal skills (Serrat, 2017).

Emotional intelligence can be related to self-awareness of the individuals and their ability of analysing their points of strength and points of weaknesses to help them towards continuous improvement either personally or professionally. Several researchers in the management field (Ashford & Tsui, 1991; Dunning, 2011; Goleman, 1998; Shipper & Dillard, 2000) discussed the importance enhancing the skills of self-awareness in enhancing managerial performance of their everyday life to achieve both their individual and organisational goals.

A study conducted by Sheldon et al. (2014) investigated self-evaluations of emotional intelligence of managerially oriented students as participants in the research and how they rated their own skills and performance across three studies. The study also examined how the participants reacted to feedback about their emotional intelligence. The study’s main findings reported that low performers showed little insight on their emotional intelligence performance. Low performers’ self-evaluation scored themselves on their emotional intelligence performance as high as those who performed best. Accordingly, that showed lack of self-insight among the incompetent which also extended to other importance social skills e.g. technical tasks like logical reasoning.

For the sake of this research the definition of Emotional Intelligence used in this research will be targeting on the participants following components:

- Recognitions of emotions in self
- Recognition of emotions in others
- Regulations of emotions of self
- Regulations of emotions in others

The reason behind this choice is because it's the most suited for this case study. It's part of the - assessment participants' training to understanding their own self-assessment and how to hone the art of providing honest and constructive feedback to their colleagues to assist them in their pursuit of continuous improvement in their adult education profession as future educators themselves.

Research Methodology

This study is a qualitative methodology utilising the case study method as it is considered a valuable tool in practice-oriented fields such as education, management, public administration and social work (Starman, 2013). Furthermore, the author believes that the case study is the most suited for this study due to the following reasons:

- Sturman (1997) defined a case study as an exploration of a phenomena which is relevant to this research i.e. this case is exploring the role of emotional intelligence on providing constructive feedback to learners in a specific context.
- Case study is characterized by an interpretative paradigm, which emphasizes subjective experiences and the meanings they have for an individual (Starman, 2013). In this case study, the author employed the interpretive paradigm to decipher the meaning behind the various phases of the study and their impact on providing constructive feedback i.e. the before and after introducing the concept of emotional intelligence to the learners.
- Subjective views of the author in this particular case study is a vital part of the research since it depends on the researcher's observations while providing feedback pre and post introduction to the concept of emotional intelligence.

The Case Study Description

The Wananga i.e. the Indigenous Tertiary Institute chosen for this study was founded in 1983 (i.e. established 38 years ago) in a small township in New Zealand and grew to be one of the largest tertiary education institutions in Aotearoa (Maori name for New Zealand). Its main purpose is to improve the education of all New Zealanders in a uniquely Maori way (i.e. indigenous education).

The growth of this Indigenous Tertiary Institute spread to 80 locations around the country (both North & South Island) of New Zealand. This case study is concentrating and reporting on one out of the 37 branches in the Auckland Region where there are currently 35,000 students (55% Maori & 45% none Maori). The institute employs 1,350 Staff members and graduated more than 300,000 graduates.

The Indigenous Tertiary Institute provides certificates, diplomas, degrees and master's degree programs in various indigenous fields and specialities.

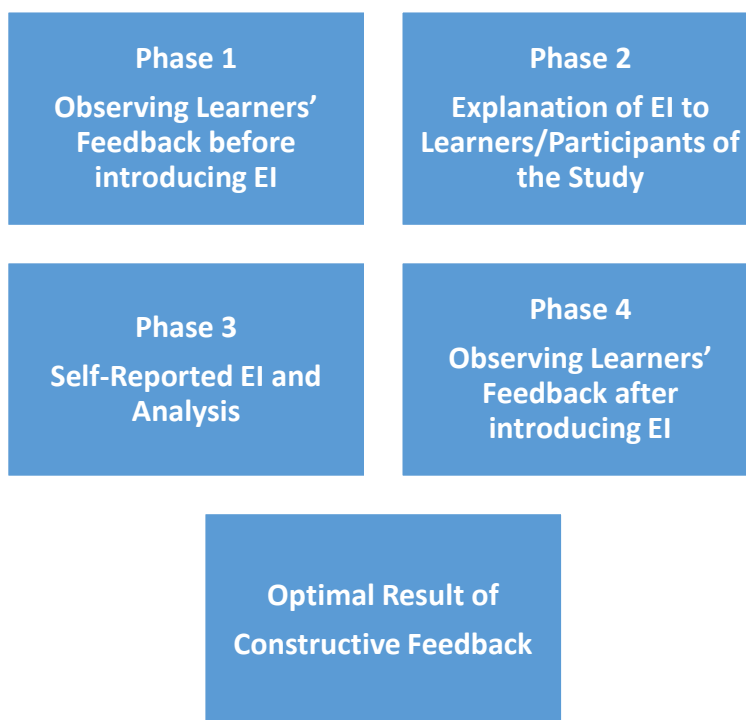
This case study has been conducted on a course of Adult Education during the months of March – June 2022 i.e. Semester A 2022. The class comprises of 21 students from diversified backgrounds and ethnicities including the following: Maori, New Zealander of European decent, Tongan, Samoan, Niuean, Fijian, Indian, Korean, South African, Filipino and European. This course is a level 5

certificate that is endorsed by the New Zealand Ministry of Education as a minimum requirement to qualify professionals who would like to work in the field of higher education as an adult educator, trainer or facilitator.

Phases of the Educational Case Study

The case study went through the following phases where the process of research was introduced to the learners to enable the researcher from analysing the feedback pre and post introducing the concept of emotional intelligence to compare the quality of feedback provided during the life time of the course fitting with the program requirement (i.e. the delivery of four practicums). The following Figure 1 illustrates the various phases of the study.

Figure 1: Case Study Phases



SOURCE: Author's Figure

Phase 1 – Observing Learners' Feedback before introducing EI

As mentioned above the qualification for this course is to enable learners of becoming professional adult educators, facilitators and/or trainers. Accordingly, part of the requirements is to train them on providing feedback to their future learners. One of the main assessments for this qualification requires from the learners to deliver 4 different practicums on 4 different topics where they are required to plan, organise, develop lessons and deliver them to their respective learners (i.e. their colleagues in the course) and provide feedback alternatively to each other besides self-assessing their own performance through a reflective practice where they describe the following:

- What went well during their delivery of each practicum
- What didn't go well during their delivery of each practicum
- What is their plan for future improvement

The learners are instructed to provide feedback on the delivered practicums according to the following criteria:

- Educator demonstrates confidence with teaching content and facilitation of content
- Learning outcomes mentioned at the start of lesson
- Instruction materials aligned to learning outcome
- Educator promotes a positive and safe classroom environment conducive to learning
- Activities are hands-on and involve learners, creating a student-centred teacher facilitated learning environment
- Educator checks for understanding and adjusts based on student needs
- Educator accommodates individual differences and learning styles through instructional techniques utilized

Furthermore, the learners were instructed to provide suggestions of improvements when mentioning recommendations to the presenters (i.e. practicum delivery).

The following were the initial results of observing the learners providing feedback after the delivery of practicum one:

- Learners didn't follow the required criteria in their feedback.
- Learners provided shallow feedback that was not specific with no direction or value.
- Learners tended to generalise by using an overall feedback saying: "presentation was good".
- Few commented on the visual aids (i.e. power point slides) and lack of clarity and no analyses in accordance to the provided criteria.
- Few commented that the topic was interesting even though the presentation was not well organised and missed lots of the requirements for the practicum.
- No recommendation was provided to any of the presenters on their practicum delivery.

Phase 2 – Explanation of EI to Learners/Participants of the Study

This phase was introduced after the delivery of practicum one and before the delivery of practicum two to provide the learners with an opportunity to analyse their self-evaluation before conducting feedback on the delivery of the following 3 practicums to be able to assist their learning process and incorporate any constructive feedback in their future delivery of practicums.

In this phase the researcher explained the meaning of emotional intelligence to the participants as the ability to recognize your emotions, understand what they're telling you, and realize how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.

The researcher further explained to the learners the importance of understanding their level of emotional intelligence which would assist them in future for providing constructive feedback to their colleagues to enhance their learning and practical performance both in the classroom setting and in their future careers as adult educators.

Finally, the learners were advised to reflect on the definition of emotional intelligence while receiving and providing feedback to their colleagues according to the following points mentioned above:

- Recognitions of emotions in self
- Recognition of emotions in others
- Regulations of emotions of self

- Regulations of emotions in others

Phase 3 - Self-Reported EI and Analysis

The learners were provided with an Emotional Intelligence Quiz (Refer to Appendix 1 for details about the quiz instructions, questions and calculations), asked to score themselves and analyse the results of the quiz by providing a list of their points of strength and weaknesses.

Learners were also asked to provide descriptive statements on their scoring results of the EQ Quiz explaining how this can impact on their abilities of providing constructive feedback to their colleagues and others. Furthermore, learners were asked to reflect on their future plans for improvement of their emotional intelligence score.

The following are some of the learner's verbatim comments after learning about the concept of emotional intelligence and becoming self-aware while providing feedback:

"I still feel a sense of discomfort as I need to translate from Tongan into English and it needs to be honest but kind and gentle. I was able to do exactly that. I was honest and kind at the same time."

"Yes, I am more accepting of my strength and limitations – I always want to be perfect. I think near enough is good enough. This is perfect for me 80%, this is my new perfect!"

"I was very clear about giving feedback to Maureen and I knew what I wanted to feedback on, it was to the point but given with respect and awahi."

"I hesitated to give Maureen a recommendation as I didn't want to takahia on her mana however at the same time I feel it was in the appropriate context."

"I am more aware of my weaknesses rather than my strengths. I'm not really assertive and I don't like to give feedback although I understand the reason why, I don't like to offend anyone."

"One of my strengths is I don't like offending anyone so I would rather face consequences for my inaction to a reaction."

"Absolutely, I would like to be more confident in my feedback to provide a more positive outcome for the person I am giving the feedback about. To be more active and articulate in my feedback."

"I am really good with emotions myself and picking up on others, it's like I can feel their mauri, I think this was handed down to me by my grandmother."

"Sometimes it's best to listen but maybe take notes as they talk so that way I don't miss something. Even a recording can work so I can go back to evaluate & see what the person was going on about especially if didn't catch it the first time".

Phase 4 – Observing Learners' Feedback after introducing EI

The researcher observed the quality of the learners' feedback provided to their colleagues after delivering their other practicums after the introduction of the concept of emotional intelligence.

There has been a significant improvement in the quality of feedback demonstrated as follows:

- The learners followed the provided parameters exemplified in the feedback criteria of each practicum required for this course.
- High level of awareness of their colleague's emotional status while delivering their practicum; accordingly, recommendations were given with diplomacy and honesty at the same time.
- Learners has more eye for details in their feedback e.g. relating between the lesson learning outcomes and lesson's content.
- Recommendations provided were supported by techniques to assist the presenter in enhancing their delivery in future. The following are some of the examples provided in the recommendations:
 - Advising the presenter to prepare more interactive activities to engage learners and providing examples of activities.
 - Commenting on the visual aids e.g. the need to have less crowded slides, bigger font size and lighter background for clarity.
 - Suggesting different options to improve the future delivery of practicums.

Analysis and Discussion of Researcher's Observations

The researcher utilised the Dunning-Kruger Effect Model (1999) to analyse the whole experience of the learners' level of emotional intelligence during this course and relate it to their reflections on their own points of weaknesses and strength to provide constructive feedback. The psychologists David Dunning and Justine Kruger developed this model in 1999 in their article entitled "*Unskilled and unaware of it: How difficulties in recognizing one's own incompetence lead to inflated self-assessments*". They posited that the effect is a type of cognitive bias that causes people to overestimate their knowledge or ability, particularly in areas with which they have little to no experience i.e. some people who know little about a subject matter demonstrate confidence and become outspoken on the subject. Individuals who fall under this effect are the ones who prize confident i.e. would rather look smart than risk looking inadequate or lose face.

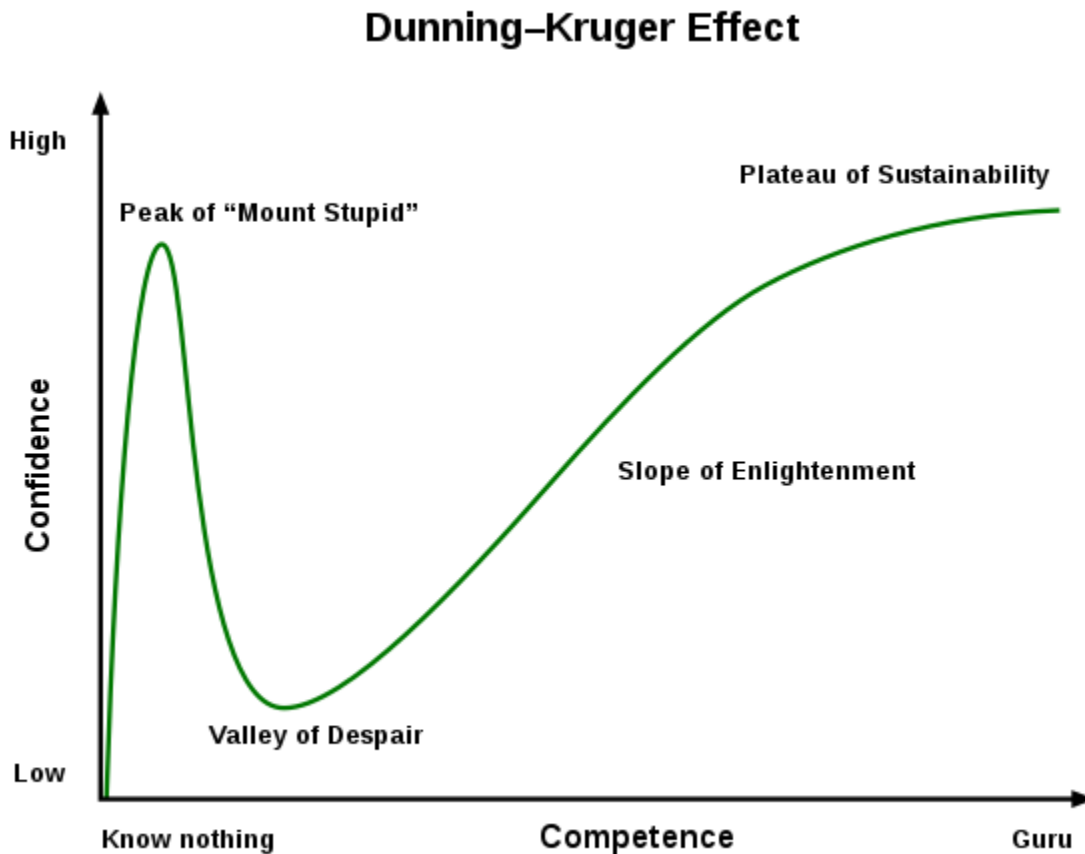
Berson et al. (2006) explained that the Dunning-Kruger effect can result in a "**double curse**" which means that individuals not only perform poorly, but also are not self-aware to judge themselves accurately and are thus unlikely to learn and grow.

The following Figure 2 demonstrates the 4 phases of the Dunning-Kruger Effect Model:

- **Peak of Mount Stupid** – this is when an individual learns a new subject and believe they mastered it leading to over confidence and thinking they know it all.
In relation to the Adult Education Case Study, it's when the learner believes that they are well aware and in control of their emotions. Accordingly, they believe they are correct and don't accept any feedback from others.
- **Valley of Despair** – when the individuals realise that they have gaps in their knowledge and that they still need to learn a lot more in the subject matter.
In relation to the Adult Education Case Study, it's when the learner recognises their weaknesses and that they need to work on filling gaps in their knowledge through learning and listening to feedback and incorporating it in their performance.
- **Slope of Enlightenment** – this is when the individuals start taking action by furthering their knowledge.
In relation to the Adult Education Case Study, it's when the learner starts incorporating the feedback received in their future practicums.

- **Plateau of Sustainability** – this is when continuous growth and learning becomes a habit and part of the individual’s character.
In relation to the Adult Education Case Study, it’s when the learner reaches the highest level of emotional intelligence, self-awareness and self-regulation demonstrated in providing constructive feedback and being open for receiving feedback for the sake of continuous improvement.

Figure 2: Dunning-Kruger Effect Model



SOURCE: Kruger, J., & Dunning, D. (1999).

The following Table 1 reports on the results of the author’s observations providing the different levels of the 21 learners of this case study in accordance to the Kruger-Dunning Effect Model pre and post introducing the concept of emotional intelligence.

Table 1: Learner's Phase at the Kruger-Dunning Effect Model

Kruger-Dunning Effect Phase	Pre-Emotional Intelligence Introduction Number of Learners	Post-Emotional Intelligence Introduction Number of Learners	Feedback Implication
Peak of Mount Stupid	15	2	Lack of self-awareness
Valley of Despair	6	8	Realising weaknesses
Slope of Enlightenment	0	7	Higher level of self-awareness
Plateau of Sustainability	0	4	Higher level of emotional intelligence demonstrated in receiving and providing constructive feedback

SOURCE: Author's Table

As we can see in Table 1 it demonstrates that there is a huge difference of learner's level of self-awareness before introducing the concept of emotional intelligence which impacted on their quality of feedback either provided to their colleagues or received from their colleagues. On the other hand, there has been a huge transformation and positive outcome due to the introduction of the concept of emotional intelligence demonstrated by an increase in self-awareness and self-regulation as per the Kruger-Dunning Effect Model shown on Figure 2 and the analysis results reported in Table 1 above.

Findings and Conclusion

Research Findings – Before Introduction of EI

- ▶ There is a huge difference in learner's level of self-awareness before introducing the concept of emotional intelligence which impacted on the quality of feedback to their colleagues.
- ▶ Under achieving learners over estimated their capabilities before the introduction of emotional intelligence.
- ▶ Several learners reported that they didn't provide feedback to their colleagues in fear of upsetting them because they lacked knowledge of their emotions.

Research Findings – After Introduction of EI

- ▶ Gaining knowledge about emotional intelligence provided learners with higher level of self-awareness and confidence to provide and receive constructive feedback.
- ▶ Feedback provided by learners tended to be more motivational to their colleagues while being companionate and honest at the same time.
- ▶ Overall there has been a huge transformation and positive outcome due to the introduction of the concept of emotional intelligence i.e. it enhanced their social skills and interactions among each other.

- A high increase in self-awareness and self-regulation as per the Kruger-Dunning Effect Model i.e. the learners are on the road of learning and growth heading towards the plateau of sustainability.

In conclusion, this research investigated the impact of introducing the concept of emotional intelligence on learners providing constructive feedback in an indigenous higher education institute. Research findings confirmed that emotional intelligence assists in gaining higher level of self-esteem which in turn enhances the ability of receiving and providing constructive feedback for learners.

Accordingly, this research corroborates that it is of vital importance to train future educators on the skills of emotional intelligence to be able to provide constructive feedback to their learners.

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Appendix 1

EQ Quiz for Learners

Name:

Date:

EQ is a short way of referring to emotional intelligence. Your IQ helps you learn school subjects and other information, and your EQ helps you deal with feelings, relationships, problems, choices, and goals. EQ is something you can learn and get better at, and it is even more important to your happiness and success than your IQ is.

This “quiz” will help you get an idea of where you are right now in terms of your EQ. As you fill out this form, try not to compare yourself to others or say what you think other people want to hear. Instead, base your answers on what you really think about yourself, and try to be as honest with yourself as you can. You will not be graded on this.

The information can help you understand yourself better and will help you identify skills you would like to work on more.

For each statement, give yourself:

3 points if the statement is definitely true

2 points if the statement is sometimes true or sort of true

1 point if the statement is rarely true or not true

1. I am comfortable with talking about my emotions. 3 2 1
2. I know lots of words to describe my feelings. 3 2 1
3. I can tell how other people are feeling. 3 2 1
4. I care about how other people are feeling. 3 2 1
5. I usually have a positive attitude about myself, even when I face challenges. 3 2 1
6. I can manage my emotions and reactions in difficult situations. 3 2 1
7. I can wait patiently for something I really want. 3 2 1
8. I have reasonable goals. 3 2 1
9. I have clear ideas about how I can reach those goals. 3 2 1
10. I can communicate my ideas assertively and respectfully. 3 2 1
11. I listen attentively when other people are speaking. 3 2 1
12. I know what I need and how to ask for it. 3 2 1
13. I know how to solve problems independently. 3 2 1

14. I am comfortable being in a group of kids my own age. 3 2 1

Take a look at your **3s**. These are some of your strengths. Congratulations! Be aware of these skills, especially in challenging situations, and keep working on them.

Next, take a look at your **2s**. You have some ability in these skills, but you could use more practice. You can build on what you already know to get better at these skills with time.

Now take a look at your **1s**. These skills will take you more time to develop and strengthen. We all have skills that are harder for us than others. To get better at these, you can focus on them and work on them, both by yourself and with the support of others.

KKTC’de Ortaokul Öğrencilerinin Pandemi Döneminde Online Derslere ve Ders İşlenişlerine Dair Düşüncelerinin İncelenmesi

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Özet

Dünyayı etkisi altına alan COVID-19 salgınının KKTC’de de ortaya çıkıp yayılmasıyla birlikte, her alanda olduğu gibi eğitim alanında da acil çözümlerin uygulanmasını gerekli kılmıştır. KKTC’de 10 Mart 2019’da ilk vakanın ortaya çıkmasıyla okullar kapatılmış, bu kapanmanın uzayacağı görülerek eğitimin aksamaması için “acil uzaktan eğitime” geçilme kararı alınmıştır. Bu karar neticesinde okulların fiziki yapılarında eksikliklerin olduğu, öğretmen ve öğrencilerin uzaktan eğitime geçebilmeleri için imkân ve ekipman yetersizlikleri olduğu tespit edilmiştir. Kısa sürede bu eksikliklerin giderilmesi uzaktan eğitime geçilip eğitimin aksamaması için gerekliydi. Bu araştırmada KKTC’de 6.sınıfta okuyan 27 öğrenciye “online eğitim, dersler ve ders işlenişlerine dair düşünceleri” soruldu. Bu çalışma nitel bir araştırma olup fenomenoloji ve gömülü teori desenleriyle incelenmiş ve elde edilen veriler yorumlanmıştır. Araştırma sonucunda verilere bakıldığında, öğrencilerin verdiği cevapların ışığında bizlere geleceğin ders işlenişinin nasıl olması gerektiğinin çerçevesini çizdiğini gördük. KKTC’de geleceğin okulları, geleceğin öğretmenleri ve geleceğin eğitim ortamları şimdiden planlanmalı, alt yapılar hazır hale getirilmelidir ki; 21.yy etkinliklerini kapsayan yeni öğretim teknikleri rahat uygulanabilir olmalıdır. Çünkü ilerde refah bir toplumda yaşam ortamının oluşmasında eğitim ve öğretmenin rolünün çok etkin ve zaruri olduğu aşikardır.

Anahtar Sözcükler: COVID-19, Online Eğitim, 21.yy. Etkinlikleri, KKTC, Ortaokul Öğrencileri.

Abstract

With the emergence and spread of the COVID-19 epidemic, which has affected the world, also in the TRNC, it has made it necessary to implement urgent solutions in the field of education as in every field. With the emergence of the first case in the TRNC on March 10, 2019, schools were closed, and it was seen that this closure would be prolonged, and it was decided to switch to "emergency distance education" in order not to interrupt the education. As a result of this decision, it has been determined that there are deficiencies in the physical structures of the schools, and that there are insufficient opportunities and equipment for teachers and students to switch to distance education. It was necessary to eliminate these deficiencies in a short time in order to switch to distance education and not interrupt the education. In this research, 27 students studying in the 6th grade in the TRNC were asked about their "opinions about online education, courses and coursework". This study is a qualitative research and has been examined with phenomenology and embedded theory patterns and the obtained data has been interpreted. When we looked at the data as a result of the research, we saw that the answers given by the students actually drew the framework of how the future course should be taught. The schools of the future, the teachers of the future and the educational environments of the future in the TRNC should be planned in advance and the infrastructures should be made ready; New teaching techniques covering 21st century activities should be easily applicable. Because it is obvious that the role of education and teacher is very effective and essential in the formation of a living environment in a prosperous society in the future.

Keywords: COVID-19, Online Education, 21st Century Activities, TRNC, Middle School Student.

GİRİŞ

Çin'in Wuhan şehrinde 2019 yılının Aralık ayında öldürücü etkili olarak ortaya çıkan bir korona virüs türü, Dünya Sağlık Örgütü'nün 11 Mart 2020'de bu virüsün salgına dönüştüğünü "pandemi" olarak tanımlayarak dünyaya bildirmesiyle ortaya çıkmıştır. UNESCO ise 27 Mart 2021 tarihinde 188 ülke, 1,5 milyar civarı öğrencinin, 63 milyon eğitimcinin pandeminin etkisinde olduğunu açıklamıştır (UNESCO, 2020).

Dünyayı etkileyen, pek çok alanda olumsuz etkilerini hissettiğimiz, eğitimin de kötü etkilendiği ve iki yıla yakın zamandır etkilerinden henüz tam olarak kurtulamadığımız bir salgın döneminden geçiyoruz. Bu dönemde, ilkokuldan üniversiteye kadar birçok öğrenci etkilenmiştir (Akhan, 2020). Bu süreçte dünyada birçok ülke Covid-19 salgınına kontrolde tutabilmek üzere eğitim kurumlarını kapatmıştır. Dünyada öğrencilerin % 90'ından fazlası pandemiden olumsuz etkilenmiştir. Pandemi döneminde ülkeler eğitimde kısmen açık, tamamen açık yahut kapalı olarak kararlar almışlardır. Türkiye'de eğitim öğretim faaliyetleri kısmen açık olarak, uzaktan eğitime adaptasyon hızlı bir şekilde sağlanmaya çalışılmıştır (UNESCO 2020). KKTC'de de bu süreç kısmen açık şekilde yürütülmüştür.

KKTC'de Pandemi Dönemi'nde Araştırma Yapılan Ortaokulda Alınan Tedbirler

KKTC'de pandemi döneminde Canbulat Özgürlük Ortaokulu'nda alınan tedbirleri şöyle sıralayabiliriz: İlk olarak okulun kullanılan her yeri periyodik olarak ilaçlama yapılarak hijyen hale getirilmiştir. Milli Eğitim Bakanlığı'nda bağlı bulunulan Orta Öğretim Dairesi, öğretmen, öğrenci ve öğrenci velileri ile koordineli olarak, gerekli telefon grupları ve Okul Pandemi Kurulu ile iletişim halinde, mesai saatleri gözetilmeden bu sürecin en az kayıpla aşılması amacıyla özverili şekilde aşılmış, halen tedbirleri bırakmadan içinde bulunulan süreç de en iyi şekilde yönetilmeye çalışılmaktadır. Okulumuzda pandemiyle ilgili; öğrenci ve veli ile telefon vasıtasıyla kurulan gruplar yardımıyla "pandemi, korona ve semptomları ile ilgili bilinçlendirme" konusuna çok önem verilerek, öğrenci ve velilere gerekli bilgilendirilme çalışmaları yapılmıştır. Hemen okulun fiziki yapısı

incelenerek, sınıf krokileri ve öğrenci oturma düzenleri çıkarılmıştır. Geçici ve kalıcı her tür eğitim durumu düşünülerek, uzaktan eğitimin uzaması ihtimali göz önünde bulundurularak okulumuzdaki sınıfların hepsindeki akıllı tahtalarda kullanılabilecek şekilde internet bağlantısı yapılarak Zoom sistemi kurulmuş, sınıflarımız uzaktan eğitime hazır hale getirilmiştir. Hazırlıksız karşılaştığımız böyle bir dönemde öğretmenlerimizin uzaktan eğitim ders işlenişindeki eksikliklerini de fark ederek okulumuz bilgisayar öğretmenlerimizin yardımlarıyla okuldaki öğretmenlerimize eğitimler vererek bu konudaki açığımızı kapatmaya çalıştık. Öğretmenlerimiz EBA sistemi ve kullanımı konusunda seminerlere katılarak uzaktan eğitimde ders işleniş konusundaki bilgilerini arttırdılar. Şu an okulumuzda; bir sınıfta öğrencinin test sonucunun pozitif olması durumunda oturma planından temaslı olduğu öğrencilerin evlerinde izole olmaları sağlanırken, sınıftaki pozitif öğrenci sayısı üç olduğunda sınıfı yüz yüze eğitime kapatıp, öğrencilerin eğitimini uzaktan eğitimle devam ettirerek, “maske, mesafe ve hijyen” konularına azami önem göstererek, öğrenci-öğretmen antijen ve PCR sonuç kontrollerini sıkı şekilde yaparak, yüz yüze eğitimlerimizi devam ettiriyoruz (Canbulat Özgürlük Ortaokulu İdaresi, Ocak-2022).

Çalışmanın Amacı

Bu çalışmanın amacı, KKTC’de pandemi döneminde eğitimde hissedilen eksiklikler, yaşanan sıkıntılar ve bu kriz ortamında uygulanan çözüm önerileri ile ortaokul öğrencilerinin uzaktan eğitimde hangi dersleri ve hangi ders işlenişlerini tercih ettiklerinin tespiti ile bu tercihlerin sebeplerinin neler olabileceğinin ortaya çıkarılmasıdır.

YÖNTEM

Araştırmanın Modeli ve Veri Analizi

Bu araştırma KKTC’de ortaokul 6.sınıf öğrencilerinin pandemi döneminde online olarak hangi dersleri işlemekten hoşlandıklarını ve ders işlenişlerinin nasıl olmasını istediklerini ve bu isteklerinin sebeplerini ortaya çıkarmaya yönelik nitel bir çalışmadır. Öğrencilerin pandemi döneminde online

dersler ve ders işlenişleri ile ilgili düşünceleri sorulduğu ve elde edilen veriler yorumlanacağı için araştırma nitel araştırma desenlerinden fenomenoloji ve gömülü teori kapsamında incelenecektir.

Evren ve Örneklem

Bu çalışmanın evrenini KKTC’de öğrenim gören covid-19 salgını sürecinde uzaktan eğitim yöntemleri ile öğrenim gören ortaokul öğrencileri oluşturmaktadır. Araştırmanın örneklemini ise, KKTC’de Canbulat Özgürlük Ortaokulu’nda öğrenim gören ve covid-19 pandemi döneminde tüm derslerini belli bir süre uzaktan eğitim ile işlemiş 27 ortaokul 1.sınıf öğrencisi oluşturmuştur.

Veri Toplama Aracı

Çalışmada “Google Formlar” yazılımı sayesinde çevrimiçi anket hazırlanmıştır. Form öğrencilerle kurulan telefonla iletişim gruplarına gönderilerek gönüllü olanların soruları cevaplandırması rica edilmiştir. Formda öğrencilere iki soru yöneltilmiştir:

- 1.Öğrencilere pandemi döneminde işlemekten en çok zevk aldığı dersler sorulmuştur.
- 2.Öğrencilere pandemi döneminde en çok hoşlarına giden ders işleniş şekillerinin ne olduğu sorulmuştur.

Bulgular

Öğrencilere yöneltilen “Online eğitimde işlemekten en çok zevk aldığınız dersler hangileridir?” sorusunu cevaplayan öğrencilerin % 64’ü temel dersler, % 37’si dinlendirici dersler olduğunu söylemiştir. Katılımcıların yaklaşık 2/3’lük kısmının temel dersler cevabını vermesi bilgi öğrenmeye istekli olduklarının göstergesi olabilir. Öğrencilerin 1/3’lük kısmının ise dinlendirici dersler cevabını vermesi ve bu derslerden Teknoloji Tasarım ve Beden Eğitimi derslerinin yüzdeliklerinin fazla olması, öğrencilerin bilgi öğrenmeye istekli oldukları halde, pandemi döneminde kısıtlamaların artmasıyla beraber öğrenciler üzerlerinde oluşan streslerini farkında olarak veya olmayarak azaltmak istemelerinden dolayı da bu dersleri fazlaca seçmiş olabilirler.

Araştırmaya katılan öğrencilere sorulan ikinci soru olan “Pandemi döneminde online derslerde en çok hoşunuza giden ders işleniş şekilleri nedir?” sorusuna verdiği cevapları yorumlayacak olursak; öncelikle verilen cevapları beş kategoride topladık. Öğrencilerin yaklaşık 1/3’lük kısmı yani % 27’lik dilimdeki öğrenciler “Oyun-Eğlence-Şakalaşma” yanıtını vermişlerdir. Araştırmaya katılan öğrencilerin yarısına yakın bir oranda olan % 46’sı “Konuşma-Sohbet-Dinleme-Anlatım” yanıtlarını vermişlerdir. % 9’luk kısmı “Bilgi Öğrenimi”, % 9’luk kısmı “Yazmak”, % 9’luk kısmı da “Yapmak” yanıtını vermiştir. Öğrencilerin iletişim kurmakla ilgili kelimelerden oluşan cevapları % 73’lük kısmı kapsamaktadır. Öğrencilerin verdiği cevaplara genel itibariyle bakıldığında % 91’lik kısmın 21.yy. etkinliklerini kapsayan yeni öğretim tekniklerine uygun cevaplar olduğu görülmektedir.

Tartışma, Sonuç ve Öneriler

COVID-19 pandemi döneminde virüsün KKTC’de ortaya çıkmasının hemen ardından, virüsün yayılımını azaltmak ve çözüm önerilerinin bulunup uygulamaya geçilmesi için zamana ihtiyaç olduğundan dolayı yüz yüze eğitime ara verilmiş, verilen aranın uzayacağı görülerek eğitime acil uzaktan eğitimle devam edilmesi kararı alınmıştır.

Bu süreçte okulların internet alt yapıları tespit edilerek giderilmeye çalışılmış, öğrencilerin online eğitimde kullanacağı tablet ve telefon eksiklikleri saptanmıştır. KKTC mevcut hükümet yetkililerinin durum tespit çalışmaları ve alınacak tedbirlerin belirlenmesi çalışmaları belli periyotlarla halka aktarılmış, toplumda oluşabilecek kaos ortamları engellenmeye çalışılırken eğitimin aksamaması için de online eğitim alt yapıları ilgili tüm birimlerde tamamlanmaya çalışılmıştır.

2020 yılının ilk periyodunda okul, öğretmen ve öğrencide giderilen eksiklikler ile, 2020 yılının ikinci periyodundaki uzaktan eğitim daha verimli hale gelmiştir. Yüz yüze eğitimden alınamayan istikrarlı verim online eğitime adaptasyon süreçlerinin hızlandırılmasıyla sağlanmaya çalışıldı.

Acil uzaktan öğretimde dünyada görülen sorunların başında internet bağlantısı problemi olduğu tespit edilmiştir (Bingöl, 2020).

Acil uzaktan eğitim ile uzaktan eğitim kavramlarının da birbirinden farklı kavramlar olduğunu ayırmak gerekiyor.

Pandemiden, sağlık sektöründen sonra farklılaşan yeni düzene uyumda en çok zorlanan öğrenciler ve öğretmenler yani eğitim sektörü olmuştur (Türkiye Çocuk ve Genç Psikiyatrisi Derneği, 2021).

2010 sonrası dünyaya gelmiş çocuklara Alfa kuşağı denmektedir.

Alfa kuşağı teknolojinin ilerlemesinden istifade edecek ki bu da eğitim şekillerinin değişmesine vesile olacaktır. Son teknolojiyle donatılmış sınıflar yeni öğrenme tecrübelerini de beraberinde getirip, eleştirel düşünme ve problem çözme becerilerini destekleyici programlar ile 21.yy etkinliklerini de kapsamalıdır. Alfa kuşağı eski eğitim modellerini içeren eğitimlerden ayrı düşünülmelidir (Özbek, 2021).

2025 yılına kadar iki milyar alfa kuşağı insan olacak ve bu kuşak, insanlık tarihindeki en zengin, en eğitilmiş ve en teknoloji okur yazarlığı çok yüksek bir kuşak olacaktır (Robert Hannah).

Şimdiki çocuklar değil, asıl 20 yaş üzeri insanlar robotik zihinlere sahipler. 10-15 sene sonra toplumumuzun ayakta kalabilmesi için sermayesi, yaratıcı zekâsı olan, problemlerden yılmayan sabırlı, meraklı, sorgulayıcı, hata yapmaktan korkmayıp deneme yanılma süreçlerinin içinde olmasını sağlayan eğitimin kadim değer ve becerilerini çocuklarımıza kazandırmak zorundayız. Türkiye'deki gibi mevcut okul yapısından kurtularak, "Tasarım Beceri Atölyeleri" oluşturmalı. Öğretmen toplumun ileriye gitmesinde çok daha etkili olacaktır (Özdemir, 2020).

Bundan sonra eğitimde daha fazla kayba uğramadan, acil olarak ulusal çevrimiçi eğitim rehberi yapılmalı, yeni normale uyum sağlayacak kısa, orta ve uzun süreli eğitim planı yapılmalı, uzaktan eğitime en uygun üretilen çözümler ile pandeminin ortaya çıkardığı toplumsal travma ile, veli, öğretmen ve öğrencide psikolojik iyi oluşa fayda sağlayacak faaliyetler yapılmalıdır (Telli&Altun, 2021).

Gelecekte okul yapıları, eğitim ve öğretim uygulamaları, ders içerikleri ve ders işlenişleri, öğrenci profilleri çok değişecektir. Biz ise bu değişimlere uyum sağlamak için şimdiden tedbirlerimizi alıp öngörülü şekilde hazırlıklarımızı yapmalıyız. Öğretmenlerimizi 21.yy. etkinlikli ders ortamlarına adaptasyonunu sağlayacak şekilde hazır hale getirmeliyiz. Çünkü ilerde refah bir toplumda yaşamak istiyorsak önceliğimiz öğretmen eğitimleri olmalıdır.

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KKTC’de Ortaokul Öğrencilerinin Pandemi Döneminde Online Derslere ve Ders İşlenişlerine Dair Düşüncelerinin İncelenmesi

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Özet

Bu çalışmada COVID-19 salgın döneminde KKTC’de devlet ortaokulunda okul yönetimlerinin yaklaşımı öğrenci gözüyle tespit edilmeye çalışıldı. Araştırma 27 ortaokul öğrencisiyle yapılmış olup, olgu bilim ve gömülü teori desenleriyle incelenmiştir. Kriz dönemlerinde okul yönetimlerinin başarısı krizleri fırsata çevirebilir. Bu çalışmada öğrenci memnuniyetiyle, okul öğrencilerinin akademik başarısı ile okul yönetiminin kriz sürecini iyi yönetip yönetemediği ispatlanmaya çalışılmıştır.

Anahtar Sözcükler: COVID-19, KKTC, Ortaokul Öğrencisi, Eğitim Yönetimi, Kriz Yönetimi.

Abstract

In this study, the approach of school administrations in the public secondary school in TRNC during the COVID-19 epidemic was tried to be determined from the eyes of the students. The research was carried out with 27 secondary school students and examined with phenomenology and embedded theory patterns. The success of school administrations in times of crisis can turn crises into opportunities. In this study, we tried to prove that the school administration manages the crisis process well with the success of the school students with student satisfaction.

Key Words: COVID-19, TRNC, Secondary School Student, Education Management, Crisis Management

GİRİŞ

Eğitimsel etkinliklerin usulüne uygun şekilde devam ettirilebilmesi hedefiyle tasarlanan eğitim mekanları olan okullar, hedeflerine varmak için oluşturulmuş örgütlerdir. Okul örgütlerinin işlemesi gereken hammadde insan olduğu için, doğal ve hassas olması yönleriyle diğer örgütlerden

daha etkilidirler (Özdemir, 2018; Şahin, 2013). Okul yöneticileri okul işletmesi, eğitim ve öğretim işleri, personel ve öğrenci işleri gibi alanları yürütmektedirler (Taymaz, 2003).

Yöneticilerin işlerini randımanlı ve etkin olarak yapması için genel olarak şu özelliklerinin olması gerekir: Adil olma, zamanı etkin kullanma, mütevazı ve anlayışlı olma, cesur şekilde risk alabilme, yeniliklere açık olup takip etme, Ar-Ge çalışmalarını önemseme, çalışmaları planlayıp amaç ve hedefler koyma, uygun görev dağılımı yapma, çalışan fikirlerine saygı duyma, herkesi yönetime katma, takip-değerlendirme-denetim yapma, ödül ve cezayı belirleme, personel eğitim ve gelişimini önemseme, profesyonellerle iş yapma gibi özelliklerinin olması gerekir (Tuzcuoğlu, 2009).

Okul yönetimi “okulu, önceden belirlenmiş amaçlara ulaştırmak için tüm madde ve insan kaynaklarının paylarını birleştirmek, etkin şekilde kullanmak, amaçlara yönelik politikaları ve alınan kararları uygulamaya koymak” olarak tanımlanabilir (Demirtaş, 2008).

Çalışmanın Amacı

KKTC’de pandemi döneminde okulların kriz yönetiminin 2020-2021 eğitim öğretim yılında uzaktan eğitim alan öğrencilerin memnuniyetlerine etkisini araştırmaktır.

Çalışmanın Önemi

Bu çalışma COVID-19 sürecinde pandemiden dolayı uzaktan eğitim gören ortaokul öğrencilerinin, okul idaresinin yaklaşımlarıyla ilgili görüşlerini alarak ve okul idaresinin pandemi dönemindeki çalışmalarını inceleyerek aralarında anlamlı bir bağın olup olmadığının öğrenilmesinde kanıtlayıcı bir araştırma olması açısından önemlidir. Ayrıca bu araştırma KKTC’de alanında kaynak oluşturması açısından da önemli bir çalışmadır.

Araştırma Modeli ve Veri Analizi

Bu araştırmada nitel araştırma yöntemlerinden olgu bilim ve gömülü kuram desenleriyle incelenmiştir.

Evren ve Örneklem

Bu arařtırmada evren KKTC’de devlet ortaokullarında okuyan 10203 öğrencidir. Örneklemimiz ise KKTC Gazimağusa Canbulat Özgürlük Ortaokulu’nda 2020-2021 eğitim öğretim yılında 6.sınıfta okuyan 27 öğrenciden oluşmaktadır.

Veri Toplama Aracı

Veri toplamak için “Google Form” yazılımı sayesinde çevrimiçi bir anket hazırlanmıştır. Veriler toplanırken form öğrenci iletişimde kullanılan sınıf gruplarına gönderilmiş, formu yanıtlayıp gönderen öğrencilerin yanıtlarından elde edilmiştir. Öğrencilere formu gönüllü olarak cevaplayacakları belirtilmiştir.

TARTIŞMA, SONUÇ VE ÖNERİLER

“Pandemi döneminde online eğitim alırken okul idaresinin size yaklaşım ve tutumları hakkında ne düşünüyorsunuz?” sorusuna verilen 27 cevapta hiç olumsuz bir veriye rastlanmamıştır. Hiçbir olumsuz veriye rastlanmaması okul yönetiminin pandemi dönemi online eğitimde yaptığı çalışmalara bakma ihtiyacı hissettirmiştir. Yapılan çalışmalara bakıldığında online ders döneminde öğrencilerin memnuniyetlerinin sebepleri anlaşılmaktadır. Okulun internet alt yapısı online eğitime hazır hale getirilmiş, online eğitim için öğretmen ve öğrenci eksiklikleri belirlenip en kısa zamanda çözülmeye çalışılmıştır. Eğitimin bir şekilde devam etmesi yönünde ortaya konan çabaların öğrenci memnuniyetleriyle geri dönüt vermesi en güzel şekilde karşılığını gördüğünün kanıtıdır.

Kriz kavramı başarılı yönetildiği takdirde fırsatları da beraberinde getiren bir kavramdır (Baran, 2012). Okul yönetimi olarak düşündüğümüzde; pandemi gibi kriz dönemlerini iyi yöneten okullar krizi avantaja çevirebilir diyebiliriz.

Eğitim yönetimi, insan davranışlarında istenilen davranış değişikliğini sağlamak için elde bulunan madde ve insan gücü kaynaklarını kullanma sürecidir (Aydoğdu, 2008). Kriz dönemlerinde iyi yönetilen okullarda bu değişiklikler daha çok kendini göstermektedir.

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Pandemi Döneminde Online İşlenen Teknoloji ve Tasarım Ders Etkileşiminin Öğrenci Memnuniyetine Etkisinin İncelenmesi

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Öz

Bu araştırmanın amacı COVID-19 döneminde, hem teorik hem de uygulamalı bir ders olan Teknoloji ve Tasarım dersinin online işlenmek zorunda kalınmasıyla birlikte öğrencinin ders memnuniyetini öğrenmek, öğrencilerin online eğitime hazır olup olmadıklarını görmektir. Araştırma online eğitim almış öğrencilerin üzerinde yürütülen, nitel bir desen olan olgu bilim ve metodoloji yöntemleriyle incelenmiş bir çalışmadır. Örneklemi KKTC’de 2020-2021 eğitim öğretim yılında 6.sınıfta okuyan öğrencilerden formu cevaplayıp geri dönüş yapan 27 öğrenci oluşturmaktadır. Elde edilen veriler analiz edildiğinde 12 yaş civarı olan öğrencilerin online eğitime hazır oldukları, çoğunun hem teorik hem uygulamalı bir ders olan Teknoloji ve Tasarım dersinin online ders işlenişinden memnun olduklarını gördük. Öğrencilerin, 21.yy. becerileri olarak adlandırdığımız ve KKTC Milli Eğitim ve Kültür Bakanlığı’nın yayınladığı Temel Eğitim Programı Teknoloji ve Tasarım dersi öğretim programlarında da yer alan yetkinliklere ulaşmalarında çok etkili olan öğretmenlerin bu kazanımların sağlanmasında hazır oluşlarının çok önemli olduğu sonucuna varılmıştır.

Anahtar Sözcükler: Teknoloji ve Tasarım dersi, ortaokul öğrencileri, online ders, 21.yüzyıl becerileri, KKTC.

Abstract

For this purpose, both to take online education in technology design education, which is a theoretically trained course, and to take online education preparation training to receive education training. The research can be used on purchasing online education, it is a qualitative science and a study with ready-made product. The sample consists of 27 students who answered the formula and

returned to the 6th grade in the 2020-2021 academic year in TC. According to the analysis obtained, the education that is around the age of 12 is related to online education of technology and design, which is both a theoretical and educated course trained in online education. Students, 21st century. It was benefited from the fact that their readiness is very important in providing these gains, which we call the content and which are very effective in reaching the competencies included in the TRNC National Education and Culture Education Program, Technology and education programs.

Key words: Technology and Design course, secondary school students, online course, 21st century skills, TRNC.

GİRİŞ

2019 yılında Çin'in Wuhan şehrinde insanlarda ortaya çıkan ve hızla dünyaya yayılan, Dünya Sağlık Örgütü tarafından ise Mart 2019'da pandemi olarak ilan edilen salgın hastalık dünyada her sektörde olduğu gibi eğitimi de etkilemiştir.

Yapılan tahminlerde, 188 ülkedeki okullarda yüz yüze eğitime ara verilmesi dolayısıyla 1,5 milyardan fazla öğrenci, 63 milyon öğretmen pandemiden etkilenmiştir (UNESCO, 2022). Birçok ülkenin uzaktan eğitime hazırlıksız şekilde yakalandığı böyle bir dönemde, uzaktan eğitim elzem hale gelmiştir (Özer, 2020; Arat&Bakan, 2011). İlk olarak 1728 yılında posta yoluyla başlayan ilk uzaktan eğitim, günümüzde telekonferans, internet uygulamaları şeklinde daha nitelikli yapılmaktadır (İşman, 2011). Uzaktan eğitim etkileşimin olduğu ekonomik bir eğitim şeklidir. Küreselleşme, ekonomi ve siyasette olduğu gibi, eğitimde de seçenekleri çoğaltmıştır (Gökçe, 2008).

Metodoloji

Çalışmanın bu bölümünde, araştırmanın amacı, kapsamı, yöntemi ve veri toplama aracına ait bilgiler yer alacaktır.

Araştırmanın Amacı

Bu çalışmanın amacı pandemi döneminde derslere online eğitimle devam etmek durumunda kalan öğrencilerin hem teorik hem de uygulamalı bir ders olan Teknoloji Tasarım dersinin işlenişine yönelik düşüncelerini ve memnuniyetlerini öğrenmek ve iki görüş arasındaki benzerlik ve farkları yorumlayarak çıkarımlar yapmaktır.

Araştırmanın Kapsamı

Bu çalışmanın kapsamı KKTC’de devlet ortaokulunda bulunan 10203 öğrenciden Canbulat Özgürlük Ortaokulu’nda 2020-2021 eğitim öğretim yılında 6.sınıfta okuyan öğrencilere “Google Formlar” vasıtasıyla online anket gönderilmiştir. Geri dönüş yapan öğrencilerin cevapladığı 27 anket analiz edilmiştir. Bu çalışma Mayıs-Haziran 2020 döneminde uygulanmıştır.

Araştırmanın Soruları

1. Online eğitimde Teknoloji ve Tasarım dersinin işlenişinin nasıl olmasını istersin?
2. Online işlenen Teknoloji ve Tasarım dersinde hoşuna gitmeyen şeyler var mıdır?

Yöntem

Bu araştırma nitel araştırma yöntemlerinden olgu bilim ve gömülü kuram desenleriyle incelenmiştir.

Tartışma, Sonuç ve Öneriler

Tablo 1’e göre bu araştırmaya katılan 27 ortaokul öğrencisinin 1 tanesi yani % 3,7’si “fikrinin olmadığını” belirtmiş, 13 tanesi yani % 48,1’i “aynı şekilde olmasını istediğini”, 3 tanesi yani % 11,1’i “farklı projeler çizim tasarlama” istediğini, 2 tanesi yani % 7,4’ü “daha etkinlikli” olabileceğini, 6 tanesi yani % 22,2’si “daha eğlenceli” olmasını, 1 tanesi yani % 3,7’si “kameralar kapalı olarak” olmasını istediğini, 1 tanesi yani 3,7’si ise “bu ders ekran başında zor, yüz yüze daha iyi” şeklinde düşüncelerini belirtmişlerdir. Öğrencilerden 11 tanesi yani % 40,7’si dersin daha iyi olması için olumlu ve yapıcı eleştirilerde bulunmuşlardır. Öğrencilerin yarısına yakını ders

işlenişinden memnun olduklarını söylemişlerdir. Verilen cevaplarda % 96,3'lük kısmı kapsayan öğrenci Teknoloji ve Tasarım dersinin online işlenmesiyle ilgili olumsuz bir fikir belirtmemiştir.

Tablo 2'ye göre bu araştırmaya katılan 27 ortaokul öğrencisinin 24 tanesi yani % 88,9'u "yok-çok iyi-memnunum-seviyorum" şeklinde, 1 tanesi yani 3,7'si "derse girmeyip dinlemeyenleri sevmediğini", 1 tanesi yani % 3,7'si "bazı projelerde zorlandığını", 1 tanesi yani % 3,7'si "bazen çok ses oluyor" diyerek düşüncelerini belirtmişlerdir. % 7,4'ü dijital ders ortamında "ses ve gürültü" olduğunda bu durumun hoşlarına gitmediğini söylemişlerdir.

Bu sonuçlara göre bu araştırma yapıldığında 12 yaş civarı olan öğrencilerimizin tamamına yakın diyebileceğimiz bir oranda online eğitime hazır olduklarını, adapte olmakta zorlanmadıklarını sorulara verdikleri cevaplardan elde ettiğimiz veri sonuçlarında gözlemledik. KKTC Milli Eğitim ve Kültür Bakanlığı'nın Temel Eğitim Programlarından Teknoloji ve Tasarım dersi Öğretim programında belirtilen 21.yy. insanında olması istenen bazı temel beceri, bilgi ve yeterlilikleri öğrencilere kazandırma sorumluluğu ders öğretmenlerinde olduğundan dolayı, bu hedeflere ulaşabilmemiz için öğrencilerimiz hazır olduğuna göre, öğretmenlerimizin bu kazanımları vermeye ne kadar hazır olduğunun tespiti yapıp, bu araştırmanın sonuçlarına göre çözüm önerileri geliştirilebilir.

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UNESCO, 2022.

Comparison between Adoption Intention of Financial Technology in Banks and Non-Bank Financial Institutions Sector of Bangladesh

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Abstract

Bangladesh is a growing economy, and like any other growing economy, Bangladesh's backbone of the financial sector consists of Banks and Non-Bank Financial Institutions (NBFI). Bangladesh has two types of banks; Scheduled Banks and Non-Scheduled Banks. As per the central bank of Bangladesh's (Bangladesh Bank) information, there are 61 Scheduled Banks in the country, and every scheduled bank is adopting Financial Technology (FinTech) services. On the other hand, Bangladesh has 29 NBFIs. One is government-owned, 15 are privately owned, and 13 are foreign joint ventured. All the NBFIs are also adopting FinTech for better service providing to their customers.

This paper has tried to compare banks' and NBFIs' FinTech adoption intentions. By fintech adoption intentions mainly, this paper focuses on knowledge, awareness & perception of FinTech among the stakeholders of banks and NBFIs. The study uses both primary and secondary data to conduct its research. The study uses both primary and secondary data for analysis. For banks, the study is conducted among 177 respondents from the perspective of Top management, Mid-Level, entry-level employees of the bank, and customers. Among 177 participants, 87 were bank customers, 60 were entry and mid-level bank employees, and 30 were top-level management of banks. In the case of NBFIs, a sample of 90 respondents was considered from the perspective of Top management, Entry & Mid-Level employees of Non-Bank Financial Institutions, and customers.

The article's findings are based on the depth of knowledge about Fintech among the three categories. Those are; what do banks and NBFIs' stakeholders think about adopting Fintech, which services are banks and NBFIs' stakeholders using most & finally, what is the percentage of banks and NBFIs' stakeholders Fintech users? This paper also tried to find the percentage of unaware people about Fintech services of Bank and NBFIs, their reason for not using the Fintech services, the challenges they face for using, and how they plan to improve their adaptation percentage.

Key words: Fintech, Banks, NBFIs, Technology adaptation, Bangladesh Financial sector.

Introduction

Financial Technology is now commonly referred to as "FinTech." FinTech consists of firms that provide new approaches to conventional financial (and insurance) services and products (e.g. banking, online and mobile payments, AI customer support, etc.) as well as more contemporary services primarily based on new techniques (e.g. robo-investments, bit coins, bit coins exchanges, P2P lending and investing, on/off- insurances). FinTech refers to any business that utilizes technology to enhance or automate financial services and operations. The term refers to a broad, fast expanding industry that serves both consumers and corporations. FinTech applications range from mobile banking and coverage to crypto currency and investment apps.

FinTech places technology at the center of financial services offerings, fundamentally altering the manner in which businesses interact with their clients. FinTech companies provide a variety of services under one tent, including as money transfers, start-up funding, asset management, and insurance, among others. In addition to NBFIs services such as deposits, payments (exclusively for banking), and collections, FinTech services have expanded into banking services.

While banks tend to deliver a set of financial services as part of a defined package, NBFIs unbundle these services and customize them to match the needs of each individual client. Therefore, many persons who cannot obtain assistance through a bank can obtain it from an NBFI. The purpose of NBFIs is to transfer surplus resources to individuals and businesses with financial deficiencies, allowing them to supplement banks. By unbundling financial services, targeting them, and focusing on the needs of the person, NBFIs work to increase competition within the financial sector.

The Digital Financial Services (DFS) Lab, a joint venture between Bangladesh Bank and a2i, has been established in order to expand and broaden the use of digital financial services. In addition, Bangladesh Bank and ICT Division have inked an MOU to implement an "Interoperable Digital Transaction Platform" (IDTP). Thus, we may comprehend the relevance of FinTech within Bangladesh's financial sector. Rather than opening branches, many banks in Bangladesh are presenting their services through the use of agent banking. They use the funds towards FinTech development. As Non-Bank Financial Institutions are viewed as the banks' competitors, it is also crucial that they recognize the relevance of FinTech and adopt FinTech services.

In this paper we have tried to undergo, how these two different organizations (bank and NBFIs) operating in the same industry in Bangladesh are adapting the new tech to improve their services as well as their profitability.

Literature Review

FinTech (Financial Technology) is a new sector comprised of companies that employ technology to improve the efficiency of financial services (Meyliana, 2019). According to Dublin, Ireland's National Digital Research Center, FinTech (financial technology) refers to the application of technology that is referred to as "financial services innovation." "The phrase has a long history," he noted. Financial Technology, sometimes known as "FinTech," is defined as "digital advances and technology-enabled business model innovations in the financial sector" (Philippon, 2016). In recent years, this concept has garnered increasing global attention, and it has grown more prevalent in establishing incremental, radical, or disruptive innovation growth in the financial services sector.

Lal et al. (2020) have investigated the elements that encourage bank clients in India to adopt FinTech. FinTech usage in bank customer research in India is extremely limited, which is why the authors investigated this topic. In the current day, financial institutions are adapting to fulfill the demands of their customers by providing new, creative services. Financial service institutions are also modernizing their business structures to provide more efficient and superior client service.

NBFIs facilitate bank-related financial services such as investment, risk pooling, contractual savings, and market brokerage. NBFIs are an excellent complement to banks since they have the infrastructure to allocate surplus cash to deficit-stricken individuals and enterprises. In addition, NBFIs increase competitiveness in the financial services sector. Banks may offer a range of financial services as a package deal, but NBFIs unbundle and personalize financial services to meet the needs of individual clients. In the absence of adequate financial rules, the fragility of the financial system will be exacerbated by nonbank financial institutions.

Davis (1986) created the Technology Acceptance Model (TAM) to explain the effect of extrinsic influences on human internal perceptions and attitudes regarding FinTech. Using Confirmatory Factor Analysis, it was shown that the model is well-fitting, and hypothesis path analysis demonstrated that all factors evaluated positively influence behavioral intention. There are other demographic characteristics that support FinTech. It

has been discovered (Sandhyadevi J., Vinaya Sreepal, 2020) that personal beliefs about using the information system influence behavioral results and intents. Most recent studies have demonstrated that the frame of mind or perspective of consumers has a significant influence on human behavioral intent.

By identifying social norms, it is possible to evaluate the interests, likes and dislikes, motivation, etc. of potential users, and the behavioral intention of current users is based on their attitudes and behavior toward such sufficiently technology-connected apps. The amount of subjective and objective client evaluation when utilizing FinTech product is the most important aspect affecting how FinTech services will be adopted by customers.

All the independent variables, such as brand and service trust, perceived utility, and perceived ease of use, have a high influence on attitude, and attitude favorably influences behavioral intention. According to (Tun-Pin, Chong Keng-Soon, William Choo Yen-San, Yip Pui-Yee, Chan Hong-Leong, Julian Teh Shwu-Shing, Ng, 2019), The Technology Acceptance Model (TAM) and the Unified Principle of Acceptance and Usage of Technology (UTAUT) are utilized to determine the extent to which individuals embrace and utilize technology.

Perceived Ease of Use toward the Adoption of FinTech: The perceived utility and usability of new technologies are crucial determinants of user intent and behavior. To avoid the issue of using technology in financial transactions, (Alsamydai, Yassen, Alanaimi, Dajani, and Al-Qirem, 2014) define perceived ease of use as "easy to learn and use." The factors that influenced the behavioral intention to use FinTech in a case study of an access bank in Ghana, Nigeria, revealed that perceived ease of use had a positive impact on the consumers' intention to use this technology in the access bank. Customers require no additional skills to utilize the new technology, which is referred to as perceived ease of use. According to the study, the platform has a user-friendly interface, simple instructions, and facilitates online transactions.

Perceived Usefulness toward the Adoption of FinTech: According to the Theory Acceptance Model, perceived utility is a person's confidence in using a particular system to increase his or her job or task success. It contributes to the consumer's perception of success in relation to the outcome of the experience. In the technical sector, perceived utility has become an important factor in enticing customers to adopt new technology, provided that the task is completed more efficiently and in accordance with consumer expectations. According to previous research, consumers' intentions to adopt FinTech are influenced by the perceived utility of the technology, as consumers can avoid making unnecessary errors when beginning new jobs with the aid of FinTech. Moreover, consumers will evaluate the satisfaction of performing financial services through a technical interface, so their decision to use FinTech is positively impacted by their perception of utility.

The application in the financial technology lessens required knowledge to learn the process of new system and promotes the usage in banking transaction as said by (Alsamydai, Yassen, Alanaimi, Dajani, and Al-Qirem, 2019).

According to (Kavitha Lal, M. Suvarchala Rani, and P. Rajini in January 2020), financial institutions are undergoing rapid change in the modern era, offering innovative technologies and embracing new technology to meet the needs of consumers. Combining technology and financial services. Institutions will lead the establishment of a robust digital economy. The incorporation and incorporation of technological advancements into the business models of financial service companies in order to provide superior service to consumer segments.

Methodology

This paper is based on both of Quantitative and Qualitative analysis. For this analysis, a questionnaire was designed for the survey with four segments and both close and open-ended questions were asked. Before conducting the survey, a pretest was run among the respondents to check the questionnaires.

For banks, the study is conducted among 177 respondents from the perspective of Top management, Mid-Level, entry-level employees of the bank, and customers. Among 177 participants, 87 were bank customers, 60 were entry and mid-level bank employees, and 30 were top-level management of banks. In the case of NBFIs, a sample of 90 respondents was considered from the perspective of Top management, Entry & Mid-Level employees of Non-Bank Financial Institutions, and customers. The area of the study covers the Dhaka city. The sample respondent was contacted on Google form survey. The links were sent Using Messenger, E-mail, Skype and WhatsApp. The respondents had to respond accordingly. secondary data have been collected from various reports, journals, and websites.

Result Analysis

In this article, we've broken down the findings for both banks and non-bank financial institutions into three categories.

1. Management perspective
2. Employee Perspective,
3. Customer perspective

To categorize data for explanation, we employed the cross tabulation approach and the percentage method. Comparisons and explanations of specifics are made using the questioner's data.

Comparison of Management Perspective for banks and NBFIs

We have got more responses form female in Banking sector compare to NBFi. In comparison to NBFIs, banks have a top management female ratio of 40% to 25%.

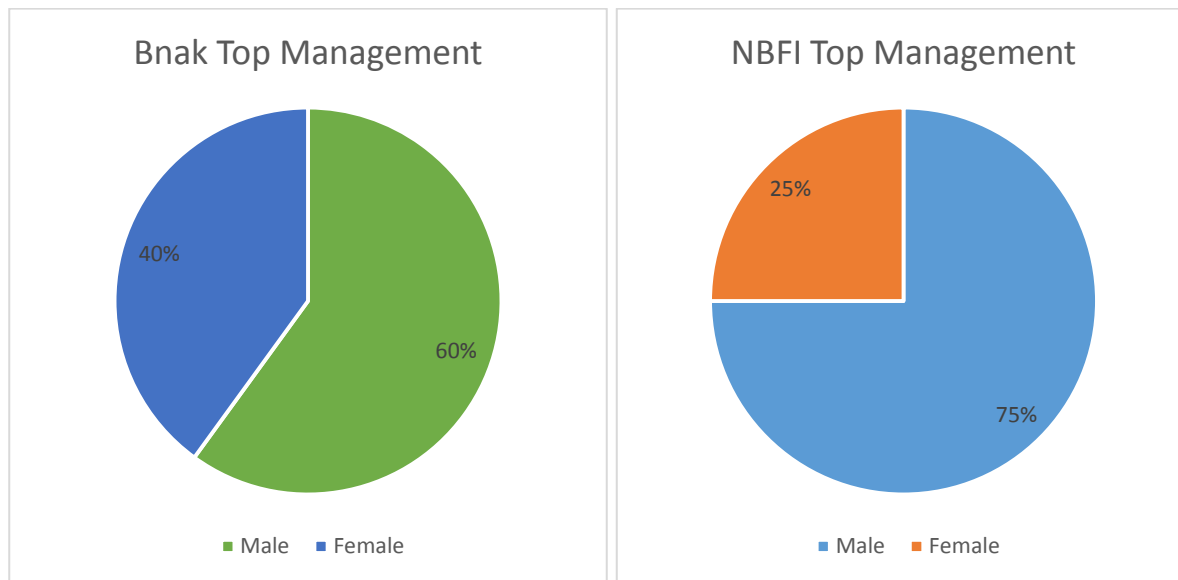


Figure 1: Gender percentage of total respondents

According to the questioner, banks have 66 percent more top management employees in their 50s and 60s than NBFi, which has 28 percent. In the top management of NBFIs, those aged 30 to 40 and those aged 40 to 50 are equally represented (36%), compared to 6 and 26 percent in banks.

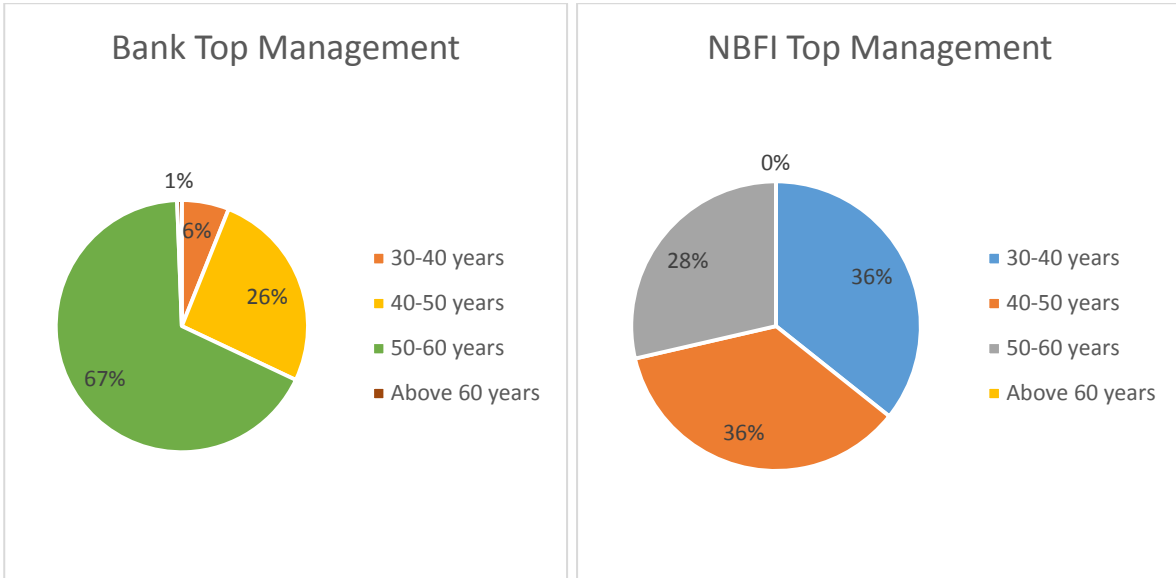


Figure 2: Age percentage of respondents.

In our survey form, we asked respondents how many of the following fintech services they had heard of or were familiar with. These services included RTGS, Utility payments, Remittance, EFT, Mobile Top-up, A/C Statement Download, QR-based Payments, e-Wallet, e-KYC, Biometric Payment, and Chatbot.

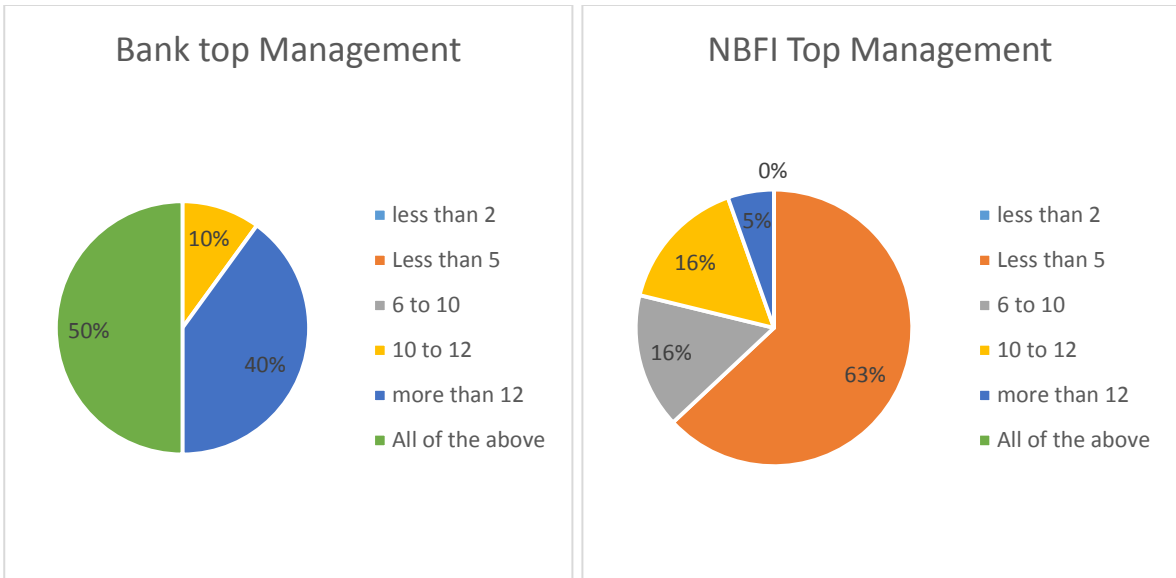


Figure 3: Age percentage of respondents.

Our research reveals that Bank In comparison to NBFI, top management is more concerned and informed about the Fintech services. While no one has used all the fintech possibilities we have outlined in NBFI, 50% of top management in banks has. 40 percent of bank top management have utilized between 10 and 12 fintech services, with 10 percent having used between 10 and 12. In comparison to 10–12 services in banks, the senior management of NBFI uses less than two (5 percent) fintech services. The majority of the top management at the NBFI (63 percent) uses fewer than five services. This is a barrier that NBFIs must get over in order to offer fintech services and expand into other tech services.

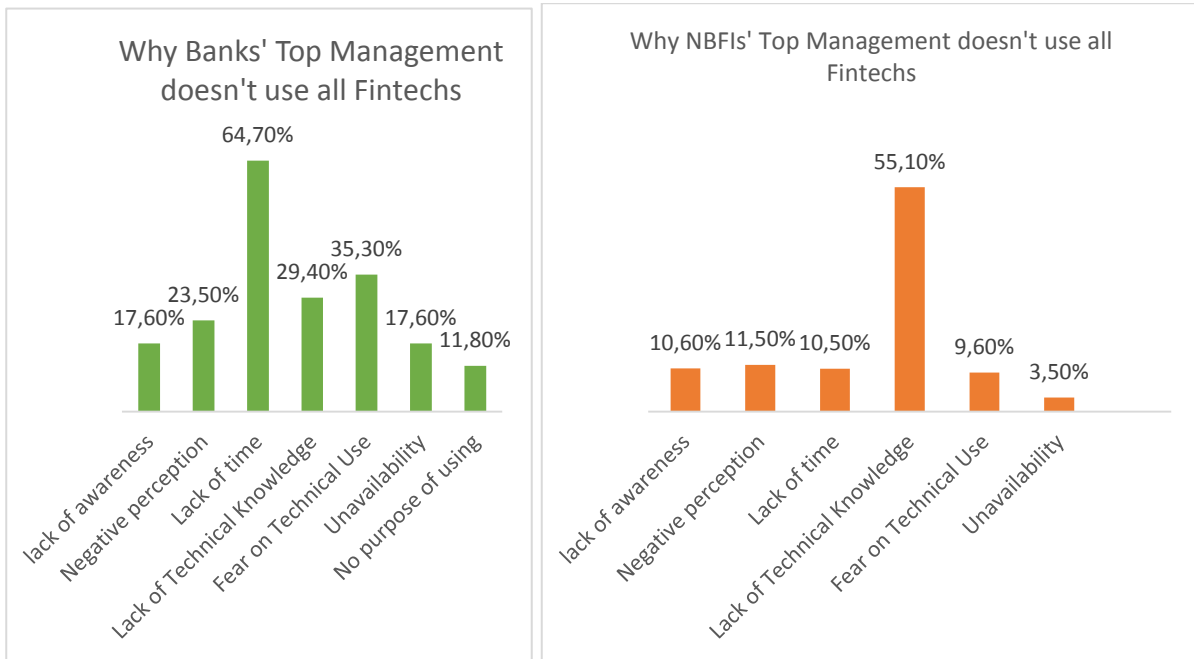


Figure 4: some reasons of not using fintech

These responses lead to our following inquiry, which is, "Why didn't you utilize some of the Fintech services?" Here, we have uncovered a number of fascinating comments. The most common excuse given by top management at banks (64.7%) was "lack of time" where in NBFI it was (55.10%) Lack of technical knowledge. No purpose of usage was the last reason given by bank top management (11.8%) for utilizing Fintech. Fear of technology is the second-most common barrier to implementing fintech in banks (35.3%) and NBFIs (9.6 percent). These statistics provided us with some insightful information regarding several management-level obstacles to the introduction of more fintech services.

Comparison of Employee Perspective for banks and NBFIs:

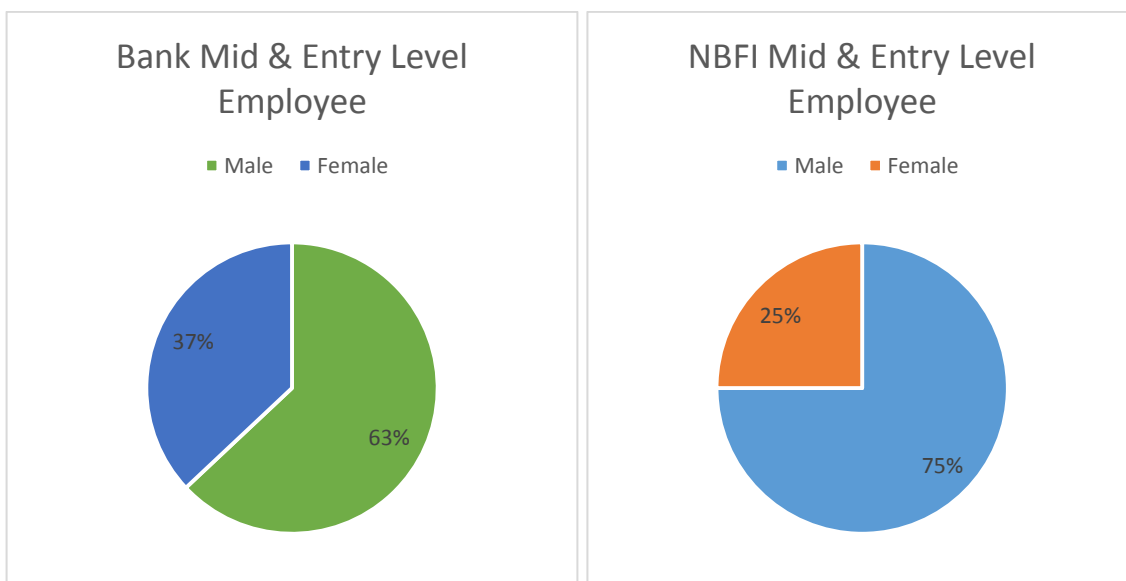


Figure 5: Gender percentage of total respondents

We have got 37% female mid and entry level employees' response in bank compare to 25% of NBFIs.

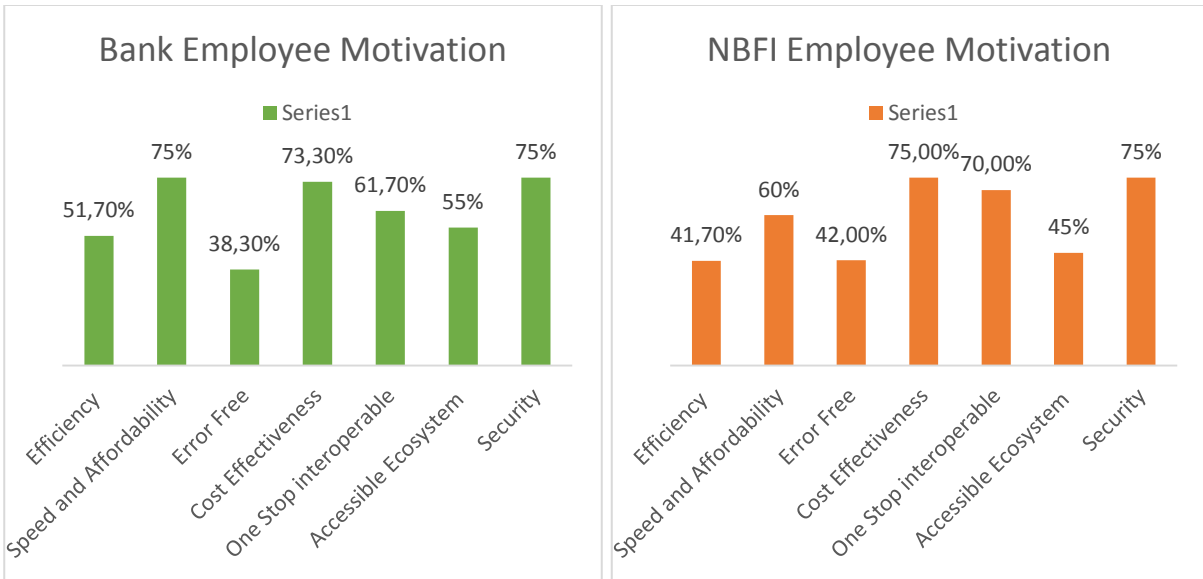


Chart 6: Respondents motivates by the factor to use FinTech

As can be observed from the bar graph, among bank employees 75% of respondents are motivated to utilize fintech by its speed, affordability, and security. Cost effectiveness motivates 73.30 percent of bank employees which is almost identical as NBFIs’ employees (75%). Due to the one-step interoperability factor, 61%. By having an accessible ecosystem, fintech usage increases by 55%. Among NBFi employees the rate is respectively 70% and 45%. 51 percent for efficiency, with 38 percent of respondents rating error-free as the least important factor for bank employees’ motivation.

Comparison of Customer Perspective for banks and NBFIs

The responses from the serve to banks are shown in table 1. The usage of FinTech services by the general public presents challenges in terms of technology, according to 50% of respondents in the 40–50 age range. While 86 percent of respondents in the 50 to 60 year age range stated that fear of fraud transection is the biggest barrier to the general public using fintech services. Security Concern, according to 67% of respondents in the 50 to 60 year age range, makes it difficult for the general public to use fintech services.

Challenges to use FinTech services for general people	Age Group		
	30-40 Years	40-50 Years	50-60 Years
	Perceived Challenges Percentage		
Fear on Technological knowledge	8%	50%	42%
Fear of fraud Transection	0%	14%	86%
Lack of trust on the organizations	50%	0%	50%
Security concern	16%	17%	67%

Table1: Relation between different age group and challenges to use FinTech services for General People (Bank perspective)

According to Table 2, different age groups have different perceptions of the difficulties associated with utilizing FinTech for the general public in NBFIs. The biggest percentage of lack of technical knowledge has been observed in the age range of 50 to 60 years. Then, among those between the ages of 40 and 50, lack of trust on the organization use has been found to be most prevalent, while among those between the ages of 50 and 60, security concern has been most prevalent.

Challenges to Use FinTech services for General People	Age Group		
	30-40 Years	40-50 Years	50-60 Years
	Perceived Challenges (%)		
Fear on Technological knowledge	18%	20%	62%
Fear of fraud Transaction	33%	17%	50%
Lack of trust on the organizations	20%	50%	30%
Security concern	31%	14%	55%

Table2: Relation between different age group and challenges to use FinTech services for General People (NBFI perspective)

Findings and Research Implications:

In this article we have tried to identify and compare the Bank and NBFIs' perceptions of adopting Fintech in Bangladesh. A new technology-based service's rate of adoption is influenced by both the qualities of the service itself and the people who utilize it. That's why we have tries to examine the provider, user and customer of these services.

The results suggest that although clients of both banks and NBFIs are generally prepared to adopt FinTech, various barriers prevent this. Inspiring them to adopt FinTech is crucial, but so is managing or overcoming its problems. FinTech businesses should seek for risk-reduction strategies that might reassure potential clients about FinTech-based Payments because creating a risk-free transaction environment is more difficult than providing benefits to customers. In this case NBFI customers are more sensitive than Banks' customers. Second, this study educates FinTech executives both for Banks and NBFIs in Bangladesh on the elements they should highlight or stay away from while offering FinTech services to clients. According to the empirical findings, causes and challenges have a substantial impact on people's behavioral intentions to adopt fintech. FinTech company executives should pay attention to the aforementioned aspects in order to enhance adoption intention.

The investigation was then restricted to certain FinTech service categories. As a result, the conclusions cannot be applied to other fintech services (e.g., bitcoin, ethereum, internet banking, personal financing, equity financing, retain investment, and FinTech tool and software). The investigation's scope could be extended in the future to cover further FinTech services. Finally, because our study was limited to Bangladesh's bank and NBFIs, which has different national features from other FinTech-advanced countries like the United States, United Kingdom, China, and Singapore, the findings might not be completely generalizable. In order to comprehend the issue of FinTech service adoption at the national level, we hope that future study will be able to take into consideration a range of national features.

Conclusion

A cashless and paperless economy is currently replacing the traditional cash-based economy. The younger generation appeared to have profited more than the others. According to this study, the majority of clients both for Banks and Non- Bank Financial Institutions were unaware of fintech and did not feel comfortable utilizing it since they lacked both financial and technological literacy. It would be fantastic to implement financial inclusion if our stakeholders took the initiative to educate the general public in our nation about FinTech and

its benefits. If the use of FinTech is increased, financial services will be less expensive for both Bank and NBFIs.

The R&D sector of FinTech needs to be strengthened so that potential services that are not currently available can be developed in order for our stakeholders to adopt FinTech and implement new services or products. The services offered by FinTech-based organizations will increase as awareness levels rise. This study has shown that although our country's stakeholders believe they offer great security when it comes to offering FinTech services and safeguarding customer data, consumers do not feel as comfortable using FinTech-based services. As a result, security needs to be enhanced so that customers see using FinTech services favorably. Additionally, users should exercise caution when using FinTech services to safeguard themselves against cyberattacks. Our stakeholders should take the initiative to arrange knowledge-sharing sessions or launch campaigns to increase the technological literacy of bank employees, non-bank financial institution employees, and customers about fintech and its applications, advantages, and how fintech services can alter a nation's economy. In conclusion, adequate information, government support, and a fair grievance procedure can all encourage a favorable attitude toward the adoption of technology-based financial services. As NBFIs are straggling more compare to Banks they need to be more proactive.

This paper can serve as a starting point for future FinTech study. The focus of computer science research in the future might be artificial intelligence, including algorithms, frameworks, and methods for FinTech systems. For instance, payment gateways or other straightforward payment options may be developed, and biometrics could be utilized to safeguard transactions.

Based on our research, we believe this study will help us understand the current situation of perception and intention toward FinTech adoption in Bangladesh's Bank and Non-Bank Financial Sector, which is a unique contribution of this thesis.

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Foreign Language Attrition and Mother Tongue Proficiency and as Determinants of Students' Achievement in French Language in Ibadan North Local Government Area of Oyo State

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Abstract

Achievement in French language as a foreign language in Nigeria, is largely determined by foreign language attrition and mother tongue proficiency. Research findings have shown that senior secondary school students do not achieve well in French language which results in poor results and low success in their academics.

This study adopted the descriptive research design. The population of this study comprised all Senior Secondary Schools two students in Ibadan North Local Government Area of Oyo State. Four senior secondary schools were randomly selected from Ibadan North Local Government Area of Oyo State. Simple random sampling technique was used to select twenty-five (25) students in four senior secondary schools in Ibadan North Local Government. In all, a total number of 100 students participated in the study. Three research instruments were used in data collection. They are: Questionnaire on Student's Foreign Language Attrition (QSFLA), Students' Mother Tongue Proficiency Test (SMTPT) and Students' French Language Achievement Test (SFLAT). The data collected were analyzed using Multiple Regression Analysis. The result revealed that the two independent variables when taken together did not contribute significantly to students' achievement in French language. The result indicates that foreign language attrition ($\beta = .053$) and mother tongue proficiency ($\beta = .194$) had relative contribution to students' achievement in French language. The result indicated that mother tongue proficiency ($\beta = .194$) had higher beta weight followed by foreign language attrition ($\beta = .053$). It was recommended that language teachers should cultivate a positive perception towards the use of French language in school. They should be role models to the students and encourage them to converse in French language. It was further recommended that language teachers should come up with teaching methods that are interactive to ensure that students are given an opportunity to interact with each other in French language in and outside the classroom so that students can have good communication skills.

Key Words: Foreign language attrition, Mother Tongue Proficiency, Achievement in French language

Introduction

French language is considered as one of the most widely used languages. It is a foreign language in Nigeria. The language has gained ascendancy among different international languages because of its pertinence in all spheres of life. The history of French language in Nigeria started from 16th century. It was introduced as a secondary subject in Yaoundé Conference (1961). This conference recommended the introduction of teaching and learning of French and it were to be taught and

examined as a school discipline in Anglophone Africa, including Nigeria. This was done as a result of the great importance of the language. It is on record that the first French trading company in Nigeria was Compagnie Française de l' Afrique Occidentale (CFAO), established in 1902. It is also on record that by 1881, the French men had started so intense since Nigeria's independence (particularly since oil boom) that in 1993 the France-Nigeria chamber of commerce became a desirable necessity. Besides, there has been mutual cooperation and agreement signed by both France and Nigeria. The shortage of French teachers has indeed contributed to the ineffective teaching and learning of French language in secondary schools in Nigeria. On 12 February, 2016 the government has made French language a compulsory subject at all levels of the country's education system, from primary to tertiary students must offer courses in French language (Daily Trust, 2016).

Asake (2006) attested to this by saying that: "The Federal Government decree says that French is compulsory in schools, but does nothing to enforce it..." There are unemployed French language graduates everywhere now who only have solace in the private schools since French is no more taught in majority of the public secondary schools. The already employed French graduates are made to teach some other subjects other than French language. According to Obanya (1976), that the rate of drop-out at the senior secondary school level in Nigeria, is that, French curriculum at this stage involves more of analysis of the language rather than the conversational aspects which taught at the junior secondary school.

A case where a French teacher teaches forty-five to fifty students in a class is not appropriate. When the classes are large, the curricula cannot be fully implemented Curriculum implementation in Nigerian schools is that which will be essentially beset with uncertainties, prejudice, fantasy, imprecision, limited resources and a high risk of probabilities (Adegoke, 1984), since its schools are congested to the extent that three or more schools are established in the same compound.

Mother tongue (first language, native language, or L1) is essential for learning as a part of intellectual ability. Mother tongue is the language human beings acquire from birth. It helps the child in his/her mental, moral, and emotional development. Using L1 in cases where students are incapable of activating vocabulary proves useful in their learning, and gives them the comfort to read difficult texts in the second language. With texts that require higher proficiency, learners are advised to first read the text in their first language, then in the second language to better understand the concept (Suntharesan, 2012). Mother tongue, which is a mediator, allows for the easy acquisition of a foreign language. Chomsky (1969) has queried the importance of L1 as a mediator though stating that although the acquisition of another language is relatively easy in the presence of some available language, a serious problem is entrenched in it. If the values of parameters were the same in the first and foreign languages, then mediation would be successful (Chomsky, 1969). One way to understand

language attrition is in terms of language acquisition, which can be described as the process by which one's proficiency in a first language (L1) or second language (L2) increases. In the case of language attrition, lack of contact with a language leads to reduced levels of proficiency in the attriting language.

Contact with language is the one factor that is almost invariably invoked as particularly important in maintaining a language once the speaker has been removed from the environment. It appears logical to assume that the more often a language is used, the better it will be retained and vice versa. Recency and frequency of use, to use the terms employed by Paradis (2004), are crucial to maintaining a low activation threshold level and preserving accessibility. Interestingly, however, research on attrition has not found unequivocal support for the importance of rehearsal for the maintenance of an attriting language; whether it is the speaker's L1 (Schmid, 2007, Schmid and Dusseldorp, 2010) or L2 (Bahrck, 1984, Mehotcheva, 2010, Xu, 2010).

David (2008) carried out a research titled "the impact of mother tongue on student's achievement in English in junior certificate examination in western Nigeria. Using a sample of 100 respondents, he asked two research questions and formulated two hypotheses to guide the study. Gardner, Lalonde, & Moorcroft (1987) investigated the nature of L2-French skills attriting by L1-English grade 12 students during the summer vacation, and the role played by attitudes and motivation in promoting language achievement and language maintenance. Murtagh (2003) investigated retention and attrition of L2-Irish in Ireland with second level school students. At Time 1, she found that most participants were motivated instrumentally, yet the immersion students were most likely to be motivated integratively and they had the most positive attitudes towards learning Irish. Fujita (2002), in a study evaluating attrition among bilingual Japanese children, says that a number of factors are seen as necessary to maintain the two languages in the returnee child. Those factors include: age on arrival in the L2 environment, length of residence in the L2 environment, and proficiency levels of the L1.

Research Questions

The following research questions guided the study:

1. What relationship exist between the independent variables (mother tongue proficiency and foreign language attrition) and students' achievement in French language?
2. What is the composite contribution of the independent variables (mother tongue proficiency and foreign language attrition) to students' achievement in French language?
3. What is the relative contribution of the independent variables (mother tongue proficiency and foreign language attrition) to students' achievement in French language?

4. Which of the independent variables (mother tongue proficiency and foreign language attrition) would better determine students' achievement in French language?

Statement of the Problem

Reports have shown that senior secondary school students do not achieve well in French language which results in poor results and low success in their academics. Taking a look at secondary schools in Ibadan North Local Government Area of Oyo State, most students' achievement in French language is dependent on these two independent variables (mother tongue proficiency and foreign language attrition). Studies have shown that students' mother tongue proficiency and foreign language have a strong link to students' achievement in French language of which much attention has not been given to these variables. Therefore, this study investigated mother tongue proficiency and foreign language attrition and Students' achievement in French language in selected schools in Ibadan Metropolis, Nigeria

Significance of the Study

The study established relationship among mother tongue proficiency, foreign language attrition and students' achievement in French language in selected schools in Ibadan North Local Government Area. This study would be significant in many aspects. The findings would reveal the extent to which mother tongue proficiency and foreign language attrition would predict students' achievement in French language. Through this findings, education institutions and stakeholders would be guided on identifying and working on which factor that would help students' achievement in French language. Also, the study would provide empirical evidence on mother tongue proficiency, foreign language attrition and achievement in French language. This would in turn, lead to providing improvement guide for teaching and learning in schools. This study would also add to the existing body of research on French language particularly in Ibadan North Local Government Area of Oyo State.

Research Design

This study adopted the descriptive research design. This is suitable since the researcher could not directly control the independent variables because their manifestations were already in existence. The population of this study comprised SSS2 students in Senior Secondary Schools in Ibadan North Local Government Area of Oyo State. Four senior secondary schools were randomly selected from Ibadan North Local Government Area of Oyo State. Simple random sampling technique was used to select twenty-five (25) students in four senior secondary schools in Ibadan North Local Government. In all, a total number of 100 students participated in the study. Three research instruments were used in data collection. They are: Questionnaire on Student's Foreign Language Attrition (QSFLA), Students' Mother Tongue Proficiency Test (SMTPT) and Students' French Language Achievement Test

(SFLAT). (QSFLA) was self-designed to elicit information on foreign language attrition. To determine the reliability of the (QSFLA), the test was trial tested to 50 SS2 Students in a school in Ibadan North Local Government that was not part of the school selected for the main study. Pearson correlation was used to determine the reliability and the co-efficient of 0.82 was obtained. (SFLAT) had two sections; section A and B. Section A (*Aroko*) tested Students knowledge on how to write essay in their mother tongue while Section B had 40 multiple choice questions which tested the student knowledge and proficiency in Yoruba Language. The section B was divided into 6 parts which comprised of comprehension passage (*Akaye*), phonetics and phonology (*Fonetiiki ati Fonoloji*), Grammar (*Girama*), idiomatic expressions (*Akanlo-Ede*), translation (*Aayan Ogbufo*), culture and tradition (*Asa ati Ise*). (SFLAT) was self –designed. Section A tested students’ achievement on how to write essay (*Redaction*) and how to answer comprehension questions (*Comprehension*) in French language while Section B had 40 multiple choice questions which tested the student knowledge and achievement in French Language. The section B comprised of multiple choice questions on articles (*les articles*), nouns (*les noms*), translation (*la traduction*), adverbs (*les adverbs*), verbs and tenses (*les verbes et le temps*), conjunction (*le conjunction*) and general knowledge (*la connaissance generale*). The data collected were analysed using Inferential Statistics. Inferential Statistics used was Multiple Regression Analysis and the data were interpreted at 0.05 level of significance.

Results

Analysis of Research Questions

Research Question One: What relationship exist between the independent variables (mother tongue proficiency and foreign language attrition) and students’ achievement in French language?

Table 1.1: Correlation Matrix of the Relationship between the independent variables and students’ achievement in French language

Variables	Achievement in French language	Mother tongue proficiency	Foreign language attrition
Achievement in French language	1		
Mother tongue proficiency	.195 (.052)	1	
Foreign language attrition	.056 (.583)	.011 (.911)	1
N	100	100	100
Mean	56.59	59.00	50.68
Standard Deviation	17.46	16.24	11.23

Table 1.1 shows the relationship that exist between the independent variables (mother tongue proficiency and foreign language attrition) and students’ achievement in French language. The result indicates that mother tongue proficiency ($r = .195$) and foreign language attrition ($r = .056$) had positive low relationship with students’ achievement in French language. This implies that the more

students’ proficiency in their mother tongue increased, the more their achievement in French increased.

Research Question Two: What is the composite contribution of the independent variables (mother tongue proficiency and foreign language attrition) to students’ achievement in French language?

Table 1.2: Summary of the Regression Analysis of the Composite Contribution of the Independent Variables to Students’ Achievement in French Language

Model = 1 R = .202; R ² = .041; Adj. R ² = .021; Std. Error of the Estimate = 17.28041						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1231.775	2	615.888	2.062	.133 ^b
	Residual	28965.415	97	298.613		
	Total	30197.190	99			

Table 1.2 shows the composite contribution of the independent variables (mother tongue proficiency and foreign language attrition) to students’ achievement in French language. The result indicates that the two independent variables when taken together did not contribute significantly to students’ achievement in French language ($F_{(2, 97)} = 2.062$; Adj. $R^2 = .021$; $p > .133$). This implies that the joint contribution of the two independent variables were not significant to the prediction of students’ achievement in French language.

Research Question Three: What is the relative contribution of the independent variables (mother tongue proficiency and foreign language attrition) to students’ achievement in French language?

Table 1.3: Summary of the Regression Analysis of the Relative Contribution of the Independent Variables to Students’ Achievement in French Language

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	40.074	10.148		3.949	.000
	Foreign Language Attrition	.083	.155	.053	.536	.593
	Mother Tongue Proficiency	.209	.107	.194	1.953	.054

Table 4.3 shows the relative contribution of the independent variables (mother tongue proficiency and foreign language attrition) to students’ achievement in French language, as expressed in standardized coefficient of Beta weight. The result indicates that foreign language attrition ($\beta = .053$) and mother tongue proficiency ($\beta = .194$) had relative contribution to students’ achievement in French language. This implies that each of the variables had individual contribution to students’ achievement in French language.

Research Question Four: Which of the independent variables (mother tongue proficiency and foreign language attrition) would better determine students' achievement in French language?

Table 1.3 shows the prediction power of each of the two independent variables as expressed in their beta weights. The result indicates that mother tongue proficiency ($\beta = .194$) had higher beta weight followed by foreign language attrition ($\beta = .053$). This implies that mother tongue proficiency is the variable that would better determine students' achievement in French language.

Discussion of Findings

Relationship between the Independent variables (mother tongue proficiency and foreign language attrition) and Students' Achievement in French language

This study revealed that there was a positive low relationship between the mother tongue proficiency, foreign language attrition and students' achievement in French language. These findings might be due to the fact that students' achievement is based on just an independent variable which could either be mother tongue proficiency or foreign language attrition. On the other hand, a low level of mother tongue proficiency and a high level of foreign language attrition would make it difficult for students to achieve well in French language. The result is line with David (2008) that mother tongue plays an important role in students' achievement in a second language which could be a foreign language and that where students' achievement is lacking, certain factors such as poor method of teaching, lack of textbooks, language background and lack of professional growth and development of teachers makes the foreign language less meaningful to the students. The result is also in line with Gardner, Lalonde, & Moorcroft (1987) that high achievers in the classroom situation are no more likely to make efforts to use the L2 outside the classroom unless they have positive attitudes and high levels of motivation.

Composite Contribution of Independent Variables (Mother tongue proficiency and Foreign Language Attrition) and students' Achievement in French Language

The result revealed that there was no significant composite contribution of the two independent variables (mother tongue proficiency and foreign language attrition) on students' achievement in French language. The study found out that mother tongue proficiency and foreign language attrition taken together did not contribute significantly to students' achievement in French language. The two variables are not essential variables that are responsible for students' achievement in French language.

Relative Contribution of the Independent Variables (Mother Tongue Proficiency and Foreign Language Attrition) and Students' Achievement in French language.

This study revealed that mother tongue proficiency and foreign language attrition had relative contribution to students' achievement in French language. These two independent variables had individual contribution to students' achievement in French language. Mother tongue proficiency can influence students' achievement in French language while foreign language may not influence students' achievement in French language because students need their mother tongue for them to achieve better where foreign language attrition only makes the students forget or lost French language when not frequently used resulting in low achievement in French language. This is in line with the findings of David (2008) that majority of the population did not believe that translation of English lessons to mother tongue can improve their understanding of the subject because they perceive their capability in the subject is too bad.

The independent variables (mother tongue proficiency and foreign language attrition) that would better determine students' achievement in French language

The study revealed that the independent variable that would better determine students' achievement in French language would be mother tongue proficiency. Mother tongue proficiency would better determine students' achievement in French language as they can use different methods like grammar translation method in having a better achievement in French language. In line with this findings, the view of

Discussion of Findings

4.3.1 Relationship between the Independent variables (mother tongue proficiency and foreign language attrition) and Students' Achievement in French language

This study revealed that there was a positive low relationship between the mother tongue proficiency, foreign language attrition and students' achievement in French language. These findings might be due to the fact that students' achievement is based on just an independent variable which could either be mother tongue proficiency or foreign language attrition. On the other hand, a low level of mother tongue proficiency and a high level of foreign language attrition would make it difficult for students to achieve well in French language. The result is line with David (2008) that mother tongue plays an important role in students' achievement in a second language which could be a foreign language and that where students' achievement is lacking, certain factors such as poor method of teaching, lack of textbooks, language background and lack of professional growth and development of teachers makes the foreign language less meaningful to the students. The result is also in line with Gardner, Lalonde, & Moorcroft (1987) that high achievers in the classroom situation are no more likely to make efforts to use the L2 outside the classroom unless they have positive attitudes and high levels of motivation.

4.3.2 Composite Contribution of Independent Variables (Mother tongue proficiency and Foreign Language Attrition) and students' Achievement in French Language

The result revealed that there was no significant composite contribution of the two independent variables (mother tongue proficiency and foreign language attrition) on students' achievement in French language. The study found out that mother tongue proficiency and foreign language attrition taken together did not contribute significantly to students' achievement in French language. The two variables are not essential variables that are responsible for students' achievement in French language.

4.3.3 Relative Contribution of the Independent Variables (Mother Tongue Proficiency and Foreign Language Attrition) and Students' Achievement in French language.

This study revealed that mother tongue proficiency and foreign language attrition had relative contribution to students' achievement in French language. These two independent variables had individual contribution to students' achievement in French language. Mother tongue proficiency can influence students' achievement in French language while foreign language may not influence students' achievement in French language because students need their mother tongue for them to achieve better where foreign language attrition only makes the students forget or lost French language when not frequently used resulting in low achievement in French language. This is in line with the findings of David (2008) that majority of the population did not believe that translation of English lessons to mother tongue can improve their understanding of the subject because they perceive their capability in the subject is too bad.

4.4.4 The independent variables (mother tongue proficiency and foreign language attrition) that would better determine students' achievement in French language

The study revealed that the independent variable that would better determine students' achievement in French language would be mother tongue proficiency. Mother tongue proficiency would better determine students' achievement in French language as they can use different methods like grammar translation method in having a better achievement in French language. In line with this findings, the view of

Conclusion

Since the role of French language as a second language cannot be undermined in Nigeria educational system as the language of communication and instruction and students' achievement in the language is important, therefore an imperative on language teachers is to develop programmes and models that promote higher level achievement in French without having to neglect the mother tongue and French language in and outside the classroom setting.

Recommendations

1. Senior secondary school students of Oyo State should be encouraged to converse in French language as much as how they converse in their mother tongue in and outside the classroom. Moreover, stringent language policies that are feasible should be developed.
2. Language teachers should cultivate a positive perception towards to the use of French language in school. They should be role models to the students and encourage them to converse in French language.
3. Language teachers should come up with teaching methods that are interactive to ensure that students are given an opportunity to interact with each other in French language in and outside the classroom so that students can have good communication skills.
4. Senior secondary school students of Oyo state should be encouraged to communicate in French language outside the classroom especially in their mother tongue environment.
5. French language teaching materials aids like audio-visuals, language laboratories etc should be available to teachers and students so as to help the teachers teach well and the students achieve better in French language.

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Sümer-Azerbaycan Dilinde Durum Kategorisi

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Abstract

We know that many researchers have given the wrong idea that the Sumerian language is not related to any of the contemporary languages. However, some truth-loving scientists and many turkologists of the world have shown that the Sumerian language is related to the modern Turkic languages, and even more so to the Azərbaycan language. We have also started research in this direction for a few years. Our research on the morphological structure, which is an important area in the structure of languages, allows us to say that the Sumerian-Turkish and Sumerian Azerbaijani languages have the same root as one-one. Therefore, we investigated the status catheterization of these languages, which has an important scope in the structure of morphology. Research has shown that both the morphological structure of the Sumerian language and the situational system that occupies an important place in this structure are completely compatible with the Turkic languages, including the Azerbaijani language. The opinion of many researchers that Sumerian is an ancient Azerbaijani language is confirmed by the similarity and compatibility of the phonetic-lexical, grammatical structures of these languages. These compatibilities are also observed when studying the category of situations in these languages. Researchers Dec that in the Sumerian language, case relations are expressed by special formants that occupy a middle position between case suffixes and runes. October 20, 2012. This situation, which existed in Azerbaijani linguistics almost until the 40s and now in many Turkic languages, has revealed a greater similarity in Sumerian-Turkish.

KeyWords: case system, of the Sumerian, Azerbaijani language

Sümer-Azerbaycan dilinde durum kategorisi

Biliyoruz ki, bir çok arařtırmaçılar sümer dilinin çağdaş dillerden hiç biri ile baėlı olmaması hakkında yanlış fikirler söylemişler. Halbuki dünyanın bazı hakikatsever bilim adamları ve bir çok türkoloqlar sümer dilinin çağdaş türk dillerinə, daha çok da Azərbaycan dilinə baėlılığını göstermişler. Biz de bir kaç yıldan beri bu yönde arařtırmalara başlamışız. Dillerin yapısında önemli röl alan mörfolojik yapı üzerinde apardığımız arařtırmalar sümer-türk ve sümer Azerbaycan dillerinin bir-biri ile aynı kökten olduğunu söylemeye esas veriyor. O yüzden bu dillerin morfoloji yapısında önemli kapsamı olan durum kateqorisi hakda konuşucuz

Arařtırmalar Sümer dilinin hem morfolojik yapısının, hem de durum sisteminin, Azerbaycan dili de dahil olmak üzere Türk dilleriyle aynı olduğunu göstermektedir. Pek çok arařtırmacının Sümer'in eski bir Azerbaycan dili olduğu görüşü, bu dillerin fonetik sözcüksel, dilbilgisel yapılarının benzerliėi ve uyumluluėuyla doğrulanmaktadır. Bu uyumluluklar bu dillerdeki durum kategorisini incelerken de gözlemlenir. Arařtırmacılar, Sümer dilinde, durum ilişkilerinin, durum ekleri ile kořmalar arasında orta konumda olan özel formantlar tarafından ifade edildiėini söylüyorlar. Azerbaycan dil biliminde neredeyse 40'lara kadar ve řimdi birçok Türk dilinde var olan bu durum Sümer-Türkçe'de daha bir benzerliyi ortaya koymuřtur.

Bir çok tadtikatlarda Sümer dilinin genel grammatik kuruluřu, hem de genel dilbilgisel yapısı ile birlikte bir durum kateqorisi ile iliřgili hatalı ve tek taraflı fikir ve mulahizeler yer almaktadır. Bu tür çalıřmalarda bazen Sümer dilindeki durum ekleri yanlış bir řekilde önlüklerle deėiřtirilir, bu kateqorinin türk dillerindeki gibi özel eklerle diyil,prefikslerle ifade olunması barede yanlış fikirler söyleniliyor. Bu konuda İ.M.Dyakonovun sumer dili fiillleri hakkında konuşurken ireli sürdüyü

fikirleri doğru hesap etmek mümkün değildir (4). Araştırmacı K.Kazımov İ.M.Dyakonovun sumerde aynı eklerin hem adlarla, hem de fiillerle işlene bilmesi fikrinin yanlış olduğunu söylüyor, sumerde durum kateqorisi ile Azerbaycan durum kateqorisinin bir-birine tamamen yakın olduğunu gösteriyor. Araştırmacı F.Ağasioğlu sümer-Azerbaycan paralellerini izah ederken durum ekleri arasında benzerliyi aşağıdaki gibi takdim ediyor:

“Durum	Sümer	Türk
adlık	Ø	Ø
yönlük	-e	-a,-e ra
çıkışlık	-ta	-dan, (-da-n)
birgelik	-da, -be-da	-la, (bı-la)
mukayise	-gim,-gi	-gibi, kimi”.

Dilçilik ədəbiyyatında şumer dilində on halın mövcud olduğunu göstilir:

1. Absolyut hal: şəkilçisiz;
2. Erqativ hal: -e;
3. Yiyəlik hal: -a(k);
4. Yönlük hal: -ra;
5. İstiqamət halı(allativ) -(e) şe/eş;
6. Yer-istiqamət halı: -e;
7. Yerlik (lokativ) hal: -a;
8. Çıxışlıq hal (ablativ) -ta;
9. Vasitə-birgəlik halı (komitativ) -da (de,ta);
10. Müqayisə halı (ekvativ) -gi (gim, gimi).

Göründüyü gibi, takdim olunan hallardan adlık, yönlük, çıkışlık hallar dilimizdə şimdi de mevcut olub sümer dilindən yalnız fonetik farklarla ayrılıyor. Birgelik hal bir zamanlar Azerbaycan dili dersliklerinde olmuş, sonralar çıkarılmışsa da, çağdaş türk dillərinin bir çoğunda kalmaktadır. Mukayisə halına da çağdaş türk dillerində rastlanıyor.

Takdim olunan durum sıralanmasına ve morfoloji göstericilerine dikkat yetirdikdə dilimizin durum sistemindəki uyarlılık açık-aşkar gözüküyor. Sümer dilinde, durum esasen tesirlik hal eki olan morfem -ak olarak ifade ediliyordu. Hem eski Türk yazılı anıtlarında, hem de bazı çağdaş Türk dillerinde morfolojik göstergeler hala aynıdır. Bu özellik Azerbaycan dilinin Şeki lehçesinde de korunmuştur. S.Kazımov, allativin–Shi sonekinin "affektivite" için de kullanıldığına ve allativin-Shi ünsüzünün yavaş yavaş kaybolduğuna inanmaktadır."(3, s.119)

Hem tarihi hem de bazı modern Türk dillerinde karşılaşılan yön kararları (eve yaklaştı) Sümer dilinde eskiden beri var olmuş ve -(e) şe / esh sonekleriyle ifade edilmiştir. Bu durum, son sesli harfin kaybolmasının bir sonucu olarak -ash,- ash,- ish,-ush şeklinde daha sık ortaya çıkan bu durum, tarihsel olarak içeriğine karşılık gelen anlamların çok yönlü olmasına neden olmuştur. Yön-yönün içeriği ile birlikte ifade eden yön kararları, aynı zamanda zamanın, nedensel hedef tonların, muhtemelen, bu formda kademeli olarak stabilize edilen, form-e'deki ünsüz S'nin kaybolmasının bir sonucu olarak da ifade eder. Bizzha, G.Kazımov bu sonek hakkındaki görüşünde tamamen haklıdır, "şüphesiz, tarihsel olarak bu sonek, düşmüş ve bir yer -yön eki haline gelen–E sonekiyle birleşmiştir."(2, s.. 104)

Sümer dilinde, ifadenin şekli-e (Ki-e um-ma-te “er'e yaklaştı) son eki olan ER yönüdür. (2, s.104) çeşitli içerikleri ifade ederek, yön, zaman, araç ve eylem araçlarını vb. belirterek Sümer dilinde aktif olarak geliştirilmiştir. I.M. Dyakonov bu son ekin kökenini ergatif duruma bağlamasına rağmen (1.s.98), G.Kazımov, yukarıda belirttiğimiz gibi, daha doğru bir konumdan yaklaşıırken, yer - yön –e sonekinin Sümer dilinde yön –Esh sonekiyle aynı kökten geldiği fikrini öne süren araştırmacının bu görüşüne katılmıyor. Yazar,” yarı sesli sesli harf e'nin açık sesli harf a'ya dönüştüğüne şüphe yoktur ve bu son ekin (Sümer dilinde yön kararları anlamına gelen –e eki), modern dilimizde yön kararları anlamına gelen değişken bir sonek-a,-a olduğunu " belirtmektedir (3, s.104) görüş de oldukça makul

ve ikna edicidir. Sümer dilinde pronominal durum sonekinin morfolojik bir göstergesi –a son ekidir. Dilsel literatürde, yerel durumlar olarak bilinen pronominal vakaların, hala yakın oldukları için sürekli olarak birbirlerinin yerini alabileceği gösterilmiştir. Bu devletin, konunun işgal ettiği yeri veya alanı, işin, işin, eylemin yerine getirildiği yeri ve zamanı ifade eden rolü ve görevi, aynı zamanda diğer anlam, içerik tonlarının yanı sıra yadsınamaz. Görüldüğü gibi Sümer dilinde zamirleri ifade etmenin bir aracı olan-a eki, Azerbaycan da dahil olmak üzere bir dizi modern Türk dilinde zamir hala birincil ifade biçimidir. Hem eski tarihsel kaynaklarımızda hem de modern lehçelerimizde ve lehçelerimizde evrenselliğin hala bir zamirle değiştirildiği ve zamirlerin bir zamirle değiştirildiği gerçeği, bu iki vakanın morfolojik özelliklerinin tarihsel olarak aynı kökten kaynaklandığını ve bu davaların anlam ve işlev bakımından farklılaşma sürecinin tamamlanmasına kadar birbirinin yerine geçebileceğini göstermektedir. Sümer dilinde, Türk dillerinde olduğu gibi, çıkış noktası hareketin çıkış noktasını, yer-mekan sınırını, Zamanı, sebebi-aracı-aracı ifade eder. Örneğin: Lagaş-ta - Lagaş'tan; Elam-ta - Elam'dan; Lou-ta-Adem'den, vb. Türk dillerinin ve Azerbaycan dilinin tarihi kaynaklarında, lehçelerimiz ve şivelerlerimiz de dahil olmak üzere-evet, evet, ta, te, ra, Re, vb. Son eklerin varyantlarının hem evrensellik hem de hafta sonları görevinde nasıl işlendiğine dair çok sayıda örnek vardır. Konuşmanın hala diğer vakalardan daha sonra gerçekleştiğini varsayarsak, A. Şükürlü, "Eski Türk yazılı anıtlarında konuşmanın hala dilbilgisel işlevini, çoğunlukla pronominal vakayı yerine getirmesinin bir tesadüf olmadığını" ortaya koymaktadır. Bu nedenle, türkologlar, eski Türk yazılı anıtlarında ve modern Türk dillerinde kullanılan –dan, -a, -dın, -din sonekinin, -da,-da zamirine dayalı olarak oluşturulduğuna dair ortak bir görüşe varmışlardır.(6, s.118)

Ə.Şükürlünün -dan, -den ekinin –da, -de ekinden yaranması hakkında fikrini doğru sayan Gazenfer Kazımovun düşünceleri de ilgi çekiyor. O yazıyor ki, “Sumər dili materialları göstərir ki, -da, -de ilk zamanlar çıxışlıq hala hizmet etmiş, sonralar yerlik halın funksiyasını daşımağa başlamışdır. Deməli, “Dədəm Korkut” kitabı daha eski tarihe aittir. Bir halde ki, “Dədəm Korkut”da –da, -de çıxışlıq halın funksiyasını da yerinə yetiriyor, deməli, şumərə daha yakındır” (4, s.120)

Bugün hala birçok Türk dilinde, Sümer dilinde vasite – alet adı verilen-da (de, ta) sonekleri aracılığıyla konuşarak hala ortaya çıkmaktadır. Bizim görüşümüze göre, modern Türk dillerinde ve dilimizde kendini gösteren kız kardeş, kalem, Bella, bıçak gibi kelimelerle kullanılan-la,- la sonekinin kısaltılmış biçiminin d> l'nin geçişinden kaynaklandığını söyleyenler, görüşlerinde haklıdır. Katılımcı kavramı, dilimizin fiillerinde-NAN, -NAN: nogahnan, anannan, vb.(Batı Grubu d) sonekleriyle ifade edilir. Sümer dilinde bir dizi durumda, sonuncusu, hala bir ifade aracı olan Qi dilimizde (GİM, Gimi) “nasıl” sonekine karşılık gelen karşılaştırmalı bir durumdur. Örneğin: Lu-GİM – bir insan olarak, E-GİM – bir ev olarak, vb. Modern Türkçe'de karşılaştırma benzetmesi, Farsça versiyonda “as” sonekinin kullanılmasının Sümer dilinde karşılaştırma durumunun göstergesi ile aynı anlama geldiği anlamına gelir. G.Kazımov, Sümer dilinde gim (as), I.M.Diyakonov gim eklenmesinin yaygın olduğunu belirtmektedir.

Göründüyü kimi, Sumer dili ile Türk dillerinin durum sistemi arasında çok ciddi uyumluluk var. Bu Y.M.Dyakonov, B.Serebrennikov, N.Hacıyeva, G.Kazımov ve diğerlerinin yazdıklarından da göründüyü gibi sadece benzerlik diil, aynı zamanda içerik, dilbilgisel işlev ve anlambiliminde de aynıyla ortaya çıkan genetic bağlılıktır.

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Educational Achievements of Strengthening Social Capital in Schools

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Abstract:

The world today is rapidly becoming more and more complex and exciting; the field of education is also one of these inconsistencies and imbalances All-encompassing, not far away.

The quality of the relationship between social capital and the impact of various aspects of students' education, such as parental involvement in education and Also, their academic success of social capital and of course the interaction of family social capital and its impact on academic success Students is one of the concerns of this article.

Due to the serious role of schools in the production of science and the presentation of research and training of specialized and efficient human resources, correct knowledge and understanding Motivational issues and effective factors on the level of job satisfaction of principals and teachers have a special importance and status and are low.

Paying attention to it or not paying attention to it can impose additional problems on the whole society Social capital can be used to implement educational programs as successfully as possible, and schools can do this through heritage transfer They do cultural and, given that social capital is also considered the cultural heritage of society, it is social capital Can be used as content in educational programs .

One of the key concerns of this article is inviting schools to affiliate programs, requiring teachers to teach key life skills Such as: resilience, physical and mental self-care, empathy, self-esteem, tolerance of others, cooperation, self-love, violence and Avoiding crime is respect for the law, nature, animals and adults; Global values and standards, which range in volume from content to content Educational and media charm are lost.

Keywords: Social Capital, Academic Success, Efficient Education, Educational Productivity, Creative Schools.

Necessity of Teaching Social Capital in Today's Schools:

By establishing and enforcing laws, educational institutions can promote values and activities that strengthen social capital. The more precisely these rules are defined and implemented, the more these rules become institutionalized in individuals and become a rule of conduct; So that even in the absence of physical deterrents, people do not behave illegally.

Education in different societies can fulfill its mission to strengthen and expand the values of that society by adopting appropriate measures and policies, and even promote the modernization of the values that govern the society by making behavioral changes. Education can also nurture the intellectual and doctrinal foundations of society. (Salehi, 2012)

Educational laws reflect an orientation towards the future by strengthening human capital and social capital for economic and social development. (Hong, 2009)

School helps to socialize students, and the impact and benefits that education has on students through socialization far outweighs the impact that increases students' income rates for the future. (Asher, 1997)

Social capital and the effectiveness of teachers will directly lead to the greater efficiency of educational systems and their intended educational goals, and knowledge of the amount of social capital of teachers and their effectiveness will give a better perspective to education planners.

School Social Capital, Efficient Version of the Reduction Violence and Crime:

Group activities at school are considered to be a source of support for adolescents; Groups, clubs, and teams affiliated with the learning environment can evoke a sense of connection, belonging, and collaboration with other students and school officials. The beneficial effects of membership in these groups (and collective activities) can be, to some extent, the foundation of the constructive resources of social capital.

Studies show that students who feel cared for by their teachers and peers are less likely to engage in violent behavior; they are far from aggressive tendencies that openly lead to aggression and attack on others, and internalize interpretations that increase isolation and vulnerability. (Patrick, 2006)

Based on the components of the concept of social capital, there seems to be some place of violent behavior or those who engage in such acts that in their family space or educational and social environment, social ties, mutual respect, trust, participation in some kind Coherent system of division of labor or group activities of public benefit, empathy, coordination and mutual satisfaction with each other are significantly less. (Chalabi, 2005)

Techniques and Tactics of Training Social Capital in Schools:

Principals should always motivate teachers and students to strive to improve the performance of their respective tasks and try to create a suitable, healthy and favorable atmosphere for the school organization; This leads to a feeling of comfort for students and, as a result, increases motivation to learn; The competency of the principal should be more than the ability of a typical teacher, which can include the dimensions of personality, managerial, communication and supervisory competencies.

School principals, as school leaders, must understand change and, at the same time, manage it; they must motivate and engage school staff; they must build a positive awareness in school; Encourage the performance of capable and committed colleagues and motivated students; Do not forget to evaluate processes, feel responsible for the results of processes and maximize human productivity. (Faqihi, 2008)

Short Summary:

There is no doubt that an intimate atmosphere full of trust and respect, along with the qualitative growth of educational methods in urban and rural schools, will directly lead to educational productivity and the result, interest and sense of belonging of the student to the school and its community. Emotional and human communication and how the teaching staff interacts with themselves, students and parents is more important than the educational content.

Intra-school social capital is a healing medicine that its timely injection into the veins of educational systems is considered a serious requirement and its short-term result is the reproduction of trust, respect, cheerfulness, crime prevention, tolerance, educational productivity, good relations between educators. Education will be with children and their parents; It also reduces crime and violence - a serious problem for schools and society - and relatively increases students' sense of belonging to their educational environment and their community.

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CAN UNCERTAINTY BE TOLERATED BY SELF-EFFICACY?

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Abstract

This study aims to examine the relationship between self-efficacy as one of the dimensions of psychological capital and intolerance of uncertainty by being referenced survey data collected from 235 students of Kyrgyzstan-Turkey Manas University. This research is paired with Bandura's Self-efficacy Theory developed in 1977, which focuses on predicting and explaining various psychological changes in life coming from different behavioral treatments.

Data collected from 235 students who are studying in Kyrgyzstan-Turkey Manas University were used in the analyses to identify the relationship between self-efficacy and intolerance of uncertainty by using two different types of scales (psychological capital -6 items of self-efficacy- and intolerance of uncertainty scales) into a single questionnaire form with Likert-type response scale. Beside the Reliability Analysis, different statistical valuation methods –such as regression and correlation analyses– have also been used. The results of analyses conducted from the sample of 235 students reveal that statistically significant and positive relationships appear between self efficacy and prospective anxiety and prospective anxiety and preventive anxiety (dimensions of intolerance of uncertainty). On the other hand, it should also be noted that there is a negative but insignificant relationship between self efficacy and preventive anxiety.

This study is as valuable as others in relevant literature with different research results and has a significant place in aiming to light the way of future researches as well. This is the only research which examines this bilateral relationship in related literature. On the other hand, intolerance of uncertainty becomes more of an issue in this uncertain pandemic process we are in. Results can be discussed in terms of different implications for future comparative researches and they will be able to create a resource for knowledge and new studies in related literature.

Keywords: Psychological capital, Self-efficacy, Uncertainty, Intolerance of uncertainty

Introduction

In today's ever-changing world, effective management of human resources is a necessity, but is accompanied with differing management philosophies and methods. Human resources have a significant role in the success of almost all businesses and researches done in positive psychology

(Çetin, et al., 2013). It is aimed to improve human resources and increase organizational performance by positive parts of individuals and from this point of view, self-efficacy which is a belief of people and -each person has different beliefs and characteristics in their self-efficacy for different tasks- can also influence motivation both positively and negatively (Friedman, et al., 2012; Polatcı, 2014).

Besides Self-efficacy, Intolerance of Uncertainty briefly (IU or IoU) as a second focal point of this research emphasizes the “negative beliefs about uncertainty”. Uncertainty and unknown situations are an unavoidable parts of our lives because of not being able to see and predict the future. Intolerance of uncertainty also “involves the tendency to react negatively on an emotional, cognitive, and behavioral level to uncertain situations and events” (Buhr, et al., 2009: 216). On the other hand, intolerance of uncertainty is also defined as "an individual's dispositional incapacity to endure the aversive response triggered by the perceived absence of salient, key, or sufficient information, and is sustained by the associated perception of uncertainty." (Carleton, 2016a: 31).

As a result of the researches made with the scales developed to evaluate the intolerance of uncertainty, it has been revealed that the intolerance of uncertainty has 2 sub-dimensions such as prospective anxiety and preventive (inhibitory) anxiety (Fourtounas, et al., 2016). From this point of view, while prospective anxiety is generally related to the anxiety brought by fear and uncertainty, preventive anxiety is related to the inaction displayed when faced with uncertainty (Carleton, et al., 2007; Carleton, 2016a). As a result, intolerance of uncertainty briefly IU is known and valued as a significant component of anxiety and stress disorders (Carleton, 2016a, 2016b; Dugas et al., 2004, pp. 143–163; Grupe, et al., 2013).

The body of this study is designed to emphasize the relationship between self-efficacy which is a positive perspective, and the intolerance of uncertainty which expresses the negative situations, especially in terms of university students who excessively experience the uncertainty during this pandemic process. Self-efficacy Theory that was firstly proposed by Bandura in 1977 to be able to emphasize the importance of predicting, analyzing and explaining behavioral changes with different modes of treatments (Bandura, 1977). Self-efficacy Theory is based on the behaviors formed by the perception of “what one can do”, rather than the thought that “one cannot cope with difficult and stressful events or situations”. It is emphasized that individual concern about the outcomes strongly affects the predictions about personal abilities to be able to cope with threats (Eastman et al., 1984).

When the literature of management and organizational behavior is examined, it is seen that the studies about intolerance of uncertainty and the studies which examine this bilateral relationship are limited and little if any. It has been observed that most of the studies about intolerance of uncertainty in related literature seem to be associated with the concept of stress, fear, anxiety and so on.

This study has been conducted in order to eliminate this gap arising from the fact that the subject of intolerance of uncertainty is mostly associated with the medical literature by associating with another topic with a positive perspective – self-efficacy - that has a contrary essence to its own concept. It is intended to examine the relationship between these two converse phenomena –self-efficacy and intolerance of uncertainty- in terms of university students because they are trying to protect their positive feelings while taking distance education in this pandemic environment.

Theoretical Implications

Individuals often experience positive psychological development and negative affections together throughout their lives. Self-efficacy is more concerned with people's beliefs in their capabilities to control their own functions and events which affect their lives (Bandura, 1977). On the other hand, intolerance is inevitable in the face of uncertainties in daily life. The theoretical perspective on self-efficacy which emphasizes the beliefs of people for their efficacy and intolerance of uncertainty

which reflects to the tendency of thinking that a negative event will be intolerable at the moment of its occurrence will contextualize in this section.

Self-efficacy

Efficacy or **self-efficacy** which was firstly introduced by Bandura (1977) as “an integrative theoretical framework to explain and predict psychological changes achieved by different modes of treatment” (p. 191). Bandura and Adams (1997) again proposed that self-efficacy is the state of self-confidence and revitalization of the individual towards success. It can be said that high self-efficacy can influence motivation both positively and negatively. Besides that, research by Stajkovic and Luthans (1998) underlined that there is a strong and positive relationship between self-efficacy and performance. It is important to emphasize that hope is future-oriented component of psychological capital while self-efficacy is both present and future-oriented component. Thereto, hope can be provided just by internal sources while self-efficacy is provided by both internal and external sources (Polatçı, 2014).

Self-efficacy content has been emphasized for years by Bandura especially and other researchers in related literature as well, and the common point that everyone agrees on is that self-efficacy can affect and have impact on everything in personal life “from psychological states to behavior to motivation” (Bandura, 1977).

Self-efficacy determines the goals we choose, the ways we reach those goals, and how we reflect our own performance as well. People can develop deeper interests in their activities and recover quickly from difficulties, falls, disappointments, and distressing situations if they have a strong sense of self-efficacy. On the other hand, people who are low in self-efficacy generally focus on their failures and negatives and get stuck in negative thoughts by losing confidence in their life activities and abilities quickly (Bandura, 1997; Maddux, 1999). People's beliefs in their ability to cope with events also affect their levels of stress and depression and their motivation levels in threatening or difficult situations. Perceived self-efficacy also plays an important role in awakening and emergence of personal anxieties in order to maintain control in stressful and high-difficulty situations. If the individual believes that they can control threats and difficulties, they do not create disturbing thought patterns in their minds. However, those who believe that they cannot manage threats and difficulties and that they will fail will also have high levels of anxiety. They focus on deficiencies and negativities in coping with difficulties, and therefore they see many situations and events around them as threatening and dangerous (Wood and Bandura, 1989; Bandura, 1991).

Self-efficacy, which is represented by personal belief judgments about what an individual can do by using his/her skill, is not a function of an individual's skills. Self-efficacy judgments, which can be called self-perception of oneself is fed and developed by four main sources of influence, including “**mastery experiences**”, “**vicarious experiences**”, “**social persuasion**”, and “**emotional states**” (Bandura, 1977:132; Senemoğlu, 2015: 234).

Some situations in which the individual has achieved success or failed in the past also affect the self-efficacy belief in such or different situations for the future. In addition to one's own past experiences, the results of the experiences of other people with whom he/she feels close, family or other individuals with whom he/she is in a relationship also indirectly affect the individual's self-efficacy belief. On the other hand, the positive or negative feelings and thoughts that individuals have about a job or activities they do and the psychological conditions they are in also affect their self-efficacy belief. The words and phrases that the individuals hear from the people around them, in a way that encourages or discourages them, also significantly affect the self-efficacy belief. For example, “you can' or 'you can't”... (Bandura, 1977; Akkoyunlu and Kurbanoglu, 2003).

From this point of view, it is known that the basic principle on which the Self-Efficacy Theory is based is the actions and activities in which individuals feel competent have a high probability of realization; but performing actions that they feel are not sufficient the probabilities are low (Bandura, 1977; Arseven, 2016).

Intolerance of Uncertainty

Uncertainty is used to describe unknown situations in which something is not known or certain. It is about not knowing and predicting future events and foregone conclusions. It means a doubt about an outcome that has happened or has not yet happened (Budner, 1962; Keren, et al., 1999; Barlow, 2000; Carleton, 2012). Fear and anxiety faced in uncertainty situations are differ from person to person. Hence, individual affections from uncertainty will also be different (Carleton, 2016a). Beside that, intolerance is a term which describes an inability to bear up under difficulties, an inability to endure and feeling discomfort (Carleton, 2016a-b).

Even if there is no concrete problem, people perceive and worry as if there is a problem and are negatively affected by this situation. This is called as intolerance of uncertainty briefly IU or IoU (Carleton, 2016b) in related literature and this term is firstly emphasized by Frenkel-Brunswick who noted that individuals perceive the unknown and uncertain situations as critical and life-threatening event (Dugas, et al., 2010; Carleton, 2012). On the other hand, individual's perception of unpredictable situations as threats is also described as intolerance of uncertainty (Freeston, et al., 1994; Dugas, et al., 2004; Carleton, et al., 2007). In addition to all, Liao and co-workers (2011) noted that intolerance of uncertainty is a tendency of individuals to give negative reactions emotionally, cognitively, and behaviorally.

Intolerance of uncertainty (IoU) is described as a trait which is well characterised by the overestimation of foreseeability of some situations and it is also called as the tendency to become inundated by the unknown and unexpected life events (Koerner, et al., 2006; Birrell, et al., 2011; Carleton, 2016a; Jenkinson, 2020). When the current related researches examined, it is seen that intolerance of uncertainty is generally related with autism, anxiety, stress, depression, lack of information and so on (Dugas, 2001; Buhr, et al., 2002; Dugas, et al., 2004; Barahmand, et al., 2014). From this point of view, as Carleton (2016a-b) and Fourtounas, et al. (2016) emphasized that there are emotional, cognitive, and behavioral reactions of intolerance of uncertainty.

There are two main sub-dimensions of intolerance of uncertainty based on the short version of intolerance of uncertainty scale (IUS-12) which is used in this research. These dimensions are called as **prospective anxiety** and **preventive (inhibitory) anxiety** as mentioned before in text. It is known and emphasized that prospective anxiety is generally related to the anxiety and obsessive compulsive disorder, on the other hand, preventive anxiety is related to the social anxiety, depression and inaction displayed when faced with uncertainty (Carleton, et al., 2007; Carleton, et al., 2012; Carleton, 2016a). Researches show that intolerance of uncertainty is a cognitive component of emotional disorder, anxiety, and worry. Individuals who perceived uncertain situations as a threat, develop their believes to not cope with that (Reuman, et al., 2015). Additionally, people believe in that they should avoid uncertain situations while they evaluate it as negative and upsetting condition (Liao, et al., 2011).

Laugesen, et al. (2003) emphasized that intolerance of uncertainty plays a central role in development and prolongation of anxiety as the most important determinant of anxiety. Besides many studies emphasizing that uncertainty is a strong source of stress with psychological and physical consequences on the individuals (Barahmand, et al., 2014), intolerance of uncertainty can also be thought as a term for individuals to describe the uncertainties in their environment and define these uncertainties as unacceptable and intolerable (Laugesen, et al., 2003; Laugesen, 2007; Koerner, et al., 2008; Jenkinson, et al., 2020).

It is stated that individuals who are intolerant of uncertainty generally focus on the uncertain aspect of the problems, feel themselves incompetent to solve the problem precisely, and thus individuals' problem-solving skills are reduced (Dugas, et al., 1997). Similarly, individuals with a high level of intolerance to uncertainty are also intolerant of lack of information to interpret daily life situations. This intolerance also causes them to experience stress and depression besides feeling themselves incapable of solving the existing problem (Chen, et al., 2010). Intolerance of uncertainty also affects the ability to solve the problems by stopping to think problem-oriented. Therefore reducing uncertainty will provide individuals an adaptive advantage to their environment (Freeston, et al., 1994; Bar-Anan, et al., 2009).

The Relationship between Self-efficacy and Intolerance of Uncertainty

Based on the literature review of these two related topics discussed above and basic components of these main variables, this present study is specifically designed to analyze the following proposed hypotheses to be able to answer the research question of “Is there a significant relationship between self-efficacy and intolerance of uncertainty? and is it possible to tolerate uncertainty with self-efficacy?”:

H₁: There is a significant relationship between self-efficacy and intolerance of uncertainty.

H₂. Self-efficacy is significantly and negatively associated with both dimensions of intolerance of uncertainty.

H₃. Self-efficacy is significantly and positively associated with both dimensions of intolerance of uncertainty.

H₄. Self-efficacy is significantly and positively related to prospective anxiety.

H₅. Self-efficacy is significantly and negatively related to prospective anxiety.

H₆. Self-efficacy is significantly and negatively related to preventive (inhibitory) anxiety.

H₇. Self-efficacy is significantly and positively associated with preventive (inhibitory) anxiety.

Methodology

As indicated, this study and the associated data were collected from 235 students of Kyrgyzstan-Turkey Manas University to test the relationship between self-efficacy as one of the dimensions of psychological capital and intolerance of uncertainty

Samples

The questionnaire forms were made available online to students study in Kyrgyzstan-Turkey Manas University and there were a total of 235 data returns to contribute to the analyses process and all returned survey data were added to the analyses.

Respondents are categorized by a proportion of females (75,7%) and males (24,3%). According to the returned and used data, the wide age range is ranking among the ages of 17 to 32 years with the number of 235 students. Besides them, most of the students (74%) defined themselves as moderate income. So, the majority of participants (n=178 , 75,7%) were female and moderate income students with the age of 20.

Measurement Scales

According to the research variables two different scales are used by composing into one single questionnaire form with Likert-type response scale from 1 to 5, indicating responses of “strongly

disagree (1)” to “strongly agree (5)” to be able to reach the hypothesized results such as short version of Intolerance of Uncertainty Scale (IUS-12) and Psychological capital Scale (PsyCap-24).

Intolerance of Uncertainty Scale (IUS-12) was developed by Carleton, Norton and Asmundson (2007) and adapted to Turkish culture by Sarıçam and his co-workers in 2014. The scale includes 12 items in total with five point likert type. It has two sub-dimensions: prospective anxiety with 7 items and preventive (inhibitory) anxiety with 5 items.

Self-efficacy (6 items) from Psychological Capital Scale (PsyCap-24) was also used in this research to be able to analyze the relationships. This scale is created and developed by Luthans and his coworkers. This scale includes 24 items and one of the four dimensions –self-efficacy- includes 6 items.

Besides the scales of two main variables, three control variables as a demographic information (gender, age, and monthly income-high/middle/low-) are questioned to contribute to the data results in same questionnaire form as well.

Findings

In order to review and test these relationships, seven main hypotheses have been proposed as mentioned before. Results have also been discussed in terms of prior studies on self-efficacy and intolerance of uncertainty.

Validity and Reliability Analysis

In order to test the validity of the scale used for his research, the Kaiser Meyer Olkin (KMO) test was used to determine the adequacy of the sample data (Tavşancıl, 2002). As the KMO value obtained as a result of the analyzes approaches 1, it is considered “perfect”, and values less than 0.50 are not accepted (Otrar and Arğin, 2015). The KMO sample adequacy test result for this research scale was found to be .838. Thus, it was concluded that the sample size (n=235) was sufficient.

Table 1. KMO and Bartlett's Test Results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,838
Bartlett's Test of Sphericity	Approx. Chi-Square	1237,156
	df	136
	Sig.	,000

Another table below shows the statistical calculations of the reliability of the obtained scale in terms of all dimensions, and it is seen that the reliability coefficients are at the values accepted within the framework of social sciences. Based on the reliability analyses of each scale, Cronbach alpha internal consistency coefficients were found as 81 % for self efficacy, 76 % for prospective anxiety and 77 % for preventive anxiety.

Table 2. Reliability Analyses Results

Variable	Cronbach's Alpha	N of Items
Self Efficacy	,816	6
Prospective anxiety	,760	6
Preventive anxiety	,774	5

Correlation Analysis

Based on the correlation analyses for this research, positive relationship between self efficacy and prospective anxiety and negative relationship between self efficacy and preventive anxiety were found and listed below:

Table 3. Correlation Analysis Results

Correlations			
	Self-efficacy	Prospective anx.	Preventive anx.
Self-efficacy	1		
Prospective anx.	,224**	1	
Preventive anx.	-,028	,504**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

As mentioned before, positive and significant relationship between self efficacy and prospective anxiety and negative but insignificant relationship between self efficacy and preventive anxiety can be seen from the regression analysis table here.

Table 4. Regression Analyses Results

	Prospective anx.	Preventive anx.
Self-efficacy	β ,224	β -,028
	p ,001	p ,672
	F 12,260	F ,180
	ΔR^2 ,046	ΔR^2 -,004

Discussion and Conclusion

The aim of this study is to examine the relationship between self-efficacy and intolerance of uncertainty among university students to be able to find the answer to the question of “Is there a significant relationship between self-efficacy and intolerance of uncertainty?” and “is it possible to tolerate uncertainty with self-efficacy?”.

Satisfied employees who are rated high in motivation and performance, play an important role for the success of both themselves and organization (Therasa, et al., 2014). Findings from the researches in relevant literature show that intolerance of uncertainty affects individuals’ behaviors. Based on that, people in high level of intolerance of uncertainty search much more information when faced with uncertain situations (Ladouceur, et al., 1997; Rosen, et al., 2009). There are almost no studies dealing with the intolerance of uncertainty in the recent past in management and organizational behavior literature, and there is no study examining these two variables together in related literature.

As mentioned before in text, it is emphasized that there are relationships between intolerance of uncertainty and autism, anxiety, stress, depression, lack of information and so on (Dugas, 2001; Buhr, et al., 2002; Dugas, et al., 2004; Barahmand, et al., 2014). This review also adds the importance to the relationship between self-efficacy which is the positive side of literature and intolerance of uncertainty as a negative side, base in support of these different research findings. Besides, similar relationships can be comparable with different variables in literature. From this point of view, findings from this research can also be contributed to the clinical and medical areas.

There are several limitations in this research as well similarly in all empirical research in general. The most important limitation is that the research is limited to only one university and the sample group consists of only students. Another limitation is that students did not want to spend time on survey questions during their course period. The students also worried that their answers would create negative feedback for them.

Organizations try to gain competitive advantages effectively and efficiently by using their production basis for actualizing their organizational goals. In this sense, there is an importance of human resources as a capital of businesses. Positive human properties in compliance with positive psychological capital will form a basis for an excellent world. Therefore, it is expected that positive influences of self-efficacy will decrease damages and disadvantages of negative considerations in an organization.

If there is not, Psychological Counseling Centers can be opened at the universities to be able to listen to the students' difficulties and their negative perspectives and feelings. Students in difficulties should be followed up; their situations and information should be constantly updated and informed about the uncertainty and key of the solution and dealing ways.

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The Future of NFT Technology in The Sports Industry

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Abstract

In this study, the subject of NFT (non-fungible token) and the transformations that are predicted to take place in the sports sector in the future are discussed. With NFT technology, individuals and institutions in the sports sector gain the opportunity to protect their digital assets forever by using NFT technology, for their physical or digital products that they do not want to be copied or reproduced. With NFT, the physical damage dimension is off the table, which is one of the problems experienced in sports collecting. Using this technology, which cannot be changed and cannot be copied, those operating in the field of sports offer their digital assets for sale with the fees they set, and they will start to offer more digital assets for sale. With the spread of this technology, it is thought that the digital world, which is seen as a new source of income in the sector, will produce unique products with collection value by sports clubs, athletes and institutions, and these products will be sold more as NFT. It is thought that as of 2022, the revenues to be obtained from NFT sales in the sports world will be approximately at the level of 2 billion dollars. It is predicted that the future of sports will reach more value and market share with digital transformation, as in other sectors.

Keywords: NFT, Sports, Digital Asset, Entrepreneurship

Özet

Bu çalışmada ele alınan konu NFT (değiştirilemeyen para) ile gelecekte spor sektöründe gerçekleşmesi öngörülen dönüşümler ele alınmaktadır. NFT teknolojisi ile spor sektöründe yer alan kişi ve kurumların kopyalanmasını, çoğaltılmasını istemedikleri fiziksel veya dijital ortamda olan ürünlerini NFT teknolojisi kullanarak dijital varlıkları sonsuza kadar koruma altına alma olanağı kazanılmaktadır. NFT ile spor koleksiyonculuğunda yaşanan bazı sorunlardan olan fiziksel zarar görme boyutu artık ortadan kalmaktadır. Bu değiştirilemeyen ve kopyalanması mümkün olmayan bu teknolojiyi kullanarak spor alanında faaliyet gösterenler, dijital varlıklarını belirledikleri ücretler ile satışa sunmaktadırlar ve daha çok dijital varlığı satışa sunmaya başlayacaklardır. Bu teknolojinin yaygınlaşmasıyla beraber sektörde yeni bir gelir kaynağı olarak görülen dijital dünya spor kulüpleri, sporcular ve kurumlar tarafından koleksiyon değeri taşıyan eşi benzeri olmayan ürünler ortaya koyarak bu ürünleri NFT olarak daha çok satış yapılacağı düşünülmektedir. 2022 yılında itibaren spor dünyasında NFT satışlarından elde edilecek gelirlerin 2 milyar dolar seviyelerinde olacağı düşünülmektedir. Sporun geleceği diğer sektörlerde olduğu gibi dijital dönüşüm ile daha fazla değere ve pazar payına ulaşacağı öngörülmektedir.

Anahtar Kelimeler: NFT, Spor, Dijital Varlık, Girişimcilik.

INTRODUCTION

Metaverse; The concept of metaverse was used in the science fiction novel "Snow Crash", which was published in 1992 by a science fiction writer named Neal Stephenson.

He used the concept of metaverse as a world where he could connect with the avatars and different intelligent beings in the novel. (Ağırman, E., & Barakalı, O. C., 2022).

The concept of the metaverse is referred to as "Oasis" in the movie directed by Steven Spielberg, which bears the same name as Ernest Cline's novel "Ready Player One", which was recently adapted for the big screen . When the academic studies on the concept of metaverse are examined, it is observed that it still progresses in a limited field.

Metaverse is connected between the real world and the virtual world, and at the same time, it creates a different new world. Leading companies of the technology world such as Google and Microsoft have not given a time for when the metaverse world will be fully open to all users. Leading companies investing in the metaverse world predict that this universe will be used effectively in the world we live in the future.

In the Metaverse universe, people will have the opportunity to do most of the activities they do in the real world in this universe, these include shopping, travel, sporting events, concerts. In this universe, it may be necessary to use virtual currencies such as bitcoin, which will enter our lives in the near future. At the same time, NFT technology, which is the main theme of the study, has entered our lives in connection with the metaverse. The use of NFT has begun to be used in the metaverse universe and in the real world. This technology, which means an unchangeable token, emerges as a technology that provides features such as ensuring the storage of materials with material value such as documents, works of art, preventing changes, and protecting their genuineness. The use of NFT in the sports industry has been widespread in recent years.

In this study, a conceptual framework on NFT technology was planned and its effects on the sports industry were investigated. Future approaches in the sports market are discussed. The predictions that it will have an important place among the revenue items in the sports industry have been researched.

1. NFT (Non-Fungible Tokens)

Recently, NFTs have come to the fore. It is seen that it has increased to 340 million dollars in the last two years. One of the first NFTs on the Ethereum blockchain is CryptoPunks.

NFT stands out as "Non-Fungible Tokens" in English, meaning "irreplaceable tokens". As a digital certificate, NFT gives digital artworks as well as collectible products the ability to be registered, exchanged and sold. NFTs are unique and unique just as artworks are unique and unique. In addition to being unique and inimitable, they cannot be changeable and irreplaceable. (Saygın, E. P., & Fındıklı, S.,2021). Along with this technology, it provides a blockchain-based matching that enables ownership of digital assets. (Binance, 2021).

The process of creating an NFT usually starts by registering it on a blockchain located within an ethereum network. The asset created as NFT can be sold with crypto currency. The fact that these tokens are immutable, unlike cryptocurrencies, is the most important feature that distinguishes NFTs from crypto currency tokens. (Dowling, 2021).

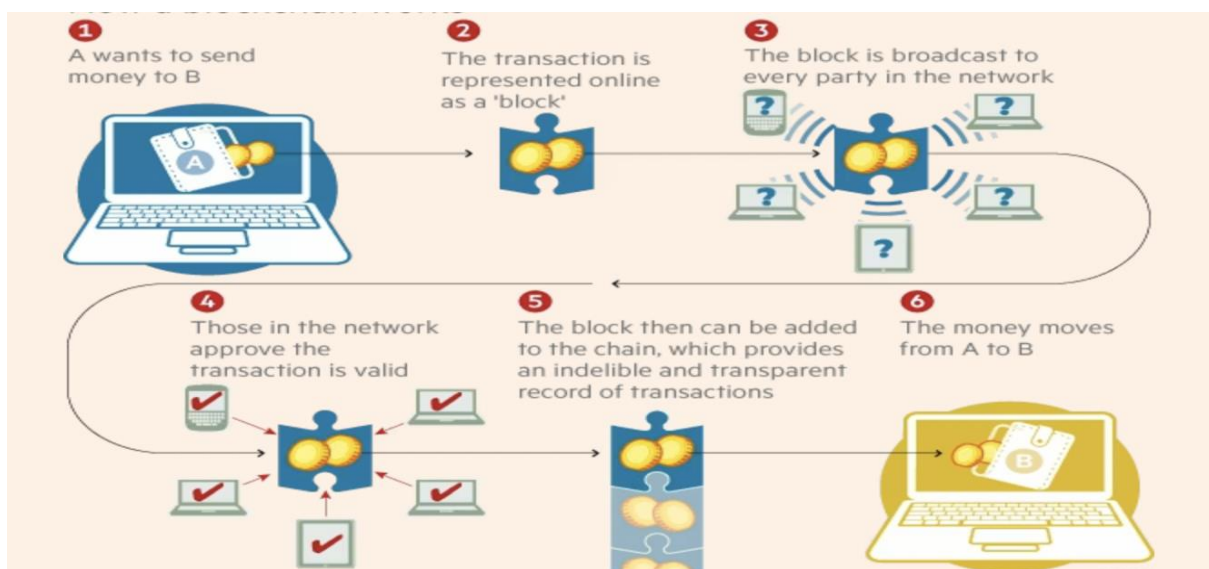
NFT designs are commonly known as graphic design, but they can also be different types of digital assets, such as video. They are seen as characters that are digitized as more collectible products and artworks. It is known that Opensea, Superrare, Rarible, Nifty Gateway, Mintable, Bakeryswap, Treasureland, Zora are among the most common sites used for NFT sales (Dağlı, İ., 2021).

1.1. Blockchain Technology and Its Key Features

Blockchain is used to store metadata; It is a technology that represents property rights and other rights. (Ante, 2021). Blockchain is known as an ever-growing ledger that exists as interconnected chains. The fundamentals of this technology were designed by Satoshi Nakamoto specifically for use in the Bitcoin payment system. The year of opening to the public is known as 2008. (Bctr, 2019).

The use of this technology is a blockchain address containing a fixed number of alpha numbers consisting of double public keys and private keys, which are designed similar to the IBAN numbers used in bank accounts. (Wang, et al., 2021).

For example, if a pdf file is sent to another person, a copy remains with the sender. Therefore, sending the document to different people does not prevent access. Blockchain technology is designed to prevent this. (Pisa and Juden, 2017).



Source : Wild et al. (2021).

2. NFT and SPORTS

The concept of sports and NFT has been among the topics that have been talked about a lot in recent years. The sports industry has experienced difficult times due to the decrease in income sources and the restriction of competitions during the Covid-19 pandemic period. In this period, sports clubs and athletes discovered NFT technology, which is a new source of income. With the NFT technology, they have provided the opportunity to cover some of their income losses. It is known that NBA (American Basketball League) is one of the leading organizations using this technology in the sports industry. With this technology, all digital and physical materials with collectible value are recorded. These registered products enabled the creation of a new market field. As of 2020, the current NFT-related sports market has reached billions of dollars.

The trading platform with short videos created for moments experienced in the NBA league is called NBA top shot. This platform features the best shots from more than 7 million games. It is not only collectors, but also helps to advance artistic activities. (Wang et al., 2021).

In the NFT sports market, which has reached millions of dollars in recent years, content includes LeBron JAMES' performances has been sold at record prices. On the Nifty Gateway platform, one of the NFT marketplaces, clothes and boots belonging to Mesut ÖZİL, named Next Chapter Boots and The Kit, were sold for more than 4 thousand dollars. In addition, with NFT, ticket fraud will be prevented and personal data will be protected (Doğan A. (2021).

NFTs, which are gaining momentum in the sports sector, represent tangible and intangible products that can be stored in digital wallets, from sports cards to virtual real estates to digital sports shoes. Recently, sports companies and organizations such as Nike, NBA, Formula 1 have reached high sales with new projects with non-changeable tokens.

Sorare, which has partnered with FC Bayern München in the football market, has partnered with the Belgian first league to launch digital trading cards. They can win different prizes depending on their real-life performances, by buying and selling player cards digitally, forming teams, trading them. The same company signed deals to create digital trading cards for the MLS Players Association, Japan's J League, Korea's K League, and major football clubs such as Bayern Munich, Paris Saint-Germain and Juventus (Devocioğlu, S., 2021).

Teams such as Juventus, Atletico Madrid, Lazio, FC Bayern Munich, Paris Saint-Germain, which are among the leading leagues of the European continent, are launching NFT projects, as well as making agreements with athletes on crypto exchanges. The Turkish Clubs Association made an agreement with Sorare company to make NFT technology widespread at the league level. (Sportif, 2022). The NFT card of the famous football player Kylian Mbappe was sold by auction for 416 thousand Euros. Erling Haaland's NFT floor was sold for

600 thousand Euros (Sabah, 2022). Designed for use in the Metaverse universe, Nike's first Ethereum NFT sneaker, the RTFKT x Nike Dunk Genesis CryptoKicks, is a digital wearable product. In addition, there is a "Skin Vials" option for users to personalize this shoe (Ulutaş, 2022).

3. DISCUSSION and RECOMMENDATIONS

Looking at the income sources in the sports industry, NFT, a new income source, has attracted the attention of all athletes. The reason why it is a popular source of income is that it is unique and has a controllable feature, which has a great impact on its presence in the sports market. It can be considered that NFT will become widespread among all sports clubs and athletes in the future. Because it will be in our lives as a technology that can establish a connection between the digital world, which is defined as the new world, and the real world. This study guides us to have an idea about the future of NFT technology. NFT projects, which are expected to be created worldwide, are expected to contribute to the sports market.

NFTs are among the trends in the sports industry, according to the North American Sports Outlook 2022 report published by Price Waterhouse Coopers (PwC). The report gave information about the future of sports related to NFT with three examples. In the first example, the digitalization and printing of matches with historical value can also be a souvenir by being able to be sold through the blockchain structure. In another example, access to special content of the matches through fan tokens can ensure that stadium-related experiences and fans who lost their tickets will not have problems in the stadiums. According to the report, as a final example, it is expected to provide exclusive access to the players, benches and locker rooms by providing special virtual access to the fans who are unable to attend the matches. Paris Saint-Germain, one of the leading football clubs and

Manchester City clubs give fans a choice through fan tokens, which give fans exclusive access to in-stadium music and even match day determination (Hernández, 2022).

According to Deloitte, it is thought that between 4 and 5 million sports lovers around the world have purchased NFT by 2022. According to Deloitte estimation, athletes will affect the values of the event's sports NFTs (Blockchain, 2022). In the Deloitte sports industry Outlook (2022) report, tickets can be packaged with NFT in order to reward sports lovers in the report on some realized and planned views in the field of sports with NFT (Johnwallstreet, 2021).

It can create a new income source with dynamic ticketing by using NFT technology in the sales of season tickets and private lodges. Crypto exchange FTX has signed a five-year deal with MLB and bought the naming rights of the Miami Heat venue (Miajbeguiristain, 2021). The exchange named Crypto.com will make a 20-year naming rights agreement for \$700 million, and the basketball hall, which is the Staples Center, will be named Crypto.com Arena (Espn, 2021).

CONCLUSION

As a result, within the scope of this study, some issues in terms of NFT and its relationship with sports were mentioned. NFT stands out as a new approach in the virtual world and metaverse universe, which is called the new world. In this developing world, NFT has started to take its place in the sports industry as a new source of income. It is thought that by 2022, sports organizations and athletes who prefer to use NFT technology will be among the firsts and will get more slices from this cake. In addition, when we look at the published articles and reports, it is expected that NFTs will appear in the field of sports in 2022 and in the near future, with some examples. These examples are; Sports clubs are considering planning some attractive interactions such as special videos, clips, choosing the player of the month, event selections for matches, selection of football players' jersey numbers. In addition, the sports industry stakeholders who want to seize the opportunities of this technology, the number of those who design some of their physical collections as NFT will continue to increase.

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NEW TREND IN GASTRONOMY: RAW FOOD

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Abstract

The concept of Raw Food, which dates back to the 1800s, has emerged as a new trend in the last 30 years in today's gastronomy and culinary arts. Raw Food includes fruits, vegetables, legumes, nuts, seeds and sprouted grains that can be easily consumed without cooking. Aiming at consumption in the most natural way, Raw Food is a diet based on unrefined foods. Studies on Raw Food in recent years have focused on diet, recipes and health. In this study, the history of Raw Food, its importance, its use in today's conditions were investigated and simple-level recipes were presented. The aim of the study is to reveal an alternative diet and to raise awareness at the point of preventing people's fast food habits in busy business life. As a result, it has been revealed that raw foods prepared as aperitifs are satisfying, healthy, affordable and easily prepared and consumed products.

Keywords: Raw Food, Gastronomy, New Trend, Diet

Özet

Geçmiş 1800'lü yıllara dayanan Raw Food kavramı, günümüzün gastronomi ve mutfak sanatları alanında son 30 yılda yeni bir trend olarak ortaya çıkmıştır. Raw Food, gıdaların pişirilmeden kolayca tüketilebileceği meyve, sebze, kuru baklagiller, kabuklu sert yemişler, tohumlar ve filizlenmiş tahılları içermektedir. En doğal şekilde tüketimi hedef alan Raw Food, gıdaların rafine edilmemiş halini temel alan beslenme şeklidir. Son yıllarda Raw Food ile ilgili yapılan çalışmalar diyet, yemek tarifleri ve sağlık alanlarında yoğunlaşmaktadır. Bu çalışmada Raw Food'un tarihçesi, önemi, günümüz koşullarında kullanım şekilleri araştırılmış olup basit düzeyde tarifler sunulmuştur. Çalışmanın amacı; yoğun iş hayatında insanların fast food alışkanlıklarının önüne geçilmesi noktasında alternatif bir beslenme şeklini ortaya koymak ve farkındalık oluşturmaktır. Sonuç olarak, aperatif şekilde hazırlanan çiğ besinlerin doyurucu, sağlıklı, bütçeye uygun ve kolayca hazırlanıp tüketilebilir ürünler olduğu ortaya konulmuştur.

Anahtar Kelimeler: Raw Food, Gastronomi, Yeni Trend, Beslenme Şekli

INTRODUCTION

According to Scarpato, the word gastronomy comes from the Latin words “gastros (stomach)” and “nomos (law-rule)” (Kargiglioğlu and Akbaba, 2016: 88). Gastronomy defines the rules about eating and drinking. Gastronomy is a science that examines the stages of an individual's diet, body and mental health (Bağırın Özşeker, 2016: 4). According to Hegarty and O'Mahony (2001), the concept of gastronomy; It defines the main materials used in cooking, the amounts and types of these materials, preparation, cooking, storage methods, liked and disliked tastes, presentations, traditions, table materials used and beliefs about food and beverage. The concepts of nutrition and gastronomy are closely related concepts. During nutrition, while our body obtains the necessary energy, free radicals (acids) also appear. Therefore, situations that cause cellular damage are inevitable. Free radicals accumulated in the body and cells come together and cause diseases (Çoruhlu, 2013). Individuals who encounter the disease should increase their consumption of vegetables, dried legumes

and fruit instead of choosing an alkaline diet, meat, milk, eggs and processed foods (Bayındır Gümüş and Yardımcı 2016).

The reasons why Raw Food is popular today include protection from diseases, having a healthy body, living longer, economic opportunities, religious rituals, preventing climate change, ensuring sustainability, supporting agriculture, emphasizing the importance of pulse products, saving energy and time are available. Foods are not chemically treated, but are cooked raw or at a maximum of 46 °C. Thus, nutrients such as vitamins, minerals and enzymes in the food are not lost. There is no official data on how many people adopt and implement Raw Food in our country and in the world (Aktaş and Algan Özkök, 2018: 117-128).

The purpose of this research is to contribute to the recognition and development of Raw Food by people. It is emphasized that Raw Food is healthier than today's fast-food foods, can be prepared quickly and includes more products that will strengthen people's immune system. In the study prepared in this context, first of all, the definition of the concept of Raw Food, its historical development and application forms are given. The positive and negative effects on human health are mentioned. Finally, sample recipes about Raw Food are given.

1. CONCEPTUAL FRAMEWORK

1.1. Raw Food Definition and Scope

In the constantly developing food and beverage sector, different nutritional trends emerge over time. The new trends that have emerged have become known and applied by people over time. Some of the known and current trends in the field of gastronomy are: Slow food, fusion cuisine, molecular cuisine, edible insects and flowers, vegetarian cuisine, surf&turf and Raw Food. Raw food has become a popular trend preferred by many people in the world and in Turkey as a result of the increase in people's tendencies towards healthy eating (Madenci, 2018: 9).

Raw Food is defined as a diet in which nuts, seeds, sprouted grains, legumes, raw fruits and vegetables are consumed (Kralj et al., 2017). According to another definition, Raw Food is the consumption of organic fruits and vegetables, germinated roots and live foods preferred to maintain a healthy life. The foods within this scope are mostly grown with animal fertilizers and are not exposed to any chemicals (Havala Hobbs, 2002; Cousins, 2003; Craig, 2004; Reid, 2006). Raw Food includes raw, uncooked, low temperature (40 °C and below) heated, unrefined organic foods and sun-dried foods. It has also been stated that people who eat raw consume foods prepared from oilseeds such as distilled or purified water, coconut water, squeezed orange juice, fresh vegetable and fruit juices, cereals heated with raw milk, rice or peanuts (Casupej and Kaupert, 2011; Boutenko et al., 2012). For this reason, Raw Food is also accepted as a vegan diet by a certain segment (Howell, 1995; Cousins, 2005; Esquibel, 2007; Kyssa, 2009). However, there are also researchers who argue the opposite of this situation. Accordingly, it is not appropriate for people who follow the Raw nutrition diet to consume heat-treated foods. Vegans do not consume any animal products. Vegans can consume non-animal products by frying, boiling, steaming, cooking in a pot or in the oven with different methods. Raw food eaters are separated from vegan individuals because of their completely raw diet and their opposition to the consumption of cooked products. This does not mean that those who are fed raw cannot consume animal foods. Raw fish, raw eggs and raw milk can be consumed in Raw Food.

Gastronomy, which is basically defined as the art of eating and drinking, is a very broad science that covers the historical changes and developments of foods and beverages, their interactions between cultures, and the methods of preparing food and beverages (Hatipoğlu, 2010: 4-5). The main subject of the science of gastronomy and culinary arts is that people can consume the nutrients they need in an adequate and balanced way in order to sustain their lives (Türkiye'ye Özgü Besin ve Beslenme Rehberi, 2015: 11). Raw foods, which are preferred for today's living conditions and healthy nutrition, are defined as products in which organically grown vegetables and fruits can be consumed raw or heated at very low temperatures. One of the best aspects of raw nutrition is that the values such as vitamins, minerals and enzymes in the food are not lost. For this reason, it is argued that the foods

within the scope of Raw Food do not lose their nutritional values (Kralj et al., 2017; Sevinç and Çakmak, 2017). The pH values of vitamins and minerals in Raw Food foods have the feature of staying in balance in human blood. For this reason, it has been determined that the less acidic the human body with Raw Food nutrition habits is, the stronger the immune system is at that level.

1.2. Raw Food Historical Development

Looking at the historical development of Raw Food, it is seen that its beginning dates back to ancient times. All the foods consumed by human beings before finding fire are examples of eating habits with Raw Food (Cunningham, 2004; Havala Hobbs, 2010). It is known that before the first humans found fire, they met their nutritional needs with green leafy vegetables, nuts, fruits, seeds, high-fiber plant sterols and proteins (Eren and Özen, 2018: 310). It is stated that the famous philosophers, mathematicians and religious officials of ancient Greek history were vegan and fed on Raw Food. Hippocrates, who is accepted as the father of medical science, stated that the best medicine is raw food, people live longer with raw foods, people are more peaceful, and they are more resistant to diseases (Casupei and Kaupert, 2011). In the 19th century, there was a belief that raw foods protect people from diseases, make them feel good spiritually and contribute to their healthy lives. This view continued until the 21st century and became one of the common dietary patterns (Aktaş and Algan Özkök 2018: 117-128). Known as the pioneer of the vegetarian diet in the mid-19th century, Sylvester Graham emphasized that more raw foods should be consumed for mental health (Cunningham, 2004).

Swiss doctor Max Bircher-Benner used raw nutrition to treat his patients in his clinic between 1867-1939. Are Waerland (1876-1955), as a result of his own experience, stated that lacto-vegetarian diets, especially raw food diets, are effective in some diseases. Raw Food was used as a traditional treatment method in 1822 by a group of American physicists under the name of "natural hygiene". In the 1970s, Norman W. Walker claimed that people who consumed cooked food had a more unhealthy diet. In the following years, Walker (2009: 7) published studies proving that people with raw eating habits are healthier. In 1984, Leslie Kenton published her book titled "Raw Energy - The Path to Radiant Health" in which food items such as sprouts, fresh vegetable and fruit juices, seeds are prioritized. In the book, it is stated that degenerative diseases are less common in people who consume raw foods, the effects of aging decrease, body energy increases and emotional structure improves (Kenton, 2011). In 1991, German businessman Helmut Wandmaker conducted many researches and wrote books on the importance of raw food diets and fresh fruits and vegetables in terms of healthy nutrition (Kwanbunjan et al., 2000: 13).

2. RAW FOOD AND ITS EFFECTS ON HUMAN HEALTH

Fats contained in raw foods used in gastronomy are good fats. These include sesame oil, olive oil, linseed, walnuts, almonds and other oil seeds. Among these oils, omega-3 oil can be obtained from deep-sea fish, as well as from walnuts, flaxseeds, nuts and coconut oil (Casupei and Kaupert, 2011). Raw Food is seen as an aperitif and alternative nutrition type, which is prepared with the thought that the nutritional quality of the food prepared by cooking is worthless. It is considered that the most natural foods are the foods that are consumed raw, unprocessed and their nature is intact. For this reason, Raw Food has been used for many purposes from past to present and has become widespread as its benefits are seen.

Foods that can be consumed within the scope of Raw Food; dried fruits, legumes, vegetables-fruits, cereals, algae, organic seeds, oil seeds such as nuts, walnuts, seeds, freshly squeezed fruit-vegetable juices, purified water, coconut milk can be given as examples. In this context, the foods that are not consumed; Meat, cereals, cooked food, cooked fruit, vegetables, salt, sugar, refined oils, coffee, tea, pastries, all kinds of alcoholic beverages, processed snacks, all kinds of foods and beverages made from pasteurized milk products can be given as examples (Uzun, 2019).

With the spread of Raw Food movement, cooked and raw foods have been compared with each other, and opinions have been expressed about their positive and negative aspects. Scientific studies, nutrition education, diet programs and seminars on raw food were organized. At the same time,

restaurants have been opened for individuals who want to eat raw. Thus, the Raw Food movement has been adopted by people and has become a philosophy of life (Sevinç and Çakmak, 2017: 149). In studies on raw food, it has been seen that strong antioxidants such as phenolics, keratinoids, polyphenols, Vitamins E and C in the composition of raw fruits and vegetables strengthen the immune system of individuals. It has also been determined to reduce the risk of diseases such as cataract, obesity, respiratory failure, type 2 diabetes, Alzheimer's, cardiovascular, rectum and colon cancer (Temple, 2000; Key et al., 2004; Tümgör, 2013; Huunsaker and Jensen, 2017).

2.1. Raw Food Advantages

Raw nutrition has many benefits to human health. Studies on raw food also support this theory. It is known that raw foods have strong antibody properties against cancer cells (Özgen, 2018: 3). Raw foods have higher levels of fiber and minerals than foods prepared by cooking. In this way, it contributes to the increase of energy, physical endurance and protection of health. Thanks to Raw Food, it is known that 70-90% of vitamins, minerals and enzymes are used in foods (Casupey and Kaupert, 2011).

Raw foods are easier to digest than cooked foods. It has been emphasized that individuals with heart diseases, cancer, food allergy, kidney failure, cholesterol, hormone irregularity, cancer, obesity, muscle pain, osteoporosis and weight control problems will have less problems and be healthier if they consume raw foods (Axe, 2018).

Table-1. Benefits of Raw Nutrition for Human Health

It prevents and treats constipation.
It helps to improve heart health and liver functions.
It helps in weight control.
It enables to be more energetic.
It offers quality life as there are no unhealthy drinks such as alcohol and caffeine.
It purifies the human body from toxins that will make the pH level alkaline.
Since it is fiber-rich foods, it makes our digestive system work more easily.
It helps to eliminate nutritional deficiencies and carcinogens.
It prevents the loss of vitamins, minerals and enzymes since heat treatment is not applied in foods.
Periodically functions as a detox.

Source: Axe, 2018; Uzun, 2019

2.2. Raw Food Disadvantages

According to some researchers, the main negative feature of the Raw Food movement is that the food is consumed without cooking. The main reason for this is related to the emergence of nutritional value of some foods when they are cooked. Cooking vegetables such as zucchini, potatoes and tomatoes that contain beta carotene and lycopene not only increases their flavor but also allows their composition to emerge. In addition, the consumption of animal foods by cooking is also very important due to the killing effect of pathogens and bacteria on the foods. It is known that foods such as cabbage, broccoli, and cruciferous vegetables cause hypothyroidism, which prevents thyroid functions if they are not cooked. In order to eliminate these negativities, it is recommended to consume the mentioned foods by cooking (Axe, 2018).

The presence of heavy metals in our body varies depending on the amount of food consumed. Excess heavy metals in the body can cause some negative consequences. Organ failure, involvement in bones and similar tissues, various types of cancer, skeletal system disorders, neurological diseases can be given as examples (Özgen, 2018: 4).

Table-2. Harms of Raw Nutrition on Human Health

In case of excess weight loss than desired, it affects health negatively.
Vitamin and mineral deficiencies required by the body have been detected in some individuals who have been fed raw for a long time.
It has been observed that long-term consumption of raw foods leads to diseases related to protein deficiency.
It has been observed that raw nutrition reduces HDL cholesterol levels in some cases and leads to vitamin B12 deficiency in many people.
Consuming raw foods for a long time can lead to a decrease in blood cholesterol and triglyceride levels.

Source: Uzun, 2019

3. SAMPLE RECIPES OF RAW FOOD

3.1. Almond Milk

It can be used in any area where milk is used. If desired, flavors such as cinnamon, banana, dates can be added to it.

Materials:

- 150 g raw unroasted almonds
- 1 liter of water
- 1 pinch of sea salt

Fabrication:

- Add enough water to cover the almonds overnight. Leave for up to 8 hours.
- Strain after 8 hours. Put the almonds in the blender with the remaining water and sea salt.
- Mix for 3-4 minutes at the highest speed.

3.2. Creamy Carrot Soup

Materials:

- 400 ml of carrot juice
- 50 g chopped sweet onion
- 3 g peeled ginger root
- 50 gr raw cashews
- ½ teaspoon of sea salt
- ¼ teaspoon of curry

Fabrication:

- Put all the ingredients in the blender.
- Blend on medium speed for 1-1.5 minutes until smooth.
- Then, before serving, keep it in the fridge for 1-3 hours and serve cold.

3.3. Apricot Oat Balls

Materials:

- 15 dried apricots
- 100 gr oatmeal
- 6 medium-sized dates
- 4 gr cinnamon

Fabrication:

- Take the dried apricots and dates in a bowl and let them soften by soaking them with hot water.
- The softened dates and apricots are pulled with the help of a blender, and oats and cinnamon are added into it and mixed again until a homogeneous consistency is obtained.
- The apricot balls that get the consistency are given the desired shape by hand.
- It is left to keep in the refrigerator for 3 hours.

3.4. Carrot Raw Cake Recipe*Materials:*

- 10 dates
- 3 gr cinnamon
- 10 ml agave syrup
- 15 gr oatmeal
- 500 g carrots
- 50 gr walnut kernels
- 5 gr flax seeds

For the above:

- 10 gr grated coconut

Fabrication:

- Grate the peeled carrots with the coarse parts of the grater and put them in a mixing bowl.
- Chop the dates and walnuts into cubes and add them to the carrots.
- Add oatmeal, flax seeds, cinnamon and syrup and mix all the ingredients.
- Pour the prepared mixtures into the molds.
- After waiting for 10 minutes in the refrigerator, decorate with grated coconut.

3.5. Kale Soup*Materials:*

- 3 bunches of Kale Leaves
- 1 bunch of chard
- 400 ml of hot water
- 1 peeled lemon
- 1 medium avocado
- 5 gr Himalayan salt
- 5 gr turmeric

Fabrication:

- Kale and chard are thoroughly washed and drained, separated from avocado seeds and peels, taken in a blender and whipped until they become puree.
- Then, salt and spices are added and whipped with a blender again, taken into a serving bowl and added cream if desired.

CONCLUSION

Raw Food is a diet that has become a trend in recent years in the field of gastronomy. It first appears in history as the way people eat before they found fire. Lifestyles, migrations, climatic conditions, etc. The reasons have affected the diet of societies over time. Today, people have turned to more conscious eating habits. The concept of nutrition has gained a new meaning today, with people wanting to know what they eat besides filling their stomach and questioning whether it is beneficial for health.

In the study, it was aimed to steer people who are involved in busy business life away from fast-food style unhealthy eating habits and to alternative healthier nutrition. The recent Covid-19 outbreak has once again demonstrated the importance of healthy eating and strengthening the immune system. Academic studies examined within the scope of the research have revealed that people evaluate Raw Food as a healthier and natural diet. In researches, it has been seen that the Raw Food diet protects the nutritional values due to the raw consumption of foods, and provides more intake of vitamins, minerals and enzymes. On the other hand, it is emphasized in different studies that long-term consumption of foods without cooking affects human health negatively. It is stated that individuals who eat Raw Food are more likely to ingest harmful molecules into their bodies, which causes serious health problems. In addition, although it is known that raw vegetables are a source of vitamins, minerals and antioxidants, it is known that some of them carry health risks because they contain heavy metals. For this reason, it is recommended to soak them in vinegar water before consumption.

As a result, it is seen that the main purpose of individuals who eat Raw Food is generally to solve a health problem, to have a balanced weight, to lose weight, to remove toxins, edema, excess fat and excess protein in the body. In addition, it can be said that individuals take part in this trend in order to make them feel better and fitter spiritually. In this sense, working with easily prepared and healthy recipes was supported..

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Yeni Nesil Girişimcilik “Start Uplar”: Getir Örneği

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Özet

Bir başlangıç girişimi şeklinde ortaya çıkan startupları geleneksel girişimlerden ayıran en önemli özellik, teknolojik imkanları kullanarak yeni nesil tüketicinin beklentilerini sürpriz kalite felsefesiyle sunmak ve hızlı bir şekilde büyüme. Bu bağlamda startupların, hem tüketiciye ulaşmada hem de büyüme konusunda çok hızlı oldukları görülmektedir. Literatürde yeni iş başlangıçları için üç başarı faktörü sıralanmaktadır. Bu faktörler, istihdam artışı, kullanılan sermayenin getirisi ve emek üretkenliğidir. Bu çalışmada bu başarı faktörlerine sahip olması itibariyle bir startup örneği olarak Türkiye’de doğmuş olan Getir şirketi ele alınmıştır. 2015 yılında kurulan Getir, 10 dakikada market ürünlerini tüketicilerine ulaştırma hedefiyle orijinal bir iş fikri geliştirmiştir. Dünyada bir ilk olan bu iş fikri, hızla büyümüş ve değişen dijital tüketici ihtiyaçlarını karşılamada bir sürpriz kalite oluşturmuştur. Mobil uygulaması aracılığıyla restoran yemekleri, market ürünleri teslimatını hızlı bir şekilde müşterilerine ulaştırmaktadır. Covid19 pandemi dönemini bir fırsata çeviren şirket, eve teslimat hizmetlerinde talep patlaması yaşamıştır. Türkiye’nin her yerinde ve hali hazırda üç kıtada toplam 9 ülkeye hizmet vermektedir. Şirket değeri 2022 itibariyle 11,8 milyar dolara ulaşmıştır. Bu yeni teknolojik iş modeli, dünyanın ilgisini çekmeye başlamıştır. Şirket Kurucusu, global bir marka olma vizyonu ile yola çıktıklarını, “Beş harfli iki heceli, Türkçe bir kelimeyi dünyaya sevdirmek istiyoruz” felsefesiyle tüm dünyada tanınmak istediklerini ifade etmektedir. Ayrıca mobil teknolojiyi perakende ve lojistik süreçlere dair bilgilerle başarılı biçimde sentezleyen bir iş modeli olan Getir’in dünya tarafından klonlanan bir uygulama olduğunu belirtmektedir. 33 binden fazla çalışanı olan Getir’in, çalışanlarının binden fazlasının şirkette hissesi bulunmakta ve ilk bayileri kendi kuryelerinden oluşmaktadır. “Getir Bi Mutluluk” sloganıyla 2015’te faaliyetlerine başlamış olan şirket 2021 yılı itibariyle “Getir De Getirelim” sloganıyla faaliyetlerine devam etmektedir.

Anahtar Kelimeler: Girişimcilik, Start-Up, Başarı Faktörleri

Abstract

The most important feature that distinguishes startups that emerged as a startup venture from traditional startups is to use technological opportunities to present the expectations of the new generation consumer with a surprise quality philosophy and to grow rapidly. In this context, it is seen that startups are very fast both in reaching the consumer and in growth. Three success factors are listed in the literature for new business start-ups. These factors are employment growth, return on capital employed and labor productivity. In this study, the Getir company, which was born in Turkey, is discussed as a startup example, as it has these success factors. Established in 2015, Getir has developed an original business idea with the aim of delivering market products to its consumers in 10 minutes. This business idea, which is a first in the world, has grown rapidly and created a surprise quality in meeting the changing digital consumer needs. It delivers restaurant meals and grocery

products to its customers quickly through its mobile application. Turning the Covid19 pandemic period into an opportunity, the company experienced an explosion in demand for home delivery services. It serves all over Turkey and currently 9 countries in three continents. The company value reached \$11.8 billion as of 2022. This new technological business model has started to attract the attention of the world. The Founder of the Company states that they set out with the vision of becoming a global brand, and that they want to be known all over the world with the philosophy "We want to make a Turkish word with five letters and two syllables popular in the world". He also states that Getir, a business model that successfully synthesizes mobile technology with information on retail and logistics processes, is an application cloned by the world. With more than 33 thousand employees, Getir has more than a thousand shares in the company and its first dealers are its own couriers. The company, which started its activities in 2015 with the slogan of "Bring a Happiness", continues its activities as of 2021 with the slogan of "Bring it to us".

Keywords: Entrepreneurship, Start-Up, Success Factors

GİRİŞ

Bilişim teknolojilerinde yaşanan hızlı gelişmeler dijital dönüşümü aktif kılmıştır. Dijital dönüşüm ise 2016 yılı itibarıyla adından sıkça söz edilmeye başlanılan ve Japonya'yı harekete geçiren Toplum 5.0 yapılanmasını gündeme getirmiştir. Toplum 5.0 yapılanması gelişmiş diğer ülkelerde de önem kazanmaya başlamıştır. Bu toplum yapısı pek çok alanda radikal değişimi ve dönüşümü de gerekli kılmaktadır. Bilişim teknolojileri geliştikçe toplumda yaşanan dijital dönüşüm beraberinde dijital kültürü ortaya çıkarmaktadır. Bu kültür, eğlence anlayışını, tüketim anlayışını, iletişim vb. anlayışları etkilediği gibi girişimcilik yöntemlerini de büyük oranda etkilemekte ve bugün birçok ekonomik faaliyet artık dijital platformlardan yürütülmektedir.

Hızla yaşanan bu değişim iş dünyasının da daha çok teknoloji odaklı olmasını zorunlu kılmaktadır. Son dönemde yaşanan Covid19 pandemi süreci ile hızla değişmek ve dönüşmek zorunda kalan iş süreçleri beraberinde yepyeni bir girişimcilik ekosistemi anlayışını da ortaya çıkarmıştır (Tekin, 2021:34). Girişimcilik ekosistemindeki bu yeni anlayış biçimi "startup" olarak ifade edilen, yeni nesil girişimciliği ortaya çıkarmıştır.

Covid19 pandemisinin de etkisiyle giyim, yemek, kozmetik gibi ihtiyaçların alış ve satışı elektronik (dijital) ortamlarda gerçekleştirilmektedir (Çakır, 2021:12). Bu yenilikçi iş modelleri ve start-uplar, dijital tüketim kültürünün istek ve ihtiyaçlarına kulak kesilip, edindikleri bilgiler doğrultusunda tüketicilere uygun çözüm önerileri sunarak müşteri memnuniyeti ve sadakati yaratarak hızlı büyüme yeteneğiyle uluslararası pazarda hızla yayılabilme özelliği gösteren yeni nesil girişimlerdir (Köksalan, 2021:53).

Bu çalışma kapsamında yeni nesil girişim biçimi olan startup şirketlerin ne olduğunu ortaya koymak üzere Getir örneği ele alınmıştır. Getir, Türkiye'nin 2021 yılı Startup 100 listesinin başında yer alan ve Türkiye'de hızlı büyüme yeteneğiyle, uluslararasılaşma hızıyla örnek oluşturabilecek start-uplardan biri olması nedeniyle seçilmiştir. Türk girişimcilik ekosisteminde nelerin başarılabilceğini göstermesi bakımından bir örnek teşkil eden Getir firmasının kuruluş hikâyesi, kurucu ortakları, hedef kitlesi, ürün yelpazesi, misyonu, vizyonu, faaliyet gösterdiği ülkeler, büyüme stratejisi hamleleri ve üstünlükleri hakkında bilgiler sunulmuştur.

1.KAVRAMSAL ÇERÇEVE

1.1.Startup (Yeni Nesil Girişimcilik) Nedir?

Bilişim teknolojilerinde yaşanan hızlı değişim ve gelişim girişimcilerin de bu yönde ağırlıklı olarak hareket etmesine yol açmıştır. Bu yönelme startup olarak isimlendirilen yeni nesil girişimciliğin ortaya çıkışını ve çoğalmasını sağlamıştır. Startup kavramı İngilizce kökenlidir ve kavrama dair net bir tanım bulunmamaktadır. Yeni başlangıç olarak Türkçeye çevrilen kavramın farklı çalışmalarda farklı biçimde tanımlandığı görülmektedir.

Silikon Vadisi girişimcisi Steve Blank'ın 2010'da yaptığı tanımda girişim “tekrarlanabilir ve ölçeklenebilir bir iş modeli aramak için organize bir form” olarak geçmekte ve Blank'e göre, startup sadece kendi iş modellerini bulup uygulayan değil, aynı zamanda bunu hızlı bir şekilde ve mevcut pazarı önemli ölçüde etkileyecek veya bozacak şekilde yapan bir girişimdir (Kriss, 2020).

Ries (2020)'e göre Startup; belirsizliğin yüksek olduğu koşullarda hızla büyüme yeteneğine sahip yeni bir girişimin, yatırım amaçlı yoğun talep görmesidir.

Startupper, endüstrileri alt üst etmek, dünyayı değiştirmek ve her şeyi geniş ölçekte yapmak isteyen işletmelerdir. Startup kurucuları, topluma ihtiyaç duyduğu ancak henüz yapılmamış bir şeyi vermeyi hayal ederler ve bunun için büyük çaba gösterirler. Bu nedenle birçok startup kendi sektörlerinde “yıkıcı” olarak bilinir (<https://www.forbes.com/advisor/investing/what-is-a-startup/>).

Startup olarak adlandırılan işletmeler, dijital ortamlarda yoğun teknoloji ile iş yaptıkları için genellikle belirsizliğin ve sürekli değişimin olduğu dinamik bir ortamda faaliyet gösterirler (Çubukçu & Yücel, 2020:27).

Startup'ın tanımlarına bakıldığında büyüme odaklılık, yenilikçilik, ölçeklenebilmek, geniş kitlelere hızlı bir şekilde ulaşabilmek, teknoloji odaklılık, sürekli üretkenlik ve alışılmamış dışında olmak gibi özellikleri sıralamak mümkündür (Çakır, 2021:21). Başka bir deyişle orijinal bir iş fikri, sağlam bir ekip kurmak, devamlı ivme kazanmak, yenilikçilik ve çok yönlülük, geniş kitlelere seslenmek, teknoloji odaklılıktır. Kurucuların da alan uzmanlığına sahip olmaları söz konusudur. Ayrıca startupper hızlı bir biçimde büyüme potansiyeline sahip oldukları için yatırımcıları çekme özelliğine sahiptirler. Bu nedenle de yeni nesil girişimcilik (startup), 2010 yılı başlarıyla ABD'de dikkatleri çekmiş ve dünya genelinde her geçen gün ilgi gören bir girişimcilik modeli olmayı başarmıştır (<https://www.isbank.com.tr/blog/basarili-startupların-ortak-noktaları-nelerdir>).

Laužikas vd. (2021:18) Litvanya'daki startupperlarla ilgili yaptıkları nitel araştırmada yeni girişimcilerin başarısında ekiplerin önemli bir rol oynadığını tespit etmişlerdir. Erken gelişim aşamasındaki bir startup için en uygun ekip üyesi sayısı üç dört kişidir. Ekip üyeleri tamamlayıcı becerilere ve kişiliklere sahip olmalıdır. Bir startupta üç kurucu ortak varsa, biri iyi girişimcilik, yönetim ve organizasyon becerilerine sahip bir lider, ikincisi ise bilgi ve deneyim konusunda uzmanlığa sahip olmalı, üçüncüsü ise tasarım ve pazarlama alanında uzmanlığa sahip olmalıdır.

1.2. Startupperları Diğer İşletmelerden Ayıran Temel Özellikler

Startupperları diğer mevcut işletmelerden ayıran temel özellikleri üç başlık altında toplamak mümkündür:

1- Bir işletme çalışanları, müşterilerin satın alacağı bir ürün yaratmak için birlikte çalışırlar. Bir startup'ı diğer işletmelerden ayıran şey, bir startup'ın “iş yapma biçimi”dir (<https://www.forbes.com/advisor/investing/what-is-a-startup/>).

2-Startupperlar, hızlı büyüme amacıyla kurulmuş oldukları için yeni bir girişimin start-up kategorisinde değerlendirilmesinde en temel faktör “hızı ve büyüme potansiyeli” olmasıdır. Hızlı büyüme ise ancak küresel seviyede hareket etmekle olabilmektedir (Köksalan, 2021:44).

3- Startupperları klasik girişimcilikten ayıran özelliklerden bir diğeri ise temel hedefleridir. Genellikle startupperlar sürekli olarak yeni bir iş yaratmaya çalışırlar. Girişimcilerin ilk hedefleri finansal hedefler iken startupperların inovasyondur. Startupperların finansal yönden daha bağımsız olmaları onları yeni fikirleri denemeye daha cesaretli kılmaktadır (Etesaminia & Gemlik, 2021:41). Aynı zamanda da finansal yetersizlikler önünde en büyük engel oluşturabilmektedir. Melek yatırımcılar, teknokentler, kuluçka merkezleri vb. kaynaklar bu süreçte en önemli desteği oluşturmaktadır.

Teknoloji girişimlerinin dört önemli boyutu bulunmaktadır. Bunlar, inovasyon hızı, girişim oluşturma aşamaları, girişim yaratma hızı ve uluslararasılaşma hızıdır. Bunlardan ilki inovasyon hızıdır. İnovasyon hızı, yenilikçi ürünlerin pazara hızlı bir şekilde sunulması anlamına gelmektedir.

Yani, yenilikçi fikir ile bu fikrin ticarileştirilmesi arasında harcanan zamanın bir ölçüsüdür. Yenilik hızı rekabet avantajı doğurmaktadır. Özellikle teknoloji girişimlerinde hızlı karar verme, performansı da artırmaktadır. Yeni girişim oluşturma aşamasında ise, girişim sürecindeki adımların hızlı bir şekilde geçilmesi anlamına gelmektedir. Girişim oluşturma hızı ise girişimcilik niyeti, pazardaki sınırlar, kullanılan kaynaklar ve satış hızı yani ürünün pazara sunulma süresi anlamına gelmektedir. Yeni firmanın gerçekleştirdiği uluslararası hareketler (ihracat) firmanın ortaya çıkışının tamamlandığını göstermektedir. Yeni girişimin uluslararasılaşma hızında ise, girişimci ekibin ağırları, uluslararasılaşmada kilit bir rol oynamaktadır. Hızlı uluslararasılaşma ağların varlığını gerektirmektedir (Stayton & Mangematin, 2016: 377-382).

Tablo-1: Startup ve Küçük İşletmeler Arasındaki Farklar

Farklar	Startupperlar	Küçük İşletmeler
Büyüme Amacı	Startupperlar iş fikirleriyle mevcut pazarı etkilemeyi ve değiştirmeyi hedeflemektedir ve hızlı büyüme en büyük amacıdır.	Küçük işletmeler ise kendi alanında ulusal olarak faaliyet gösteren kar amaçlı işletmeler olarak tanımlanmaktadır.
İş Hedefleri	Girişimin büyüme niyeti açısından Startup kurucuları, ölçeklenebilir ve etkili bir iş modeliyle piyasayı alt üst etmek, mümkün olduğunca çabuk büyümek ve rekabette önde olmayı hedeflemektedir.	Küçük işletmeler ise kendi işini kurma ve etkili bir şekilde yönetebileceği bir pazar bulmayı hedeflerler. Girişimcilik ve yerel bir pazara hizmet amacıyla kurulurlar ve bu nedenle bu kadar büyük ölçekte büyüme ile ilgilenmezler.
Nihai Hedef	Tekrarlanabilir ve ölçeklenebilir bir iş modeli aramak için tasarlanmış geçici bir organizasyondur. Start upperlar, doğru iş fikrini bulana kadar iş modellerini birçok kez değiştirebilirler, model değiştiğinde organizasyonun hedefi artık o modelde yürümeye başlar.	Küçük bir işletme kurulduğunda bir aile üyesine devredene ya da bir alıcıya satana kadar yürütülen ve o zamana kadar da işi sürdürmeyi hedefleyen girişimlerdir.
Finansman	Startupperların küçük işletmelere oranla öz sermayeyle finansmana yönelme ve başarı olasılıkları daha yüksektir. Startupperlar öz sermaye veya mülkiyet karşılığında sermaye sunmaya istekli melek yatırımcılardan veya risk sermayedarlarından destek almaktadır.	Küçük işletme sahipleri, faaliyetlerini finanse etmek için genellikle farklı borç finansmanı biçimlerine (krediler, kredi limitleri, varlığa dayalı finansman vb.) yönelirler.
Risk Seviyesi	Startupperlarda hedef piyasayı bozabilecek veya önemli ölçüde etkileyebilecek bir ürün veya hizmet yaratmak olduğu ve büyük bir inanç sıçraması hedeflediği için risk de büyüktür.	Küçük işletmeler ise zaten kurulmuş bir pazarda faaliyete geçtikleri için risk daha düşüktür.

Kaynak: Kriss, 2020'den uyarlanmıştır.

Yüksek teknoloji startupperların inovasyon ve üretkenliğin önemli itici güçleri olduğu, sosyal gelişmeyi, ekonomik kalkınmayı ve büyümeyi olumlu etkilediği görülmektedir. Ancak bu yeni girişimlerin çoğunun hayatlarının ilk aşamalarında (3-5 yıl) başarısız oldukları gözlemlenmektedir. Başarısızlıklarının nedeni, kaotik, hızla gelişen, belirsiz bağlamlarda ve yüksek rekabetçi ortamlarda faaliyetlerini sınırlı kaynaklarla yürütmeye çalışmalarıdır (Böyükaslan & Özkara, 2022:6).

Startupperların taşıdığı en temel risk kuşkusuz finansal yetersizliktir. “Sürekli enerji/heyecan gerekliliği, kişisel başarısızlık, iş güvensizliği, kişisel mülkiyeti kaybetme riski, gelir belirsizliği ve iflasa sürüklenme olasılığı” gibi risklerde taşımaktadır. Bu riskleri doğru yönetebilen startupperlar aynı zamanda başarıyı sağlamaktadırlar (Köksalan, 2021:45). Startupperların başarısı, iki ana nedenden dolayı girişimcilik faaliyeti için büyük önem taşımaktadır. Startupperlar öncelikle rekabet gücünün, inovasyonun ve ekonomik büyümenin artmasını kolaylaştırmaktadır. İkincisi, startupperların başarılı lansmanları, kalan potansiyel girişimcilere olumlu bir mesaj gönderir ve öz yeterliliği artırır (Poposka & Mihajloska, 2016: 81).

2010 yılı itibariyle gündeme gelen bu nesil girişimciliğin ülkemizde nasıl geliştiğini anlamak adına, Türkiye Girişim Ekosistemi üç döneme ayrılabilir. 2010'dan önceki ilk dönem, çoğu startupperın kendi kaynaklarına güvenerek büyüme yakaladığı ve gelir elde ettiği dönemdir. 2010-2017 arasındaki

zaman, ekosistemde kilit oyuncular haline gelen, yeni melek ağlarının ve yeni melek yatırımcıların ortaya çıktığı ikinci dönemdir. Üçüncü dönem ise Türk startupların yükselişi ve birkaç hızlı, başarılı çıkışla vurgulanırken, fonlarını artırarak, ek yatırımlar yapmaya başlamak için başarılı çıkışlar yoluyla kazanılan deneyimden yararlanmışlardır. Ayrıca, başlangıç yatırımları için finansman ve destek de artmıştır. Hazine ve Maliye Bakanlığı (MTF), Türkiye Bilimsel ve Teknolojik Araştırma Kurumu (TÜBİTAK) ve İstanbul Kalkınma Ajansı (İSTKA), girişim fonlarına uygun finansman sağlayarak sınırlı ortaklı fonların artmasına neden olmuştur. Aynı şekilde, 2013 yılında başlayan devlet destekli melek yatırım akreditasyon programı, aktif melek yatırımcılara vergi avantajı sağlayarak bugüne kadar 643 melek yatırımcının resmi akreditasyonunu teşvik etmektedir. Bu destekler de ülkemizde startupların yaygınlaşmasında etkili olmuştur. Türkiye'nin startup ekosistemi yirmi yılda büyümekle kalmayıp, beklentileri de aşmıştır. Krizlere ve çatışmalara rağmen, yirmi yılda önemli çıkışlara tanık olmuştur (<https://www.invest.gov.tr/en/library/publications/lists/investpublications/the-state-of-turkish-startup-ecosystem.pdf>: 12). Nitekim sadece Türkiye'de değil tüm dünyada adından söz ettiren ve çok büyük başarı ivmesi kazanan Getir, yeni nesil işletmecilik (startup) sürecini daha iyi anlamak adına örnek olay olarak incelenmiştir.

2.GETİR ÖRNEĞİ

2015 yılında üç ortak tarafından kurulan şirket Türkiye'nin 2021 yılı startup listesinde birinci sırada yer almıştır (<https://egirisim.com/2021/11/12/turkiyenin-en-basarili-girisimlerinin-secildigi-startup-100un-2021-yili-listesi/>).

Kurucuları:

Nazım Salur (Getir Kurucusu- Genel Müdür). Bitaksi ve Getir'in Kurucusudur.
Serkan Borançılı (Getir Kurucu Ortağı) Gitti Gidiyor Yönetiminde iPara, Cimri Kurucularındandır.
Tuncay Tütek (Getir Kurucularından, Getir Perakende Lojistik A.Ş. Yönetiminde) Procter & Gamble'da Marka Müdür Yardımcılığı, PepsiCo bünyesinde pazarlama alanında çalışmıştır.

Kurucu üyelerden hem Salur'un hem de Borançılı'nın, yirmi yılı aşkın bir süredir girişimcilik çabalarıyla uğraşıyor olmaları dikkat çekicidir. Özellikle Borançılı, 2001 yılından 2011 Mayıs ayına kadar, Kurucu Ortağı olduğu GittiGidiyor A.Ş.'nin yönetiminde yer almıştır. Türkiye'de birçok ilklere imza atan ve kişiler arası ticaretin öncüsü olan GittiGidiyor, 2011 yılında eBay tarafından satın alınmış ve bu satın alma, o tarihe kadar Türkiye internet ekosisteminde gerçekleşmiş en büyük satın alma olmuştur (<https://getir.com/hakkimizda/>).

Hedef Kitle: Büyük şehirlerde yoğun çalışan ve çoğunlukla raf ürünü tüketen 25-40 yaş grubu beyaz yakalı çalışanlardır. Bu kişiler yoğun iş temposu nedeniyle markete gidip alışveriş yapma, kasa sırası bekleme ve park problemi yaşamak istememektedirler. Teknolojiyi etkin kullanan grup oldukları için de alışverişlerini dijital olarak yapmaktadırlar. Dolayısıyla “zamandan tasarruf sağlamak” ve “dakik planlamalar yapmak” temel hedefleridir.

Ürün Yelpazesi: Getir müşterileri, bakkaliye ürünlerinin yanı sıra, restoran yemeklerinin yanı sıra teknik ürünler (örneğin, şarj cihazları), evcil hayvan maması veya çocuk bakım ürünleri de dahil olmak üzere çeşitli diğer ürünleri sipariş edebilmektedir. Ürünleri rakiplerden %10 daha ucuza sunması onu çekici kılmaktadır.

Sloganı: “Getir Bi Mutluluk /Getir De Getirelim” sloganlarıyla müşterilerle sıcak bir iletişim kurulma çabası söz konusudur.

Getir'in Misyonu: Yoğun iş temposu ile çalışanların market alışverişini 10 dakikaya sığdırabilmek.

Getir'in Vizyonu: Değer kazanarak Dünyaya yayılmak.

Faaliyet Gösterdiği Ülkeler: Türkiye başta olmak üzere Avrupa ülkeleri (İngiltere, Hollanda, Fransa, Almanya, İspanya, İtalya, Portekiz) ve son olarak Amerika'da hizmet vermeye başlamıştır.

Büyüme Stratejisi Hamleleri: Covid19 pandemisini fırsata çeviren şirket özellikle Aralık 2019 itibariyle siparişlerinde ciddi bir yükselişi yakalamış ve büyümeye gitmiştir. Türkiye'nin başarılı startup'lar için bir üreme alanı olarak bilinmediği için, yatırım finansmanı sağlamada da sorunlar vardı. Getir sonunda Covid-19 virüsü dünyaya yayılmaya başladığında Ocak 2020'de 38 milyon dolarlık A Serisi finansman sağladı. Pandemiye, milyonlarca kişi sokağa çıkma yasağına zorlanırken, 2020'nin geri kalanında gelir %500'ün üzerinde arttı (<https://fourweekmba.com/getir-business-model/>) Haziran 2021'deki bir başka başarılı finansman turunun ardından Getir'in değeri yaklaşık 7,5 milyar dolar oldu . Ocak 2021'de Londra'da (<https://www.uktech.news/news/getir-10-minute-grocery-delivery-service-enters-london-20210202>), Mayıs ayında Amsterdam, Haziran ayında Berlin ve Paris'te, Temmuz 2021'de İspanya ve İtalya'da hizmet vermeye başlamıştır (<https://tr.wikipedia.org/wiki/Getir>). Güney Avrupa'da faaliyet gösteren BLOK'un satın alınmasıyla İngiltere'de faaliyet gösteren hızlı teslimat uygulaması Weezy'nin satın alınması, Ocak 2022'de n11 ile ortak olması büyüme stratejisi hamlelerindedir (The State of Turkish Startup Ecosystem2021, 2021:24; Barış & Yılmaz, 2021). Hizmet ağını 3 kıtada toplam 9 ülkeye çıkararak Getir'in ABD'deki ilk faaliyet yeri Şikago olmuştur. Şirket kurucularından olan Nazım Salur halka arz konusunda "Zamanı geldiğinde Türkiye'de değil ancak ABD'de halka arz düşündüklerini" ifade etmektedir (<https://www.haberturk.com/getirin-global-yolculugu-abdye-ulasti-3251310-ekonomi>). 2022 yılında şirketin değeri 11,8 milyar dolara ulaşarak firma Avrupa'da sektöründe ilk "decacorn şirket" olma özelliğini taşımaktadır (https://www.ntv.com.tr/ekonomi/getir-12-milyar-dolara-ulasan-degerleme-ile-decacorn-oldu,MAy1ClQbZk-Yfuf_9LGI7w).

Getir'in Kurucusu Nazım Salur The State of Turkish Startup Ecosystem2021 raporunda Getir Şirketiyle ilgili şu bilgileri vermiştir:

"Getir'in başarısının arkasındaki faktörler arasında Türkiye'nin genç nüfusa ulaşması, yaygın internet kullanımı ve dijital çağa geçişin hızlanması yer alıyor. Türk e-ticaretinin hızına ve potansiyeline baktığımızda pazarında, 2014-2020 yılları arasında online alışveriş penetrasyonu 20 puan artarak %36,5'e ulaştı. Getir, 2015 yılında 10 dakikalık market teslimatı teklifiyle Türkiye'de son kilometre teslimatında devrim yaratan ultra hızlı teslimat öncüsü ve şimdi bu modelin mucidi olarak benzersiz teknolojisini dünyaya ihraç eden bir firma haline geldi. Haziran 2021'de Getir, D Serisi finansman turunu 555 milyon USD artırarak tamamladı ve şirketin değerlemesini 7,5 milyar USD'nin üzerine çıkardı. Türkçe 5 harfli bir kelime olan Getir'in artık birçok ülkede insanların kalbini kazanması bizi mutlu ediyor" (The State of Turkish Startup Ecosystem2021, 2021:24).

Getir'in Üstünlükleri: 10 dakikada teslimat, yalıtımlı çantalar, zile basmayın seçeneği-temassız teslimat, siparişten teslimata konum tabanlı GPS, sohbet robotu, tasarım, güvenilirlik, fiyat, çeşitli yemek seçenekleri olarak sıralanmaktadır (Barış & Yılmaz, 2021:215-217).

Getir, mobil uygulaması ile yemek ve market ürünleri için teslimat hizmeti sunmaktadır. *Getir, ürünleri 10 dakika içinde gönderen bir çevrimiçi market teslimat platformudur. Platform, ürünleri teslim eden yerel depo operatörleri ile birlikte çalışır.* Getir, özellikle hızlı market teslimatları ile tanınmaktadır. Şirket, bulunduğu şehirlerin her birinde birden fazla bakkal deposu işletmektedir, bu da müşterilerinin çoğuna yakın mesafede olmasını sağlar. Getir'in bu bakkal depolarının sahibi olmadığı dikkat çekicidir. Bunun yerine, yerel depo sahipleri ile bir franchise anlaşması aracılığıyla ortaklık kurar. Bu arada Getir, ürün seçimi, fiyatlandırma ve ürünlerin dağıtım depolarına gönderilmesinden sorumludur (mağaza sahibi müşteriye sevkıyatı gerçekleştirirken). Getir müşterileri, bakkaliye ürünlerinin yanı sıra, restoran yemeklerinin yanı sıra teknik ürünler (örneğin, şarj cihazları), evcil hayvan maması veya çocuk bakım ürünleri de dahil olmak üzere çeşitli diğer ürünleri sipariş edebilmektedir. Ürünleri rakiplerden % 10 daha ucuza sunması onu çekici kılmaktadır (<https://productmint.com/getir-business-model-how-does-getir-make-money/>).

Kurucu ortaklara göre, 10 dakika içinde teslim müşteriler için önemlidir. Çünkü 10 dakika hemen şimdi demektir. 10 dakika içinde teslimat gerçekleştirilebilirse, diğer oyuncular oyuna girse bile rekabet avantajı korunabilir. Bu noktadan hareket etmek onlara büyük avantaj sağlamıştır (<https://fourweekmba.com/getir-business-model/>). 10 dakikaya teslim en temel özelliği olmuştur.

Bir diğer önemli özelliği ürün hem perakendecilere hem de müşterilere ürün hakkında bilgi vermesidir. Getir perakendecilere çeşitli veriler sağlar. Örneğin, bir ürünün ne kadar arandığı ve sevildiği ya da ne kadar satın alındığı hakkında bilgi verir. Perakendeciler ve müşteriler için birlikte bilgi toplayan Getir, bu bilgiler doğrultusunda ürün çeşitliliğini artırır veya azaltır. Bu bilgileri markalara bedavaya sunmaktadır.

Başka bir özelliği ise dağıtım kanallarının (motorlu kuryeler) hassasiyetidir. Uygulamada kuryelerin eğitimine büyük önem verilmektedir. Kuryeler hızlı teslimat esasına göre hareket etmezler; can güvenliği ve trafik kurallarına uyum ön planda tutulmaktadır. Kurye memnuniyetini sağlamak için her kuryeye hayat sigortası yaptırılır, maaşları piyasa fiyatına göre yüksek tutulur, sigortaları ödenir. Birden fazla trafik kuralını ihlal eden özellikle şirket politikası açısından can güvenliğini tehlikeye atan kuryenin işine son verilir (Örneğin kırmızı ışıkta geçen bir kurye bir kez uyarıldıktan sonra tekrar ederse işine son verilir). Bu uygulama 7/24 kurye takip sistemi ile yapılmaktadır (Saygılı, 2019).

Getir, mobil uygulama olarak akıllı telefon uygulama merkezlerinden indirilmektedir. Uygulama indirildikten sonra GSM numarası ve gerekli bilgiler girilerek sisteme kayıt olunmaktadır. Uygulamayı açan müşterileri tercih ettiği ürünleri ekleyip, belirttiği adrese teslimatı istemektedir. Sonrasında ödeme seçeneği eklenmekte ve sipariş onaylanmaktadır. Getir uygulaması ile nakit veya POS cihazlarına ihtiyaç duyulmaksızın, alıcı tarafından onaylanan bilgiler MasterCard güvenlik sistemi ile korunarak kredi kartından düşülmektedir. Bu sistem tüketicinin bilgilerinin korunması açısından önemlidir.

Getir uygulamasının sahip olduğu bir başka özellik ise müşterilerin sipariş ettikleri bir ürünü mobil teknoloji ile anında takip edebilmeleridir (Eken ve Gezmen, 2020: 165). Bu başarıda kurucu girişimcilerden Borançılı'nın başarısı (geçmiş yıllarda kurduğu BİTaksi sistemi) yatmaktadır.

SONUÇ

Dünya'da yaşanan değişim ve dönüşüm neticesinde startupların önemi ve sayıları giderek artmaktadır. Kullanılan sermayenin getirisi, istihdam artışı ve emek üretkenliği bağlamında başarılı startupların ülkelerin ekonomik kalkınmasında oldukça büyük etkiye sahip olduğu görülmektedir. Türkiye'de özellikle 2010 yılı itibarıyla bu sürece dahil olmuştur. Pekçok startup adından söz ettirmeye başlamıştır. Bunlar arasında kuşkusuz Getir önemli bir yere sahiptir.

Getir, kurucularının önceki yıllarda edindikleri tecrübelerden hareketle geliştirdikleri iş fikri ve yoğun teknolojik iş süreçleri sayesinde pek çok rakipten sıyrılarak öne geçmiştir. Yoğun çalışan müşterileri profiline zaman vurgusu yaparak ürünlerini sunmuştur. Ayrıca yapay zekâ desteği sayesinde hem müşterilerine hem de tedarikçilerine çeşitli bilgiler sunmaktadır. Şirketin gelişim süreci, kurucuların temel hedefleri, sektöre katkıları vb. başlıklar bu çalışmada açıklanmaya çalışılmıştır.

Startupların ülkelerin ekonomik kalkınmasına olan etkisi göz önüne alındığında özellikle bu girişimlerin desteklenmesi, yeni nesil girişimci adaylarının startup kurmaya özendirilmesi büyük önem arz etmektedir. Dijitalleşen dünyada dijital tüketici ihtiyaçlarını hızlı bir şekilde karşılayan, hızlı büyüme trendi gösteren, global marka olma hedefi olan bu girişimler, ülkelerin markalarının dünyaya duyurulması konusunda da önem arz etmektedir. Devlet, üniversite, melek yatırımcılar vb. girişimcilik ekosisteminin unsurları tarafından verilecek destek Türkiye'deki startupların sayısını ve başarısını artırmada önemli rol oynayacaktır.

Bu çalışmada bir dünya markası olma yolunda ilerleyen örnek startuplardan biri olan Getir ele alınmıştır. İleride bu alanda yapılacak çalışmalarda konu daha kapsamlı olarak ele alınabilir. Gerek

Türkiye’de gerekse başka ülkelerde kurulup başarıya ulaşmış farklı startuplar bir arada incelenerek kıyaslama yapılabilir.

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SOSYAL MEDYANIN GİRİŞİMCİLİK NİYETİNE ETKİSİ

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ÖZET

Çok sayıda içeriğin oluşturulduğu ve paylaşıldığı sosyal medyadaki önemli konulardan biri de şüphesiz girişimcilik konusudur. Mevcut girişimciler ya da bu alanda araştırma yapan araştırmacılar tarafından her gün binlerce içerik bu platformlar aracılığı ile okuyuculara ve takipçilere ulaşmaktadır. Paylaşılan bu içerikler, bireylerin girişimcilik niyetleri üzerinde az ya da çok etkili olmaktadır. Bu araştırmada Z kuşağı bireylerin girişimcilik niyetleri üzerinde sosyal medyanın etkisinin araştırılması amaçlanmıştır. Bu kapsamda 156 Z kuşağı bireye online anket uygulanmıştır. Araştırma sonucunda sosyal medya kullanımının Z kuşağının girişimcilik niyetleri üzerinde olumlu etkiye sahip olduğu anlaşılmaktadır. Sosyal medyaya duyulan güven ve sosyal medyanın algılanan rekabet avantajının ise Z kuşağının girişimcilik niyeti üzerinde istatistiki olarak anlamlı bir etkisi tespit edilmemiştir.

Anahtar kelimeler: Girişimcilik Niyeti, Sosyal Medya, Z Kuşağı

ABSTRACT

One of the important issues in social media, where a lot of content is created and shared, is undoubtedly the subject of entrepreneurship. Every day, thousands of content by existing entrepreneurs or researchers working in this field reach readers and followers through these platforms. These shared contents are more or less effective on the entrepreneurial intentions of individuals. In this research, it is aimed to investigate the effect of social media on the entrepreneurial intentions of the Z generation individuals. In this context, an online questionnaire was applied to 156 Z generation individuals. As a result of the research, it is understood that the use of social media has a positive effect on the entrepreneurial intentions of the Z generation. Confidence in social media and perceived competitive advantage of social media did not have a statistically significant effect on the entrepreneurial intention of generation Z.

Keywords: Entrepreneurial Intention, Social Media, Z Generation

Giriş

Sosyal medya platformları ortaya çıktıkları günden bu yana çok sayıda alanı doğrudan ya da dolaylı olarak etkilemiştir. Sahip oldukları özellikleri nedeniyle kısa sürede milyonlarca kullanıcı sayısına ulaşmış olan bu platformlar kullanıcılarına çok çeşitli alanlarda içerik oluşturma ve paylaşma imkânı sunmuşlardır. Girişimcilik konusu her daim gündemde olan konuların başında gelmektedir. İstihdama, ekonomiye ve sosyal hayata katkıları nedeniyle bireyleri girişimci olmaya yönelten çok sayıda program hayata geçirilmektedir. Ancak bireylerin içindeki girişimcilik niyetlerini etkileyen çok sayıda faktör bulunmaktadır. Bunlardan birinin de sosyal medya olduğu düşünülmektedir. Milyonlarca kullanıcının yer aldığı bu platformlar aracılığı ile çok sayıda fikre ve ürüne ya da girişimciye yönelik paylaşımlara rastlamak mümkündür. Bu paylaşımları gören bireylerin girişimcilik niyetlerinin olumlu yönde etkileneceği düşünülmektedir. Bu araştırma ile özellikle son dönemde üzerinde çokça araştırma yapılan Z kuşağı bireylerin girişimcilik niyetlerinde sosyal medyanın etkisinin araştırılması amaçlanmıştır.

Sosyal Medya Kavramı Z Kuşağı

Bilgi ve iletişim teknolojilerinde meydana gelen hızlı gelişmeler sonucunda ortaya çıkan sosyal medya kavramı bireylerin düşüncelerini, deneyimlerini yazı, ses ve video gibi içerikler ile paylaştığı web 2.0 teknoloji uygulamalarının/platformlarının genel bir adı olarak tanımlanabilir. Geleneksel

kitle iletişim araçlarına göre maliyet, geniş kitlelere ulaşma, etkileşim vb. avantajları nedeniyle bireysel kullanıcılardan firmalara, kamu kurumlarından sivil toplum kuruluşlarına kadar farklı kullanıcı türlerinden oluşan milyarlarca kullanıcıya kısa süre içinde ulaşmışlardır (Gümüş & Kütahyalı, 2017). Günümüzde sosyal medya platformları denildiğinde akla ilk olarak Instagram, Youtube, Facebook, LinkedIn, Twitter ve TikTok gibi mecralar akla gelmektedir.

Z kuşağı bireyler son dönemde kendilerine has alışkanlıkları nedeniyle çok sayıda araştırmaya konu olmaktadır. Z kuşağının ne yediği, ne düşündüğü, ne giydiği ile ilgili çok sayıda araştırma yapılmaktadır. Genel olarak bakıldığında 1995-2009 arasında dünyaya gelen bireyler Z kuşağı olarak isimlendirilmektedirler (Goh & Lee, 2018). Başka bir araştırmada ise 1995-2012 yılı arasında doğanlar Z kuşağı olarak ifade edilmektedir (Kitchen & Proctor, 2015).

Neredeyse teknolojinin içine doğan Z kuşağı bireylerin sosyal medya kullanım alışkanlıklarına bakıldığında ise 20 yaş ve altındaki erkeklerin sosyal medya ve internet kullanarak her işlerini yapabildikleri, günlük tüm etkinliklerini sosyal medya üzerinden yönetebildikleri, yaşamlarının her alanında sosyal medyayı aktif kullandıkları ve aynı anda hem tablet, akıllı telefon kullanıp hem de diğer işlerini yapabildikleri araştırmalar ile tespit edilmiştir (Ünal, 2020). Genel olarak gençlerin sosyal medya kullanma amaçlarına bakıldığında araştırma yapmak, iletişimi sürdürmek, aidiyet duygusu, arkadaş etkisi, bilgi ve eğlence ihtiyacının karşılanması gibi nedenler olduğu anlaşılmaktadır (Sarioğlu & Özgen, 2018).

Girişimcilik Niyeti

Girişimcilik niyeti kişinin diğer kariyer seçeneklerinden ziyade çevresindeki potansiyel fırsatları değerlendirmesini sağlayacak bir işletme kurma ve girişim başlatma düşüncesini yansıtır. Bir kişinin kendi girişimini başlatması planlı ve maksatlı bir davranış olarak kabul edilir (Karabey, 2013).

Bireyin iş planı yapması, geliştirmesi ve uygulamasını sağlayan tüm bilişsel süreç, girişimcilik niyetini oluşturmaktadır. Herhangi bir girişimin gerçekleşmesinde öncü olan girişimcilik niyetinin anlaşılması için ise, girişimcinin işini kurmasında ve faaliyetlerini sürdürmesinde motivasyon sağlayıcı faktörlerin belirlenmesi gerekmektedir. Bu faktörler ise; girişimcinin yer aldığı ülkenin ekonomisi, girişimcinin kişilik özellikleri, mesleki eğitim düzeyi, bölgesel ve çevresel unsurlardır (Nart & Yildirim, 2021).

Sosyal Medyanın Girişimcilik Niyetine Etkisi

Sosyal medya platformları ve uygulamaları genellikle girişimcilik için faydalı araçlar olarak görülmektedir. Çünkü sosyal medya platformları tüketicilerin çeşitli ürünlere ya da markalara yönelik tercihleri, çeşitli ürünler ile ilgili yaşadıkları sorunlar ile ilgili ipuçları sunmaktadır (Gümüş & Kütahyalı, 2017). Bunun yanı sıra sosyal medya bireylere akranları ve takip ettikleri kişiler ile etkileşimi sonucunda iş fırsatları konusunda önemli katkılar sağlamaktadır (Park vd., 2017).

Sosyal medya, girişimcilerin potansiyel müşterilere ulaşmalarını ve onlara ürünlerini anlatmalarını çok kolaylaştırmıştır. Ayrıca, fikirlerini ve ürünlerini tanıtmaları ve sunmaları için sağlam bir platform sağlarlar (ShiVa, 2021). Benzer şekilde sosyal medya, girişimcilerin kendi alanlarındaki yeni teknolojiler ve rakipleri hakkında bilgi edinmelerinin yanı sıra fırsatları keşfetmeleri ve kullanmaları için faydalı kanallardır (Alayis, M. M. vd., 2018).

Sosyal medya bireylerin davranışlarını ve çeşitli durumlara ya da nesnelere yönelik tutumlarını etkilemektedir. Sosyal medyanın bireylerin girişimcilik niyetleri üzerinde etkisinin olması kaçınılmazdır. Örneğin (Essia Ries Ahmed vd., 2019) araştırmalarında sosyal medyanın girişimcilik niyeti ile pozitif ve anlamlı bir ilişkisi olduğunu kanıtlanmışlardır. Yine benzer şekilde sosyal medyada girişimci arkadaş çevresine sahip olanların olmayanlara göre daha fazla girişimci niyetine

sahip oldukları, sosyal medyada girişimcilikle ilgili paylaşımlara sık rastlayan öğrencilerin rastlamayanlara göre girişimcilik niyetlerinin daha yüksek olduğu tespit edilmiştir (Yildiz vd., 2020). Benzer şekilde İtalya'da 324 genç girişimci ile yapılan araştırma sonucunda da sosyal medya kullanımının bireylerin girişimcilik yönelimi ile pozitif ilişkili olduğu tespit edilmiştir (Troise vd., 2021).

Konu ile ilgili Pakistan'da 500 öğrenci ile yapılan araştırmada da sosyal medya kullanımı ile girişimcilik niyeti arasında pozitif yönlü ilişki tespit edilmiştir. Aynı araştırmada sosyal medya kullanımının girişimcilik niyeti üzerinde etkisi de vurgulanmıştır (Laiq, 2021). Sosyal medya sahip olduğu özellikler nedeniyle sadece girişimcilik niyetini etkilememekte aynı şekilde girişimcilerin medya kullanımı yoluyla girişimcilik faaliyetlerini büyük ölçüde artırmasına ve ürünleri tanıtmasına, yerel ürünlerin küreselleşmesine, iş bilincini artırmaya, müşteri ihtiyaçlarını, isteklerini ve taleplerini karşılamaya, müşterilerin dinlenmesine de katkı yapmaktadır (Harrasi vd., 2021). Bu nedenle, küçük işletme girişimcilerinin yaklaşık %40'ının pazarlama faaliyetleri için sosyal medyada haftada yaklaşık 6 saat harcaması şaşırtıcı değildir (Morris & James, 2017).

Araştırmanın Yöntemi

Araştırma sosyal bilimlerde niceliksel araştırma yöntemlerinden biri olan ilişkisel tarama modeli ile yürütülmüştür. Araştırma evrenini bir meslek yüksekokulunda öğrenim gören ve sosyal medya kullanan yaklaşık 700 kişiden oluşan Z kuşağı bireyler oluşturmaktadır. Araştırmanın örneklemini ise, araştırma evreninden tesadüfi olmayan örneklem yöntemlerinden biri olan kolayda örneklem yöntemi ile seçilen 156 kişiden oluşmaktadır.

Araştırma verileri online anket ile toplanmıştır. Araştırmada kullanılan soru formu 2 bölümden oluşmaktadır. İlk bölümde araştırmaya katılanlara dair demografik bilgileri ölçmeye yönelik sorular yer almaktadır. İkinci bölümde girişimcilik niyeti ve sosyal medya kullanım algılarını ölçmek amacıyla kullanılan sorular ise Alayis ve arkadaşlarının (2018) çalışmasında kullandığı sosyal soru formundan uyarlanmıştır. Anket formunda 7 adet demografik soru yer almaktadır. Araştırmada sosyal medya kullanımını ölçmeye yönelik olarak kullanılan eksojen değişkenlerden algılanan sosyal medya kullanım faydası 7 soru ile, sosyal medyanın algılanan rekabet avantajı 3 soru ile ve sosyal medyaya duyulan güven 2 soru ile araştırmanın endojen değişkeni olan girişimcilik niyeti ise 7 maddeden oluşan 5'li Likert tipi ölçek vasıtasıyla (1 = Kesinlikle katılmıyorum, 5 = Kesinlikle katılıyorum) ölçülmesi amaçlanmıştır.

23 Mart – 13 Nisan 2022 tarihleri arasında toplanan veriler SPSS paket programı ile düzenlenmiştir. Sonrasında demografik faktörlere göre değişkenler arasında herhangi bir farklılaşma olup olmadığını anlayabilmek amacıyla t test ve Anova testi SPSS paket programı ile gerçekleştirilmiştir. Değişkenler arasında kurulan modelin güvenilirlik ve geçerliliğini test etmek ve araştırma hipotezlerini test etmek için Kısmi En Küçük Kareler – Yapısal Eşitlik Modeli (KEKK-YEM) analizlerine imkân tanıyan Smart PLS3 programı kullanılmıştır.

Bulgular

İlk kısımda araştırmada elde edilen demografik bulgular sunulmuştur. İkinci kısımda ulaşılan verilerin demografik faktörlere göre farklılaşıp farklılaşmadığını anlamaya yardımcı olan t test ve Anova analizine ilişkin bulgulara yer verilmiştir. Üçüncü kısımda ise ölçeklerin güvenilirlik ve geçerlilik bulguları paylaşılmış olup, son aşamada hipotez testlerine ilişkin bulgular paylaşılmıştır.

Demografik Bulgular

Tablo 1: Demografik Bulgular

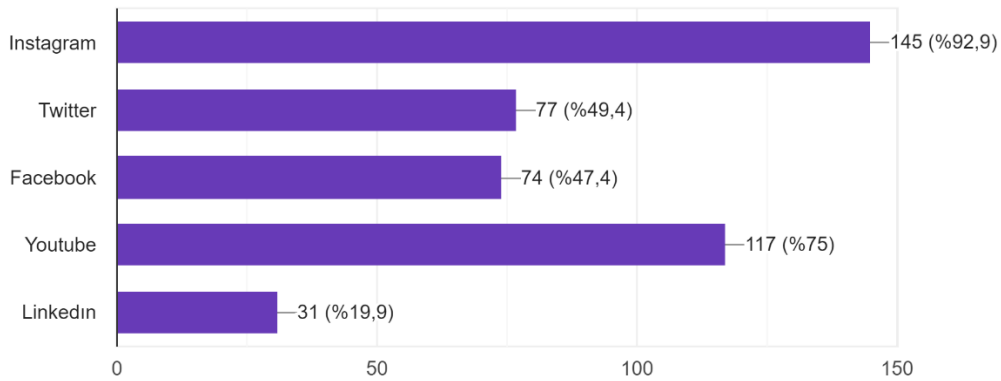
		Ad.	%			Ad.	%
Doğum Yılı	1995 - 1999 arası	46	29,5	Sosyal medyaya gün içinde ne kadar süre ayırıyorsunuz?	3 saatten az	41	26,3
	2000-20009 arası	110	70,5		3-6 saat arası	84	53,8
	Toplam	156	100		6-9 saat arası	27	17,3
Cinsiyetiniz	Kadın	102	65,4	9 saatten fazla	4	2,6	
	Erkek	54	34,6	Toplam	156	100	
	Toplam	156	100	6 aydan az	3	1,9	
Aylık Ortalama Geliriniz	750 TL ve altı	69	44,2	Ne kadar süredir sosyal medyayı kullanıyorsunuz?	6 ay 1 yıl arası	2	1,3
	751 TL-1000 TL	36	23,1		1-3 yıl arası	7	4,5
	1001 TL-1250 TL	14	9		3 yıl ve daha fazla	144	92,3
	1251 TL-1500 TL	7	4,5		Toplam	156	100
	1501 TL-1750 TL	5	3,2				
	1751 TL-2000 TL	3	1,9				
	2001 TL ve üstü	22	14,1				
Toplam	156	100					

Araştırmaya katılanların yaklaşık %65'i kadın, %35 'i ise erkek katılımcılardan oluşmaktadır. Araştırmaya katılanların %90'dan fazlası sosyal medyayı 3 yıldan daha uzun süredir kullanmaktadır. Sosyal medya kullanıcılarının %26,3'ü 3 saatten daha az sosyal medyada vakit geçirirken, geri kalan katılımcılar sosyal medyada 3 saatten daha fazla süre geçirmektedir. Katılımcıların yaklaşık %54 ile büyük çoğunluğu 3-6 saat arası sosyal medyada vakit geçirmektedir.

Araştırmaya katılanların üye oldukları sosyal platformlarına yönelik dağılım grafik 1'de gösterilmektedir.

Hangi sosyal medya platformlarında üyeliğiniz bulunuyor?

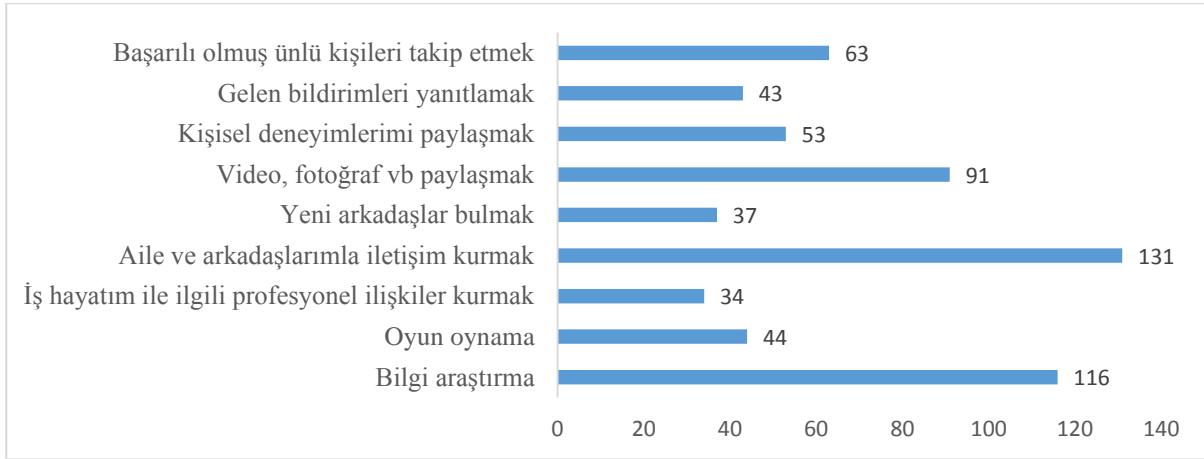
156 yanıt



Grafik 1: Sosyal Medya Platform Üyelikleri

Grafik incelendiğinde katılımcıların yaklaşık %93 ile büyük çoğunluğunun Instagram kullanıcısı olduğu görülmektedir. %75 ile ikinci sırada kullanılan sosyal medya platformunun Youtube olduğu görülmektedir. Sonra sırası ile Twitter ve Facebook platformlarına katılımcıların yaklaşık yarısı tarafından üye olduğu görülmektedir. En az üyeliğin ise yaklaşık %20 ile LinkedIn platformunda olduğu anlaşılmaktadır.

Katılımcıların hangi amaçla sosyal medyayı kullandıklarını anlamak için sorulan soruya verdikleri yanıtların dağılımı Grafik 2'de gösterilmektedir. Verilen yanıtlar sosyal medyanın büyük çoğunluk tarafından benzer amaçlar için kullanıldığını göstermektedir.



Grafik 2: Sosyal Medya Kullanım Amaçları

Grafik incelendiğinde katılımcıların %84 gibi büyük çoğunluğu aile ve arkadaşları ile iletişim kurmak için sosyal medya kullanırken, yaklaşık %75'i ise bilgi araştırmak için kullanmaktadır. Katılımcıların yaklaşık %58,3'ü ise sosyal medyayı video, fotoğraf gibi paylaşımlarda bulunmak için kullanmaktadır. Katılımcılardan yaklaşık %40'ı başarılı olmuş ünlü kişileri takip etmek, %34'ü kişisel deneyimlerini paylaşmak, %22'si ise iş hayatı ile ilgili profesyonel ilişkiler kurmak için sosyal medyayı kullandıklarını belirtmektedir. Bu doğrultuda bilgi araştırmak, başarılı olmuş ünlü kişileri takip etmek ve iş hayatım ile ilgili profesyonel ilişkiler kurmak olarak ifade edilen amaçlar girişimcilik niyeti ile ilişkili olsa da seçenekler arasından iş hayatım ile ilgili profesyonel ilişkiler kurmak istiyorum diyen katılımcıların oranı diğerlerine kıyasla daha azdır.

Demografik faktörlerin eksojen ve endojen değişkenler üzerinde herhangi bir farklılık oluşturup oluşturmadığına dair bulgular tablo 2'de sunulmuştur.

Tablo 2: Demografik Değişkenlerin Ortalama ve t test Analiz Bulguları

Grup İstatistikleri	Cinsiyetiniz	N	Ort.	Std. Sapma	Sig. (2-tailed)
SMA* Fayda	Kadın	102	4,22	0,613	0,097
	Erkek	54	4,04	0,690	0,110
SMA Rekabet Avantajı	Kadın	102	3,79	0,707	0,574
	Erkek	54	3,86	0,797	0,588
SMA Güven	Kadın	102	2,37	0,695	0,407
	Erkek	54	2,48	0,916	0,446
Girişimcilik Niyeti	Kadın	102	4,11	0,802	0,916
	Erkek	54	4,10	0,780	0,915

*SMA: Sosyal Medya Algılanan

Tablo incelendiğinde cinsiyetin araştırma değişkenleri üzerinde istatistiki olarak anlamlı, çok büyük bir farklılık doğurmadığı görülmekle birlikte kadınların girişimcilik niyeti ve sosyal medya algılanan kullanım fayda düzeyleri erkeklere kıyasla daha yüksek düzeyde bulunmuştur. Bu bulgular doğrultusunda sosyal medya kullanımının girişimcilik niyeti üzerindeki etkisi açısından kadınların erkeklere kıyasla daha olumlu bir tutuma sahip olduğu değerlendirilmektedir. Benzer şekilde 1995-2000 aralığında doğanlar ile 2000 sonrasında doğanların değişkenler üzerindeki algı düzeyleri arasında da istatistiki olarak anlamlı bir farklılık bulunmamıştır.

Aylık ortalama gelir, kullanılan sosyal medya platformları, günlük sosyal medyada geçirilen süre ve sosyal medya üyelik süreleri değişkenlerinin eksojen ve endojen değişkenler üzerinde bir farklılık doğurup doğurmadığına yönelik olarak yürütülen tek yönlü Anova analizine göre de istatistiki olarak

anamlı her herhangi bir farklılaşma tespit edilmemiştir. Sonraki aşamada ölçüm ve yapısal modele ilişkin analizler gerçekleştirilmiştir.

Ölçüm Modeline İlişkin Bulgular

KEKK-YEM analizinde ölçüm modeli analizi ile modeldeki unsurların güvenilirlik ve geçerlilikleri incelenmektedir. Öncelikle madde faktör yükleri ile değişkenlerin cronbach alfa ($C\alpha$) ve birleşik güvenilirlik (CR) katsayıları ile ortalama açıklanan varyans (AVE) katsayıları incelenmektedir. Madde faktör yükleri, bağlı oldukları değişkenler ile maddeler arasındaki korelasyonu göstermekte olup (Garson, 2016: 61), daha yeterince olgunlaşmamış keşifsel araştırmalarda madde yüklerinin 0,5 üzerinde olması kabul edilebilirdir (Wong, 2013: 21).

Gizil değişkenlerin güvenilir kabul edilebilmesi için $C\alpha$ değerinin 0,7 - 0,9, CR değerinin ise 0,7 üzerinde olması arzu edilmektedir (Sarstedt vd., 2017: 27). Geçerlilik analizi için yakınsama ve ayrışma geçerliliğine yönelik analizler yapılmaktadır. Yakınsama geçerliliği için AVE değerleri incelenmektedir. Yakınsama geçerliliği için AVE değerinin 0,50 üzerinde olması beklenmektedir (Sarstedt vd., 2017: 27; Wong, 2013:21). Ölçüm modeline ilişkin bulgular tablo 3’de sunulmaktadır.

Tablo 3: Ölçüm Modeline İlişkin Bulgular

Değişken	Md.	Md. Yüğü	$C\alpha$	CR	AVE
Girişimcilik Niyeti (GN)	GN1	0,857	0,928	0,942	0,702
	GN2	0,880			
	GN3	0,849			
	GN4	0,892			
	GN5	0,755			
	GN6	0,909			
	GN7	0,703			
Sosyal Medyanın Algılanan Kullanım Faydası (AF)	AF1	0,771	0,927	0,941	0,696
	AF2	0,828			
	AF3	0,903			
	AF4	0,890			
	AF5	0,855			
	AF6	0,883			
	AF7	0,689			
Sosyal Medyanın Algılanan Rekabet Avantajı (RA)	RA1	0,929	0,771	0,895	0,811
	RA2	0,871			
Sosyal Medyaya Duyulan Güven (G)	G1	0,726	0,766	0,857	0,753
	G2	0,990			

Tablo incelendiğinde madde faktör yüklerinin, $C\alpha$ ve CR bulgularının 0,7 üzerinde olup, güvenilir düzeyde olduğu anlaşılmaktadır. AVE değerinin ise 0,5 üzerinde olup modeldeki değişkenlerin yakınsama geçerliliği sağladığı anlaşılmaktadır. Ayrışma geçerliliği için ise Fornell – Larcker kriteri analiz edilmiştir. Analize ilişkin bulgular tablo 4’de sunulmaktadır.

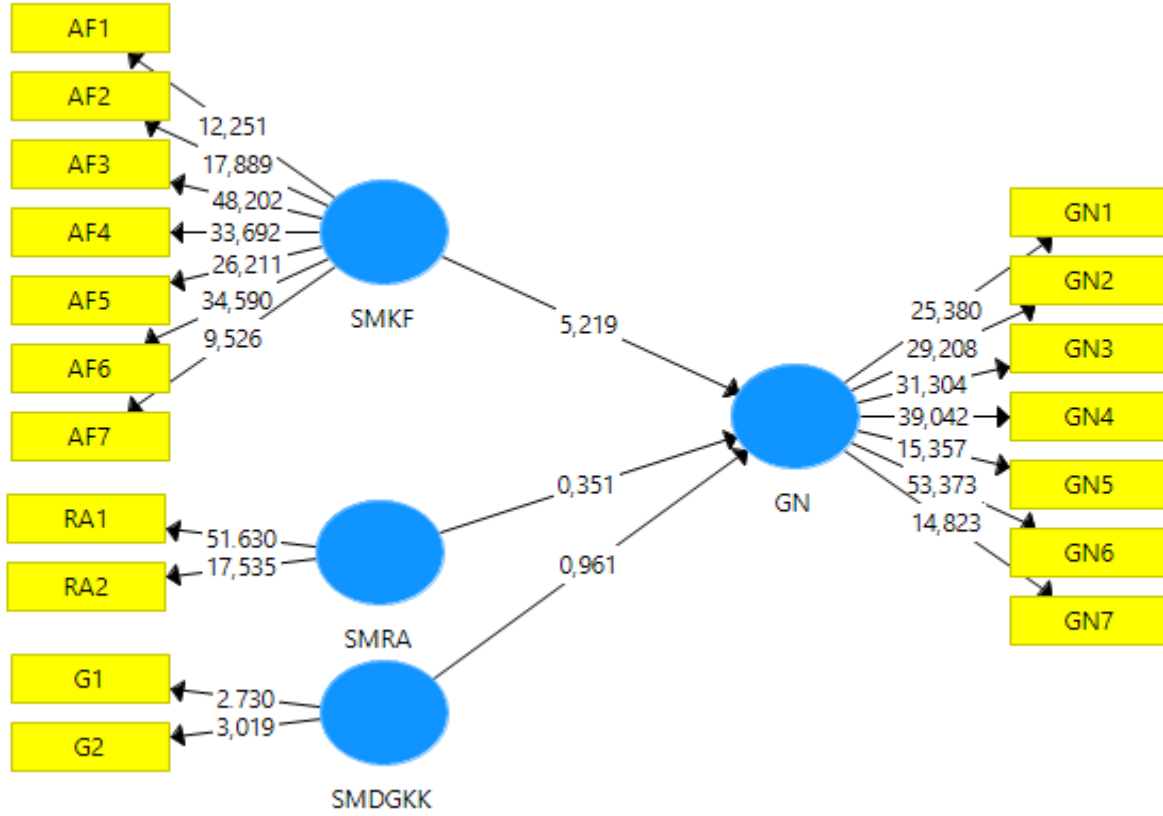
Tablo 4: Fornell - Larcker Ayrışma Geçerliliği Bulguları

Değişkenler	GN	AF	RA	G
Girişimcilik Niyeti (GN)	0,838			
Sosyal Medya Algılanan Kullanım Faydası (SMKF)	0,56	0,834		
Sosyal Medya Algılanan Rekabet Avantajı (SMRA)	0,348	0,578	0,9	
Sosyal Medyaya Duyulan Güven (SMDGK)	-0,118	-0,026	-0,067	0,868

Tablo incelendiğinde değişkenler arasında ayrışma geçerliliğinin sağlandığı anlaşılmakta olup, araştırmada kullanılan değişkenlerin güvenilir ve geçerli olduğu anlaşılmaktadır. Bu aşamadan sonra araştırma modeline ilişkin yapısal model analizine geçilmiştir.

Yapısal Modele İlişkin Bulgular

Yapısal model analizi için SmartPLS3 ile gerçekleştirilen bootstrapping prosedürü neticesinde ulaşılan bulgular şekil 1 ve tablo 5’de gösterilmektedir.



Şekil 1: Araştırma Yapısal Model Bulguları

Yapısal modele ilişkin bulgular incelendiğinde madde korelasyonlarının tamamı 1,96 üzerinde olup istatistiki olarak anlamlıdır. Eksojen değişkenler ile endojen değişken arasındaki yol katsayıları sosyal medya algılanan kullanım faydasının girişimcilik niyeti üzerinde olumlu bir etkisinin olduğunu göstermektedir. Yol katsayıları ile ilgili ortalama (O), standart sapma (STDEV), t istatistik ($O/STDEV$), p değeri ve hipotez sonucuna ilişkin bulgular tablo 5’de sunulmaktadır.

Tablo 5: Ortalama, Std. Sapma, t ve p Değerleri

	(M)	(STDEV)	($O/STDEV$)	P Values	Hipotez
SMKF -> GN	0,536	0,104	5,210	0,000	Kabul
SMRA -> GN	0,035	0,081	0,350	0,726	Ret
SMDGK -> GN	-0,085	0,106	0,963	0,336	Ret

Analiz bulgularına göre Z kuşağının sahip olduğu sosyal medyanın algılanan kullanım faydasının (SMKF) girişimcilik niyetleri (GN) üzerinde anlamlı bir etkiye sahip olduğu ve bu etkinin istatistiki anlamlı olduğu anlaşılmaktadır. Fakat sosyal medya algılanan rekabet avantajı (SMRA) ve sosyal medyaya duyulan güven düzeylerinin (SMDGK) Z kuşağının girişimcilik niyetleri üzerinde olumlu bir etkiye sahip olmadığı anlaşılmaktadır.

Sonuç ve Değerlendirme

Araştırma analiz bulgularına göre araştırmaya katılan Z kuşağı bireylerin sosyal medya kullanım faydasına dair algı düzeylerinin yüksek seviyede olduğu (4,107) görülmekle birlikte kadınların algı düzeyleri (4,22) erkeklerin algı düzeylerine (4,04) kıyasla daha yüksektir.

Katılımcıların büyük çoğunluğunun Instagram (%93) ve Youtube (%75) kullanıcısı olduğu görülmekle birlikte en az kullanılan sosyal medya platformunun LinkedIn (%20) olduğu anlaşılmaktadır. Ayrıca orta yaş ve üzeri bireyler tarafından daha çok tercih edilen Facebook platformunun Z kuşağı tarafından daha az tercih edildiği anlaşılmaktadır. Bu durumun sosyal medya kullanım amacına verilen “iş hayatım ile ilgili profesyonel ilişkiler kurmak istiyorum” yanıt düzeyi (%22) ile tutarlı olduğu görülmektedir.

Katılımcıların büyük çoğunluğu sosyal medyayı aileleri ve arkadaşları ile iletişim kurmak (%84), video ve fotoğraf paylaşmak (%58,3) gibi daha çok iletişim ve içerik paylaşımına yönelik olarak kullandığını ifade ederken, bilgi araştırmak için sosyal medyayı kullandığını ifade edenlerin oranı da (%75) olarak tespit edilmiştir. Bu açıdan, katılımcıların kullandıkları sosyal medya platformları ile kullanım amaçları için verdikleri yanıtlar arasında da bir tutarlılık olduğu anlaşılmaktadır.

Araştırma sonucuna göre algılanan sosyal medya kullanım fayda düzeyleri erkeklere kıyasla kısmen daha yüksek çıkan kadın katılımcıların girişimcilik niyet düzeyleri yine erkeklere kıyasla kısmen daha yüksek düzeyde bulunmakla birlikte bu fark istatistiki olarak çok büyük önem düzeyine sahip değildir.

Araştırma sonucunda sosyal medya kullanımına dair Z kuşağının sahip olduğu algı düzeyi ile girişimcilik niyetleri üzerinde olumlu ve anlamlı bir etki tespit edilmiştir. Bu sonuca göre Z kuşağına mensup bireyler sosyal medya kullanımının girişimciliği ve girişimcilik teşebbüslerini olumlu olarak etkileyeceğini değerlendirmektedir.

Araştırma modelinde, girişimcilik niyeti üzerinde diğer değişkenlerin etkisine dair yapılan incelemede, Z kuşağının sosyal medyanın rekabet avantajı konusundaki algıları orta düzeyde bulunmuş olup girişimcilik niyetleri üzerinde olumlu bir etkiye sahip olup bu etki istatistiki açıdan anlamlı değildir.

Araştırma modelinde, yer alan diğer bir eksojen değişken olan sosyal medyaya duyulan güven için Z kuşağının algıları düşük seviyede bulunmuştur. Bu doğrultuda Z kuşağı sosyal medya platformlarının güvenilir olmadığı konusunda bir algıya sahiptir. Ayrıca sosyal medyaya duyulan güvenin girişimcilik niyetleri üzerinde istatistiki açıdan anlamlı bir etkisi olmadığı anlaşılmaktadır.

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Turizmde Paylaşım Ekonomisi: Z Kuşağı Üzerine Bir Araştırma

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Abstract

The sharing economy refers to the economic movements that arise from people opening their own means of transportation, homes, meals and belongings to the use of other people. The capital needed in the sharing economies is generally the products and services owned and held by individuals. The capital needed to get started is widely available. These can be products such as cars, houses, meals, or they can be more diversified. Therefore, while individuals have the opportunity to share their products with use-value with other people, they can also earn income.

In recent years, the number and degree of influence of social networks has reached very important dimensions, and sharing economy applications have become widespread. The fact that people can access tourism and travel-related platforms on the internet, take into account scoring systems, ask questions and get answers, access photos and videos about tourism products and services, directly affect the purchasing behavior of tourists. Within the scope of the sharing economy, tourism goods and service providers also use these social networks intensively and even carry out sales and marketing activities directly through these platforms.

It is seen that the Z generation, who was born in the internet age and uses technology intensively, started to take part in tourism activity and created a different holiday understanding in the tourism sector with their own habits and travel preferences. The aim of this study is to determine the effect of the sharing economy on the tourism sector, to determine to what extent the Z generation benefits from the applications in the sharing economy and to make future evaluations. In this context, a questionnaire was created and the data were analyzed with SPSS V.22 statistics software.

Keywords: Sharing Economy, Tourism Sector, Z Generation

Özet

Paylaşım ekonomisi, insanların kendi mülkiyetlerinde bulunan ulaşım araçlarını, evlerini, yemeklerini, eşyalarını vb. varlıklarını başkalarının kullanımına açmalarından ötürü doğan durumu ve ekonomik hareketleri ifade etmektedir. Paylaşım ekonomilerinde ihtiyaç duyulan sermaye genellikle kişilerin elinde bulunan ve sahip olunan ürün ve hizmetlerdir. Başlamak için gerekli olan sermaye yaygın olarak bulunabilir. Bunlar araba, ev, yemek gibi ürünler olabileceği gibi daha çeşitlenebilir. Dolayısıyla bireylerin ellerinde bulunan ve kullanım değeri olan ürünlerini diğer kişilerle paylaşma imkanı elde ederken, aynı zamanda gelir de elde edebilmektedir. Son yıllarda internet üzerinden yaygınlaşan sosyal ağların sayısı ve etki derecesinin çok önemli boyutlara ulaşması paylaşım ekonomisi uygulamalarının da kullanımını arttırmıştır. İnsanların seyahatlere çıkmadan önce internet üzerinden turizm ve seyahat ile ilgili platformalara girip kullanıcı yorumlarına ulaşması, puanlama sistemlerini dikkate alması, sorular sorup cevap alabilmesi, turizm ürün ve hizmetlerine ilişkin fotoğraflara ve niteliklerine ulaşabilmesi, turistlerin doğrudan satın alma davranışlarını

etkilemektedir. Paylaşım ekonomisi kapsamında turizm mal ve hizmet sağlayıcıları da bu sosyal ağları yoğun bir şekilde kullanmakta hatta doğrudan bu platformlar üzerinden satış, pazarlama çalışmalarını gerçekleştirmektedirler.

Son yıllarda internet çağında doğan ve teknolojiyi yoğun bir şekilde kullanan Z kuşağının da turizm hareketliliğinde yer almaya başladığı, kendi alışkanlıkları ve seyahat tercihleri ile turizm sektöründe farklı bir tatil anlayışı oluşturduğu görülmektedir. Bu çalışmanın amacı da paylaşım ekonomisinin turizm sektörü üzerindeki etkisini belirlemek, Z kuşağının paylaşım ekonomisi içinde yer alan uygulamalardan ne derece faydalandığını belirlemek ve geleceğe yönelik değerlendirmeler yapmak olarak belirlenmiştir. Bu kapsamda bir anket formu oluşturulmuş ve veriler SPSS 22 paket programı aracılığı ile analiz edilmiştir.

Anahtar Kelimeler: Paylaşım Ekonomisi, Turizm Sektörü, Z Kuşağı

Giriş

Son yıllarda teknolojik gelişmeler, sürdürülebilir ekonomik büyüme anlayışının hız kazanması, çevresel değerlere önem verilmesi ve doğal kaynakların ve sermayenin tükenme riskinin artmasına karşın yeni ekonomik oluşumlar önem kazanmaya başlamıştır. Özellikle kaynakların verimli ve etkin kullanımı ve ön görülemeyen riskler yeni oluşumları daha anlamlı kılmaktadır. Paylaşım ekonomisinin son yıllarda yaygın bir uygulama haline gelmesiyle bu yönde faaliyet gösteren iş alanları hızlı bir gelişim göstermektedir. Birçok alanlarda ihtiyaçları için kiralama yapmak isteyenlerle bağlantı kurarak ekstra para kazanmak isteğinde olanlara yardımcı olacak yeni hizmetler ve uygulamalar artarak çoğalmaktadır. Bu sebeple paylaşım ekonomisi kapsamında oluşacak hizmetlerin ve uygulamaların sınırsız olduğu görülmektedir. İnsan ihtiyaçlarını yakın, kolay ve ucuz yoldan temin etme arzusu ve güdüsüyle hareket ederek karını maksimize etmek yönünde genel davranış sergilemektedir. Bu istek ve arzuya cevap verecek yani oluşan bu talebi karşılayacak arz kaynaklarını kolaylıkla sunarak kar elde etmek isteyen girişimci bir anlayışla ortaya çıkan paylaşım ekonomisi birçok alanda uygulama bulmaktadır.

Paylaşım ekonomilerinde ihtiyaç duyulan sermayenin kişilerin sahip olduğu ürün ve hizmetler olması ek bir maliyete gerek duyulmadan etkin ve verimli karşılıklı iş hacminin genişlemesine katkı sağlamaktadır. Birçok alanlarda önemli olan paylaşım ekonomisi hizmet sektöründe başta reklam ve tanıtım faaliyetlerine ihtiyaç duyulmadan bir iş modelinin ortaya konmasını mümkün kılmaktadır

Paylaşım ekonomisi, işbirlikçi üretim, işbirlikçi tüketim, eşler arası, ağ, ortak temele dayalı eş üretimi ve erişim ekonomisi gibi birçok farklı şekilde isimlendirilebilir. Paylaşım ekonomisi, gelişmekte olan bir dizi iş modeli, platform ve borsa için geniş alanda kullanılan bir terimdir (Allen, Berg, 2014; 4). İnsanoğlunun ortak yaşamı ile süregelen paylaşım olgusu bu yeni ekonominin oluşumunda temel unsur olmuştur. Paylaşımın etkinliğinin yaygınlaşmasında internet faktörü, atıl kapasitedeki varlıkları kullanıma sunma şansı vermiştir (Ayazlar, 2018; 1186). Aynı zamanda atıl kapasitenin verimli kullanımı ile birlikte çevre üzerinde ve ekonomide gelir ve istihdam yaratılmasında önemli katkısı olan bir uygulama olarak başta hizmet sektörü olmak üzere birçok alanda uygulanmaktadır.

Paylaşım ekonomisi pazarında özellikle beş sektör (konaklama, ulaşım, mal alım veya satımı, talep üzerine profesyonel hizmetler ve malların paylaşımı veya kiralanması) önem arz etmektedir. Konaklama da; Wework, Airbnb, Housetrip. HomeExchange, Couchsurfing gibi şirketler yer alırken, ulaşım da; Uber, Get Taxi, Ola, Zimride, Blablacar, Lyft, Scotty ön plana çıkmaktadır. Mal alım ve ya satımında ; Ebay, Etsy, Getaround, talep üzerine profesyonel hizmetler sektöründe; Zeel, Zaarly, Task Rabbit , malların paylaşımı veya kiralanmasında Dogvacay, JustPark, GoShare sektörde yer almaktadır. Yemek sektöründe; EatWith, BlueApron, Mealsharing, EatWith, Evdepismis.com, Yeatup, Yemek sepeti faaliyette bulunmaktadır (Akın, 2018, erişim 02.07.2022).

Uber, AirBnB, ve diğer paylaşım platformlarının popüleritesi artarak, daha büyük bir paylaşım ekonomisi olgusunun parçası olarak gelişmektedir. Küreselleşen dünya ekonomisinde daha kaliteli ve verimli bir sonuç elde etmek için turizm sektöründe tüketici davranışlarının dikkate alınarak ve bu

yönde yeni hizmet türlerine yer verilerek bir değişim yaşanmıştır. Özellikle yeni gelişmelerin doğrultusunda paylaşım ekonomisi olarak tanımladığımız bir anlayış kapsamında gelişme önemli olmuştur. Son yıllarda çok fazla maliyet yüklenmeden insanların sahip oldukları mülklerini veya emek veya sosyal yaşamlarına ait değerlerini turistlerle geçici olarak paylaşmaları olarak ifade edilen paylaşım ekonomisi internetin gelişmesiyle hız kazanmıştır. Özellikle son yıllarda internetin gelişimine bağlı olarak çevrimiçi platformlar turistlerin bu tür hizmetlere ulaşımında büyük kolaylık sağlamaktadır. Bu süreçte toplumda tüketim alışkanlarının değişmesi ve geleneksel turizm hizmetlerinin de farklılaşması yönünde bir değişim önem arz etmektedir.

Aynı zamanda, AirBnB gibi konaklama şirketleri, önceden var olan konutların daha verimli kullanılmasına izin vererek ve daha fazla ticari otel ihtiyacını azaltarak karbon etkilerini azaltarak çevre üzerinde olumlu etkiye sebep olmaktadır. Turizm endüstrisinden kaynaklanan karbon emisyonları üzerine yapılan bir araştırma, otellerin karbon emisyonlarının %21'inden sorumlu olduğu tespit edilmiştir (Kyriakidis, 2015; aktaran, Dostmohammad, Long, 2015; 6). Bu yöndeki olumlu katkısı sürdürülebilirlik ve yeşil ekonomi anlayışı kapsamında turistik talebi etkilemektedir. Özellikle son yıllarda bu yöndeki anlayışların farkındalığının oluşması farklı tüketici gruplarının taleplerinin bu yönde şekillenmesini sağlamaktadır.

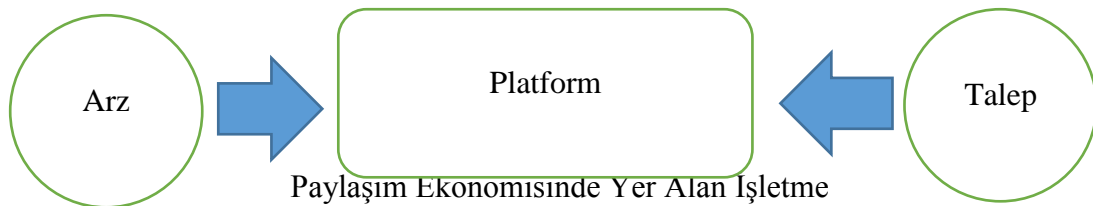
Paylaşım ekonomisi, yeni mal ve hizmetlerin üretiminden ve ticarileştirilmesinden kâr etmek yerine, kullanılmayan veya yeterince kullanılmayan varlıkların değerinin atıl kapasitesinden yararlanmaya dayanan ve tüketici talebiyle şekillenen önemli bir yeni ekonomik oluşumdur. Özellikle paylaşım ekonomisi, belirli bir talebi karşılamak için yeni ürün ve hizmetler üretme ihtiyacını ortadan kaldırmakta ve mevcut varlıkların daha verimli kullanılmasına imkân sağlaması bakımından önemli bir uygulamadır. Özellikle hızla gelişen turizm sektörünün farklı uygulamalarla çeşitlenmesiyle ekonomik ve sosyal gelişime katkı sağlamasına sebep olması bakımından da önemli olmaktadır.

1. Paylaşım ekonomisi ve Ekonomik Etkileri Bakımından Değerlendirilmesi

Paylaşım ekonomisi, tüketiciler ve mal ve hizmet varlıklarına sahip olanların birbirine ihtiyaçlarını karşılamaya yarayan mal ve hizmet satmaları veya kiralamaları için bağlayan çevrimiçi platformları tanımlamak için kullanılan bir terimdir. Bu platformlarda satılabilecek mal ve hizmetlerin listesi oldukça geniştir. En yaygın olarak evler, konaklama, arabalar, ulaşım imkânları gibi fiziksel nesnelere yanında kişisel eğitim, yemek ve finans gibi hizmetler de sıklıkla satılır veya satın alınır.

Paylaşım ekonomisi sosyoloji, psikoloji, teknoloji, iktisat, işletme gibi bilim dallarının ortak noktasında yer alan ve birçok alt kümeyi de içeren oldukça geniş kapsamlı bir kavramdır. Belk (2007) paylaşım ekonomisini geleneksel alışverişler sonucu bir ürün veya hizmete sahip olmanın alternatifi olarak değerlendirmektedir. (Yakın, 2018; 20). Paylaşım ekonomisi, mal ve hizmetleri paylaşmak, sahip olmak yerine paylaşmak ve kiralamak üzerine kurulu bir ekonomik modeldir (Lymar, 2018; 67). Bu modele göre kullanıcılar mal veya hizmeti sunmakta ve aynı zamanda da talep etmektedir. Bu iki taraf arasındaki arz ve talebin yönetilmesi ise aracı platform şirketler tarafından yönlendirilerek internet ortamında gerçekleştirilmektedir (Ayazlar, 2018; 1190).

Şekil 1 Eşler arası (Paylaşım Ekonomisi) bir modelin yapısı



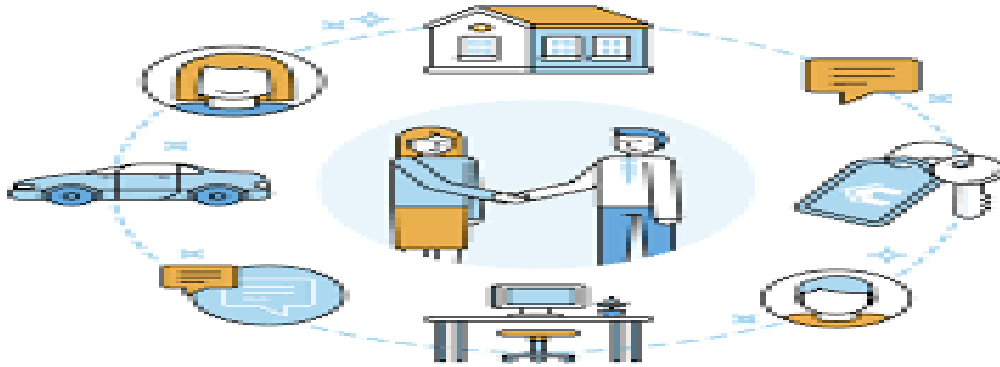
Kaynak: Demary, V., (2015), "Competition in the Sharing Economy", IW policy paper · 19/2015, Contributions to the political debate by the Cologne Institute for Economic Research, Köln, s.5.

Paylaşım ekonomisinde mal veya hizmet gibi varlıkların sahipleri için ek gelir fırsatları, esnek çalışma saatleri ve hem kişisel hem de iş süreçlerinde başka şeylere odaklanma faydaları yer almaktadır. Ancak ekonomik çıkar sağlamanın yanında olumsuz etkileri oluşacağı endişesi sebebiyle bu yönde tartışmalar sürmektedir. Özellikle kapitalizmin mantığına aykırı bulan görüşlerin yanında kıt ve sınırlı kaynakların etkin kullanımının sağlanması bakımından olumlu olduğunu savunan görüşler çatışmaktadır. Paylaşım ekonomisi bu sebeple avantaj ve dezavantajları konusunda da değerlendirilmektedir. Özellikle internet teknolojilerinden kaynaklanan modelin israfa, çevre kirliliğine, kaynakların gereksiz tüketimine karşı farkındalık oluşturarak yaygınlaşması avantajları bakımından önemlidir. Model bilgisayar ve cep telefonlarının araç olarak kullanılmasıyla şekillenmiştir. Sermayesiz veya düşük maliyetli bir işletmecilik olarak önemli bir girişimcilik faaliyeti olarak önemsenmektedir. Kullanım sıklığı düşük veya hiç kullanılmayan varlıkların kullanıma sunulması bir değer yaratılması ekonomik kazanım olmaktadır..

Ancak bu iş modelinin paylaşım ekonomisinin tüm paydaşları açısından riskleri de söz konusudur. Bu risklerden bazıları şu şekilde sıralanmaktadır (Allen ve Berg, 2014; Böckmann, 2013; aktaran, Yıldız, 2020; 35):

- Model güven unsuruna dayandığından sistemi kötüye kullanan ve dolandırıcılık ciddi bir sorundur.
- İhtiyaç konusu mal ve hizmet talebini karşılayacak arz kaynakları isteksiz veya hiç oluşmazsa sistem dağılacaktır.
- Bu yeni uygulamanın mevzuattaki eksikler sebebiyle hukuki bakımdan sorunlar yaşanmasına sebep olduğu durumlarda söz konusu olmaktadır. Bu konuda hasar, sigorta, amortisman ve güvenlik kaynaklı sorunlar önlem alınmasını gerektiren durumlar olmaktadır. Paylaşım ekonomisi uygulama modelinin güvenlik ve kullanım kolaylığı tercih sıklığının artırılmasında önemli faktör olmaktadır.

Birçok şirketin, avantajlı kazanımları sebebiyle paylaşım ekonomisinin geniş şemsiyesine girme arzusu sistemi geliştirmektedir.



Kaynak: <https://erdemerkul.com/tr/paylasim-ekonomisi-2/>, Paylaşım Ekonomisi Posted on 21 Mart 2020, erişim 03.07.2020.

Kurumsal gezginlerin paylaşım ekonomisi platformlarını giderek daha fazla kullandığı ve platformlar, sunduklarını kendi özel ihtiyaçlarını karşılamak için tercih edilmesi gittikçe gelişme göstermektedir. Bazı durumlarda ise, yerleşik şirketler paylaşım ekonomisi şirketleri ile işbirliği yapmaktadır. Bu tür bir örnek, Hilton Worldwide ile Uber arasındaki ortaklıktır; burada bir Uber yolculuğu, doğrudan Hilton HHonors uygulaması aracılığıyla rezerve edilebilir((EPRS), 2017; 5).

2. Paylaşım Ekonomisi ve Turizm İlişkisi

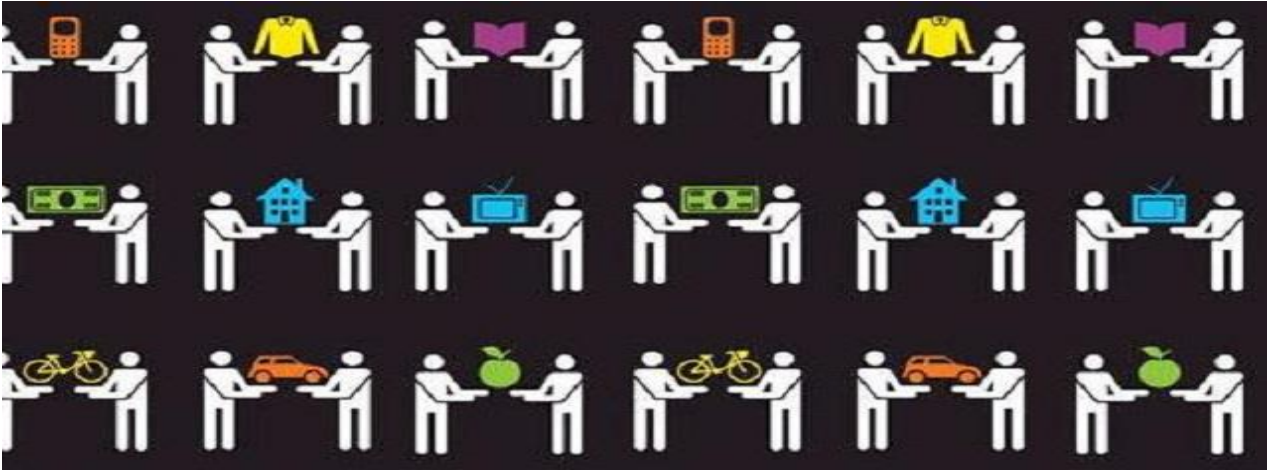
Turizm sektörü hızla büyüyen ve bütün dünyayı etkileyen dinamik bir yapıya sahiptir. Turizm sektörünün bu gelişiminin sonucunda turistik destinasyonların çeşitlenmesi turist davranışındaki değişiklikler de söz konusu olmaktadır. Turizm sektörünün gelişimine etki eden faktörler diğer alanlarda turizme bağlı olarak sosyal ve ekonomik yaygın bir gelişime ve değişime de sebep olmuştur. Turizm sektörü geniş ve çeşitli bir faaliyet alanı olan turizm işletmeleri ile çok yönlü hizmetler sunmaktadır. Turistik hizmetler geleneksel olarak konaklama işletmeleri, ulaşım şirketleri veya tur operatörleri ve yiyecek-içecek işletmeleri gibi işletmeler tarafından sağlanmaktadır. Ancak geniş kapsamlı hizmetlerin sunulmasında gelişen teknoloji ve iletişim rolü büyüktür. Özellikle son yıllarda turizmin kitlesel özelliği zayıflayarak bireysel geziler, alternatif turizm türleri ve geleneksel turizm işletmelerinde çeşitlilik söz konusu olmaktadır.

Özellikle paylaşılan turistik hizmetler içinde en büyük payı oluşturan konaklama imkânları ülkemiz bakımından da önemli olmaktadır. Turistik destinasyon olan büyük şehirlerde paylaşımların uluslararası turizm açısından önemli olduğu görülmektedir. Ayrıca taksi ulaşım hizmetleri, özgün yiyecek-içecek hizmetleri ve turistik deneyimlerin paylaşımına yönelik talebinde hızlandığı görülmektedir. Ancak turizm pazarında modern pazarlama anlayışı dışında ve kayıt dışı ekonomiye sebep olan bu yaklaşıma yönelik turistik talebin gelişiminin değerlendirilmesini gerekli kılmaktadır.

Paylaşım ekonomisinin kullanılması turistik seyahatlerde yerel ve otantik değerlerin tanınmasına ve mahalli yaşamın bir parçası olmak şeklindeki bir deneyim yaşanmasına sebep olmak bakımından da önemlidir. Bu süreçte yerel halkın ek gelir sağlaması ve kullanılmayan varlıkların turizm sektörünün gelişimine katkı sağlaması en önemli ekonomik katkıları olarak değerlendirilmektedir. Bölge halkının yetersiz sermaye birikimi sebebiyle büyük ölçekli ve süreklilik arz eden iş çabalarına alternatif bir çözüm olması bakımından önemlilik arz etmektedir. Ancak bu yöndeki uygulamaların yaygın kullanımının konaklama ve ulaştırma sektöründe gerçekleşmesi turizm sektörünün gelişmesine katkı sağlamak bakımından önemlidir. Özellikle konaklama işletmelerinin gecelik fiyatlarının yüksekliği Airbnb uygulamasının konaklama amacıyla kullanımını oldukça cazip kılmaktadır.

Paylaşım ekonomisinin turistik destinasyon olarak büyük metropol şehirlerde yaygın kullanımı tüm avantaj sağlayan faktörlerin varlığından kaynaklanmaktadır. Aynı zamanda bu yönde toplumsal bilincin oluşması da oluşan talebin karşılık bulması açısından önemli bir faktördür. Bu noktada ev sahibi ve misafir arasındaki ilişkinin güvenilir kurulması da mümkün olacaktır. Ayrıca kitlesel turizm hareketlerinin, turistik destinasyonları enerji, su ve hava gibi doğal kaynakların aşırı tüketilmesi şeklinde olumsuz etkisi, çevresel ve sosyo-kültürel açıdan bir takım sorunlar yaratmaktadır. Bu sebeple sürdürülebilir turizm ilkeleri ve yeşil ekonomi açısından olumlu sonuç yaratmaktadır. Turistik yatırımların yapılaşma yönünde hızlanması yerine mevcut yapıların kullanılmayan dönemlerde artan turistik talebi karşılaması çevresel değerler bakımından önemli olmaktadır. Özellikle büyükşehirlerin merkezi bölgelerinde yer alan konutların kullanımı ve ulaşımında kolay ve ucuz ulaşımın sağlanması şehir ulaştırma imkanlarını kullanım kolaylığı sağlamaktadır. 2009 yılında uygulamada ilk defa yer alan Amerika'daki Uber mobil uygulama ile bu yöndeki önemli bir gelişmedir. Ancak zaman içinde taksi şirketlerinin yoğun muhalefetine maruz kalmış bir uygulama olmuştur.

Paylaşım ekonomileri kapsamında yemek şirketlerinin, turistler ile yerel halkı birbirine bağlayan sosyal bir yemek pazarı olması ve yemek ihtiyacı olan kişilerle yemeğin paylaşılması önemli bir kazanım olarak kabul edilmektedir. Turizmin yapısı gereği insanlar ulaşım, konaklama ve yeme içme ihtiyaçlarını karşılamak için kısa süreli kiralamalara ihtiyaçlarının karşılanması geniş bir alana yayılarak her geçen gün talep sürekli artmaktadır (Demir, 2020; 18-20).



Kaynak: Turizm Ajansı, “Paylaşma Ekonomisi: Büyüme Fırsatlarını Anlamak”, <https://www.turizmajansi.com/haber/paylasma-ekonomisi-buyume-firsatlarini-anlamak-h19512..>, erişim 03.07.2020.

Mastercard’ın konuyla ilgili yaptırdığı bir araştırmayı temel alan ve “Paylaşma Ekonomisi: Büyüme Fırsatlarını Anlamak” adını taşıyan rapor da, konaklamadan ulaşım, alım-satımdan profesyonel hizmetlere ve eşyaların kiralanmasına kadar farklı ekosistemlerdeki paylaşım dinamikleri incelenmiştir. Raporla göre; geleneksel kiralama sektörlerinin yavaşlama trendin de olması ve buna karşın, araba paylaşma, müzik veya video paylaşımı, ev değış tokuşunun yapıldığı gibi farklı sektörlerin ortaya çıktığı paylaşım ekonomisinde, geliri baz aldığımızda 2014 yılından 2015 yılına göre yüzde 97’lik bir büyümenin gerçekleşmiş olduğu görülmektedir. Paylaşma ekonomisinin ilerideki beş yıllık sürecine baktığımızda, sadece ulaşım ve konaklamanın 500 milyar dolarlık bir potansiyel oluşturacağını ifade etmek mümkün olmaktadır(Turizm Ajansı, 2017). Bu yöndeki ilerlemenin talep artışı doğrultusunda gerçekleşmesiyle yaratılan gelir ve iş hacmi ekonomik büyümeye katkı sağlayacaktır.

Paylaşım ekonomisinin turizm sektörü kapsamında talep görmesi kullanıcıların tüketicilerin paylaşım platformlarına olan ilgisini arttırmaktadır. Eurobarometer’in (2016) yaptığı bir araştırmada; tüketicilerin %52’si paylaşım ekonomisi platformlarındaki hizmetlerden haberdar olduklarını, %17’si de bu hizmetleri en az bir kez deneyimlediğini belirtmiştir. 25-39 yaş aralığındaki katılımcılar (%27) ve eğitimini tamamlamış 20 yaş ve üzerindeki (%27) katılımcıların bu platformları kullanma olasılığı en yüksek gruplar olarak belirlenmiştir (Eurobarometer, 2016; aktaran, Ayazlar, 2018; 1191).

Ancak 2019 yılı Aralık ayı itibariyle başlayan ve 2020 yılının ilk aylarından itibaren de tüm dünyayı ve sektörleri etkisi etkileyen Covit 19 pandemisi, turistik davranışların yeniden şekillenmesine ve farklı bir tüketim sürecinin oluşmasına sebep olmuştur. Seyahat ve konaklama gibi ekonomide yaygın etkisi olan sektörleri son derece olumsuz düşüşler şeklinde etkileyen pandemi krizi; belirsizlik ve bir ekonomik zayıflamanın yaşandığı döneme girilmiştir. Bu sebeple son yıllarda faaliyet gösteren işletme ve kullanıcı sayısının artmasıyla önemli ivme kazanan paylaşım ekonomisi platformları, bu süreçten en çok etkilenen sektörlerden biri olarak bu durgunluk ve yavaşlama sürecine girmiştir(Sesliokuyucu, 2021; 500). Fakat pandemi sonrası dönemde ev kiralama tercihlerinin artması ve toplu ulaşım da daha bireysel davranışlar tekrar bu kiralamaya dayanan süreci hızlandırmaya başlamıştır. İnsanlar için önemli olan hijyen güvenliği ve geniş ailelerin daha ucuz tatil yapma istekleri olarak ön planda yer almıştır.

Özellikle geleneksel turizm sisteminden daha düşük maliyetlerle benzer turistik faaliyetlere katılmak isteyen kitlelere paylaşım ekonomisi turizm pastasını daha da büyüterek bir niş pazar oluşturmaktadır. Süreç içinde bu büyüyen pasta diliminden sadece paylaşım ekonomisi platformlarının yararlanabilmesi sonucunda iş alanları farklılaşarak çeşitlenme söz konusu olmaktadır(Shankland, 2013; aktaran, Kurt, Unluören, 2017; 13). Pandemi sonrası süreçte tatil konutları veya sürekli ikamet edilen evlerin turizm sektöründe yer alması özellikle pandemi sonrası süreçte yaşanan yoksulluğa ek

gelir yaratılarak bir çözüm olacağı düşüncesi önem arz etmektedir. Bu sebeple geleneksel anlayışın dışında bir talep ve farklı sosyo-demografik yapının tercihleri paylaşım ekonomisinin turizm sektöründe gelişmesine imkan sağlayacaktır.

3. Araştırmanın Yöntemi Ve Amacı

Bu çalışmanın amacı da paylaşım ekonomisinin turizm sektörü üzerindeki etkisini belirlemek, Z kuşağının paylaşım ekonomisi içinde yer alan uygulamalardan ne derece faydalandığını belirlemek ve geleceğe yönelik değerlendirmeler yapmak olarak belirlenmiştir. Mevcut değişimin anlaşılması amacıyla genel bir kavramsal değerlendirme yapılarak daha sonra bir anket yöntemi uygulanmıştır. Ancak yeni gelişen bir uygulama olması ve turizm sektörünün Covit 19 pandemisi sebebiyle yaşamış olduğu krizi de dikkate alırsak paylaşım ekonomisini içeren veriler kısıtlı olmaktadır. Bu sebeple tutum ve davranışları ölçmek için Z kuşağını hedef alan bir anket uygulaması katkı sağlayacaktır.

Bu kapsamda hazırlanan anket formu birebir yüz yüze ve internet ortamında ulaştırılan anket formlarının doldurularak geri dönüşünün sağlanmasıyla çalışma sonuçlandırılmıştır. Araştırma Bulguları çalışma da belirlenen araştırma modeli ve araştırma hipotezlerinin test edilmesi amacıyla, çalışmaya katılan katılımcıların demografik özellikleri ve paylaşım ekonomisi platformlarına ilişkin kullanım tecrübelerini içeren betimleyici bulgular şu şekildedir;. Katılımcılara İlişkin Betimleyici İstatistik Analizi Sonuçları. incelendiğinde, katılımcıların %52,7'sinin erkeklerden oluştuğu görülmektedir. %41,8 i kadın araştırmacılardan oluşmaktadır.Araştırmaya katılan yaş grupları incelendiğinde, katılımcıların%100 ü, “Z Kuşağı” olarak adlandırılan, 1995-2012 tarihleri arasında doğan bireylerden oluştuğu görülmektedir. Katılımcılar “Z Kuşağı” olarak adlandırılan ve 1995-2012 tarihleri arasında, teknolojiyle birlikte doğan “millenyum çocukları”ndan meydana gelmektedir .Katılımcıların çevrimiçi alışveriş alışkanlıkları incelendiğinde, olarak, sıklıkla çevrimiçi alışveriş 129 yapma deneyimine sahip oldukları görülmektedir. Öyle ki katılımcıların %41,4'ü sıklıkla çevrimiçi alışveriş yaptıklarını belirtmektedir. Katılımcıların %34,1'i, turizm endüstrisinde faaliyet gösteren paylaşım ekonomisi platformlarını kullanma deneyime sahip olmasına karşın, kavram olarak paylaşım ekonomisinden habersizdir. Katılımcıların turizm endüstrisinde kullandığı paylaşım ekonomisi platformları incelendiğinde, paylaşım ekonomisi kavramının ortaya çıkış prensiplerini en iyi şekilde yansıtan ve turistik destinasyonlarda turistler tarafından sıklıkla tercih edilen ulaştırma platformlarının %69,9 ile sık tercih edilen platformlar olduğu görülmektedir. Bunun yanında, katılımcıların %30,1'inin, turizm edüstrisinin bir diğer önemli turistik ürünü olan ve değişen turist tüketici ve talepleri doğrultusunda sık tercih edilen konaklama platformlarını kullandığı görülmektedir

Sonuç

Turizm sektörü hızlı bir ivme ile büyüyen, dünyayı etkileyen dinamik bir yapıya sahiptir. Turizm sektörünün bu gelişiminin neticesinde turistik destinasyonların çeşitlenmesi turist davranışındaki değişiklikler de söz konusu olmaktadır. “Z Kuşağı” olarak adlandırılan ve 1995-2012 tarihleri arasında doğan ve teknolojiyi yoğun bir şekilde kullanan Z kuşağının da turizm hareketliliğinde yer almaya başladığı, kendi alışkanlıkları ve seyahat tercihleri ile turizm sektöründe farklı bir tatil anlayışı oluşturduğu görülmektedir. Paylaşım ekonomisinin turizm sektörü üzerindeki etkisini belirlemek, Z kuşağının paylaşım ekonomisi içinde yer alan uygulamalardan ne derece faydalandığını belirlemek ve geleceğe yönelik değerlendirmeler kapsamında bir anket formu SPSS 22 paket programı aracılığı ile analiz edilmiştir. Paylaşılan turistik hizmetler içinde en büyük payı oluşturan konaklama imkânları; özellikle milenyum çocukları Z kuşağı gençlerinin nın tercih sebebi olması ülkemiz bakımından da önemli olmaktadır. Ayrıca turistik destinasyon olan büyük şehirlerde de paylaşımların uluslararası turizm açısından önemli olduğu görülmektedir. Taksi ulaşım hizmetleri, özgün yiyecek-içecek hizmetleri ve turistik deneyimlerin paylaşımına yönelik talebinde Z kuşağı açısından hızlandığı görülmektedir.

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Mobil Bankacılık Uygulamalarına Yönelik Tutumların Kullanıcı Memnuniyeti Üzerindeki Etkisi

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ÖZET

Dijital teknolojilerde meydana gelen gelişmeler tüketicilerin yaşamlarında önemli kolaylıkları beraberinde getirmektedir. Bu gelişmelerden biri de şüphesiz mobil bankacılık uygulamalarıdır. Tüm bankacılık işlemlerinin yapılabilirdiği bu uygulamalar tüketicilerin banka şubelerine gitmelerine gerek bırakmamakta kendilerine ve çevrelerine daha fazla vakit ayırmalarına imkân sağlamaktadır. 7/24 bankacılık işlemlerinin yapılabilmesine imkân tanıyan bu uygulamaların daha fazla kullanıcı dostu olabilmelerinin yolu şüphesiz kullanıcıların bu uygulamalara yönelik memnuniyet düzeylerinin incelenmesinden geçmektedir. Özellikle son dönemde üzerinde çokça araştırma yapılan ve dijital dünyanın içine doğan Z kuşağı bireylerin mobil bankacılık uygulamalarına yönelik memnuniyet düzeylerinin öğrenilmesi son derece önemlidir. Bu nedenle bu çalışmanın amacı Z kuşağı bireylerin mobil bankacılık uygulamalarına yönelik tutumlarının mobil bankacılık kullanım memnuniyet düzeylerine etkisini araştırmak olarak belirlenmiştir. Bu maksatla Z kuşağına mensup 156 birey ile online anket gerçekleştirilmiştir. Elde edilen veriler Kısmi En Küçük Kareler-Yapısal Eşitlik Modeli (KEKK-YEM) ile analiz edilmiştir. Araştırma sonucuna göre mobil bankacılık uygulamaları hakkında sahip olunan algılar cinsiyet değişkenine göre farklılaşmakta olup, erkeklerin algıları kadınlara kıyasla daha olumlu düzeydedir. Kamu ve özel bankalar açısından mobil banka uygulamaları algılarında anlamlı bir farklılık bulunmamıştır. Ayrıca araştırma sonucunda mobil bankacılık uygulamalarının algılanan kullanım kolaylığı, algılanan fayda ve duyulan güven kullanıcı memnuniyetini olumlu olarak etkilediği anlaşılmaktadır.

Anahtar Kelimeler: Mobil Bankacılık Uygulamaları, Algılanan Kullanım Kolaylığı, Algılanan Fayda, Güven, Kullanıcı Memnuniyeti

ABSTRACT

Developments in digital technologies bring important conveniences in the lives of consumers. One of these developments is undoubtedly mobile banking applications. These applications, where all banking transactions can be made, do not require consumers to go to bank branches, and allow them to spend more time on themselves and their surroundings. The way these applications, which allow 24/7 banking transactions to be made, can be more user-friendly is undoubtedly by examining the satisfaction levels of the users towards these applications. It is extremely important to learn about the satisfaction levels of the Z generation individuals, who were born into the digital world and on which a lot of research has been done recently, towards mobile banking applications. For this reason, the aim of this study is to investigate the effect of the attitudes of the Z generation towards mobile banking applications on their satisfaction with mobile banking usage. For this purpose, an online survey was conducted with 156 individuals belonging to the Z generation. The obtained data were analyzed with the Partial Least Squares-Structural Equation Model (KEKK-YEM). According to the results of the research, the perceptions about mobile banking applications differ according to the gender variable, and the perceptions of men are more positive than women. There was no significant difference in the perceptions of mobile banking applications in terms of public and private banks. In addition, as a result of the research, it is understood that the perceived ease of use, perceived usefulness and trust of mobile banking applications affect user satisfaction positively.

Key Words: Mobile Banking Applications, Perceived Ease of Use, Perceived Benefit, Trust, User Satisfaction

GİRİŞ

Mobil cihazların günlük kullanımda sayısının artması ile birlikte bu cihazlar üzerinden tüketicilere ulaşmak isteyen marka ve firmalar mobil uygulamalar yoluyla hedef kitlelerine ulaşmaya çalışmaktadır. Bu doğrultuda dijital teknolojilerin gelişmesi ile birlikte markaların ve firmaların kullandığı mobil uygulamaların sayısı giderek artmaktadır. Kullanıcıların 7/24 buldukları her yerden işlem yapmasına izin veren mobil uygulamalar tüketicilerin hayatını önemli ölçüde kolaylaştırmaktadır. Mobil uygulamaların kullanıcılara sunmuş olduğu avantajlar nedeniyle bankacılıktan eğlenceye, alışverişten, sağlığa, spordan kültüre kadar onlarca farklı alanla ilgili

uygulamaya rastlamak mümkündür. Tüketicilerin bankacılık işlemlerinde büyük ölçüde kolaylık sağlayan mobil bankacılık uygulamaları ise özellikle pandemi dönemi ile birlikte çok daha geniş kitle tarafından kullanılabilir hale gelmiştir. Mobil bankacılık uygulamaları sayesinde kullanıcılar banka şubelerine gitmeden 7/24 fatura ödeme, kredi kullanma, para transferi yapma varlığını kontrol edebilme gibi çok sayıda işlemi yapabilmektedir. Ancak dijital dünyada ortaya çıkan gelişmeler müşterilerine daha yakın olmak isteyen onlara 7/24 hizmet vermek isteyen markaların yanı sıra kötü niyetli kişilerin amacına hizmet edebilmektedir. Medyada ortaya çıkan birtakım dolandırıcılık haberleri, dijital dünyaya yönelik birtakım endişelerin armasına da neden olabilmektedir. Dolayısı ile mobil uygulamalar konusunda tüketicilerin tutumlarının öğrenilmesi mevcut uygulamaların iyileştirilmesi gerekse de yeni uygulamaların geliştirilmesi açısından büyük önem taşımaktadır.

Mobil Bankacılık Uygulamaları

Çoğunlukla uygulama adı ve marka logosunun veya simgesinin kullanıcı deneyimi boyunca ön plana çıktığı mobil cihaza indirilebilir yazılımlar olarak (Zhao ve Balague, 2015:305) tanımlanan mobil uygulamalar etkileşimli özellikleri sayesinde tüketici marka ilişkisini derinleştirirken tüketicinin markaya, satın alma niyetine ve nihai olarak satın alma davranışına yönelik olumlu tutum geliştirmesine katkıda bulunmaktadır. Marka uygulamalarının benimsenmesi satın alma üzerinde olumlu etkiye sahiptir. İyi tasarlanmış bir marka uygulamasını indirip kullanmak, müşterilerin markanın ürün veya hizmetlerine yönelik olumlu tutumunu, satın alma sıklıklarını ve harcamalarını artırmaktadır (Kim ve diğ., 2015:31). Ayrıca bu uygulamalar; markalara değer yaratmada, yeni talepler sağlamada, verimliliği artırmada, bilgi paylaşımının desteklenmesinde ve rekabet karşısında avantaj sağlamada markalara önemli faydalar sunmaktadır (Ehrenhard ve diğ., 2016:1). Mobil teknolojilerdeki hızlı gelişmeler sonucunda markaların yoğun talep gösterdiği bu uygulamalar mobil cihazlar aracılığı ile her zaman ve her yerde erişilip kullanılabilir hale dönüşmüştür (Özkoçak, 2016). Mobil uygulamalar, mobil teknolojileri aktif olarak kullanan veya mobilin önemini kavrayan markalara yeni stratejiler geliştirme konusunda büyük fırsatlar sunmaktadır. Daha spesifik olarak, mobil uygulamalar, tüketicilere markaları doğrudan veya dolaylı olarak deneyimleme fırsatı sunarken, markalara geleneksel kitlesel pazarlama ve kişisel pazarlama faaliyetlerini aynı anda uygulama fırsatı sunmaktadır (Gümüş, 2017).

Mobil bankacılık uygulamaları da benzer şekilde mobil cihazlar için özel tasarlanmış telefon bankacılığına göre daha kolay olan birçok bankacılık işlemi yapmanın ve bilgi almanın mümkün olduğu uygulamalardır (Seyrek ve Akşahin, 2016). Rekabetin yoğun olarak yaşandığı finans sektöründe bankalar arasında tüketici geçişkenliğinin fazla olması nedeniyle tüm bankalar müşterilerine kullanıcı dostu uygulamalar ile hizmet vermeye çalışmaktadır. Bu nedenle de tüm bankaların mobil uygulaması bulunmaktadır.

Ortaya çıkışından günümüze kadar olan dönemde sürekli olarak güvenlik, hız, işlem çeşitliliği gibi birçok yönden gelişim gösteren mobil bankacılık uygulamaları aracılığıyla yapılabilecek işlemler aşağıdaki gibi sıralanabilir (Kurt, 2017):

- Hesap bilgilerini görüntüleme, hesap hareketlerini izleme
- Vadeli / vadesiz hesap açma/kapatma
- Havale / EFT işlemleri
- Fatura, vergi, sigorta ve diğer ödemeleri gerçekleştirme
- Ödemeler için talimat verme
- Kredi başvurularında bulunma, mevcut kredi bilgilerini görüntüleme
- Kredi kartı borç/limit bilgisi öğrenme, kart borcu ödeme
- Altın, döviz ve diğer yatırım araçlarının alışı satışı işlemlerini gerçekleştirme 12

- Hisse senedi emir takibi yapma, hisse fiyatlarını görüntüleme
- Güncel döviz kuru bilgilerini, fon fiyatlarını görüntüleme
- En yakın şube veya ATM konumu sorgulama
- QR kod aracılığıyla ATM'den kartsız para çekme
- Görüntülü görüşme yaparak müşteri olma.

Mobil bankacılık uygulamalarının kullanıcılara sunmuş olduğu bu avantajlar nedeniyle milyonlarca müşteri bu uygulamaları kullanmaktadır. Örneğin Mobil bankacılık yapmak üzere sistemde kayıtlı olan ve en az bir kez giriş işlemi yapmış toplam müşteri sayısı (bireysel ve kurumsal) Mart 2022 itibariyle 123 milyon 164 bin kişi olmuştur. Bunların 78 milyon 260 bin kişisi (%64'ü) Ocak-Mart 2022 dönemi içerisinde en az bir kez uygulamaya giriş yapmıştır. Ocak- Mart 2022 aralığında en az bir kez giriş yapmış bireysel müşteri sayısı ise yaklaşık 75 milyon olmuştur. Bu sayı 2021 yılının aynı döneminde ise yaklaşık 63 milyon civarında olmuştur (TBB, 2022).

Tablo 1. Dijital Bankacılık Kullanıcı Sayıları Özet Tablo

Aktif (bireysel ve kurumsal) Müşteri Sayısı, bin kişi	Mart 2021	Mart 2022	Yaş Gruplarına Göre Toplam Aktif Bireysel Dijital Bankacılık Müşteri Sayıları, bin kişi	Mart 2021	Mart 2022
Sadece internet bankacılığı kullanan	3,130	2,667	0-17	218	328
Sadece mobil bankacılık uygulamaları kullanan	55,972	69,493	18-25	12,619	14,926
Hem internet hem mobil bankacılık kullanan	9,373	8,767	26-35	18,820	21,509
Cinsiyetlerine Göre Toplam Aktif Bireysel Dijital Bankacılık Müşteri Sayıları, bin kişi	Mart 2021	Mart 2022	36-55	26,504	31,046
Kadın	20,919	25,907	56-65	5,301	6,670
Erkek	44,568	51,454	65 +	2,023	2,881

Kaynak: tbb.org.tr/Content/Upload/istatistikraporlar/ekler/3805/Dijital-Internet-Mobil_Bankacilik_Istatistikleri-Mart_2022.pdf

Literatür Araştırması ve Hipotezlerin Geliştirilmesi

Bu bölümde araştırma kapsamında geliştirilen hipotezlerle ilgili literatür bilgisine yer verilmektedir.

Algılanan Fayda

Teknoloji kabul modeline göre kişi belirli bir teknolojik sistemin işini daha iyi yapmasına yardımcı olacağına inanıyorsa sistemi faydalı olarak algılamakta ve kullanmaya daha çok meyilli olmaktadır (Davis, 1989). Mobil bankacılık uygulamaları açısından bakıldığında ise kullanıcının bu uygulama sayesinde şubeye gitmeden çok sayıda bankacılık işlemi 7/24 bulunduğu yerden yapabileceğine yönelik inancıdır denilebilir. Bu doğrultuda aşağıdaki hipotez oluşturulmuştur:

H₁: Mobil bankacılık uygulamalarına yönelik algılanan fayda kullanıcıların uygulamaya yönelik memnuniyet düzeyini olumlu yönde etkilemektedir.

Kullanım Kolaylığı

Algılanan kullanım kolaylığı, bireyin söz konusu sistemin kullanılmasını öğrenmek için çok fazla çaba harcamamasını ifade etmektedir (Davis, Bagozzi ve Warshaw, 1989). Mobil bankacılık açısından, sistem girişleri ve kullanımın kolay olması kullanıcıyı sistemi kullanmaya teşvik etmekte, ayrıca sistemin nasıl kullanılacağına daha az vakit ve çaba ayıran kişinin algıladığı kontrol duygusu da yükselmektedir (Paçan vd., 2019). Bu doğrultuda aşağıdaki hipotez oluşturulmuştur:

H₂: Mobil bankacılık uygulamalarına algılanan kullanım kolaylığı kullanıcıların uygulamaya yönelik memnuniyet düzeyini olumlu yönde etkilemektedir.

Güven

Dijital platformlar üzerinden yapılan işlemlerdeki yüksek belirsizlik ve risk nedeniyle güven faktörü kullanıcıların tutumları üzerinden önemli bir belirleyici olmaktadır. Mobil bankacılık açısından değerlendirildiğinde güven faktörü, müşterilerin mobil bankacılık hizmetiyle ilgili olarak bankanın dürüst, yetkin ve müşteri odaklı olma özelliklerini taşıdığına yönelik inançlarını kapsamaktadır (Alalwan ve diğerleri, 2017:103). Bu doğrultuda aşağıdaki hipotez oluşturulmuştur:

H₃: Mobil bankacılık uygulamalarına yönelik güven kullanıcıların uygulamaya yönelik memnuniyet düzeyini olumlu yönde etkilemektedir.

Araştırma Yöntemi

Araştırma sosyal bilimlerde nicel araştırma yöntemlerinden biri olan ilişkisel tarama yöntemi ile yürütülmüştür. Araştırma evrenini bir meslek yüksekokulunda öğrenim gören ve sosyal medya kullanan yaklaşık 700 kişiden oluşan Z kuşağı bireyler oluşturmaktadır. Araştırmanın örnekleme yöntemi ise, araştırma evreninden tesadüfi olmayan örneklem yöntemlerinden biri olan kolayda örneklem yöntemi ile seçilen 156 kişiden oluşmaktadır.

Araştırma verileri online anket ile toplanmıştır. Araştırmada kullanılan soru formu 2 bölümden oluşmaktadır. İlk bölümde araştırmaya katılanlara dair demografik bilgileri ölçmeye yönelik sorular yer almaktadır. İkinci bölümde ise mobil bankacılık uygulamalarına yönelik kullanım algılarını ölçmek amacıyla kullanılan sorular yer almaktadır. Katılımcıların mobil bankacılık uygulamalarına yönelik algılarını ölçmek amacıyla oluşturulan soru formunda yer alan algılanan fayda ve algılanan kullanım kolaylığı ölçekleri Davis (1989), güven ölçeği Jarvenpaa vd. (2000) kullanıcı memnuniyeti ölçeği ise Lee (2009)'nin çalışmalarından uyarlanmıştır. Anket formunda 5 adet demografik soru yer almaktadır. Araştırmada katılımcıların mobil bankacılık uygulamalarının kullanımına yönelik algılarını ölçmeye yönelik olarak kullanılan eksojen değişkenlerden algılanan kullanım kolaylığı 6 soru ile algılanan fayda 6 soru ile ve mobil bankacılığa duyulan güven 5 soru ile modeldeki endojen değişken kullanıcı memnuniyeti ise 3 soru ile 5'li Likert tipi ölçek vasıtasıyla (1 = Kesinlikle katılmıyorum, 5 = Kesinlikle katılıyorum) ölçülmektedir.

30 Mart – 11 Nisan 2022 tarihleri arasında toplanan veriler SPSS paket programı ile düzenlenmiştir. Sonrasında demografik faktörlere göre değişkenler arasında herhangi bir farklılaşma olup olmadığını anlayabilmek amacıyla t test ve Anova testi SPSS paket programı ile gerçekleştirilmiştir. Değişkenler arasında kurulan modelin güvenilirlik ve geçerliliğini test etmek ve araştırma hipotezlerini test etmek için Kısmi En Küçük Kareler – Yapısal Eşitlik Modeli (KEKK-YEM) analizlerine imkân tanıyan Smart PLS3 programı kullanılmıştır.

Bulgular

İlk kısımda araştırmada elde edilen demografik bulgular sunulmuştur. İkinci kısımda ulaşılan verilerin demografik faktörlere göre farklılaşıp farklılaşmadığını anlamaya yardımcı olan t test ve Anova analizine ilişkin bulgulara yer verilmiştir. Üçüncü kısımda ise ölçeklerin güvenilirlik ve geçerlilik bulguları paylaşılmış olup, son aşamada hipotez testlerine ilişkin bulgular paylaşılmıştır.

Demografik Bulgular

Tablo 2: Demografik Bulgular

	Değişken	Frekans	%	Kümülatif %
Cinsiyet	Kadın	76	48,7	48,7
	Erkek	80	51,3	100
	Toplam	156	100	
Yaş	18-22	125	80,1	80,1
	23-27	31	19,9	100
	Toplam	156	100	
Aylık Ortalama Geliriniz	750 TL ve altı	62	39,7	39,7
	751 TL-1000 TL	28	17,9	57,7
	1001 TL-1250 TL	10	6,4	64,1
	1251 TL-1500 TL	8	5,1	69,2
	1501 TL-1750 TL	9	5,8	75
	1751 TL-2000 TL	3	1,9	76,9
	2001 TL ve üstü	36	23,1	100
	Toplam	156	100	
Kaç bankanın mobil bankacılık uygulamasını kullanıyorsunuz?	1 ve 2	103	66	66
	3 ve 4	44	28,2	94,2
	5 ve daha fazla	9	5,8	100
	Toplam	156	100	
En fazla kullandığınız mobil banka uygulaması?	Ziraat Bankası	78	50	50
	İş Bankası	23	14,7	64,7
	Yapı Kredi	12	7,7	72,4
	Garanti bankası	14	9	81,4
	Halkbank	7	4,5	85,9
	Vakıfbank	5	3,2	89,1
	Akbank	6	3,8	92,9
	Diğerleri	11	7,1	100
	Toplam	156	100	
Kamu-Özel	Kamu	90	57,7	57,7
	Özel	66	42,3	100
	Total	156	100	

Araştırmaya katılanların %51,3'ü erkeklerden oluşurken katılımcıların %48,7'si kadınlardan oluşmaktadır. Katılımcıların tamamı 1995 yılından sonra doğmuş Z kuşağına mensup bireylerden oluşmaktadır. Katılımcıların %66'sı 1 veya 2 mobil banka uygulaması kullanırken geri kalan katılımcılar 3 veya daha fazla mobil banka uygulaması kullandığını belirtmektedir. Katılımcıların en fazla kullandığı mobil bankacılık uygulaması kamuya ait bankaların mobil uygulamaları olup en çok kullanıldığı ifade edilen mobil banka uygulaması Ziraat Bankası'nın mobil uygulamasıdır.

Araştırmada ulaşılan verilerin demografik faktörlere göre farklılaşıp farklılaşmadığını anlamaya yönelik olarak t testi ve tek yönlü Anova analizleri yapılmıştır. Yürütülen t testine yönelik bulgular tablo 3'te sunulmuştur.

Tablo 3: T test Bulguları

Grup İstatistikleri	Cinsiyetiniz	N	Ort.	Std. Hata	Sig. (2-tailed)
Kullanım Kolaylığı	Kadın	76	4,186	0,531	0,01
	Erkek	80	4,404	0,455	0,01
Algılanan Fayda	Kadın	76	4,237	0,572	0,01
	Erkek	80	4,446	0,481	0,02
Duyulan Güven	Kadın	76	3,947	0,663	0,83
	Erkek	80	3,970	0,673	0,83
Kullanıcı Memnuniyeti	Kadın	76	4,167	0,595	0,04
	Erkek	80	4,358	0,548	0,04
	Kamu-Özel	N	Ort.	Std. Hata	Sig. (2-tailed)
Kullanım Kolaylığı	Kamu	90	4,243	0,479	0,11
	Özel	66	4,374	0,530	0,11
Algılanan Fayda	Kamu	90	4,280	0,537	0,08
	Özel	66	4,432	0,526	0,08
Duyulan Güven	Kamu	90	3,978	0,594	0,68
	Özel	66	3,933	0,758	0,69
Kullanıcı Memnuniyeti	Kamu	90	4,248	0,516	0,67
	Özel	66	4,288	0,656	0,68

*%95 anlamlılık düzeyi

Tablo 3 incelendiğinde, erkek katılımcılar kadın katılımcılara kıyasla mobil bankacılık uygulamalarının kullanımının daha kolay olduğunu belirtmektedirler ve bu fark istatistiki olarak anlamlıdır. Benzer şekilde erkek katılımcılar kadın katılımcılara kıyasla mobil banka uygulamalarını daha faydalı bulmakta olup, bu fark istatistiki olarak anlamlıdır. Algılanan kullanıcı memnuniyeti açısından da durum benzer olup, erkek katılımcılar, kadın katılımcılara kıyasla mobil bankacılık uygulamalarından daha memnun olduklarını ifade etmiş olup bu farklılık da istatistiki olarak anlamlıdır. Bu sonuçlar doğrultusunda mobil bankacılık uygulamalarının kullanım kolaylığı, algılanan fayda ve algılanan kullanıcı memnuniyeti cinsiyet değişkenine göre farklılaşmaktadır. Yaş değişkeni açısından yapılan incelemede her ne kadar algılanan fayda 23-27 yaş arasındakiler lehine farklılaşsa da yaşlar arasında örneklem dağılımı dengeli olmadığı için bu sonuç dikkate alınmamış tüm örneklem yaş açısından Z kuşağı olarak tek bir grup olarak değerlendirilmiştir. Kullanılan mobil bankacılık uygulamalarının kamu ve özel banka olmasına göre bir farklılaşma olup olmadığını incelemek için gerçekleştirilen t testine göre ise istatistiki olarak anlamlı bir farklılaşma görülmemektedir. Ortalama değerleri incelendiğinde ise kullanım kolaylığı ve algılanan fayda özel bankalar lehine, mobil uygulamalara duyulan güven ise kamu bankalarının mobil uygulamaları lehine daha yüksek bulunmuştur.

Araştırma modelinde yer alan eksojen ve endojen değişkenlerin demografik değişkenlerden aylık ortalama gelir, kullanılan mobil bankacılık uygulama sayısı veya kullanılan mobil bankacılık uygulamasına göre farklılaşma gösterip göstermediğini anlamak için yürütülen tek yönlü Anova testi bulgularına göre herhangi bir farklılaşma tespit edilmemiştir.

Ölçüm Modeline İlişkin Bulgular

KEKK-YEM analizinde ölçüm modeli analizi ile modeldeki unsurların güvenilirlik ve geçerlilikleri incelenmektedir. Öncelikle madde faktör yükleri ile değişkenlerin cronbach alfa (α) ve birleşik güvenilirlik (CR) katsayıları ile ortalama açıklanan varyans (AVE) katsayıları incelenmektedir. Madde faktör yükleri, bağlı oldukları değişkenler ile maddeler arasındaki korelasyonu göstermekte olup (Garson, 2016: 61), daha yeterince olgunlaşmamış keşifsel araştırmalarda madde yüklerinin 0,5 üzerinde olması kabul edilebilirdir (Wong, 2013: 21).

Gizil değişkenlerin güvenilir kabul edilebilmesi için α değerinin 0,7 - 0,9, CR değerinin ise 0,7 üzerinde olması arzu edilmektedir (Sarstedt vd., 2017: 27). Geçerlilik analizi için yakınsama ve ayrışma geçerliliğine yönelik analizler yapılmaktadır. Yakınsama geçerliliği için AVE değerleri

incelenmektedir. Yakınsama geçerliliği için AVE değerinin 0,50 üzerinde olması beklenmektedir (Sarstedt vd., 2017: 27; Wong, 2013:21). Ölçüm modeline ilişkin bulgular tablo 4'te sunulmaktadır.

Tablo 4: Ölçüm Modeline İlişkin Bulgular

Değişken	Md.	Md. Yük.	C α	CR	AVE
Algılanan Fayda	AF1	0,751	0,875	0,906	0,617
	AF2	0,756			
	AF3	0,847			
	AF4	0,746			
	AF5	0,857			
	AF6	0,748			
Duyulan Güven	DG1	0,732	0,901	0,927	0,719
	DG2	0,852			
	DG3	0,855			
	DG4	0,920			
	DG5	0,870			
Kullanım Kolaylığı	KK1	0,741	0,855	0,893	0,582
	KK2	0,811			
	KK3	0,799			
	KK4	0,648			
	KK5	0,809			
	KK6	0,756			
Kullanıcı Memnuniyeti	KM1	0,910	0,853	0,911	0,774
	KM2	0,899			
	KM3	0,828			

Tablo incelendiğinde madde faktör yüklerinin, C α ve CR bulgularının 0,7 üzerinde olup, güvenilir düzeyde olduğu anlaşılmaktadır. AVE değerinin ise 0,5 üzerinde olup modeldeki değişkenlerin yakınsama geçerliliği sağladığı anlaşılmaktadır. Ayrışma geçerliliği için ise Fornell – Larcker kriteri analiz edilmiştir. Analize ilişkin bulgular tablo 5'te sunulmaktadır.

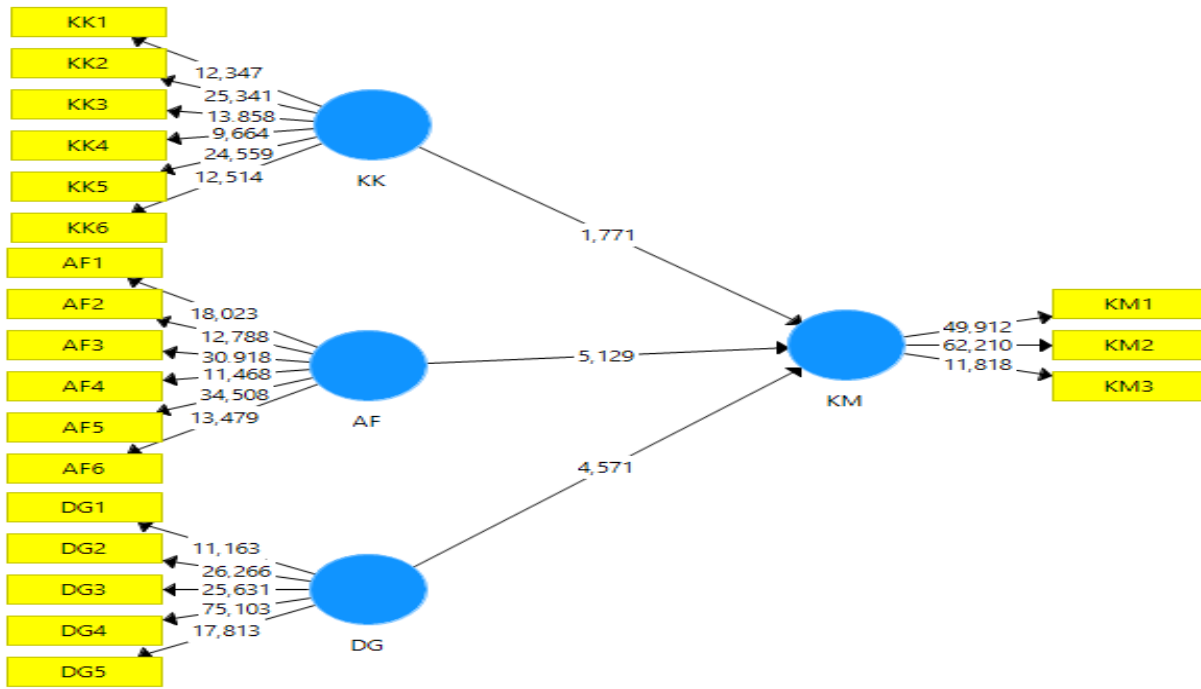
Tablo 5: Fornell - Larcker Ayrışma Geçerliliği Bulguları

Değişkenler	Algılanan Fayda	Duyulan Güven	Kullanım Kolaylığı	Kullanıcı Memnuniyeti
Algılanan Fayda (AF)	0,785			
Duyulan Güven (DG)	0,433	0,848		
Kullanım Kolaylığı (KK)	0,759	0,418	0,763	
Kullanıcı Memnuniyeti (KM)	0,716	0,575	0,632	0,880

Tablo incelendiğinde değişkenler arasında ayrışma geçerliliğinin sağlandığı anlaşılmakta olup, araştırmada kullanılan değişkenlerin güvenilir ve geçerli olduğu anlaşılmaktadır. Bu aşamadan sonra araştırma modeline ilişkin yapısal model analizine geçilmiştir.

Yapısal Modele İlişkin Bulgular

Yapısal model analizi için SmartPLS3 ile gerçekleştirilen bootstrapping prosedürü neticesinde ulaşılan bulgular şekil 1 ve tablo 6'da gösterilmektedir.



Şekil 1: Araştırma Yapısal Model Bulguları

Yapısal modele ilişkin bulgular incelendiğinde madde korelasyonlarının tamamı 1,96 üzerinde olup istatistiki olarak anlamlıdır. Eksojen değişkenler ile endojen değişken arasındaki yol katsayıları mobil bankacılık uygulamalarına dair algılanan kullanım kolaylığı (KK), algılanan fayda (AF) ve duyulan güven (DG) değişkenlerinin kullanıcı memnuniyeti (KM) üzerinde olumlu bir etkisinin olduğunu göstermektedir. Yol katsayıları ile ilgili ortalama (O), standart sapma (STDEV), t istatistik ($|O/STDEV|$), p değeri ve hipotez sonucuna ilişkin bulgular tablo 6'da sunulmaktadır.

Tablo 6: Ortalama, Std. Sapma, t ve p Değerleri

	(M)	(STDEV)	($ O/STDEV $)	P Values	Hipotez
Algılanan Fayda -> Kullanıcı Memnuniyeti	0,476	0,092	5,129	0,000*	Kabul
Duyulan Güven -> Kullanıcı Memnuniyeti	0,315	0,068	4,571	0,000*	Kabul
Kullanım Kolaylığı -> Kullanıcı Memnuniyeti	0,143	0,081	1,771	0,077**	Kabul

*%95 güven düzeyi, **%90 güven düzeyi

Araştırmaya katılan Z kuşağı katılımcılardan elde edilen verilerin analiz bulgularına göre mobil bankacılık uygulamaları ile ilgili algılanan kullanım kolaylığı mobil bankacılık uygulamalarını kullanım memnuniyetlerini olumlu ve istatistiki olarak %95 güven düzeyinde yordamaktadır. Benzer şekilde mobil bankacılık uygulamalarına duyulan güven kullanıcı memnuniyetini olumlu ve istatistiki olarak %95 güven düzeyinde yordamaktadır. Mobil bankacılık uygulamalarının kullanım kolaylığı ise kullanıcı memnuniyetini olumlu olarak %90 güven aralığında yordamaktadır. Kullanıcı memnuniyeti üzerinde olumlu olarak en güçlü etki algılanan fayda tarafından oluşmaktadır.

Sonuç ve Değerlendirme

Z kuşağı bireylerin mobil bankacılık uygulamalarına yönelik algılanan fayda, algılanan kullanım kolaylığı ve güven boyutlarının mobil bankacılık uygulamalarına yönelik memnuniyet düzeylerine etkisinin araştırıldığı çalışmada her üç boyutun da memnuniyet üzerinde etkisi olduğu tespit edilmiştir. Konuyla ilgili Tayvan'da yapılan bir çalışmada benzer şekilde mobil bankacılık uygulama kullanım niyeti üzerinde algılanan fayda, kredibilite, algılanan kullanım kolaylığı, öz yeterlik ve finansal maliyetin etkili olduğu sonucuna ulaşılmıştır (Luarn ve Lin, 2005). Mobil bankacılıkla ilgili İran'da yapılan bir çalışmada ise algılanan faydanın kullanım niyetini etkilediği

tespit edilmiştir (Hanafizadeh vd., 2014). Araştırma sonuçlarına benzer şekilde, Paçan vd. (2019) araştırmalarında bireylerin mobil bankacılığa yönelik tutumlarını etkileyen öncelikli faktörlerin ise sırasıyla algılanan fayda, güven ve algılanan kullanım kolaylığı olduğunu tespit etmişlerdir. Kurt (2017) mobil bankacılık uygulamaları ile ilgili yaptığı araştırmada güven faktörünün bireylerin mobil bankacılık uygulamalarını kullanmaya yönelik davranışsal niyetlerini anlamlı bir şekilde etkilediği sonucuna ulaşmıştır. Yine benzer şekilde Seyrek ve Akşahin (2016) tarafından yapılan araştırmada mobil bankacılık uygulamalarına yönelik kalite faktörlerinden işlevselliğin yani kullanım kolaylığının en önemli faktör olduğu tespit edilmiştir. Uyar (2019) araştırmasında ise mobil uygulamalara yönelik kullanım kolaylığıyla elde edilen fayda arasında yüksek şiddette doğrusal bir ilişki tespit etmiştir. Bu bulgu bize mobil uygulamaları kolaylıkla kullanan kişiler bu uygulamalardan daha fazla faydalanmakta olduklarını göstermektedir.

Sonuç olarak Z kuşağı bireylerin mobil bankacılık uygulamaları ile ilgili memnuniyet düzeyleri üzerinde algılanan fayda, kullanım kolaylığı ve güven etkili olmaktadır. Bu bağlamda mevcut ya da yeni geliştirilecek uygulamalarda:

Uygulamanın kullanım kolaylığı,

Uygulamanın kullanıcıya sağlayacağı fayda,

Uygulamanın kullanıcı bilgilerinin üçüncü kişilerce ele geçirilemeyeceğine yönelik güven sağlama konularında daha titiz olmaları beklenmektedir. Özellikle özel bankaların teknolojiyi son derece yakından takip eden Z kuşağı bireylerin mobil uygulamalar konusundaki güven endişelerini gidermeleri son derece önemlidir. Yine araştırma bulgularında belirtildiği gibi kadın kullanıcıların memnuniyet düzeylerini olumsuz etkileyen unsurların tespit edilerek bu olumsuzlukların giderilmesi kadın kullanıcılar arasında da mobil uygulamaların kullanılma oranlarını arttıracaktır. Bu bağlamda mobil uygulamalarda daha fazla kişiselleştirme seçeneğinin sunulması şüphesiz tüm kullanıcıları olumlu yönde etkileyecektir.

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Örgütlerde İş Tatmininin Belirleyici Unsurları Kapsamında Çalışan Memnuniyet Anketlerinin İncelenmesi

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Abstract

The survival of organizations by adapting to changing, developing and transforming environmental conditions, achieving sustainable competitive advantage and goals are closely related to the quality and performance of their human resources. One of the most important factors affecting the productivity of the human resource of the organization is job satisfaction. Job satisfaction is defined as a positive feeling about the job resulting from the evaluation of job characteristics. Both internal and external factors affect the general job satisfaction level of employees. In the studies, five job dimensions that express job satisfaction and represent the most important features of a job have been defined. It is possible to list these dimension as, Job Himself, Salary, Promotion/Career Opportunities, Supervision and Colleagues. The results of job satisfaction are so important that they affect the physical and mental health of the employee, the working environment and productivity of the organization, the peace of the society, the economic development, the understanding of savings and social waste. Based on this reality, in our work; In the employee satisfaction surveys held in a public institution in Kocaeli, it was aimed to determine the determinants of the job satisfaction of the personnel and the relations between them.

As a result of the study; It has been determined that 366 of the 426 participants who answered the employee satisfaction survey are satisfied with the working conditions that express job satisfaction, while 60 of them are not satisfied. 76.6% of the dissatisfied personnel also stated that there is no career planning in the institution; 81.6% of them said that they could not apply to open positions in line with their competence; 80% of them do not have a promotion opportunity in terms of career, 83.3% of them cannot get support from their unit supervisors in order to be promoted; 86.6% of them stated that promotion and appointment processes are not determined according to the merits of the personnel. For these employees, career opportunities appear to be an important element in the evaluation of working conditions and job satisfaction.

Organizational justice, merit and leader support in working life are important elements for an organization to achieve sustainable success. In this respect, it has been concluded that executing an effective and fair career management strategy in the institution will increase employee satisfaction and thus organizational performance will be positively affected.

Keywords: Job satisfaction, Employee satisfaction, Career expectation.

Özet

Örgütlerin değişen, gelişen ve dönüşen çevresel şartlara uyum sağlayarak varlığını devam ettirmesi, sürdürülebilir rekabet avantajına ve amaçlarına ulaşması, sahip olduğu insan kaynağının

niteliği ve performansı ile yakından ilişkilidir. Örgütün sahip olduğu insan kaynağının verimliliğini etkileyen en önemli unsurlardan biri ise iş tatminidir. İş tatmini, işin özelliklerinin değerlendirilmesi sonucu oluşan iş hakkındaki olumlu his olarak tanımlanmaktadır. Çalışanlarda genel iş tatmin düzeyinin oluşmasına hem içsel hem de dışsal faktörler etki etmektedir. Yapılan çalışmalarda iş tatminini ifade eden, bir işin en önemli özelliklerini temsil eden beş iş boyutu tanımlanmıştır. Bu boyutları; İşin Kendisi, Ücret, Terfi/Kariyer İmkânları, Denetim ve İş Arkadaşları olarak sıralamak mümkündür. İş tatmininin sonuçları, iş görenin fiziksel ve ruhsal sağlığını, örgütün çalışma ortamını ve verimliliğini, toplumun huzurunu, ekonomik gelişmesini, tasarruf ve sosyal israf anlayışını etkilemesi açısından göz ardı edilemeyecek kadar önemlidir. Bu gerçeklikten hareketle çalışmamızda; Kocaeli’de bulunan bir kamu kurumunda düzenlenen çalışan memnuniyet anketlerinde, personelin iş tatmininin belirleyicilerini ve bunlar arasındaki ilişkileri tespit etmek amaçlanmıştır.

Yapılan çalışma sonucunda; çalışan memnuniyet anketini cevaplayan 426 katılımcının 366’sının, iş tatminini ifade eden çalışma koşullarından memnun olduğu, 60’ının ise memnun olmadığı tespit edilmiştir. Memnuniyetsiz olan personelin %76,6’sı, aynı zamanda kurumda kariyer planlaması yapılmadığını; %81,6’sı açık pozisyonlara yetkinliği doğrultusunda başvuru yapmadığını; %80’i kariyer açısından terfi fırsatının olmadığını, %83,3’ü terfi edebilmek için birim amirlerinden destek alamadığını; %86,6’sı, terfi ve tayin işlemlerinin personelin liyakat durumuna göre belirlenmediğini ifade etmişlerdir. Bu çalışanlar açısından, kariyer imkânları, çalışma koşullarının ve iş tatmininin değerlendirilmesinde önemli bir unsur olarak görünmektedir.

Çalışma hayatında örgütsel adalet, liyakat ve lider desteği, bir örgütün sürdürülebilir bir başarı göstermesi için önemli unsurlardır. Bu bakımdan kurumda etkili ve adaletli bir kariyer yönetimi stratejisi yürütmenin, çalışan memnuniyetini artıracığı ve böylece örgütsel performansın da olumlu yönde etkileneceği sonucuna ulaşılmıştır.

Anahtar Kelimeler: İş tatmini, Çalışan memnuniyeti, Kariyer beklentisi.

GİRİŞ:

İşin özelliklerinin değerlendirilmesi sonucu oluşan iş hakkındaki olumlu his olarak tanımlanan iş tatmini, çalışanın verimliliğini etkileyen önemli faktörlerden biridir. İş tatmini yüksek bir çalışan, işi hakkında olumlu duygulara sahipken, iş tatmini düşük çalışan ise işi hakkında olumsuz duygulara sahiptir. (Robbins ve Judge; 2019:76) İş tatmini bireyin işine dönük pozitif algılarının bütünü olarak görülebilir. Kişinin işine olan pozitif tutumu işinden tatmin olduğunu, tersi durum olan negatif tutum ise iş tatmininin düşük ya da hiç olmadığını göstermektedir. Bu anlamda işin tüm boyutları, kişi için işine karşı tatmin oluşmasında etkili olmaktadır. İşinden tatmin sağlayan bireylerin işlerini daha çok sevdiğini ve yaptıkları işe daha çok saygı duyduklarını söylenebilir. Çalışanlar yaptıkları işlerdeki mevcut durumlarını değerlendirirken bu işlere dönük belirli zihinsel çıkarımlar yapmakta ve bu yöntemle sürekli bir izleme ve analiz gerçekleştirmektedirler. Bu sayede bireyin işine dönük bir perspektifi ve bakış açısı gelişmektedir. (Özpehlivan, 2018:45)

İş tatmininin örgütler açısından önemi, iki temel gerçekliğe dayanmaktadır. İlk ve şüphesiz en açık neden, devamsızlık ve iş tatmini arasında ve işten ayrılma ve iş tatmini arasındaki güçlü korelasyonların yapılan çalışmalarda ortaya çıkmasıdır. Buna göre, iş tatmini, devamsızlığı ve işten ayrılmayı azaltmak isteyen organizasyonların önemli bir odak noktasıdır. (Lawler ve Porter; 1967: 22-23)

Çalışanlarda genel iş tatmin düzeyinin oluşmasına hem içsel hem de dışsal faktörler etki etmektedir. Çalışanlarda iş tatminin oluşması veya iş tatminsizliğinin oluşması ile ilgili olarak birçok araştırma ve yapılan araştırma sonuçlarında iş tatminin ortaya çıkış süreciyle ilgili kuramlar geliştirilmiştir. Yapılan araştırmalarda elde edilen kuramlar iş tatminini genel olarak içsel ve dışsal faktörler çerçevesinde incelemekte; çalışanın genel duygularının bu iki temel esasında geliştiğini sunmaktadır. (Cerev;2018:98)

Yıllar boyunca yapılan çalışmalarda çalışanların duygusal tepkiler verdiği, bir işin en önemli özelliklerini temsil eden beş iş boyutu tanımlanmıştır. Bu boyutları şu şekilde sıralamak mümkündür: (Luthans;2011: 141-142)

1) İşin Kendisi: İşin bireye ilginç görevler, öğrenme fırsatları ve sorumluluk kabul etme şansı sağlama derecesi.

2) Ücret: Alınan finansal ücretin miktarı ve bunun kuruluştaki diğer kişilere göre adil görülme derecesi.

3) Terfi İmkanları: Terfi fırsatlarının iş tatmini üzerinde değişen bir etkisi olduğu görülmektedir. Bunun nedeni, terfilerin bir dizi farklı biçim alması ve buna eşlik eden farklı ödüllere sahip olmasıdır. Örneğin, kıdeme göre terfi edilen kişiler genellikle iş tatmini yaşamakla birlikte, bu tatmin performansa göre terfi edilenler kadar değildir. Yüzde 10 maaş zammı olan bir terfi, yüzde 20 maaş zammı olan terfi kadar tatmin edici değildir. Bu farklılıklar, yönetici terfilerinin neden organizasyonların alt seviyelerinde gerçekleşen terfilerden daha tatmin edici olabileceğini açıklamaya yardımcı olur.

4) Denetim: Denetim, bir başka orta derecede önemli iş tatmini kaynağıdır. Denetim tarzının iş tatminini etkileyen iki boyutunun olduğu söylenebilir. Bunlardan biri, denetleyenin çalışan merkezli olarak kişisel ilgi gösterdiği ve çalışana ne kadar önem verdiğini ifade ettiği denetim modelidir. Genellikle, çalışanın ne kadar iyi çalıştığını kontrol etmek, çalışana tavsiye ve yardım sağlamak ve çalışana hem kişisel hem de resmi düzeyde iletişim kurmak gibi şekillerde kendini gösterir. Yapılan çalışmalarda, çalışanların bir şirketten ayrılmalarının başlıca nedenlerinden birinin, amirlerinin onları umursamaması olduğuna dair önemli ampirik kanıtlar mevcuttur.

Diğer boyut ise, çalışanlarının kendi işlerini etkileyen kararlara katılmasına izin veren katılımcı yönetim anlayışıdır. Çoğu durumda, bu yaklaşım daha yüksek iş tatmini sağlar.

5) İş arkadaşları/Çalışma Grubu: Çalışma grubunun veya ekibin yapısının iş tatmini üzerinde etkisi vardır. Güler yüzlü, işbirlikçi iş arkadaşları veya ekip üyeleri, çalışanlar için bir iş tatmini kaynağıdır. Çalışma grubu, özellikle sıkı bir ekipse, üyelere destek, rahatlık, tavsiye ve yardım kaynağı olarak hizmet eder.

İş tatmininin sonuçları, iş görenin fiziksel ve ruhsal sağlığını, örgütün çalışma ortamını ve verimliliğini, toplumun huzurunu, ekonomik gelişmesini, tasarruf ve sosyal israf anlayışını etkilemesi açısından göz ardı edilemeyecek kadar önemlidir. Modern yönetim anlayışına göre, örgütlerin başarısı ve gösterdiği performans sadece kârlılığı, pazar payı, ödediği vergi gibi maddi verilere dayanan değişkenlere göre değil, insan boyutu ile de ölçülmelidir. Örgütler açısından iş tatmini her şeyden önce sosyal bir sorumluluk ve etik bir gereklilik olmalıdır (Erdoğan, 1994:378).

Araştırmalar, yüksek düzeyde memnun çalışanların daha iyi fiziksel sağlığa sahip olma, işle ilgili yeni görevleri daha hızlı öğrenme, daha az iş kazası geçirme ve daha az şikayette bulunma eğiliminde olduğunu bildirmektedir. Ayrıca, iş tatmini ile algılanan stres arasında güçlü bir negatif ilişki olduğu tespit edilmiştir. Başka bir deyişle, memnuniyet inşa edilerek stres azaltılabilir. (Luthans;2011:145)

Çalışmamızda, iş tatmininin, Kocaeli’de bulunan bir kamu kurumundaki görünümü ele alınmış, iş tatmini boyutlarından kariyer beklentisinin iş tatmini üzerindeki etkisi araştırılmıştır.

LİTERATÜR TARAMASI:

İş tatmininin belirleyici unsurları kapsamında Kara ve Başboğa (2022) tarafından yapılan çalışmada; kamu kurumlarında görev yapan kamu personelinin işyeri mutluluğu ve iş tatmini ilişkisinde algılanan örgütsel desteğin aracı rolü araştırılmış ve Yapılan korelasyon analizleri sonucunda; işyeri mutluluğu ile iş tatmini arasında (0,811), algılanan örgütsel destek ile iş tatmini arasında (0,726) ve işyeri mutluluğu ile algılanan örgütsel destek arasında (0,684) pozitif yönlü anlamlı bir ilişki olduğu ortaya konulmuştur. Korelasyon olarak işyeri mutluluğu düzeyi arttıkça algılanan örgütsel destek düzeyi artmakta, algılanan örgütsel destek ve işyeri mutluluğu düzeyleri arttıkça iş tatmini düzeyi artmaktadır. (Kara ve Başboğa; 2022)

Koçak ve Tunç (2020) tarafından yapılan çalışmada; çalışanların yalnızlık durumları ile iş doyumunu düzeyleri arasındaki ilişki araştırılmış; Katılımcıların iş doyumunun, görev unvanlarına göre farklılık gösterdiği, katılımcıların iş doyumunu konusundaki görüşlerinin kadro durumlarına göre anlamlı düzeyde farklılaştığı, amir pozisyonundaki katılımcıların iş doyum düzeylerinin, memur pozisyonundaki katılımcılardan yüksek olduğu görülmüştür. (Koçak ve Tunç; 2020)

METODOLOJİ:

Yürütülen çalışmada; personelin işlerine bağlılık ve memnuniyet düzeylerini ölçmek amacıyla düzenlenen memnuniyet anketlerinden hareketle, personelin iş tatmininin belirleyicilerini ve bunlar arasındaki ilişkileri keşfetmek amaçlanmıştır.

Araştırma yapılan kamu kurumunda, her yıl düzenlenen çalışan memnuniyet anketlerinde, Kariyer İmkanları bölümünün ele alınan diğer tüm bölümlerden daha düşük bir puanlamaya sahip olması ve trendinin yıllar itibariyle düşey bir seyir takip etmesi nedeniyle, iş tatmininin ya da tatminsizliğinin araştırılmasında söz konusu bu bölümün öncelikli olarak ele alınması gerektiği değerlendirilmiştir.

‘Çalışma koşulları genel olarak iyidir’ sorusuna verilen cevapların İş tatminini en iyi ifade eden soru olduğu kanaatinden hareketle, İşten duyulan tatmini en iyi ifade eden bu soruya verilen yanıtlarla, Kariyer İmkanları bölümünde yer alan sorular Ki kare testi yapılarak analiz edilmiş, değerler tablo halinde paylaşılmıştır.

BULGULAR:

Katılımcılar tarafından verilen, çalışma koşullarına ve kurumun kariyer planlaması politikasına ilişkin cevaplar Ki kare testi yapılarak incelendiğinde; Çalışma koşullarının iyi olmadığını düşünen 60 çalışanın 46’sının aynı zamanda «Kurumumuzda kariyer planlaması yapılmakta ve uygulanmaktadır» sorusuna da olumsuz cevap verdiği, özetle; çalışma koşullarının iyi olmadığını düşünen çalışanların %76,6 sının, kurumda kariyer planlaması yapıp uygulandığına inanmadığı tespit edilmiştir.

Çalışma koşulları genel olarak iyidir * Kurumumuzda kariyer planlanması yapılmakta ve uygulanmaktadır.

			Kurumumuzda kariyer planlanması yapılmakta ve uygulanmaktadır.					Total
			Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum	
Çalışma koşulları genel olarak iyidir	Katılmıyorum	Count % within Kurumumuzda kariyer planlanması yapılmakta ve uygulanmaktadır.	29 31,9%	17 15,9%	11 9,5%	2 2,4%	1 3,7%	60 14,1%
	Katılıyorum	Count % within Kurumumuzda kariyer planlanması yapılmakta ve uygulanmaktadır.	62 68,1%	90 84,1%	105 90,5%	83 97,6%	26 96,3%	366 85,9%
Total		Count % within Kurumumuzda kariyer planlanması yapılmakta ve uygulanmaktadır.	91 100,0%	107 100,0%	116 100,0%	85 100,0%	27 100,0%	426 100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38,173 ^a	4	,000
Likelihood Ratio	38,482	4	,000
Linear-by-Linear Association	33,553	1	,000
N of Valid Cases	426		

Katılımcılar tarafından verilen, çalışma koşullarına ve yetkinlik doğrultusunda açık pozisyonlara başvuru yapabilme imkanına ilişkin cevaplar Ki kare testi yapılarak incelendiğinde; çalışma koşullarının iyi olmadığını düşünen 60 çalışanın 49'unun aynı zamanda «Kurumumuzda açık pozisyonlara yetkinliğim doğrultusunda başvuru yapabilmekteyim» sorusuna olumsuz cevap verdiği tespit edilmiştir. Özetle; çalışma koşullarının iyi olmadığını düşünen çalışanların %81,6 sı Kurumda açık pozisyonlara yetkinliği doğrultusunda başvuru yapamadığını ifade etmiştir.

Çalışma koşulları genel olarak iyidir * Kurumumuzda açık pozisyonlara yetkinliğim doğrultusunda başvuru yapabilmekteyim.

			Kurumumuzda açık pozisyonlara yetkinliğim doğrultusunda başvuru yapabilmekteyim.					Total
			Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum	
Çalışma koşulları genel olarak iyidir	Katılmıyorum	Count % within Kurumumuzda açık pozisyonlara yetkinliğim doğrultusunda başvuru yapabilmekteyim.	33 30,6%	16 13,8%	8 7,0%	2 3,3%	1 3,7%	60 14,1%
	Katılıyorum	Count % within Kurumumuzda açık pozisyonlara yetkinliğim doğrultusunda başvuru yapabilmekteyim.	75 69,4%	100 86,2%	107 93,0%	58 96,7%	26 96,3%	366 85,9%
Total		Count % within Kurumumuzda açık pozisyonlara yetkinliğim doğrultusunda başvuru yapabilmekteyim.	108 100,0%	116 100,0%	115 100,0%	60 100,0%	27 100,0%	426 100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37,186 ^a	4	,000
Likelihood Ratio	36,140	4	,000
Linear-by-Linear Association	30,511	1	,000
N of Valid Cases	426		

Katılımcılar tarafından verilen, çalışma koşullarına ve yükselme fırsatlarına inanma durumuna ilişkin cevaplar Ki kare testi yapılarak incelendiğinde; çalışma koşullarının iyi olmadığını düşünen 60 çalışanın 48'inin aynı zamanda «Çalıştığım kurumda yükselme fırsatımın olduğuna inanırım.» sorusuna olumsuz cevap verdiği, özetle; çalışma koşullarının iyi olmadığını düşünen çalışanların %80'inin kurumda yükselme fırsatının olduğuna inanmadığını ifade ettiği anlaşılmıştır.

Çalışma koşulları genel olarak iyidir * Çalıştığım kurumda yükselme fırsatının olduğuna inanırım.

			Çalıştığım kurumda yükselme fırsatının olduğuna inanırım.					Total
			Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum	
Çalışma koşulları genel olarak iyidir	Katılmıyorum	Count % within Çalıştığım kurumda yükselme fırsatının olduğuna inanırım.	32 29,6%	16 16,0%	7 6,5%	4 5,4%	1 2,7%	60 14,1%
	Katılıyorum	Count % within Çalıştığım kurumda yükselme fırsatının olduğuna inanırım.	76 70,4%	84 84,0%	100 93,5%	70 94,6%	36 97,3%	366 85,9%
Total		Count % within Çalıştığım kurumda yükselme fırsatının olduğuna inanırım.	108 100,0%	100 100,0%	107 100,0%	74 100,0%	37 100,0%	426 100,0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35,469 ^a	4	,000
Likelihood Ratio	35,113	4	,000
Linear-by-Linear Association	30,376	1	,000
N of Valid Cases	426		

Katılımcılar tarafından verilen, çalışma koşullarına ve terfi etmede yönetici desteğine ilişkin cevaplar Ki kare testi yapılarak incelendiğinde; çalışma koşullarının iyi olmadığını düşünen 60 çalışanın 50'sinin aynı zamanda «Birim amirlerim performansına göre yükselmemi desteklemekte ve terfim için yönetime teklif sunmaktadır. » sorusuna olumsuz cevap verdiği, özetle; çalışma koşullarının iyi olmadığını düşünen çalışanların %83,3'ünün terfi edebilmek için birim amirlerinden destek almadığını ifade ettiği anlaşılmıştır.

Çalışma koşulları genel olarak iyidir * Birim amirlerim performansına göre yükselmemi desteklemekte ve terfim için yönetime teklif sunmaktadır.

			Birim amirlerim performansına göre yükselmemi desteklemekte ve terfim için yönetime teklif sunmaktadır.					Total
			Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum	
Çalışma koşulları genel olarak iyidir	Katılmıyorum	Count % within Birim amirlerim performansına göre yükselmemi desteklemekte ve terfim için yönetime teklif sunmaktadır.	36 36,0%	14 13,9%	4 4,4%	5 5,6%	1 2,2%	60 14,1%
	Katılıyorum	Count % within Birim amirlerim performansına göre yükselmemi desteklemekte ve terfim için yönetime teklif sunmaktadır.	64 64,0%	87 86,1%	86 95,6%	85 94,4%	44 97,8%	366 85,9%
Total		Count % within Birim amirlerim performansına göre yükselmemi desteklemekte ve terfim için yönetime teklif sunmaktadır.	100 100,0%	101 100,0%	90 100,0%	90 100,0%	45 100,0%	426 100,0%

Katılımcılar tarafından verilen, çalışma koşullarına ve terfi etmede liyakate ilişkin cevaplar Ki kare testi yapılarak incelendiğinde; çalışma koşullarının iyi olmadığını düşünen 60 çalışanın 52'sinin aynı zamanda «Çalıştığım kurumda terfi-tayin durumları personelin liyakat ve başarısına göre yapılmaktadır.» ifadesine katılmadığını beyan ettiği, özetle; çalışma koşullarının iyi olmadığını düşünen çalışanların %86,6'sının, terfi ve tayin işlemlerinin personelin liyakat durumuna göre belirlenmediğini ifade ettiği anlaşılmıştır.

Çalışma koşulları genel olarak iyidir * Çalıştığım kurumda terfi-tayin durumları personelin liyakat ve başarısına göre yapılmaktadır.

Crosstab

			Çalıştığım kurumda terfi-tayin durumları personelin liyakat ve başarısına göre yapılmaktadır.					Total
			Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum	
Çalışma koşulları genel olarak iyidir	Katılmıyorum	Count % within Çalıştığım kurumda terfi-tayin durumları personelin liyakat ve başarısına göre yapılmaktadır.	40 32,0%	12 13,0%	5 4,4%	2 3,1%	1 3,2%	60 14,1%
	Katılıyorum	Count % within Çalıştığım kurumda terfi-tayin durumları personelin liyakat ve başarısına göre yapılmaktadır.	85 68,0%	80 87,0%	108 95,6%	63 96,9%	30 96,8%	366 85,9%
Total		Count % within Çalıştığım kurumda terfi-tayin durumları personelin liyakat ve başarısına göre yapılmaktadır.	125 100,0%	92 100,0%	113 100,0%	65 100,0%	31 100,0%	426 100,0%

SONUÇ:

Örgütlerin başarılı olması, insan sermayesinin niteliğiyle ve bu insan sermayesinin iş tatminiyle yakından ilişkilidir. Çalışanlar açısından iş tatmininin bireysel ve örgütsel belirleyicileri bulunmakta, söz konusu bu unsurlar desteklediği ölçüde, çalışanların örgüte bağlılıkları, liderlerine olan inançları da artmaktadır.

Araştırma yapılan kamu kurumunda, yıllık olarak düzenlenen çalışan memnuniyet anketlerinden hareketle; iş tatmininin örgütsel belirleyicilerinden kariyer imkânlarının çalışan memnuniyet anketlerine yansımaları üzerinde durulmuştur.

Çalışma şartlarından duyulan memnuniyetin, iş tatmininin de bir ölçüsü olacağı varsayımıyla, ankette, çalışma şartlarından duyulan memnuniyetle Kariyer İmkânları başlığı altındaki soruların ilişkisi araştırılmış ve çalışma şartlarından memnun olmayan personelin kurumsal kariyer yönetimi konusunda da olumlu düşüncelere sahip olmadığı görülmüştür. Kurum çalışanları açısından; kariyer beklentisi, açık pozisyonlara başvuru yapabilme imkanı, terfi etmede yönetici desteği, liyakate ve yükselme fırsatının bulunduğu olan inanç, çalışma koşullarının değerlendirilmesinde önemli bir unsur olarak görünmektedir.

Çalışma hayatında örgütsel adalet, liyakat ve lider desteği, bir örgütün sürdürülebilir bir başarı göstermesi için önemli unsurlardır. Bu bakımdan söz konusu kamu kurumu için etkili ve adaletli bir kariyer yönetimi stratejisi yürütmenin, çalışan memnuniyetini artıracığı ve böylece örgütsel performansın da olumlu yönde etkileneceği değerlendirilmektedir.

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Rekabetin Yeni Çehresi Eko-Bağlam: Elektrik İşletmeleri Kurumsal Raporları Üzerinden Bir İnceleme

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ABSTRACT

In the new face of competition, it can be stated that the familiar competition has experienced a meaning shift and a change in content. In fact, it can be emphasized that competition should now be handled at the eco-context level and take place in a macro context. This study aims to provide suggestions to business/business managers by examining the eco-context in the context of corporate reports. At this point, an examination focused on electricity enterprises was carried out depending on the list of Turkey's 500 largest industrial enterprises. As a result of the examination carried out on 16 enterprises, it can be said that the new face of competition, the eco-context, has begun to be taken into account by the enterprises.

Keywords: Competition, Eco-Context, Electricity Enterprises, Corporate Reports.

ÖZET

Rekabetin yeni çehresi içinde bilindik rekabetin anlam kayması yaşadığı ve içerik değişikliği yaşadığı ifade edilebilir. Bu aslında rekabetin artık eko-bağlam düzeyinde ele alınması ve makro bir bağlamın içinde yer alması gerektiği vurgulanabilir. Bu çalışma eko-bağlamın kurumsal raporlar bağlamında incelenmesini gerçekleştirerek iş/işletme yöneticilerine öneriler sunmayı amaçlamaktadır. Bu noktada Türkiye'nin 500 büyük sanayi kuruluşu listesine bağlı olarak elektrik işletmeleri odaklı bir inceleme gerçekleştirilmiştir. 16 işletme üzerinde gerçekleşen inceleme sonucunda rekabetin yeni çehresi eko-bağlamın işletmeler tarafında dikkate alınmaya başlandığı söylenebilir.

Anahtar Kelimeler: Rekabet, Eko-Bağlam, Elektrik İşletmeleri, Kurumsal Raporlar.

1. GİRİŞ

*Doğa gitti...
Kullanılmış bir gezegende yaşıyorsunuz...
Dünya atmosferinin, litosferin
ve biyosferin öncelikle
insan kuvvetleri tarafından
şekillendirildiği jeolojik bir çağda...
(Erle Ellis, 2009)*

İklim değişiklikleri günümüzde ve yakın-uzak gelecekte küresel boyutta acilen müdahale gerektiren bir hal almakta ve tarımsal ürünler, su kaynakları, alt-yapı ve geçim kaynaklarını tehdit eden dahası yok eden bir çerçeve içinde hızla yol almaktadır. Düşünüldüğünde uzak bir gelecekte ya da yakın bir gelecekte değil tam da şu anda ulusal ve küresel ekonominin geneline ve iş/işletmecilik faaliyetlerinin gelir yapılarına zarar vermekte ve zararını daha da artıracığı bir hal almaktadır. Bu yönde bazı işletme pratiklerinde örnekler sürekli artmaktadır. Sözgelimi, AT&T işletmesi iklim değişikliğinden

kaynaklanan doğal felaketlerin zararlarını gidermek ve azaltmak için 87 milyon dolarlık bir bakım onarım harcaması yapmıştır. Swiss Re işletmesi, olağan dışı hava olayları nedeniyle ödemek zorunda kaldığı tazminatların arttığını ifade etmektedir. Yine işletme pratikleri dışına çıkılsa da merkezi uygulamalar bakımından da endişe verici söylemlerin olduğu ifade edilmektedir. Sözelimi, İngiltere Merkez Bankası Başkanı Mark Carney, iklim konusunda hızlı ve etkin harekete geçilmediği takdirde yoğun işletme iflasları ve ekonomik sistem çöküşlerinin olacağını ifade etmektedir (Winston, 2021: 147). Birleşmiş Milletlerin son yıllardaki raporlarına bakıldığında da üzerinde durulan iki önemli noktanın olduğu görülmektedir. Bunlardan birincisi iklim değişikliğinin (bazı) kötü sonuçlarından kaçınmak için karbon salınımlarının 2030'a kadar %45 oranında azaltılması gerekliliği ve sonrasında 2050'ye kadar da tamamen sıfırlamanın gerçekleşmesi vurgusu yapılmaktadır. İkinci noktada ise ülkelerin mevcut planları ve taahhütlerinin bu hedeflere ulaşma yönünün oldukça düşük olduğu aksine karbon salınımının artmaya devam ettiği yönündedir (Birleşmiş Milletler, 2018; 2019). Bu çalışma rekabetin yeni çehresinin eko-bağlamla ele alındığını ortaya koymaya ve belirlemeye yönelik gerçekleştirilmiştir. Bu yönde elektrik işletmeleri kurumsal raporları üzerinden inceleme yapılmıştır.

2. KAVRAMSAL ÇERÇEVE

Rekabetin yeni çehresinde eko-bağlam yer almaktadır. Artık rekabetin açılımında eko-bağlamın önemli bir rekabet avantajı yaratacağı çeşitli araştırmalarda ifade edilmektedir (Papatya ve Papatya, 2022). Eko-bağlam bağlı ve içinde olan bir unsur olarak iklim değişiklikleri birçok ülkede karar vericileri paydaşlarla buluşturup yeni uygulamalar ve kanunlar çıkarmaya yöneltmektedir. Nitekim Konya'da "Çevre, Şehircilik ve İklim Değişikliği Bakanlığı" tarafından düzenlenen "İklim Şurası" Türkiye'nin iklim kanununa yönelik önemli bir altyapı çalışması olarak nitelenmektedir. İklim Şurası'nda yedi komisyon tarafından çalışmalar yapılmıştır. İlk iki komisyon "enerji, sanayi, ulaştırma" ve "tarım, atık, binalar ve yutak alanlar" ile ilgili çalışırken; üçüncü komisyon bilim ve teknoloji, dördüncü komisyon "yeşil finansman ve karbon fiyatlama", beşinci komisyon "iklim değişikliğine uyum", altıncı komisyon "yerel yönetimler" ve son komisyon "göç, adil geçiş ve diğer sosyal politikalar" ile ilgili çalışmıştır. İlgili şurada paydaşlar olan "kamu kurum ve kuruluşları, yerel yönetimler, meslek odaları, sivil toplum kuruluşları ve özel sektör temsilcileri yer almaktadır. Dolayısıyla İklim Şurası'nda iklim değişikliği ile mücadele ve uyum çalışmasında ortak akıl ile yol haritası geliştirme, 2053 Net Sıfır Emisyon ve Yeşil Kalkınma Devrimi hedefleri doğrultusunda ilgili iklim kanununun taslağının ortaya çıkarılması ve öneri geliştirme, "Ulusal Katkı Beyanı (NDC) ile Uzun Dönemli İklim Değişikliği Stratejisi ve Eylem Planı" şurasının sonuçlarına bağlı olarak tamamlanacaktır (İklim Şurası, 2022).

3. ARAŞTIRMA YÖNTEMİ

Rekabetin yeni çehresinin içinde güçlü bir biçimde yer alan eko-bağlamın genel görüntüsünün keşfedilmeye çalışıldığı araştırmada nitel araştırma yöntemi kullanılmıştır. Nitel araştırma nesnenin tabiatının keşfinde bir şeyin ne, nasıl, ne zaman, nerede ve niçinini başka bir ifadeyle özünü belirlemede kullanılan bir araştırma yöntemidir. Nitel araştırmada nesnelerin anlamları, kavramları, tanımlamaları, karakteristikleri, metaforları, sembolleri ve tasvirleri ortaya çıkmaktadır (Berg ve Lune, 2015: 19). Bu çalışmada nitel araştırma yöntemine bağlı olarak doküman analiz tekniği kullanılmıştır. Doküman analiz tekniği sonucunda incelenen elektrik işletmeleri kurumsal raporları içerik analizine tabi tutularak ön plana çıkan unsurlar belirlenmiştir.

3.1. Araştırmanın Amacı ve Önemi

Rekabetin yeni çehresinin içinde güçlü bir biçimde yer alan eko-bağlamın genel görüntüsünün keşfedilmeye çalışıldığı araştırmada Türkiye'nin önde gelen elektrik işletmelerinin kurumsal raporları üzerinden içerik analiz yöntemiyle inceleme yapılarak, konuya ilişkin tema (kod) ve alt

temalar (alt kodlar) belirlenmiştir. Böylelikle araştırma, rekabetin yeni çehresi eko-bağlamın işletmelerde nasıl ortaya konulduğuna yönelik bir bakış açısı sağlamayı amaçlamaktadır.

3.2. Araştırma Örneklerinin Belirlenmesi

Araştırmada İstanbul Sanayi Odası'nın her yıl düzenli olarak yayınladığı "ISO 500 Listesi" dikkate alınmıştır. Bu listede yer alan elektrik işletmeleri "NACE Koduna" göre sınıflanmış ve "D Elektrik, Gaz, Buhar ve İklimlendirme Üretimi ve Dağıtım" kategorisi üzerinden "35 Elektrik, gaz, buhar ve havalandırma sistemi üretim ve dağıtım" içeriğinde ilk 500'de 16 işletme tespit edilmiştir. Bu işletmelerin listesi Tablo 1'de yer almaktadır.

Tablo 1: Elektrik İşletmeleri Listesi

Sıralaması	İşletme İsimleri
44. Sıra	EnerjiSA Enerji Üretim A. Ş.
52. Sıra	EÜAŞ Elektrik Üretim A. Ş.
53. Sıra	Eren Elektrik Üretim A.Ş.
75. Sıra	Afşin Elbistan Elektrik Üretim ve Ticaret A. Ş.
104. Sıra	İÇDAŞ Elektrik Enerjisi Üretim ve Yatırım A. Ş.
110. Sıra	Atlas Enerji Üretim A. Ş.
132. Sıra	Akenerji Elektrik Üretim A. Ş.
169. Sıra	RWE&Turcas Güney Elektrik Üretim A. Ş.
252. Sıra	Soma Termik Santral Elektrik Üretim A. Ş.
296. Sıra	Zorlu Doğal Elektrik Üretim A. Ş.
299. Sıra	Çelikler Seyitömer Elektrik Üretim A. Ş.
302. Sıra	Sanko Enerji San. ve Tic. A. Ş.
313. Sıra	Yeni Elektrik Üretim A. Ş.
332. Sıra	Maren Maraş Elektrik Üretim San. Ve Tic.
398. Sıra	İzdemir Enerji Elektrik Üretim A. Ş.
455. Sıra	Silopi Elektrik Üretim A. Ş.

ISO 500 listesinde bu kategoride yer alan 16 işletmenin 3 tanesi kapsam dışında tutulmuştur. Çünkü bu işletmelerin eko-bağlamın içeriğini keşfetmeye yönelik herhangi bir dokümanları bulunmamaktadır. Dolayısıyla incelenen işletme sayısı 13'tür. Eko-bağlamın içerisinde yer alan 13 elektrik işletmesinin dokümanları değerlendirilerek keşif gerçekleştirilmiştir.

Araştırmada kullanılacak doküman analizinde, aslında daha önce işletmede eko-bağlam odaklı meydana gelen olaylar ve bu olaylara bağlı olarak gerçekleşen sonuçların da araştırmaya katılması çalışmanın daha derinlemesine ve ayrıntılı bilgi verebilmesi açısından önemli olarak değerlendirilmektedir. Ancak işletmelerin, çalışma esnasında gerçekleşen olaylara yönelik dokümanları vermekte genellikle isteksiz oldukları ve bu tarz bilgilerin dışarıya sızmasını istemedikleri görülmektedir.

3.3. Araştırmanın Sınırlılıkları

Bu araştırma, nitel yöntemi temel alması ve belli bir örneklem (sınırlı örneklem) üzerinden gitmesi nedeniyle genelleştirilmez. Araştırma sadece belli bir sektör ve bu sektöre bağlı olan işletmeler odaklı gerçekleştiği için genelden çok özel bir alan oluşturacaktır. Ayrıca bu çalışma elektrik işletmelerinin doğrudan eko-bağlamını yansıtmayabilir. Genelleştirilebilir olmaması rağmen elektrik işletmelerinin eko-bağlamının anlaşılmasına yönelik bir bakış açısı sağlayabilir.

4. ARAŞTIRMA BULGULARI

İşletmelerin kurumsal raporlarında eko-bağlamın hangi unsurları taşıdığı ele alındığında, birçok işletmenin aynı temeller üzerine temellendiği görülmektedir. Bu nedenle, alanyazın araştırmalarına

bağlı olarak ana temalar/kodlar belirlenmiştir. Bu temalara bağlı kalınarak; bu belirlenen temalara/kodlara uygun olmayan unsurların neler olduğu belirlenmeye çalışılmıştır. Bunun içinde elektrik işletmelerinin kurumsal raporları incelenmiştir. Yapılan çalışma sonucunda belirlenen ana tema ve alt temalar şu şekilde ifade edilmiştir.

Tablo 2: Ana Tema ve Alt Temalar

Ana Temalar	Alt Temalar
<i>İklim</i>	- <i>Emisyon</i> - <i>Karbon azaltımı</i>
<i>Sürdürülebilirlik</i>	- <i>Biyo-çeşitlilik</i> - <i>Temiz enerji</i> - <i>Temiz Su</i> - <i>Yeşil enerji tedariki</i>
<i>Diğer</i>	- <i>Tüketimi azaltma</i> - <i>Geri dönüşüm</i> - <i>Temiz çalışma koşulları</i>

Ana temalardan iklim temasında emisyon ve karbon azaltımı alt temaları yer almaktadır. Araştırmada incelenen kurumsal raporlar işletmelerin ağırlıklı olarak;

- Emisyon; işletmelerin yoğunluklu olarak emisyon çalışmaları yaptıkları görülmektedir. - 13 işletme (11 işletme-%84,61)
- Karbon azaltımı; işletmelerin sıfır karbon odaklı hareket ettikleri görülmektedir. - 13 işletme (11 işletme-%84,61)

Görüldüğü gibi incelenen işletmelerin ağırlıklı olarak emisyon ve karbon azaltımı çalışmaları yaptıkları ifade edilebilir. Dahası incelenen ilgili işletmelerin bu yönde aktif bir rol almaya çalıştıkları oranların yüksek olmasından anlaşılabilir.

İkinci ana tema olan sürdürülebilirlik temasında ise biyo-çeşitlilik, temiz enerji, temiz su, yeşil enerji tedariki alt temaları yer almaktadır. Araştırmada incelenen raporlarda alt temaların ağırlıkları aşağıdaki gibidir.

- Biyo-çeşitlilik (13 işletme; 7 işletme-%53,84)
- Temiz enerji (13 işletme; 11 işletme-%84,61)
- Temiz su (13 işletme; 4 işletme-%30,77)
- Yeşil enerji tedariki (13 işletme; 5 işletme-%38,46)

İncelenen işletmelerin ağırlıklı olarak temiz enerji çalışmaları yaptıkları ve bu çalışmaları kurumsal raporlarına yansıttıkları görülmektedir. Biyo-çeşitlilik çalışmalarının da %50 üzeri olduğu görülmektedir. Ancak ilgili işletmelerin temiz su ve yeşil enerji tedarikinde geride olduğu değerlendirilebilir.

Son ana tema olan diğer temasında ise; tüketimi azaltma, geri dönüşüm ve temiz çalışma koşullarının yer aldığı görülmektedir. Diğer ana temasının ağırlıklı dağılımları aşağıdaki gibidir.

- Tüketimi azaltma (13 işletme; 4 işletme-%30,77)
- Geri dönüşüm (13 işletme; 7 işletme-%53,84)
- Temiz çalışma koşulları (13 işletme; 4 işletme-%30,77)

Son ana temanın alt tema dağılımında görüldüğü gibi %50 üzerinde sadece geri dönüşüm çalışmaları yer almaktadır. Diğer alt temalar olan tüketimi azaltma ve temiz çalışma koşullarının oransal olarak düşüklüğü dikkat çekmektedir.

5. SONUÇ VE ÖNERİLER

Eko-bağlam nasıl olur ve nasıl ifade edilirse edilsin; ister ekolojik kapitalist, ister ekolojik yenilik, ister yeşil devrim, isterse de ekolojik sermaye odağını keşfetmek için işleyişi yapısı ve içeriğine yönelik eleştirel düşünce ve arkeolojik değerlendirme gerektirir. Eko-bağlamın keşfi için bu yöndeki çalışmaları ve pratik uygulamaların yansımalarını ciddiye almak ve çözümlenmek gerekir (Papatya ve Papatya, 2022). Eko-bağlamın düğümlerini çözmek, nasıl gruplandıklarını belirlemek ve nasıl kapsandıklarını değerlendirmek gerekmektedir. Bu araştırmada eko-bağlamın keşfi için elektrik

iřletmeleri zelinde bir ozmlleme, neleri ierdiđini keřfetme ve ierikleri ayırma amacıyla hareket edilmiřtir.

Yapılan alıřma sonucunda, elektrik iřletmelerinde eko-bađlamın keřfedilmesinde kurumsal raporların nemli bir rol oynadıđı sylenebilmektedir. Ancak burada belirtilmektedir ki, iřletmelerdeki eko-bađlamın birok unsur barındırmakta ve bir kısmının bu arařtırmada yer almadıđı ifade edilebilir. İřletmelerde eko-bađlam oluřturma aısından genel dzeyde bir rehber oluřturan kurumsal raporlar, iřletmeden nasıl uygulandıđı zerinde durulması gereken bařka alıřmalar iin bir yol gsterebilecektir.

rnekleme dahilinde kurumsal raporları incelenen elektrik iřletmelerinin eko-bađlam zerinde nemle durduđu tespit edilmiřtir. İncelediđimiz iřletmeler eko-bađlamın ieriđine bađlı olarak tema ve alt temalar bakımından nemli gndermelerde bulunmuřtur. Elektrik iřletmeleri zelinde eko-bađlam oluřturmada kurumsal raporların nemli bir rol oynadıđı ifade edilebilmektedir. Yapılan arařtırma sonucunda, elektrik iřletmelerinin kurumsal raporlarında eko-bađlam oluřturmaya ynelik birok maddenin olduđu grlmřtr. Sadece belirli bir rnekleme dahilinde yapılan bu alıřmada diđer iřletmeleri ve sektrleri de ayrıntılı bir řekilde irdeleyen yeni alıřmalarla sorgulama yapılabilir. Aynı zamanda, eko-bađlamın etkin bir řekilde dikkate alan ve kurumsallařtıran iřletmelerin incelenmesi de bu bađlama ynelik uygulamaların iinde yer alan rol daha etkinleřtirebilecektir.

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Entegre Raporlama'da Değer ve Değer Yaratma Süreci

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Abstract

It is seen that traditional financial reporting cannot meet the demands and needs of information users. The importance of financial capital is no longer at the same level for every company due to the participation of other capitals. Integrated reporting has been developed to close this reporting gap. Integrated Reporting is not only a communication tool, but also presents the change of companies in an effective and efficient way. However, it is important to ensure that this new approach to financial and non-financial corporate reporting continues to have an impact on internal strategy and processes. The core function of integrated reporting is the reporting of value and this appears to be the most fundamental part of <IR>.

The concept of creating value is the most fundamental element of integrated reporting. In this context, in this study, the concept of value creation expressed in <IR> and the stocks and flows of six capitals are examined. At the same time, it has been examined whether the concept of value in <IR> is structured according to investors, society or future generations. In this context, the dynamics of capital formations are examined according to the relations between capitals and the value creation process in the short, medium and long term is discussed.

Keywords: Value, Value Creation Process, Integrated Reporting.

Özet

Geleneksel finansal raporlamanın bilgi kullanıcılarının istek ve ihtiyaçlarını karşılayamadığı görülmektedir. Finansal sermayenin önemi, diğer sermayelerin de katılımı nedeniyle artık her şirket için aynı seviyede değildir. Entegre raporlama, bu raporlama boşluğunu kapatmak için geliştirilmiştir. Entegre Raporlama, yalnızca bir iletişim aracı olarak değildir aynı zamanda şirketlerin değişimini etkin ve verimli bir şekilde sunar. Bununla birlikte, finansal ve finansal olmayan kurumsal raporlamaya yönelik bu yeni yaklaşımın şirket içi strateji ve süreçler üzerinde bir etkiye sahip olmaya devam etmesini sağlamak önemlidir. Entegre raporlamanın temel işlevi, değerlerin raporlanmasıdır ve bu durum, <IR>'nin en temel parçası olarak görünmektedir.

Değer yaratma kavramı entegre raporlamanın en temel unsurudur. Bu bağlamda bu çalışmada, <IR>'de ifade edilen değer yaratma kavramı ve altı sermayenin stokları ve akışları incelenmiştir. Aynı zamanda, <IR>'de yer alan değer kavramının yatırımcılar, toplum veya gelecek nesillerden hangisine göre yapılandırıldığı incelenmiştir. Bu bağlamda, sermaye oluşumlarının dinamikleri sermayeler arasındaki ilişkilere göre incelenmiş ve kısa, orta ve uzun vadede değer yaratma süreci ele alınmıştır.

Anahtar Kelimeler: Değer, Değer Yaratma Süreci, Entegre Raporlama.

GİRİŞ

Uluslararası Entegre Raporlama Konseyi (International Integrated Reporting Council – IIRC) Çerçevesine göre, Entegre Raporlama, “*entegre düşünce biçimi üzerine inşa edilen ve bir kuruluş tarafından zaman içinde yaratılan değer hakkında bir entegre raporun ve değer yaratma sürecinin unsurları hakkındaki diğer ilgili bildirimlerin yayınlanmasıyla sonuçlanan bir süreçtir.*” (IIRC, 2013). Bu nedenle, bir kuruluşun faaliyetleri tarafından yaratılan değer belirlenmesi, yönetimi ve raporlanması, entegre raporlama kavramının temelidir. Aynı zamanda entegre raporlama, iş modellerine, işletme faaliyetlerinin ilgili amacına ve/veya her zaman değer yaratan çalışanların motivasyonuna odaklanır.

IIRC yayınladığı çerçevede son yıllarda teori ve uygulamada kullanılan değer kavramlarından birine atıfta bulunmamakta ve kesin bir tanım ve/veya hesaplama yöntemi belirtmemektedir. Ancak yorumlanmaya son derece açık için bir değer kavramını açıklar. Bu bağlamda bu çalışmada, IIRC'nin değer kavramını açıklamak, onu var olan diğer değer kavramları bağlamında incelenmiştir. Bu paralelde, çalışmada öncelikle ‘Değer’ kavramının genel analizi gerçekleştirilmiştir. Daha sonra IIRC'nin değer kavramı açıklanmış ve yorumlanmaya çalışılmıştır. Üçüncü bölümde ise değer tanımının ana bileşenleri olan ‘sermayeler’ incelenmiştir ve son bölümde sonuç ve öneriler sunulmuştur.

1. DEĞER KAVRAMI

Genel anlamda ‘değer’ kavramı, bir kişinin veya grubun bir konu veya nesneden elde etmeyi algıladığı faydanın takdir edilmesi olarak tanımlanabilir (Özensel, 2003). Bu nedenle değer, somut veya soyut olabilen beklenen faydaların değerlendirmesini yapan kişinin algısına bağlıdır. Bu bağlamda değer algısı subjektiftir çünkü bir kişinin bireysel algısının sonucudur.

Değer kavramı ekonomik olarak ele alındığında, genellikle sadece parasal olarak ifade edilebilen faydalar dikkate alınır. Fiyatlandırma yoluyla yapılan bu değerlendirme aynı zamanda, taraflar arasında takas edilebilir olan algılanan faydalarla da sınırlıdır, çünkü değer tarafların bir araya geldiği ve fiyatlar üzerinde pazarlık yaptığı pazarlarda gerçekleşir (Chang, 2012). Söz konusu bu değerlendirmeler tüm maddi mal ve hizmetler için gerçekleştirilir, dolayısıyla piyasalarda alınıp satılan mal ve hizmetlerin çoğunu (makineler, gayrimenkuller, finansal araçlar vb.) kapsar. Aynı zamanda bu değerlendirme maddi olmayan duran varlıklar için de geçerlidir.

Bununla birlikte genellikle bilgi, deneyim ve know-how ile ilgili olan ve belirli insanlarla veya ayrılmaz bir şekilde bağlantılı oldukları için faydaları tanımlanamayan bir toplumdaki genel eğitim düzeyi veya bir şirketteki kurumsal bilgi birikimi gibi maddi olmayan değerler de bulunmaktadır (Teece, 1998). Bunlar toplum için önemli faydalardır; ancak çoğu durumda parasal olarak ifade edilemezler.

‘Değer’ kavramı, etik ve ahlaki olarak ele alınabilir. Bu değerler, bireyler ve toplumlar için temel olan inançları veya idealleri kucaklar ve onların birbiri ile etkileşime girmesine olanak tanır (Canatan, 2008). Bu değerler genellikle güven, sevgi, güven, saygı gibi algı ve ilkelerle ilgilidir ve genellikle anayasalarda, yönetmeliklerde, örf ve adetlerde vb. sözlü/yazılı ifade edilirler (Lindgreen ve diğ., 2020). Bu tür bir değer parasal veya niceliksel birimlerle ifade edilemez; değerlendirmesi ise son derece subjektiftir.

Bu farklı türdeki değerler ve değer yaklaşımları ayrı ayrı analiz edilebilse de hepsi birbirine bağlı ve birbirine bağımlıdır ve hepsi değerlendirmeyi yapan kişiyle ilgilidir (Özensel, 2003).

Günümüz iş dünyasında ‘değer’in yorumlanması ve kullanımı, geleneksel olarak ekonomik olana indirgenmiştir çünkü parasal terimlerle ölçülebilirlik; değerleri etkin ve verimli bir şekilde toplamaya, farklılaştırmaya ve karşılaştırmaya yardımcı olur. Bu bağlamda para kavramı, iş hayatında değerlemeyi kolaylaştırmak ve başka türlü karşılaştırılamayacak farklı nesnelere veya konuların değerlerinin karşılaştırılabilirliğini sağlar (Ala, Kahraman, & Sümer, 2016). Değer kavramının ve değerlendirmesinin, değerlendirmenin amacına ve belirli bireylere, gruplara veya tüm topluma odaklanmaya bağlı olduğu da iş dünyasında genel bir algı haline gelmiştir.

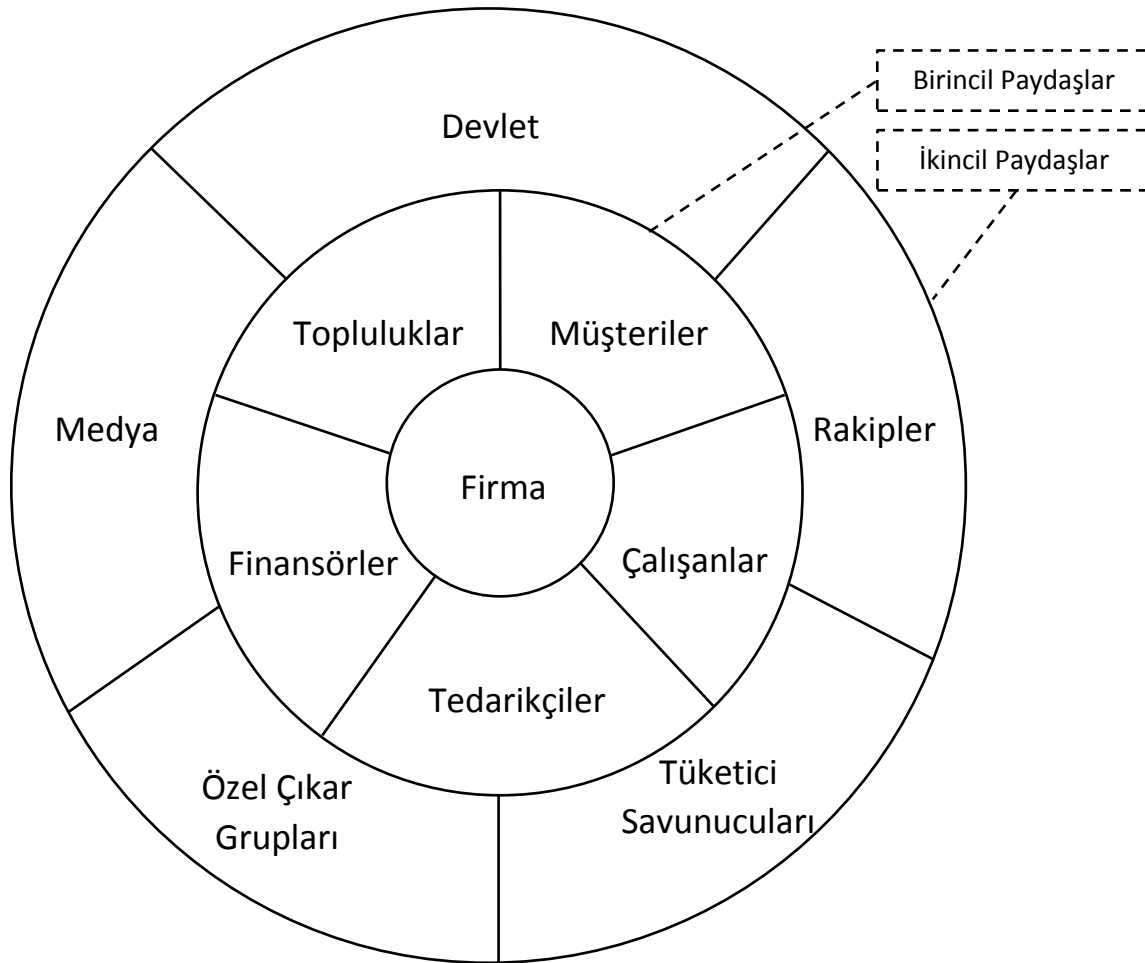
Makro ölçekte değer, örneğin gayri safi yurtiçi hasıla gibi ölçüleri hesaplayarak bir ulusal ekonomiyi kapsarken, iş dünyasında değer kavramı öncelikle, işletmeler ve belirli gruplara odaklanır. Bu durum, genellikle şirket değerlemesi gerçekleştirildiğinde söz konusu olur. Şirket değerlemesi, işletme satın almalarında ve sermaye piyasalarında hisse senedi fiyatlarının belirlenmesinde kullanılır. Burada değerlendirme, genellikle ‘hissedar’ın bakış açısıyla yapılır. Bu değerlendirme biçimi, literatürde ‘Hissedar Değeri’ (Shareholder Value) olarak geçmektedir. Hissedar değeri kavramı, 1986 yılında Alfred Rappaport tarafından geliştirilmiştir (Başaran & Şahin, 2018). Hissedar değeri, gelecekteki nakit akışlarına ve özkaynak yatırımları için beklenen getirilere dayanır (Sakarya, 2008).

Sadece hissedarların değerlemesine odaklanan Hissedar Değeri kavramı geniş kabul görmesine rağmen her zaman bir ticari varlığın değerlemesinin tüm ‘paydaş’ların değerlendirmeleri de dahil olmak üzere daha geniş bir kapsama sahip olması gerektiğini savunan akademisyenler olmuştur (Freeman, 1994; Phillips, Freeman, & Wicks, 2003; Friedman & Miles, 2002). Bu yaklaşıma göre bir ticari varlığın değeri, birden fazla paydaş tarafından, yani kuruluşun ticari faaliyetinden (dolaylı/dolaysız) etkilenen kişi/grup tarafından gerçekleştirilen değerlendirmelerin toplamından oluşur (Laplume, Sonpar, & Litz, 2008). Bu değerlendirme, işletmenin belirli çıkar gruplarının beklentilerini ne ölçüde karşılayabildiğine göre belirlenir (Sternberg, 1997).

Söz konusu çıkar gruplarının kuruluş ile olan ilişkisinin türüne göre, bir işletmenin ‘Paydaş Değeri’ (Stakeholder Value) dar veya geniş anlamda tanımlanabilir (Clarkson, 1995). Paydaş değeri dar anlamda sadece şirketle doğrudan teması olan kişilerin (yatırımcılar, kreditorler, tedarikçiler, müşteriler ve çalışanlar vb.) etkilerini kapsarken, geniş anlamda bunlarla beraber kamuoyunu, sivil toplum kuruluşlarını ve medyayı da kapsar (Freeman, Harrison, & Wicks, 2007: 7-8).

Paydaş değerini belirlemek, farklı paydaşların genellikle parasal olarak ölçülemeyen ve karşılaştırılabilir olmayan farklı değerlere sahip olması nedeniyle görece olarak zordur. Dolayısıyla paydaş değeri, birleşik bir değer yargısına varmak için birbirleri ile değerlendirilen değerlerden oluşan çok bileşenli bir kavramdır (Charreaux & Desbrières, 2001). Dolayısıyla, paydaş değeri kavramı yalnızca parasal değildir ve değer faktörlerini değerlendirmek için genel olarak üzerinde anlaşmaya varılmış standartlardan yoksundur. Bu durum paydaş değerinin belirlenme sürecini karmaşık hale getirmekte ve pratikte uygulanmasını olumsuz yönde etkilemektedir (Lankoski, Smith, & Wassenhove, 2016).

Paydaş değeri kavramı, öncelikle bir kuruluşla bağlantılı belirli işlemlere, ilişkilere ve/veya çıkarılara sahip insan gruplarına odaklandığından, bir ticari kuruluşun faaliyetlerinden etkilenmiş olsa dahi doğal çevreyi ihmal eder. Bu nedenle literatürde önerilen farklı paydaş değeri yaklaşımlarının çoğu, işletmenin çevreye verdiği etkileri içermemektedir.



Kaynak: Freeman, Harrison, & Wicks, 2007: 7.

Şekil-1: İki Katmanlı Paydaş Haritası

Freeman ve diğ. (2007) her şirketin, şirketle bağlantılı herhangi bir etkisi olabilecek veya olmayabilecek iç ve dış gruplar veya bireyler tarafından temsil edilen bir paydaş ağı olduğunu ve birbirine bağlı olduklarını belirtmektedir.

1995 yılında Mark H. Moore tarafından paydaş değeri kavramını kapsayan, ‘Kamu Değeri’ kavramı ortaya atılmıştır.

Kamu değeri, bir kurumun topluma yaptığı tüm katkıları ve toplumun üyeleri tarafından algılanan işleyişini, yani bir kurumun eylemlerinin insanlar ve çevreleri üzerindeki tüm etkilerini kapsar (Meynhardt, 2009). Kamu değeri, bir kurumun faaliyetleri aracılığıyla ihtiyaçların karşılanmasının olumlu bir değerlendirmeye yol açtığına söz konusu olur (Bryson, Crosby, & Bloomberg, 2014). Paydaş değerine benzer şekilde kamu değerini parasal olarak ifade edilmesi son derece güçtür. Algılara dayalı olduğu için oldukça subjektiftir ancak çok kapsamlıdır (O’Flynn, 2007). Kamu değeri kavramı, hiçbir değer basitçe "yaratılmayacağını", her zaman onu takdir edecek bir izleyiciye ihtiyaç duyduğuna vurgu yapar (Williams & Shearer, 2011). Bu bağlamda kamu değeri, ekonomik değerden daha çok sosyal bir değer kavramı olarak yorumlanabilir.

Hissedar değeri, paydaş değeri ve kamu değeri, bir ticari işletmenin sahip olduğu veya temsil ettiği değer nasıl belirleneceğine ilişkin temel yaklaşımlardır. Hepsinin ortak noktası, kişiler tarafından yapılan değerlendirmelerle ilgili olmalarıdır. Bu değerlendirmeler, büyük ölçüde belirli kişilerin işletmeyle ilgili beklentilerine bağlıdır.

2. ENTEGRE RAPORLAMA VE DEĞER YARATMA SÜRECİ

Bütün paydaş gruplarının eşzamanlı yönetiminin etkisiz olduğu yaygın olarak kabul edilmektedir, bu nedenle her grup için özel bir yaklaşım benimsenmektedir. Clarkson (1995) tarafından birincil ve ikincil paydaşlar arasındaki bölünmeyi önermektedir (Şekil 1). Buna göre, birincil paydaşların sürekli katılımı olmadan şirketin süreklilik arz edemeyeceği gruplardır. İkincil paydaşlar ise şirketin faaliyetlerini etkileyen veya bunlardan etkilenen, ancak onunla herhangi bir işlemi olmayan ve süreklilik arz etmesi için önemli olmayan paydaşlardır. Kurum ve paydaşları arasındaki iletişimi güçlendirmek, kurumlara olan güveni, hesap verebilirliğini ve şeffaflığını artırır ve bu durum kurumun değerini yükseltir. Yalnızca etkin bir şekilde entegre edilmiş paydaş düşüncesi, sürdürülebilir paydaş değeri yaratabilir. Paydaşlar için değer yaratma kavramı, entegre raporlamanın temellerindedir.

Uluslararası Entegre Raporlama Konseyi (International Integrated Reporting Council – IIRC); Uluslararası Muhasebeciler Federasyonu (International Federation of Accountants – IFAC), Küresel Raporlama Girişimi (Global Reporting Initiative – GRI) ve Birleşmiş Milletler Çevre Programı’nın (UN Environment Programme – UNEP) işbirliği sonucunda 2010 yılında, halihazırda mevcut olan GRI’nin sürdürülebilirlik raporlama kılavuzlarına dayalı olarak entegre raporlama çerçevesi üzerine öneriler geliştirmek üzere kurulmuştur. 2013 yılında ise dünyanın her yerinden iş liderleri, standart belirleyiciler, yatırımcılar ve akademisyenlerin katıldığı kapsamlı toplantının ardından IIRC, Uluslararası Entegre Raporlama Çerçevesini (<IR>) tanıttı ve günümüzde kurumlar tarafından küresel düzeyde benimsenmesini teşvik etmektedir.

<IR>’de yer alan paydaş değer yaratma yaklaşımına göre, değer birbiriyle ilişkili iki açıdan yaratılır: “Kuruluşun kendisi için” ve “diğerleri için”.

‘Kuruluşun kendisi için’ yaratılan değer, kuruluş tarafından kazanılan ve fon sağlayanlara aktarılan finansal getirileri içerir. Böyle bir değer anlayışı, açıkça hissedar değeri ile bağlantılıdır.

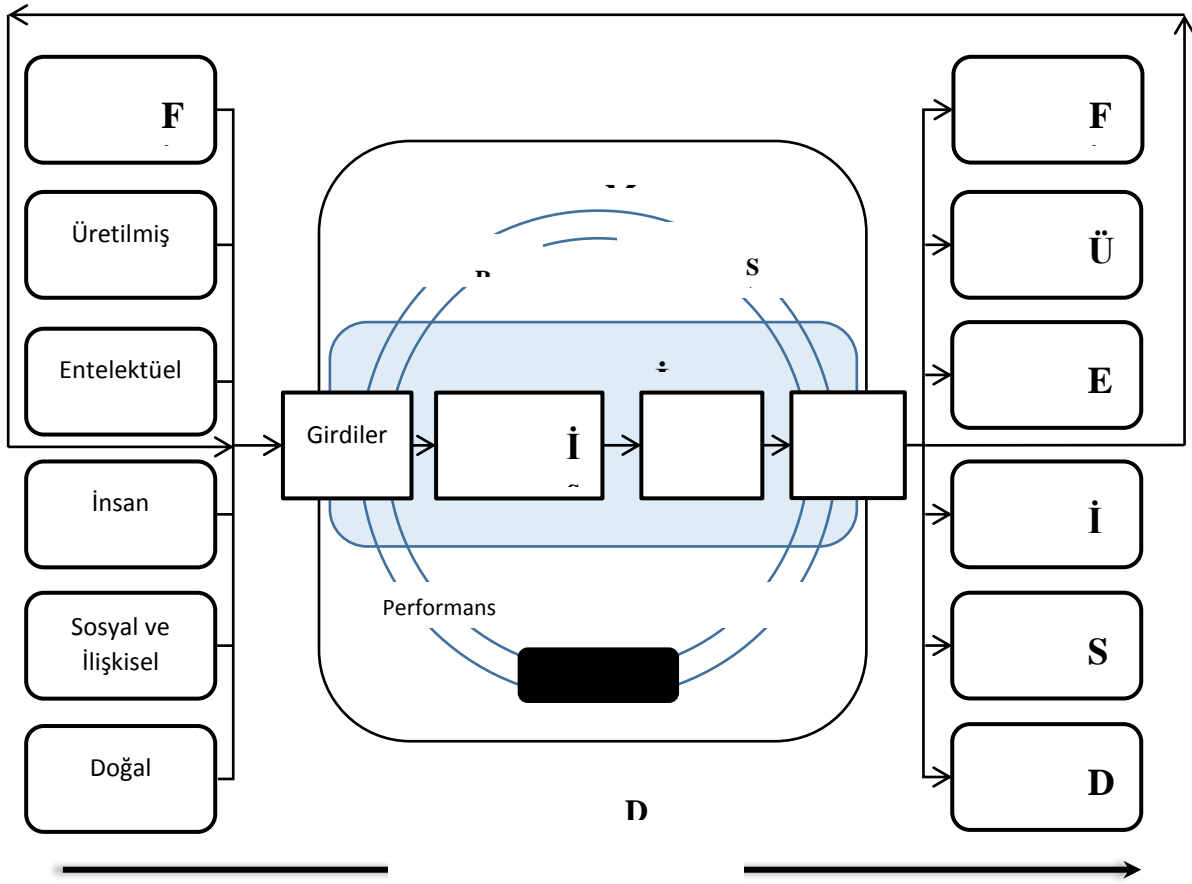
Değer aynı zamanda “diğerleri için” yani paydaşlar ve genel olarak toplum için de yaratılır. Böylece ‘diğerleri için’ yaratılan değer, kendisini sayısız faaliyet, ilişki ve etkileşim yoluyla ortaya koyan paydaş değeri yaklaşımını içermektedir. Fon sağlayanların başkaları için değer yaratma ile ilgilenmesi, şirketin kendisi için değer yaratma kabiliyetini artırır. İki değer yönü arasındaki ilişki Şekil 2’de gösterilmektedir.



Kaynak: IIRC, 2013'ten uyarlanmıştır.

Şekil-2: Kuruluş ve Diğerleri İçin Yaratılan Değer

Değer, her şirketin merkezinde yer alan seçilmiş bir iş modeli aracılığıyla tüm paydaşlar için yaratılır. <IR>, bir iş modelini “kuruluşun girdileri iş faaliyetleri yoluyla kuruluşun stratejik hedeflerini karşılamayı amaçlayan ve kısa, orta ve uzun vadede değer yaratan çıktı ve sonuçlara dönüştürmede kullandığı sistem” olarak tanımlar. Aynı zamanda iş modeli, bir şirketin değer yaratmak ve sürdürmek için çaba gösterdiği bir süreç olarak da ifade edilebilir. Değer yaratma süreci Şekil 3'te sunulmuştur.



Kaynak: IIRC. 2013'ten

Şekil-3: Değer Yaratma Süreci

Değer yaratma döngüsü, temel girdilerin başka bir ifade ile altı sermayenin ve sürece dahil olma kapsamının tanımlanmasıyla başlar.

İşletme faaliyetleri aracılığıyla bu girdiler çıktılara dönüştürülür. Bu faaliyetler genellikle ürünlerin planlanması, tasarlanması ve üretilmesini veya sağlanan hizmetler için özel beceri, bilgi ve uzmanlığın uygulanmasını içerir. Çıktılar, şirketin temel ürün ve hizmetleridir. Ayrıca, atık ve yan ürünler gibi başka çıktılar da ortaya çıkabilir.

Çıktılar, kurum ve paydaşları ile ilgili olarak hem iç hem de dış bir dizi sonuca yol açar. Bu sonuçlar iyi analiz edilmelidir. Örneğin otomobil üreten bir işletme için, otomobil bir çıktıdır ve tüketiciler için sonuçlar mobilite, statü veya güvenlik olabilir; çevresel sonuçlar ise emisyonlarda bir artıştır. Bu nedenle, her organizasyonun özünde bir iş modeli vardır ve faaliyetlerinin temelini temsil eder. Bu temsil, bir şirketin nasıl değer yarattığının daha iyi anlaşılmasını kolaylaştırmanın temel bir parçası olarak kabul edilir, bu nedenle entegre raporda uygun şekilde açıklanmalıdır.

<IR>, “bir kuruluş tarafından zaman içinde yaratılan değer kuruluşun faaliyetleri ve çıktıları tarafından sermaye ögeleri üzerinde yaratılan artışlar, azalmalar veya dönüşümlerle kendini gösterdiğini” vurgular (IIRC, 2013). Bu tanım, IIRC'nin değer kavramının nihai olarak finansal sermayeye odaklanmadığı ve tüm farklı sermaye türlerini değere dahil ettiğini açıkça vurgulamaktadır. Aynı zamanda <IR>'ye göre, “sermaye ögelerinden birini en üst düzeye çıkarırken diğerlerini göz ardı etme yoluyla yaratılması muhtemel değildir.”

Sermaye, “kuruluşun faaliyetleri ve sonuçları ile artan, azalan ya da dönüştürülen bir değerler stoğu” olarak tanımlanır (IIRC, 2013). Bu bağlamda sermaye ögeleri, varlığın bağımlı olduğu, kullandığı ve etkilediği kaynakları ve ilişkileri kapsar. Sermaye ögeleri üzerindeki değer belirleyici etkiler “girdiler”, “çıktılar” ve “sonuç” olarak adlandırılmaktadır. “Sermaye ögelerinin genel stoğu zamana göre sabitlenmez. Sermaye ögeleri artar, azalır veya dönüşürken kendi aralarında ve içlerinde sürekli bir akış olur.” (IIRC, 2013).

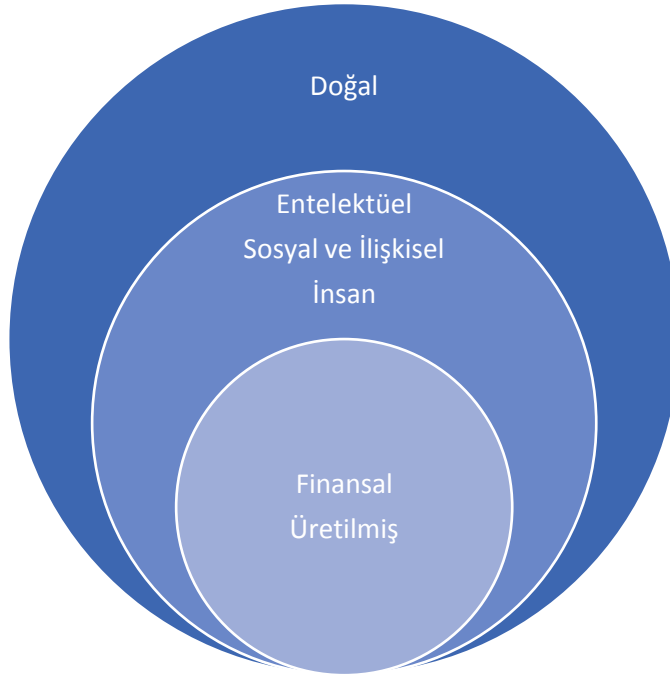
IIRC, bir işletmenin kullandığı veya etkilediği tüm farklı kaynak türlerini temsil eden altı sermaye ögesi tanımlar; bunlar belirli paydaş gruplarıyla doğrudan ilişkili değildir. IIRC, entegre rapor hazırlayan

kuruluşların bu sınıflandırmayı benimsemeleri gerekmediğini açıkça belirtse de bu sınıflandırma, çok kapsayıcı ve net olduğu için çok muhtemeldir ki bir standart haline gelecektir.

<IR>'de tanımlanan 6 sermaye ögesi aşağıdaki gibidir (IIRC, 2013):

- **“Finansal sermaye:** Bir kuruluşun mal üretimi veya hizmet sağlama amacıyla kullanımına sunulanlar ve borçlanma, öz sermaye veya hibe gibi finansman yoluyla ya da faaliyetler veya yatırımlar yoluyla edinilenler,
- **Üretilmiş sermaye:** Binalar, ekipmanlar, altyapı bir kuruluşun mal üretimi veya hizmet sağlama amacıyla kullanımına sunulan üretilmiş, fiziksel nesnelere
- **Entelektüel sermaye:** Patentler, telif hakları, yazılımlar gibi kuruluşa ait bilgiye dayalı maddi olmayan varlıklar,
- **İnsan sermayesi:** İnsanların yeterlilikleri, kabiliyetleri, deneyimleri, yenilik yapma motivasyonları ve bir kuruluşun kurumsal yönetim çerçevesine, risk yönetimi yaklaşımına ve etik değerlerine uyum sağlamaları ve bunları desteklemeleri, bir kuruluşun stratejisini anlama, geliştirme ve uygulama kabiliyetleri, sadakatleri, süreç, ürün ve hizmetleri geliştirme motivasyonları ve liderlik etme, yönetme ve iş birliği yapma kabiliyetleri,
- **Sosyal ve ilişkisel sermaye:** Toplumlar, paydaş grupları ve diğer ağların kendi içindeki ve aralarındaki gelenek ve ilişkiler ile bireysel ve toplu refahı artırmak amacıyla bilgi paylaşma kabiliyeti.
- **Doğal sermaye:** Bir kuruluşun dün, bugün ve gelecekte sahip olduğu ve olacağı refahı destekleyen ürün veya hizmetler sunulmasını sağlayan yenilenebilir ve yenilenemez doğal kaynaklar ve süreçler.”

Sermayeler ise bağımsız değildir; hepsi birbirine bağlıdır ve etkileşime girer. Şekil 4'te, sermayeler karşılıklı ilişkilerine ve değer yaratma sürecindeki rollerine göre gösterilmektedir (IIRC, 2013'ten uyarlanmıştır.)



Şekil-4: Altı Sermaye Modeli

Bu açıklamalar ışığında IIRC'nin 'birbiriyle ilişkili iki unsuru' olan değer kavramının temel özellikleri şunlardır (Busco, Frigo, Quattrone, & Riccaboni, 2013; Steenkamp & Roberts, 2021; Villiers, Venter, & Hsiao, 2017):

- Değer kavramı tek taraflı bir kavram değildir. Birbirine bağlı değer yönleri ele alınmalıdır.
- Değerin bileşenleri, çeşitli sermaye türlerinin stoklarıdır.
- Değer yaratma, bu stoklardaki değişimlerdir (artışlar, azalmalar, dönüşümler).
- Mümkünse, bu değişikliklerin değerlendirilmesi parasal veya nicel olmalıdır, değilse nitel olmalıdır (parasal ölçümün olmaması, bir değer faktörünü değerlendirmemek anlamına gelmez.)

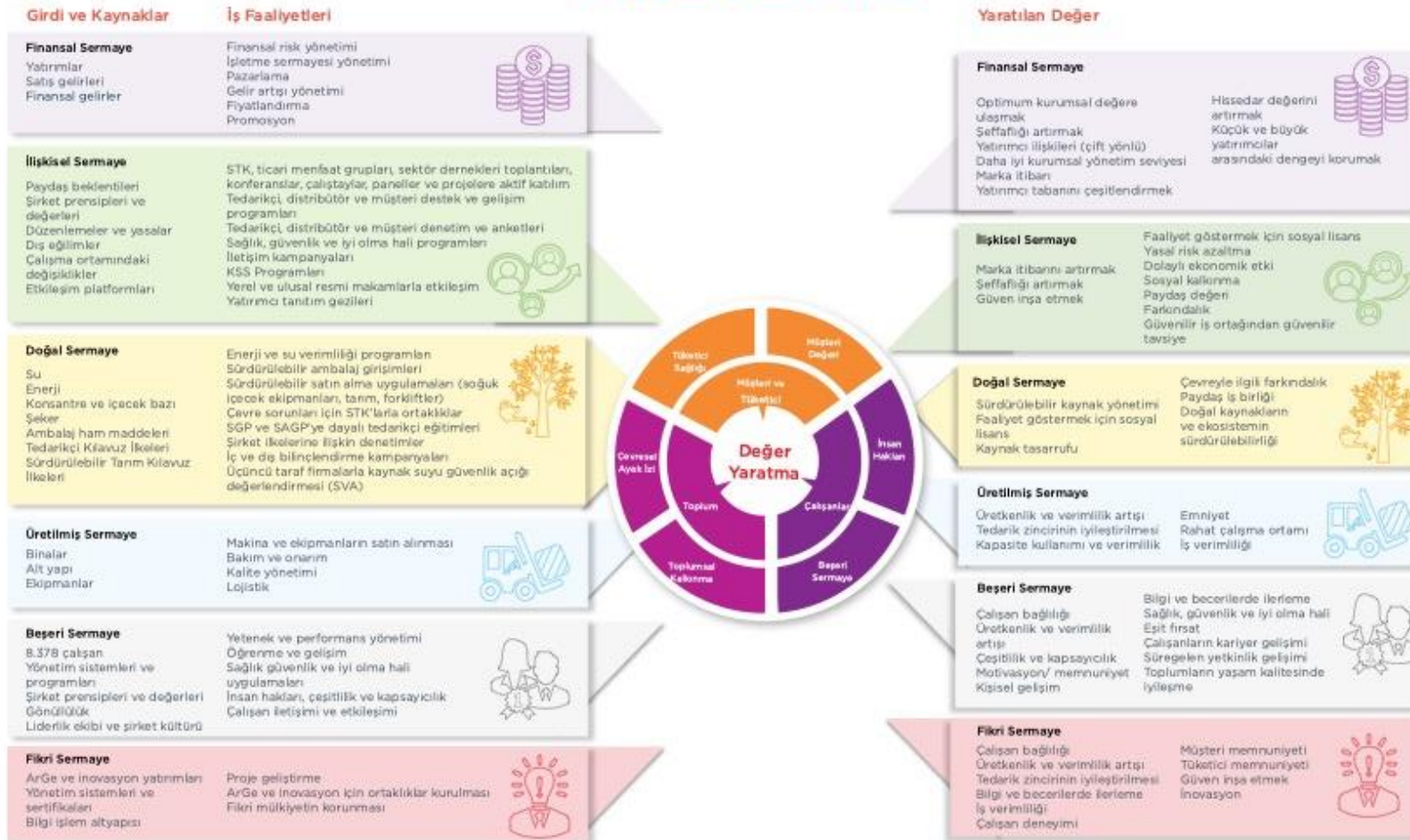
- Değerin nasıl belirleneceği konusunda işletme kendi yöntemini belirlemek konusunda serbesttir. Ancak belirleme, ilgili paydaşların beklentilerini ve değer algılarını dikkate aldığı ölçüde iyidir.

Bu özellikleriyle IIRC'nin değer kavramı, iş dünyasındaki geleneksel değer (hissedar değeri) ile artan toplumsal ve ekolojik baskılar ve ihtiyaçlar nedeniyle gelecekte dikkate alınması gereken modern ve ileriye dönük değer arasında bir köprü kurar. Aynı zamanda daha önce bahsedildiği üzere değer ekonomik ve toplumsal anlamını da birbirine bağlar. Finansal sermayenin, işletmenin faaliyetlerinden olumlu ve olumsuz etkilenen diğer kaynakları içeren çok boyutlu değer algısının yalnızca bir yönü olduğu gerçeğini vurgulamaktadır.

Şekil 5'te CCI'ye ait 2020 yılı entegre raporda yer alan değer yaratma modeli sunulmuştur. Türkiye'de yayınlanan entegre raporlar arasında açıklayıcı ve tüm gereksinimleri karşılayan, <IR>'de vurgulanan iş modelini en iyi şekilde raporladığı için CCI'ye ait değer yaratma modeli örnek olarak alınmıştır.

CCI, <IR>'deki temel hükümleri uygulamış ve altı sermayeden (girdiler) başlayan ve yaratılan ve paylaşılan değerle (çıktılar ve sonuçlar) biten tam değer yaratma sürecini sunmuştur. Sermayeler şirket bağlamında kısaca açıklanmış ve raporun diğer bölümlerinde belirtilmiştir. İşletme faaliyetleri, değer eklendiği sürekli bir süreçte birleştirilir. "Yaratılan değerler" sütunu, paydaşlara hem finansal ölçüleri hem de finansal olmayan etkileri göstererek çeşitli çıktılar ve sonuçlar hakkında fikir vermektedir.

Değer Yaratma MODELİMİZ



Şekil 5. CCI Değer Yaratma Modeli

3. SONUÇ VE ÖNERİLER

Akademisyenler, iş insanları, hükümetler ve sivil toplum kuruluşları tarafından ekolojik sorunlar ve sürdürülebilirlik konuları tartışılmaktadır. Muhasebe alanında, entegre raporlama ve sürdürülebilirlik raporlaması gündeme gelmiştir.

Entegre raporlama, sıklıkla kurumsal raporlamanın geleceği olarak tanıtılmakta ve günümüzde giderek daha fazla şirket, paydaşlarına ihtiyaç duydukları bilgileri sağlamak için yıllık entegre raporlar yayınlamaktadır. Entegre raporun temel araçlarından biri olan iş modeli, bir kuruluşun stratejisini tanımlayan ve yürüten ve bir şirketin zaman içinde sürdürülebilir değer yaratma sürecini haritalandıran araçtır. Bir kuruluşun stratejisini uygulamak için çeşitli sermaye öğelerini nasıl kullandığını özetlemek, şirketin farklı zaman dilimlerinde değer yaratma yeteneği hakkında değerli bir fikir verir. Bu tür bilgilerin raporlanması, her şirket için esastır ve şirketin gelecekteki gücünü artırmada önemli bir rol oynadığından, paydaşlar için son derece değerlidir.

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Havayolu İşletmelerinde Farklılıkların Yönetimi Üzerine Bir Araştırma

A Research on Diversity Management in Airlines

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Abstract

The aim of this research is to examine the practices of airline companies operating around the world to manage diverse human resources with a qualitative research. In the research, phenomenological research method, one of the qualitative research designs, was used. The sample of the research consists of 14 international airline companies. The saturation point method was used to determine the sample size. Document analysis method was used to collect data. In this context, the annual sustainability reports and official corporate websites of the companies were examined. The obtained data were subjected to content analysis with an inductive and descriptive approach. As a result of the content analysis, the practices of airline companies to manage diversity were gathered under five themes. These themes are: general human resources practices, practices for female employees, practices for ethnicity, practices for LGBT and practices for disabled employees. According to the research findings, it has been seen that female employees are the biggest diverse employee group compared to other employees. For this reason, practices for the managerial roles and career development of female employees come to the fore. However, ethnic groups, LGBT and disabled employees, respectively constitute other important diverse employee groups. It is thought that the research will contribute to the literature on the concept of diversity management and human resources practices in the aviation industry.

Keywords: Diversity Management, Human Resources, Aviation,

Özet

Bu araştırmanın amacı, dünya çapında faaliyet gösteren havayolu işletmelerinin farklı insan kaynağını yönetmek için yaptığı uygulamaları nitel bir araştırma ile incelemektir. Araştırmada nitel araştırma desenlerinden fenomenolojik araştırma yöntemi kullanılmıştır. Araştırmanın örneklemini 14 uluslararası havayolu işletmesi oluşturmaktadır. Örneklem sayısının belirlenmesinde doyum noktası yöntemi kullanılmıştır. Veri toplamak amacıyla döküman analizi yöntemi kullanılmıştır. Bu kapsamda işletmelerin yıllık olarak yayınladıkları sürdürülebilirlik raporları ve resmi kurumsal siteleri incelenmiştir. Elde edilen veriler, tümevarımcı ve betimsel bir yaklaşımla içerik analizine tabi tutulmuştur. İçerik analizi sonucunda, havayolu işletmelerinin farklılıkları yönetmek amacıyla yaptıkları uygulamalar beş tema altında toplanmıştır. Bu temalar: genel insan kaynakları uygulamaları, kadın çalışanlara yönelik uygulamalar, etnisiteye yönelik uygulamalar, LGBT'ye yönelik uygulamalar ve engelli çalışanlara yönelik uygulamalardır. Araştırma bulgularına göre, diğer çalışanlara kıyasla kadın çalışanların en büyük farklı çalışan grubu olduğu görülmüştür. Bu nedenle, kadın çalışanların yöneticilik rolleri ve kariyer gelişimlerine yönelik uygulamalar ön plana çıkmaktadır. Bununla beraber, sırasıyla etnik gruplar, LGBT ve engelli çalışanlar diğer önemli farklı çalışan gruplarını oluşturmaktadır. Araştırmanın farklılıkların yönetimi kavramı ve havacılık sektöründe insan kaynakları uygulamaları ile ilgili literatüre katkı yapacağı düşünülmektedir.

Anahtar kelimeler: Farklılıkların Yönetimi, İnsan Kaynakları, Havacılık.

GİRİŞ

Sermaye, üretim araçları, binalar gibi maddi kaynaklar ile karşılaştırıldığında insan kaynağı bir örgütün sahip olduğu en önemli kaynağı oluşturmaktadır. Başarılı bir örgütsel performans sergilemede insan kaynakları ile ilgili etkili örgütsel politikaların benimsenmesi ve uygulanması gerekir. Örgütsel hedeflere ulaşmak için çalışanların ihtiyaçlarının karşılanması önem arz etmektedir. Bununla birlikte, örgütsel yaşamda her çalışan ihtiyaç ve istekleri bakımından diğerlerinden farklı gösterebilir. Bu farklılıklar; çalışanların cinsiyeti, yaşı, eğitim seviyesi, milliyeti, dini inancı, cinsel tercihleri ve geçmiş deneyimleri gibi birçok farklı nedenden kaynaklanabilir. Bu farklılıklar, örgüt içinde meydana gelen sosyal etkileşimleri ve çalışanların birbirlerine bakış açılarını etkileyebilir. Başarılı bir örgütsel performans doğrultusunda farklı özelliklere sahip çalışan gruplarını yönetmek amacıyla etkili insan kaynakları stratejilerinin benimsenerek hayata geçirilmesi gerekmektedir.

Farklılıkların yönetimi kavramı, son birkaç on yıldır insan kaynakları yönetimi alanında çalışan araştırmacıların dikkatini çeken önemli bir kavram haline gelmiştir. Çalışma hayatında insan kaynağının değişen demografik yapısı, etik kaygılara karşı artan toplumsal duyarlılık ve küreselleşmenin ortaya çıkardığı genel sonuçlar giderek daha fazla örgütü farklılıkların yönetimi konusu ile ilgilenmeye zorlamaktadır (Ravazzani, 2016). İşgücü çeşitliliğini maksimize etmek ve bu durumdan faydalanmak, günümüzde örgütlerin ve insan kaynakları profesyonellerinin önemli bir konusu haline gelmiştir. Dünya çapında insan gücünün niceliği ve niteliğindeki artan farklılıklar gelecekte de farklılıkların yönetiminin örgütler için önemli olacağını göstermektedir.

Havacılık sektörü, uluslararası alanda faaliyet gösteren bir sektör olarak farklı özelliklere sahip çalışanları istihdam eden ve ulaşım sektörü içinde payını giderek arttıran önemli bir sektördür. Dünya çapında her gün birçok yolcu hava yolculuğu ile ulusal ya da uluslararası seyahat etmekte ve bu yolculara farklı demografik ve kültürel özelliklere sahip havayolu çalışanları hizmet etmektedir. Bu kapsamda, bu araştırmada dünya çapında faaliyet gösteren havayolu işletmelerinin farklı insan kaynağını yönetmek amacıyla yaptığı uygulamaların nitel bir araştırma ile incelenmesi amaçlanmıştır. Araştırmadan elde edilecek sonuçların havayolu işletmeleri ile birlikte diğer örgütlerin insan kaynakları yöneticilerine ışık tutacağı ve farklılıkların yönetimi ile ilgili literatüre katkı sağlayacağı düşünülmektedir.

1. KAVRAMSAL ÇERÇEVE

1.1. Farklılık ve Farklılıkların Yönetimi Kavramı

Türk Dil Kurumu (TDK)'nın (2022) tanımına göre farklılık kavramı; doğal, toplumsal ve bilince dayanan her olguyu diğerlerinden ayıran özellikleri ifade eder. Farklılık kavramı sosyal grupların temel özelliklerinden biridir. Sosyal ve çalışma gruplarından oluşan örgütsel yaşamda insan kaynağı ile ilgili farklılıkları tanımlamada araştırmacılar arasında çeşitli bakış açılarının olduğunu görmek mümkündür. Ely ve Thomas (2001: 230), tipik olarak grup üyeleri arasındaki herhangi bir sebepten ortaya çıkan demografik ayrılıkları; Kreitz (2008: 102) bir bireyi diğerlerinden ayıran herhangi önemli bir özelliği; Begeç (2013: 64) ise açık bir şekilde türler arasındaki görünen ve görünmeyen çeşitlilik ve benzersizlikleri farklılık olarak tanımlamıştır.

Örgütsel yaşamda insan kaynağındaki farklılıkların temel sebebi, çalışanların değişen demografik yapısı olarak görülebilir. Kadınların giderek artan seviyede iş hayatına katılması, yaşlanan iş gücü, çalışanların eğitim seviyesinin artması gibi nedenler demografik farklılıkların önemli nedenleri arasındadır. Küreselleşme sonucu işletmelerin uluslararası olmaya çalışmaları, rekabet koşulları, ulusal insan kaynağına ilave olarak farklı kültürlerden çalışanların işe alınması, değişen iş görme usulleri, çeşitli toplumsal gelişmeler, çok uluslu işletmeler ve stratejik işbirliklerinin artması gibi nedenler işgücünün giderek farklılaşmasına sebep olmaktadır (Köksalan, 2019: 54). Milliken ve Marytins (1996: 404) farklılıkların kaynaklarını; görünür farklılıklar (yaş, ırk, etnik köken ve cinsiyet) ve görünmeyen ya da az görünen farklılıklar (kişisel tutumlar, eğitim seviyesi, teknik beceriler, sosyal ve ekonomik geçmiş, kişilik özellikleri ve değerler) olmak üzere iki başlık altında incelemiştir. Literatür incelendiğinde insan kaynağında farklılıkların nedenleri genel olarak dört boyut altında incelenmiştir. Bu boyutlar; kişilik (bireysel özellikler, yetenekler); iç boyutlar (etnisite, yaş, cinsiyet, cinsel yönelim vb.); dış boyutlar (coğrafi konum, kişisel alışkanlıklar, gelir durumu, dini inançlar, eğitim seviyesi, iş deneyimi, medeni durum vb.) ve örgütsel boyutlardır (yönetimsel pozisyon, iş alanı, sendikaya üyelik, kıdem vb.) (Ardakani vd., 2016; Begeç, 2013; Hannapi-Egger, 2006).

Farklılıkların yönetimi, bir iş ortamında bulunan sosyal çeşitliliğin ortaya çıkardığı faydaları en üst seviyeye çıkarmak ve bu çeşitlilikten kaynaklanabilecek olumsuzlukları ise en aza indirmek amacıyla benimsenen örgütsel prosedürlerin planlanması ve uygulanmasını ifade eder. Bu prosedürler, çalışanların kişilik özelliklerine değer vermekle birlikte, aynı zamanda tüm farklı sosyal grupların

birbirine saygı göstermesi gerektiğine de vurgu yapar (Fapohunda, 2016: 45). Örgütsel performans açısından iş gücündeki farklılıkları yönetmek; ahlaki ve yasal bir gerekliliktir. Bu nedenle son yıllarda farklılıkların yönetimi üzerine çalışan araştırmacıların bakış açısı, farklılıklar konusunda olumlu eylem planları takip etmekten örgütsel performansı arttırmak için farklılıklardan yararlanmaya doğru genişlemiştir (Cox, 1993). Farklılıkların yönetimi, yapıcı bir iş ortamının sağlanması ve sürdürülmesini sağlayan örgütsel bir stratejidir. Örgütün zihniyeti, iş görme usulleri, örgüt iklimi, örgütsel kısıtlamalar ve çalışanların başta etnik kimliği olmak üzere tüm farklılıkları farklılıkların yönetiminde etkili olan öncüllerdir. Başarılı bir farklılıkların yönetiminde insan kaynakları yöneticilerinin liderlik, değişim yönetimi, sosyal psikoloji, iletişim, performans değerlendirme gibi becerilere sahip olmalıdır (Begeç, 2013: 64).

1.2. Farklılıkların Yönetimi İle İlgili Yaklaşımlar

İşyerindeki farklı çalışan gruplarına karşı örgütsel tepki; dönemsel, bağımsız ya da sistematik olabilir. Bu tepkiler, farklılıklara karşı “hiçbir şey yapmamaktan” çeşitli uygulamaları tüm örgütsel süreçlerle birleştiren “tam gelişmiş bir farklılıkların yönetimi”ne kadar uzanan bir yelpazede olabilir (Podsiadlowski vd., 2013: 160). Cox (1991), insan kaynağındaki farklılıklara karşı örgütsel yaklaşımları monolitik, çoğulcu ve çok kültürlü örgütler olmak üzere üç başlık altında ele almıştır. Monolitik örgütler; farklı çalışan gruplarını yönetmekte yetersiz olan, farklı ve azınlık çalışanları baskın demografik özelliklere sahip çalışan grubunun özelliklerine göre şekillendiren örgütlerdir. Çoğulcu örgütler, farklı ve azınlık durumundaki çalışanları işe alırlar, ücretlendirme konusunda adil davranmaya ve söz konusu çalışanlara eğitim imkânları sağlamaya çalışırlar. Çok kültürlü örgütler ise, çalışanların örgütü ile özdeşleştiği, ayrımcılık ve gruplar arası çatışmanın en aza indirildiği örgütlerdir. Bu örgütlerde önyargısız, kapsayıcı ve kariyer gelişimine yönelik örgütsel uygulamalar ön plandadır (Cox ve Blake, 1991).

Thomas ve Ely (1996); ayrımcılık ve adalet, erişim ve meşruiyet ile entegrasyon ve öğrenme olmak üzere üç tür farklılıkların yönetimi bakış açısı ortaya koymuştur. Ayrımcılık ve adalet; farklı çalışan gruplarına karşı adil davranmaya ve ayrımcı uygulamalardan kaçınmaya odaklanan bir bakış açısidir. İnsan kaynakları yönetiminde demografik ve kültürel farklılıkların özel olarak ele alınmasına gerek yoktur. Bu bakış açısına sahip bir örgütteki farklılıkların yönetiminin baskın stratejisi renk körlüğüdür. Renk körlüğü, eşit istihdam fırsatlarına odaklanır, ancak farklı kültürel geçmişlerden kaynaklanan potansiyel farklılıkları kabul etmez. Erişim ve meşruiyet bakış açısında bir örgütteki farklılıklar, farklı müşteri tabanına ve uluslararası pazarlara ulaşmak ve meşruiyet kazanmanın bir aracı olarak görülür. Bütünleştirme ve öğrenme bakış açısı; farklı çalışan gruplarını, örgütsel performansı besleyen değerli kaynaklar olarak görür. Bu kaynaklar, stratejik açıdan önemli konularda örgütsel karar alma mekanizmalarını etkileyebilir ve örgütsel öğrenme için bir fırsattır (Ely ve Thomas: 2001; Podsiadlowski vd., 2013).

1.3. Farklılıkların Yönetiminin Örgütsel Sonuçları

Farklılıkların yönetimi üzerine yapılan araştırmalar, farklılıkların örgütler için hem bir fırsat hem de bir sorun kaynağı olduğunu göstermektedir. Bazı araştırmalar, insan kaynağı açısından çok farklı olan örgütlerin, diğerlerine göre örgütsel uygulamalarda daha geniş bir bakış açısına sahip olduğunu ve sorunlar karşısında daha kaliteli çözümler üretebildiğini göstermektedir. Diğer yandan, bir örgütteki farklılık miktarı arttıkça örgüt içindeki grupların birbiriyle özdeşleşmesi azalabilir, çalışanların iş tatminsizliği ve işten ayrılma niyeti artabilir. Bu nedenle farklılıklar, örgütsel yenilik için fırsat olmanın yanı sıra çalışanların tatmini ve örgütsel özdeşleşmelerini azaltabileceği düşünüldüğünde iki ucu keskin bir kılıç gibidir (Milliken ve Marytins, 1996: 403).

İnsan kaynağındaki farklılıkları savunan bazı araştırmacılar, farklılıkların örgütsel etkinliği ve üretkenliği arttırdığını ileri sürmektedir (Hambrick ve Mason, 1982; McLeod ve Lobel, 1992; Richard, 2000; Ely, 2004). Farklı özelliklere sahip bireylerden oluşan çalışma ekipleri daha fazla bilgi paylaşma eğiliminde olabilir. Bu durum da homojen gruplarla kıyaslandığında heterojen grupların performansında artışa neden olabilir (Bunderson ve Sutcliffe, 2002). Cox ve Blake (1991) etkin farklılıkların yönetimi uygulamalarının; nitelikli çalışanları örgüte çekmeye, yaratıcılık ve yenilikçiliğe, pazar başarısına ve örgütsel esnekliğe katkı sağlayacağını öne sürmüşlerdir. Araştırmalar, gözlemlenebilir farklılıkların göz önünde bulundurulmuş alternatifler, fikirlerin kalitesi, karmaşık görevlerde işbirliği gibi grup bazında ortaya çıkan bilişsel sonuçları olumlu olarak etkileyebileceğini göstermektedir (Milliken ve Martins, 1996: 416).

Farklı bireylerden oluşan gruplar; koordinasyon, motivasyon ve iletişim konusunda sorunlar yaşayabilir. Farklı çalışma ekipleri görevlerini yerine getirirken genellikle homojen ekiplere göre daha fazla enerji harcamak zorundadır (Choi ve Rainey, 2010: 111). Sosyal kategorizasyon ve sosyal kimlik teorileri (Turner, 1987), farklılıkların çalışma ekipleri üzerindeki olumsuz sonuçlarını açıklayan teorilerdir. Çünkü bu teoriler, bireylerin grup içinde birbirleriyle olan etkileşimlerde benzerlikleri tercih ettiğini öne sürer (Schneider, 1987). Bireyler, kendilerine benzer olarak algıladıkları diğer bireylerden oluşan bir grupta kendilerini daha rahat hissederler. Farklılıkların olduğu bir grupta bireylerin birbirine güveni düşüktür. Düşük güven, bireyler ve gruplar arasında çatışma yaratabilir (Jehn vd., 1999).

2. METODOLOJİ

Bu araştırmanın amacı, havayolu işletmelerinin farklı insan kaynağını yönetmek için yaptığı uygulamaları nitel bir araştırma ile incelemektir. Araştırmada nitel araştırma desenlerinden fenomenoloji deseni kullanılmıştır. Fenomenolojik araştırmalar, hakkında fikir sahibi olduğumuz ancak ayrıntılı bir bilgiye sahip olmadığımız bir olgunun derinlemesine incelenmesi ve anlaşılması amacıyla yapılır (Sığı, 2021: 186).

Örneklem: Araştırmanın örneklemini belirlemek amacıyla dünya çapında faaliyet gösteren ve farklı çalışan gruplarına sahip olan havayolu işletmeleri incelemeye alınmıştır. İnceleme sonucunda amaçlı örnekleme ve doyum noktası yöntemine göre örneklem belirlenmiş ve 14 havayolu işletmesinin farklılıkların yönetimi uygulamaları araştırma kapsamına alınmıştır. Araştırma örneklemine ait tanımlayıcı istatistikler Tablo 1’de sunulmuştur.

Tablo-1: Tanımlayıcı İstatistikler

S/N	İşletme Adı	Veri Yılı	Cinsiyet Dağılımı		Toplam Çalışan	Diğer Farklılıklar
			Erkek	Kadın		
1	American Airlines	2020	%60	%40	130.529	Beyaz Çalışan: 68164, Afro Amerikan:21152, Hispanik/Latin: 19812, Asyalı: 7339, Havai ve Pasifik Adaları Yerlisi: 991, İki ya da Daha Fazla Milliyetli: 2383, Amerika ve Alaska Yerlisi: 883, Milliyeti Belli Olmayan: 5087; Tam Zamanlı Çalışan: %85 ve Kısmi Zamanlı Çalışan: %15
2	China Southern	2020	%53	%47	100.431	Guangzhou Şehrinden Çalışan: %25, Guangzhou Şehri Haricindeki Diğer Eyaletlerden: %74, Uluslararası Çalışan: %1; 30 Yaş Altı: %43.6, 30-50 Yaş: %51, 50 Yaş Üzeri: %5
3	Delta Airlines	2019	%59	%41	91.000	Beyaz Çalışan: %59, Afro-Amerikan: %21, Hispanik: %10, Asya/Pasifik Adaları: 7, İki ya da Daha Fazla Milliyetli: %2, Havai Yerlisi: %1; 30 Yaş Altı: %24, 30-50 Yaş: %30, 50 Yaş Üzeri: %46, 30 Yaş Altı: %40, 30-50 Yaş: %52, 50 Yaş Üzeri: %8
4	United Airlines	2021	-	-	84.100	Farklılıklarla ilgili verilere ulaşılamamıştır.
5	China Eastern	2020	%62	%38	81.157	Yabancı Çalışan Sayısı: 1100; Lise ve Altı Eğitim: %52 Lisans: %45, Lisansüstü:%3
6	Qatar Airways Group	2019	%54	%46	46.899	160 ülkeden çalışan; Doha Merkezli Çalışan: %88, Ortadoğu, Afrika ve Hindistan Yarımadası: %5, Avrupa: %4, Doğu Asya-Güney Batı Pasifik: %2, Amerika: %1; 30 Yaş Altı: %36, 30-50 Yaş: %57, 50 Yaş Üzeri: %7
7	Air China	2020	%49	%51	46.819	Engelli Çalışan Sayısı: 16; Yabancı personel Sayısı (Hong Kong, Macau ve Taiwan dâhil): 1022; Azınlık Personel: 1845
8	QANTAS	2020	-	-	31.321	Tam Zamanlı: %82.6, Part Time: %17,4
9	Air Canada	2020	%53	%47	21.100	Azınlık: %23.1, Engelli: %1.3, Yerli Çalışanlar: %1.3
10	Korean Air	2019	%56	%44	20.965	Koreli Çalışan: %90.5, Deniz aşırı Ülkelerden: %9.5, Kadrolu Çalışan: %89.6; Geçici Çalışan: %10.4; 30 Yaş Altı: %18,5, 30-50 Yaş: %59,3, 50 Yaş Üzeri: %22.2
11	ANA Airlines	2021	%40	%60	17.392	Engelli Çalışan: %2.68, Global Çalışan: %36
12	Ryan Air	2021	-	-	17.000	66 Milliyetten çalışan
13	Easy Jet	2021	%59	%41	13.632	Farklılıklarla ilgili verilere ulaşılamamıştır.
14	Air New Zealand	2021	%58	%42	9.988	Farklılıklarla ilgili verilere ulaşılamamıştır.

Kaynak: Yazar tarafından oluşturulmuştur.

Tablo 1 incelendiğinde American Airlines'ın en fazla, Air New Zealand işletmesinin ise en az çalışana sahip olduğu; işletmelerin insan kaynaklarının farklı çalışanlardan meydana geldiği; Ana Airlines'ta kadın çalışanların erkeklere göre fazla olduğu ancak genel olarak işletmelerde cinsiyete göre çalışan dağılımının birbirine yakın olduğu ve Amerikan işletmelerinde siyahi ve Latin kökenli çalışanların önemli etnik gruplar olarak ön plana çıktığı görülmüştür. Bununla beraber, bazı işletmelerin insan kaynağı ve farklılıkları ile ilgili verilere ulaşılamamıştır.

Veri Toplama ve Analiz Yöntemi: Veri toplama yöntemi olarak doküman analizi yöntemi kullanılmıştır. Bu kapsamda araştırma örneklemini oluşturan havayolu işletmelerinin kurumsal internet siteleri ve bu işletmeler tarafından her yıl yayınlanan sürdürülebilirlik raporları incelenerek gerekli verilere ulaşılmaya çalışılmıştır. Döküman analizi, araştırmanın konusu olan olgu hakkındaki verileri kapsayan yazılı ya da benzeri türdeki materyallerin incelenmesine imkân veren bir nitel araştırma veri toplama tekniğidir (Sığrı, 2021: 248). Verileri analiz etmek için içerik analizi yöntemi kullanılmıştır. İçerik analizinin amacı, toplanan verileri tümevarımcı ve betimsel bir yaklaşımla özetlemek, yorumlamak ve derin bir işleme tabi tutarak farkedilmeyen kod, kategori ve temalara ulaşmaktır (Yıldırım ve Şimşek, 2018). Araştırma verilerinin toplanması ve analizinde Microsoft Excel programı kullanılmıştır.

3. BULGULAR

İçerik analizi sonucu; genel insan kaynakları uygulamaları, kadın çalışanlara yönelik uygulamalar, etnisiteye yönelik uygulamalar, LGBT'ye yönelik uygulamalar ve engelli çalışanlara yönelik uygulamalar olmak üzere beş ana tema ortaya çıkmıştır. Ortaya çıkan kod, kategori ve temalar ile temalara ait işletmelerin bazı örnek uygulamaları aşağıda sunulmuştur.

Tema-1 Genel İnsan Kaynakları Uygulamaları

Tablo-2: Tema 1

	Kategoriler	Kodlar
Genel İnsan Kaynakları Uygulamaları	Farklılıkları Tanıma ve Değer Verme	Çalışanların Kendini Değerli Hissetmesi, Özgün Benliğin Ortaya Konması, Çalışanların Birbirinden Öğrenmesi, Çalışanların Temsili, Kapsayıcı Örgüt Kültürü, En İyi Küresel Yetenekleri Çekmek, Farklı Bakış Açılı, Saygıya Dayalı İşyeri, Herkesin Dinlenmesi, Yetenek Havuzunu Zenginleştirme, Çalışanların Kaygılarını Korkmadan Dile Getirmesi, Her Çalışanın Güçlü Yanını Gösterebilmesi, Rekabet Avantajının Kritik Aracı
	İşe Alım ve Kariyer Gelişimi Uygulamaları	HiredScore Yazılımı, Yeni İşe Alım Süreçleri, Sponsorluk, Mesleki Gelişim ve Erken Kariyer Programları
	Farklılıklara Yönelik Örgüt İçi ve Dışı Oluşumlar	Çalışan İş Kaynak Grubu, Çeşitlilik ve Kapsayıcılık Konseyi, Çapraz Fonksiyonel Çalışan Grupları, Öncü Topluluk, Kanada Çeşitlilik ve Kapsayıcılık Merkezi ile Ortaklık, Çeşitlilik ve Kapsayıcılık Odak Grupları, IATA Çeşitlilik ve Katılım Ödülleri, Çalışan Ağları, Çeşitlilik ve Katılım Forumu, İşbirliğine Dayalı Eylem Ekibi, Kapsayıcı Örgütsel Standartlar
	İletişim Kanalları Kurma	Anonim Dinleme Platformu, Düzenli Anketler, REAL Conversations Etkinliği, Kolay Dinleme Oturumları
	Eğitim Faaliyetleri Düzenleme	Gizli/Örtük Önyargı Eğitimi, Farklılık ve Kapsayıcılık Eğitimleri, Tedarikçi Geliştirme Akademisi, Yönetim Eğitim Programları, Zorunlu Çeşitlilik, Eşitlik ve Kapsayıcılık Eğitimi, Farklılıkları Yansıtan Çıracılık ve İş Deneyimleri Programı, Kapsayıcı Liderlik E-Öğrenimi, Karşılıklı Mentörlük Programları
	Ücret Eşitliği Sağlama	Adil Ücretli İşyeri Sertifikası, Erkek ve Kadınlar Arasında Ücret Eşitliği, Cinsiyetten Bağımsız Başlangıç Ücreti, Aynı İşe Aynı Ücret

American Airlines, farklılıkları “çalışanların kendini değerli hissetmesi, özgün benliklerini ortaya koyması, çalışanların birbirinden öğrenebilmesi, çalışanların temsili ve örgütsel performans için kritik olan değerler” olarak görmekte ve insan kaynağında farklılığı teşvik etmek, işe alım ve terfi sürecinde adil ve önyargısız olmak için 2021 Eylül ayından beri yapay zekâya dayanan Hired Score yazılımını kullandığını belirtmiştir.

American Airlines (Çalışan İş Kaynak Grubu), Delta Airlines (Farklılık ve Kapsayıcılık Konseyi), Air Canada (Çapraz Fonksiyonel Çalışan Grupları), Easy Jet (Öncü Topluluk), Qatar Airways (Farklılık ve Kapsayıcılık Ekibi), Air New Zealand (Çalışan Ağları), QANTAS Airlines (Farklılık ve Kapsayıcılık Konseyi) ve United Airlines (Çalışan İş Kaynak Grubu; Farklılık ve Kapsayıcılık Yürütme Kurulu) işletmeleri tarafından farklı çalışanları yönetebilmek için örgüt içinde çeşitli şekillerde resmi yapıların oluşturulduğu görülmüştür.

United Airlines, örgüt çapında farklılıklar ve kapsayıcı iş ortamı hakkında bir dialog başlatabilmek için REAL Conservation isimli sanal bir dizi etkinlik icra etmiş; farklı çalışanların deneyimlerini paylaşabilmesi ve birbirinden öğrenebilmesi için çalışanlar ve yönetim ekipleri arasında kolaylaştırılmış dinleme oturumları oluşturmuştur. Easy Jet, örgüt çapında açık iletişim sağlamak amacıyla kurmuş olduğu anonim dinleme kanallarına yapılan geri bildirimleri ve uygulanan düzenli anket sonuçlarını kullanarak ilgi çekici organizasyonlar yaparak farklı çalışanların iş tatmininin ve kapsayıcı iş ortamının ne durumda olduğunu takip etmektedir.

American Airlines 2018 yılında 100 binden fazla çalışana Gizli/Örtük Önyargı Eğitimi, 2021’de 93 binden fazla çalışana kapsayıcı işyeri eğitimi; Delta Airlines 2019 yılında çalışanlarına farklılıklar ve kapsayıcılık eğitimlerinin yanısıra, aynı zamanda kurmuş olduğu tedarikçi geliştirme akademisi ile çeşitli tedarikçi adaylarını tam donanımlı ve kurumsal kullanıma hazır tedarikçilere dönüştürmek için 12 ile 18 aylık eğitim programları tasarlamıştır.

Air China; cinsiyet, etnik köken, fiziksel durum, dini inanç, medeni durum gibi farklılıklara göre ayrımcılık yapılmadan aynı işe aynı ücret ilkesine uyulacağını; United Airlines, benzer işler yapan tüm cinsiyet ve ırklardan çalışanlar için mükemmel yakın bir ücret eşitliği sağlamayı taahhüt etmiş ve başarmıştır. American Airlines ise ücret eşitliğini farklılıklar ve kapsayıcı iş ortamı konusundaki çalışmalarının temel taşı olarak görmektedir. İşletme, 2021 Eylül ayında Adil Ücretli İşyeri olarak ilk sertifikalandırılan işletmelerden biri olmuştur ve işe alım sürecinde adil olmayan maaş uygulamalarına neden olduğu için iş adaylarına önceki maaşları veya başlangıç maaşı beklentileri hakkında soru sormayacağına söz vermiştir.

Tema 2 Kadın Çalışanlara Yönelik Uygulamalar

Tablo-3: Tema 2

	Kategoriler	Kodlar
Kadın Çalışanlara Yönelik Uygulamalar	Karar Alma Süreçlerine Katılım Sağlama	Kadınların Yönetim Kuruluna Atanması, Kadın Yönetici ve Lider Sayısının Genişletilmesi, %30 Kulübüne Üyelik, %33 Hedef, Catalyst Accord 2022, IATA 25by2025 Girişimi, Nancy Bird Walton Girişimi, Şampiyonlar Koalisyonu ve İcra Kurulu Başkanı Kadınlar Kuruluşları ile Ortaklık
	Kariyer Gelişimi Uygulamaları	Kadın Çalışanlar İçin İleri Eğitim Kursları, Mentörlük Programları, BM Kadınları Güçlendirme İlkelerini Onaylama, ANA-WINDS Forumu
	Motivasyon Faaliyetleri	WING Uçuşu, Havacılıkta Bir Gün Etkinliği, Women in Aviation Kuruluşu ile İşbirliği, 167 Sefer Sayılı Uçuş, Model Çalışan Kadınları Öne Çıkarma
	İş ve Özel Yaşam Dengesi	Doğum Öncesi ve Sonrası İzin, Hamilelik Süresince Esnek Çalışma Saatleri, Çocuk Bakım İzni, Erkek Çalışanların Çocuk Yetiştirmeye Katılımı İçin Destek, Ebeveyn İzni
	Cinsel Saldırlara ve Ayrımcılığa Karşı Uygulamalar	Ulusal Uçuş İçi Cinsel Suistimal Görev Gücü, Crown Act Yasası, Cinsiyet İçeren Zamir Uygulamaları

Japon havayolu işletmesi ANA Group, 2021 yılı sürdürülebilirlik raporunda örgütsel gruplarda kadın yönetici ağlarını genişletmeye çabaladıklarını ifade etmiştir. Air New Zealand, lider ve yönetici ekibindeki kadın sayısını arttırmak için uzun yol kat ettiklerin ve örgüt içinde liderlik ekibinin %50'den fazlasının kadınlardan oluştuğunu ifade etmiştir. Yönetim ve liderlik kadrolarındaki kadın sayısını arttırmaya kararlı olan Ryanair, hedef %33 olmasına rağmen yönetim kurulu kadın oranının %36 olmasından memnun olduğunu ve son bir yıl içinde orta ve üst düzey yönetim ekiplerinin %60'nın kadınlardan oluştuğunu belirtmiştir.

ANA Grubu, BM tarafından cinsiyet eşitliği ve kadınların güçlendirilmesini sağlamak için geliştirilen Kadınları Güçlendirme İlkelerini onaylamıştır. Ayrıca 2014 yılında ANA Grubu genelinde yönetim pozisyonlarında bulunan kadınlara öğrenme ve ağ oluşturma amaçlı ANA-WINDS (ANA-Women's Innovative Network for Diversity) adlı bir forum başlatılmıştır. Bu kapsamda, birçok kadının karşı karşıya kaldığı çocuk ve yaşlı bakımı gibi konularda grup bünyesinde üçüncü şahıs konuşmacılar ve rol modeller tarafından çeşitli seminerler düzenlenmekte ve bilgilendirmeler yapılmaktadır. British Airways, 2018 ve 2019 yıllarında kadınları üst düzey liderlik rollerine hazırlamak için %30 Kulübü üyesi havayolu işletmeleri arasında mentörlük programlarının uygulanmasına öncülük etmiştir.

Delta Airlines son beş yıl içinde; “Yeni Nesilimize İlham Veren Kadınlar” anlamına gelen ve tamamı kadınlardan oluşan WING Uçuşu gerçekleştirmiş ve 600'den fazla kız öğrenciyi havacılık kariyeri ile tanıştırmıştır. Air Canada, 2020 yılı içinde Havacılıkta Bir Gün Etkinliği gerçekleştirerek kadın çalışanların iş rollerine ait faaliyetler ve zorluklar kadın çalışanların bakış açısından ele alınarak konuşulmuştur. Ayrıca, Air Canada 5 Mart 2020'de Toronto'dan Edmonton'a yapılan 167 sefer sayılı uçuş ile tarihe geçti. Bu uçuşta uçuş ve uçuşu destekleyen ekibin tamamı kadındı ve bu anlamda yapılan kıtalar arası ilk uçuştur. Qatar Airways, Uluslararası Hava Taşımacılığı Birliği (IATA) ile havacılık sektöründe daha fazla cinsiyet çeşitliliğini teşvik eden IATA Farklılık ve Kapsayıcılık Ödülleri için on yıllık bir ortaklık duyurdu. IATA bu alanda kadın çalışanlar için İlham Veren Rol Model, High Flyer ve Farklılık ve Kapsayıcılık Ekibi ödülü olmak üzere üç ödül kategorisi oluşturmuştur.

Korean Air işletmesinde; kadın çalışanlar yasalar çerçevesinde doğumdan önce ve sonra gerektiğinde çocuk veya aile bakımı için izin almaya teşvik edilir. Ayrıca tüm kadın çalışanlar hamilelik döneminde çalışma saati azaltma sistemi kullanabilir ve hatta doğurganlık tedavisi için izin alabilirler. China Eastern, kadın çalışanlara özel hak ve menfaatlerinin sağlanması için çalışanlar arasında iş ve aile sorumlulukları dengesi hakkında anketler yapmakta ve kadın çalışanlara sağlık yardımına ilişkin düzenlemeleri revize etmekte olduğunu belirtmiştir.

ABD Ulaştırma Bakanlığı, cinsel tacizle ilgili veri toplamayı iyileştirme, en iyi uygulamaları paylaşma ve uçuş ekiplerinin cinsel tacizle başa çıkabilmelerine yardımcı olmak amacıyla 2018'in sonlarında Ulusal Uçuş İçin Cinsel Suistimal Görev Gücü oluşturmuştur. 2019'da Delta Airlines'ın Kıdemli Başkan Yardımcısı Allison Ausband, görev gücüne havayolları temsilcisi olarak atanmıştır. Delta Airlines, ayrıca kadınları ve çocukları sömüren bir suç olan insan kaçakçılığına karşı mücadele etmeye kararlı olduğunu ifade etmektedir.

American Airlines, saç dokusu, örgüsü veya şekline dayalı işyeri ayrımcılığını yasaklamak için CROWN Yasası'nın çıkarılmasını desteklediğini ifade etmektedir. CROWN Yasası, Kaliforniya Eğitim Yasası kapsamında saç stiline ve dokusuna dayalı ayrımcılığı yasaklayan bir Kaliforniya yasasıdır. United Airlines ise cinsiyet içeren zamir uygulamalarını normalleştirmek için çalışanlarını e posta imzalarına cinsiyet zamirleri eklemeye davet etmiştir.

Tema 3 Etnisiteye Yönelik Uygulamalar

Tablo-4: Tema 3

	Kategoriler	Kodlar
Etnisiteye Yönelik Uygulamalar	Siyahi Çalışanlara Yönelik Uygulamalar	Yönetici Sponsorluk Programı, Siyahi Topluluk Liderlerinden Oluşan Konsey, Azınlık Gruplarına Erken Erişim, Brown Estate ile Ortaklık, Siyahi Topluluk İçin İş Kaynakları Grubu, Black North Girişimi, Siyahların Tarihi Ayını Kutlama, "Paylaşmaya Dikkat Et" Kampanyası, Race at Work Charter, Siyah ve Afrika Kökenli Amerikalı Çalışanlar İçin İş Kaynak Grubu
	Diğer Azınlık ve Yerli Gruplara Yönelik Uygulamalar	Latinx Zirvesi, Indspire Ödülleri, Ulusal Aborjin Başarı Ödülleri, Pinball Clemons Vakfı Bursu, Maori ve Pasifik Adaları Kökenli Aday Liderleri Teşvik Etme, %20 Hedef, Uzlaşma Eylem Planı, Sürdürülebilir Aborjin ve Torres Strait Islander Kariyerleri, Yerli Halkları Hedefleyen Kariyer Faaliyetleri, Kültürel Danışma Kurulu

American Airlines, 2020 yılında yedi adet iyi organize olmuş siyahi topluluğun liderlerinden oluşan bir konsey kurmuştur. Konsey üyeleri, özellikle müşteri seyahat deneyimini iyileştirmeye odaklanan şirket girişimleri hakkında işletmeye nesnel ve samimi bilgiler sağlayan stratejik danışmanlar olarak hizmet etmektedir. Delta Airlines, azınlık çalışan gruplarına erken erişmeyi, sektördeki engelleri yıkmayı ve öğrencilerin ilham veren rol modellere ulaşmasını sağlamak amacıyla Black Aviation Professionals Organizasyonu, ACE Academy ve Solo Flight programları ile yapmış olduğu ortaklıklar sayesinde siyahi lise öğrencilerinin havacılık sektöründeki kariyerlerle tanışmasını sağlamıştır. Easy Jet, Siyahların Tarihi Ayı'nı kutlamak için farklılıkların yönetimi uygulamaları kapsamında "Paylaşmaya Dikkat Et" kampanyası başlatmıştır. United Airlines; etnik üyelik tabanını geliştirme ve ilham veren fikirleri paylaşmak amacıyla siyahi ve Afrika kökenli çalışanlar için İş Kaynak Grubu kurduğunu belirtmiştir.

Delta Airlines,2019 yılında sosyal ağ kurmak, geri bildirimde bulunmak ve şirketin her seviyesinde çalışan Latin çalışan temsilini arttırmak için planlar yapmak amacıyla işletme Latinx Zirvesine ev sahipliği yapmıştır. Air Canada, vizyonu yerlileri eğitim yoluyla Kanada'yı zenginleştirmek ve başarıya ilham vermek olan yerlilere kayıtlı ulusal bir yardım kuruluşu olan Indspire'in bir kurucu üyesi ve resmi havayolu ortağıdır. Air New Zealand, Mangopare değerlerini benimseyerek Maori ve Pasifik Adaları kökenli aday liderleri teşvik etmek için bir program geliştirmiştir. Bu program kapsamında 2021 yılında %16 olan yerli lider oranını 2025'e kadar %20'ye çıkarmayı

hedeflemektedir. QANTAS, Avustralyalı yerli halklar ile bağlantı içinde olduklarını ve onları desteklediklerini belirtmiştir.

Tema 4 LGBT'ye Yönelik Uygulamalar

Tablo-5: Tema 4

	Kategoriler	Kodlar
LGBT'ye Yönelik Uygulamalar	Yasal Düzenlemere ve Etkinliklere Destek	Spirit Day Mesajı, Texas Competes Misyonu, Eşitlik Yasası, Dünya Onur Yürüyüşü, Yıllık Siyah&Beyaz Galası, Trans Cinsiyet Görünürlüğü Günü Kutlaması, 2021 Pride Index Ödülü, Cinsiyete Dayalı Rezervasyon,
	Kariyer Gelişimi Uygulamaları	EquiTalks Adlı Sanal Web Semineri, Danışmanlık Servisi, Eşcinsel Çiftlere Yardım, Aynı Cinsiyetten Partnerlerin Faydalarını Tanıyan Şirketlerde Liderlik

American Airlines, LGBT'ye yönelik ayrımcılığa karşı çıkmak ve onları desteklemek amacıyla Texas Competes oluşumuna katılmakta ve Eşitlik Yasası'nın çıkarılmasını savunmaktadır. Texas Competes'in misyonu; eşcinsel kişilere adil muamele yapılması konusunda Teksas iş dünyası adına birleşik bir ses çıkarmaktır. United Airlines'ın farklılıklar ve kapsayıcı yönetim ekibi 2020 yılında birlikte hareket ederek eşcinsel haklarını savunmak için kutlanan Ruh Günü (Spirit Day)'nde "zorbalık, ayrımcılık ve nefret bizimle uçamaz" mesajı vermiştir. Delta Airlines, LGBT'ye destek amaçlı dünya çapında gerçekleştirilen Onur Yürüyüşü'ne sponsor olmuştur. 2019 yılında 2000'den fazla Delta çalışanı Onur Yürüyüşü'ne katılarak destek vermiştir. Easy Jet, kapsayıcı bir iş ortamı için zamirlerin önemi hakkında eğitim kılavuzları paylaştığını ve Uluslararası Trans Cinsiyet Görünürlüğü Günü'nü tanıdığını ve kutladığını belirtmiştir.

ANA Group, LGBT için danışmanlık servisi ve eğitim programları sağlamaktadır. Air Canada, 2021 yılı Ekim ayında sanal olarak gerçekleştirilen EquiTalks etkinliğine katılmıştır. Bu etkinlikte, Air Canada Kanada ve dünyadaki LGBT toplumunun karşılaştığı sorunlara karşı eşit ve kapsayıcı çözümler üretebilmeye odaklanan bir dizi tartışmayı desteklemiştir. Delta Airlines, eşcinsel çiftler ve çocuklarına yardımlar yaptığını belirtmiştir. United Airlines ise, eşcinsel cinsiyete yönelik rezervasyon sunmakta ve aynı cinsten partnerlerin faydalarını tanımaktadır.

Tema 5 Engelli Çalışanlara Yönelik Uygulamalar

Tablo-6: Tema 5

	Kategoriler	Kodlar
Engelli Çalışanlara Yönelik Uygulamalar	Kariyer Gelişimi Uygulamaları	Engelli Çalışanlara Özel Davranış Kuralları, Engellilere Yönelik Eğitim Modülü, Engelli İstihdamını Destekleme Konferansı, Engelli İstihdamı Farkındalık Semineri, Engelli İstihdamına Teşvik Eden Ekip Kurma, Smart Challenge Sistemi, İşe Alım Sürecinde Eşit Davranma, %2,64 İstihdam Oranı
	Fiziksel ve Görsel Düzenlemeler	Bilgi Sağlayan Büyük Dijital Tabelalar, Geniş Koridorlar, ANA Harika Gün Kafesi, Görme Engellilere Özel Uçak İçi Eğlence Sistemi

Air Canada; eğitim modülleri, çalışanlar, müşteriler ve Kanada paralimpik takım üyeleri dâhil olmak üzere engelli olarak tanımlanan birçok kişiden gelen girdilerden beslenmektedir. Bu kapsamında 2020 yılında engelli çalışanlar ve müşterilere yönelik ve onlara kolayca ulaşabilmek için bir eğitim başlatılmıştır. Eğitimin hedefi; engellilere yönetmeliklerle ilgili bilgi sağlamak ve engelli bireylerin karşılaştığı zorluklar konusunda farkındalık yaratmaktır. ANA Grup, 2012 yılında insan kaynakları departmanı içinde engelli bireylerin istihdamını özel olarak teşvik etmek için bir ekip kurmuştur ve bu ekip şirket web siteleri aracılığıyla çalışmalarını yaymak için çabalamaktadır. Grup genelinde engellilerin anlaşılmasını ve istihdamını teşvik etmek amacıyla, "36K-Çalışan Başlangıç Noktası" isimli davranış kuralları oluşturulmuş ve engelli çalışanların iş rollerinin ötesinde yeni görevler üstlenmelerinin sağlanması için "Smart Challenge" sistemi kurulmuştur.

ANA Grup, işyerinde işitme engelli çalışanlara bilgi sağlamak için büyük dijital tabelalar kullanıldığını ve tekerlekli sandalye kullananların hareketini kolaylaştırmak için koridorları genişlettiklerini ifade etmiştir. Ayrıca, ANA çalışanları için ANA Harika Gün Kafesi açmıştır. Kafe,

tam erişilebilirlik ve engelli çalışanların kullanımına izin verecek şekilde inşa edilmiştir. United Airlines, yolculardan gelen geri bildirimler sayesinde uçak içi eğlence sistemlerini görme engelli kişiler için her zamankinden daha erişilebilir hale getirmiştir.

SONUÇ

Araştırma kapsamında dünya çapında faaliyet gösteren 14 havayolu işletmesinin insan kaynağındaki farklılıkları yönetmek için yaptığı uygulamalar nitel bir araştırma ile incelenmiştir. Araştırma örneklemini oluşturan havayolu işletmelerinin Avrupa, Asya ve Amerika kıtası kökenli ülkelere ait ve uluslararası çapta faaliyet gösteren işletmeler olduğu; bu işletmelerde kadın erkek çalışan sayısının birbirine yakın olduğu; bununla birlikte farklı çalışan gruplarının da bu işletmelerde istihdam edildiği görülmüştür. Doküman analizi ile elde edilen veriler, içerik analizine tabi tutulmuş ve farklı çalışan gruplarına karşı havayolu işletmelerinin uygulamaları beş ana tema altında toplanmıştır.

Genel insan kaynakları uygulamaları kapsamında; işletmelerin farklı çalışan gruplarını tanıdıkları, onlara değer verdiği ve bu doğrultuda örgütsel politikalar geliştirdiği; farklılıklara yönelik işe alım, kariyer gelişimi, örgütsel yapılar oluşturma, iletişim kanalları kurma, eğitim faaliyetleri ve ücret eşitliği alanlarında uygulamalar yaptığı görülmüştür. Diğer farklı gruplara kıyasla genel olarak, kadın çalışanların en büyük farklı çalışan grubu olarak ön plana çıktığı görülmüştür. Çalışma hayatının günümüzde hala erkek egemen olması ve kadınların iş ve aile sorumluluklarını birlikte yerine getirme sorumluluğu, kadınların iş hayatında farklılık olarak görülmesinin nedenleri arasında olabilir. Kadınların özellikle karar alma mekanizmalarına katılımı, yönetici/liderlik rollerinin artırılması, motive edilmesi ve iş aile yaşam dengesinin sağlanması ile ilgili uygulamaların olduğu görülmüştür.

Özellikle ABD havayolu işletmelerinde siyahi ve Latin kökenli çalışanların etnik açıdan farklı gruplar olarak görüldüğü; siyahi çalışanları motive etmek için örgüt içi ve dışında yapılar oluşturulduğu ve sosyal faaliyetlerde bulunulduğu; Air Canada, Air New Zealand ve QANTAS işletmelerinin ise yerli halktan gelen çalışanların kariyer gelişimine yönelik uygulamalarının olduğu görülmüştür. Kadın çalışanlar ve etnik farklılıklardan sonra LGBT ve engelli çalışanların diğer önemli iki farklı çalışan grubu olduğu; LGBT'ye yönelik olarak işletmelerin özellikle yasal düzenlemelere destek verdiği, bu grubun tanındığı ve kariyer gelişimine destek verildiği; özellikle ANA Grup'un engellilere yönelik olumlu uygulamalarının ön plana çıktığı görülmüştür.

Araştırma bulgularından elde edilen sonuçlar, dünyanın farklı bölgelerinde faaliyet gösteren havayolu işletmeleri ile birlikte farklı sektörlerde faaliyet gösteren işletmelere de farklılıkların yönetimi konusunda ışık tutabilir. Günümüz işletmelerinin örgütsel ve ticari hedefleri doğrultusunda giderek daha fazla farklı özelliklere ve yeteneklere sahip çalışanları istihdam etmeye çalıştığı unutulmamalıdır. Bu kapsamda; yöneticiler farklı çalışan gruplarını bir sorun kaynağı olarak görmekten ziyade, onları sahip oldukları bilgi ve becerileri ön plana çıkartarak örgüte entegre etmeye çalışmalıdırlar. Farklı çalışanlar değerli örgütsel kaynaklar olarak görülmeli ve çalışanlar arası uyum ve ahengin sağlanması için gerekli düzenlemeler yapılmalıdır.

Araştırma, belirli sayıdaki havayolu işletmelerinde doküman analizden elden edilen verilere dayanarak yapılması ve bazı işletmelerin insan kaynağı ile ilgili verilerine ulaşamaması nedeniyle kısıtlar içerebilir. Farklı çalışan gruplarını içeren benzer işletmelerin hem yöneticileri hem de çalışanları ile mülakat ya da gözleme dayalı nitel çalışmalar ile farklı değişkenlerin farklılıkların yönetimine etkisini inceleyen nicel çalışmalar konuyla ilgili daha kapsamlı sonuçlar ortaya koyabilir. Bu kapsamda; yöneticilerin farklı çalışan gruplarına aynı bakış açısı ile bakıp bakmadığı; farklılıkların örgütsel iklim ve performansa etkisi, farklılıkların özellikle hangi becerilerinin ön plana çıktığı gibi konularda geleceğe yönelik çalışmalar yapılabilir.

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TÜRK CUMHURİYETLERİN MAKROEKONOMİK GÖSTERGELERİNİN HİBRİT ÇOK KRİTERLİ KARAR VERME YÖNTEMLERİ İLE ANALİZİ: TÜRKİYE, KAZAKİSTAN, ÖZBEKİSTAN, KIRGIZİSTAN ÜZERİNE BİR UYGULAMA

ANALYSIS OF TURKIC REPUBLIC'S MACROECONOMIC INDICATORS WITH HYBRID MULTI-CRITERIA DECISION MAKING METHODS: AN APPLICATION ON TURKEY, KAZAKHSTAN, UZBEKISTAN, KYRGYZSTAN

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Özet

Bu çalışmanın amacı 2010-2020 yıllarını kapsayan dönem için seçilen makroekonomik göstergeler çerçevesinde Türk dünyasında yer alan ülkelerin (Kırgızistan, Kazakistan, Türkiye ve Özbekistan) makroekonomik performansını ÇKKV yöntemleri ile analiz etmektir. Çalışmada öncelikle SD (Standard Deviation) prosedürü vasıtasıyla en önemli makroekonomik kriterler belirlenmiş, daha sonra MAIRCA (Multi Atributive Ideal-Real Comparative Analysis) prosedürü uygulanarak ülkelerin makroekonomik performansları sıralanmıştır. Performans değerlendirme modelinde kriter olarak cari işlemler dengesi, mal ve hizmet ihracatı, ekonomik büyüme, mal ve hizmet ithalatı, enflasyon ve işsizlik oranı esas alınmıştır. 11 yıllık dönemde seçilen makroekonomik göstergeler açısından ekonomik performansı en yüksek ülke Kazakistan'dır. Bu ülkeyi sırasıyla Özbekistan, Kırgızistan ve Türkiye takip etmektedir.

Anahtar Kelimeler: Türk Dünyası, Makroekonomik Performans, SD Yöntemi, MAIRCA Yöntemi

Abstract

The aim of this study is to analyze the macroeconomic performance of the countries in the Turkish World (Kyrgyzstan, Kazakhstan, Turkey and Uzbekistan) with MCDM methods, within the framework of selected macroeconomic indicators for the period covering the years 2010-2020. In the study, first of all, the most important macroeconomic criteria are determined through the SD (Standard deviation) procedure, then the macroeconomic performances of the countries are ranked by applying the MAIRCA (Multi attributive ideal-real comparative analysis) procedure. The criteria in the performance evaluation model are current account balance, exports of goods and services, economic growth, imports of goods and services, inflation and unemployment rate. According to the ranking results, Kazakhstan is the country with the highest economic performance in terms of selected macroeconomic indicators in the analyzed period. This country is followed by Uzbekistan, Kyrgyzstan and Turkey, respectively.

Keywords: Turkish World, Macroeconomic Performance, SD Method, MAIRCA Method

1. Giriş

Sovyetler Birliği'nin dağılması sonrasında, 21 Aralık 1991 tarihinde gerçekleştirilen Almatı Zirvesi sonrası Türki cumhuriyetlerin ve bağımsızlıklarını ilan eden diğer devletlerin katılımıyla (Azerbaycan, Kazakistan, Tacikistan, Kırgızistan, Özbekistan, Belarus, Ermenistan, Moldova, Rusya) oluşturulan Bağımsız Devletler Topluluğu'nun kurulması sonrasında, Türkiye ve Türki Cumhuriyetler arasındaki ekonomik ve sosyal ilişkilerin

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giderek daha önemli hale geldiği görülmektedir (Ersungur vd. 2010). Resim 1’de bağımsızlığına kavuşan Türk Cumhuriyetler harita üzerinde görülmektedir.



Resim 1. Türk Dünyası

Kaynak: Türkiye Gazetesi

Makroekonomik göstergeler olarak adlandırılan değişkenleri belirli dönemlerde ülke ve ülke içerisindeki ekonomik birimlerin (Hane halkı, Devlet, Tüzel Kişilikler) arasındaki işlemlerle oluşan ekonomik farklılaşmaları ve performans değerlerini detaylı şekilde gösteren önemli göstergeler olarak tanımlamak mümkündür (Gümüşsoy ve Kılıç, 2019). Özellikle ülkelerin makroekonomik performansının değerlendirilmesinde kullanılan başlıca gösterge milli gelirdeki yıllık artışı gösteren Gayri Safi Yurt İçi Hasıla (GSYİH)’dır (Koşaroğlu, 2021). Ayrıca Enflasyon, İşsizlik ve Ödemeler Bilançosu göstergelerinin ülkelerin performanslarının değerlendirilmesinde ya da birbiri ile karşılaştırılmasında kullanılan önemli parametreler olduğunu söylemek mümkündür.

Ülkelerin uyguladıkları ekonomi politikaları ile gerçekleştirmek istedikleri temel amaç ekonomik gelişmenin sağlanması ve vatandaşlarının hayatlarını refah içerisinde yaşamalarını sağlamaktır. Bu sebeple ülkeler global düzeyde makroekonomik performanslarını artırarak ekonomik anlamda başarılı olmak istemektedirler. Küresel rekabette başarılı olmanın temeli ise makroekonomik anlamda başarılı olmayı gerektirmektedir ve makroekonomik başarının değerlendirilebilmesi için gerçekleştirilen çalışmaların makroekonomik göstergelerin performansının analizi şeklinde gerçekleştirildiği görülmektedir (Önder ve Boz, 2017).

Bu çalışmanın literatüre katkıları: (i) makroekonomik performans kriterlerinin önem düzeylerinin hesaplanmasında SD metodolojisini önermek, (ii) Türk Cumhuriyetlerinin makroekonomik performansını değerlendirmek amacıyla MAIRCA prosedürünü uygulamak, (iv) makroekonomik açıdan önemli performans göstergelerini belirlemek, (v) bütünleşik SD-MABAC modeli ile Türk dünyasında yer alan ülkeleri analiz ederek en başarılı makroekonomik performansı sergileyen ülkeyi belirlemek ve (vi) politika yapıcılara makro performansın değerlendirilmesinde rehberlik etmek şeklinde sıralanabilir.

2. Literatür

Tablo 1: Literatürde Yer Alan Önceki Çalışmalar

Çalışma	Ülke ve Dönem	Metodoloji	Makro Kriter	Sonuç
Eleren, A. ve Karagül (2008)	Türkiye/1986-2006	TOPSIS	Büyüme, Cari İşlemler Açığı Oranı, Toplam Kamu Borcu,TÜFE, Cari İşlemler Dengesi, Kamu Borç Faiz Oranı ve İşsizlik Oranı	Sonuçlara göre analiz döneminde makroekonomik performansın en yüksek (düşük) olduğu yıl 1986'dır (1999).
Önder vd. (2015)	Kırılgan beşli ülkeleri/ 2001-2013	ANP ve TOPSIS	GSYİH, cari işlemler dengesi, enflasyon ve işsizlik, kamu borcu, mal ve hizmet ithalatı, mal ve hizmet ihracatı ve kamu harcaması	Bulgulara göre İrlanda iyi ekonomik performansı gösteren ülke iken Mısır ve Tunus ise en düşük ekonomik performans sergileyen ülkelerdir.
Eyüboğlu (2016)	Gelişmekte olan 10 ülke/2003-2013	AHP ve TOPSIS	Büyüme, enflasyon, işsizlik ve cari işlemler dengesi/GSYİH	Çalışmanın bulguları Malezya ve Çin'in en yüksek ekonomik performans gösteren ülkeler olduklarını göstermektedir.
Önder ve Boz (2017)	Akdeniz Birliği ülkeleri/ 2006-2016	Gri ilişkisel analiz	Yatırım, tasarruf, enflasyon, mal ve hizmet ithalatı, mal ve hizmet ihracatı, işsizlik, kamu geliri	Bulgulara göre İrlanda iyi ekonomik performansı gösteren ülke iken Mısır ve Tunus ise en düşük ekonomik performans sergileyen ülkelerdir.
Eyüboğlu (2017)	6 Türk dünyası ülkesi 2004-2013	AHP ve TOPSIS	Büyüme oranı, enflasyon, işsizlik ve cari işlemler dengesi	Azerbaycan, Türkmenistan ve Özbekistan yüksek performans gösterirken Tacikistan ve Kırgızistan düşük performans sergilemektedir.
Koşaroğlu (2021)	E7 Ülkeleri/2010-2019	ENTROPİ ve ARAS	Ekonomik büyüme, yatırım oranı, ihracat, ithalat, cari işlemler dengesinin GSYİH'ye oranı, işsizlik oranı ve enflasyon oranı	Çalışmada en iyi ekonomik performansa sahip ülkenin Çin, en düşük ekonomik performansa sahip ülkenin ise Brezilya olduğu rapor edilmiştir.
Belke (2020)	G7 Ülkeleri/ 2010-2018	CRITIC ve MAIRCA	Reel kişi başına GSYH, ekonomik büyüme, yatırım oranı, ticaret, cari işlemler dengesi, bütçe dengesi, kamu borcu, işsizlik ve enflasyon	Bulgular en yüksek performansın Almanya'ya bununla beraber en düşük performansın ise İtalya'ya ait olduğuna işaret etmektedir.
Al ve Baday Yıldız (2019)	Türkiye/ 2006-2017	Sihirli Kare Yaklaşımı	Ekonomik büyüme, işsizlik, enflasyon ve cari denge	Türkiye ekonomisinin en iyi performans gösterdiği yıl 2012, en kötü performans gösterdiği yıl ise 2009'dur.
Ela ve Kurt (2019)	Sekiz Sahra Altı Afrika ülkesi/2016	TOPSIS	Büyüme, işsizlik, enflasyon ve cari denge/GSYİH	Bulgular Fildişi Sahilleri ve Tanzanya'nın en iyi performans gösteren ülkeler olduğunu bununla beraber Güney Sudan'nın ise en düşük performans gösteren ülke olduğuna işaret etmektedir.
Kandemir ve Özarı (2019)	AB ülkeleri ve Türkiye/2007-2017	TOPSIS ve EDAS	İşsizlik, enflasyon, GSYİH, ihracat ve ithalat	Çalışmada en iyi performans gösteren ülkenin Almanya olduğu rapor edilmiştir.

3. Metodoloji

Bu çalışmanın amacı önerilen hibrid model çerçevesinde Türk dünyasında yer alan ülkelerin makroekonomik performansının değerlendirilmesidir. Bu alt bölümde önerilen performans değerlendirme modelini oluşturan ÇKKV yaklaşımlarının uygulama prosedürlerinden bahsedilmektedir.

3.1. SD Uygulama Prosedürü

Objektif bir ağırlıklandırma yaklaşımı olan SD yöntemi 3 adımdan oluşmaktadır (Diakoulaki vd., 1995; 766; Işık ve Koşaroğlu, 2020:1398-1399; Işık, 2020:67):

Adım 1-1: SD yönteminin ilk adımında problemin karar matrisi oluşturulur. Oluşturulan karar matrisinin sütununda ve satırında sırasıyla kriterler ve alternatifler yer alır. Karar matrisi $X = [x_{ij}]_{m \times n}$ çeşitli kriterler açısından farklı alternatiflerin performansını gösterir. Karar matrisi Eşitlik (1)'de gösterildiği gibi oluşturulur.

$$X = [x_{ij}]_{m \times n} = \begin{bmatrix} x_{11} & x_{12} & \cdots & x_{1n} \\ x_{21} & x_{22} & \cdots & x_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ x_{m1} & x_{m2} & \cdots & x_{mn} \end{bmatrix} \quad (1)$$

Denklem 1'de yer alan x_{ij} , i . alternatifin j . kriterde gösterdiği performansı temsil etmektedir. Karar matrisi n adet kriteri ve m adet alternatifi kapsamaktadır.

Adım 1-2: Karar matrisinin elemanları normalize edilir. Elemanların normalize edilmesi sürecinde faydalı kriterler açısından Eşitlik (2), faydasız kriterler açısından ise Eşitlik (3) kullanılır.

$$x_{ij}^* = \frac{x_{ij} - x_j^{\min}}{x_j^{\max} - x_j^{\min}} \quad i = 1, 2, \dots, m; \quad j = 1, 2, \dots, n \quad (2)$$

$$x_{ij}^* = \frac{x_j^{\max} - x_{ij}}{x_j^{\max} - x_j^{\min}} \quad i = 1, 2, \dots, m; \quad j = 1, 2, \dots, n \quad (3)$$

x_{ij}^* , [0-1] aralığında boyutsuz bir sayıdır ve i . alternatifin j . kriterine göre normalize edilmiş değerini temsil etmektedir.

Adım 1-3: SD yöntemini son adımında her bir değerlendirme kriterlerine ilişkin önem ağırlıkları Eşitlik (4) yardımıyla hesaplanır.

$$w_j = \frac{\sigma_j}{\sum_{j=1}^n \sigma_j} \quad j = 1, 2, \dots, m \quad (4)$$

Eşitlik (4)'te yer alan σ_j , j . kriterine ilişkin standart sapmadır.

3.2. MAIRCA Uygulama Prosedürü

Pamuçar vd. (2014) tarafından literatüre kazandırılan MAIRCA yöntemi karar matrisinde yer alan alternatiflerin ideal derecelendirmelere en yakın değerlerini hesaplamaya dayanmakta olup alternatiflere ilişkin değerlendirilme ve sıralama yapmada kullanılmaktadır. Bu yöntemin uygulama adımları aşağıdaki gibidir (Gigović vd., 2016; Aydın, 2020:833; Belke, 2020:127-128).

Adım 2-1: Başlangıç karar matrisi oluşturulur. Bu matris Eşitlik (1)'de gösterilmiştir.

Adım 2-2: Eşitlik (5) ile her bir alternatiflerin tercih olasılığı P_{Bi} belirlenir. Burada karar vericilerin nötr olması için alternatiflere ilişkin tercih olasılıkları birbirine eşittir ve tercih olasılıklarının toplam değeri 1'dir.

$$P_{Bi} = \frac{1}{m}; \quad \sum_{i=1}^m P_{Bi} = 1 \quad i = 1, 2, \dots, m \quad (5)$$

Adım 2-3: Eşitlik (6)'de görüldüğü gibi kriter ağırlıkları ile tercih olasılıkları çarpılarak teorik değerlendirme matrisi (K_p) oluşturulur.

$$K_p = \begin{bmatrix} k_{p11} & k_{p12} & \cdots & k_{p1n} \\ k_{p21} & k_{p22} & \cdots & k_{p2n} \\ \vdots & \vdots & \ddots & \vdots \\ k_{pm1} & k_{pm2} & \cdots & k_{pmn} \end{bmatrix} = \begin{bmatrix} P_{B1}w_1 & P_{B1}w_2 & \cdots & P_{B1}w_n \\ P_{B2}w_1 & P_{B2}w_2 & \cdots & P_{B2}w_n \\ \vdots & \vdots & \ddots & \vdots \\ P_{Bm}w_1 & P_{Bm}w_2 & \cdots & P_{Bm}w_n \end{bmatrix} \quad (6)$$

Adım 2-4: Yöntemin bu adımında gerçek değerlendirme matrisi (K_r) oluşturulur. K_r matrisini oluşturan her bir eleman k_{rij} , bir önceki adımda bulunan teorik değerlendirme matrisinin elemanları ile normalize edilmiş karar matrisinin elemanlarını çarpılması ile elde edilir. Burada fayda yönlü kriterler açısından bu değer k_{rij} Eşitlik (7) yardımıyla maliyet yönlü kriterler açısından ise Eşitlik (8) yardımıyla elde edilir.

$$k_{rij}=k_{pij} = \frac{d_{ij}-d_i^-}{d_i^+-d_i^-} \quad (7)$$

$$k_{rij}=k_{pij} = \frac{d_{ij}-d_i^+}{d_i^- - d_i^+} \quad (8)$$

Yukarıdaki denklemlerde $d_i^+ = \max(d_1, \dots, d_m)$ ve $d_i^- = \min(d_1, \dots, d_m)$.

Adım 2-5: Toplam boşluk matrisi F, Eşitlikler (9) ve (10)'ün uygulanması ile elde edilir.

$$F = K_p - K_r = \begin{bmatrix} f_{11} & f_{12} & \dots & f_{1n} \\ f_{21} & f_{22} & \dots & f_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ f_{m1} & f_{m2} & \dots & f_{mn} \end{bmatrix}$$

$$= \begin{bmatrix} k_{p11} - k_{r11} & k_{p12} - k_{r12} & \dots & k_{p1n} - k_{r1n} \\ k_{p21} - k_{r21} & k_{p22} - k_{r22} & \dots & k_{p2n} - k_{r2n} \\ \vdots & \vdots & \ddots & \vdots \\ k_{pm1} - k_{rm1} & k_{pm2} - k_{rm2} & \dots & k_{pmn} - k_{rmn} \end{bmatrix} \quad (9)$$

$$f_{ij} = \begin{cases} 0, & \text{eğer } k_{pij} = k_{rij} \\ k_{pij} - k_{rij}, & \text{eğer } k_{pij} > k_{rij} \end{cases} \quad (10)$$

Adım 2-6: Bu yöntemin son adımında Eşitlik (11) vasıtasıyla her alternatif açısından değerlendirme puanı U_i bulunur.

$$U_i = \sum_{j=1}^n f_{ij} \quad (11)$$

Burada U_i değeri en düşük olan alternatifin en iyi alternatif olduğuna karar verilir.

4. UYGULAMA

4.1. Çalışmada Kullanılan Veriler

Bu çalışmanın amacı 2010-2020 yıllarını kapsayan dönem için seçilen makroekonomik göstergeler çerçevesinde Türk dünyasında yer alan ülkelerin (Kırgızistan, Kazakistan, Türkiye ve Özbekistan) makro performanslarının analiz etmektir. Çalışmanın verileri Dünya Bankası (World Bank) ve Uluslararası Para Fonu (International Monetary Fund) veritabanları üzerinden elde edilmiştir. Tablo 2'de çalışmada değerlendirme kriteri olarak kullanılan makroekonomik göstergeleri ve karar vericiler açısından bu göstergeler için optimizasyonun yönünü göstermektedir.

Tablo 2. Değerlendirme Kriterleri

Sıra	Kod	Kriterler	Optimizasyon Yönü
1	C1	Cari hesap dengesi (GSYİH'nın yüzdesi)	Maksimum
2	C2	Mal ve hizmet ihracatı (yıllık % büyüme)	Maksimum
3	C3	GSYİH büyümesi (yıllık %)	Maksimum
4	C4	Mal ve hizmet ithalatı (yıllık % büyüme)	Minimum
5	C5	Enflasyon, tüketici fiyatları (yıllık %)	Minimum
6	C6	İşsizlik, (toplam işgücünün yüzdesi) (modellenmiş ILO tahmini)	Minimum

4.2. Önerilen Modelin Uygulaması

Bu bölümde çalışmada kullanılan örneklem ve performans değerlendirmede kullanılan ÇKKV modelinin uygulama sonuçlarına yer verilmektedir. Çalışmada SD objektif ağırlıklandırma prosedürü makroekonomik

kriterlerin ağırlık katsayılarının belirlenmesinde kullanılmıştır. Buna ilaveten, ülkelerin makroekonomik performansının sıralanmasında ise MAIRCA prosedürü kullanılmıştır.

4.2.1. SD Yöntemi Uygulaması

2010 yılında performans kriterlerinin objektif ağırlıklarını hesaplamak için oluşturulan karar matrisi Tablo 3'te gösterilmektedir. Karar matrisinde yer alan elemanların normalize edilmesinde fayda türündeki kriterler açısından Eşitlik (2), maliyet türündeki kriterler açısından ise Eşitlik (3) kullanılmış olup bu işlemlere ilişkin sonuçlar Tablo 4'te sunulmuştur. Normalizasyon işleminin ardından Eşitlik (4) yardımı ile her bir performans kriterinin objektif ağırlık katsayıları hesaplanmıştır. 2010 yılı için hesaplanan objektif ağırlık katsayıları Tablo 5'te, analize dahil edilen tüm yıllar için ağırlık katsayıları Tablo 6'da gösterilmektedir. Tablo 6'daki sonuçlar yıllara göre makroekonomik göstergelerin önem ağırlıklarının farklılık gösterdiğini ortaya koymaktadır.

Tablo 3. 2010 Yılı Karar Matrisi

	C1	C2	C3	C4	C5	C6
KAZ	0.94	3.10	7.30	2.90	7.40	5.77
KGZ	-9.90	-11.70	-0.47	-6.86	7.97	8.64
TUR	-5.74	1.72	8.43	19.37	8.57	10.66
UZB	5.06	7.95	7.60	-4.13	12.30	5.40

Tablo 4. 2010 Yılı Normalize Karar Matrisi

	C1	C2	C3	C4	C5	C6
KAZ	0.7242	0.7534	0.8733	0.6278	1.0000	0.9297
KGZ	0.0000	0.0000	0.0000	1.0000	0.8843	0.3840
TUR	0.2778	0.6832	1.0000	0.0000	0.7622	0.0000
UZB	1.0000	1.0000	0.9067	0.8958	0.0000	1.0000

Tablo 5. 2010 Yılı İçin SD Prosedürüyle Hesaplanan Objektif Kriter Ağırlıkları

	C1	C2	C3	C4	C5	C6
w_j	0.1646	0.1577	0.1717	0.1653	0.1663	0.1744

Tablo 6. Tüm Yıllar İçin SD Prosedürüyle Hesaplanan Objektif Kriter Ağırlıkları

	C1	C2	C3	C4	C5	C6
2010	0.1646	0.1577	0.1717	0.1653	0.1663	0.1744
2011	0.1922	0.1651	0.1516	0.1452	0.1577	0.1882
2012	0.1717	0.1582	0.1560	0.1556	0.1639	0.1946
2013	0.1655	0.1696	0.1521	0.1645	0.1597	0.1886
2014	0.1660	0.1620	0.1620	0.1693	0.1673	0.1735
2015	0.1534	0.1769	0.1565	0.1820	0.1660	0.1651
2016	0.1615	0.1737	0.1597	0.1722	0.1567	0.1764
2017	0.1612	0.1731	0.1739	0.1615	0.1639	0.1664
2018	0.1638	0.1691	0.1567	0.1613	0.1841	0.1650
2019	0.1487	0.1906	0.1566	0.1638	0.1780	0.1624
2020	0.1729	0.1622	0.1693	0.1512	0.1922	0.1523

4.2.2. MAIRCA Yöntemi Uygulaması

SD prosedürü ile her bir makroekonomik kriterin önem ağırlığının belirlenmesinin ardından uygulamanın ikinci aşamasında MAIRCA yöntemiyle, 4 ülkelerinin makroekonomik göstergeler açısından performansı analiz edilmiş ve sıralanmıştır. Analiz kapsamında 2010-2020 dönemine ilişkin 11 yıl incelendiğinden burada örnek

teşkil etmesi açısından 2010 yılı verilerine dayalı uygulama sonuçlarına yer verilmiştir. Uygulama kapsamında incelenen ülkelerin 2010 yılı verileri dikkate alınarak oluşturulan karar matrisi Tablo 3'te gösterilmektedir. Karar matrisinin oluşturulmasının ardından Eşitlik (5) ile her bir alternatiflerin tercih olasılığı $P_{Bi} = 1/4 = 0.25$ olarak hesaplanmıştır. Bir sonraki adımda ise Eşitlik (6) kullanılarak teorik değerlendirme matrisi K_p oluşturulmuştur. Bu matris Tablo 7'de yer almaktadır.

Tablo 7. 2010 Yılı için Teorik Değerlendirme Matrisi

	C1	C2	C3	C7	C8	C9
KAZ	0.0412	0.0394	0.0429	0.0413	0.0416	0.0436
KGZ	0.0412	0.0394	0.0429	0.0413	0.0416	0.0436
TUR	0.0412	0.0394	0.0429	0.0413	0.0416	0.0436
UZB	0.0412	0.0394	0.0429	0.0413	0.0416	0.0436

Eşitlikler (7) ve (8) kullanılarak elde edilen gerçek değerlendirme matrisi K_r Tablo 8'de verilmiştir.

Tablo 8. 2010 Yılı için Gerçek Derecelendirme Matrisi

	C1	C2	C3	C7	C8	C9
KAZ	0.0298	0.0297	0.0375	0.0259	0.0416	0.0405
KGZ	0.0000	0.0000	0.0000	0.0413	0.0368	0.0167
TUR	0.0114	0.0269	0.0429	0.0000	0.0317	0.0000
UZB	0.0412	0.0394	0.0389	0.0370	0.0000	0.0436

Tablo 9'un görüldüğü gibi Eşitlikler (9) ve (10)'nin uygulanması ile toplam boşluk matrisi F elde edilmiştir. Tablo 9'un son iki sütununda ise Eşitlik (11) vasıtasıyla her ülke açısından hesaplanan değerlendirme puanı U_i ve buna bağlı olarak hesaplanan makroekonomik performans sırası yer almaktadır. 2010 yılına ait sonuçlar incelendiğinde seçilen makroekonomik kriterler açısından en iyi performansı gösteren ülkenin KGZ ile simgelenen Kırgızistan olduğu, bununla beraber en kötü performansı sergileyen ülkenin ise KAZ ile simgelenen Kazakistan olduğu sonucu ortaya çıkmaktadır.

Tablo 9. 2010 Yılı için Toplam Boşluk Matrisi ile Nihai Kriter Fonksiyon Değerleri

	C1	C2	C3	C7	C8	C9	U_i	SIRA
KAZ	0.0113	0.0097	0.0054	0.0154	0.0000	0.0031	0.0450	1
KGZ	0.0412	0.0394	0.0429	0.0000	0.0048	0.0269	0.1552	4
TUR	0.0297	0.0125	0.0000	0.0413	0.0099	0.0436	0.1370	3
UZB	0.0000	0.0000	0.0040	0.0043	0.0416	0.0000	0.0499	2

Uygulama kapsamında incelenen tüm 11 yıla ilişkin ülkelerin makroekonomik performans bulguları Tablo 10'da toplu olarak rapor edilmiştir. Ayrıca analiz döneminin tamamına yönelik genel bir değerlendirme yapabilmek için ülkelerin makroekonomik performans sıralamalarının geometrik ortalamaları alınarak nihai bir sıralama oluşturulmuştur. Bu hesaplamalara ilişkin bulgular Tablo 11'de rapor edilmiştir. Tablo 11'de sunulan birleştirilmiş sıralama sonuçlarına göre 11 yıllık dönemde seçilen makroekonomik göstergeler açısından ekonomik performansı en yüksek ülke Türkiye iken bu ülkeyi sırası ile Kırgızistan, Kazakistan ve Özbekistan takip etmiştir.

Tablo 10. Tüm Yıllara İlişkin MAIRCA Performans Sıralamaları

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
KAZ	1	1	2	3	1	3	3	1	1	3	1
KGZ	4	4	4	2	4	2	2	4	3	1	2
TUR	3	3	3	4	3	4	4	3	4	4	4
UZB	2	2	1	1	2	1	1	2	2	2	3

Tablo 11. Sıralamalara İlişkin Geometrik Ortalamalar

	Geometrik Ortalama	Sıra
KAZ	1.5881	1
KGZ	2.6700	3
TUR	3.5097	4
UZB	1.6128	2

5. SONUÇ

Küreselleşmiş bir dünyada, her ülke makroekonomik istikrarlı yakalayarak makroekonomik çıktılarını iyileştirmeye ve gelişmiş ülkeler arasında yer almaya çalışmaktadır. Bu amaçla politika yapıcılar temel ekonomik göstergelerde başarı sağlamak için birtakım politikaları hayata geçirmektedirler. Ancak, uygulanan ekonomik politikalar bazı makroekonomik göstergelere olumsuz yönde bazılarında ise olumlu yönde yansımaktadır. Bu açıdan politika yapıcıların etkin kararlar alabilmeleri için uygun karar verme araçları kullanmalarını gerektirmektedir. Dolayısıyla bu noktada ÇKKV yöntemleri karar vericilerin daha etkin karar alabilmelerine yardımcı olmaktadır. Çünkü ÇKKV yöntemleri birçok alternatifin çeşitli kriterlere göre bir arada değerlendirmesine olanak sağlayan istatistiksel araçlardır.

Bu çalışmada Türk dünyasında yer alan Kazakistan, Kırgızistan, Türkiye ve Özbekistan gibi ülkelerin makroekonomik performansını hibrid bir ÇKKV modeli (SD-MAIRCA) çerçevesinde değerlendirmek amaçlanmıştır. Bu amaçla önceki literatürden hareketle çalışmada 6 adet makroekonomik gösterge seçilmiştir. Önerilen makroekonomik performans değerlendirme modeli 2010-2020 dönemini kapsayan 11 yıllık verilere uygulanmıştır. Önerilen modelinin ilk aşamasında belirlenen makroekonomik performans kriterlerinin önem ağırlıkları SD objektif ağırlıklandırma prosedürü yardımıyla hesaplanmıştır. Ardından ikinci aşamada ise MAIRCA prosedürü kullanılarak ülkeler yıllara göre göstermiş oldukları makroekonomik performans doğrultusunda sıralanmıştır.

SD uygulaması sonucunda elde edilen bulgulara göre analiz döneminde makroekonomik performans kriterlerinin önem düzeyleri farklı değerler almaktadır ki bu da çalışmada kullanılan tüm makro göstergelerin önemini ortaya koymaktadır. MAIRCA uygulaması sonucunda elde edilen bulgulara göre analiz döneminde makroekonomik açıdan en yüksek performansı gösteren ülkenin Kazakistan olduğu tespit edilmiştir. Kazakistan'ı sırasıyla Özbekistan, Kırgızistan ve Türkiye takip etmiştir.

Çalışmada önerilen SD-MAIRCA modeli ile ulaşılan sonuçlar ülkelerinin makroekonomik performansının sistematik olarak takip edilmesi ve iyileştirilmesi açısından politika yapıcılara uygulanacak ekonomi politikaları belirleme noktasında katkı sağlayacağı düşünülmektedir.

Bu çalışmanın ilk kısıtı Türk dünyasında yer alan sadece 4 ülkeyi kapsıyor olmasıdır. İkinci kısıt olarak çalışmada seçilen analiz dönemi ve makro göstergeler olarak değerlendirilebilir. İleriki çalışmada farklı ÇKKV yöntemleri ve performans kriterleri kullanılarak araştırma konusuna derinlik kazandırılabilir.

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SÜRDÜRÜLEBİLİR BİR GELECEK İÇİN EKOLOJİK GİRİŞİMCİLİK

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Özet

Çevre sorunlarının başlıca nedeni sanayileşmedir. Ekonomik olarak ticari hayattaki gelişmeler işletmeleri daha fazla üretim yapmaya ve istihdam yaratmaya zorlamış, bunun sonucunda da hava kirliliği daha da artmıştır. Çevre kirlenmesi, ozon tabakasının incilmesi, zehirli atıklar gibi bütün ekolojik problemlerin kaynağında, ağırlıklı olarak işletmelerin ne pahasına olursa olsun yeter ki üretim büyüyeyim ve daha fazla kazanayım anlayışı yatmaktadır. Fakat bu anlayışın sonu gelmiştir. Sınırlı ve kıt kaynakları geleceğe aktarmak gerekmektedir. Sürdürülebilir kalkınma anlayışı ve küresel ekolojik denge arayışları, ekonomik kalkınmanın temel aktörleri olan girişimcilere çok önemli sorumluluklar yüklemiştir. Artık ekolojik üretim biçimi bir alternatif olmaktan çıkmış, zorunlu üretim haline gelmiştir. Bu çalışmada ekolojik girişimcilik konusu, yeşil işletmecilik anlayışı ve sürdürülebilir üretim bağlamında ele alınıp değerlendirilmiştir. Çalışmanın bu amacından hareketle, yerli ve yabancı literatür taranmış, ekolojik girişimciliğin geliştirilebilmesi adına atılması gereken adımlar sıralanmıştır. Çalışmada ekolojik girişimcilik faaliyetlerinin ekolojik dengeye en az zararı verdiği, yaşam kalitesini artırdığı, tüketici ve toplumu çevre konusunda bilinçlendirdiği, sürdürülebilirliği ve rekabet üstünlüğü sağladığı sonuçlarına varılmıştır.

Anahtar Kelimeler: Girişimcilik, Sürdürülebilirlik, Yeşil İşletmecilik, Ekolojik Girişimcilik

ECOLOGICAL ENTREPRENEURSHIP FOR A SUSTAINABLE FUTURE

Abstract

The main cause of environmental problems is in industrialization. Economically, developments in commercial life forced businesses to produce more and create employment, and as a result, air pollution increased even more. At the source of all ecological problems such as environmental pollution, depletion of the ozone layer, and toxic wastes lies the understanding that businesses can produce at any cost, as long as I can grow and earn more. But this understanding has come to end. It is necessary to transfer limited and scarce resources to the future. The understanding of sustainable development and the search for global ecological balance have given very important responsibilities to entrepreneurs, who are the main actors of economic development. Ecological production is no longer an alternative, it has become compulsory production. In this study, the issue of ecological entrepreneurship is discussed and evaluated in the context of green business understanding and sustainable production. Based on this aim of the study, domestic and foreign literature has been scanned and the steps to be taken in order to develop ecological entrepreneurship are listed. In the study, it was concluded that ecological entrepreneurship activities caused the least damage to the ecological balance, increased the quality of life, made the consumer, and provided sustainability and competitive advantage.

Key Words: Entrepreneurship, Sustainability, Green Business, Ecological Entrepreneurship

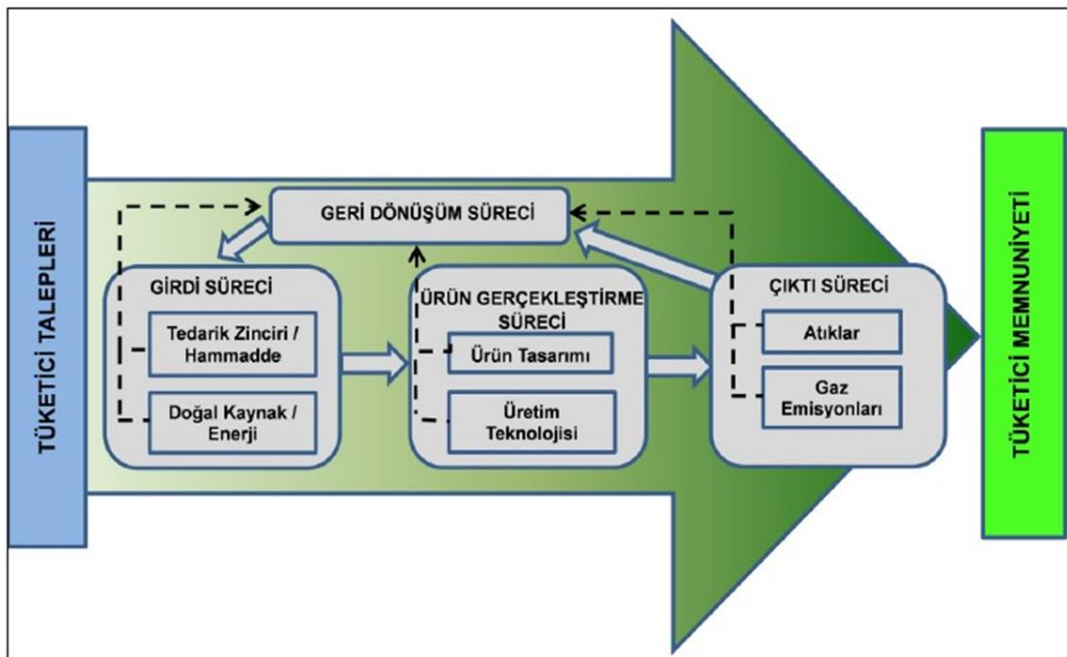
Giriş

Son ırmak kurduğunda, son ağaç yok olduğunda ve son balık tutulduğunda, beyaz adam paranın yenmeyen bir şey olduğunu anlayacaktır

-Kızılderili Sözü-

Nüfusun hızla artması ve sanayileşme ile birlikte iş süreçlerinde radikal değişimler yaşanmış, artan tüketim beraberinde çevre sorunlarını da getirmiştir ve böylece işletmeler çevreci faaliyetlere yönelme gereği hissetmişlerdir. Sürdürülebilirliği de merkeze alarak girişimcilik perspektifinden çevresel sorunlara yaklaşma ile de eko girişimcilik adı verilen yeni bir kavram ortaya çıkmıştır. Eko girişimcilik ve döngüsel ekonomi karşılıklı olarak etkileşim halindedir.

Döngüsel Ekonomik Yaklaşımın anlatıldığı Şekil 1’de sürdürülebilir üretim sürecinin aşamaları gösterilmiştir. Girdi, ürün gerçekleştirme, çıktı ve geri dönüşüm süreçlerinden oluşan Döngüsel Ekonomik Yaklaşımında her koşulda geri dönüşümün sağlanması dikkat edilmesi gereken en temel konudur.



Şekil 1: Sürdürülebilir Döngüsel Ekonomik Yaklaşım

Kaynak: Putz vd.'den aktaran Gürül, 2019, s. 29

Sürdürülebilir Döngüsel Ekonomik Yaklaşım süreçleri ile birlikte Şekil 1’de gösterilmektedir. Geri dönüşüm sürecinde yeniden kullanım (ürünün kullanım ömrünün uzatılması), yeniden üretim (bir ürünü eski performansına kavuşturma), basamaklı kullanım (daha düşük değerli ürün kullanma), geri

dönüşüm (atıkların üretimde ikinci kez kullanılması) ve geri kazanım (hammadde tüketiminin azaltımı) uygulamaları bulunmaktadır (Gürül, 2019: 39).

1. Sürdürülebilirlik Kavramı

Fosil enerji kaynaklarının tüketilmesi, artan sanayileşme ve kentleşme (nüfus artışı, trafikteki araç sayısındaki artış, daha fazla enerji kullanımı) yolu ile insanların iklime olumsuz etkileri (hava, su, toprağı kirletme) söz konusu olmaktadır. Bu etkilerin en aza indirilmesinde, küresel iklim değişikliği ile mücadelede ve sürdürülebilirliğin sağlanmasında işletmelere büyük sorumluluklar düşmektedir (Tekin ve Göktaş, 2022).

Sürdürülebilirlik, bugünkü insan neslinin ihtiyaçlarının gelecek nesillerin ihtiyaçlarını karşılama olanaklarını zedelemeyen karşılanmasıdır. İşletmelerin sürdürülebilirliklerini gösteren üç anahtar kelime vardır: Atıklar başta olmak üzere kullanılan, üretim girdisi olan her şeyin eksiltilmesi anlamında azalt (reduce) kelimesi; doğal kaynaklar başta olmak üzere her şeyin azaltılması bağlamında ürünlerin yeniden kullanılabilmesi anlamında yeniden kullan (reuse) kelimesi ve daha önceden kullanılarak atılmış veya eskimiş malların hammadde haline dönüştürülerek yeniden kullanılabilir hale gelmesi anlamında geri kazan (recycle) kelimesi (Arı ve Ergin, 2018).

1.1. Nasıl Sürdürülebilir Olunur?

Sürdürülebilirliğin sağlanması konusunda işletmelerden, özellikle de çok uluslu işletmelerden beklentiler artmaktadır. İşletmelerin toplumsal konularda daha fazla sorumluluk yüklenmesi beklenmekte; bununla birlikte işletmelere bu doğrultuda getirilen yükümlülükler de her geçen gün daha da artmaktadır. İşletmelerin faaliyet içinde buldukları topluma, çevreye ve paydaşlarına karşı sorumlulukları bulunmaktadır (İlter, 2015: 39). Bu sorumluluk bilinciyle işletmeler yeşil enerji kaynaklarına yönelmelidirler. Yeşil işletmelerin lider ve yöneticileri de sürdürülebilir kalkınmayı, belirsiz, kendi kendisiyle çelişen bir kavram olarak değil, geleceğin ekonomik gerçeği olarak görmelidirler. Çünkü yeşil yöneticiler, dünyanın korunması ve yönetilmesi gereken en değerli varlık olduğuna inanan kişilerdir. Bu bağlamda sürdürülebilirliği merkeze alan yeşil yönetim anlayışı, çevre ile ilgili faaliyetleri, pazar payları ve yeşil ürün anlayışının ötesine geçiren ve ekolojik iş (eco-business) anlayışı haline getiren bir yaklaşımdır. Yeşil işletmecilik anlayışını benimseyen yöneticiler, aşağıdaki yedi unsur üzerinde dururlar (Düren, 2002):

- Yenilenebilir kaynakların kullanımını yaygınlaştırmak,
- Çevreye duyarlı temiz teknolojilere yatırım yapmak,
- Atıkları azaltmak,
- Geri kazanım ve dönüşüm süreçlerini ve yöntemlerini geliştirmek,
- Yeşil denetim yapmak,

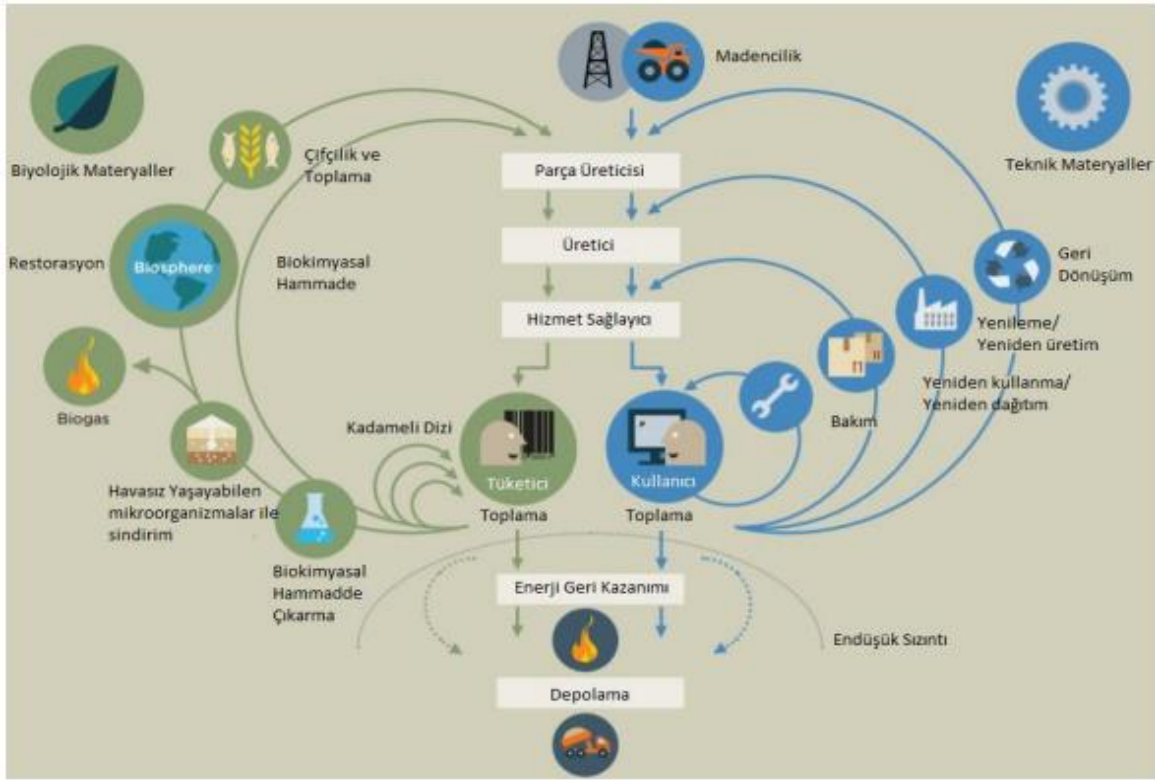
- Yeşil pazarlama faaliyetleri yürütmek,
- Yeşil işyeri ve çalışma ortamları oluşturmak.

1.2. Sürdürülebilir Gelecek İçin Döngüsel Ekonomi

Sürdürülebilir kalkınma anlayışı ve küresel ekolojik denge arayışları, ekonomik kalkınmanın temel aktörleri olan işletmelere çok önemli bir sorumluluk yüklemektedir. Çevre kirlenmesi, ozon tabakasının incilmesi, çölleşme ve zehirli atıklar gibi bütün ekolojik problemlerin kaynağında, ağırlıklı olarak işletmelerin ne pahasına olursa olsun yeter ki üretim, büyüme ve karlılık olsun anlayışı yatmaktadır. Bu anlayıştan/problemden kurtulmanın yolu da sürdürülebilirlik hedeflere ulaşmada bir araç olan döngüsel ekonomik sistemin benimsenmesinden geçmektedir. Döngüsel ekonomi modeli, sürdürülebilir kalkınma maçından hareketle, atıkların ortadan kaldırılması ya da minimize edilerek kaynakların daha verimli ve sürekli olarak kullanılmasına odaklanan ekonomik bir sistemdir (Korhonen, vd., 2017; Geisendorf ve Pietrulla, 2018; Ay Türkmen ve Kılıç, 2020).

Sürdürülebilir ekonomi için yeni bir model olan döngüsel ekonomi ile ilgili temel kavramlar şunlardır (CIRAIG, 2015):

- Sürdürülebilir kalkınma
- Ekolojik geçiş/süreç
- Yeşil ekonomi
- Fonksiyonel ekonomi
- Yaşam döngüsü düşüncesi
- Beşikten beşiğe düşüncesi (atık yönetimine doğa ve ekonomi dostu bir yaklaşım sergilemek)
- Paylaşılan değer, paylaşım ekonomisi
- Ekolojik endüstri
- Eko-tasarım
- Genişletilmiş üretici sorumluluğu



Şekil 2: Döngüsel Ekonomik Yaklaşım

Kaynak: Lacy ve Rutqvist'ten aktaran Önder, 2018, s.200

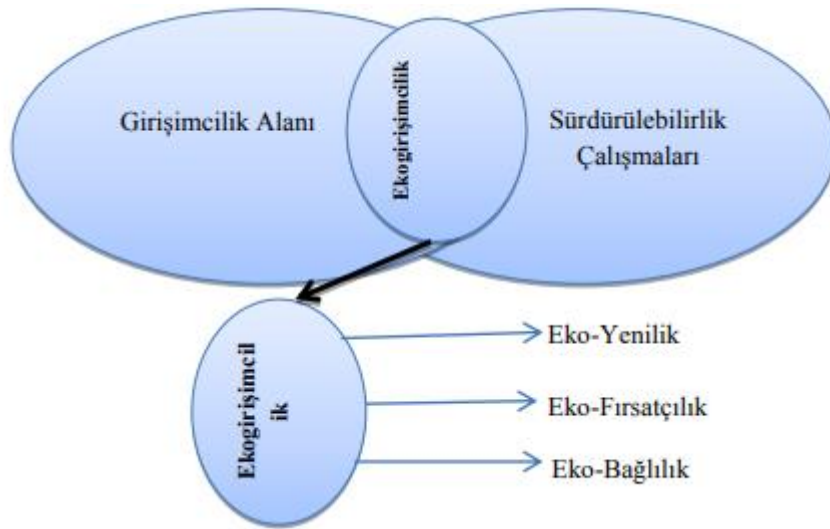
Şekil 2'den de anlaşılacağı üzere döngüsel ekonomi modelinin özünde atık miktarını en aza indirmek ya da tamamen ortadan kaldırmak yatmaktadır. Bu modelde endüstriyel seviyede sistemik bir değişim söz konusudur ve işlerin yapılaş şekli, üretim ve tüketim buna göre değişiklik göstermektedir (Persson, 2015).

2. Ekolojik/Eko Girişimcilik

İşletmeler çok zaman önce uygulamaları gereken fakat erteledikleri ekolojik girişimcilik faaliyetlerini Covid-19 salgın döneminde tekrar gözden geçirme fırsatı yakalamışlardır. Bir yandan çeşitli sektörlerde gelir ve istihdam fırsatları oluşmakta bir yandan ise işletmeler güçlü iklim ve biyolojik çeşitlilik eylemlerini bütünleştiren stratejilere yönelmektedirler. Birçok ülke Covid-19 krizinin olumsuz etkileri derinleşirken yeşil iyileşme ve ekolojik girişimcilik faaliyetlerine yönelmişlerdir. Ekolojik girişimcilik, ekolojik dengeye en az zarar verecek, hatta bu zararı tamamen bertaraf edecek alternatifler üzerine odaklanmak, tedarikçilerini ve tedarikçilerini bu zihniyetle seçmek, yeşil ürün ve hizmeti bir pazarlama stratejisi olmaktan öteye götürerek yaşam kalitesinin yaratıcısı olmak demektir. Ekolojik girişimcilik, aynı zamanda, hitap edilen tüketicilerin, işletme çalışanlarının ve yöneticilerin de çevrecilik açısından bilgili ve bilinçli olmasını sağlamak demektir.

Ekogirişimcilik akademik anlamda 1990'ların sonunda çalışılmaya başlanmasına rağmen günümüzde ekogirişimcilik sürdürülebilir kalkınmanın altın anahtarlarından biri olarak görülmekte ve hala gelişimine devam etmektedir (Efeoğlu, 2014)

Eko girişimcilik, yeşil girişimcilik ve çevreye duyarlı girişimcilik şeklinde sınıflandırılabilir. Yeşil girişimcilik, hem pazarda/endüstride aktif olarak yer alan hem de çevreye duyarlı olan girişimcilik faaliyetlerini içermektedir. Yeşil girişimcilik faaliyetleri atıkların geri dönüştürülmesi veya katı atıkların bertaraf edilmesi, kirli alanların iyileştirilmesi, hava kirliliğinin kontrol altına alınması, atık suyun arıtılması, mühendislik ve danışmanlık hizmetleri olmak üzere beş alanda gerçekleşmektedir. Çevreye duyarlı girişimcilik faaliyetlerinde ise yalnızca çevresel pazarda yer almayan ama çevreden haberdar olan girişimcilik faaliyetlerini kapsamaktadır (Volery, 2022).



Şekil 3: Eko Girişimciliğin Genel Çerçevesi

Kaynak: Kainrath, 2009'dan aktaran Aydın ve Çakar, 2014, s.81

Şekil 3 incelendiğinde sürdürülebilirlik ve girişimcilik alanlarının ortak bir zeminde buluşması ile eko girişimciliğin oluştuğu görülebilmektedir. Bununla beraber eko girişimcilik eko-bağlılık, eko-fırsatçılık ve eko-yeniliğe neden olmaktadır. Bu üç kavramdaki ana düşünde, ekolojik uygulamalardan yararlanarak insanların çevreye verdiği zararları minimize edecek yenilikler yaratılabilmesidir (Aydın ve Çakar, 2014: 81).

Sonuç ve Öneriler

Ekolojik girişimcilik ile geliştirilen toparlanma stratejileri sadece nüfusa gelir ve istihdam fırsatları sağlamakla kalmayıp; daha fazla refaha ulaştıran iyileşme hedeflerine ulaşılmasını da sağlamıştır/sağlamaya devam etmektedir. Ekolojik girişimcilik, ekonomilerdeki güçlü iklim ve biyolojik çeşitlilik faaliyetlerini bütünleştirerek ekonomilere esneklik sağlamaktadır. Kapsayıcı ve

sürdürülebilir bir gelecek inşa etmek için, düşük karbonlu bir üretime ve yeşil girişimciliğe önem verilen bir ekonomiye geçiş yapmak gerekmektedir (Hıdıroğlu, 2020: 121).

Ekolojik girişimciliğin geliştirilebilmesi için şu adımların atılması önerilmektedir:

- Doğal kaynaklara ve çevreye zarar vermeden yaşam kalitesinin yükseltilmesi,
- Sürdürülebilir kalkınma amacına hizmet eden faaliyetler yürütmek,
- Yenilenebilir kaynakların kullanımının yaygınlaştırılması,
- Çevreye duyarlı temiz teknolojilere yatırım yapılması,
- Atıkların azaltılması,
- Geri kazanım ve dönüşüm süreçlerinin ve yöntemlerinin geliştirilmesi,
- Yeşil denetimin yapılması,
- Yeşil pazarlama, yeşil muhasebe ve yeşil üretim faaliyetlerinin yürütülmesi,
- Kamuda ve özel sektörde ekogirişimciliği destekleyen adımları atılması bu adımlara yönelik stratejiler belirlenmesi ve teşvikler verilmesi,
- Çevreye verilen zararların cezalandırılması, ekolojik girişim faaliyetlerin ödüllendirilmesi ve hatta vergi muafiyetleri sağlanması
- Yeşil işyeri ve çalışma ortamlarının oluşturulması.

Çalışmadan anlaşıldığı üzere, ekolojik girişimcilik faaliyetleri ekolojik dengeye en az zararı vermekte, yaşam kalitesini artırmakta, tüketici ve toplumu çevre konusunda bilinçlendirmekte, sürdürülebilirliği ve rekabet üstünlüğü sağlamaktadır. Bu sonuçlar Isaak, 1999; Volery, 2002; Dixon, & Clifford, (2007); Aykan, 2012 ve Efeoğlu, 2014 yapmış oldukları çalışmalar ile benzerlikler taşımaktadır.

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GİRİŞİMCİLİKTE KÜLTÜREL FARKLILIKLAR: ÇALIŞMA YÖNTEMLERİ ÜZERİNE DÜNYADAN ÖRNEKLER

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Özet

Kültürlerin girişimci kişilik özelliklerine yansımaları, kültürün girişimciliğe etkileri, kültürlerarası bağlamda kurumsal girişimcilik ve sosyal, kültürel yapının girişimcilik üzerine etkileri konularında alan yazında pek çok çalışma bulunmakla beraber, dünyadaki çalışma yöntemlerini girişimcilik konusuna entegre ederek konuyu değerlendiren çalışmaların sınırlı kaldığı görülmektedir. Buradan hareketle çalışmanın amacı çalışma yöntemleri üzerine dünyadan örnekler vererek girişimcilikteki kültürel farklılıkları değerlendirilmesi ve kültür ekseninde Türkiye, Japonya, Çin, Amerika ve İsrail girişimci profillerinin/tipolojilerinin verilmesidir. Ayrıca bu çalışmada, dünyadaki farklı ülkelerin günümüz iş yaşamındaki başarı temelleri açıklanmaya çalışılmıştır. Çalışmanın yöntemi literatür taramasıdır. Çalışmada kültürel farklılıkların toplumların dinamik unsurlarından biri sayılan girişimcilik yapısını şekillendirdiği ve girişimci sayısını etkilediği sonucuna varılmıştır. Ayrıca, kültürel değerlerin girişimci motivasyonunda da etkili olduğu görülmüştür.

Anahtar Kelimeler: Girişimcilik, Kültür, Kültürel Farklılıklar, Çalışma Yöntemleri

CULTURAL DIFFERENCES IN ENTREPRENEURSHIP: EXAMPLES FROM THE WORLD ON WORKING METHODS

Abstract

Although there are many studies in the literature on the reflection of cultures on entrepreneurial personality traits, the effects of culture on entrepreneurship, corporate entrepreneurship in the intercultural context and the effects of social and cultural structure on entrepreneurship, it is seen that studies evaluating the subject by integrating working methods in the world into entrepreneurship are limited. From this point of view, the aim of this study is to evaluate the cultural differences in entrepreneurship by giving examples from the world on working methods. In addition, in this study the basis of success in today's business life in different countries in the world has been tried to be explained. The method of the study is a literature review. In the study, it was concluded that cultural differences shape the entrepreneurial structure, which is considered one of the dynamic elements of societies, and affect the number of entrepreneurs. In addition, it has been observed that cultural values are also effective in entrepreneurial motivation.

Key Words: Entrepreneurship, Culture, Cultural Differences, Working Methods

1. Giriş

Girişimcilik doğuştan gelen bazı özellikler ve beceriler gerektirmekle birlikte; içinde yaşanılan toplumun sosyo-ekonomik ortamının ürünü yani bir kültür ürünüdür. Dolayısıyla girişimcilik, toplum kültürünün ve alt kültürlerin sunduğu değerler ve felsefeyle yakından ilgilidir. Kendisi de hâkim kültürün bir alt kültürü olan girişimcilik, toplumsal kültürden ve onun unsurlarından etkilenmektedir. Kültürlerin girişimci kişilik özelliklerine yansımaları, kültürün girişimciliğe etkileri, kültürlerarası bağlamda kurumsal girişimcilik ve sosyal, kültürel yapının girişimcilik üzerine etkileri konularında alan yazında pek çok çalışma (Morris ve Davis, 1994; Atik, 2002; Demirel ve Tikici, 2004; Kara 2010;) bulunmakla beraber, dünyadaki çalışma yöntemlerini girişimcilik konusuna entegre ederek konuyu değerlendiren çalışmaların sınırlı kaldığı görülmektedir. Buradan hareketle bu çalışmada aşağıdaki sorulara cevap aranmıştır:

- Neden bazı insanlar yeni fırsatları görme ya da yaratma niteliğine sahipken; diğerlerinin bu tür bir özelliği yoktur?
- Neden bazı kişiler iş fikirlerini ya da hayallerini gerçek bir işletmeye dönüştürebilirken; diğer insanlar bunu başaramaz?
- Neden bazı girişimciler başarılı iken; bazıları başarısızdır?
- Girişimcilik bir kişilik özelliği midir yoksa içinde bulunulan kültürün bir yansıması mıdır?

2. Teorik Çerçeve

2.1. Kültür Kavramı ve Kültürü Oluşturan Faktörler

Kültürün tek bir tanımı yoktur fakat en fazla bilinen tanımlardan biri Alman araştırmacı Hofstede'e (1991, s.5) aittir. Hofstede'e göre kültür, bir grubun üyelerini diğer gruplardan ayıran, bireyin çocukluğundan itibaren bulunduğu çevre tarafından ona aktarılan değerler ve deneyimlerden oluşan zihinsel programlama/kodlamadır. Hofstede kültürü, paylaşılan değerler, inançlar ve beklenen davranışlar dizisi olarak tanımlamıştır (Hofstede, 1980).

“Diğer bir tanımla kültür, bir toplumda etkin olan anlamların, inançların, uygulamaların, sembollerin, normların ve değerlerin karmaşık bir toplamıdır.” Kültür antropoloğu Edward Tylor'a göre kültür, insan tarafından toplumun bir üyesi olarak edinilen bilgi, inanç, sanat, ahlak, adet ve tüm diğer beceri ve alışkanlıklardan oluşan karmaşık bütündür. Frank de Wall'a göre kültür, şeyler hakkında, genetik olmayan yollarla aktarılan eylem ve düşünme biçimlerimizdir (Sapolsky, 2021).

Küresel etkileşimin yoğun olduğu günümüzde birbirinden çok farklı olan ülkelerde faaliyette bulunan şirketler açısından en önemli yönetim konularının başında kültürel farklılıkların yönetilmesi

gelmektedir. Küresel anlamda örgütlerin, sürdürülebilir ve rekabet edebilir durumda olmaları kültürel unsurları göz önünde bulundurmalarına ve farklı kültürden gelen çalışanlarının, müşterilerinin, tedarikçilerinin ve işbirlikçilerinin inançlarını, norm ve değerlerini anlamalarına ve bunlara saygı duymalarına, duyarlı yaklaşımlarına bağlıdır.

Türlere göre sınıflandırma yapmaya “tipoloji” adı verilmektedir. Tipolojiler, araştırma yapanların sınıflandırmaları karmaşık durumlarda daha rahat yapabilmelerini sağlamaktadır. Girişimcilik bir toplumun sahip olduğu potansiyel yaratıcılık ve yenilikçilik ruhunu ekonomiye kazandırmada, toplumun ekonomik refahının artırılmasında büyük öneme sahiptir. Bu sebepten kültür ekseninde toplumun farklı kesimlerinin ve farklı coğrafi bölgelerinin kendilerine has özelliklerinin tespit edilmesi gerekmektedir. İşte kültürel özellikler dikkate alınarak girişimci tipolojilerinin belirlenmesinin önemi de buradadır. Çünkü farklı özelliklere/karakteristiklere sahip toplumların farklı girişimcilik eğilimleri olduğu akademik araştırmalarda (Thomas ve Mueller, 2000; Arıkan, 2002; İrmış ve Emsen, 2002; Güney ve Çetin, 2003; Pines vd., 2005; Aslan ve Atabey, 2009; Ballı 2017; Yuan vd., 2018) da ortaya çıkmıştır.

2.2. Girişimcilik ve Kültür İlişkisi

Farklı kültürel özelliklere dayalı olarak farklı davranış kalıpları, özerklik, yenilikçilik özellikleri ve girişimcilik eğilimleri üretebilmektedir. Girişimcilik eğilimi konusunda her ülkenin hatta kültürün kendine özgü farklılık ayraçları bulunmaktadır (Kayalar ve Avtar, 2012).

Girişimcilik ile işaret edilen davranış biçimi ve kültürü; katı bir bürokrasi ile kuşatılmış patrimoniyal bir toplum ya da döngüsel bir zaman algısı içinde tekrar eden rutinini sürdürmeyi hedefleyen tarım toplumu insanını işaret etmez. Girişimcilik, yaşadığı dünyayı aktif bir şekilde ele alan, değiştirmek isteyen ve bunu da ticari bir fikre dönüştürme potansiyeli olan insan tipini işaret eder. Dolayısıyla girişimcilik yalnızca iktisadi değil kültürel ve normatif içeriği olan bir kavram olarak karşımıza çıkmaktadır. Bu nedenle girişim ve girişimcilik kavramlarının iç dinamikleri ile bu dinamiklerin toplum ile ilişkisini ele almak ve toplumun kavramla kurduğu ilişkiyi anlamak büyük önem arz etmektedir (Aydoğan, 2018: 2).

2.3. Dünyadan Örneklerle Girişimcilikte Kültürel Farklılıklar/Girişimci Profilleri

Bu çalışmada girişimcilikte kültürel farklılıklar, girişimcilerin çalışma yöntemleri üzerine dünyadan örnekler verilerek anlatılmaya çalışılmıştır. Girişimcilik kavramının kültürel doğası ile var olan kültürlerin işleyişi göz önünde bulundurulduğu için, bu çalışma ile girişimcilikle alakalı çalışmalara kültürel bir içerik kazandırılması hedeflenmektedir.

2.3.1. Japon Girişimci Profili

Japon iş dünyasında yıllardan beri geçerli olan bir söz vardır: “Otoko no shakai” yani erkeklerin dünyası (Karalar, 1995: 183). Japonya’da iş dünyasının kuralları erkekler tarafından belirlenmiş ve erkeklere özgü oluşturulmuştur. Japon girişimcilerin çoğu, işletme kurallarına ve prosedürlerine kesin olarak uymaktadır. Japon girişimcilerin çoğu, kendilerini tüm gün çalışmaya adanmıştır ve Japonya’da ömür boyu istihdam ve kıdem sistemi bulunmaktadır. Kişisel gelişim ve kendini bir adım öteye taşıma Japon girişimcilerin önem verdiği konuların başında gelmektedir. Japon girişimcilerin çoğu geleneksel takım ruhuna önem verirler (Murata ve Harison, 1995). Japonlar karar alma konusunda katılımcı yaklaşımı benimserler. Ayrıca Japon şirketlerinde, yöneticiler yıllar boyunca birbirine benzer görevlerde buldukları için, ortak deneyimlere çok değer verirler (Ouchi, 1989).

Japonların iş hayatındaki başarılarının sırrı, işlerini çok ciddiye almalarında ve sistemli olarak çalışmalarında yatmaktadır. Tatil dönemlerinde bile evinde durmayan, bir eğlence mekanına değil de işyerine giderek her zamanki işini yapan Japonların, işi bir oyun ve dinlenme olarak gördüğünü tüm dünya bilmektedir (Gümüş, 1999: 38).

2.3.2. Türk Girişimci Profili

İnanç sisteminin etkisiyle midir yoksa tarıma dayalı ekonominin mevsime dayalı belirsizliğiyle midir bilinmez Türkler, çevresel tehditler nedeni ile kanaatkâr ve gelenekçi bir toplum olarak tanınmaktadır. Özellikle de ortaklık konusunda Türk düşünce ve geleneğinin girişimci adaylarında da devam ettiği ve büyük bir çoğunluğun ortak istemediği, kendi başlarına ya da aile fertleriyle çalışmayı tercih ettiği bilinmektedir. Türkiye’deki girişimcilerin girişimci olmalarındaki iki neden şudur: Fırsatların yakalanmak istenmesi ve para kazanma arzusu (Sönmez ve Toksoy, 2014; Karadeniz, 2018).

“Kuruluş Aşamasındaki Girişimciler”, “Yeni Bir İşin Sahibi Olan Girişimciler” ve “Erken Dönem Girişimciler” oranı bakımından Avrupa’da birinci sırada olan Türkiye’nin girişimcilik yaş aralığında yoğunluğu 30-44 yaş arasındadır ve kadınların girişimciliğe olan ilgilerinin giderek artmaktadır. Türkiye’deki girişimciler için en önemli faktörler özgüven, öngörü ve risk yönetimidir. Türkiye’de yaşayanların büyük çoğunluğu bir işe başlamak için yeterli yeteneğe sahip oldukları inancına sahiptir. Avrupa ile karşılaştırdığımızda, yeni bir iş kurarken başarısızlık korkusunun kendilerini engellemediklerini belirten kişilerin oranının en fazla olduğu ülke Türkiye’dir ve iç girişimcilik oranının diğer ülkelere göre düşük olduğu Türkiye’de her 6 kişiden 1’i girişimci olmaktadır (Sönmez ve Toksoy, 2014; Karadeniz, 2018).

2.3.3. Çin Girişimci Profili

Çinli internet girişimcileri Covid-19 salgınında servetini en çok artıran kişiler olmuştur. Çinli girişimciler, internet ve bilişim alanındaki yenilikleri takip etmekte ve bu değişim ve yeniliklere çok çabuk adapte olmaktadır. Örneğin Jack Ma e-ticaretin yükselişini fırsat bilerek girişimini (Ali Baba) doğru zamanda, doğru yerde başlatmıştır (www.paratic.com).

Batılılar kendine zaman ayırmayı severler ve onlar için özel hayat çok önemlidir. Oysa Çin’de iş, hayatın öznesidir. Çinliler 24 saat iş konuşabilirler ve işle alakalı pek çok etkinlik, yemek ve toplantı mesai saatleri dışında yapılmaktadır. Çin şirketleri dünyadaki otomobillerin %30’unu, çeliğin % 50’sini, cep telefonlarının % 90’ını, bilgisayarların % 80’ini, gemilerin % 40’ını üretmektedir. Çin’de yaklaşık olarak her üç üniversite mezunundan biri girişimci olmaktadır (Karadeniz, 2018).

2.3.4. Amerika Girişimci Profili

Girişimciler, Amerikan toplumunda, ekonomide ve popüler kültürde yenilikçi olduklarından dolayı önemli bir figür olarak görülürler (Dougherty, 2013).

Türkiye’ye göre iş fırsatları konusunda daha iyimser olan ABD’li yetişkinler, girişimcilik konusunda bireyselci ve iyimserdirler. Amerikalı girişimcilerde ürün merkezli yeniliğe odaklanma söz konusudur ve yaklaşık her üç üniversite mezunu kişiden biri girişimci olmaktadır. Bunda ABD’nin Çin ve Almanya ile beraber dünyada girişimciler için büyük fırsatlar sunan ülkeler arasında yer almasının büyük payı vardır (Karadeniz ve Özkan, 2020: 873).

2.3.5. İsrail Girişimci Profili

İsrail’in alışılmadık derecede yüksek sayıda yüksek teknoloji girişimcisi ve şirketi vardır ve yüksek teknoloji start-up'larında dünya liderleri arasındadır. Yaklaşık 4.000 yüksek teknoloji şirketi İsrail'i Kaliforniya dışında dünyanın en büyük (1.500 start-up'la) start-up kümelenmesi haline getirmiştir. İsraili girişimcilerin profillerine bakıldığında risk alan, cesur, zorluklarla mücadele eden, özgüvenli, bağımsız çalışmayı seven ve atılgan özellikler sergiledikleri görülmektedir (Pines vd., 2005).



Görsel: İsrail'in Yüksek Teknoloji Girişimci Profili

Kaynak: <https://www.linkedin.com/pulse/israeli-high-tech-entrepreneurs-profile-koby-simana/>

3. Bulgular ve Sonuç

Ulusal kültür faktörü, toplumun kültürünü oluşturan davranış, inanç, dil ve geleneklerin girişimciliğe olan yaklaşımı kapsar. Toplumlar girişimcilik faaliyetlerini benimseyerek, destekleyerek ve saygı göstererek kişileri girişimci olmaya teşvik edebilirler. Ulusal farklılıklar, kendisini en fazla kişilik oluşumunda gösterir. Bazı toplumlar girişimci kişiliklere bünyesinde daha fazla yer verirken bazı toplumlarda karakter özellikleri ön plana çıkmaktadır. Girişimci güdüler ve davranış kalıplarının oluşmasında kültürün önemli bir etkisi vardır (Aytaç, 2006: 149).

Japon, Çin, Türk, Amerika ve İsrail'in girişimcilik kültürünün ve profil yapılarının incelendiği bu çalışmada, Amerikalı ve İsrailli girişimcilerin inovasyon yapmak adına daha fazla Araştırma ve Geliştirmeye önem verdikleri; Türk girişimcilerin fırsatları yakalamak ve para kazanmak amacıyla hareket ettikleri ve risk alma konusunda gayet cesur davrandıkları ortaya çıkmıştır. Japonlar ise girişimciliğe iş disiplini çerçevesinde yaklaşmakta ve kişisel gelişime önem vermektedir. Çinli girişimciler ise, internet ve bilişim alanındaki yenilikleri takip etmekte ve bu değişim ve yeniliklere çok çabuk adapte olmaktadır.

Görüldüğü gibi sınırları aşan bir girişimcilik faaliyetinde politik, ekonomik ve kurumsal faktörler; girişimcilik davranışını etkilemektedir. Farklı kültür yapıları, farklı hükümet sistemleri ve hatta dillerdeki farklılıklar bile bu faktörlere ilave edilmektedir.

Metaverse girişimciliğini konuştuğumuz bu dijital çağda, ülkelerin ekonomik açıdan gelişmelerinde önemli bir itici güç olan girişimciliğe yönelik kültür merkezli girişimci tipoloji çalışmaları, girişimciliğin özendirilip başarı düzeyinin artırılması adına büyük önem arz etmektedir. Türkiye’de ve dünyadaki ülkelerden girişimcilik tipolojileri üzerine çalışmaların derlenerek verildiği bir çalışma olmadığı için bu çalışmaya ihtiyaç duyulmuştur ve bu yüzden de çalışmanın önemini artırmaktadır.

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Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, Şirket Büyüklüğü ve Şirket Yaşı Arasındaki İlişkinin Araştırılması: Antalya Teknokent Bilişim Firmaları Üzerine Bir Araştırma

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ÖZET

Bu araştırmada sürekli değişen ve dinamik bir yapıya sahip olan bilişim sektöründe faaliyet gösteren firmalarda Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, şirket büyüklüğü ve şirket yaşı arasındaki ilişki araştırılmıştır.

Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, şirket büyüklüğü ve şirket yaşı arasındaki ilişkinin araştırılması bu alandaki yazına katkı sağlayacaktır. Bu amaçla Antalya Teknokentte faaliyet gösteren bilişim firmalarına anket uygulanmıştır. Firmalar tek tek ziyaret edilerek Google Formlar üzerinden hazırlanan anketi doldurmaları istenmiştir. Toplam 38 firmadan geri dönüş alınmıştır. Bu araştırmada; Normallik testi, Faktör analizi ve Spearman korelasyon analizi kullanılarak Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, şirket büyüklüğü ve şirket yaşı arasındaki ilişki analiz edilmeye çalışılmıştır.

Analiz sonucunda sadece şirket büyüklüğü ile Ürün Geliştirme Süreci Olgunluğu ve şirket büyüklüğü ile şirket yaşı arasında pozitif yönde anlamlı zayıf bir ilişki bulunmuştur. Diğer değişkenler arasında ise anlamlı bir ilişki bulunamamıştır.

Anahtar Kelimeler: *Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, Bilişim, Teknokent*

Researching The Relationship Between Project Management Maturity, Product Development Process Maturity, Company Size And Company Age: A Research On Antalya Teknopark Information Technology Firms

ABSTRACT

In this research, the relationship between Project Management Maturity, Product Development Process Maturity, company size and company age in companies operating in the IT sector, which has a constantly changing and a dynamic structure.

Researching the relationship between Project Management Maturity, Product Development Process Maturity, company size and company age will contribute to the literature in this field. For this purpose, a questionnaire was applied to informatics companies operating in Antalya Technopark. The companies were visited one by one and they were asked to fill out the questionnaire prepared via Google Forms. Feedback was received from 38 companies in total. In this study; By using normality test, Factor analysis and Spearman correlation analysis, the relationship between Project Management Maturity, Product Development Process Maturity, company size and company age was tried to be analyzed.

As a result of the analysis, only a weak positive correlation was found between company size and Product Development Process Maturity, and between company size and company age. No significant relationship was found between other variables.

Key Words: *Project Management Maturity, Product Development Process Maturity, IT, Technopark*

GİRİŞ

Teknolojinin her geçen gün gelişmesine ve değişmesine firmalar ayak uydurmaya çalışmaktadır. Teknolojinin gelişmesi ve değişmesiyle birlikte müşteri istek ve ihtiyaçları da doğru orantıda değişmektedir. Bu yüzden firmaların değişen müşteri istek ve ihtiyaçlarına Proje Yönetimi

Olgunluğunu (PYO) ve Ürün Geliştirme Süreci Olgunluğunu (ÜGSO) başarılı bir şekilde yöneterek cevap vermelidir.

Bu araştırmada Antalya Teknokentte faaliyet gösteren toplam 41 şirkette Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, şirket büyüklüğü (çalışan sayısına göre) ve şirket yaşı arasında bir ilişkinin olup olmadığı ele alınmıştır. Antalya; turizm, ticaret ve tarım alanlarında Türkiye'nin ilk sıralarında gelen şehirlerinden biridir. Bunun yanısıra Antalya bilişim sektöründe de oldukça yüksek potansiyele sahiptir. Antalya'da bilişim sektörünün gelişmesine Antalya Teknokent, Antalya Ticaret ve Sanayi Odası, Türkiye Bilişim Derneği-Antalya Şubesi ve diğer birçok kamu kurum ve kuruluşları ile sivil toplum örgütleri büyük katkı sağlamaktadır.

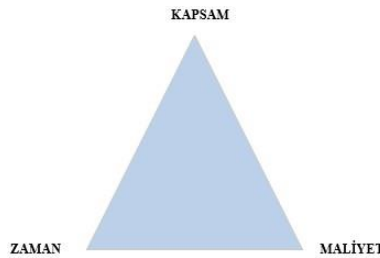
Sonuç olarak bu araştırma Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, şirket büyüklüğü ve şirket yaşı arasında bir ilişkinin olup olmadığını belirlemek amacıyla yapılmıştır. Bu araştırma sonucunda firmalar Proje Yönetimi Olgunluğu ve Ürün Geliştirme Süreci Olgunluğunu göz önünde bulundurarak yatırımlarına ve şirket faaliyetlerine etkin bir şekilde karar verebilir.

1. TEORİ VE LİTERATÜR

1.1. Proje Yönetimi

Proje, belirli bir zaman aralığında önceden belirlenmiş olan hedeflere ulaşabilmek için var olan kaynakların nasıl ve ne şekilde kullanılması gerektiğini gösteren çalışmalardır. Her projenin başlangıç ve bitiş noktası vardır. Başka bir ifadeyle proje, daha önce yapılmamış bir hizmeti veya ürünü elde etmek için yapılan geçici girişimlerdir (Şahin, 2020:3).

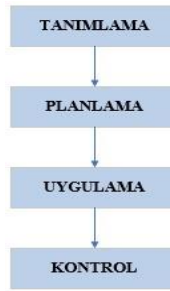
Proje Yönetimi, projenin başarı ile yürütülmesi için gerekli olan yetenek ve bilgilerin tamamıdır. Proje yönetimi, bir projenin başlatılması, planlanması, uygulanması, kontrolü ve bitirilmesi ile proje hedeflerine güvenli bir şekilde ve zaman, maliyet, kapsam koşulları içinde ulaşmak için çalışan bir takımın süreç içerisinde yönetilmesidir. Proje yönetiminin kapsam, maliyet ve zaman olmak üzere üç temel koşulu vardır. Bu koşulların hepsinin dengede olması gerekir çünkü yalnızca biri diğer ikisinden önemli değildir. Üçü de eşit derecede önemlidir (Bayraktaroğlu, 2015:26).



Şekil 1.1. Proje yönetimi koşulları (Bayraktaroğlu, 2015:26).

Kapsam, projenin ne ile ilgili olduğunu ve proje sonunda hangi mal veya hizmetin elde edileceği sorularına cevabını verir. Zaman, projenin tamamlanması için belirlenen süredir. Yani ortaya çıkacak olan mal veya hizmetin ne zaman biteceğine dair takvimin belirlenmesidir. Maliyet ise projenin tamamlanması için gerekli olan bütçedir (Bayraktaroğlu, 2015:26-27).

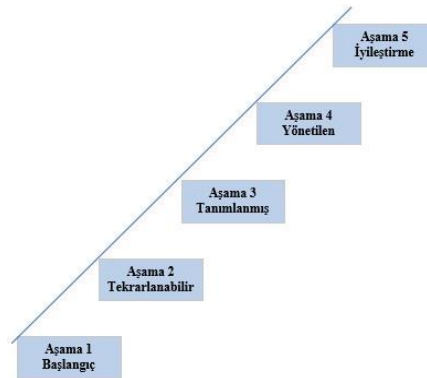
Proje yönetim süreci; tanımlama, planlama, uygulama ve kontrol aşamalarından oluşur. Tanımlama aşamasından önce projeye dair bilgiler toplanır. Daha sonra toplanan bilgiler tanımlama aşamasında somut hale getirilir. Yani bu bilgiler ile ihtiyaçlar, görevler, planlar ve proje tanımlanır. Planlama aşamasında, bir önceki aşama olan tanımlama aşamasında tanımlanan görevlerin kim tarafından, nerede, ne şekilde ve ne zaman yapılacağı belirlenir. Uygulama aşamasında, planlanan görevler faaliyete geçirilir. Ayrıca uygulama aşamasında, planlama aşamasına ve hedeflere uyulmaya çalışılır. Kontrol aşamasında ise yapılan faaliyetlerin durumu kontrol edilir ve planlama aşaması ile şu anki durum karşılaştırılarak gerekirse düzeltici önlemler alınır (Bayraktaroğlu, 2015:71-82).



Şekil 1.2. Proje yönetim süreçleri (Bayraktaroğlu, 2015:71-82).

1.1.1. Proje Yönetimi Olgunluğu

Olgunluk kavramı belirli bir beceride olmak istenen düzeye ulaşmak amacıyla evrimsel olarak ilerlemektir. Proje yönetimi olgunluğu ise işletmelere kendi alanlarında en iyi olmak için portföy yönetimi, program yönetimi ve proje yönetiminde genel bir çerçeve yaratmayı sağlar. İşletmeler yüksek bir olgunluk seviyesine sahip olduklarında, faaliyet sonuçları daha iyi denetlenir. Performans, hedef ve maliyet tahminlerinde birebir veya birebire yakın sonuçlar elde ederler. İstedikleri sonucu elde etmek için etkinliklerini artırır ve yönetim performansını üst düzeye taşır. Kısaca proje yönetimi olgunluğu kavramı, proje yönetimi tekniklerinin ve ilkelerinin etkin kullanım seviyesinin belirlenmesi olarak tanımlanabilir. Proje yönetimi olgunluk modellerinde 5 temel seviye bulunur. Bunlar; başlangıç süreci, tekrarlanabilir süreç, tanımlanmış süreç, yönetilen süreç ve iyileştirme süreci olarak sıralanır (Bilir ve İnce, 2019: 397-398).



Şekil 1.3. Proje yönetimi olgunluk seviyeleri (Bilir ve İnce, 2019:398).

Proje yönetimi olgunluğunda birinci aşamada olan işletmeler ana faaliyetlerini tam anlamıyla tanımlamamış olan işletmelerdir. Bu aşamadaki işletmeler proje başarısının, proje yönetimi olgunluğuna değil kişi performansına bağlı olduğuna inanır. İkinci aşamada; maliyet, zaman ve kapsam koşullarının takibi yapılır ve bu koşullar belgelendirilir. Projenin ana aşamaları, faaliyetler, bütçe, kaynaklar, süre tahminleri, riskler, proje elemanlarının görevleri, proje sorumlusu ve proje sponsoru gibi kavramlar belirlenir ve belgelendirilir. Üçüncü aşamada proje yönetimi uygulamaları işletme ile bütünleşmiştir. Farklı projeler arasında karşılaştırılmalar ve analizler yapılarak işletme için en yararlı olan proje seçilmektedir. Bu aşamada projeye ait bilgilerin proje boyunca izlenmesi işletmenin başarısı için oldukça önemlidir. Dördüncü aşamada, önceki aşamalarda tanımlanan proje gereksinimleri karşılanır ve proje performansları denetim altında tutulur. Bu aşamada proje yöneticisinin ve proje elemanlarının yenilikleri takip edip uyum sağlaması işletme için önemlidir. Proje yönetiminin son ve beşinci aşaması olan iyileştirme aşamasında geri dönüşler ve iyileştirmeler sistematik olarak yapılır. Hatalar ortaya çıkmadan önce çözüm üretilmeye çalışılır ve önceki projelerde yapılan hatalar yeni projelerde yapılmamaya çalışılır (Bilir ve İnce, 2019:399).

Bilir ve İnce ise 2019 yılında yerel yönetimlerin (İstanbul'daki 5 ilçe belediyesi ve büyükşehir belediyesi) proje yönetimi olgunluklarını ölçmeyi amaçladıkları çalışmalarında; yerel yönetimlerin *proje kapsam yönetimi* ve *tedarik yönetimi* bilgi alanlarında üçüncü seviye olgunluğa, *zaman*, *kalite*,

maliyet ve iletişim alanlarında ikinci seviye olgunluğa, risk yönetimi ve insan kaynakları alanlarında ise henüz birinci seviye olgunluğa sahip oldukları sonucuna varmışlardır.

Yıldız'ın 2016 yılında Tübitak, AB fonları, Kamag, Santez, Kosgeb, Teknogirişim gibi teşvik mekanizmaları ile desteklenen teknoloji geliştirme tabanlı işletmelerin *kapsam, maliyet, zaman, kalite, insan kaynakları, risk, iletişim ve tedarik yönetimlerindeki olgunluk seviyelerinin* ölçülmesi ve değerlendirilmesi üzerine yaptığı çalışmasında 100 teknoloji firmasının *firma olgunluk düzeylerinin* orta düzeyde olduğu ve *iletişim yönetimi olgunluk seviyesi* yüksek olan firmaların olgunluk seviyelerinin de yüksek olduğu sonucu ortaya koyulmuştur.

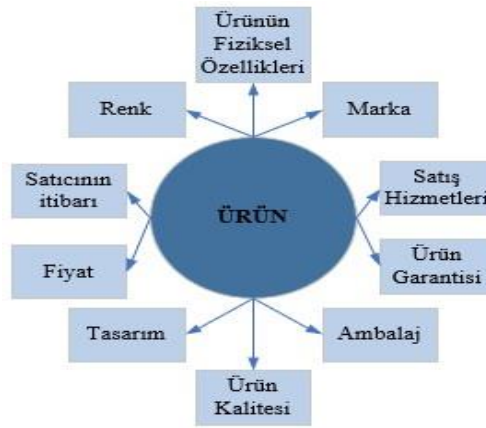
Kabak 2013 yılında İzmir'deki bir yüksekokul üzerinde yapmış olduğu çalışmasında *PEMM (Süreç ve İşletme Olgunluk Modeli)* modelini kullanmıştır. Çalışmasında *süreç yönetimi olgunluk seviyesi* ve tanımlı süreçlerden "*mezuniyet işlemleri*" ve "*malzeme-demirbaş satın alma*" süreçlerinin olgunluk seviyeleri birinci seviye olarak tespit edilmiştir.

Yaygın olarak kullanılan dört temel proje yönetimi olgunluk modeli bulunmaktadır. Bu modeller;

- Organizasyonel Proje Yönetimi Olgunluk Modeli (OPM3), Proje Yönetimi Enstitüsü tarafından tanımlanmıştır. Proje yönetiminin olgunluğunun iyileştirilmesi için bütün yönergeleri açıklamaktadır. OPM3'ün değerlendirme anketi 151 sorudan oluşur (Bilir ve İnce, 2019:400).
- Kerzner, Proje Yönetimi Enstitüsü tarafından yayınlanan PMBOK isimli kitaba dayanarak Proje Yönetimi Olgunluk Modelini (K-PM3) oluşturmuştur. Bu modelde proje yönetimi için 5 temel olgunluk seviyesi tanımlanmıştır. Bunlar; ortak dil, ortak süreçler, tekil metodoloji, kıyaslama ve sürekli iyileştirme (Bilir ve İnce, 2019:401).
- Proje, Program ve Portföy Yönetimi Olgunluk Modeli (P3M3), İngiliz Hükümeti ve Hükümet Ticaret Ofisi (OGC) tarafından tanımlanmıştır. P3M3, üç tane alt olgunluk modeli sunmaktadır. Bunlar; Proje Yönetimi, Program Yönetimi ve Portföy Yönetimidir. Üç modelin her birisi için yedi temel alanda performans ölçülmektedir. Bu yedi temel alan; finansal yönetim, paydaş yönetimi, risk yönetimi, örgütsel yönetim, kaynak yönetimi, yönetim denetimi ve fayda yönetimidir (Bilir ve İnce, 2019:401).
- Proje Bütünleşik Yönetim Sistemleri Olgunluk Modeli, Integrated Management Systems Incorporated (IMSI) tarafından yayınlanan proje yönetimi olgunluk modelidir. Beş temel aşamadan oluşmaktadır. Bu modelin asıl amacı işletmelerin proje yönetimi unsurlarını, süreçlerini ve ilkelerini daha etkin kullanmasına yardımcı olmaktır (Bilir ve İnce, 2019:402).

1.2. Ürün Geliştirme

Ürün en basit anlamda, bir istek veya ihtiyacı karşılamak amacıyla pazara sunulmuş bir mal ya da hizmet olarak tanımlanabilir (İlhan, 2006:10). Bir ürün; tasarım, renk, ambalaj, fiyat, marka, ürünün fiziksel özellikleri, ürünün kalitesi, satış hizmetleri, satıcının itibarı ve ürün garantisi niteliklerinin bütünüdür. Bir ürünü oluşturan nitelikler Şekil 1.4'te gösterilmektedir (Eser ve Korkmaz, 2015:134).



Şekil 1.4. Bir ürünü oluşturan nitelikler (Eser ve Korkmaz, 2015:134).

Yeni ürün olgusu; geliştirilmiş ürün, değiştirilmiş ürün ve orijinal ürün kavramlarını içeren geniş çaplı bir terimdir (Cengiz vd., 2005:134). Firma için yeni ürün birkaç şekilde meydana gelir (İlhan, 2006:14);

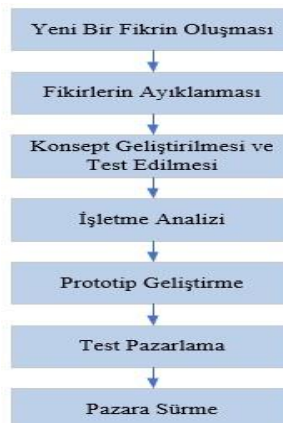
- Var olan bir üründe değişiklikler yapılarak yeni bir ürün geliştirilebilir.
- Başka firmalar tarafından pazara sunulmuş ürünlerden yeni ürün uyarlanabilir.
- Daha önce pazara sunulmamış tamamı ile yeni bir fikir ürüne dönüşebilir.

Yeni üründe olması gereken özellikler ise (İlhan, 2006:15);

- Uygun ve gerçekçi bir talebin olması gerekir.
- Firmanın mevcut ürünleri ile uyumlu olmalıdır.
- Firmanın kaynakları ve pazar deneyimi ile uyumlu olmalıdır.
- Pazara sunulması için gerekli finansal kaynağın sağlanması gereklidir.
- Yeni ürün geliştirme için uygun yönetim zamanı ayrılmalıdır.

1.2.1. Ürün Geliştirme Süreci

Ürün geliştirme kavramı, firmanın yeni ürün oluşturmak için giriştiği uzun ve riskli bir süreçtir. Bu süreç firmanın kontrolü altında olmayan dış faktörlerden ve firma içi faktörlerden etkilenir (Cengiz vd., 2005:134). Yeni ürün geliştirmek firmalar için risk içerse bile bir zorunluluktur. Firmalar için yeni ürün geliştirmedeki en temel amaç kârlılıklarını artırmak ve rekabet edebilmektir. Her ürünün yaşam ömrü sınırlıdır. Bu yüzden bir ürün her zaman için aynı kârlılığı getirmez. Firmaların yeni ürün geliştirmedeki bir diğer amacı ise müşterilerin ihtiyaçlarını karşılamaktır. Sürekli değişen ve gelişen dünyada müşteri ihtiyaç ve istekleri de değişmektedir. Bu değişime firmalar karşılık vermek zorundadır (İlhan, 2006:15). Ürün geliştirme süreci Şekil 1.5'te gösterildiği gibidir.



Şekil 1.5. Ürün geliştirme süreci (Korkmaz vd., 2017:440-443).

Ürün geliştirme sürecinin ilk aşaması yeni bir fikrin oluşmasıdır. Bu yeni fikir pek çok kaynaktan ortaya çıkabilir. Rakip ürünlerin analiziyle, mevcut ürünlerin geliştirilmesiyle, müşterilerin ürünleri kullanma şekilleriyle ve teknolojik gelişmelerle yeni ürün fikirleri ortaya çıkabilir. Ayrıca beyin fırtınası gibi bazı yöntemlerle de yeni fikirlerin oluşması sağlanır (Korkmaz vd., 2017:440-441).

Yeni fikirlerin ortaya çıkmasıyla bir fikir havuzu oluşturulur. Bu havuzundan işletmenin vizyonu, stratejisi, pazarda kabul edilmesi ve uzun vadede kâr getirmesi gibi kriterler kullanılarak fikirler ayıklanır. Böylece uygun olmayan ürün fikirleri hızlı bir şekilde seçenekler arasından çıkarılır (Korkmaz vd., 2017:441).

Ürünlere ait özelliklerin şekillenmesi ve geliştirilmesiyle konseptler oluşur. Bu konseptler müşterilerle test edilir ve müşteri yorumları alınır. Eğer müşterilerin bu ürünü satın alma gibi bir niyeti yoksa firma ürün geliştirmeyi durdurur. Müşterilerin satın alma niyetleri yüksek ise firma ürün geliştirmeye devam eder (Korkmaz vd., 2017:441-442).

Prototip ve test aşamasına geçmeden önce, fikirler ayrıntılı bir şekilde işletme analizinden geçirilir. Bu aşamada ürün için ilk pazarlama planları yapılır. Bu planlar beklenen satışlar, kârlılıklar ve maliyetler gibi bilgileri içerir. Bu aşamada amaç ürünün işletme için bir anlam taşıyıp taşımayacağını belirlemektir (Korkmaz vd., 2017:442).

Bu aşamada yeni ürün fikri, ürün konsepti halinden çıkarak gerçek ürün halini alır. Yani bu aşamada ürün soyut halden çıkarak somut hale gelir. Ürünün paket tasarımı, fiziksel özellikleri ve marka ismi gibi bazı nitelikleri belirlenir (İlhan, 2006:23).

Ürünün prototipi hazırlandıktan sonra test edilebilir hale gelmektedir. Test pazarlaması, pazarda prototipin ve pazarlama stratejisinin test edilmesidir. Test işlemleri çok maliyetli ve uzun olmasının yanı sıra yüksek risk içerir (Korkmaz vd., 2017:442).

Tüm aşamalar bittikten sonra son aşama pazara sürme aşamasıdır. Burada ürün tam olarak tanıtılır. Üretim ve dağıtım faaliyetleri bu aşamada gerçekleşir (İlhan, 2006:25).

Ürün geliştirme sürecinin başarılı olmasındaki ortak faktörler; tüketicilerin istek ve ihtiyaçlarının doğru belirlenmesi ve bu istek ve ihtiyaçların rakiplerden çok daha iyi bir şekilde karşılanması, tüketiciye daha iyi kalite, dayanıklılık ve güvenilirlik sunulması, pazar testlerinin gerçekçi bir şekilde yapılması, satış ve dağıtım aşamalarının hedef pazara yönelik yapılması, ürün fiyatının doğru belirlenmesi, tüketicilerin satın alma alışkanlıklarının doğru belirlenmesi, ürünü pazara sunma zamanının doğru belirlenmesi, tutundurma ve tanıtım faaliyetlerinin doğru planlanması, ürünü tasarlarken hata yapılmaması, ürünün doğru konumlandırılması, ürünün taklit edilmesinin zor olması ve ürünün çevre koşulları ile uyumlu olması olarak sıralanır (İlhan, 2006:17).

1.2.2. Ürün Geliştirme Süreci Olgunluğu

Ürün Geliştirme Süreci Olgunluğu (ÜGSO), firmanın ürün geliştirme sürecindeki aşamalarının etkin yönetimini kapsar. Ürün geliştirme süreci olgunluğu, bir firmanın ürün inovasyonunu yönetmek ve ürün geliştirme sürecinde iyileştirmeler yapmak için belirli prosedürlerin planlanması ve sürekliliğinin sağlanması olarak tanımlanabilir. Ürün geliştirme süreçlerinin etkin bir şekilde planlanması ve yürütülmesi, riskleri azaltarak firmanın üründen tatmin edici sonuçlar almasını sağlar. Bu nedenle ürün geliştirme sürecinin en başından ürün geliştirme süreci olgunluğunu uygulamak ve sürekliliğini sağlamak firmalar için çok önemlidir. Ürün yeniliği firmanın iç ve dış faktörlerinden etkilenir. Bu etkileri en aza indirmek veya ortadan kaldırmak için ürün geliştirme süreci olgunluğu kullanılır (de Guimarães et al., 2021:3).

1.3. Bilişim Sektörü

Bilişim alanı günümüzde firmalar için vazgeçilmez bir konumdur. Çünkü bilişim sektörü tüm dünya üzerinde etkinliğini korurken aynı zamanda diğer sektörler üzerinde de büyük ölçüde etkinliğini sürdürmektedir. Dünyada bilişim sektörünün öncüleri olarak; Almanya, Çin, Japonya ve ABD ülkeleri birinci sırada yer almaktadır. Bilişim sektörünün gelişmişlik seviyesi ülkelerin rekabet edebilirliğinin de bir göstergesidir. TÜBİSAD 2020 pazar verilerine göre Türkiye’de bilişim sektörü 2019 yılından

2020 yılına 189 milyar TL'lik hacimle %22 oranında büyümüştür. Ayrıca istihdamını 158 bin kişiye yükseltmiştir. Bu hızlı büyümenin nedenleri arasında uzaktan çalışma, uzaktan eğitim, pandemi, normal hayatta sosyal mesafe, e-ticaret kullanımının büyük ölçüde artması, artan veri kullanımı ve sanal sosyal hayat gösterilebilir (TÜBİSAD, 2021). Türkiye'de bilişim sektörünün ürün ve hizmet grupları dağılımı; %57 Telekom Hizmetleri, %27 BT ve Telekom Donanımı ve %16 Yazılım ve BT Hizmetleri şeklindedir (karel.com). Türkiye'de 2020 yılında öne çıkan ve pazarda büyüme beklentisi olan teknolojiler; siber güvenlik ve veri gizliliği, yapay zekâ, akıllı uç bilişim, nesnelerin interneti ve 5G ve fiber internettir (TÜBİSAD, 2021). 2020 yılında öne çıkan teknolojilerin pazar büyüme beklenti grafiği Şekil 1.6'da gösterildiği gibidir.



Şekil 1.6. 2020 Yılında öne çıkan teknolojilerin pazar büyüme beklentisi (TÜBİSAD, 2021:4).

Siber güvenlik ve veri gizliliği 270 milyar dolar ile 2020-2026 yılları arasında %7,7 oranında pazar büyümesi, yapay zekâ 110 milyar dolar ile 2020-2024 yılları arasında %21,7 oranında pazar büyümesi, akıllı uç bilişim 43 milyar dolar ile 2021-2027 yılları arasında %24 oranında pazar büyümesi, nesnelerin interneti 16,4 milyar adet (cihaz sayısı) ile 2020-2025 yılları arasında %89 oranında pazar büyümesi ve 5G ve fiber internet 176 milyar dolar ile 2020-2025 yılları arasında %156 oranında pazar büyümesi beklenmektedir (TÜBİSAD, 2021:4).

1.3.1. Antalya İlinde Bilişim Sektörü

Antalya, 2,5 milyon nüfusa sahip Türkiye'nin en büyük beşinci ilidir. Antalya ili turizm, tarım ve ticaret sektörlerinin yanı sıra bilişim sektörü kategorisinde de Türkiye'nin öncü şehirlerinden biridir. Antalya Ticaret ve Sanayi Odasına (ATSO) kayıtlı 948 bilişim firması mevcuttur (Özdemir, 2020). Antalya Teknokent'te ise kayıtlı 120 bilişim firması bulunmaktadır. Antalya'da bilişim sektörü ağırlıklı olarak turizm yazılımları üzerine dayanmaktadır. Antalya Teknokent'te faaliyet gösteren 40 bilişim firmasının yıllık cirosu 10 milyon liranın üzerindedir. Türkiye'deki Teknokent'ler arasında Antalya Teknokent 7. sırada yer almaktadır (Özdemir, 2018). Antalya'daki bilişim sektörünün faaliyet alanları; bilişim ve yazılım teknolojileri, ileri tarım teknolojileri, enerji teknolojileri, telekomünikasyon, biyoteknoloji, nanoteknoloji, biyomedikal, elektromekanik, kimya teknolojileri, gıda teknolojileri, çevre teknolojileri, uzay ve havacılık teknolojileri, medikal teknolojiler ve ileri malzeme teknolojileri olarak sıralanmaktadır (www.antalyateknokent.com).

Antalya ili genel olarak turizm sektörü ile öne çıkmaktadır ve ekonomiye bu alanda büyük katkılar sağlamaktadır. Küresel ölçekte yaşanan pandemi ile birlikte turizm sektörü yavaşlamış, ancak bilişim sektörü hızlanmıştır. Bununla birlikte Antalya ilinde turizm ve bilişim sektörü entegre edilerek ekonomiye daha fazla katkı sağlanmaya çalışılmaktadır.

2. ARAŞTIRMA METODOLOJİSİ VE UYGULAMALAR

2.1. Araştırmada Kullanılan Ölçek

Bilişim sektöründe faaliyet gösteren Antalya Teknokent firmalarının büyüklüğü, yaşı, Proje Yönetimi Olgunluğu (PYO) ve Ürün Geliştirme Süreci Olgunluğu (ÜGSO) arasındaki ilişki ölçülmeye çalışılmıştır. Uygulanan anket formu, yönetici ve firma hakkında soruların yer aldığı demografik

sorular ile birlikte 6 kısımdan (Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, Ürün Yeniliği, Sürdürülebilir Ürün Performansı) oluşmuş; yanıtlayanların her biri için şirketlerinin durumunu en iyi temsil eden 5'li Likert ölçeğine (1:Kesinlikle Katılmıyorum; 2:Katılmıyorum; 3:Ne Katılmıyorum Ne Katılıyorum; 4:Katılıyorum; 5:K. Katılıyorum) göre seçim yapabildiği toplam 41 soru içermektedir. Araştırma sorularına verilen cevapların güvenilirliği (Cronbach Alpha) 0,972 olarak oldukça güvenilir bulunmuştur.

2.2. Araştırma Örneklemi ve Uygulanan Analizler

Araştırma evrenini; Antalya Teknokente bulunan Ar-Ge 1 ve Ar-Ge 2 binalarında faaliyet gösteren 41 firma oluşturmuştur. Bu firmalar tek tek ziyaret edilerek Google Formlar üzerinde hazırlanan anket linki gönderilmiş ve firmalardan bu anket formunda yer alan soruları cevaplandırmaları istenmiştir. Soruları cevaplandırmalarını teşvik etmek için firmalara, verilen her cevap için fidan bağışında bulunulacağı da bildirilmiştir. Toplam 38 firmadan geri dönüş alınmış, cevaplardan elde edilen veriler SPSS.20 istatistik paket programı ile araştırmanın amaçları ve sorular doğrultusunda tanımlayıcı istatistiksel analizlere ve doğrulayıcı hipotez testlerine tabi tutulmuştur.

2.3. Araştırma Modeli ve Hipotezler

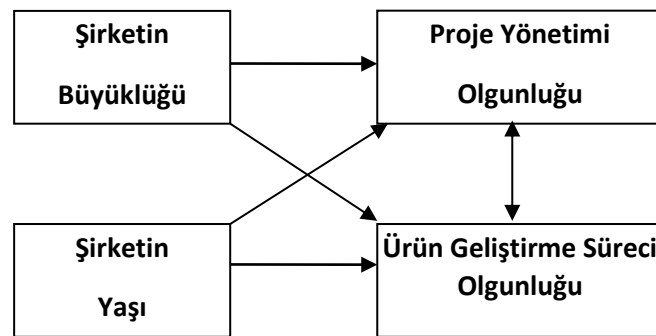
Bu çalışmada bilişim firmalarının büyüklüğü (çalışan sayısı), firma yaşı, Proje Yönetimi Olgunluğu (PYO) ve Ürün Geliştirme Süreci Olgunluğu (ÜGSO) arasındaki ilişki araştırılmaya çalışılmıştır.

Bu çerçevede araştırma için 3 temel araştırma sorusu oluşturulmuştur. Temel araştırma soruları Tablo 2.1.'de gösterilmiştir.

Tablo 2.1. Temel araştırma soruları

No	Sorular
1	Şirket Büyüklüğünün, Proje Yönetimi Olgunluğu ve Ürün Geliştirme Süreci Olgunluğu ile bir ilişkisi var mıdır?
2	Şirket Yaşının, Proje Yönetimi Olgunluğu ve Ürün Geliştirme Süreci Olgunluğu ile bir ilişkisi var mıdır?
3	Proje Yönetimi Olgunluğu ve Ürün Geliştirme Süreci Olgunluğu arasında bir ilişki var mıdır?

Bu kapsamda konu ile ilgili olarak bir model geliştirilmiş ve modele bağlı olarak 5 geliştirilerek bunların doğrulukları test edilmeye çalışılmıştır.



Şekil 2.1. Araştırma Modeli

Bu araştırma kapsamında geliştirilen 5 hipotez Tablo 2.2'de gösterilmiştir.

Tablo 2.2. Hipotezler

No	Hipotezler
H ₁	<i>Şirketin Büyüklüğü ve Proje Yönetimi Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>
H ₂	<i>Şirketin Büyüklüğü ve Ürün Geliştirme Süreci Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>
H ₃	<i>Şirketin Yaşı ve Proje Yönetimi Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>
H ₄	<i>Şirketin Yaşı ve Ürün Geliştirme Süreci Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>
H ₅	<i>Ürün Geliştirme Süreci Olgunluğu ve Proje Yönetimi Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>

Katılımcıların kendilerine yöneltilen şirket ile ilgili kapalı uçlu sorulara vermiş oldukları cevaplara ait tanımlayıcı istatistik analiz sonuçları Tablo 2.3’de gösterilmiştir.

Tablo 2.3. Tanımlayıcı istatistik analiz sonuçları

	Yasal Statü	Sektör	Çalışan Sayısı	Faaliyet Yılı	Faaliyet Konusu
N Valid	38	38	38	38	38
Missing	0	0	0	0	0
Mean	3,37	2,21	2,32	3,50	1,16
Median	4,00	2,50	1,00	3,00	1
Mode	4	3	1	6	1
Std. Deviation	1,55	,875	1,678	1,914	,370
Variance	2,401	,765	2,817	3,662	,137

Ankete katılan firmaların %44,7’si Limited şirket, %26,3 Tek kişi işletmesi ve %23,7’si Anonim şirket, %2,6’sar oranında Komandit ve Kollektif şirketlerden oluşmaktadır. Bu firmaların %50’si Hizmet, %28,9’u Üretim ve %21,1’i de Ticaret sektöründe faaliyet göstermektedir. Firmaların çalışan sayıları ise %55,3’ü 1-50, %21,1’i 201 ve üstü, %7,9’ar oranında da 51-100, 101-150 ve 151-200 çalışana sahiptir. Firmaların faaliyet yıllarına göre dağılımları ise %28,9’u 25 yıl ve üstü, %21,1’i 10-14 yıl arası, %18,4’ü 1-4 yıl arası, %18,4’ü 5-9 yıl arası, %7,9’u 15-19 yıl arası ve %5,3’ü de 20-24 yıl arası faaliyet göstermektedir. Firmaların faaliyet konuları arasında %84,2’si bilişim alanında ve %15,8’i de diğer (satış, turizm, medikal) alanlarda yer almaktadır.

Katılımcıların kendileri ile ilgili yöneltilen kapalı uçlu sorulara vermiş oldukları cevaplara ait tanımlayıcı istatistik analiz sonuçları Tablo 2.4’de gösterilmiştir.

Tablo 2.4. Tanımlayıcı istatistik analiz sonuçları

	Eğitim Durumu	Yaş	Şirkette Çalışma Süresi	Toplam Çalışma Süresi	Görevi	Cinsiyet
N Valid	38	38	38	38	38	38
Missing	0	0	0	0	0	0
Mean	3,21	2,29	2,66	3,5	2,45	1,74
Median	3,00	2,00	2,00	4,00	2,00	2,00
Mode	3	2	2	4	1	2
Std. Deviation	,963	1,011	1,047	,862	1,35	,446
Variance	,927	1,022	1,096	,743	1,821	,199

Ankete katılan kişilerin eğitim durumu %52,6’sı lisans, %21,1 yüksek lisans, %10,5’i ön lisans, %10,5’i doktora ve %5,3’ü ise lise düzeyindedir. Bu kişilerin yaşları %39,5’i 31-40 yaş aralığında, %23,7’si 21-30 yaş aralığında, %21,1’i 41-50 yaş aralığında, %15,8’i de 51-60 yaş aralığında

bulunmaktadır. Kişilerin buldukları şirkette çalışma sürelerine gelince %44,7'si 2-5 yıl arası, %31,6'sı 10 yıl ve üstü, %13,2'si 6-9 yıl arası ve %10,5'i de 0-1 yıl aralığında çalışmış bulunmaktadır. Kişilerin toplam çalışma sürelerine bakıldığında %71,1'i, 10 yıl ve üzeri tecrübeye sahipken; %15,8'i 2-5 yıl, %10,5'i 6-9 yıl ve %2,6'sı da 0-1 yıl arası tecrübeye sahiptir. Katılımcıların %34,2'si yönetici, %21,1'i yazılım uzmanı, %18,4'ü kurucu ve %18,4'ü bilişim müdürü ve %7,9'u da diğer (mühendis, ar-ge, bölge müdürü) görevlerde bulunmaktadır. Katılımcıların %73,7'si erkek, %26,3 ise kadınlardan oluşmaktadır.

Elde edilen verilerin normallik testi için n değeri 30'dan büyük olması nedeni ile Kolmogorov-Smirnov testi kullanılmıştır. Kolmogorov-Smirnov test sonuçlarına göre ulaşılan anlamlılık düzeyleri 0,000'dır. Bu testler SPSS'de %95 güven aralığında yapılmıştır. Elde edilen değerler 0,05 anlamlılık düzeyinden küçük olduğu için veri seti normal dağılım göstermediği sonucuna ulaşılmıştır.

Elde edilen veri setinin faktör analizine uygunluğunu test etmek için öncelikle Kaiser-Meyer-Olkin (KMO) testi yapılmıştır. Test sonucunda KMO değeri .822 bulunmuştur. Bu değer .5 değerinden büyük olduğu için veri setimiz faktör analizi yapmak için uygun bulunmuştur. İkinci olarak Bartlett testine bakılmıştır. Bartlett testinde Sig. = ,000 anlamlı bulunmuştur. Faktör analizi sonucunda elde edilen değerler Tablo 2.5 de açıklanmıştır.

Tablo 2.5. Total Variance Explained

Comp.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.844	56.585	56.585	15.844	56.585	56.585	8.376	29.913	29.913
2	2.606	9.308	65.892	2.606	9.308	65.892	6.689	23.888	53.800
3	1.525	5.448	71.340	1.525	5.448	71.340	4.177	14.917	68.717
4	1.032	3.687	75.028	1.032	3.687	75.028	1.767	6.310	75.028
5	.986	3.523	78.550						
6	.809	2.888	81.438						

Extraction Method: Principal Component Analysis

Özdeğer istatistiği (Eigenvalue) 1'den büyük olan faktörler anlamlı olarak belirlenmiştir. "Toplam Açıklanan Varyans" (Total Variance Explained) tablosunda "Özdeğer istatistiği" 1'den büyük olan 4 faktör elde edilmiştir. 1'nci faktör; Toplam Varyansın %29,913'ünü açıklamakta; 1'nci ve 2'nci faktörler birlikte Toplam Varyansın %53,8'ini açıklamakta; 1, 2 ve 3'ncü faktörler birlikte Toplam Varyansın %68,717'sini açıklamakta ve dört faktör ise birlikte Toplam Varyansın %75,028'ini açıklamaktadır. Yorumlanabilir anlamlı faktörler elde etmek için Rotasyon yapılmıştır. Faktör analizinin nihai sonucu olarak Döndürülmüş Faktör Matrisi (Rotated Component Matrix) elde edilmiş ve sonuçlar Tablo 2.6'da sunulmuştur.

Tablo 2.6. Rotated Component Matrix

		Component		
		1	2	3
Faktör-1: Proje Yönetimi Olgunluğu	PYO13	.876		
	PYO7	.805		
	PYO4	.804		
	PYO6	.792		
	PYO8	.787		
	PYO2	.760		
	PYO9	.697		
	PYO12	.694		
	PYO5	.680		
	PYO3	.672		
	PYO10	.630		
	UGSO5	.605		
	PYO1	.554		
	PYO14	.546		
Faktör-2: Ürün Yeniliği	SUP1		.841	
	UY5		.806	
	UY2		.781	
	SUP2		.765	
	UY4		.755	
	UY1		.725	
	UY6		.721	
	UY3		.719	
Faktör-3: Ürün Geliştirme Süreç Olgunluğu	UGSO1			.845
	UGSO2			.797
	UGSO3			.725
	UGSO4			.631

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 Rotation converged in 6 iterations.

Döndürülmüş Faktör Matrisi (Rotated Component Matrix) sonucu toplam 3 faktör elde edilmiştir. 1'nci faktör "Proje Yönetim Olgunluğu"; 2'nci faktör "Ürün Yeniliği" ve 3'ncü faktör de "Ürün Geliştirme Süreç Olgunluğu" olarak tanımlanmıştır. 4'üncü faktör ise tek yük kaldığı için dikkate alınmamıştır.

Bilişim firmalarında şirket büyüklüğü ve firma yaşının Proje Yönetimi Olgunluğu ve Ürün Geliştirme Süreci Olgunluğu değişkenleri arasında bir ilişkinin olup olmadığına yönelik geliştirilen hipotezlerin doğruluğunu test etmek için Spearman Korelasyon Testi uygulanmıştır.

Tablo 2.7. Spearman's rho test sonucu

	Değişken		n	PYO	ÜGSO	ŞY	ŞB
Spearman's rho	Proje Yönetimi Olgunluğu	Correlation Coefficient	38	1.000	-.071	-.254	.046
		Sig. (2-tailed)					
	Ürün Geliştirme Süreç Olgunluğu	Correlation Coefficient	38		1.000	.052	.338*
		Sig. (2-tailed)					
Şirketin Yaşı	Correlation Coefficient	38			1.000	.466**	
	Sig. (2-tailed)						.003
Şirket Büyüklüğü	Correlation Coefficient	38				1.000	
		Sig. (2-tailed)					

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Bilişim firmalarının Ürün Geliştirme Süreç Olgunluğu ile şirket büyüklüğü arasında arasında pozitif ve zayıf düzeyde güçlü bir korelasyon ($r_{\text{spearman}} = .338$) bulunmaktadır ve bu korelasyon anlamlı

($p=.038$) bulunmuştur. Korelasyon katsayısı, Ürün Geliştirme Süreç Olgunluğu ve şirket büyüklüğü arasındaki korelasyonun yaklaşık .11'ini (r_{spearman}^2) açıklamaktadır. Ürün Geliştirme Süreç Olgunluğunun %11'i şirket büyüklüğündeki değişimle açıklanabilmektedir. Yani Ürün Geliştirme Süreç Olgunluğu yüksek olan şirketlerin büyüklükleri de yüksektir (ya da şirket büyüklükleri yüksek olan firmaların Ürün Geliştirme Süreç Olgunluğu da yüksektir).

Bilişim firmalarının yaşı ile şirket büyüklüğü arasında da pozitif ve orta düzeyde güçlü bir korelasyon ($r_{\text{spearman}} = .466$) bulunmaktadır ve bu korelasyon anlamlı ($p=.003$) bulunmuştur. Korelasyon katsayısı, firma yaşı ve şirket büyüklüğü arasındaki korelasyonun yaklaşık .22'sini (r_{spearman}^2) açıklamaktadır. Firma yaşının %22'si şirket büyüklüğündeki değişimle açıklanabilmektedir. Yani şirket yaşı yüksek olan firmaların büyüklükleri de yüksektir (ya da şirket büyüklükleri yüksek olan firmaların yaşları da yüksektir).

3. BULGULAR

Elde edilen veriler, SPSS 20 istatistik programı ile analiz edilmiştir. Hipotezler, Normallik testi, Faktör analizi ve Spearman korelasyon analizi ile test edilmiştir. Analiz sonucu ulaşılan bulgular ve yorumlar, uygulanan istatistiksel analizlerin sıralamasına uygun olarak verilmiştir.

Hazırlanan verilere normallik testi uygulanmış ve elde edilen değerler 0,05 anlamlılık düzeyinden küçük olduğu için veri seti normal dağılım özelliği göstermemiştir. Veri setine Faktör analizi uygulanmış ve 3 faktör elde edilmiştir. Bunlar “Proje Yönetimi Olgunluğu”, “Ürün Yeniliği” ve “Ürün Geliştirme Süreci Olgunluğu”dur. Daha sonra hipotezlerin doğruluğunu kontrol etmek için Spearman Korelasyon Testi uygulanmıştır.

Hipotezlere ilişkin sonuçlar ise Tablo 4.1’de gösterilmiştir. Modeldeki hipotezler, değişkenler arasında anlamlı bir ilişkinin olup olmadığına yönelik hipotezlerdir. Toplam 5 adet hipotezin sıralandığı Tabloda sonuçlara ilişkin olarak, Anlamlılık (r_{spearman}) ve Kabul/Ret (K/R) durumları gösterilmiştir. Buna göre %1 önem düzeyinde 5 adet hipotezin dördü ret edilmiş, bir hipotez ise kabul edilmiştir.

Tablo 3.1. Hipotezlere ilişkin kararlar

No	Hipotezler	r_{sp}	K/R
H_1	<i>Şirketin Büyüklüğü ve Proje Yönetimi Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>	.024	R
H_2	<i>Şirketin Büyüklüğü ve Ürün Geliştirme Süreci Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>	.416**	K
H_3	<i>Şirketin Yaşı ve Proje Yönetimi Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>	-.259	R
H_4	<i>Şirketin Yaşı ve Ürün Geliştirme Süreci Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>	.087	R
H_5	<i>Ürün Geliştirme Süreci Olgunluğu ve Proje Yönetimi Olgunluğu arasında pozitif yönde anlamlı bir ilişki vardır.</i>	-.021	R

SONUÇ

Antalya Teknokentte faaliyet gösteren bilişim firmalarının anket formuna verdikleri cevaplar doğrultusunda elde edilen verilerin analizi sonucu bu araştırmada geliştirilen 1 hipotez kabul edilirken 4 hipotez ret edilmiştir. Söz konusu hipotezlerin doğrulaması için yapılan Spearman Korelasyon Testinin sonucunda şirket büyüklüğü ve Ürün Geliştirme Süreci Olgunluğu arasında anlamlı bir ilişki bulunmuştur. Yani Ürün Geliştirme Süreç Olgunluğu yüksek olan şirketlerin büyüklükleri de yüksektir (ya da şirket büyüklükleri yüksek olan firmaların Ürün Geliştirme Süreç Olgunluğu da yüksektir).

de Guimarães vd. (2021) yaptıkları araştırmada şirket büyüklüğünün düzenleyici etkisini bulmuşlardır. Yaptıkları çalışmanın sonuçları, Proje Yönetimi Olgunluğu yöntemlerini yoğun olarak kullanan küçük işletmelerin yenilikçi potansiyellerini büyük ölçüde arttırabildiğini doğrulamıştır. Ancak bizim yaptığımız araştırmada şirket büyüklüğü ve yaşının, Proje Yönetimi Olgunluğu ile arasında anlamlı bir ilişki bulunamamıştır. Ayrıca Proje Yönetimi Olgunluğu ve Ürün Geliştirme

Süreci Olgunluğu arasında da anlamlı bir ilişkinin olmadığı sonucuna ulaşılmıştır. Bu sonuçların elde edilmesinde analizde kullanılan verilerin küçük örneklem hacmindeki firmalardan elde edilmesi de etkili olmuştur.

Bundan sonra yapılacak benzer çalışmalarda daha büyük örneklem hacminde ve farklı sektörlerde faaliyet gösteren firmaların da araştırmaya dahil edilmesi ile elde edilecek verilerin daha kapsamlı analiz edilmesi dikkate değer sonuçların ulaşılmasına yardımcı olacaktır.

ÖNERİLER

Bilişim firmaları Ürün Geliştirme Süreci Olgunluğuna dayalı ilke ve faaliyetleri uygularken şirket büyüklüğünü de göz önünde bulundurmalıdır. Bilişim firmaları şirket büyüklüğü ve yaşının Proje Yönetimi Olgunluğu ile ilişkisi olmadığını, firmanın eğitilmiş (iş bilen) çalışanı ve gerekli teknolojileri elinde bulundurmasıyla ilişkili olduğunu bilerek yatırımlarını ve faaliyetlerini yürütmelidir. Ayrıca yöneticiler, yenilik projelerinin yönetiminde Proje Yönetimi Olgunluğuna dayalı stratejik ilkelerin kullanımını teşvik etmeli ve işletmeler proje yönetiminde personel eğitimini teşvik edecek politikalar oluşturmalıdır.

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Kıyaslama ve Bütçelemenin Rekabet Önceliklerine Etkisi

The Impact of Benchmarking and Budgeting on Competitive Priorities

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ÖZET

Firmaların kalite, maliyet, teslimat ve esneklik olarak ifade edilen rekabet öncelikleri her zaman ve her alanda önemini korumuştur. Rekabet önceliklerinin belirlenmesi ve değerlendirmesinde iç ve dış karşılaştırmalar önemlidir. Bu açıdan bir dış karşılaştırma aracı olarak kullanılan kıyaslama ve iç kontrol aracı olarak kullanılan bütçelerin pek çok uygulama alanı yanında rekabet önceliklerinin belirlenmesinde de önemli bir yeri vardır.

Bu noktadan hareketle tasarlanan ve İstanbul, Ankara, Kocaeli ve Bolu illerinde gerçekleştirilen çalışmada anket yardımı ile toplanan veriler kısmı en küçük kareli yapısal eşitlik analizi ile incelenmiştir. Bulgulara göre kıyaslama düzeyi arttıkça rekabet önceliklerinin uygulama düzeyinde de anlamlı bir artış gözlenirken kıyaslama aynı zamanda bütçeleme düzeyini de artırmaktadır. Çalışmada ayrıca bütçeleme düzeyi yüksek olan firmalarda rekabet önceliklerinin de anlamlı şekilde arttığı gözlenmiştir.

Anahtar Kelimeler: Kıyaslama, bütçeleme, rekabet öncelikleri.

Jel Kodu: M10, M19, M49

ABSTRACT

The competitive priorities of the companies, expressed as quality, cost, delivery and flexibility, have always maintained their importance in every field. Internal and external comparisons are important in determining and evaluating competitive priorities. In this respect, benchmarking, which is used as an external comparison tool, and budgets, which are used as an internal control tool, have an important place in determining competition priorities as well as many application areas.

In this study, which was designed from this point of view and carried out in the provinces of Istanbul, Ankara, Kocaeli and Bolu, the data collected with the help of a questionnaire were analyzed by least square structural equation analysis.

According to the findings, as the level of benchmarking increases, a significant increase is observed in the implementation level of competition priorities, while benchmarking also increases the level of budgeting. In the study, it was also observed that competition priorities increased significantly in companies with high budgeting levels.

Keywords: Benchmarking, budgeting, competitive priorities.

Jel Code: M10, M19, M49

GİRİŞ

Pek çok sektör ve pazar kesiminde rekabetin yıkıcı boyutlara ulaştığı günümüz iş koşulları rekabet avantajı elde etmek için firmaları pazardaki rakiplerine göre daha iyi bir konuma getirebilecek faktörleri belirlemeye zorlamaktadır. Düşük maliyet, kalite, hızlı teslimat ve esneklik şeklinde dört stratejik yetenek ile ifade edilen ve rekabet öncelikleri olarak kabul edilen bu faktörler pek çok çalışmada ele alınmıştır. Her işletme içinde bulunduğu çevresel koşullar ile iç imkân ve yeteneklerini dikkate alarak rekabet edebilmek için kendisi için uygun olan rekabet önceliklerini belirler. Doğru rekabet önceliklerinin belirlenmesinde rakip ve çevresel

koşullara ilişkin sağlıklı bilgi ve değerlendirmelerin elde edilmesi bu nedenle büyük önem taşır. Bu konuda diğer önemli husus ise işletmenin iç imkân ve yeteneklerinin bilinmesi ve ölçülmesidir.

İşletmeler bu amaçla çeşitli yönetsel araçlar kullanmaktadır. Bu araçlar arasında hem yönetim hem de yönetim muhasebesi alanında sıklıkla kullanılan kıyaslama ve bütçeleme, işletmelerin belirlemiş oldukları stratejik amaçların hayata geçirilmesi ve değerlendirilmesinde yaygın kullanıma sahip önemli araçlardır.

Bu kapsamda çalışmada kıyaslama ve bütçeleme rekabet önceliklerinin belirlenmesindeki önemi deneysel olarak incelenmektedir.

1. KAVRAMSAL ÇERÇEVE

Günümüzde firmaların değişen iş ortamına ve zorlu rekabet koşullarına etkin ve verimli şekilde yanıt verebilmesi için karşılaştıkları en büyük zorluklardan birisi, rakiplerine göre savunulabilir bir pozisyon oluşturabilme ve sürdürebilme derecesi olarak tanımlanan rekabet avantajını kazanması ve geliştirmesidir. Bir firmanın müşterilerine diğerlerinden daha etkin bir şekilde hizmet vermesine ve dolayısıyla daha iyi müşteri değeri yaratmasına ve üstün performans elde etmesine izin veren herhangi bir özellik veya faktördeki asimetri veya farklılık olarak tanımlanan rekabet avantajı, rekabet gücü ile elde edilir. Rekabet gücü ise, son müşteri talebini, ihtiyaç duyulan biçimde, ihtiyaç duyulduğunda, rekabetçi bir maliyetle tedarik ederek karşılamak olarak tanımlanabilir. Rekabet avantajı yaratmak, bir firmayı pazardaki rakiplerine göre daha iyi bir konuma getirebilecek faktörlerin belirlenmesini gerektirir. Rekabetçi öncelikler olarak kabul edilen bu faktörler dört stratejik yetenek ile tanımlanır ve düşük maliyet, kalite, hızlı teslimat ve esneklik şeklinde ifade edilir ve stratejik önceliklerini belirler (Awwad ve diğ., 2013).

Yöneticiler için stratejik öncelikler, üst yönetimin niyetlerinin eylemlere geçirilmesinde önemli bir aşamadır. Amaçlanan stratejiler, yöneticilerin firmada öncelik olarak algıladıkları şeyleri içermeli ve karşılığında bu yönetsel algılar, yönetsel davranışı ve dolayısıyla gerçekleştirilen strateji ve performansı etkilemelidir. Bu şekilde, üst yönetim altındaki seviyelerde yöneticiler tarafından belirlenen eylemler, kararlar ve önceliklerin amaçlanan strateji ile uyumlu olması sağlanır. Bu nedenle, bu işlevsel düzey yöneticilerin eylemleri, stratejinin uygulanması için kritik öneme sahiptir (Bowman ve Ambrosini, 1997).

Awwad ve diğ. (2013)'ün bulguları bir firmanın çalkantılı bir ortamda hayatta kalması için rekabet önceliklerini rekabet avantajıyla ilişkilendirmesinin ana anahtar olduğunu göstermektedir. Operasyonel ve pazarlama stratejileri, rekabet avantajı elde etmek, geliştirmek ve sürdürmek için kalite, maliyet, esneklik ve teslimat gibi rekabet önceliklerine vurgu yapılmalıdır.

Rekabet öncelikleriyle ilişkili stratejik öncelikler, bir vizyon veya misyondan daha spesifik, ancak işlevsel önceliklerden daha genelleştirilmiş orta seviye bir yapı olarak kabul edilebilir. Örneğin, misyona dayalı rekabet önceliği en düşük maliyetli üretici olmak olabilir, ilişkili bir stratejik öncelik, işletme maliyetlerini azaltmak olabilir ve işlevsel bir öncelik, hurda ve yeniden işleme maliyetlerini yüzde 20 oranında azaltmak olabilir. Bu açıdan stratejik öncelikler, şirketin geniş rekabet stratejisiyle bağlantılı süper-fonksiyonel yapılardır (Bowman ve Ambrosini, 1997).

Müşteri odaklı bir operasyon stratejisi geliştirmek, firmanın genel hedeflerini temel süreçleriyle koordine eden kurumsal strateji ile başlayan bir süreçtir. Firmanın hizmet vereceği pazarları ve firmanın çevredeki değişikliklere vereceği tepkileri belirler. Firmanın temel yetkinliklerini ve temel süreçlerini geliştirmek için kaynakları sağlar ve firmanın uluslararası pazarlarda uygulayacağı stratejiyi belirler. Kurumsal stratejiye dayalı olarak bir pazar analizi, firmanın müşterilerini sınıflandırır, ihtiyaçlarını belirler ve rakiplerin güçlü yönlerini değerlendirir. Bu bilgi, rekabet önceliklerini geliştirmek için kullanılır. Bu öncelikler, yöneticilerin pazarda rekabet edebilmek için gereken hizmetleri, ürünleri veya süreçleri geliştirmelerine yardımcı olur. Rekabetçi öncelikler, mevcut ve yeni hizmetlerin veya ürünlerin tasarımı, bunları sunacak süreçler ve firmanın bunları yerine getirme yeteneklerini geliştirecek operasyon stratejisi için önemlidir. Bir firmanın operasyon stratejisini geliştirmek sürekli bir süreçtir çünkü firmanın rekabet önceliklerini karşılama yetenekleri periyodik olarak kontrol edilmeli ve performanstaki herhangi bir boşluk operasyon stratejisinde ele alınmalıdır (Krajewski ve diğ., 2018).

Bu noktada pazarın ve rakiplerin analizinde kıyaslama ve kıyaslanmanın sağlayacağı bilgi güçlü bir araç olarak işletme amaçlarına hizmet eder. Ayrıca yapılan analizler doğrultusunda temel yetkinliklere ilişkin yapılan değerlendirmelerde temel süreçleri geliştirmek için kaynak yeterliliği ve tahsisi konusunda bütçeler operasyonel planların oluşturulmasını sağlar.

Kıyaslama, uygulamalar, süreçler veya performans göstergeleri arasında bir karşılaştırmanın yapıldığı bir süreçtir. Performans kıyaslaması, geçmiş performansı ölçmek için yararlıdır, ancak en iyi uygulamaya giden yolları belirlemede yeterli değildir. Öte yandan, süreç kıyaslaması, bir işletmenin süreçlerini diğerlerinin süreçleriyle karşılaştırmayı içerir ve bu, “en iyi uygulama” olarak kabul edilir. Bu durumda, performans kıyaslaması genellikle en iyi iş uygulamasını belirlemenin ilk adımıdır, ancak daha sonra bu yüksek performansla sonuçlanan süreçlerin ve kararların çok daha derin bir karşılaştırması yapılır.

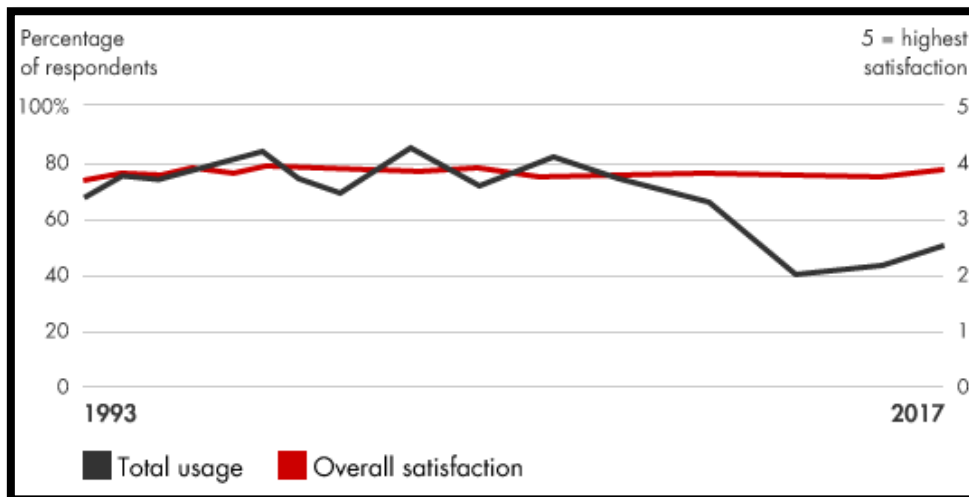
İlk olarak 1970'lerin sonlarında Xerox tarafından kullanılan kıyaslama Xerox'un pazar payını kaybettiği bu dönemde yeniden rekabet edebilmek için operasyonlarını rakiplerinkilerle karşılaştırmaya karar vermesiyle başlamıştır. Xerox'un, kendisini karşılaştıracak bir rakip bulduktan sonra başlayan bu süreç, bugün iş dünyasının en büyük trendlerinden birine dönüşmüştür (McNair ve Leibfried, 1992).

Kıyaslama, rekabet avantajı elde etmeye önemli ölçüde katkıda bulunabilecek bir ölçüm sürecidir. Amerikan Verimlilik ve Kalite Merkezi, kıyaslamayı “Bir kuruluşun performansını iyileştirmesine yardımcı olmak için dünyanın herhangi bir yerindeki bir başka kuruluşun olağanüstü uygulamaları ve süreçleri belirleme, anlama ve uyarılma süreci” şeklinde tanımlar. Yaygın olarak kabul edilen kıyaslamının daha basit tanımı ise “En iyi uygulamaların araştırılması ve uygulanması” şeklinde ifade edilmektedir (Camp, 2006).

Kıyaslama, kendi alanında en iyiyi temsil eden işletmelerle karşılaştırıldığında, işletmenin hizmeti veya ürünü ne kadar iyi ve etkin bir şekilde yerine getirdiğinin yada ürettiğinin sürekli, sistematik bir şekilde izlenmesini ve değerlendirilmesiyle ilgilidir. Prosedürlerin başka bir yerde daha iyi olması durumunda, şirket bunları kendine uygulamaya çalışır, böylece verimliliği rakiplerin verimliliğine eşit, hatta yüksek olur. Kıyaslama, işletmeyi rakipleriyle karşılaştırmanın yanında, işletme için geçerli olan ve verimliliğinin artmasına katkıda bulunabilecek en iyi fikir, yöntem ve yaklaşımların aranmasında da etkindir (Jetmarová, 2011).

Kıyaslamının arkasındaki temel fikir; 1) kendi kuruluşunuzun yaptığı işte/süreçte en iyi olan kuruluşu/süreci bulmak, 2) benzer sonuçlara nasıl ulaştığını incelemek, 3) kendi performansınızı geliştirmek için planlar yapmak, 4) planları uygulamak ve 5) sonuçları izlemek ve değerlendirmek şeklinde özetlenebilir (Helgason, 1997).

Günümüzde işletmeler kıyaslamayı performans geliştirme, maliyet konumunu belirleme, stratejik avantaj elde etme ve örgütsel öğrenme oranını artırma gibi amaçlarla kullanmaktadırlar. Bain&Company tarafından 1993'ten beri gerçekleştirilen ve 25 farklı yönetim aracının değerlendirildiği düzenli küresel anketlerinde kıyaslama kullanım düzeyi olarak 2010-2015 döneminde azalış gösterse de 2017 ve sonrası için yine %50'lerin üzerinde bir kullanım düzeyi göstermektedir. Bunun kadar önemli bir diğer bulgu ise 1993 yılından günümüze kadar kıyaslamayı kullananların genel memnuniyet düzeyinin %80'ler düzeyinde seyrediyor olmasıdır (Bain&Company, 2018).



Şekil 1: Yönetim aracı olarak kıyaslamının kullanım ve memnuniyet oranı değişimi

Kaynak: Bain and Company. Management Tools: Benchmarking [online]. 2018 [2018-04-02]. Available from: <https://www.bain.com/insights/management-tools-benchmarking/>

Kıyaslamının dört farklı türü vardır: dahili kıyaslama, rekabetçi kıyaslama, işlevsel veya sektörel kıyaslama ve süreç veya genel kıyaslama. Dahili kıyaslama operasyonların kıyaslanmasıdır. Çoğu şirketin iş birimlerinde

benzer işlemlere sahip olması nedeniyle en basit kıyaslama türü olarak kuruluşun iç performans standartlarını belirlemek amacıyla yapılan kıyaslamadır. Etkinlik için en iyi iç prosedürleri belirlemek ve bunları organizasyonun diğer bölümlerine transfer edebilmek için kullanılan bir araçtır. Rekabetçi kıyaslama ise, doğrudan rakiplerle yapılan bir kıyaslama türüdür. Harici olarak yapıldığında, rekabetçi kıyaslamamanın amacı, aynı pazarlarda rekabet eden ürünler, hizmetler veya iş süreçleri olan şirketleri karşılaştırmaktır. İşlevsel veya sektörel kıyaslama, sektör liderlerine veya belirli şirketlerin en iyi işlevsel operasyonlarına karşı harici olarak gerçekleştirilen kıyaslamadır. Süreç veya genel kıyaslama en iyi iş süreçlerine odaklanır (Elmuti ve Kathawala, 1997).

Bu açıdan işletmenin farklı türleriyle de olsa kıyaslamayı kullanım düzeyinin artması hem iç hem dış etkinliğine ilişkin iyileştirme alanlarını belirlemesine olanak sağlayarak daha iyi performans fırsatları yakalamasını sağlar. Bu nedenle kıyaslama düzeyindeki artış işletmenin rekabet önceliklerinin belirlenmesi için gerekli olan dış çevre ve rakiplerin analizi açısından bilgi sağlar. Rekabet öncelikleri bu bilgi ve karşılaştırmalara göre şekillenir. Bunun doğal sonucu olarak kıyaslama düzeyi yüksek olan firmalarda yöneticilerin rekabet önceliklerine verdikleri önem artar.

Kıyaslama sonucunda elde edilen yönetsel bilgi işletme kaynaklarının öncelikle hangi alanlarda ve ne şekilde kullanılacağına karar verilmesi açısından da önemlidir. Bu açıdan işletme kaynak tahsisi ve tahsis edilen kaynakların etkin kullanımının kontrolü için önemli bir araç olarak kullanılan bütçeler açısından da kıyaslamadan elde edilen bilgi büyük önem taşır.

Bütçelemenin birincil amacı, yönetimin stratejilerini başarılı bir şekilde uygulamasına ve operasyonel önlemlerini planlayıp kontrol etmesine yardımcı olmaktır. Yüksek düzeyde yapılandırılmış bir süreç olan bütçeleme, bir kuruluş içindeki sayısız çok boyutlu, planlı eylemi parasal olarak değerlendirerek karşılaştırılabilir hale getirir. Kabul edildikten sonra, bir bütçe, bu eylem planlarını yürütmek için kaynakların belirli miktarlara kadar tüketilmesine izin verir. Bütçelerdeki plan verilerinin fiili veya standart sonuçlarla karşılaştırılması, aynı zamanda, hem iş birimleri içinde hem de arasında planlama yöntemlerini iyileştirme veya operasyonel prosedürleri değiştirme ihtiyacına işaret ederek farklılıkları ortaya çıkarır. Böylece bütçe süreci, firma veya onun ana bölümleri düzeyindeki faaliyetlerin genel koordinasyonunu ve kontrolünü büyük ölçüde kolaylaştırır (Rickards, 2006).

Bütçeleme gerek stratejiyle olan doğrudan ve dolaylı ilişkisi ve gerekse işletmenin stratejik yöneliminde amaçladığı performans sonuçlarına ulaşması açısından önemli bir araçtır. Başarılı bütçeleme çalışmaları bir yandan birim ve yöneticilerin bütçe hedeflerinin başarılması için gerekli desteği vermesini sağlarken diğer yandan işletme stratejilerinin gerçekleştirilmesine hizmet eder (Yücel ve Günlük, 2007).

Bütçeleme, belirli bir süre boyunca hem finansal hem de operasyonel amaçlar için planlama yapmak için kullanılan bir yönetim aracıdır. Hagen ve Harden (1995) bütçeyi “belirli bir zaman dilimindeki gelir ve giderlerin bir listesi” olarak tanımlamaktadır. Bütçenin hazırlanmasında ve uygulanmasında amaç kimin neyi, ne zaman, nasıl yapacağı/yaptığı sorusunun cevabını vermektir. Bütçenin belirsizliği azaltan bir süreç olduğunu, mali disipline bağlılık aracı olarak kullanılabileceğini ve bütçe sürecinde kullanılan kuralların mali performansı etkilediği belirtilmektedir. Genellikle yalnızca bir planlama aracı olarak düşünülen bütçelerin, koordinasyon, kontrol, iletişim, performans değerlendirme gibi işlevlerinin olduğu raporlanmaktadır (Speaker ve Fleming, 2010; Yücel, 2010; Yücel ve Yücel, 2021).

Bütçeler genellikle fiili sonuçların dahili standartlarla karşılaştırılmasına dayanır. Kıyaslama ise, bir firmanın performansını rakiplerinin performansıyla ve hatta endüstrisi dışındaki en iyi uygulama organizasyonlarıyla karşılaştırmaya izin verir (Rickards, 2006). Bu nedenle kıyaslama ile elde edilen bilgi bütçelemenin ortaya çıkarabileceği bu olumsuzluğun aşılmasına ve daha geniş kapsamlı ve sağlıklı bütçeleme uygulamalarına katkı sağlar. Bu açıdan kıyaslama düzeyi artan işletmelerde bütçeleme uygulamalarının da daha geniş çerçevede ve daha başarılı uygulanması mümkün olacaktır.

Kaynakların etkin ve verimli kullanıma odaklanan bütçeler rekabet önceliklerinin belirlenmesinde kısıtlı kaynak ve yeteneklerin hangi alanlarda olduğunun ortaya konması ve öncelikli verimlilik alanlarının belirlenmesi gibi somut katkılar sağlayacağından hem rekabet önceliklerinin belirlenmesine hem de uygulama sonuçlarının izlenmesinde katkı sağlar. Bu nedenle rekabet önceliklerine verilen önemi etkiler.

2. ARAŞTIRMA YÖNTEMİ

2.1. Araştırma Evren ve Örneklemi

Çalışmada evreni olarak Türkiye'nin toplam sanayi ve hizmet üretiminin önemli bir kısmını gerçekleştiren ve ilk on il arasında yer alan İstanbul, Ankara, Bursa ve Kocaeli illeri (TÜİK, Yıllık Sanayi ve Hizmet İstatistikleri, 2020) ile bu illere yakınlığı sayesinde özellikle yan sanayi olarak destek sağlayan Bolu ili esas alınmıştır. Oluşturulan anket yardımı ile evren dahilinde kolayda örnekleme yöntemi kullanılarak üretim işletmelerinde görev alan toplam 299 yöneticiden veri toplanmıştır.

2.2. Araştırma Hipotezleri

Çalışma kapsamında oluşturulan araştırma modeli ile aşağıdaki araştırma hipotezlerinin test edilmesi amaçlanmaktadır.

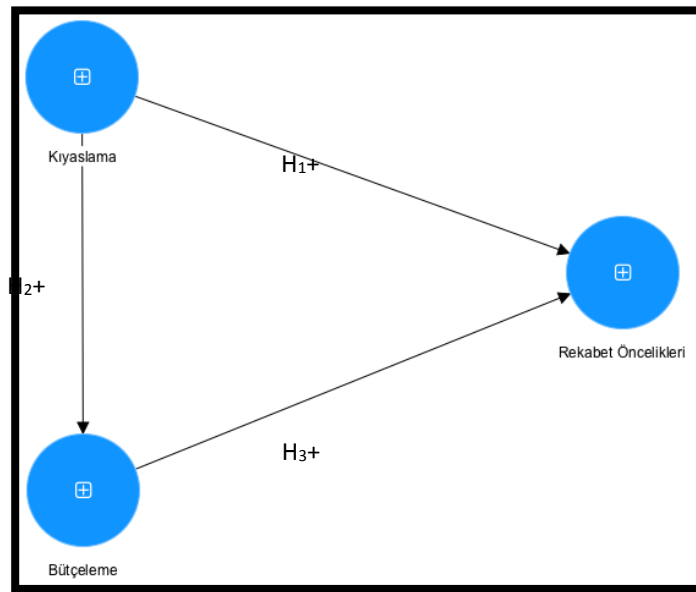
H1: Kıyaslamamanın uygulama kapsamı ve düzeyi arttıkça yöneticilerin rekabet önceliklerine atfettikleri önem artar.

H2: Kıyaslamamanın uygulama kapsamı ve düzeyi arttıkça yöneticilerin kaynak kullanım etkinliğini sağlamak için bütçeleme uygulamalarından yararlanma düzeyleri ve uygulama kapsamı artar.

H3: Bütçelemenin uygulama kapsamı ve düzeyi arttıkça yöneticilerin kaynak kullanım etkinliğine dayalı rekabet önceliklerine atfettikleri önem artar.

2.3. Araştırma Modeli ve Değişkenler

Araştırma hipotezleri dikkate alınarak ortaya çıkan araştırma modelinde kıyaslama ve bütçeleme ile rekabet öncelikleri arasındaki ilişki ele alındığı gibi aynı zamanda kıyaslama ile bütçeleme arasındaki eş zamanlı ilişkinin varlığı da test edilmektedir. Bu doğrultuda çalışmada ele alınan araştırma modeli ve hipotezler Şekil 1'de görülmektedir.



Şekil 1. Araştırma modeli ve hipotezler

Çalışmada kullanılan rekabet öncelikleri değişkeninin ölçümünde Chenhall ve Langfield-Smith (1998) tarafından Miller ve diğerlerinin (1992) hazırlamış olduğu imalat geleceği anketinden türetilen ölçek kullanılmıştır. Değişken ölçümü Likert ölçek yardımı ile gerçekleştirilmiş olup ölçekte katılımcılardan firmalarının bir dizi stratejik önceliğe verdikleri önemin derecesini belirtmeleri istenmiştir. Ölçek puanlandırması, önem içeren ifadelerle çalışanların katılımını ifade eden kesinlikle katılmıyorum (bir puan) ile kesinlikle katılıyorum (beş puan) arasında değişmektedir. Toplam 5-55 puan aralığında değerlendirilen ölçekte yüksek skorlar rekabet önceliklerine atfedilen yüksek önemi, düşük skorlar ise düşük önemi göstermektedir.

Kıyaslama ve bütçeleme değişkenlerinin ölçümünde yönetim muhasebesi alanında yapılmış Joye ve Blayney (1990), Innes ve Mitchell (1995) gibi çalışmalardan elde edilen ve Chenhall ve Langfield-Smith (1998)

tarafından kullanılan yönetim muhasebesi uygulamaları ölçeğinin kıyaslama (3) ve bütçeleme (4) boyutlarından yararlanılmıştır. Bu amaçla katılımcıların firmaların kıyaslama ve bütçeleme uygulamalarını gerçekleştirme düzeylerini ve kapsamını beşli likert ölçekle değerlendirmeleri istenmiştir. Ölçeklerin değerleri, ifadelerle çalışanların katılımını ifade eden kesinlikle katılmıyorum (bir puan) ile kesinlikle katılıyorum (beş puan) arasında değişmektedir. Ölçekler için yüksek skorlar kapsamlı kıyaslama ve bütçeleme uygulamalarının gerçekleştirildiğine ilişkin algıyı ifade ederken düşük skorlar ise düşük uygulama düzeyini ifade etmektedir.

2.4. Model Analizi

Çalışma kapsamında ulaşılan örnek büyüklüğü dikkate alınarak toplanan veriler küçük örnek büyüklüklerinde daha yüksek güvenlik ve geçerlilik sağlayan kısmi en küçük kareli yapısal eşitlik modellemesi (PLS-SEM) ortamında analiz edilmiştir.

3. BULGULAR

3.1. Demografik Bulgular

Çalışma çerçevesinde örnekleme konu illerde faaliyet gösteren firma yöneticilerinden toplam 299 gözlem elde edilmiştir. Elde edilen bu verilerin tanımlayıcı demografik özellikleri incelendiğinde çalışmaya katılan yöneticilerin %35,79'u kadın, %64,21'i erkek katılımcılardan oluşmaktadır. Katılımcıların yaş dağılımlarının 19 ile 78 yaş aralığında değiştiği ve %78,79'luk çok önemli bir kısmının 25-45 yaş aralığında yer aldığı gözlenmektedir. Örnekleme yer alan yöneticilerin eğitim durumlarına göre yapılan incelemede %34,92'lik kısmının önlisans ve altı eğitime sahipken, %51,86'lık kısmının lisans, %13,22'lik kısmının ise lisansüstü eğitim derecesine sahip olduğu gözlenmiştir.

Yöneticilerin deneyim süreleri ve pozisyonları itibari ile yapılan incelemede örneklem dağılımının %45,3'lük kısmının 10 yıl altında, % 36,58'inin 10-19 yıl arasında, % 18,12'sinin 20 yıl ve üstünde deneyime sahip yöneticilerden oluştuğu görülmektedir. Bu yöneticilerin %14,84'lük kısmının firma sahip yada ortağı, %19,08'lik kısmının genel müdür veya müdür yardımcısı pozisyonundaki katılımcılardan oluştuğu, %45,94'lük kısmının bölüm, kısım amiri ve yöneticisi pozisyonundaki orta kademe yöneticilerden oluştuğu ve geri kalan %20,14'lük kısmının da diğer kademelerdeki yöneticilerden oluştuğu gözlenmiştir.

3.2. Faktör ve Güvenilirlik Analizi Bulguları

Çalışma kapsamında toplanan verilerle ankete konu değişkenlere ilişkin yapılan doğrulayıcı faktör ve güvenilirlik analizi sonuçları Tablo 1'de görülmektedir. Değişkenlere ilişkin faktör yükleri incelendiğinde genel olarak %49 ve üstünde istatistiksel olarak %1 düzeyinde anlamlı faktör yüklenmelerinin olduğu, birden çok faktöre yüklenen ifade olmadığı bu nedenle değişkenlerin geçerli şekilde ölçüldüğü ifade edilebilir. Bu çerçevede faktör analizinde elde edilen bulguların kabul edilebilir sınırların üstünde olduğu söylenebilir.

Tablo-1. Faktör ve güvenilirlik analizi sonuçları.

	Bütçeleme	Kıyaslama	Rekabet Öncelikleri	T statistics (P-values)	Cronbach's Alpha	rho_A	Composite reliability	Average variance extracted (AVE)
BÜTÇE1	0.801	0.162	0.237	18,266 (0.000)	0.826	0.835	0.885	0.659
BÜTÇE2	0.716	0.192	0.196	12,480 (0.000)				
BÜTÇE3	0.862	0.214	0.260	30,999 (0.000)				
BÜTÇE4	0.861	0.213	0.234	32,100 (0.000)				
KIYAS1	0.265	0.855	0.336	41,111 (0.000)	0.803	0.830	0.882	0.715
KIYAS2	0.204	0.898	0.367	56,237 (0.000)				
KIYAS3	0.120	0.779	0.268	19,587 (0.000)				
REKÖN1	0.085	0.247	0.491	7,900 (0.000)	0.857	0.862	0.885	0.414
REKÖN2	0.136	0.276	0.642	12,321 (0.000)				
REKÖN3	0.217	0.263	0.643	15,080 (0.000)				
REKÖN4	0.221	0.217	0.660	12,736 (0.000)				
REKÖN5	0.194	0.216	0.613	10,708 (0.000)				
REKÖN6	0.129	0.156	0.578	9,753 (0.000)				
REKÖN7	0.228	0.248	0.665	14,944 (0.000)				
REKÖN8	0.226	0.265	0.696	15,571 (0.000)				
REKÖN9	0.158	0.276	0.669	12,424 (0.000)				
REKÖN10	0.195	0.261	0.691	13,701 (0.000)				
REKÖN11	0.201	0.285	0.697	14,763 (0.000)				

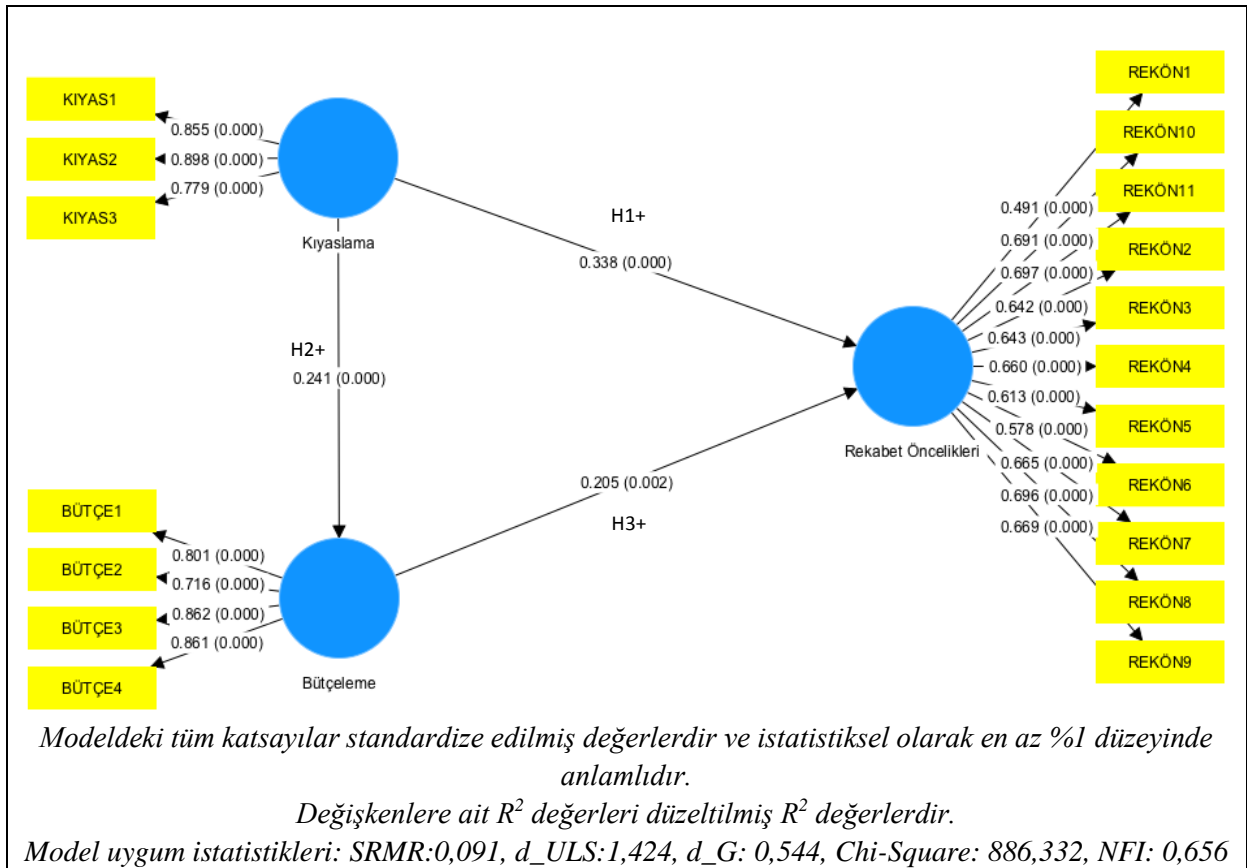
Güvenilirlik analizlerinde değişkenlere ait Cronbach Alfa değerlerinin 0,80 ve üstünde, Birleşik Güvenirlik (Composite Reliability) değerlerinin ise %88 ve üzerinde olması değişkenlerin kabul edilebilir iç tutarlılık güvenilirliğine ve yapısal güvenilirliğe sahip olduğuna işaret etmektedir. Ayrıca Cronbach Alfa yerine kullanılabilir ve daha güvenilir olan rho_A değerleri de 0,83 ve üzerinde değerler almaktadır (Henseler ve diğ., 2016). Elde edilen sonuçlar araştırmada kullanılan değişkenlerin güvenilir olduğunu ve ölçmek istenen değişkeni tutarlı şekilde ölçtüğünü göstermektedir.

Geçerlik analizleri kapsamında ayrışma geçerliliği için çapraz yüklenme analizleri gerçekleştirilmiştir. Çapraz yüklenme değerleri dikkate alındığında değişkenlere ilişkin ifadelerin ilgili oldukları faktörlere yüklenme değerlerinin diğer faktörlere olan gösterge yüklerinden daha yüksek gerçekleştiği görülmektedir. Tablo 1’de yer alan yüklenme değerleri incelendiğinde ifadelerin faktörlere yüklenmelerinde açık bir ayrışmanın sağlandığı gözlenmektedir.

Birleşme (yakınsak) geçerliliğinin değerlendirilmesi için yüklenme katsayıları ve AVE değerleri birlikte ele alınmalıdır. Bu açıdan Tablo 1’de görüleceği üzere yüklenme katsayıları 0,49 ve üzerinde değerler olarak anlamlı bir yük yapısının olduğunu doğrulamaktadır. AVE değeri incelendiğinde ise değişkenlerin 0,41 ve üzerinde değerler aldığı görülmektedir. Bu değerlerin geçerlilik analizlerinde 0,40 ve üstü değerlerin birleşme geçerliliğinin sağlandığına işaret eden kabul edilebilir değerlerin üzerinde olduğu görülmektedir (Hair ve diğ., 2017). Ayrıca birleşme geçerliliği açısından gerekli olan ölçüğe ilişkin tüm CR değerlerinin AVE değerlerinden, AVE değerinin de 0,40’tan büyük olduğu gözlenmektedir. Bulgular ışığında ölçeklerde yer alan ifadelerin birbirleriyle ve ilgili oldukları değişkenle ilişkili oldukları ve ele alınan ölçeklerin geçerli olduğu gözlenmektedir.

3.3. Değişkenler Arası İlişkilerin Analizi

Araştırmada ele alınan değişkenler arasındaki ilişkilerin incelenmesinde PLS-SEM analizi kullanılmıştır. Analiz sonucunda elde edilen bulgular Şekil 2’de görülmektedir.



Şekil-2. Araştırma Modelinin PLS-SEM Analizi Sonuçları

Sonuçlar çalışmaya katılan yöneticiler açısından firmalarda kıyaslamaların kullanılması düzeyi ve kapsamındaki artışın hem bütçeleme uygulamalarının daha geniş kapsam ve düzeyde uygulanmasına neden olduğunu hem de rekabet önceliklerine verilen önemin buna bağlı olarak arttığını göstermektedir. Kıyaslamaların kullanım düzeyindeki bir standart birimlik artış bütçeleme düzeyini (0,241), rekabet önceliklerini ise (0,338) standart etki düzeyinde ve anlamlı (%1) bir şekilde artırmaktadır. Bütçelemenin kullanım düzeyi ve kapsamındaki artış ise rekabet önceliklerini (0,205) standart etki düzeyinde ve anlamlı (%1) bir şekilde artırmaktadır. Model kapsamında bağımsız değişkenlerin rekabet önceliklerindeki değişkenliğin %19'lük kısmını açıkladığı görülmektedir.

Çalışma kapsamında elde edilen bulgular ışığında araştırmada ortaya konan hipotezlerin kabul edildiği gözlenmektedir.

Tablo-2. Yol katsayıları ve anlamlılık düzeyleri

	Hipotez	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Sonuç
Kıyaslama -> Rekabet Öncelikleri	H1	0.338	0.348	0.068	4.977	0.000	Kabul
Kıyaslama -> Bütçeleme	H2	0.241	0.244	0.059	4.069	0.000	Kabul
Bütçeleme -> Rekabet Öncelikleri	H3	0.205	0.210	0.066	3.114	0.002	Kabul

SONUÇ

Yapılan analizler sonucunda elde edilen bulgulara göre, aktif bir rekabetçi kıyaslama programı ile en iyi rakip ve uygulamalarla ilgili firma veya süreç düzeyinde kıyaslama yapma düzeyi artan firmaların bu kıyaslamalar ışığında elde edilen bilgi ve geri bildirim ışığında rekabet önceliklerini şekillendirdiği ve maliyet, esneklik, teslimat ve kalite boyutlarına ilişkin rekabet önceliklerine atfedilen önemin arttığı gözlenmektedir.

Bulgulara göre ayrıca kıyaslama işletme kaynaklarının etkin kullanım aracı olarak değerlendirilen bütçelerin maliyet kontrolü, performans değerlendirme, nakit akışının planlanması ve finansal planlama gibi geniş kapsamlı bir uygulama alanına sahip bütçelerin uygulama düzeyinin artmasına neden olmaktadır. Bu bulgu kıyaslama sonucunda elde edilen bilginin rakip analizi ışığında kaynakların etkin kullanımını sağlamak için bütçeleme süreçlerinde kullanıldığı ve rakiplerin durumuna bağlı olarak kaynak dağılımının şekillendirilmesinde daha kapsamlı bütçeleme uygulamalarına verildiğine işaret etmektedir. Bütçelerin uygulama kapsam ve düzeyindeki artış aynı zamanda rekabet önceliklerinin şekillenmesine de etki eden bir değişken olarak karşımıza çıkmaktadır. Kaynak dağılımına ilişkin hazırlanan bütçe uygulamalarından elde edilen bilgi yöneticiler tarafından işletmelerin rekabet önceliklerinin belirlenmesinde önemli bir girdi olarak kullanılmakta ve rekabet önceliklerine verilen önemi artıran önemli bir belirleyici değişken olarak dikkate alınmaktadır.

Sonuçlar yöneticilerin rekabet önceliklerinin belirlenmesinde dış çevre ve rakip analizi olarak kıyaslamadan elde edilen bilgi ile kaynak tahsisine ilişkin iç planlamayı sağlayan bütçeleme sayesinde hem iç hem dış değerlendirmenin dikkate alınarak rekabet önceliklerinin şekillendirildiğine ilişkin deneysel kanıtlar sağlamaktadır.

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Asimetrik Bilgi Çerçevesinde Bankaların Kurumsal Yönetim Uygulamalarının Finansal Performansa Etkisi

The Effect of Banks' Corporate Governance Practices on Financial Performance in Asymmetric Information Framework

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ÖZET

Asimetrik bilgi, bir piyasada taraflardan birinin diğerine göre, o piyasa ile ilgili ürün veya hizmet hakkında daha fazla bilgiye sahip olması şeklinde ifade edilmektedir. Kurumsal yönetim ise, işletmelerin ilkesel olarak adil, şeffaf, hesap verilebilir ve sorumluluk olguları temelinde yönetilmesi olarak tanımlanmaktadır. Günümüzde oldukça yoğun karşılaşılan ekonomik krizler ve iflaslardan dolayı kurumsal yönetim kavramı giderek daha önemli hale gelmektedir. İyi bir kurumsal yönetime sahip işletmelerin asimetrik bilgi sorunundan daha az etkileneceği, bankacılık risklerini daha iyi yönetebilecekleri ve finansal performanslarının daha yüksek olacağı değerlendirilmektedir. Bu çalışma ile Borsa İstanbul, kurumsal yönetim (XKURY) endeksinde yer alan bankaların, asimetrik bilgi teorisi çerçevesinde finansal performansa etkileri açısından kurumsal yönetimde de önemli yeri olan bazı değişkenlerin incelenmesi amaçlanmaktadır. Çalışmanın bağımlı değişkeni; banka aktif kârlılık oranı, bağımsız değişkenleri; yönetim kurulu büyüklüğü, yönetim kurulundaki bağımsız üye sayısı, bağımsız üyelerin yönetim kuruluna oranı, halka açıklık oranı ve yerli ortaklık oranı unsurları temel alınmıştır. Bu kapsamda elde edilen veriler 2008-2021 yılları arasındaki dönemi kapsamaktadır. İlgili dönemlerde, bankalara ait finansal veriler, STATA programı aracılığı ile panel veri analiz yöntemi kullanılarak analiz edilmiştir. Yapılan analiz sonrasında, asimetrik bilgi çerçevesinde kurumsal yönetimin bankaların finansal performansı üzerindeki etkisi olduğu tespit edilmiştir. Bankaların yönetim kurulunda yer alan üye sayısı arttıkça aktif kârlılığın azaldığı fakat yönetim kurulundaki bağımsız üye oranı arttıkça aktif kârlılığın arttığı görülmüştür.

Anahtar Kelimeler: Finans, Bankacılık, Finansal Performans, Kurumsal Yönetim, Asimetrik Bilgi, Vekâlet Teorisi.

ABSTRACT

Asymmetric information is expressed as the fact that one of the parties in a market has more information about the product or service related to that market than the other. Corporate governance, on the other hand, is defined as the management of businesses on the basis of fair, transparent, accountable and responsibility phenomena in principle. The concept of corporate governance is becoming more and more important due to the economic crises and bankruptcies that are encountered quite intensely today. It is evaluated that businesses with good corporate governance will be less affected by the asymmetric information problem, they will be able to manage their banking risks better and their financial performance will be higher. In this study, it is aimed to examine some variables that have an important place in corporate governance in terms of the effects of banks in Borsa İstanbul corporate governance (XKURY) index on financial performance within the framework of asymmetric information theory. The dependent variable of the study; bank return on assets ratio, its independent variables The size of the board of directors, the number of independent members in the board of directors, the ratio of

independent members to the board of directors, free float rate and domestic shareholding rate are taken as basis. The data obtained in this context covers the period between 2008-2021. In the relevant periods, the financial data of the banks were analyzed by using the panel data analysis method through the STATA program. After the analysis, it has been determined that corporate governance has an effect on the financial performance of banks within the framework of asymmetric information. It has been observed that as the number of members in the board of directors of banks increases, the asset profitability decreases, but as the number of independent members in the board of directors increases, the asset profitability increases.

Keywords: Finance, Banking, Financial Performance, Corporate Governance, Asymmetric Information, Agency Theory.

Giriş

Güçlü bir bankacılık sistemi ülke ekonomisinin gelişimine katkı sağlamakta ve toplumun refah seviyesini yükseltmektedir. Bu nedenle bankaların kurumsal yönetime yönelik düzenlemelerinin ekonomik kalkınmayı etkileyebileceği ifade edilmektedir. Güçlü bir kurumsal yönetim, banka verimliliğini artırmaya, finansal riskleri azaltmaya ve finansal istikrarı sağlamaya uygun bir ortam oluşturulabilir (Greuning ve Brajovic, Bratanovic, 2009: 42). Bankalar kurumsal yönetim ilkelerini uygulayarak, yatırımcılarının güvenlerini kazanır ve böylece kendi finansal performanslarını da arttırabilmektedir (Radu, 2012: 128). Ayrıca bu doğrultuda bankaların güçlü olması sonucu dış şoklara dayanıklılığının da arttığı değerlendirilmektedir (Greuning ve Brajovic, Bratanovic, 2009: 42). Asimetrik bilgi, bir piyasada taraflardan birinin diğerine göre, o piyasa ile ilgili ürün veya hizmet hakkında daha fazla bilgiye sahip olması şeklinde ifade edilmektedir. Kurumsal yönetim ise, işletmelerin şeffaflık, adillik, hesap verilebilirlik ve sorumluluk ilkeleri çerçevesinde yönetilmesi olarak tanımlanmaktadır. Kurumsal yönetim kavramı, yaşanan ekonomik krizler ve iflaslar ile işletmeler açısından giderek daha önemli hale gelmektedir. Bu nedenle, asimetrik bilgi çerçevesinde kurumsal yönetimin banka finansal performansları üzerindeki etkisini incelemek önem arz etmektedir. Bu çalışma ile Borsa İstanbul, kurumsal yönetim (XKURY) endeksinde yer alan bankaların, asimetrik bilgi teorisi çerçevesinde finansal performansa etkileri açısından kurumsal yönetimde de önemli yeri olan bazı değişkenlerin incelenmesi amaçlanmaktadır. Çalışmanın bağımlı değişkeni; banka aktif kârlılık oranı, bağımsız değişkenleri ise; yönetim kurulu büyüklüğü, yönetim kurulundaki bağımsız üye sayısı, bağımsız üyelerin yönetim kuruluna oranı, halka açıklık oranı ve yerli ortaklık oranı şeklinde ele alınmıştır. Çalışmada 2008-2021 yılları arasındaki veriler yer almakta olup, asimetrik bilgi çerçevesinde kurumsal yönetimin bankaların finansal performansları üzerindeki etkisinin olup olmadığı tespit edilmeye çalışılmıştır.

Literatürde bankaların finansal performansları ile kurumsal yönetim değişkenleri ile ilgili yapılan çalışmalar gözlenmekte fakat kurumsal yönetim endeksinde yer alan bankaların asimetrik bilgi çerçevesinde kurumsal yönetim değişkenlerinin etkisini araştıran çalışmaların sınırlı olduğu görülmektedir. Bu çalışma ile bankaların asimetrik bilgi teorisi çerçevesinde finansal performansa etkileri açısından kurumsal yönetimde de önemli yeri olan bazı değişkenlerin incelenmesi amaçlanmaktadır. Dolayısıyla, çalışmadan elde edilen sonuçların bankacılık sektörüne ve literatüre katkı sağlayacağı değerlendirilmektedir.

1. KAVRAMSAL ÇERÇEVE

1.1. Asimetrik Bilgi ve Kurumsal Yönetim

Asimetrik bilgi kavramı, finansal piyasalarda işlem yapan taraflardan birinin diğerine göre yeterince bilgi sahibi olmaması şeklinde ifade edilmektedir (Mishkin ve Strahan, 1999: 3). Asimetrik bilgi kavramı birçok sektörü etkilemekte ve birçok bilim adamının çalışmalarında yer almaktadır. Bu kapsamda, Oliver Williamson çıkarıcı davranışlara yönelik düşüncesi, Joseph Stiglitz'in ücret hipotezi ve George Akerlof'un limon piyasası modeli örnek olarak gösterilebilir (Cowen ve Crampton, 2002: 3). Akerlof, finans alanında asimetrik bilgi sorununa otomobil piyasası ile değinmiştir. Otomobil piyasasında yer alan taraflar arasında bilgi farklılığı sonucunda iyi ve kötü otomobiller arasında büyük fark oluştuğunu ifade etmiştir (Akerlof, 1970: 489).

Asimetrik bilgi sonucunda, ahlaki tehlike, ters seçim ve temsilcilik sorunları ortaya çıkmaktadır. Ters seçim sorununda özellikle bankalar, kredi riski düşük olan kişilerle yüksek olan kişiler arasında bir ayırım yapamama sorunuyla karşılaşmaktadır (Arbiter, 2015: 447). Ahlaki tehlike, taraflar arasında yeterince bilgi sahibi olunmaması ve bilgi saklanması sonucunda taraflardan birinin ahlaki olmayan davranışlarda bulunması şeklinde

ifade edilmektedir (Agrawal, 2007: 2). Temsilcilik sorununun ise banka hissedarları ile temsilcinin farklı olmasından kaynaklandığı değerlendirilmektedir. Banka hissedarları ile temsilcilerin performanslarının izlenmesi zor ve maliyetli olması temsilcilik sorununu oluşturmakta ve literatürde bu durum “Asil-vekil sorunu” veya “Vekâlet teorisi” çerçevesinde incelenmektedir (Amagoh, 2009: 6). Asimetrik bilginin kurumsal yönetime etkisini araştıran çalışmaların çoğunluğunda asil-vekil sorununa değinilmekte ve iyi bir kurumsal yönetimin nasıl oluşacağına bu teori çerçevesinde incelendikleri görülmektedir (Er, 2022: 90).

Kurumsal yönetim kavramı, bankaların yönetimi ile hissedarları ve diğer paydaşları arasındaki ilişkiyi içermekte ve bankaların performanslarının izlenmesine olanak sağlamaktadır. İyi bir kurumsal yönetim, bankaların yönetimine, yönetim kuruluna ve bankanın hissedarlarının çıkarlarına uygun hareket ederek ve banka faaliyetlerinde etkin izlemeyi kolaylaştırabilmelidir. Kurumsal yönetim ile bankaların, maliyetlerini azalttıkları, likiditelerini artırdıkları ve kaynakların verimli yatırım alanlarında değerlendirilmesiyle ülke ekonomisinin istikrarına katkı sağlayabildikleri değerlendirilmektedir (OECD, 2004: 11). Ayrıca kurumsal yönetim, banka yönetim kurullarının nasıl çalıştığı, bankaların çalışma prensipleriyle performansları arasındaki ilişkiyi de incelemektedir (Claessens ve Yurtoglu, 2012: 3).

OECD kurumsal yönetim ilkeleri, etkin kurumsal yönetimin oluşturulması, yönetim kurulunun sorumlulukları, pay sahipleri arasında adil yaklaşım, paydaşların rolü, kamuoyu bilgilendirme ve şeffaflık anlayışı şeklinde yer almaktadır (OECD, 2004). Türkiye’de ise Sermaye Piyasası Kurulu (SPK) tarafından Kurumsal Yönetim ile ilgili 2011 yılında bir tebliğ yayımlanmıştır. Bu tebliğde, işletmelerin yıllık faaliyet raporlarında, işletmelerin kurumsal yönetim ilkelerini uygulayıp uygulamadığını inceleyecek unsurlar belirlenmiştir. Bu kapsamda, kurumsal yönetim ilkeleri; yönetim kurulu, pay sahipleri, menfaat sahipleri ve kamuyu aydınlatma ve şeffaflık olmak üzere dört maddeden oluşmaktadır (SPK, 2011). Bu ilkelere yönelik alt bölümler yüz puan üzerinden değerlendirilmekte ve her alt bölüm farklı önem ağırlıklarına sahip olmaktadır. Bu ağırlıklar; yönetim kurulunda %35, pay sahiplerinde %25, kamuyu aydınlatma ve şeffaflıkta %25 ve menfaat sahiplerinde %15 şeklindedir. Ortaya çıkan hesaplama işletmenin genel notunu ifade etmektedir (Taştan, 2018). Tebliğ doğrultusunda bu kurumsal yönetim ilkelerine uyumunu sağlayan işletmeler Borsa İstanbul’da (BIST) kurumsal yönetim endeksinde yer alabilmektedir (XKURY). Bu endekste, asgari kurumsal yönetim derecelendirme notları 10 üzerinden 7 ve her bir ana başlık itibarıyla 10 üzerinden 6,5 notuna sahip olan işletmelerin paylarından oluşmaktadır. Bu derecelendirme SPK tarafından yetki verilmiş derecelendirme şirketleri tarafından yapılmaktadır (BIST, 2022).

BIST Kurumsal Yönetim Endeksinde 2022 yılı itibarıyla toplam 58 işletme yer almaktadır. Bu işletmeler içerisinde Türkiye Halk Bankası A.Ş., Şekerbank T.A.Ş., Türkiye Garanti Bankası A.Ş., Yapı ve Kredi Bankası A.Ş., Albaraka Türk Katılım Bankası A.Ş ve Türkiye Sınai Kalkınma Bankası A.Ş. olmak üzere toplam 6 adet banka yer almaktadır (KAP, 2022).

Kurumsal yönetim, bankalar tarafından yönetilen fonların farklı hesap sahiplerine ve yatırımcılara ait olmasından dolayı banka yönetimleri için daha önemli hale gelmektedir. Bankaların faaliyetlerinde suiistimalin olması, adil olunmaması, şeffaflık ilkesine uyulmaması pay ve menfaat sahipleri üzerinde olumsuz bir etki oluşturabilmektedir. Bu durumun özellikle pay sahipleri ile banka yönetimi arasında temsilcilik sorununun ortaya çıkarabileceği ve bankacılık faaliyetlerini olumsuz etkileyebileceği ifade edilmektedir (Bukhari vd., 2013: 401).

1.2. Asimetrik Bilginin Kurumsal Yönetime Etkisi

Bankaların faaliyetlerinin yürütülmesinin nihai sorumluluğu yönetim kuruluna aittir. Yönetim kurulları, bankaların stratejik yönünü belirler, yönetici atar, operasyonel politikalar oluşturur ve en önemlisi bir bankanın sağlamlığını sağlamak için sorumluluk alır (Greuning ve Brajovic, Bratanovic, 2009: 53). Vekâlet teorisine göre banka yönetiminde yer alan yöneticiler, vekil olarak hareket etmektedirler. Bu teori çerçevesinde vekâlet çatışmasıyla karşılaşmaktadır (Jensen ve Meckling, 1976). Yönetim ile hissedarlar ve tüm dış paydaşlar arasında çatışmadan bahsedilebilir. Kurumsal organizasyonlarda mülkiyet ve kontrolün ayrılması, dış paydaşlar ve yöneticiler arasında bilgi asimetrisi sorunlarına yol açmaktadır. Yöneticiler, dış paydaşlar pahasına kendi çıkarlarını sürdürmek için teşviklere sahip olduğunda, bilgi asimetrisi ahlaki bir tehlike yaratır. Kişisel çıkar odaklı yönetsel davranış, dış paydaşların ve dış paydaşların karşı karşıya olduğu vekâlet riskini artıran, küçülme, ek ayrıcalıkların tüketilmesi, aşırı tazminat gibi çeşitli biçimler alabilir (Ashbaugh-Skaife vd., 2006: 206).

Kurumsal Yönetim, bir bankanın hedeflerini ve bunlara ulaşma araçlarının belirlendiği ve bu hedeflerin performansının izlendiği disiplinli bir yapı sağlar. Etkili kurumsal yönetim, bir bankayı güvenli ve sağlam bir şekilde faaliyet göstermeye ve kaynaklarını daha etkili bir şekilde kullanmaya teşvik eder (Greuning ve Brajovic,

Bratanovic, 2009: 41). Bankalar, güçlü yapılarından dolayı çeşitlendirme yapabilecek, ortalama tarama ve izleme maliyetlerini azaltabilecek ve yeterli büyüklüğe ulaşabilecek kurumlardır (Diamond, 1984). Fakat kötü kurumsal yönetim, bankaların başarısızlık olasılığını artırır (Greuning ve Brajovic, Bratanovic, 2009: 42).

1.3. Asimetrik Bilgi Çerçevesinde Kurumsal Yönetimin Bankaların Finansal Performansları Üzerindeki Etkileri

Kurumsal yönetim bankalara uzun dönemde rekabet avantajı sağlayabilmekte, marka değerlerini yükseltmekte ve kaynaklara ulaşım konusunda hız avantajı sağlamaktadır (Yücel vd., 2021: 279). İyi bir kurumsal yönetim mekanizmalarına sahip olan bankaların daha fazla kârlılık sağladığı görülmektedir (Peni ve Vähämaa 2012). Literatürde bankaların yönetim kurulu büyüklüğü ile finansal performanslarına etkisi iki varsayım ile ifade edilmektedir. Bu varsayımlardan ilki bankaların daha küçük yönetim kuruluna sahip olması finansal performanslarına olumlu yönde etkileyeceği, diğeri de tam tersi olarak daha büyük yönetim kurullarının finansal performanslarını artıracığıdır (Ersoy ve Aydın, 2018:250). Daha büyük bir yönetim kurulunun, daha fazla sayıda insan yönetim eylemlerini gözden geçireceği için, banka sorunlarına karşı tetikte olma ihtimalinin daha yüksek olduğu ifade edilmektedir (Kiel ve Nicholson, 2003). Ayrıca, daha büyük yönetim kurulu olan bankaların daha sağlam izleme sunduğu ve daha iyi firma performansı için fırsatlar sağladığı savunularak sayıca büyük yönetim kurulunun bulunmasının olumlu etki oluşturacağı değerlendirilmektedir (Adams ve Ferreira, 2007; Kiel ve Nicholson, 2003). Yönetim kurulu sayısını küçük tutulması, yönetim kurulu ve banka performanslarını artırmaya yardımcı olabilir. Yönetim kurulları yedi veya sekiz kişiyi aştığında yönetim kurulunun karar almada etkin bir şekilde çalışma olasılıkları daha zordur ve daha yüksek maliyetler içerebilir. Bu durum ise, yönetim kurulunun görevlerini yerine getirmede ve yürütme kurulu başkanını kontrol etmede zorluklarla karşılaşılabilir şeklinde değerlendirilmektedir. Bununla birlikte, uzmanlar, yönetim kurullarının bir üst sınırı olduğunu düşünmekte ve bu sınırı yaklaşık sekiz üye olarak önermektedirler. Çünkü yönetim kurulunun daha fazla sayıda olması bankaların performansını etkilemektedir (Jensen, 1993: 865).

Bankaların finansal performansları ile yönetim kurulu üye sayısı arasında olumsuz bir ilişkinin olduğu ifade eden çalışmalarda yönetim kurulu bağımsızlığının farklı oranlarının firma performansı üzerinde olumsuz etkileri olduğu ileri sürülmektedir. Staikouras vd. (2007), Pathan vd. (2007), Liang vd. (2013), Stančić vd. (2014), Bukair ve Abdul Rahman (2015) çalışmalarında banka yönetim kurulu üye sayılarının bankaların kârlılık oranını olumsuz etkilediğini tespit etmişlerdir. Ayrıca Hindistan'da yapılmış olan çalışmada, bağımsız yöneticilerin zayıf izleme rolleri nedeniyle yönetim kurulu bağımsızlığına sahip olmanın firma performansını iyileştirmeyi garanti etmediğini göstermiştir (Garg, 2007).

Vekâlet teorisi, yönetim kurulu oluşumuyla ilgili olarak, yönetim kurulundaki bağımsız üye oranının büyük olması durumunda, yöneticilerin kendi çıkarlarına yönelik herhangi bir eylemini izleyebildiği ve bu nedenle vekâlet maliyetlerini en aza indireceğini öne sürmektedir (Fama ve Jensen, 1983). Dolayısıyla vekâlet teorisi, yöneticilerin kendi çıkarlarına yönelik her türlü eylemini izlemek ve vekâlet maliyetlerini en aza indirmek için bağımsız icracı olmayan yöneticilerin katılımını önermektedir (Kiel ve Nicholson, 2003).

Bağımsız üyelerin yönetim kurulunda temsil edilmesi, firmanın performansı ile pozitif bir ilişki göstermelidir. Firmanın performansı ile herhangi bir ilişki veya olumsuz ilişki yoksa bu tür bağımsız üyelerin yönetim kurulundaki performansı tehlikeye girer. Bağımsız üyelerin hayati rollerinden biri şirketin performansını ve işleyişini izlemektir. Firmadaki etkin izleme mekanizması vekâlet sorunlarını azaltabilir. Bu nedenle işletmelerin, yönetim, iç kontrol ve risk yönetiminin izlenmesinde uygun gözetim işlevini yerine getirebilecek bağımsız üyeler atamaları gerekmektedir (Fuzi vd., 2016).

Figankaplan (2019) çalışmasında, bankaların aktif kârlılık oranları ile bağımsız üye sayısı arasında bir ilişkinin olmadığını tespit etmiştir. Ayrıca, bankaların aktif kârlılık oranları ile halka açıklık oranları arasında olumlu bir ilişki olduğu görülmüştür. Abdullah (2004) işletmelerin yönetim kurulu bağımsızlığı ile aktif kârlılık oranı arasında ilişkinin incelenmesine yönelik yaptığı çalışmasında, yönetim kurulundaki çok sayıda bağımsız yöneticinin şirketin aktif kârlılığını etkilediğine dair bulgular tespit etmiştir. Bu sonuç doğrultusunda, daha iyi firma performansı sağladığı için yönetim kurulunda bağımsız yönetim kurulu üyelerinin bulunması esastır. Ahmed ve Hamdan (2015) Yönetim kurulu büyüklüğü ve yönetim kurulunun bağımsızlığı değişkenlerinin ROA üzerinde olumlu bir etkisi olduğu sonucuna ulaşmışlardır. ROA oranının, firmaların varlıklarıyla ilişkili olarak kârlılıklarını artırdığı görülmektedir.

Pathan vd. (2007) çalışmalarında, bankaların aktif kârlılık oranları ile bağımsız yönetim kurulu üye sayısı arasında olumlu bir ilişki bulunmuştur. Liang vd. (2013), García-Meca vd. (2015) çalışmalarında, bağımsız

yönetici oranının banka aktif kârlılığını olumlu yönde etkilediği sonucuna ulaşmışlardır. Bukair ve Abdul Rahman (2015) çalışmalarında ise, banka aktif kârlılığının, bağımsız yönetim kurulu üye sayısından olumsuz yönde etkilendiği sonucuna ulaşmışlardır. Halka açık şirketlerde vekâlet sorunları, karar kontrol ve karar yönetimi fonksiyonlarının risk taşımadan ayrılması nedeniyle ortaya çıkmaktadır. Karar verme yetkisi müvekkilden vekile devredilir ve iki grubun amaçları farklıysa vekâlet maliyetlerinin ortaya çıkacağı değerlendirilmektedir. Ancak vekâlet teorisi, halka açık şirketlerde mevcut olan izleme mekanizmalarının, yönetsel çıkarlardan ziyade hissedarların üstün gelmesini sağladığı da ifade edilmektedir (Jensen ve Meckling, 1976; Fama ve Jensen, 1983).

Bayrakdaroğlu (2010) çalışmasında, halka açıklık oranı ile işletmelerin aktif kârlılık oranları arasında finansal performans ölçütleri arasında olumlu yönde bir ilişki tespit etmiştir. İşletmelerde yabancı ortağın sermaye payının olması aktif kârlılık oranı ile ters bir ilişki içerisinde olduğu yani işletmenin yabancı payı arttıkça aktif kârlılığının azaldığını tespit etmiştir. Tükenmez vd. (2016) çalışmalarında, on bir adet ticari bankanın halka açıklık oranları ile aktif kârlılık oranları arasında ilişkinin varlığını panel veri analizi ile incelemiştir. Araştırma sonucuna göre, bankaların halka açıklık oranları ile aktif kârlılık oranları arasında herhangi bir ilişki tespit edilmemiştir. Kesbiç ve Taşdemir (2019) çalışmalarında, BIST 100’de yer alan işletmelerin halka açıklık oranları ile aktif kârlılık oranları arasında bir ilişkinin bulunmadığı sonucuna ulaşmışlardır. Yaroğlu ve Kurt (2022) çalışmalarında, işletmelerin halka açıklık oranları ile performansları arasında bir ilişkinin bulunmadığını tespit etmiştir.

2. ARAŞTIRMA YÖNTEMİ

2.1. Araştırma Amaç ve Örneklemi

Borsa İstanbul, kurumsal yönetim (XKURY) endeksinde yer alan bankaların, asimetrik bilgi çerçevesinde kurumsal yönetim uygulamalarının finansal performans üzerindeki etkisini incelemek üzere, 2008-2021 yılları arasındaki veriler bankaların internet sayfalarında yer alan faaliyet raporlarından elde edilmiştir.

2.2. Araştırma Hipotezleri

Çalışmada bankalara ait verileri değerlendirebilmek için aşağıdaki hipotezler oluşturulmuştur;

H1: Bankaların yönetim kurulu büyüklüğü, aktif kârlılık oranlarını negatif yönde etkilemektedir.

H2: Bankaların yönetim kurulundaki bağımsız üyelerin sayısı, aktif kârlılık oranlarını pozitif yönde etkilemektedir.

H3: Bankaların yönetim kurulundaki bağımsız üyelerin oranları, aktif kârlılık oranlarını pozitif yönde etkilemektedir.

H5: Bankaların halka açıklık oranları, aktif kârlılık oranlarını pozitif yönde etkilemektedir.

H6: Bankaların yerli ortaklık oranları, aktif kârlılık oranlarını negatif yönde etkilemektedir.

2.3. Araştırma Modeli ve Değişkenler

Oluşturulan hipotezler doğrultusunda, çalışmada asimetrik bilgi çerçevesinde kurumsal yönetimin bankaların performansları üzerindeki etkisini inceleyebilmek için aşağıdaki model kurgulanmıştır.

$$ROA = \beta_0 + \beta_1 (YKB) + \beta_2 (BÜS) + \beta_3 (BÜO) + \beta_4 (HAO) + \beta_5 (YERORTO) \quad (1)$$

Yukarıda belirtilen modelde gösterilen β_0 sabit parametreyi, β_1 , β_2 , β_3 , β_4 ve β_5 bağımsız değişkenlerin parametrelerini ifade etmektedir. Modelde yer alan bağımlı değişken ROA, aktif kârlılık oranını göstermektedir. Oluşturulan modelin bağımsız değişkenleri ise, yönetim kurulu büyüklüğü (YKB), yönetim kurulundaki bağımsız üyelerin sayısı (BÜS), yönetim kurulundaki bağımsız üyeler oranı (BÜO), halka açıklık oranını (HAO) ve yerli ortaklıkların oranı (YERORTO) şeklindedir. Çalışmada yer alan modele ait değişkenlerin tanımlarına Tablo 1’de gösterilmektedir.

Tablo 1: Modele Ait Değişkenler

Dönem		Değişkenler	Sembol
2008-2021	Bağımlı	Aktif Kârlılık Oranı	ROA
	Bağımsız	Yönetim Kurulu Büyüklüğü	YKS
		Bağımsız Üye Sayısı	BÜS
		Bağımsız Üye Oranı	BÜO
		Halka Açıklık Oranı	HAO
		Yerli Ortaklık Oranı	YERORTO

Çalışmada kullanılan bağımlı değişken aktif kârlılık olup, ROA ile ifade edilmektedir. Dönem net kârının toplam varlıklara bölünmesiyle bulunan bu oran, banka varlıklarının ne kadar kâr yaratma gücü olduğunu göstermektedir. Yönetim kurulu büyüklüğü (YKB), bankaların yönetim kurullarındaki toplam üye sayısını ifade etmektedir. Yönetim kurulu bağımsız üye sayısı (BÜS), analizde kullanılan bankaların yönetim kurullarındaki bağımsız üye sayılarını ifade etmektedir. Yönetim kurulu bağımsız üye oranı (BÜO), analizde kullanılan bankaların yönetim kurullarındaki bağımsız üye sayılarının, toplam yönetim kurulu üye sayısına bölünmesiyle elde edilmektedir. Halka açıklık oranı (HAO), toplam özsermayenin yüzde kaçının halka açık olduğunu gösteren orandır. Yerli ortaklık oranı (YERORTO), toplam özsermayenin yüzde kaçının yerli ortaklara ait olduğunu gösteren orandır.

2.4. Model Analizi

Çalışmada, kurumsal yönetim endeksinde yer alan bankaların verilerinin yatay kesit bağımlılığı Pesaran (2004) CD testi ile araştırılmıştır. Yapılan test sonucunda, ROA, BÜS ve BÜO değişkenlerine ilişkin serilerde yatay kesit bağımlılığı varken YKB, HAO ve YERORTO değişkenlerinde yatay kesit bağımlılığı sorununun bulunmadığı görülmektedir. YKB, HAO ve YERORTO değişkenleri yatay kesit bağımlılığı sorunu bulunmadığı için birinci nesil birim kök testlerinden Im, Pesaran ve Shin (2003), ROA, BÜS ve BÜO değişkenleri için ikinci nesil birim kök testlerinden Pesaran (2007) tarafından geliştirilen CADF ve CIPS testleri tercih edilmiştir. Panel veri modellerinin seçiminde hangi modelin tercih edilmesi gerektiğine karar verilmesinde Hausman testi kullanılmış ve tesadüfi (random) etki modeli kabul edilmiştir. Modelin sınanması için STATA programı aracılığı ile panel veri analiz yöntemi kullanılmış ve çeşitli çıkarımlarda bulunulmuştur.

3. BULGULAR

Yapılan çalışmalarda seriler arasında yatay kesit bağımlılığının dikkate alınmamasının, çalışma bulgularını etkilediği bilinmektedir (Breusch ve Pagan, 1980; Pesaran, 2004). Birimler arasında yatay kesit bağımlılığı varsa ikinci nesil birim kök testlerini kullanılması önerilmektedir (Pesaran, 2007). Bu doğrultuda analize başlamadan önce yatay kesit bağımlılığının olup olmadığı tespit edilerek birim kök testlerinin uygulanması gerekmektedir. Zaman boyutu yatay kesit boyutundan küçük olması durumunda ($T < N$) yatay kesit bağımlılığı Pesaran (2004) CD testiyle incelenmektedir.

Pesaran (2004) CD testi sonucunda, $p < 0,05$ 'ten küçük olduğu durumda, H_0 hipotezi reddedilmektedir ve yatay kesit bağımlılığı olduğunu göstermektedir (Pesaran, 2004). Tablo 2'de yatay kesit bağımlılık test sonuçları gösterilmektedir.

Tablo 2: Yatay Kesit Bağımlılığı Test Sonuçları

Yöntem	Değişken	CD test değeri	Korelasyon katsayısı	Olasılık
Pesaran testi	ROA	9,47	0.654	0.000
	YKB	0,85	0.058	0.397
	BÜS	4,99	0.344	0.000
	BÜO	4,84	0.334	0.000
	HAO	0,69	0.047	0.492
	YERORTO	-1.24	-0.086	0.214

Tablo 2'de görüldüğü üzere, ROA, BÜS ve BÜO değişkenlerine ilişkin hesaplanan olasılık değeri kritik değer olan $0,05$ 'ten küçük hesaplanmıştır ve ROA, BÜS ve BÜO değişkenlerine ilişkin serilerde yatay kesit bağımlılığı

söz konusudur. YKB, HAO ve YERORTO değişkenleri yatay kesit bağımlılığı sorunu bulunmadığı için birinci nesil panel birim kök testleri, ROA, BÜS ve BÜO değişkenler için ikinci nesil birim kök testleri tercih edilmiştir.

YKB, HAO ve YERORTO değişkenleri için birinci nesil birim kök testi olan Im vd., (2003) testi kullanılmıştır. Im, Pesaran Shin (IPS) test sonuçları Tablo 3'te yer almaktadır.

Tablo 3: IPS Birim Kök Testi Sonuçları

	Trensiz		Trendli	
	t test	Olasılık	t test	Olasılık
Seviyede				
YKB	-1.7323	0.0416	-1.6678	0.047
HAO	2.9884	0.9986	0.7931	0.786
YERORTO	2.3319	0.9901	-0.7233	0.234
1.farkı				
D. HAO	-3.2197	0.0006	-3.9084	0.000
D.YERORTO	-3.8586	0.0001	-4.2749	0.000

Tablo 3 incelendiğinde; YKB ait değişken ($p < 0,05$) durağan olmasına rağmen HAO ve YERORTO değişkenleri durağan değildir. Bu nedenle analizlerde, HAO ve YERORTO değişkenlerinin birinci farkları kullanılacaktır.

ROA, BÜS ve BÜO değişkenleri için Pesaran (2007) tarafından geliştirilen Yatay Kesit Genişletilmiş Augmented Dickey-Fuller (CADF) ve Genişletilmiş Im, Pesaran ve Shin (CIPS) ikinci nesil birim kök testleri kullanılmıştır. Tablo 4'te araştırma değişkenlerine yönelik birim kök testi sonuçları gösterilmektedir.

Tablo 4: CADF ve CIPS Test Sonuçları

Parametre	t-bar ^a	CV%10	CV %5	CV %1	p
ROA	-1.899	-2.760	-2.920	-3.210	>0.05
BÜS	-2.855	-2.760	-2.920	-3.210	>0.05
BÜO	-2.307	-2.760	-2.920	-3.210	>0.05
	CIPS	CV %10	CV %5	CV %1	
ROA	-3.611	-2.76	-2.93	-3.24	CIPS>CV %10*
BÜS	-2.801	-2.76	-2.93	-3.24	CIPS>CV %10*
BÜO	-2.316	-2.76	-2.93	-3.24	CIPS<CV %10**
D.BÜO	-3.507	-2.76	-2.93	-2324	CIPS>CV %10*

**%10 anlamlılık düzeyinde birim kök içermektedir.

*%10 anlamlılık düzeyini göstermektedir.

Tablo 4'te görülüşü üzere, CADF ve CIPS testi sonuçlarında, kritik tablo değerlerinden mutlak değer olarak daha büyük olduğunda, yokluk hipotezi reddedilmekte ve seriler durağan kabul edilmektedir (Pesaran, 2007). Test sonuçlarına göre, BÜO parametresi birim kök içerdiği için değişkenin birim kök içermeyene kadar farkı alınmıştır. Birinci dereceden farkında, ilgili parametre birim kök içermemektedir.

Panel veri modellerinin seçiminde hangi modelin tercih edilmesi gerektiğine karar verilmesinde Hausman testi kullanılmıştır. Tablo 5'te Hausman test sonuçları gösterilmektedir.

Tablo 5: Hausman Testi Sonuçları

Model	Hausman Test İstatistiği	p değeri
ROA= YKB BÜS D.BÜO D.HAO D.YERORTO	4,95	0,4220

Tablo 5'te yapılan Hausman testi sonuçlarına göre, modelin p değeri 0.05 düzeyinin üzerinde olup, H0 hipotezi, yani tesadüfi (random) etki modeli kabul edilmiştir. Buna göre model aşağıdaki gibi kurulmuştur:

$$ROA = \beta_0 + \beta_1 (YKB) + \beta_2 (BÜS) + \beta_3 (D.BÜO) + \beta_4 (D.HAO) + \beta_5 (D.YERORTO) \quad (2)$$

Tablo 6’da modelin sınanması için yapılan panel veri analizi sonuçları gösterilmektedir.

Tablo 6: Panel Veri Analizi Sonuçları

ROA	β	Std. Hata	z	P>z
YKB	-0.1483	0.6145	-2.41	0.016
BÜS	-0.2140	0.0602	- 3.55	0.000
D.BÜO	0.0237	0.0102	2.31	0.021
D.HAO	-0.0386	0.0252	-1.53	0.125
D.YERORTO	-0.0493	0.0245	-2.01	0.044
Sabit	3.3482	0.6620	5.06	0.000
R ² : 0.2812; X2 53): 28.17; p=0.0000				

Tablo 6’da yapılan panel veri analizi sonuçlarına göre, BIST Kurumsal yönetim endeksinde yer alan bankaların yönetim kurulu büyüklüğünün, yönetim kurulundaki bağımsız üye sayısının, bağımsız üye oranının ve yerli ortaklık oranının bankaların aktif kârlılığı üzerinde etkili olduğu görülmektedir (p<0,05). Fakat bankaların halka açıklık oranının banka aktif kârlılıkları üzerinde etkisi olmadığı sonucuna ulaşılmıştır (p>0.05).

SONUÇ

İyi bir kurumsal yönetim mekanizmalarına sahip olan bankaların finansal performanslarının daha yüksek olduğu değerlendirilmektedir (Peni ve Vähämaa, 2012). Bu çalışma ile Borsa İstanbul, kurumsal yönetim (XKURY) endeksinde yer alan bankaların, asimetrik bilgi teorisi çerçevesinde finansal performansa etkileri açısından kurumsal yönetimde de önemli yeri olan bazı değişkenlerin incelenmesi amaçlanmaktadır. Çalışmada finansal performans ölçütü olarak aktif kârlılık oranı ile kurumsal yönetim değişkenleri olan; yönetim kurulu büyüklüğü, yönetim kurulundaki bağımsız üye sayısı, yönetim kurulundaki bağımsız üye oranı, halka açıklık oranı ve yerli ortaklık oranı kullanılmıştır.

Yapılan analiz sonuçlarına göre, asimetrik bilgi teorisi çerçevesinde kurumsal yönetim uygulamalarının banka finansal performansa etkisi olduğu tespit edilmiştir. BIST Kurumsal yönetim endeksinde yer alan bankaların yönetim kurulu büyüklüğünün, yönetim kurulundaki bağımsız üye sayısının, bağımsız üye oranının ve yerli ortaklık oranının bankaların aktif kârlılığı üzerinde etkili olduğu sonucuna ulaşılmıştır. Halka açıklık oranının ise banka aktif kârlılıkları üzerindeki etkisi olmadığı tespit edilmiştir.

Bankaların yönetim kurulunda yer alan üye sayısı arttıkça aktif kârlılığın azaldığı tespit edilmiştir. Bu sonuç, Staikouras vd. (2007), Pathan vd. (2007), Liang vd. (2013), Stančić vd. (2014), Bukair ve Abdul Rahman (2015) çalışmalarıyla örtüşmektedir. Bankaların yönetim kurulundaki bağımsız üye sayısı arttıkça aktif kârlılığının azaldığı gözlemlenmiştir. Bu sonuç Bukair ve Abdul Rahman (2015) tarafından yapılan çalışma kapsamında elde edilen sonuçlar ile örtüşmektedir. Ayrıca bankaların yönetim kurulundaki bağımsız üye oranı arttıkça aktif kârlılığının arttığı sonucuna ulaşılmıştır. Elde edilen bu sonuç Liang vd. (2013), García-Meca vd. (2015) çalışmaları ile örtüşmektedir. Çalışma kapsamında elde edilen bir diğer sonuç ise, bankaların yerli ortaklık oranı arttıkça aktif kârlılığının azaldığıdır. Bankaların halka açıklık oranının banka aktif kârlılıkları üzerinde etkisi olmadığı sonucuna ulaşılmıştır. Elde edilen bu sonuç, Tükenmez vd. (2016), Kesbiç ve Taşdemir (2019) ve Yaroğlu ve Kurt (2022) çalışmaları ile örtüşmektedir.

Araştırma kapsamında elde edilen sonuçlar göz önünde bulundurulduğunda; iyi bir kurumsal yönetime sahip bankaların asimetrik bilgi sorunu sonucu ortaya çıkan ters seçim, ahlaki tehlike ve temsilcilik sorunlarından aktif kârlılığı olarak daha az etkileneceği değerlendirilmektedir. Bu durum ise, bankaların finansal performanslarına olumlu bir etki olarak yansımaktadır. Bu doğrultuda bankaların kurumsal yönetim anlayışına mevcut durumlarından daha fazla önem vermeleri bankacılık faaliyetlerinin sürdürülebilirliği açısından önem arz etmektedir.

Çalışmanın kısıtları, 2008-2021 dönemine ait verileri içermesi ve BIST Kurumsal Yönetim Endeksinde yer alan bankalar ile sınırlı olmasıdır. Bu nedenle, gelecekte yapılacak çalışmalarda, daha farklı sektörler ile daha farklı örneklem büyüklükleri kullanarak genelleştirilebilir sonuçlara ulaşmak mümkün olabilir.

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Gümrük Müşavirleri ve Yetkilendirilmiş Gümrük Müşavirlerinin Mesleği İcrası Kapsamında Görev, Yetki ve Yükümlülüğünün İncelenmesi: Mevcut Sistemde Yaşanan Sorunlar

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ÖZET

Türk gümrük sisteminin en önemli ögesi kuşkusuz gümrük mevzuatıdır. Bütün ülkelerde olduğu gibi Türk Gümrük Mevzuatı da geniş hacimli ve zengindir. Bunu yasalar, Bakanlar Kurulu Kararları, yönetmelikler ve tebliğler şeklinde sıralayabiliriz. Türk gümrük sisteminde mevzuatın ve mevzuatın getirdiği işlem hacminin en hızlı ve sağlıklı şekilde işleyişini sağlayan kişiler de gümrük müşavirleridir. Gümrük müşavirleri; uluslararası ticaretle ilgilenen, ithalat ve ihracat yapmak isteyen gerçek veya tüzel kişileri vekalet sözleşmesi ile kendi adına, ancak başkasının hesabına, dolaylı temsil yoluyla gümrük idarelerinde temsil etmek, gümrük belgelerini hazırlamak, malların ithalatını ve ihracatını kolaylaştırmak, vekalet kapsamında belirtilen tüm resmi kamu kurum ve kuruluşlarında gümrük işlemleri için gerekli olan tüm geçerli yasalara uygun olarak yapılan başvuru, her türlü izin belgesi ile dilekçe işlemlerini denetlemek ve gümrük idarelerine sunmakla yükümlüdürler. Gümrük müşavirleri gerçek veya tüzel kişiler adına imzaladıkları beyanname ile ilgili cezai hükümlerin uygulanması açısından beyannameye belirtilen bilgiler ile beyannameye ekli belgelerin doğruluğundan ve ilgili rejimin gerektirdiği bütün yükümlülüklerle uyulmasından sorumludur. Gümrük müşavirlerinin meslek mensubu olabilmelerinin tecrübe, eğitim seviyesi ve mesleki yeterlilik sınavı gibi belirli şartlara bağlanması, mesleğin icrasında kalitenin artmasını ve gümrük işlemlerinde idarenin ve özel hukuk kişilerinin yaşadığı sıkıntıların azalmasını sağlamıştır. 2008 yılı başlarında yapılan değişiklik ile gümrük mevzuatında düzenlemeye gidilmiş, maliye bakanlığı'nda uygulaması benzer bir uygulaması olan "yeminli mali müşavirliği" mesleğine uzak da olsa benzerlik gösteren "*Yetkilendirilmiş Gümrük Müşaviri*" müessesesi oluşturulmuş ve daha önce gümrük idaresine bağlı memur eliyle yapılan birçok tespit ve işlem Yetkilendirilmiş Gümrük Müşavirlerine devredilmiştir. Bu çalışmada amaçlanan gümrük müşaviri, gümrük müşavir yardımcısı ve yetkilendirilmiş gümrük müşavirliği mesleğinin ortaya çıkış aşamalarının nasıl gerçekleştiği, mevzuat dahilinde nelerden ne şekilde sorumlu olduğu, meslek mensuplarının mesleği icrasında karşılaştığı sorunların neler olduğu ve bu sorunların çözüm yollarının tespiti anlatılmaktadır.

Anahtar Kelimeler : Gümrük müşavirleri, vekalet sözleşmesi, gümrük işlemlerinde temsil

ABSTRACT

The most important element of the Turkish customs system is undoubtedly the customs legislation. As in all countries, Turkish Customs Legislation is also large and rich. We can list this in the form of laws, Cabinet Decisions, regulations and communiqués. Customs consultants are also the persons who ensure the fastest and healthiest functioning of the legislation and the transaction volume brought by the legislation in the Turkish customs system. Customs brokers; To represent real or legal persons interested in international trade, who want to import and export, with a power of attorney contract, on behalf of himself, but on behalf of someone else, in customs administrations through indirect representation, preparing customs documents, facilitating the import and export of goods, all official public institutions and organizations specified within the scope of power of attorney. They are responsible for supervising the application, all kinds of permits and petition procedures and submitting them to the customs administrations in accordance with all applicable laws required for customs procedures. Customs brokers are responsible for the accuracy of the information specified in the declaration

and the documents attached to the declaration, and to comply with all obligations required by the relevant regime, in terms of the implementation of the penal provisions regarding the declaration they have signed on behalf of real or legal persons. The fact that customs consultants can be a member of the profession, depending on certain conditions such as experience, education level and professional competency exam, increased the quality of the execution of the profession and reduced the difficulties experienced by the administration and private legal persons in customs transactions. With the amendment made at the beginning of 2008, the customs legislation was regulated, and the "Authorized Customs Consultant" institution, which has a similar practice in the ministry of finance, even though it is far from the profession of "sworn financial adviser", was established, and many determinations and determinations made by the officers affiliated to the customs administration were established. The transaction has been transferred to the Authorized Customs Brokers. In this study, it is explained how the emergence stages of the customs consultant, assistant customs consultant and authorized customs consultancy profession, what they are responsible for within the legislation, what are the problems faced by the members of the profession in the performance of their profession and the determination of the solutions to these problems.

Keywords: Customs consultants, power of attorney contract, representation in customs procedures

GİRİŞ

Avrupa ülkelerinde olduğu gibi Türkiye’de Gümrük Komisyoncuları Talimatnamesi hazırlanmış, 1 Temmuz 1909 tarihinde yürürlüğe girmiştir. Ülkemizde 1909 yılından 1999 yılına kadar 90 yıllık tarihsel sürecinde ‘Gümrük Komisyonculuğu’ adı altında, kanunlarla varlığını sürdüren bir mesleki yapı olmuştur. Talimatname yayınlanmadan önce gümrüklerimizde mesleğe yönelik herhangi bir dernek veya meslek kuruluşu olmadığından herkes serbestçe gümrük idarelerinde iş takip yapabiliyordu. Bu konuda bir kanun olmadığından belirli bir kural ve uygulama da yoktu. Gümrük Komisyoncularının statülerinin tespit edilmesi, görevlerinin, mükellefiyetlerinin belirlenmesi ve gerektiğinde kontrol edilmeleri için 01 Temmuz 1909 tarihinde yürürlüğe giren talimatname hazırlanmıştır (https://www.igmd.org.tr/meslegimizin-tarihcesi_tarihce_sayfasi) . Yayınlanan 252 sayılı 25 Haziran 1909 tarihli genelge ile de Gümrük Komisyoncularının gümrük idarelerinden ruhsatname almaları, bu belgeyi almayanların 1 Temmuz 1909 tarihinden itibaren gümrüklerde iş takip edemeyecekleri belirtilmiştir (<http://www.bugumder.org/kurumsal/tarihce>) . 1909 yılının Ağustos ayında yayınlanan nizamname ile gümrüklerde beyanname sistemine geçilmiş, bu beyannamelerin gümrük idarelerince bastırılıp satılarak gümrük idarelerinde kullanılması sağlanmıştır (https://www.igmd.org.tr/meslegimizin-tarihcesi_tarihce_sayfasi) . Bu beyanname sistemi eşya beyanlarının elle doldurularak düzenlenmesinden dolayı Gümrük Komisyoncuları tarafından “çarşaf beyanname” olarak adlandırılmıştır. Cumhuriyetimizin ilk yılında da, 16 Ocak 1924 tarih ve 168 sayılı kararname ile Gümrük Komisyoncuları Talimatnamesi yürürlüğe konulmuştur. Talimatnameye göre; Gümrük Komisyoncusu olabilmek için adayların belirlenen diğer şartlarla birlikte yapılacak sınavda başarılı olmaları gerekmekte, sınavda başarılı olanlara ‘Gümrük Komisyoncusu Ruhsatnamesi’ verilmekteydi (<http://www.bugumder.org/kurumsal/tarihce>).

1927 yılında 1093 sayılı Gümrük Komisyoncularına dair ilk kanun hazırlanmış ve 1 Eylül 1927 tarihinde yürürlüğe girmiştir. Bu kanuna göre Gümrük Komisyoncusu olmak için gerekli olan şartlar zaman içinde yürürlüğe giren değişikliklerle değişime uğramış olup 02 Şubat 2000 tarihinde yürürlüğe giren 4458 sayılı yeni gümrük kanunu ile yetki ve sorumlukları artırılmış meslek olarak Gümrük Müşaviri ve yardımcısı adı altında ihdas edilmiştir. 1999 tarihli 4458 sayılı gümrük kanununun da gümrük müşavirinin ve yardımcısının hangi şartları taşıması gerektiği kanununun 227 ve 228. Maddelerinde belirtilmiştir.

Bu çalışmada amaçlanan gümrük müşaviri, gümrük müşavir yardımcısı ve yetkilendirilmiş gümrük müşavirliği mesleğinin ortaya çıkış aşamalarının nasıl gerçekleştiği, mevzuat dahilinde nelerden ne şekilde sorumlu olduğu, meslek mensuplarının mesleği icarısında karşılaştığı sorunların neler olduğu ve bu sorunların çözüm yollarının tespiti amaçlanmaktadır.

<p>a) Türk olmak</p> <p>b) 20 yaşını ikmal etmiş olmak</p> <p>c) Türkçe'yi layıkıyla söylemek ve yazmak</p> <p>d) Sari maraz ile malül olmamak</p> <p>h) Hileli iflas ile mahkumiyeti olmamak</p> <p>i) Gümrüğe taallük eden kavanin, nizamata ve mevzuata vukufunu bilimtihan isbat eylemek lazımdır.</p>	<p>a. Türkiye Cumhuriyeti vatandaşı olmak,</p> <p>b. Medeni hakları kullanma ehliyetine sahip bulunmak,</p> <p>c. Taksirli suçlar hariç olmak üzere; affa uğramış olsalar dahi, ağır hapis veya beş yıldan fazla hapis ya da kaçakçılık, zimmet, ihtilas, irtikap, rüşvet, hırsızlık, dolandırıcılık, sahtecilik, güveni kötüye kullanma, dolanlı iflas, yalan yere şahadet, suç tasnii, iftira gibi yüz kızartıcı suçlar ile resmi ihale ve alım satımlara fesat karıştırma, suçtan kaynaklanan malvarlığı değerlerini aklama, terörün finansmanı, Devlet sırlarını açığa vurma, vergi kaçakçılığı veya vergi kaçakçılığına teşebbüs suçları ile 12/4/1991 tarihli ve 3713 sayılı Terörle Mücadele Kanunu kapsamı suçlar ile örgütlü suçlardan hüküm giymemiş olmak</p> <p>e. Ceza veya disiplin soruşturması sonucunda memuriyetten çıkarılmış olmamak,</p> <p>f. i) Hukuk, iktisat, maliye, işletme, muhasebe, bankacılık, kamu yönetimi, siyasal bilgiler ve endüstri mühendisliği dallarında eğitim veren fakülte ve yüksek okullardan veya denkliği Yüksek Öğretim Kurumunca tasdik edilmiş yabancı yüksek öğretim kurumlarından en az lisans seviyesinde mezun olmak,</p> <p>ii) Diğer öğretim kurumlarından lisans seviyesinde mezun olduktan sonra (i) alt bendinde belirtilen bilim dallarından lisans üstü seviyede diploma almış olmak ya da ön lisans eğitimi veren gümrük, dış ticaret ve Avrupa Topluluğu konularında uzmanlık programı olan meslek yüksek okullarından mezun olmak,</p> <p>g. Staj amacıyla bir gümrük müşavirinin yanında 1 yıl çalışmış olmak,</p> <p>h. Yapılan gümrük mevzuatı ve gümrüğe ilişkin iktisadi, ticari ve mali konuları kapsayan sınavda başarılı olmak,</p>	<p>Kanununun 228. Maddesine göre gümrük müşavirliği sınavına gireceklerin Kanununun 227/1 maddesinin f-ii alt bendi hariç olmak üzere aynı fıkradaki diğer koşulları sınavın açıldığı yıl başı itibarıyla taşımak ve iki yıl süre ile bir gümrük müşavirinin yanında gümrük müşavir yardımcılığı yapması gerekmektedir.</p> <p>Yapılan gümrük mevzuatı ve gümrüğe ilişkin iktisadi, ticari ve mali konuları kapsayan sınavda başarılı olmak</p>
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GÜMRÜK MÜŞAVİR VE YARDIMCISININ MESLEKİ FAALİYETİ

Gümrük müşavirleri gümrük mevzuatında belirtilen tasarruf ve işlemleri vekaletle istinaden dolaylı temsil yoluyla gerçekleştiren kişilerdir. Uluslararası ticaret yapan gerçek veya tüzel kişilere gümrük mevzuatı hakkında bilgi vermek, resmi dairelerde vekaletle istinaden gümrük işlemlerini takip etmek ve sonlandırmak, ticaretin işleyişinde sair mevzuat ve işleyiş açısından bilgi ve uzmanlığına dayanarak dış ticaret işlemlerine hız kazandırmak ve kolaylaştırmaktır.

1909 yılında gümrük komisyoncusu adı altında işleye başlayan meslek 1999 yılında 1615 sayılı gümrük kanununun yürürlükten kalkması ve 4458 sayılı gümrük kanununun yürürlüğe girmesiyle gümrük müşaviri ve yardımcısı ünvanını almıştır. Gümrük kanununda iş takibi açısından iki ayrı temsil yetkisi söz konusudur. Bunlar dolaylı vedoğrudan temsil şekilleridir (Baş, M. N. (2016). Gümrük Müşavirlerinin Mesleki Faaliyetleri Kapsamında Dolaylı Temsil Yetkileri ve Hukuki Sorumlulukları . Hacettepe Hukuk Fakültesi Dergisi , 6 (1) , 193-212 . Retrieved from <https://dergipark.org.tr/tr/pub/hacettepehdf/issue/46361/582715>) .

GÜMRÜKLERDE DOLAYLI VE DOĞRUDAN TEMSİL

Gümrük müşavirleri dolaylı temsilci olarak kendi adına ama başkasının hesabına iş takibi yaparlar. Doğrudan temsilci olarak nitelendirilen kişiler başkasının adına ve hesabına hareket eden kişilerdir. Gümrüklerde dolaylı ya da dolaysız olarak yapılan tüm iş takip işlemleri süresince ilgili vekalet ve sahip olunan temsil belgeleri gümrük idaresine ibraz etmek zorunludur. Gümrüklerde temsil ile ilgili dört adet yetki belgesi bulunmaktadır. Bunlar gümrük müşavirliği belgesi, gümrük müşavir yardımcısı belgesi, doğrudan temsil belgesi ve lojistik taşıma yapan firmaların iş takibini yapan çalışanlarına verilen gümrük işlem takip kartıdır (Özdoğan, S. (2014). Gümrüklerde Dolaylı Temsilden Doğrudan Temsile Geçiş . Gümrük ve Ticaret Dergisi,(4),104-108.Retrievedfrom <https://dergipark.org.tr/pub/gumrukticaretdergisi/issue/53336/708977>) .

GÜMRÜK MÜŞAVİRİNİN YÜKÜMLÜLÜKLERİ

Gümrüklerde ithal yada ihraç edilen eşyaların işlemlerinin gerçekleştirilmesi için gümrük beyannamesi düzenlenir. Gümrük beyannamelerinin idarelere sunulması için beyanı yapan dolaylı yada doğrudan temsil yetkisine sahip kişilerce imzalanması zorunludur. Dolaylı temsil yoluyla olan beyanlarda beyannameleri gümrük müşaviri, doğrudan temsil yoluyla olan beyanlarda ise ithalatçı yada ihracatçı firma adına doğrudan temsil yetkisine sahip kişiler imzalar (Gümrük yönetmeliği (07.10.2009 Resmî Gazete Sayısı: 27369 (Mükerrer)).

GÜMRÜK MÜŞAVİRLERİNİN MESLEĞİ İCRASINDA KARŞILAŞTIĞI SORUNLAR

Gümrük Kanunu'nun 181. maddesinin 2.ve 3. fıkrasında; “2. İthalatta gümrük yükümlülüğünde yükümlü, beyan sahibidir. Dolaylı temsil durumunda, hesabına gümrük beyanında bulunulan kişi de yükümlüdür. Dolaylı temsilde, temsilcinin yükümlülüğü, beyanda kullanılan verilerin yanlış olduğunu bildiği veya mesleği icabı ve mutata olarak bilmesi gerektiği durumlarla sınırlıdır. 188 inci, 190 inci ve 194 üncü maddeler uyarınca doğan gümrük yükümlülüğü için de bu hüküm uygulanır.” 3. Birinci fıkrada belirtilen rejimlerden biri için bulunulan beyanda kullanılan veriler, kanunen alınması gereken vergilerin tamamen veya kısmen tahsil edilememesine sebep olduğu takdirde, beyanın yapılabilmesi için bu verileri veren ve bu verilerin yanlış olduğunu bilen veya bilmesi gereken kişiler de gümrük vergilerinden sorumludur.”

229. maddenin 2.fıkrasında ise; “Ancak, gümrük müşaviri ve gümrük müşavir yardımcısı birden fazla tüzel kişiliğe ortak olamaz. Gümrük müşavirliğinin bir tüzel kişilik olması halinde, gümrük beyannamesi veya beyanname kabul edilen diğer belgeler üzerine imzasını atmış olanların vergi kaybına neden olan durumu bildiği veya bilmesi gerektiği hallerde, bunlar gümrük idaresine karşı bağlı buldukları tüzel kişilikle birlikte müteselsilen sorumlu olurlar. Bu hallerde, ilgili gümrük müşavirinin kişisel cezai sorumluluğu saklı kalmak kaydıyla, işlemi yapan kişi ile birlikte tüzel kişilik de gümrük idaresince alınan vergiler ve verilen para cezaları yönünden müteselsilen sorumludur.” hükümleri bulunmaktadır (4458 sayılı kanun, m.181-229). Müteselsil sorumluluğa değinen bu amir hükümler çerçevesinde; Gümrük Müşavirinin dolaylı temsil sıfatıyla üstlendiği bu sorumluluğun, mükellef adına gümrük idarelerine sunduğu beyanda kullandığı verilerin yanlış olduğunu bildiği veya mesleği icabı ve mutata olarak bilmesi gerektiği durumlar ile sınırlı tutulduğu anlaşılmaktadır. Bir ithalat işlemi süreci dikkate alındığında uygulamada, ithalatçı şirket, ithal edeceği eşyanın işlemleri için bir gümrük müşavirliği firması ile (gümrük müşaviriyle) anlaşmakta, bu gümrük müşavirliği firmasına (gümrük müşavirine) vekâlet vermekte, böylelikle gümrük idaresine yapılacak beyanlar ve alınacak izinler gümrük müşavirliği firması (gümrük müşaviri) tarafından gerçekleştirilmektedir. Bu kapsamda; gümrük müşavirliği firması tarafından, ithalatçı şirketten gelen başta fatura olmak üzere eşyanın niteliğini ve niceliğini gösterir bilgi ve belgelere dayanılarak bir gümrük beyannamesi hazırlanmaktadır. Oysa Gümrük Müşavirlerinin mutata olarak neyi bilmelerinin gerektiği belirlenmemiş, bunun takdiri uyuşmazlığa bakan vergi mahkemesi hâkiminin kişisel bilgi ve deneyimine bırakılmıştır. Gümrük Müşavirinin neyi bilmesi gerektiği konusundaki değerlendirmeler büyük ölçüde sübjektif kalmaya mahkûmdur. Gümrük Müşavirlerinin, dolaylı temsil sıfatıyla yapmış oldukları işlemlerden dolayı ticarete hiçbir şekilde ortak olmadıkları halde eşya sahibi gibi vergi ve cezalardan

müteselsilen sorumlu olmaları ticari hayat ve özel hayat açısından telafisi mümkün olmayan çok ağır sonuçlara sebebiyet vermektedir.

YETKİLENDİRİLMİŞ GÜMRÜK MÜŞAVİRLERİ

Gümrük İdaresi üzerindeki denetim veya işlem yükünü azaltmak, gümrük mevzuatının uygulanmasında ithalat ve ihracat yapan firmaların zaman kaybının önlenmesi amacıyla Ticaret Bakanlığınca başvuru şartlarını taşıyan gümrük müşaviri yetki belgesine sahip kişilerdir.

YETKİLENDİRİLMİŞ GÜMRÜK MÜŞAVİRİNİN SORUMLULUĞU VE UYGULAMA ESASLARI

Yetkilendirilmiş gümrük müşaviri denildiğinde aslında akla ilk gelen yer gümrüklü antrepolar olsada yetkilendirilmiş gümrük müşavirlerinin görev ve sorumlulukları oldukça fazladır. Bugün yetkilendirilmiş gümrük müşavirleri gümrük mevzuatında belirtilen bir çok işlemin uygulanmasında tespit ve rapor düzenlemektedir. Yetkilendirilmiş gümrük müşaviri, gerçekleştireceği tespit işlemlerini, tespit işlemi kapsamında gerçekleştirilen inceleme ve araştırmalar sırasında toplanan bilgileri ve yapılan tespit işleminin detayını ihtiva edecek şekilde düzenli bir kayıt-dosyalama sistemi içinde yapar. Yetkilendirilmiş gümrük müşavirleri yaptıkları her tespit ve raporlama işleminden sorumludur. Gümrük yönetmeliğinin 575.maddesinde yetkilendirilmiş gümrük müşavirinin sorumluluğu ve uygulama esasları yer almaktadır. 60 Seri No.lu Gümrük Genel Tebliği ile Yetkilendirilmiş Gümrük Müşavirliği Sistemi'nin (YGMS) temelleri atılmıştır.

Tebliğe göre özellikle antrepolarında yapılması gereken birtakım işlemler, eşya girişlerinin ve çıkışlarının kaydedilmesi ve bu eşyaların denetlenmesi ile antrepolarla ilgili ön inceleme raporları ve diğer bazı gümrük işlemleriyle; süre uzatımı raporları, menşei tespitleri ve daha birçok tespit raporu, yine Tebliğdeki hükümlere istinaden yetkilendirilen gümrük müşavirleri tarafından gerçekleştirilecektir. Gümrük sektöründe yeni bir iş alanı, istihdam yaratılmıştır. Gümrük müşaviri belgesi sahibi kişiler yetkilendirilmiş gümrük müşaviri (YGM) olmak için Bakanlığa başvurarak "Yetki Belgesi" aldıktan sonra Tebliğde geçen denetimleri ve tespitleri yapabileceklerdir (Elibol, N.(2015).Yetkilendirilmiş Gümrük Müşavirliği . Gümrük ve Ticaret Dergisi,(6),2024.Retrievedfrom (<https://dergipark.org.tr/tr/pub/gumrukticaretdergisi/issue/53324/708732>).

YETKİLENDİRİLMİŞ GÜMRÜK MÜŞAVİRİNİN SAHİP OLMASI GEREKEN NİTELİKLER VE YETKİ BELGESİ

Yetkilendirilmiş gümrük müşaviri olabilmeniz için öncelikle gümrük müşaviri yetki belgesinesahip olmanız, belirli bir süre gümrük müşavirliği mesleğini icra etmeniz ve belirli bir yaşın altında olmanız gerekmektedir. Gümrük Yönetmeliğinin 576.Maddesindeki şartları sağlayan kişiler Yetkilendirilmiş Gümrük Müşaviri olabilirler.

MADDE 576 -

Yetkilendirilmiş gümrük müşavirlerinin aşağıda belirtilen niteliklere sahip olmaları gerekir:

- a) *Kanunun 228 inci maddesinin ikinci fıkrasının (a) ve (b) bentleri ile geçici 5 inci maddesininüçüncü fıkrası uyarınca gümrük müşavirliği izin belgesine sahip olmak ya da Kanunun 228 incimaddesinin birinci fıkrası ile geçici 5 inci maddesinin birinci ve ikinci fıkrası uyarınca hak sahibi olup, en az yedi yıl süre ile gümrük müşavirliği izin belgesine sahip olmak,*
- b) *Son beş yıl içinde Kanunun geçici 6 ncı maddesi uyarınca kesinleşmiş geçici olarak meslekifaaliyetten alıkoyma cezası almamış olmak,*
- c) *Dolaylı temsil suretiyle gümrük idarelerinde iş takip etmemek ve bu amaçla kurulmuş tüzelkişilere ortak olmamak,*
- ç) *Tespit işlemlerinin yapılacağı kişiler ve antrepo işleticileri ile ortaklık ve çalışan statüdeilişkisi bulunmamak,*
- d) *Kanunun geçici 6 ncı maddesi uyarınca birden fazla geçici olarak mesleki faaliyetten alıkoyma cezası*

almamış olmak,

e) *Ertelenmiş, hükmün açıklanması geriye bırakılmış, para cezasına veya tedbire çevrilmiş ya da affa uğramış olsalar bile kaçakçılık, zimmet, ihtilas, irtikap, rüşvet, hırsızlık, dolandırıcılık, sahtecilik, inancı kötüye kullanma, dolanlı iflas, yalan yere şahadet, suç tasnii, iftira, resmi ihale ve alım satımlara fesat karıştırma, devlet sırlarını açığa vurma, suçtan kaynaklanan malvarlığı değerlerini aklama, vergi kaçakçılığı veya vergi kaçakçılığına teşebbüs suçlarından ceza almamış olmak,*

f) *4458 sayılı Kanununun geçici 6 ncı maddesi uyarınca son üç yıl içerisinde üçten fazla uyarma veya kınama cezası almamış olmak,*

g) *(Değişik:RG-12/1/2017-29946) En az dört yıllık lisans eğitimi veren hukuk, iktisat, siyasal bilgiler, işletme, iktisadi ve idari bilimler fakülteleriyle bunlara denkliği yetkili makamlarca kabul olunan yurt içi ya da yurt dışındaki öğrenim kurumlarından birinden mezun olmak veyadiğer öğretim kurumlarından lisans seviyesinde mezun olmakla beraber bu fıkrafta belirtilen dallardan lisansüstü diploma almış olmak,*

ğ) *Yetmiş yaşını doldurmamış olmak.*

h) *Mesleğin şerefine ve haysiyetine uymayan durumları bulunmamak*

(2) Birinci fıkrada sayılan niteliklere sahip olan gümrük müşaviri gerekli evraklarla Bakanlığa müracaat eder. Bakanlıkça yapılan değerlendirme sonucunda bu kişiler yetkilendirilebilir.

Yetkilendirilmiş gümrük müşavirliği yetki belgesi başvuruları; birinci fıkranın (e) bendinde sayılan fiillere ilişkin gümrük idaresi veya adli makamlarca yürütülen bir soruşturma veya kovuşturma olması hallerinde; söz konusu soruşturma veya kovuşturma sonuçlanıncaya kadar değerlendirmeye alınmaz. Yetki belgesinin süresine ilişkin hususlar şunlardır:

a) *Yetki belgesinin süresi iki yıldır ve bu süre birinci fıkranın (ğ) bendinde yer alan nitelik dikkate alınarak daha kısa belirlenir.*

b) *İki belge dönemi boyunca herhangi bir disiplin cezası almamış olanlar için (a) bendinde belirtilen süre ilk defasında üç yıl olarak uygulanır. Üç yıllık dönemde de herhangi bir disiplin cezası almamış olanlar için düzenlenecek belgenin süresi bir yıl artırılır. Bu bende göre artırılabilecek süre dört yılı geçemez.*

(3) Yetkilendirilmiş gümrük müşavirliği yetkisinin verilmesi ve yetki belgesinin düzenlenmesine ilişkin olarak aşağıda yer alan işlemler yapılır:

a) *Adına yetkilendirilmiş gümrük müşavirliği yetki belgesi düzenlenen kişinin gümrük müşavirliği dolayısıyla kullandığı kodlar pasif hale getirilir.*

b) *Yetki belgesi sahibi için yetkilendirilmiş gümrük müşavirliği profili oluşturulur.*

c) *Düzenlenen yetki belgesi, gümrük müşavirinin kayıtlı bulunduğu Bölge Müdürlüğüne ve başvuru sahibine elektronik ortamda gönderilir.*

ç) *Yetkilendirilmiş gümrük müşaviri erişim kodunun kullanımından sorumludur. Erişim kodunu başkasına kullandırdığı anlaşılan yetkilendirilmiş gümrük müşavirlerinin yetki belgesi süresiz olarak geri alınır.*

d) *Yetkilendirilmiş gümrük müşavirinin adı-soyadı, tüzel kişi ticaret unvanı, faaliyet adresi, telefon ve e-posta adresi bilgileri Bakanlık internet sayfasında yayımlanır. Bu bilgilerde herhangi bir değişiklik olması durumunda, yedi gün içerisinde bilgilerin sistem aracılığıyla güncellenmesi için Bakanlığa bildirimde bulunulur (Yetkilendirilmiş Gümrük Müşavirliği Tebliği (T.C. Resmi gazete, 10 Eylül 2020, sayı: 31240),(<https://www.resmigazete.gov.tr/eskiler/2020/09/20200910-12.htm>)).*

YETKİLENDİRİLMİŞ GÜMRÜK MÜŞAVİRLERİNİN MESLEĞİ İCRASINDA KARŞILAŞTIĞI SORUNLAR

Gerçekleşen ithalat zinciri sürecinde, kamu üzerindeki istihdam ve iş yükünü azaltmak, bazı denetim ve tespit konularında birikim ve liyakat sahibi Gümrük Müşavirlerinden yararlanmak amacıyla Yetkilendirilmiş Gümrük

Müşavirliği müessesesinin oluşturulduğu ortadadır. Yetkilendirilmiş gümrük müşavirliği işlemlerinin gümrük müşavirliği, taşımacılık, antrepo işleticiliği yapan firmalar tarafından yapılmaması farklı ve bağımsız olan YGM'ler tarafından gerçekleştirilmesi gerektiğide ortadadır. Burada asıl amacın gümrük idaresi üzerindeki denetimi veya işlem yükünü azaltmak, gümrük mevzuatının uygulanmasında ithalat ve ihracat yapan firmaların zaman kaybının önlenmesi amacıyla Ticaret Bakanlığınca başvuru şartlarını taşıyan YGM'lerin daha önce devletin memuru aracılığıyla yaptığı bazı işlemleri ve hatta bazı denetim yetkisini devir aldığı göz önünde bulundurulduğunda, bu gereklilik kendini daha da açık bir şekilde ortaya koymaktadır. Mevzuatta yapılan düzenlemelerde YGM'lerin bağımsızlığına vurgu yaptığı aşikardır. Ygm işleyişi aynı zamanda kamu adına yapılan ve denedimi bakanlıkca gerçekleştirilen bir sistemdir. Gümrük idaresinde yer alan personelin daha rahat çalışması ve dış ticaretteki işleyişin hızının artmasını sağlamak amacı ile ortaya çıkmıştır. Sistemin sağlıklı ve birbirini denetler şekilde yürütülebilmesi için, sadece YGM'lerin değil Gümrük Müşavirinin, Antrepo İşleticinin ve Taşıyıcının farklı kişilerden oluşması sağlanmalıdır (Emre, C. (2013). YETKİLENDİRİLMİŞ GÜMRÜK MÜŞAVİRİ GÖZÜYLE YETKİLENDİRİLMİŞ GÜMRÜK MÜŞAVİRLİĞİ SİSTEMİ . Gümrük ve Ticaret Dergisi , (1) , 109-110 . Retrieved from <https://dergipark.org.tr/tr/pub/gumrukticaretdergisi/issue/53340/709042>.

SONUÇ

Görüldüğü gibi gümrük müşavirlerinin, gümrük müşavir yardımcılarının ve yetkilendirilmiş gümrük müşavirlerinin üzerine düşen bir çok sorumluluğu olduğu gibi bu sorumlulukların karşılığında aldığı risk oldukça ağırdır. Gerek gerçek kişi gerekse tüzel kişilerin mevzuat kapsamında dolaylı temsil yoluyla işlemlerini takip eden ve tüm bu faaliyetleri yaparken Türkiye Cumhuriyeti Anayasası başta olmak üzere tabi oldukları tüm ulusal mevzuata ve Türkiye Cumhuriyeti'nin taraf olduğu tüm uluslararası anlaşmalar ve düzenlemelere uymak zorundadırlar. Kamu kurum ve kuruluşlarında iş takibi yapıldığından güvenilirlik, tarafsızlık ve bağımsızlık tüm iş ilişkilerinde önemlidir. Bir tarafta görevi icabı kamu menfaatini üst seviyede tutması gerekirken diğer tarafta iş sahiplerinin ticari menfaat ve yasal haklarının korunmasına özen göstermek durumundadırlar.

Gümrük Müşaviri olarak dış ticaret firmalarının iş ve işlemlerini icra ederken ortaya çıkan farklılıklardan ötürü oluşacak vergi farkları ve cezaların tamamından sorumlu tutulmak Anayasanın ölçülülük ilkesini açıkça ihlal etmektedir. Gümrük Müşavirinin sorumlu tutulacağı miktar, verilen hizmet karşılığında alınacak ücret tutarı ile sınırlandırılması adil ve makul olacağı aşikardır. Mesleğimizin geleceği ve meslek mensuplarının ticari ve mesleki geleceğinin güvence altına alınması ve telafisi mümkün olmayan zararların önlenmesi bakımından, Mütessesil sorumluluk konusunda yapılan açıklamalar doğrultusunda düzenleme yapılması zaruri ihtiyaç haline gelmiştir.

YGM'ler yönünden yapılacak değerlendirmede ise YGM Sisteminin de muhtelif zafiyetleri taşıdığı muhakkaktır. En önemli ilkesi bağımsızlık olan Yetkilendirilmiş Gümrük Müşavirliği müessesinin Antrepo tespitlerinde iş sahibi ile sözleşme üzerinden tespit yapması meslek mensubunun tarafsızlığına gölge düşürebilmektedir. Bu sistemin içinde yer alan meslek mensuplarının kamu otoritesi adına işlem yaptığı düşünüldüğünde böyle bir algının oluşması mesleki açıdan sıkıntı yaratmaktadır. Bu durumda kamu otoritesi tarafından YGM'lerin havuzda toplanması, antrepo atamalarının Bakanlık tarafından yapılması, antrepoların tespit ücretlerini Bakanlığa ödemesi ve YGM'nin ücretini Bakanlıktan alacağı yönündeki bir düzenlemenin yapılması son derece adil ve yerinde bir uygulama olacaktır.

Sadece 2019 ve 2020 yıllarının dış ticaret işlemlerine baktığımızda ülkemizde 2019 yılında gerçekleşen ithalat beyanname sayısı 2.544.727 adet, ihracat beyanname sayısı 4.497.514 adetve 2020 yılına bakıldığında ise ithalat 2.620.295 adet ve ihracat beyanname sayısı 4.479.238 adet olarak gerçekleşmiştir. Bu işlemlerin ithalatta %92'sinin, ihracatta ise %95'inin dolaylı temsil yoluyla gerçek ve tüzel kişilerin adına hareket eden gümrük müşavirleri aracılığıyla gerçekleştiği (antrepo ve transit işlemlere ait sayılar dahil değildir) göz önüne alındığında ülkemizin dış ticaretinde gümrük müşavirliği ve ygm mesleğinin önemi daha iyi anlaşılmaktadır.

Bugün dış ticaretin %90'ından fazlasına yön veren gümrük müşaviri,yetkilendirilmiş gümrük müşaviri, gümrük müşavir yardımcısı ve stajyerleri mesleki mücadelelerini İstanbul, Ankara, Bursa ve Mersin, İzmir Gümrük Müşavirleri dernekleri aracılığıyla sürdürmektedir.

2000 yılında yürürlüğe giren 4458 sayılı gümrük kanununun geçici 6.maddesinde gümrük müşavirleri ve gümrük müşavir yardımcılarının “kamu kurumu niteliğinde meslek kuruluşu” şeklinde örgütleninceye kadar dernek olarak faaliyetinin sürdürmesi hükmü yer almasına rağmen aradan geçen 22 yıla rağmen hala meslek kuruluşu olarak örgütlenememiş, geçici kanun maddesi kalıcı hale gelmiştir.

Dış ticaretteki etkin rolü tartışılmaz olan bir mesleğin hala bir meslek yasasına sahip olmaması önemli bir kayıptır. 22 yıl önceki geçici madde ile meslek kuruluşu olması öngörülmüş bir mesleğin bunu hala gerçekleştiremiş olması akla ziyan bir durumdur.

Bugün gelinen noktada akıldaki sorular şu oluyor; gümrük müşavirleri neden oda olamıyor?, 'Oda'laştıramıyor?, derneklerin yıllardır süren çabalarına rağmen meslek kanununa engel olan nedir?

Birlik şeklinde yapılanmanın tartışıldığı bugünlerde bakalım oda olamayan gümrük müşavirleribirlik olabilecek mi? bekleyip göreceğiz.

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Gümrük Vergilerinde Geri Verme Kararlarının Tüketickiye Etkisi

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ÖZET

Bu çalışma özellikle referans kıymet ve gözetim uygulaması gibi asgari kıymet uygulanması sonucunu doğuran gümrük beyanlarının, kanunen ödenmemesi gereken vergiler kapsamına girdiği durumlarda geri alınma olasılığının bulunması ve bazı ithalatçılar tarafından idare veya mahkeme kararları ile geri alınabilmesi sonucunda tüketici üzerinde ortaya çıkan mali kayıplar nedeniyle yapılmıştır. Geri verme kararları ve tüketici ilişkisi üzerine açıklamalara yer verilmiş, tüketicilerin mali çıkarlarının bu kararlardan olumsuz etkilenip etkilenmediği araştırılmıştır. Geri verme başvurularında hangi aşamaların takip edileceği tablo yardımıyla açıklanarak tüketici haklarının temel ilkeleri çerçevesinde uygulamada ortaya çıkan eksiklikler belirtilmiştir. Çalışmada, eşyanın tüketiciye satılmasından sonraki aşamada gerçekleşen geri verme kararlarından, satış anında vergiler dâhil tüm masrafları yüklenen tüketicilerin bilgisi olmadığı ayrıca tüketicilerin kanunen ödenmemesi gereken vergiye katıldığı sonucuna ulaşılmıştır. İthalat anındaki koşullardan etkilenen ve tüketiciye ulaşması ile son bulan satış zincirinde, satış fiyatına dâhil edilmiş olan vergilerin, kısmen veya tamamen ithalatçı tarafından geri alınsa da tüketici üzerinde mali yük olarak kaldığı görülmüştür. Normal koşullar altında satış fiyatında indirim gerektiren; ancak satıştan sonra gerçekleşmesi sebebiyle tüketiciler tarafından bilinmeyen bu durumun tüketicinin mali kaybına yol açtığı; ithalatçının ise normal şartlar altında elde etmesi beklenmeyen düzeyde kâr elde ettiği tespitine yer verilmiştir. Sorunun çözümüne yönelik tüketicilerin satın aldığı eşya ile ilgili sonradan ortaya çıkabilecek vergi iadeleri ile ilgili satış anında tam ve açık olarak bilgilendirilmesi, tazmin edebilme hakkı kapsamında ekonomik kaybının tazmin edilmesi ayrıca tüketicilere eşya için ödediği vergileri takip etme olanağı sağlanarak mali çıkarlarının korunması gerektiği sonucuna varılmıştır.

Anahtar Kelimeler: Gümrük vergileri, İthalat, geri verme, gözetim uygulaması, asgari kıymet, Tüketici
Effects of Refund Decisions on Customs Taxes on Consumers

ABSTRACT

This study has been carried out specially to focus on the possible financial losses of consumers related to the purchasing of some imported products that are taxed over reference pricing. In consequence of the application of minimum pricing tools such as reference pricing and import surveillance system for some import declarations, the importers are obliged to pay more taxes at the beginning, however some of them can refund these taxes with administrative or court decisions. By explaining the relationship between refund decisions and consumers, it is questioned whether the financial interests of the consumers are adversely affected by these decisions. The steps to be followed in the refund applications are clarified through the tables, and the deficiencies during the application process are stated within the framework of the basic principles of consumer rights. In this study, it is concluded that the consumers, who bear all the expenses, including taxes, at the time of sale, could not be informed of refund decisions of the goods after the sale of the goods to the consumer, besides the consumers have to bear the tax that should not be paid by law. It has been observed that in the sales chain, which is affected by the conditions at the time of import and ends with the delivery to the consumer, the taxes included in the sales price remain as a financial burden on the consumer, even if they are partially or completely refunded by the importer. It could be noticed that this situation, which requires a discount in the sales price under normal conditions but is not known by the consumers at the beginning because it occurs after the sale, causes financial loss for the consumer and the importer gains a profit that is not expected to be obtained under normal conditions. In order to overcome this problem, the consumers should be fully and clearly informed at the time of sale about the tax refunds that may arise later on the goods they purchased, the economic loss should be compensated within the scope of the right to compensation, and the financial interests of the consumers should be protected by providing the opportunity to track the taxes they paid for the goods.

Keywords: Customs taxes, import, refund, surveillance applications, reference pricing, consumer

1.GİRİŞ

Bazı eksiklikleri bulunsa da birçok yönden gümrük mevzuatı tüketiciyi korumaya yönelik uygulamalarla doludur. Özellikle bitki, insan sağlığı önlemleri, toplumun ahlâk ve kültürel yapısının korunmasına yönelik uygulamalar tüketici sağlığı ve huzuruna katkı sağlamaktadır. Buna karşın gümrük idarelerinde referans kıymet ve gözetim kıymetinden kaynaklanan geri verme kararlarının tüketici aleyhine sonuçlar doğurması ve çoğunlukla tüketicilerin bu durumu bilmemesi bir olumsuzluk

olarak ortaya çıkmaktadır. Bu kapsamda bu çalışmanın amacı tüketicilerin mali haklarının geri verme kararı sonrası ortaya çıkan bu olumsuzluklara karşı nasıl korunacağına yönelik tespitlerde bulunmaktır. Bu amaca yönelik öncelikle ithalatçıların gümrük idarelerinde geri vermede hangi prosedürleri takip ettiği üzerinde durulacaktır. Ayrıca Danıştay ve Avrupa Birliği Adalet Divanı (ABAD) içtihadının farklılığına değinilerek, yükümlünün bilmesi gereken bir nedenle fazla vergi ödemesine rağmen geri verme talebinde bulunmasına ilişkin açıklamalara yer verilecektir. Tüketici haklarının temel ilkeleri doğrultusunda tüketicilerin geri verme uygulamasından kaynaklanan zararlarını önlemeyi amaçlayan önerilerde bulunularak Türkiye’de gümrük vergilerinin kısmen veya tamamen geri alınması ile tüketiciye yansıyan; ancak sonradan ithalatçı veya temsilcisi tarafından geri alınan vergilerin tüketiciye etkisi örnek yardımıyla anlatılacaktır.

1.1 Geri Vermede İthalatçı - Tüketici İlişkisi

Gümrük idarelerinde tahsil veya tahakkuk edilen gümrük vergilerinin yükümlü tarafından geri alınması iki farklı uygulamayla mümkündür. Bu uygulamalar Gümrük Kanunu’nda (G.K.) kaldırma ve geri verme olarak adlandırılmıştır. Kaldırma, G.K’nın 210. Maddesine göre vergiler ödenmeden önceki aşamada; geri verme ise vergiler ödendikten sonraki aşamada gerçekleşmektedir. Özellikle geri verme uygulamalarının dış ticaret istatistiklerine ve ekonomik birimler üzerine önemli etkileri vardır. Buna rağmen literatürde az sayıda çalışmaya konu edilmiştir. Bu nedenle tüketici üzerine etkilerinin anlaşılmasını kolaylaştırmak amacıyla geri verme başvurusu aşamalarından bahsedilecektir.

Gümrük mevzuatına göre eşya, gümrük vergileri ödendikten ve dış ticaret önlemleri uygulandıktan sonra sahibine teslim edilmektedir. Teslimden sonra eşya ithalatçısı tarafından yurt içinde başka alıcılara satılarak tüketiciye ulaşan bir zincir kurulmaktadır. Bu zincirin yurt içindeki ilk aşamasında doğan gümrük vergileri, ithalatçıdan başlayarak ticaretin doğal akışı gereği her satışta bir sonraki alıcıya ve nihai olarak tüketiciye yansımaktadır. Vergiler dâhil tüm maliyet, eşyanın satışı anındaki koşullara göre tüketici tarafından ödenmektedir. Geri verme kararları ise satış fiyatını oluşturan unsurların kesin olarak bilinmesini gölgelediği için önemlidir. Çünkü geri verme, çoğunlukla eşyanın tüketiciye ulaşmasından sonra gerçekleşmektedir. Ancak ithalatçı ürünün yurtiçinde satışını gerçekleştirdiğinde satış fiyatı o anki mali yükler göz önünde bulundurularak belirlenir. Sonradan geri alınabilecek vergiler bu aşamada alıcı tarafından bilinmemektedir. Öyle ki, G.K’nın 211. Maddesinde kanunen ödenmemesi gereken vergilerin tebliğ tarihinden itibaren üç yıl içinde geri verilebileceği belirtilmiştir. Bu nedenle yurtiçi alıcıya yapılan satıştan üç yıl sonra dahi gümrük vergileri ithalatçı veya temsilcisi tarafından geri alınabilecektir. Bu durumda kanunen ödenmemesi gereken vergi tüketici üzerinde kalacak; ithalatçı ise ödediği fazla vergiyi geri alarak satış kârına dönüştürecektir. Satış koşullarına göre geri verme sonrası ortaya çıkan miktarda kâr etmesi beklenmeyen ithalatçı, eşyayı elde etmesi gerekenden daha çok kârla satmış olacak bu durumdan ise tüketicinin bilgisi olmayacaktır. Tüketici, avantajsız bir alım-satım ilişkisinin tarafı olacak ve mali çıkarlarını koruyabilecek bilgiye sahip olmayacaktır.

1.2 Gümrük Mevzuatında Geri Verme

İdari bir itiraz yolu olarak belirlenen geri vermenin konusunu, tahsil edilmemesi gereken vergilerin gümrük idarelerince tahsil edilmesi oluşturur. Geri verme ile ilgili uygulanacak işlemlerde G.K’nın 211. ila 214. Maddeleri ve G.Y’ nin 499. ila 511. Maddeleri esas alınır. Buna göre kanunen ödenmemeleri gerektiği halde ödenmiş olduğu belirlenen gümrük vergileri tebliğ tarihinden itibaren üç yıl içinde gümrük idaresine müracaat üzerine geri verilmelidir (G. K, 211.Madde).

G.K’nın 211. Maddesi hükümlerinden anlaşıldığı üzere AB mevzuatına uyum kanunu niteliğinde olan 4458 sayılı Gümrük Kanunu, AB gümrük kodundan farklı olarak geri verme konusunda idareye geniş yorumlama imkânı vermiştir. Bu sebeple gümrük mevzuatında geri verme daha geniş takdir yetkisi ile uygulanmıştır. Ancak 2021 yılında yapılan değişiklikle “27/10/1999 tarihli ve 4458 Sayılı Gümrük Kanunu’nun birinci maddesinin ikinci paragrafına ‘kasten yaptığı bir tahrifat’ ibaresinden sonra gelmek üzere ‘veya ticaret politikası önlemlerine tabi eşyanın gümrük kıymetinin yükümlünün kendi beyanı ile artırılması’ ibaresi eklenmiştir. (28.07.2021 t.,31551 s. R.G.)” hükümleri

de ilave edilerek idarenin takdir yetkisi kısıtlanmıştır. Bu değişiklik yıllardır gümrük idarelerinde kambur haline gelmiş yükümlünün kendi rızasıyla gümrük kıymetini arttırması ve sonrasında geri verme talebinde bulunması sorununa kanun maddesi ile çözüm bulma amacına yöneliktir. Özellikle eşik kıymet beyanına yol açan referans kıymet uygulamaları (idarenin kıymet araştırmasına gitmesi hususunda yol gösterici olarak kullandığı kıymetler) ve kıymet kriterli gözetim uygulamaları (gözetim belgesi ibraz etmeksizin ithalata imkân veren uygulama) kapsamında yükümlünün kendi rızasıyla yaptığı beyanlar için yapılan geri verme başvurularının idare tarafından reddedilmesini gerektirmiştir. Gümrük idarelerinin kanun değişikliği öncesinde de geri verme taleplerini kabul etmediği birçok mahkeme kararına esas olduğundan bilinmektedir; ancak 2021 yılı öncesindeki taleplerle ilgili mahkeme kararlarının tamamına yakını yükümlü lehine sonuçlanmıştır. 2021 yılı sonrası Vergi Mahkemelerinde açılan dava sonuçları henüz kesinleşmese de Kıymet Anlaşması hükümleriyle çelişen uygulamaların hukuki sonucu öngörülemezdir.

Geri verme ile ilgili olarak Danıştay içtihadı ile ABAD'ın içtihadı karşılaştırıldığında düzenlemelerin kısmen aynı olmasına karşın, her iki yargı organının içtihadının farklı geliştiği gözlemlenmektedir. Danıştay içtihadının temelini açık hata oluşturmaktadır. Gümrük idaresinin açık bir hatasının olması halinde gümrük vergilerinin kaldırılması veya geri verilmesi gerekmektedir. ABAD, gümrük vergilerinin geri verilmesi ve kaldırılması için diğerlerinin yanında, ortada gümrük idaresince yapılan bir hata olması gerektiğini vurgulamıştır. Yine Danıştay kararında geri verme veya kaldırma hükümlerinin uygulanması için yükümlünün dürüstlük kuralına uygun davranıp davranmadığı değerlendirilmemiş; yükümlünün zımnen dürüstlük kuralına uygun davrandığı kabul edilmiştir. ABAD ise geri verme veya kaldırma kararı verilmesi için dürüstlük kuralına uygun davranılması gerektiğini aramıştır (Yumuk, 2020, s.562). Bu içtihat farklılığının gümrük idarelerinin aleyhine sonuçlanan mahkeme kararlarında etkisi olduğu görülmektedir. Bunun yanında gümrük idarelerinin hatası kavramı maddi hesap hataları, bazı açık hatalar ve gümrük mevzuatına aykırı düzenlemeleri de kapsamaktadır. Dolayısıyla normlar hiyerarşisine göre yürürlükte olan Kanun veya Uluslararası Sözleşmelere aykırı hükümler içeren Tebliğler, Genelgeler, Tasarruflu Yazılar da geri verme başvurularının sebebi olabilecektir. Ayrıca dürüstlük kuralına aykırı hareket eden yükümlülerin taleplerinin kabul edilmesi, dış ticaret politikası önlemlerini aşmayı hedefleyen bazı yüksek kıymet beyanlarının yaptırımsız kalmasına yol açmaktadır.

1.3 Geri Verme Başvuru Süreci

Geri verme başvurusu için ilk aşama Gümrük Yönetmeliğinin (G.Y) ekinde yer alan Geri Verme Kaldırma Başvurusu Formunun (EK-78) doldurulmasıdır. Bu formda başvuru sahibine ve eşyaya ilişkin bilgilerin yanında talebin kanuni dayanağının da yer aldığı bilgilerin doldurulması istenmektedir. Başvuru sahibi formu doldurarak başvurusunu ilgili idareye iletmektedir. Gümrük idarelerinde geri verme başvuru süreci Tablo-1'de özetlenmiştir.

Tablo 1: Gümrük İdarelerinde Geri Verme Başvurusu ve Karar Süreci

GERİ VERME (BAŞVURU SÜRECİ)		
<u>YÜKÜMLÜ BAŞVURUSU</u>		DAYANAK
HAK SAHİBİ	Vergileri ve cezaları ödeyen ve ödemekle yükümlü olan kişi veya bunların temsilcisi veya hak ve yükümlülükleri devralan kişi	G.Y 502/1
BAŞVURU ŞEKLİ	Geri Verme Kaldırma Başvurusu Formu (EK-78) ile elektronik olarak	G.Y 502/1
SÜRE	Kanunen ödenmemeleri gereken gümrük vergileri (3 YIL)	G.K 211/2
	Beyanname İptali (3 AY)	G.K 212
	Kusurlu, sözleşme hükümlerine aykırı eşya (1 YIL)	G.K 213/4
	Türkiye'nin taraf olduğu uluslararası anlaşma hükümleri çerçevesinde, Cumhurbaşkanlığı tarafından belirlenecek hallerde (1 YIL)	G.K 214
<u>GÜMRÜK İDARESİ KARAR SÜRECİ</u>		
İNCELEME	Geri verme kararının alınmasını gerektiren bir durum tespit edildiğinde Ek-78'de yer alan formun 14. hanesi doldurularak talep kabul edilir. Eksik bilgi veya belgeye dayanan formlar için idare başvuru sahibinden ilgili belgeleri ibrazını isteyebilir.	G.Y 502 - G.Y 504/1
KARAR SÜRESİ	30 gün içerisinde idare amirince karara bağlanır ve kararın tarih ve sayısı başvuru formunun 15 numaralı kutusuna yazılır.	G.Y 504/2
GERİ VERME ŞEKLİ	Gümrük vergileri, yükümlülerin dâhili vergiler açısından gider kalemi olması nedeniyle, nakden veya mahsup suretiyle geri verilmesine karar verilebilir	G.Y 505/3
TALEBİN REDDİ	Talep reddedildiğinde karar başvuru sahibine bildirir.	G.Y 504/2

Yükümlünü başvurusu reddedilmişse Tablo-2'de yer alan itiraz prosedürleri takip edecektir. İtiraz da kabul edilmemişse idari yargı mercilerine başvurulacaktır. Başvuru için öngörülen süreler ve şartlar Tablo-2'de özetlenmiştir.

Tablo 2: Ret Kararına Karşı İtiraz ve Mahkeme Süreci

<u>RET KARARINA İTİRAZ</u>		
İTİRAZ MERCİ VE SÜRE	Gümrük vergileri, cezalar ve idari kararlara karşı tebliğ tarihinden itibaren 15 gün içinde bir üst makama, üst makam yoksa aynı makama itiraz edilebilir	G.K 242/1
KARAR SÜRESİ	İtirazlar 30 gün içinde karara bağlanarak ilgili kişiye tebliğ edilir.	G.K 242/2
<u>MAHKEME SÜRECİ</u>		
BAŞVURU	Vergi Mahkemelerinde dava açma süresi özel kanunlarda belirtilmediği sürece 30 gündür. İhtirazi kayıtlarla verilen beyannamelerde süre tahakkuk fişinin kesildiği günden başlamaktadır.	İYUK 7. MADDE
BAŞVURU YERİ	İşlemin yapıldığı yerdeki idari yargı mercilerine başvurulur.	G.K 242/4
DAVA KABUL	İdare mahkeme kararı tebliğden itibaren 30 gün içinde uygulamalıdır	İYUK 28. MADDE
FAİZ	Fazla tahsilat yükümlüden kaynaklanıyorsa geri verme başvuru tarihinden itibaren, diğer durumlarda ise tahsilat tarihinden geri verme kararının tebliğ edildiği tarihe kadar tecil faizi oranında hesaplanan faiz ödenir.	G.K 216

1.4 Tüketici Hakları

Tüketici hukukunun doğuşunun temel nedeni tüketicinin korunmasıdır. Genişleyen pazarda kendisine mal ve hizmet sunanlar ile yaptığı hukukî işlemlerin güçsüz tarafı olan tüketici yalnız ekonomik ve sosyal değil, aynı zamanda bilgisizlikten kaynaklanan olumsuzluklar nedeniyle de

korunmaya muhtaçtır. Bu bakımdan tüketicinin yalnız ekonomik çıkarları değil, tüm tüketici hakları kapsamında korunması gerekir (Sirmen, 2013, s. 2466).

Tüketici haklarının korunması amacıyla uluslararası alanda Tüketici Örgütü kurulmuştur. Ayrıca Birleşmiş Milletler 'de tüketici haklarının temel ilkelerine yönelik bir sınıflandırma yapılmış, temel ihtiyaçların karşılanması hakkı, güvenlik ve güven duyma hakkı, bilgi edinme hakkı, ekonomik çıkarlarının korunması hakkı, eğitilme hakkı, seçme hakkı, sesini duyurma hakkı, tazmin edebilme hakkı ve sağlıklı çevreye sahip olma hakkı gibi haklar belirlenmiştir. Bu haklardan bilgi edinme hakkı, tüketicilerin satın alacağı ürünle ilgili bu ürünü üreten ve satan firmalara ilişkin bilgilerin doğru, tutarlı ve eksiksiz olarak iletilmesini ifade ederken; tazmin etme hakkı, ayıplı mal satın alan veya kendisine eksik bir hizmet sunulan dolayısıyla uğradığı zararın belirlenerek tazmin edilmesini ifade etmektedir. Ekonomik çıkarların korunması hakkı ise tüketicinin yaptığı ödemenin karşılığını tam olarak alabilmesini içermektedir. Satıcı suiistimallerinin önlenmesi ve satın alınan ürünün fiyatına yönelik bilgilerin şeffaf olması da dâhil olmak üzere tüketicinin ekonomik çıkarlarının korunması gerektiğini ifade eder.

Türkiye'de tüketici hakları 6502 sayılı Tüketici Hakkında Kanun (TKHK) kapsamında ele alınmıştır. Kanun tüketicinin sağlık ve güvenliği, ekonomik çıkarları, zararlarını tazmin edici, çevresel etkilerden korunmasını sağlayıcı, tüketiciyi aydınlatıcı ve bilinçlendirici önlemleri almak, tüketicilerin kendilerini koruyucu girişimlerini özendirme ve bu politikaların oluşturulmasında gönüllü örgütlenmeleri teşvik etmeye ilişkin hususları düzenlemeyi amaçlamaktadır (TKHK, 1.Madde). Amacı itibarıyla geniş bir haklar bütünü temsil etmektedir.

Geri vermenin tüketici üzerindeki ekonomik etkisinin incelendiği bu çalışma için satış fiyatının tanımı ayrıca önemlidir. Fiyat Etiketli Yönetmeliği'ne göre satış fiyatı, satılan bir malın net miktarı üzerinden hesaplanan tüm vergiler dâhil peşin fiyatını veya sunulan hizmetin tüm vergiler dâhil peşin fiyatını ifade etmektedir. Bu tanım doğrultusunda gümrük vergilerinin geri verilmesiyle ortaya çıkan farklılık, satış fiyatında indirimi gerektiren bir durum olarak görülmelidir.

Son yıllarda önemli gelişme gösteren tüketici hakları, kapsamı genişleyen ve diğer düzenlemelerden önemli derecede etkilenen haklar bütünüdür. Bu nedenle diğer alanlarda da bu hakları koruyan bütünlük bir mevzuat geliştirilmesi son derece önemlidir. Özellikle gümrük işlemleri, ithal eşyası için yurt içindeki ticaret zincirinin ilk halkasıdır. Satış fiyatının belirlenmesinde etkili olan maliyet ve vergilerin önemli kısmı bu aşamada ortaya çıkmaktadır. Bu nedenle tüketiciye satıldıktan sonra maliyette azalmaya yol açacak geri verme kararlarının tüketicinin mali çıkarlarını korumayı amaçlayan düzenlemelerle sınırlandırılması gereklidir. Mülkiyeti el değiştirmiş eşyaların tüm hak ve yükümlülükleri ile tüketiciye intikal ettiği durumlar önemsenmelidir. Tüketici vergi yüküne katlanan tarafken geri verme başvurusu yapan tarafın ithalatçı veya temsilcisi olması hakkaniyete uygun olmadığı gibi iç piyasada rekabeti olumsuz etkileyen koşulları da oluşturmaktadır.

2.LİTERATÜR

Yazar	Konu Başlığı	Bulgular
M. Uğur GÖKÇE Ve Musa ÜNAL (1999)	Gümrük Kıymet Kodunda Yapılan Değişikliklerin Etkileri	Çalışmada ithal eşyasının gümrük kıymetinin gerçeğe uygun olarak tespit edilmesinde hem gümrük idaresinin hem de ithalatçının büyük sorumluluğunun bulunduğu ve gümrük vergisinin kıymetinin tespitinde yaşanacak belirsizliklerin uluslararası ilişkiler açısından da önemli olduğu, bir ticaret engeli oluşturabileceği belirtilmiştir. Ayrıca gümrük kıymetinin tespitine ilişkin işlemlerin ülke içerisinde birçok alanda etkili olacağı ülke ekonomisi üzerinde olumlu-olumsuz sonuçlara yol açabileceği sonucuna ulaşılmıştır.
Ateş Bayazıt HAYTA (2006)	Tüketici Haklarının Tüketici Eğitimindeki Rolü	Çalışmada tüketicilerin haklarını bilmeleri ve bunların korunmasında çaba sarf etmeleri ve bilinçlenmeleri için halk eğitim merkezlerinin de desteği alınarak kentlerde kırsal kesimde halkı tüketicinin korunması konusunda aydınlatmanın ve eğitiminin, kitle iletişim araçlarında tüketici eğitimini konu alan programların yapılmasının zorunlu hale getirilmesinin, tüketici haklarını koruyucu derneklerin ve diğer gönüllü tüketici örgütlerinin teşvik edilmesinin ve bu örgütlerin maddi olarak devletçe desteklenmesinin tüketiciyi korumaya yönelik gerekli olduğu sonucuna varılmıştır.
Yakup DURMAZ (2006)	Modern Pazarlamada Tüketici Memnuniyeti ve Evrensel Tüketici Hakları	Çalışmada sürdürülebilir tüketimin sağlanması ve tüketici haklarının korunabilmesi için birçok konuda yeni yasal düzenlemeler ve uygulamalar gerektiği ve şimdiki kadar hazırlanmış olan ve uygulamadaki Tüketicinin Korunması Hakkındaki Yasa ve diğer ilgili yasalar mutlaka birlikte yorumlanarak keşifmelerin ve karmaşaların giderilmesi gerektiği belirtilmiştir. Ayrıca Evrensel Tüketici Hakları temeline oturtulan çalışmalarla oluşturulacak uygun ortamda, ilgili tüm kamu kurum ve kuruluşları, ilgili sivil toplum örgütleri ve üniversiteler bir araya getirilerek ülkemiz gerçekleri bir kez daha gözden geçirilmesi gerektiği sonucuna varılmıştır.
Mehmet ÖZKOÇ (2016)	Gümrük ve Gözetim Uygulaması	Çalışmada ithal anında eşyanın kıymetinin gözetim kıymetinden düşük olması durumunda gözetim kıymetine ulaşılması için yurtdışı gider kalemi altında beyanda bulunularak gözetim belgesi olmadan ithalat gerçekleştirildiği, vergi farklarının da fiktif bir kıymetten kaynaklandığını ve bu durumun kurumlar vergisini etkileyeceği dolayısıyla hazine kaybına yol açacağı belirtilmiştir. Gözetim kıymetinden kaynaklanan yani fazladan ödenen vergilerin/cezaların yargıya intikal ettirildiği ve neticede yargı organlarının da bu durumun hukuka aykırılığına karar vererek idarelerin işlemlerinin iptaline karar verdiği bu durumdaki davaların çoğunun idare aleyhine sonuçlandığı belirtilmiştir. Bu kapsamda gözetime tabi eşya için gözetim belgesi aranmadan işlem yapılmaması gerektiği sonucuna ulaşılmıştır.
Hamit YUMUK (2020)	Gümrük Kanunu'na Aykırı Olarak Tahakkuk Ettirilen Veya Tahsil Edilen Gümrük Vergilerinin Kaldırılması Veya Geri Verilmesi	Çalışmada geri verme düzenlemesinin temelinde, gümrük yükümlüsünün kanunen ödemesi gereken miktardan fazlasını ödemesi ve bu yolla hukuki güvenliği sağlanması ve mülkiyet hakkının sınırlandırılmaması düşüncesi yattığı ayrıca kanuni düzenlemede bulunan eksiklikler ve Danıştay içtihadının anılan amacı gerçekleşmesini engellediği sonucuna varılmıştır. Bütün değerlendirmeler ışığında, gümrük birliği içinde geri verme veya kaldırılmaya ilişkin kuralların yeknesak şekilde uygulanması için Gümrük Kanunu'nda Avrupa Birliği müktesebatına uyumun sağlanması için gerekli düzenlemelerin yapılması gerektiği sonucuna ulaşılmıştır.
Muhammet KAYA Ve Alper DOĞAN (2020)	Dış Ticarete Konu Eşyanın Vergilendirilmesinde Gümrük Kıymetinin Rolü, Beyanı ve Kontrolü	Çalışmada gümrük vergisinin hesaplanmasında belirleyici temel unsurlardan birinin eşyanın gümrük kıymeti olduğu ve eşyanın gümrük kıymetinin gümrük vergisinin matrahını oluşturmakla birlikte diğer gümrük vergilerinin matrahlarının tespitinde belirleyici olduğu belirtilmiştir. Alınacak gümrük vergilerinin eksiksiz tahsil edilebilmeleri ve bir dış ticaret politikası aracı olarak kendilerinden beklenen fonksiyonu yerine getirebilmeleri için gümrük kıymetinin doğru, gerçek ve belirlenen usullere uygun olarak tespitinin gerekli olduğu sonucuna ulaşılmıştır.
Fatih UZUN (2021)	Gözetimde Dava Yolu Kapandı mı?	Çalışmada ithalatçıların gözetim belgesini almalarının pek de kolay olmadığı dolayısıyla ithalatçıların eşya bedelini gözetim kıymetinin üstünde bir kıymetle beyan ettiğini ve ithalatı bu şekilde tamamladığını belirterek daha sonra gözetim kıymeti farkına tekabül eden ithalat vergilerinin G.K 211. maddesine göre iadesini talep ettiği ve talebin reddi halinde konuyu idari yargı mercilerine taşımak ve genellikle davaları kazanmak suretiyle gümrük vergilerini geri aldıklarını belirtmiştir. Kamu otoritesinin bu duruma karşı yükümlünün kendi beyanı ile ödemiş olduğu vergilerin iadesinin önüne geçebilmek için yasal altyapı oluşturmak istediği ve bunu da G.K 211. maddesini değiştirerek gerçekleştirdiği belirtilmiştir. Beyanın bağlayıcılığı üzerine kurulan bu düzenlemenin Gümrük idarelerinin elini kuvvetlendirdiği ancak yargı kararlarına etkisinin ne yönde olacağını bilinmediği belirtilmiştir.
Özgecan GÖK (2021)	Gümrük Hukuku'nda Bir İdari Başvuru Yolu Olarak-Geri Verme Kaldırma	Çalışmada Geri verme ve kaldırmanın fazla tahakkuk ettirilen ya da tahsil edilen gümrük vergileri ve para cezaları açısından anlaşmazlıkların idari aşamada giderilmesine hizmet eden bir idari çözüm yolu olduğu ve ithalatta ticaret politikası olarak uygulanan gözetim uygulamasında referans fiyat üzerinden bilerek ve isteyerek beyan edilen gümrük kıymetine göre hesaplanan verginin geri verme başvurusuna konu edilebilmesinin mümkün olmadığı sonucuna ulaşılmıştır.

3.YÖNTEM

Geri verme kararı sonucunda ithalatçı, tüketici ve kamu geliri bakımından ortaya çıkan farklılıklar bir örnek yardımıyla incelenecektir. Aşağıdaki tablolarda özellikle kıymet kriterli gözetim uygulaması ve referans kıymet gibi yükümlünün kendi rızasıyla gümrük kıymet beyanını yükselterek yaptığı ve sonrasında geri verme başvurusu yaparak gümrük vergilerini kısmen veya tamamen geri aldığı durum örneklendirilecektir.

Tablo-3'te yer alan ilk sütunda ithalatçının fatura kıymetinin CIF 100 TL olduğu, buna göre ödemesi gereken vergilerin 20 TL (G.V) ve 21,60 TL (KDV) olduğu görülmektedir. Eşyaya ait fatura kıymeti ve vergiler toplandığında 100 TL + 20 TL + 21.60 TL = 141,60 TL gümrükleme sonrası maliyete ulaşılmaktadır. Örnekte eşya için yurt içinde yapılan diğer masraflar göz ardı edilmiş gümrüklemeden sonra ithal edildiği haliyle satıldığı varsayılmıştır. Bu durumda ithalatçı, ithal işlemleri sonrasında eşyayı 141,60 TL'ye mal etmiştir. İthalatçının eşyayı brüt %20 kâr oranıyla sattığı varsayılmıştır. Bu satıştan 28,32 TL brüt kâr elde edecek ve yurt içi satışta bu kâr da KDV'ye tabi tutulacaktır. Kâra isabet eder KDV ise 5,10 TL'dir. Bu durumda eşyanın satış fiyatı 175,02 TL'dir.

Tablo-3'te ikinci sütunda yer alan bilgiler eşik kıymetin CIF 200 TL olduğu durumu göstermektedir. Ancak eşik kıymet (200 TL) hayali bir kıymet olduğundan sadece vergilerin hesaplanmasında kullanılmaktadır. İthal malın gerçek fatura bedeli 100 TL olduğundan Kıymet + Vergiler + Kâr toplamından oluşan satış fiyatı 226,44 TL'ye çıkacaktır.

Tablo 3: Asgari Kıymet Beyanı Örneği

	KIYM ET	G.V (%20)	KDV (%18)	GÜMRÜKLEME SONRASI FİYAT	BRÜT KÂR (%20)	KDV KÂR (%18)	SATIŞ FİYATI (KDV DAHİL)
FATURA (CIF)	100.00	20.00	21.60	141.60	28.32	5.10	175.02
İTHALATÇI KIYMET BEYANI	200.00	40.00	43.20	183.20	36.64	6.60	226.44
GERİ ALINAN VERGİ TUTARI	100.00	20.00	21.60	-	-	-	-
TÜKETİCİNİN VERGİ YÜKÜ	136.64	40.00	49.80	-	-	-	226.44

Tablo-4'te geri verme öncesi (1) ve sonrası (2) ortaya çıkan koşullara göre: ithalatçı ilk satışı gerçekleştirdiğinde KDV dâhil brüt %20 kârlılık düzeyine sahiptir. Ancak kâra isabet eden KDV'nin de ödenmesinden sonra ithalatçının maliyeti 189,80 TL olacaktır. Satış fiyatı ile maliyet arasında oluşan kârın firma gelirlerinde artışa sebep olması sebebiyle Kurumlar Vergisine de etki edecektir. Eşyaya isabet eden Kurumlar Vergisi 7,33 TL'dir. 226,44 TL'ye sattığı bu üründen net kazancı 29,31 TL, kârlılık düzeyi ise % 12,94 olacaktır.

Geri verme sonrasında (2) ise ithalatçı toplam 43,10 TL tutarında gümrük vergisini geri alacağından maliyeti 146,70 TL'ye gerileyerek net karı 63,79 TL olacak ve %28,17'lik kârlılık düzeyine erişecektir. Bu sonuçlar ithalatçının net kârını %117,66 oranında arttırdığı anlamına gelmektedir.

Tablo 4: İthalatçı Kazancı

TABLO-4	MALİYET	SATIŞ FİYATI	BRÜT KAR	TOPLAM VERGİ	KURUMLAR V. (%20)	NET KÂR	KÂRLILIK
İTHALATÇI MALİYET (1)	189.80	226.44	36.64	89.80	7.33	29.31	%12,94
İTHALATÇI MALİYET (2)	146.70	226.44	79.74	46.70	15.95	63.79	%28,17
FARK	-43.10	0.00	43.10	-43.10	8.62	34.49	-

Tablo-5'te tüketicinin geri verme öncesinde(1) 226,44 TL'ye satın aldığı ürünün 136,64 TL'lik kısmı mal bedeli ve satıcı kârından kaynaklanırken 89,80 TL'lik kısmı ise gümrük vergileri ve yurt içinde gerçekleşen KDV'den kaynaklanmaktadır.

Geri verme sonrası(2) ise normal şartlar altında tüketici için ortaya çıkması gereken maliyet 175,02 TL'dir. Satış fiyatının 128,32 TL'lik kısmı mal bedeli ve kârdan kaynaklanırken 46,70 TL'lik kısmı ise gümrük vergilerinden ve kâra isabet eden KDV'den kaynaklanmalıdır. Tüketici açısından ortaya çıkan kayıp ithalatçı tarafından geri alınan gümrük vergileri(43,10 TL) ve kâra isabet eden KDV (8,32 TL) toplamından oluşmaktadır. Tüketici 51,42 TL ek maliyete katlanırken %29 oranında ekonomik kayba uğramaktadır.

Tablo 5: Tüketici Kaybı

	MALİYET	MAL BEDELİ	ÖD.VERGİ
TÜKETİCİ MALİYET (1)	226.44	136.64	89.80
TÜKETİCİ MALİYET (2)	175.02	128.32	46.70
FAZLADAN ÖDENEN	51.42	8.32	43.10
TÜKETİCİ KAYBI	%29		

Tablo-6’da geri verme işlemine konu kamu gelirlerinin Gümrük Vergileri, satıştan elde edilen kâra isabet eden KDV ve Kurumlar Vergisi kalemlerinden oluştuğu görülmektedir. Geri verme öncesinde (1) kamu geliri toplamı 104,72 TL’dir.

Geri verme Sonrasında (2) ise Kurumlar Vergisi 29,34 TL artarak 40,67 TL’ye çıksa da toplamda 41,60 TL vergi geri verileceğinden toplam kayıp 17,36 TL olacak kamu gelirlerindeki kayıp oranı %16,57 olacaktır.

Tablo 6: Kamu Gelirlerindeki Değişim

	G.VERGİSİ	KDV	KÂR KDV	KURUMLAR V.	TOPLAM
KAMU VERGİ GELİRİ (1)	40.00	43.20	10.20	11.33	104.72
KAMU VERGİ GELİRİ (2)	20.00	21.60	5.10	40.67	87.37
GELİR KAYBI	-20.00	-21.60	-5.10	29.34	-17.36
KAYIP ORANI	16.57%				

4.SONUÇ

İthalatçı, kıymet kriterli gözetim ve referans kıymet gibi uygulamalar sebebiyle ortaya çıkan geri verme işlemlerinden yüksek oranda karlı çıkarken tüketicinin mali kaybının olduğu ve bu kaybın kanunen ödenmemesi gereken gümrük vergilerinden kaynaklandığı görülmüştür. Satış fiyatının Fiyat Etiketli Yönetmeliğine göre tüketicinin bütün vergilere katlanmasıyla ortaya çıkan fiyat olduğu bu nedenle gümrük vergileri dâhil tüm vergilerin tüketicie yansıdığı anlaşılmaktadır. Özellikle ithalatçıların gümrük vergilerini, yanlış uygulanan gümrük prosedürleri sebebiyle geri alabileceğini bilmesi durumunda (ihtirazi kayıt), tüketicilerin bilgilendirilmesi hakkı kapsamında tam ve açık bilgilendirme yapılması gerektiği düşünülmektedir. Bu kapsamda tüketici ödediği fiyatta mal bedelinin ve vergilerin tutarına ilişkin bilgi sahibi olmalıdır. Ortaya çıkacak değişiklikleri takip edebilme ve ekonomik çıkarlarını koruma hakkı kapsamında zararını tazmin etme imkânına sahip olmalıdır.

Literatürde yer alan çalışmaların ana fikri bu çalışmayla uyum göstermektedir. Örneğin, gözetim belgesi ibraz etmeksizin ithalata müsaade edilmemesi yönünde gerçekleştirilecek uygulamalarda geri verme uygulaması da söz konusu olmayacaktır. Bir diğer görüşle uyumlu olarak ABAD içtihatlarına ve AB mevzuatına uyum sağlanırsa dürüstlük kuralı içtihat olarak belirlenecek ve yükümlü dürüstlük kuralına göre hareket etmesi beklenen kişi olması sebebiyle geri verme uygulamasından bu koşullar altında yararlanamayacaktır. Benzer şekilde Kıymet Sözleşmesi hükümlerine tam riayet edilerek yapılacak gümrük kontrolleri de geri verme uygulamalarını önemli ölçüde azaltacaktır. Gümrük kıymetini araştırma hakkı Kıymet Anlaşmasına taraf tüm ülkelere tanınmış bir haktır. Etkin kullanılabilir elektronik doğrulanabilir uluslararası fatura sisteminin gerçekleştirilmesi ve gerçek kıymetin tespiti için uluslararası iş birliğinin sağlanması, kıymet araştırmalarının etkinliğini artırarak asgari kıymet uygulamalarının ortadan kalkmasına hizmet edecektir.

Tüketicie ulaşan kaybın birçok uygulama değişikliğini gerektirdiği görülmektedir. Tüketicinin korunması yönünde son çeyrek asırda yaşanan gelişmelerin eksik tarafı ise tali mevzuatın tüketici haklarını kapsayacak şekilde uyumlaştırılmamasıdır. Geri verme uygulamasında ortaya çıkan tüketici

kaybının bu kapsamda çözüme kavuşturulması etkili bir adım olacaktır. Bu soruna katkı sağlayacak mevzuat çalışmalarının ve araştırmaların yapılması önem kazanmaktadır. Ayrıca tüketicilere elektronik erişim imkânı sağlanarak tüketicinin ödediği satış fiyatının hangi vergi kalemlerinden oluştuğu ayrıca ödediği vergilerin ne oranda hazineye gelir kaydedildiğini takip edebileceği bir sistemin oluşturulması amacıyla yapılacak çalışmalar tüketici kayıplarının önlenmesine önemli katkı sağlayacaktır.

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Örgütlerde Sapkın Davranışları Etkileyen Faktörler

Factors Affecting Deviant Behaviors in Organizations

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Abstract

Due to the specific sectoral characteristics of hospitality businesses, such as labor-intensive characteristics, in other words, the use of people in service delivery, hotel operators have started to give more importance to the human element and invest more and more every day. From these human resources, in which large investments are made, there is a decline in employees in organizations for various reasons, in order to gain a competitive advantage by obtaining the highest level of efficiency, to earn profits above the average income, and to survive in the long term. Behind these reasons are the demographic variables of the employees. As a result of this, deviant behavior can be expressed as an important factor. Deviant behaviors include actions that deliberately harm the organization and employees and are carried out in line with individual interests. It is thought that the demographic characteristics of the employees in the organizations may increase the deviant behaviors in the accommodation establishments. It is a phenomenon that is observed that the demographic characteristics of the employee cause harm as well as benefits. This study is important in terms of determining whether the demographic characteristics of the employees are a mechanism for triggering deviant behaviors. In this context, it is hoped that this research will contribute to filling this gap in the literature.

Based on the explanations above, the main purpose of the research is; To analyze the factors affecting deviant behaviors in organizations theoretically within the framework of previous research results in the literature.

Keywords; Demographics, Deviant Behavior, Deviant Behavior in the Organization

Özet

Konaklama işletmelerinin emek-yoğun özellik göstermesi, diğer bir ifade ile hizmet sunumunda ağırlıklı olarak insanların kullanılması gibi spesifik sektörel özellikleri nedeniyle, otel işletmecileri insan unsuruna her geçen gün daha fazla önem vermeye ve yatırım yapmaya başlamıştır. Büyük

yatırımlar yapılan bu insan kaynaklarından, en yüksek düzeyde verim elde ederek rekabet üstünlüğü sağlamak, ortalama gelirin üzerinde kar elde etmek ve uzun vadede varlığını devam ettirebilmede, çalışanların örgütlerde çeşitli nedenlerle gerilemesi söz konusudur. Bu nedenlerin arkasında çalışanların demografik değişkenleri olması söz konusudur. Bunun bir sonucu olarak sapkın davranışlar göstermesi önemli bir etken olarak ifade edilebilir. Sapkın davranışlar örgüte ve çalışanlara yönelik bilinçli bir şekilde zarar veren, bireysel menfaatler doğrultusunda gerçekleştirilen eylemlerini içermektedir. Örgütlerde çalışanların demografik özellikleri konaklama işletmelerinde sapkın davranışları artırabileceği düşünülmektedir. Çalışanın demografik özelliklerinin yararlarının yanı sıra zarar verdiği de gözlenen bir olgudur. Çalışanların demografik özelliklerinin sapkın davranışları tetiklemeye yönelik bir mekanizma olup olmadığını tespit etmek bakımından bu çalışma önemlidir. Bu araştırmanın literatürdeki bu boşluğu doldurmada katkı sağlayacağı umulmaktadır.

Yukarıdaki açıklamalardan hareketle araştırmanın temel amacı; örgütlerde sapkın davranışları etkileyen faktörlerin literatürde daha önce yapılan araştırma sonuçları çerçevesinde teorik olarak analiz etmektir.

Anahtar Kelimeler; Demografik Özellikler, Sapkın Davranış, Örgütte Sapkın Davranış

GİRİŞ

Örgüt normlarının ihlali olarak nitelendirilen sapkın davranışlar, örgütü negatif yönde etkileyerek örgütü gerilemeye götüren temel sorunlardan biri haline gelmiştir. Sapkın davranışların azaltılmasına veya ortadan kaldırılmasına yönelik çalışmalar yapılması, örgüte başarı getirmekle beraber, örgüt ve bireylerin refahını sağlayacaktır. Bu çalışma teoride sapkın davranışların örgüt ortamını ve çalışanları hangi yönde etkilediğini araştırılarak yapılması gereken eylemleri tespit etmektir. Araştırma dört bölümden meydana gelmektedir. İlk bölüm sapkın davranışların tanımlamayı, ikinci bölüm tipoloji çerçevesini üçüncü bölüm sapkın davranışlara neden olan faktörleri, ve son bölüm öncüllerini incelemektedir.

SAPKIN DAVRANIŞLAR KAVRAMI

Literatürde sapkın davranış ile ilgili farklı yazarların farklı tanımlarına rastlamak mümkündür.

Buss (1961), saldırganlık davranışlarını 3 kategoride açıklamıştır. İlk kategori düşmanca yaklaşım sergileyenlere yönelik saldırgan davranışlar, ikinci kategori kalıcı davranış olarak nitelendirilen saldırgan davranışlar, üçüncü kategori ise sosyal yönde eğilim gösteren saldırgan davranışlar olarak nitelendirilmiştir. Bu davranışları sözlü-fiziksel, aktif-pasif ve doğrudan-dolaylı olmak üzere 3 çeşit gruplaşma altında sınıflandırmıştır.

Kaplan (1975), iş yerinde sapkın davranışları, kurumsal yasa ve ilkeleri ihlal ederek örgütü ve örgüt çalışanlarının refahını tehdit etmekle birlikte, örgütün başarısını olumsuz yönde etkileyen, bireylerin kendi istek ve iradeleriyle gönüllü olarak gerçekleştirdikleri eylemler olarak tanımlamıştır (Robinson & Bennett, 1995: 556). Benzer şekilde, Brown ve Trevino (2006: 954) işyerinde sapkın davranışları, örgüt üyeleri tarafından bilinçli olarak gerçekleştirilen, örgüt kurallarını ihlal ederek örgüte ve örgüt çalışanlarına zarar veren davranışlar (Akin ve Özdevecioğlu, 2021: 2919) olarak ifade etmektedir. Literatürde sapkın davranışlar kavramı zarar verici iş davranışı olarak da ifade edilebilmektedir (Punia ve Rana 2013: 99). Muchinsky ve Cullbertson (2016) zarar verici davranışları; sözlü taciz davranışı, fiziksel davranış, sabotaj, doğrudan iş ile ilgili davranışlar ve iş yeri cinayeti olmak üzere 5 kategoride tanımlamıştır (Metofe 2017: 1).

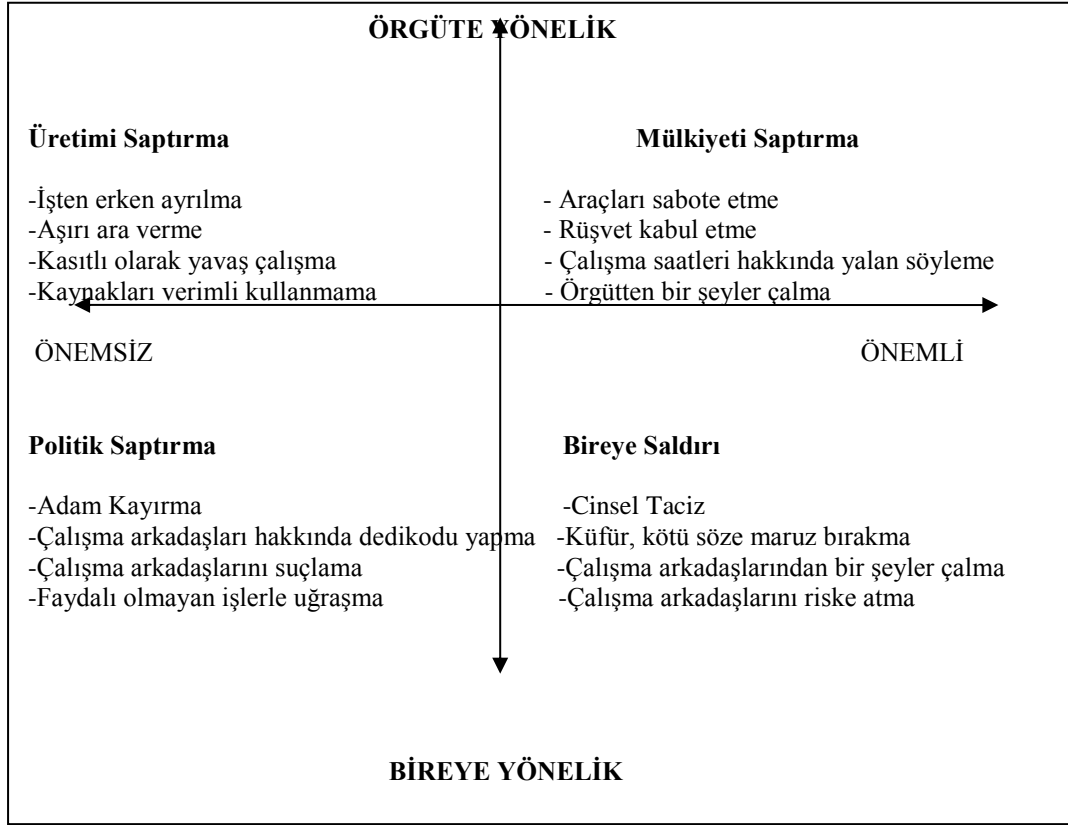
Vardi ve Wiener (1996), örgüt çalışanlarının, sapkın davranışlar sergileyerek örgüt sürecini kötü yöne etkilediği, diğer çalışanları rahatsız edici davranışlarda bulunduğu ve ilgili bireyleri yanlış yönlendirdiğini ifade etmektedirler.

Örgütlerin ve çalışanların faaliyet ve ilerlemesini etkileyen örgütsel sapma davranışı, örgüte veya örgüt çalışanlarını negatif yönde etkileyebilecek; işten kaytarma, görevi kötü yönlü kullanma, fiziksel saldırı, sözlü saldırı (hakaret), hırsızlık, sabotaj vb. her türlü kötü davranışı kapsamaktadır (Spector ve Fox, 2002: 271 akt: Demir, 2010:197).

SAPKIN DAVRANIŞ TİPOLİJİLERİ

Berry ve arkadaşları (2007: 410) sapkın davranış boyutlarını kişiler arası ve örgütsel olmak üzere iki grupta incelemişlerdir. Kişiler arası sapkın davranışlara örnek olarak; şiddet eğilimi, örgütün diğer bireylerine karşı hırsızlık ve dedikodu yapmak olarak ifade ederken, örgütsel sapkın davranışlara örnek olarak; örgüt malına isteyerek zarar verme, örgütün gizli bilgilerini dışarıya sızdırma, işi aksatma veya işi bırakma olarak ifade etmiştir.

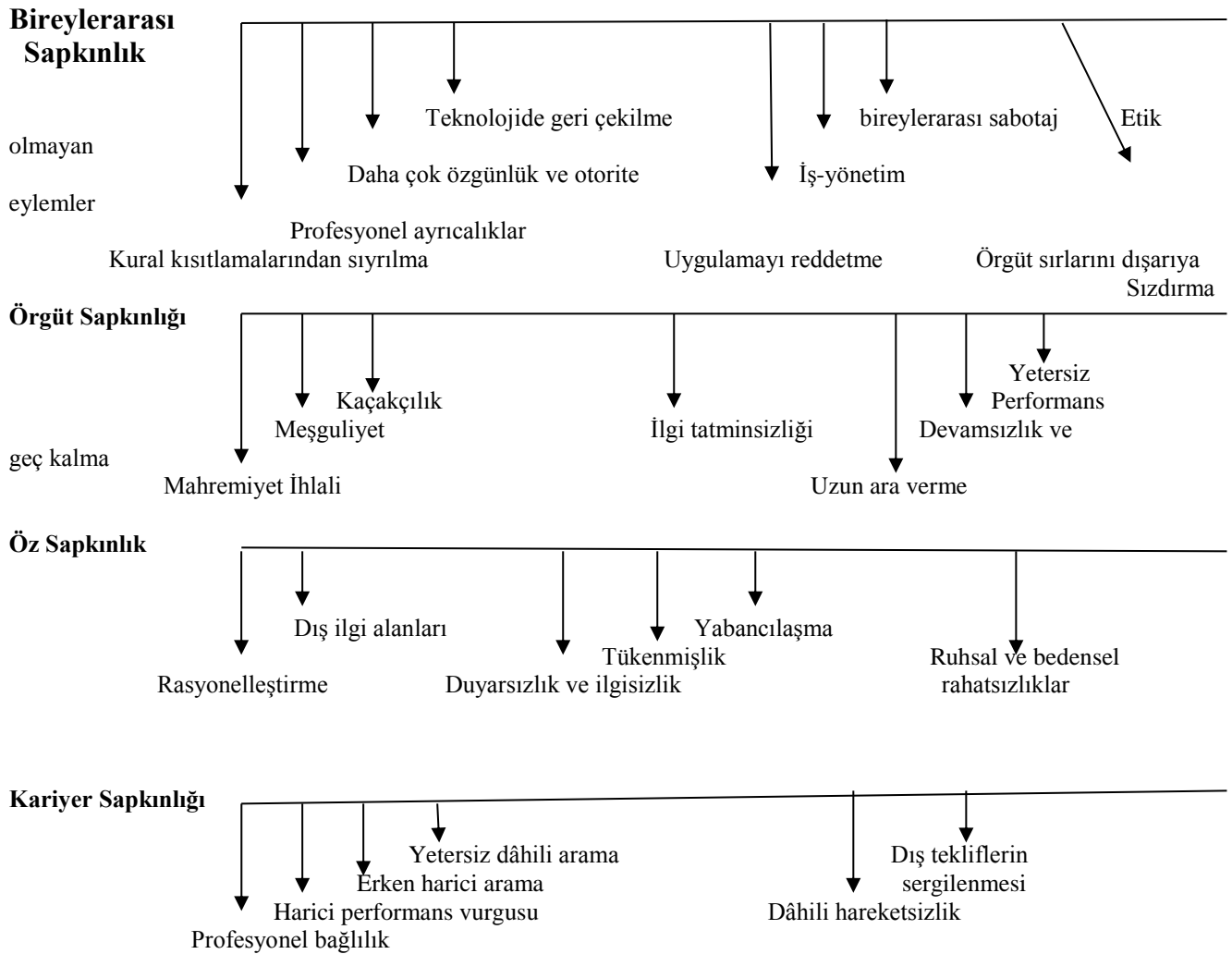
Benzer şekilde Robinson ve Bennett (1995: 565) örgütlerde sapkın davranışı örgüte yönelik ve bireye yönelik olmak üzere 2 boyutta ele almışlardır. Bu sınıflandırmada sapkın davranışın önemli ve önemsiz düzeylerini de dikkate almış olup, bu sınıflandırma Şekil 1’de aşağıda verilmiştir;



Kaynak: Robinson ve Bennett, 1995: 565; Appelbaum vd., 2005:47

Şekil 1’deki sapkın davranış tipolojisi incelendiğinde örgüte yönelik sapkın davranışlar önemli ve önemsiz olmak üzere iki şekilde sınıflandırılmıştır. Örgüte yönelik önemsiz sapkın davranışlar; işten erken ayrılma, aşırı ara verme, kasıtlı olarak yavaş çalışma ve kaynakları verimli kullanmamadır. Örgüte yönelik önemli sapkın davranışlar ise; araçları sabote etme, rüşvet kabul etme, çalışma saatleri hakkında yalan söyleme ve örgütten bir şeyler çalmadır. Bireye yönelik önemsiz sapkın davranışlar; adam kayırma, çalışma arkadaşları hakkında dedikodu yapma, çalışma arkadaşlarını suçlama ve faydalı olmayan işlerle uğraşmadır. Bireye yönelik önemli sapkın davranışlar ise; cinsel taciz, küfür-kötü söze maruz bırakma, çalışma arkadaşlarından bir şeyler çalma ve çalışma arkadaşlarını riske atmadır.

Diğer yandan Raelin (1984) örgütte oluşan sapkın davranışları 4 boyutta incelemiştir. Bunlar; bireylerarası sapkınlık, örgüt sapkınlığı, öz sapkınlık ve kariyer sapkınlık olarak sınıflandırılmıştır. Bu sınıflandırmada Şekil 2’de açık bir ifadeyle sunulmaktadır.



Şekil 7. Profesyonel Sapkın Davranışların Dört Tipolojisi

Kaynak: Raelin, 1984: 422

Şekil 2' deki sapkın davranış tipolojisi incelendiğinde bireylerarası sapkınlık, örgüt sapkınlığı, öz sapkınlık ve kariyer sapkınlığı olmak üzere dört şekilde sınıflandırılmıştır. Bireylerarası sapkınlıkta etik olmayan davranışlar neticesinde bireylerin birbirilerine zarar vererek çatışmalara ve örgütte huzursuzluğa yol açtığı görülmektedir. Örgüt sapkınlığı, bireylerin örgüt içerisinde yetersiz performans sergileyerek ve örgütün sağladığı avantajları kötü yönlü kullanarak örgüte zarar vermesidir. Diğer yandan öz sapkınlık, bireylerin örgüte karşı ilgisiz davranmaları, yabancılaşmaları ve neticesinde bir takım ruhsal ve bedensel sorunların ortaya çıkmaktadır. Son sınıflandırma olan kariyer sapkınlığında ise bireylerin gerçekleştirdiği yetersiz dâhili aramalar ve erken harici aramalar gibi eylemler gözlemlenmektedir.

SAPKIN DAVRANIŞLARIN ÖNCÜLLERİ

Sapkın davranışlara neden olan faktörlere ilişkin görüşlerin arkasında, bazı görüşlere göre sapkın davranışların düşük ahlaki standartlar gibi bireysel tutumların ortaya çıktığı, durumsal bakış açısına sahip olan görüşlere göre ise grup normları ve örgütsel eşitsizlik gibi değişkenlerin bir sonucu olarak ortaya çıktığı yer almaktadır (Robinson ve Bennett, 1995: 567).

Robinson ve Bennett (1995: 567) farklı değişkenlerin, örgütsel sapkının farklı boyutlarını açıklayabileceğini, örneğin örgütsel değişkenlerin örgüte doğrudan zarar veren sapkın davranışları daha fazla etkileyebileceğini ifade ederken diğer yandan bireysel değişkenlerin ise kişiler arası sapkın davranışları daha fazla açıklayabileceğini ifade etmişlerdir. Thuraisingam (2019: 5) işinden memnun olmayan çalışanların sapkın davranışlara yol açabilecek çatışmaların oluşmasına daha fazla eğilimli olacaklarını ileri sürmüştür. Carlo (2022: 173) sapkın davranışları etkileyen faktörleri; psikolojik ve psikolojik olmayan faktörler olmak üzere 2 ana grupta sınıflandırmıştır. Psikolojik faktörleri psikolojik mekanizmalar, durumsal faktörler ve ahlaki rasyonelleştirme olarak ifade ederken psikolojik olmayan faktörleri şeffaflıktan yoksunluk, yeteneksizlik ve kaynakların olmayışı şeklinde ifade etmiştir. Diğer yandan Tanyolaç (2020: 37-42) sapkın davranışın öncüllerini durumsal faktörler ve bireysel faktörler olarak 2 ana grupta sınıflandırmıştır.

Akın ve Özdevecioğlu (2021), Türkiye’de ve Kayseri ilinde sağlık çalışanları üzerinde yapmış oldukları araştırmada; işyerinde dışlanmanın sapkın davranışlar üzerindeki etkisini incelemişlerdir. Örgütsel dışlanma; arkadaşları tarafından dışlanma ve yöneticiler tarafından dışlanma olmak üzere iki boyutta ele alınmıştır. Araştırma sonuçlarına göre; arkadaşları tarafından dışlanma ve yöneticiler tarafından dışlanma boyutlarının sapkın davranışlar üzerinde pozitif etkiye sahip olduğunu ortaya koymuşlardır.

Raelin (1994: 496-497) ücretli meslek elemanları üzerinde yapmış oldukları araştırmada; sapkın davranışları; işyeri sapkınılığı, öz sapkınılık ve mesleki sapkınılık olmak üzere 3 boyutta ele almıştır. Araştırma sonuçlarına göre; görev tanımı ihtiyacı, güç ile ilgili çatışma, depresif ruh hali, kararlara katılım, örgütsel özdeşleşme ve mesleki bağlılık ile işyeri sapkınılığı arasında negatif yönlü ve anlamlı bir ilişki olduğunu, buna karşılık eleştiriye karşı hassasiyet ile işyeri sapkınılığı arasında pozitif yönlü ve anlamlı bir ilişki olduğunu tespit etmiştir. Benzer şekilde, görev anlamlılığı üzerine çatışma, güç ile ilgili çatışma ve eleştiriye karşı hassasiyet ile öz sapkınılık davranışı arasında pozitif yönlü ve anlamlı bir ilişki olduğunu, buna karşın, özsaygı, depresif ruh hali, kararlara katılım, örgütsel özdeşleşme ve mesleki bağlılık ile öz sapkınılık davranışı arasında negatif yönlü ve anlamlı bir ilişki olduğunu ortaya koymuştur. Mesleki sapkınılık davranışı boyutu açısından araştırma sonuçlarına bakıldığında; özsaygı, kararlara katılım ve mevki süresi ile mesleki sapkın davranışı arasında negatif yönlü ve anlamlı bir

ilişki olduğunu, diğer yandan geribildirim ile ilgili çatışma ile mesleki sapkın davranışı arasında pozitif yönlü ve anlamlı bir ilişki olduğunu tespit etmiştir.

Oliveria vd.(2020) Brezilya’da mühendislik ile ilgili büyük ölçekli bir işletmede 527 çalışan üzerinde yapmış oldukları araştırmada nezaketin örgüte zarar verici davranış üzerinde negatif yönlü, doğrudan ve anlamlı bir etkiye sahip olduğu benzer şekilde lider-üye etkileşiminin de örgüte zarar verici davranışlar üzerinde negatif yönlü, doğrudan ve anlamlı etkiye sahip olduğunu, nerotikliğin (endişe, kaygı) ise örgüte zarar verici davranışlar üzerinde pozitif yönlü, doğrudan ve anlamlı bir etkiye sahip olduğunu ortaya koymuşlardır. Ancak algılanan örgütsel adaletin örgüte zarar verici davranışlar üzerinde doğrudan ve anlamlı bir etkiye sahip olmadığını tespit etmişlerdir.

Sezici (2014) İstanbul’da kargo sektöründe faaliyet gösteren özel işletmelerdeki iş görenler üzerinde yapmış olduğu araştırmada; işten ayrılma eğilimi ile iş yerinde sapkın davranışlar arasında pozitif yönlü bir ilişki olduğunu diğer yandan çalışma yaşam kalitesi ile iş yerinde sapkın davranışlar arasında negatif yönlü bir ilişki olduğunu ortaya koymuştur.

Demir (2010) Muğla bölgesinde beş yıldızlı otellerde iş görenler üzerinde yapmış olduğu çalışmada; örgütsel sapma davranışının kontrolünde duygusal zekânın pozitif yönde bir etkisi olduğunu ortaya koymuştur.

ÖRGÜTLERDE SAPKIN DAVRANIŞLARI ETKİLEYEN FAKTÖRLER

Literatürde sapkın davranışlar konusunu ele alan birçok araştırmacı örgütlerde var olan sapkın davranışlara sebep olan faktörler üzerinde durmuşlardır. Robinson ve Bennett (1995), örgütlerde düşük seviyede görülen ahlaki eylemler, çalışanlar arası eşitsizlikler ve grup normlarının sapkın davranışlara sebep olduğunu belirtmişlerdir. Bunun yanı sıra Robinson ve Greenberg (1998), örgütlerde meydana gelen sapkın davranış sebeplerini kişisel faktörler, çevresel faktörler ve örgütsel faktörler olmak üzere 3 grupta sınıflandırmışlardır.

Örgütlerde sapkın davranışlara sebep olan önemli faktörlerden birisi kişisel faktörlerdir. Kişisel faktörler, kişilik ve demografik özellikleri içinde barındırmaktadır. Kişilik özelliği belirli olmayan ve sapkın davranışlara eğilimli olan bireyler, örgüt içerisinde diğer bireyleri de etkileyerek örgüte zarar vermektedir. Diğer yandan cinsiyet, yaş, medeni durum, eğitim seviyesi gibi demografik özelliklerin kişisel etkenleri yönlendireceği gözlemlenmektedir. Örneğin, örgüt içerisinde bireyin cinsiyet ayrımı yaparak veya eğitim seviyesini belirterek diğer bireylerden kendini üstün gördüğü ve örgütte çatışmalara yol açtığı görülmektedir. Sapkın davranışları etkileyen önemli unsurlardan bir diğeri örgütsel faktörlerdir. Henle (2005), örgütsel değişmeler, iş tatminsizliği, iş stresi, örgüt yöneticilerinin kontrol eksikliği ve bireylerin beklentilerinin karşılanmaması gibi konuların sapkın davranışlara neden

olacağını belirtmiştir. Bunun yanı sıra Vardi (2001), örgütsel iklimin örgütlerde görevi kötüye kullanma gibi sapkın davranışlara sebep olacağını ifade etmiştir. Bireylerin örgüt içerisinde tatmin olmayacağı bir ortamla karşılaşmaları bireyleri sapkın davranışlarda bulunmaya yönlendirecektir. Son faktör olan çevresel faktörler, bireylerin sapkın davranış sergilemesinde önemli bir rol oynamaktadır. Çevresel faktörler, ekonomik düzey, arkadaş çevresi, aile, yaşadığı şehir gibi etkenlerden meydana gelmektedir. Demir (2009), çalışanların diğer çalışanlarla sosyal etkileşim içerisine girdiğinde onlara uyum sağlamak adına kültürel değerlerinden vazgeçtiğini ve bu sebeple kişilik çatışması yaşadığını belirtmiştir. Sonuç olarak bireyleri etkileyen kişisel, örgütsel ve çevresel faktörler çalışma yaşamında bir takım sorunlara neden olarak hem bireyi hem de örgütleri başarısızlığa sürükleyeceği kaçınılmaz bir gerçektir.

SONUÇ

Bu çalışmada örgütlerde sapkın davranışları etkileyen faktörler literatür taraması sonucu teorik çerçevede incelenmiştir. Örgütsel açıdan sapkın davranışlar kavramına yönelik gerçekleştirilen çalışmalar incelendiğinde, sapkın davranışa yönelik itaatsiz davranışlar, misilleme davranışları, nezaketsiz davranışlar, saldırgan davranışlar gibi farklı isimlendirme ve tanımlamalarla sapkın davranışlar konusu ele alındığı gözlemlenmektedir. Robinson ve Bennett, (1995) ve Raelin (1984) gibi birçok farklı araştırmacı sapkın davranışları çeşitli boyutlandırmalarla ifade etmişlerdir. Diğer yandan Sapkın davranışları etkileyen faktörlerin kişisel, örgütsel ve çevresel faktörlerden meydana geldiği gözlemlenmektedir. Ayrıca yaş, eğitim, medeni durum gibi demografik özellikler bireylerin sergileyeceği davranışlarda önemli bir rol oynamaktadır. Örgütlerde sapkın davranışları önlemek için örgüt yönetiminin kontrolü artırmaları, prosedür ihlallerinde bireyleri uyarmaları, bireyleri ücret ve terfi yönünden tatmin etmeleri ve kayırmacılık yapmamaları gerekmektedir. Çalışanlar arasında meydana gelen sapkın davranışlarda ise çalışanların etik olmayan eylemlerden uzak durmaları ve sabotaj gibi eylemlerden kaçınmaları gerekmektedir.

Gelecekteki bu konuyla ilgili yapılacak olan alan araştırmalarını yol gösterici bir rol oynayacağı umulmaktadır. Örgütlerde sapkın davranışların farklı öncülleri ve sonuçları, demografik özellikler açısından sapkın davranışlar arasındaki farkların analizi, farklı sektörlerde ve farklı gelişmişlik düzeyine sahip ülkelerde yeni araştırma konuları olabilir.

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İslami Perspektiften Tüketici Ahlakı

Consumer Ethics from an Islamic Perspective

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Abstract

The holy book of Islam, the Qur'an, was revealed in 610 to Hz. It began to be revealed to the Prophet Muhammad (S.A.V) and was completed in 23 years. The rules that Muslims must follow are specified in the Qur'an. In addition to worship, property rights, women's rights, individual and social rights also take place among these rules. While marketing was defined by the American Marketing Association in 1935 as business activities that ensure the flow of services and goods from business to consumer, over the years, marketing has become a set of processes and activities for developing suggestions that have value for society, delivering and changing this value. While marketing activities evolve from the understanding of production to the understanding of consumption and being customer-oriented, from modernism to post-modernism in the course of life, the rules in the Qur'an shed light on the present from centuries ago. Consumer and consumption are extremely important issues in terms of society and marketing. The constantly changing needs, wishes and demands of consumers and the products and services offered by businesses in this direction should be judged in terms of society and morality. The aim of this study is to examine the issue of consumer ethics from the past to the present in the perspective of Islamic morality. In line with this purpose, the study focuses on the concept of consumer ethics from the perspective of the religion of Islam, and gives information about the effects of postmodernism and materialism on consumption. In addition, the guidance of the Qur'anic verses and hadiths on consumption is mentioned and the consumer ethics teachings of Islam are emphasized. According to the results of the study, it is seen that there is a difference between Islamic consumption ethics and consumption starting from traditional society and reaching its peak in postmodern society. The religion of Islam does not approve of excessive consumption and luxury spending. When the previous studies in the literature are examined, it is thought that this study will contribute to the literature, academics and those working in the marketing sector due to the limited number of studies on universal consumer ethics and consumer ethics in the Islamic religion.

Keywords: Marketing, Islamic Marketing, Consumer Ethics, Islam.

Özet

İslam Dini'nin kutsal kitabı Kur'an-ı Kerim 610 yılında Hz. Muhammed'e (S.A.V) vahiy olunmaya başlamış ve 23 yılda tamamlanmıştır. Müslüman bireylerin uyması gereken kurallar Kur'an-ı Kerim'de belirtilmiştir. Bu kurallar arasında ibadetlerin yanı sıra mülkiyet hakkı, kadın hakkı, bireysel ve

toplumsal haklar da oldukça yer tutmaktadır. Pazarlama ise 1935 yılında Amerikan Pazarlama Derneği tarafından işletmeden tüketiciye doğru hizmetlerin ve malların akışını sağlayan işletme faaliyetleri olarak tanımlanırken yıllar içinde pazarlama toplum için değer ifade eden önerilerin geliştirilmesi, bu değerlerin ulaştırılması ve değişimi için bir dizi süreç ve faaliyetler bütünü halini almıştır. Pazarlama faaliyetleri hayatın akışında üretim anlayışından tüketim anlayışına ve müşteri odaklı olmaya, dönemler olarak modernizmden post-modernizme evrilirken Kur'an-ı Kerim'de yer alan kurallar yüzyıllar öncesinden günümüze ışık tutmaktadır. Toplum ve pazarlama açısından tüketici ve tüketim son derece önemli konulardır. Tüketicilerin sürekli değişen ihtiyaç, istek ve talepleri, işletmelerin bu doğrultuda sundukları ürün ve hizmetlerin toplum ve ahlak açısından muhakemesinin yapılması gerekmektedir. Bu çalışmanın amacı, geçmişten günümüze tüketici ahlakı konusu, İslam ahlakı perspektifinde incelenmektedir. Bu amaç doğrultusunda, çalışmada İslam dini perspektifinden tüketici ahlakı olgusu üzerinde durulmakta, tüketim konusunda postmodernizm ve materyalizmin etkilerine hakkında bilgi verilmektedir. Ayrıca Kur'an-ı Kerim ayetleri ve hadislerin tüketim konusundaki yol göstericiliğine değinilmekte ve İslam'ın ortaya koyduğu tüketici ahlakı öğretileri vurgulanmaktadır. Çalışmanın sonucuna göre, İslami tüketim ahlakı ile geleneksel toplumdan başlayarak postmodern toplumda zirveye ulaşan tüketim arasındaki farklılık olduğu görülmektedir. İslam dini, fazla tüketmeyi ve lüks harcamaları uygun bulmamaktadır. Literatürde yer alan önceki çalışmalar incelendiğinde evrensel tüketici ahlakı ve İslam dininde tüketici ahlakı konularının birlikte çalışıldığı araştırmaların sınırlı olması nedeniyle bu çalışmanın literatüre, akademisyenlere ve pazarlama sektöründe çalışanlara katkı sağlayacağı düşünülmektedir.

Anahtar Kelimeler: Pazarlama, İslami Pazarlama, Tüketici Ahlakı, İslam.

GİRİŞ

İşletmeler, tüketicilere yönelik ihtiyaç duyulan ürün ve hizmetleri sağlayarak kâr elde etmeye çalışan ve bu amaçla kurulmuş olan ekonomik temelli yapılardır. Ekonomik sistem içerisinde milyonlarca işletme bulunmaktadır. İşletmelerin faaliyetlerini sürdürürken kâr elde etme, sürdürülebilirliklerini sağlama, yeni ürünler oluşturma, rakipleri karşısında fark oluşturma, müşterilerini memnun etme gibi birçok amaç üzerinden uzun dönemde varlıklarını sürdürmenin yollarını aramaktadır. Akademik bir alan olarak iş etiği, esas olarak iş davranışının ahlaki eleştirisi veya özeleştirisi ile ilgilenmektedir. Piyasa ekonomisinde iş davranışı ve dolayısıyla işletmeler için etik kavramı, tüketici tutum ve davranışlarından bağımsız değildir. Çoğu zaman işletmeler müşterilerinden bekledikleri davranışları görürken kimi zamanda işletmenin etik değerler hassasiyeti konusunda müşteri ahlaki davranmayabilir. Dolayısıyla işletmeler ve pazarlama bilimi için bu ahlak konusunda karşılıklı bir etkileşim olarak değerlendirilmelidir. Örneğin gayri ahlaki tutum içerisinde olan bir işletmenin müşterisi bu durumu sadece eleştirmek ile kalmamalı bunun yanında kişisel tavırlarını da ortaya koyarak rasyonel ve çıkar odaklı bir yaklaşım yerine toplumun geleceğini düşünerek en azından işletme ile bağıni kesmeyi veya gözden geçirmeyi tercih etmelidir. Çocuk işçi çalıştıran bir işletmenin satışa sunduğu ürünlerin fiyatı

rakiplerinden ucuz olduğunda, bu işletmeye süreklilik kazandıran müşterinin de bu duruma ortak olduğu değerlendirilebilir.

Türkçe’de etik kavramı genellikle ahlak kavramı ile aynı anlamda kullanılmaktadır. Fakat etik kavramı belli ana hatları ile ahlak kavramından ayrılmaktadır. Ahlak kelimesi Arapça kökenli bir kelime olup “Hulk” sözcüğünün çoğuldur. “Hulk” insanların yaratılışından itibaren sahip olduğu huy anlamına geldiği gibi karakter anlamına da gelmektedir. Buradan hareketle ahlak kelimesini bireyin doğumundan başlayarak, karakterini oluşturan unsurlar olarak tanımlanabilir. Ahlak, temelde bireyin yaratılışına kadar inse de günümüzde değişen koşullar ve küreselleşme ile kısmen şekil değiştirmesiyle ortak ahlaki normları bir çatı altında toplamak neredeyse imkânsız hale gelmiştir. Türkiye ülke nüfusunun çoğunluğu Müslümandır. İslam dininin kutsal kitabı Kur’an-ı Kerim’de yer alan ayetler ışığında tüketicinin ahlaki sorumlulukları, görevleri ve ahlaki değerleri net bir şekilde yer almaktadır. Kur’an-ı Kerim 610 Yılında indirilmeye başlanmış ve 632 yılında son ayet-i kerime ile tamamlanmıştır. Yüzyıllar öncesinden günümüze kadar İslam dininin kutsal kitabı olan Kur’an-ı Kerim hiçbir değişikliğe uğramamıştır. Günümüzden yüzyıllar önce Kur’an-ı Kerimde belirtilen emir ve yasaklar Müslüman bireylerin davranışlarına yön vermektedir. Pazarlama faaliyetleri hayatın akışında üretim anlayışından tüketim anlayışına ve müşteri odaklı olmaya, dönemler olarak modernizmden post-modernizme evrilirken Kur’an-ı Kerim’de yer alan kurallar yüzyıllar öncesinden günümüze olması gereken anlayışlara ışık tutmaktadır.

Bu bilgilerden hareketle, araştırmanın amacı İslami ahlak kavramını Kur’an-ı Kerim’ de yer alan ayetlerle temel alarak evrensel tüketici ahlaki ekseninde değerlendirmektir. Literatürde yer alan önceki çalışmalar incelendiğinde evrensel tüketici ahlaki ve İslam dininde tüketici ahlaki konularının birlikte çalışıldığı araştırmaların sınırlı olması nedeniyle bu çalışmanın literatüre, akademisyenlere ve pazarlama mesleğinde çalışanlara katkı sağlayacağı düşünülmektedir.

1. KAVRAMSAL ÇERÇEVE

1.1. Tüketici Ahlakı

Ahlak kelimesi Türkçe’de bireylerin gündelik hayatlarını sürdürürken davranışlarını topluma zarar vermeden gerçekleştirmesi şeklinde yer alırken, Arapça’da “hulk” sözcüğünün çoğulu; Latince’de “mos-moralitas”, İngilizce’de “moral-morality“ ve Grekçe’de “ethos-ethikos” kelimelerinden türetilen “etik” kelimesini karşılamaktadır (Ülgen ve Mirze, 2004: 440).

Ahlak, iyi ve kötü, yükümlülükler ve sorumluluklar, adalet, karakter doğru yaşama sahip olma ve iyi toplum ile ilgilidir. Bu unsurların altında bireyin karakteri, toplumsal hareket etme bilinci varsayımları

kapsamaktadır (Lukes, 1998). Ahlak insanların davranış gerekliliklerini tanımlayan ve toplumsal değerler temelinde oluşan yazılı olmayan kurallar topluluğu şeklinde değerlendirilebilir. Ahlakın kaynağı değerlerdir ve ahlak değerler temelinde oluşur. Fakat değer kavramına göre daha somut bir kavram olan ahlak gündelik hayatta fiil ve davranışlara yol gösteren tercihlerin belirlenmesinde bireylere yol gösterici niteliğindedir (Şişman, 2002: 4).

Ahlak felsefesi veya ahlakbilim olarak nitelendirilen etik ise toplumlarda oluşan ahlaki kurallar ile teorik temelli olarak ilgilenen bilim dalı olarak ifade edilmektedir (Varinli ve Kurtoğlu, 2005). Ahlak ve etik kavramlarının tanımları incelendiğinde etik, ahlak bilimini veya ahlak felsefesini ifade ederken; ahlak, ahlak felsefesi ile birlikte ahlak unsurunu ifade etmektedir (Avcılar ve Gürbüz, 2008). Ahlak, toplum yapısı içinde somut davranışlara odaklanarak doğru ve yanlışlar bazında davranış şekillerini belirlerken; etik soyut olan bu kavramlardan nelerin anlaşılması gerektiğini belirlemeye çalışmaktadır (Ülgen ve Mirze, 2003: 442). Pazarlama alanıyla ilişkilendirilerek bir örnek vermek gerekirse işletmelerin müşterilere dürüst davranması pazarlama ahlakı; işletmenin satışa sunduğu ürünün kusurlarını gizlememesi gerekliliği pazarlama etiğinin konusu şeklinde ifade edilebilir (Akyıldız ve Marangoz, 2007: 84). Literatürde her iki kavramın birbirinin yerine kullanıldığı görülmektedir (Avcılar ve Gürbüz, 2008).

Pazarlama faaliyetleri ile işletmelerden satın alma işlemi yapan tüketicilerin, hem pazarlama ahlakı sorumlulukları ile çelişen ve bu durumun etkilerinden korunması gerekirken hem de tüketim faaliyetlerini şahsen ahlaki ve sosyal sorumluluk kapsamında gerçekleştirmesi gerekmektedir. Bu gereklilik pazarlama ahlakı ile birlikte tüketici ahlakı unsurunun gelişmesine sebep olarak bilhassa son yıllarda tüketici ve tüketim ahlakı konularında çalışmaların sayısının artmasına sebep olmuştur (Torlak, 2007: 317).

Tüketici ahlakı veya ahlaki tüketim pazarlamada, tüketicilerin ahlaki normlarına karşılık gelen ürünleri tercih edip ahlaki değerler dışında kalan ürün/ hizmetlerden ve bu ürün ve hizmetleri sunan işletmelerden bilinçli olarak kaçınması gereken konuları kapsamaktadır. Buradaki “ahlaki olma” kavramı sadece çevre duyarlılıkları kapsamında değil aynı zamanda hayvan hakları, adaetli ticaret, işçinin haklarını gözetme ve organik gıda satışı gibi toplum sağlığı unsurlarını da barındıran ve sosyo-kültürel yönleri olan hassasiyetlerle de oldukça ilgilidir (Cho ve Krasser, 2011). Bu tanım ekseninde tüketici etiği de, tüketim faaliyetleri ile ilgili bireylerin davranışlarına yol göstermek üzere genel ahlak değerlerinin dikkate alınarak oluşturulması gerekmektedir (Torlak, 2007).

Ahlaklı bir tüketicinin, bir başka ifadeyle tüketici ahlakına dikkat eden tüketicilerin, bilinçli bir şekilde kendi değerlerine göre ürün ve hizmetleri tercih etmeleri gerekmektedir. Tüketici ahlakı kavramı her ne kadar yeşil tüketim ve çevre koruma odaklı eylemler sonucu ortaya çıkmış olsa da çevre hassasiyeti

tüketim ahlakının birçok unsurundan sadece bir tanesidir. Tüketici ahlaki bünyesinde birçok önemli hassasiyet bulundurulur. Tüketici ahlaki bu kapsamda boykot, buycott ve söylemsel ahlaki tüketim olarak üç farklı türde değerlendirilebilir. Boykot kabaca ahlaki normlara ve sosyal standartlara uymayan ürün ve hizmetleri satın almamak anlamına gelirken, buycott; ahlaki standart ve değerleri taşıyan ürün ve hizmetleri bilinçli olarak satın almayı ifade etmektedir. Söylemsel ahlaki tüketim ise satın alma faaliyetleri ile ilgili olmayıp daha çok işletmenin yapısı, kullandığı marka isimleri, şirketin faaliyetleri, logosu ve itibarı gibi konuları hedef alarak ahlaki kurallara göre davranmayan işletmeler hakkında lobcilik gibi faaliyetleri içermektedir (Cho ve Krasser, 2011).

Tüketici ahlakının araştırıldığı çalışmalarda bu eylemler ürün ve hizmetlerin satın alınması veya elden çıkarılması aşamalarında bireylerin ya da birey topluluklarının ahlaki davranışlarına yol gösteren prensipler olarak ifade edilmektedir (Muncy ve Vitell, 1992). Tüketici ahlaki tüketicilerin ürün ve hizmetleri satın alma, kullanma ve elden çıkarma gibi tüketim alışkanlıklarında kendini göstermektedir. Ahlaki tüketim, tüketicinin özgür iradesiyle ürünleri satın alınması ve bu ürünleri kullanım süreçlerinde insan haklarından hayvan haklarına ve işçi haklarından çevre hassasiyetine kadar birçok konuya önem vermesini kapsamaktadır (De Pelsmacker vd., 2005).

Tüketiciler işletmelerinin mal ve hizmetleri veya genel işletme faaliyetleri hakkında yargıda bulunurken çoğunlukla ahlak kuramlarını temel alırlar (Ülgen ve Mirze, 2003). Tüketicilerin günümüzde küresel düzeyde sosyal ve ahlaki kavramlara ilgisinin arttığı görülmektedir. Tüketicilerin satın alma eylemlerinde özellikle enerji tasarrufu, organik gıda ve adil düzende işçi çalıştırma gibi konulara ilgisinin arttığı görülmektedir (Cho ve Krasser, 2011). Bu durum pazarlama anlayışının üretim odaklı olmaktan çıkarak postmodernizm ile birlikte müşteri odaklı anlayışa evrilmesi ile ilişkilendirilebilir.

1.2 Postmodern pazarlama perspektifinden tüketici ahlaki

Geleneksel toplum, genel bir tabir ile geleneğin hâkim olduğu toplum türü olarak nitelendirilmektedir. Modern toplumun ortaya çıkmasıyla birlikte geleneksel toplumun özellikleri daha da netleşmiştir. Batı medeniyeti modern toplumları, kendinden önceki toplumları dışlayarak tanımlamış ve mevcut toplumları ötekileştirmiştir. Bu sebeple geleneksel toplumlarda modern topluma has sanayileşme, şehirleşme ve aklın üstünlüğü gibi özelliklerin olmadığı bilinmektedir. Geleneksel toplumlarda toplumsal hareketlilik daha yavaş bir seyir gösterirken, insan ilişkileri samimiyet, sıcaklık ve yüz yüze temas üzerine kurulmuştur (Armağan, 2012: 25).

Modern toplum ise geleneksel toplumun yerini alırken, geleneklerin toplumsal gelişmenin önünde bir engel olarak görmektedir. Modern toplum bireyselleşmeyi ön plana alarak toplumsal yapıyı derinden etkilemiştir. Teknolojinin gelişmesi ve bu kapsamda sanayileşmenin artması, meslek çeşitliliğini

arttırmış, göçler başlamış ve üretim ve tüketim ilişkilerinde değişiklikler yaşanmaya başlamıştır (Coşkun, 1994: 5).

Postmodernizm ise modernizm anlayışının savunduğu her düşüncüyü sorgulamakta, tektipleşmeye karşı olarak çoğulculuk felsefesini temel almaktadır (Yalçın, 2013: 6). Postmodernizm ile modernizmi kıyaslamalı olarak değerlendiren Bauman, modernizmin akışkanlık etkisiyle sınırların hızla ortadan kalktığı bir toplum yapısına doğru ilerlendiğini ifade etmektedir. Çalışmalarında modernizmin daha çok sınır uygarlığı olduğunu, günümüz de ise eski kalıpların yıkılarak, yeniliğin önünün açıldığını ve yeniliğin yayılmasının sağlandığı bir dönemin olduğunu savunmaktadır (Bauman, 2001).

Baudrillard, zorunlu tüketimden, gösterişli tüketime, bedeninin oluşumunda cinselliğe, markalardan, reklamlardan, modadan insanların spor yapma ve istirahat şekillerine kadar bütün yüzeyleriyle bir tüketim çılgınlığı içinde olduğu fikrini savunmaktadır (Baudrillard, 2010).

Tüketim kültürünün hâkim olduğu toplumlarda, tıpkı tüketilen eşyalar gibi kimlikler de sahip olunmak içindir ama sadece tüketilmek ve yok edilmek için kullanılır. Bu kimliklerin özelliği, satın alınabilmesi, uzun süre dayanmaması, kolayca değiştirilebilmesidir. Aynı zamanda bu kimlikler modern yaşamın kaygan dünyasına ayak uydurmak isteyen birinin ihtiyacı olan en önemli unsurlar şeklinde görünmektedir (Bauman, 2005). Tüketici ahlakı olan bireylerin ise kimlikli ve ahlaklı davranışlar ile tüketim yapmanın gerekliliğini bilmeleri gerekmektedir.

1.3. Materyalizm ve tüketici ahlakı

Tüketici ahlakı konusu ile ilgili önemli bir kavramda pazarlama bilminde araştırılan materyalizm kavramıdır. Materyalizmin birçok araştırmada tüketicilerin tüketim ve harcamalarını arttırıcı ve aşırı tüketime sebep olduğu yer almaktadır (Watson, 2003). Materyalizm “*bireyin yaşamında sahip olduklarının bir kişilik özelliği ya da değer olarak ölçüsü*” olarak tanımlanmaktadır (Holt, 1995). Tanımdan da anlaşılacağı üzere materyalizm ne kadar çok şeye sahip olmanın bireyin kimliğini o derece değerli kıldığını sağlama anlayışı olarak yorumlanabilir. Bu anlayış tüketim toplumuna yol açarken, tüketim çılgınlığı da israfa yol açmaktadır. Aşırı materyalizm eğilimleri dini kurallar ve değerler ile uyum sağlamamaktadır (Belk, 1985).

Din, kültürel yapı içerisinde önemli bir değişken olup; insanların değer yargılarını, alışkanlıklarını ve tutumlarını belirlemede önemli bir yer tutmaktadır (Delener, 1994). Sosya-kültürel davranışların şekillenmesinde dini inançların rolü büyüktür. Bireylerin yaşamına yön veren dini değerlere bağlılık bireylerin ne yiyeceği, neyi nasıl tercih edeceği, ne tüketiceği ve kiminle nasıl tüketiceği kimi durumları etkilemektedir (Fam vd., 2004). Bu çerçevede dini inanışların ve değerlerin tüketici ahlakı konusunda belirleyen bir unsur olduğu birçok araştırmada yer bulmuştur. Dini inanç ve kurallar,

bireylerin iç dünyasından toplumsal ilişkilerine kadar tutum, davranış ve tercihlerinde belirleyici bir unsur olarak değerlendirilmektedir (Demir, 2003).

2. İSLAMDA TÜKETİCİ AHLAKI

İslam dininin kutsal kitabı olan Kuran'ı Kerim'de Allah (C.C) insanlar için sayısız nimetler yaratmıştır; Kur'an'ı Kerim'in ifadesiyle bu nimetler saymakla bitirilmeyecek kadar çok sayıdadır (Kur'an, Nahl, 16/18). Ayrıca Allah herkesin rızkını verir (Hûd, 12/6). Dünya ve erişebildiğimiz diğer âlemler sayısız nimetler üretmeye müsaittirler (Yeniçeri, 1996: 74).

Fakat bu kadar bolluğun ve sayısız nimetlerin var olmasına rağmen tüketim toplumunda yer alan bireylerin arzu ve istekleri de sınırsız olduğu değerlendirilmektedir. Ekonomik sistemde prensip ihtiyaçların müşteri talep ve beklentilerinin de sınırsız olduğu değerlendirilmektedir. Buna karşılık yeryüzünde yeraltı ve yerüstü servetleri ihtiyaçlara kıyasla göreceli olarak sınırlıdır. Çünkü bireylerin ihtiyaç ve arzularını giderecek miktarda her an hazırda bir üretilmiş ürün bulmak imkânsızdır. Dolayısıyla bireylerin seçimlerini iktisadî ve ahlâki normlar çerçevesinde değerlendirmesi gerekmektedir. Bu nedenle İslamiyet'te tüketim, ölçülere uygun davranış, yasallık, helal ve haram kavramları ve zorunluluk derecesine göre ihtiyaç ve beklentilerin değerlendirilmesi ve israftan da kaçınılması gerekmektedir.

İslâm dininde bireylerin en az ile yetinmesi mecburi değildir. Bireylerin ekonomik sistemde ferdi tüketim yapabilmesi yasaklanmamıştır. Kuran-ı Kerim'de bu konu şu şekilde yer bulmaktadır:

- *“De ki: “Allah’ın, kulları için yarattığı zîneti ve temiz rızkı kim haram kılmış?” (Araf,7/32)*
- *“Ey iman edenler! Allah’ın size helal kıldığı iyi ve temiz nimetleri (kendinize) haram etmeyin ve (Allah’ın koyduğu) sınırları aşmayın. Çünkü Allah haddi aşanları sevmez.” (Mâide,5/87)*
- *“Allah’ın size rızık olarak verdiklerinden helâl, iyi ve temiz olarak yiyin ve kendisine inanmakta olduğunuz Allah’a karşı gelmekten sakının.” Mâide,5/88*

İslam dininde bireysel tüketim teşvik edilirken diğer taraftan gerekenden fazla tüketim yapmak anlamına israf, İslam'da onaylanmayan davranışlar arasında gösterilmektedir. İslâm dininin genel prensiplerine göre gelir tek başına tüketimi belirleyen bir unsur değildir. Bireyin kazancı ne kadar fazla olursa olsun, harcama yapabileceği tüketim alanları helal ve haram başlıklarında Allah'ın emir ve yasakları kapsamında belirlenmiştir. İslam dininin meşru olarak belirlediği alanlar ve konular dışında tüketim yasaklanırken, meşru alanlar içerisinde tüketimde de israf yasaklamıştır. Araf suresi 31. Ayette *“Ey Ademoğulları! Her mescitte ziynetinizi takının (güzel ve temiz giyinin). Yiyin için fakat israf etmeyin. Çünkü O, israf edenleri sevmez”*. (Araf,7/31) buyurularak tüketim teşvikinin hemen yanında israf edilmemesi vurgusu yapılmıştır. Ayrıca gelir ve tüketim ilişkisinde, bireyin gelirin fazlaşması

durumunda söz konusu gelirini ve varlığını salt olarak kendi ihtiyaçları için değil toplumsal birliktelik anlayışı ile yakın akrabadan başlayarak dar gelirli bireylere yardımcı olunması sorumluluğu getirilmiştir. Bu durum Kur'an-ı Kerim'de Nahl Suresinde “*Muhakkak ki Allah adaleti, ihsanı, akrabaya karşı cömert olmayı emreder; hayâsızlığı, kötülüğü ve zorbalığı yasaklar. İşte Allah, aklınızı başınıza almanız diye size böyle öğüt veriyor.*” (Nahl 16/90) ifadeleriyle yer almaktadır.

İslam dinine göre birey, gösterişten uzak olarak toplumsal kalkınmayı amaçlayan, çevresinde yaşanan gelişmelere duyarlı olarak toplumun tüm üyelerinin de tüketim düzeylerini dikkate alır şekilde günlük hayatını sürdürmelidir. Nisâ Suresi 36. Ayetten başlayarak 39. Ayetin sonuna kadar bu durum “*Allah'a kulluk edin ve ona hiçbir şeyi ortak koşmayın. Anne babaya, akrabaya, yetimlere, yoksullara, yakın komşuya, uzak komşuya, yakın arkadaşına, yolcuya, ellerinizin altında bulunanlara iyi davranın. Allah kendini beğenen ve böbürlenip duran kimseyi asla sevmez. Bunlar cimrilik eden ve insanlara da cimriliği tavsiye eden, Allah'ın kendilerine lütfundan verdiğini gizleyen kimselerdir. Biz, kâfirler için alçaltıcı bir azap hazırladık. Ve bunlar Allah'a ve âhiret gününe inanmadıkları halde mallarını, insanlara gösteriş için sarf edenlerdir. Bir kimsenin arkadaşı şeytan olursa o ne kötü bir arkadaştır! Allah'a ve âhiret gününe iman edip de Allah'ın kendilerine verdiğinden harcasalardı ne olurdu sanki! Allah onların durumunu hakkıyla bilmektedir*” (Nisâ, 4/ 36-39) ifadeleriyle açık bir dille belirtilmiştir.

İslam Ahlakına göre birey sosyal ve ekonomik dengeleri gözetken ve Türk Dil Kurumu'na göre “*Nafaka verip bir kimsenin geçimini sağlama*” yani yardıma ihtiyacı bulunan kimselere (Maddi manada) yardımda bulunma anlamına gelen infak olgusuna dikkat etmelidir. Allah Kur'an'da yiyip içmeye müsaade etmekte, israf etmeye ve gösteriş amaçlı tüketimde bulunmaya ise müsaade etmemektedir. Örneğin Araf Suresi'nde bu kavram “*Ey Âdemoğulları! Her namaz kılacağınızda güzelce giyinin, yiyin için fakat israf etmeyin. Çünkü Allah israf edenleri sevmez*” cümlelerinde vurgulanmıştır (A'raf, 7/31). İslam dini pazarlama biliminde tüketim davranışlarıyla ilgili araştırılan ve yaşam amacının zevk almak ve mutluluktan ibaret olduğunu savunan dünya görüşü anlamına gelen hedonizm kavramına da karşıdır. Çünkü hedonist tüketim bireye sahte mutluluklar verirken bireyin sürekli yeni ihtiyaçları hissetmesini sağlamaktadır. İslamiyete göre gerçek zevk ve haz sonsuz olan Ahiret'tir. Bu durum A'la Suresi 16. ve 17. Ayette “*Fakat siz dünya hayatını tercih ediyorsunuz. Oysa Ahiret daha hayırlı ve sürekli*dir” ifadeleri ile karşılık bulmaktadır (A'la, 8/16-17). Bunun yanında yine pazarlama yazınında oldukça yoğun bir şekilde yer alan gösterişçi tüketim (conspicuous consumption) konusu da İslamiyet'te uygun görülmemiştir. Bu durum Kur'an-ı Kerim'de Saff Suresi 2. Ayette , “*Ey iman edenler! Niçin yapmayacağınız şeyleri söylüyorsunuz?*” ifadeleriyle sorgulanırken aynı surenin 3. Ayetinde de olunan durumdan farklı yaşamayı ve gösteriş uğruna yapılan şeylerin hoş karşılanmaması “*Yapmayacağınız şeyleri söylemeniz Allah katında çok çirkin bir davranıştır*” şeklinde karşılık bulmuştur (Saff, 61/2-3). Gösterişçi olunmaması ile alakalı Hazreti Muhammed (SAV)'in şu hadisi

önem arz etmektedir: *“Benden evvel her peygamberin havarileri ve izinden giden, emirlerine itaat eden, birtakım arkadaşları vardı. Nitekim benim de sahâbelerim vardır. Fakat bunların arkasından daima yapmadıklarını söyleyen gösterişçi kimseler, en olmadık şeyleri yapan kimseler gelmektedir. Bu kimselere karşı eli ile bilfiil mücâdele eden mü'mindir. Onlara dili ile karşı koyan da mü'mindir. Böyle kimselere kalbiyle mücâhade eden kimseler de mü'mindir. Ama hiçbirini yapmadan kötülük karşısında susup duran kimselerin ise kalbinde hardal tanesi kadar îmân yoktur.”* (Müslim, 1981: 80). Görüldüğü üzere gösterişçilik İslam Dini'nde hoş karşılanmamış ve bu kapsamda gösteriş içinde olanlarla mücadele edilmesi de tavsiye edilmiştir. Ayrıca gösterişten uzak durulması ifadeleri Kur'an-ı Kerimde defalarca yer bulmaktadır. Çünkü İslam da tüketim ve tüketici ahlakı bağlamında gösteriş tüketimi bireyin ve toplumun gelişmesine engel olmaktadır. Tüketici ahlakına sahip birey toplumun gelişmesine de odaklanmalıdır. İslam'a göre zenginliğe dayalı farklılık, şımarıklık ve gösterişin bir sebebi değil paylaşma ve toplumun kalkınmasına aracı bir vesiledir.

Kur'an'da, bireylerin tüketim konusunda dengeli olunması, ölçüye dikkat edilmesi ve tüketimde israf ve cimrilik kavramları birçok kez yer almaktadır.

- *“Onlar harcadıkları zaman ne savurganlığa saparlar, ne de cimrilik ederler. Harcamaları, bu ikisinin arasında dengeli olur.”* Furkan, 25/67.
- *“Akrabaya, yoksula ve yolcuya hakkını ver. Gereksiz yere de saçıp savurma! Eğer sen kendin dahi rabbinden umduğun bir lütfü beklemek durumunda (ihtiyaç içinde) olduğun için onlara ilgi gösteremiyorsan, hiç değilse kendilerine rahatlatıcı bir söz söyle! Eli sıkı olma, ölçüsüzce eli açık da olma; sonra kınanacak, kendi kendine hayıflanacak duruma düşersin!”* (İsra, 17/26-29).
- *“Eli sıkı olma, büsbütün eli açık da olma. Sonra kınanır ve çaresiz kalırsın.”* (İsra, 17/29).

Görüldüğü üzere günümüz postmodern toplumunda, toplumların yapısı, toplumsal birliktelik, paylaşım ekonomisi ve etik tüketim konuları İslam dininin kutsal kitabı Kur'an-ı Kerim'de birçok ayette yer almaktadır. İslam dini, evrensellik temeli ile toplumsal kalkınmayı önemserken tüketicilerin de tüketim faaliyetlerinde dikkatli olmasını ve buradan hareketle israftan ve gösterişten uzak, paylaşımcı bir tüketim anlayışını öngörmüştür. Söz konusu durumda karşılıklı bir etkileşim vardır. İslam dini kuralları gereği tüketim yapan birey, toplumu kalkındırmanın önemli bir unsuruyken, kalkınmış toplumda da bireyler açısından daha refah içerisinde yaşayabilme durumu oluşturmaktadır.

SONUÇ

Bireyler yeryüzünde olan tüm canlılar gibi hayatı boyunca devamlı olarak tüketim içindedir. Fakat doğadaki diğer canlılar yalnızca fiziksel gereksinimlerini karşılamak için tüketim içinde olurken insan, psikolojik ve sosyolojik ihtiyaçlarını da karşılamak üzere tüketim yapmaktadır. Tüketim, ihtiyaç tanımlarında yer alan maddi ve manevi benlikte duyulan boşlukları doldurmak için gerçekleşmektedir.

Günümüzde imkânların artmasıyla doğru orantılı bir şekilde artan tüketim çılgınlığı tüketici ahlakını, tüketim ahlakını ve dolayısıyla toplumu da etkilemektedir. İnsan, hayatını tüketerek devam ettirebilmektedir fakat bu tüketimin belli kurallar çerçevesinde olması gerekmektedir. Gösterişin, yenilen ve içilenin öteden beri gizli tutulmaya çalışıldığı Türk toplumu da bu değişimden etkilenmektedir. Örneğin sosyal medya mecralarında bireyler lüks mekânlarda yiyemediği ve artan yemekleri dahi paylaşmakta ve israfı gözler önüne sererken gösterişçi ve hazcı bir yapı sergilemektedir. Öyle ki 2021 yılında Birleşmiş Milletler tarafından hazırlanan Gıda İsrafı Endeksi Raporu'nda ülkemizde 7.7 Milyon ton gıdanın çöpe atıldığı ve bir kişinin ortalama yıllık 93 kilogram gıdayı israf ettiği raporlanmıştır. Söz konusu rakamla Türkiye Dünya geneli gıda israfı yapan ülkeler arasında 3. sırada yer almaktadır (<https://www.brandingturkiye.com>). Çok büyük oranı İslam Dinine mensup olan Türk toplumunun tüketim ahlakına göre yaşaması gerektiği, ait olduğu İslam Dininin Kutsal kitabı Kur'an-ı Kerim'de birçok boyutta yer almakta olmasına rağmen ortaya çıkan bu tablo oldukça düşündürücüdür. Tüketim toplumu ile birlikte sürekli bireylere teşvik edilen tüketim çılgınlığının oluşturduğu anlam ile İslam Dininin sunduğu anlam anlayışı arasında bir zıtlık bulunmaktadır.

Günümüz dünyasında insanların açlıktan ölmesi, sağlıksız beslenmeden dolayı salgın hastalıkların ortaya çıkması ve bu aşırı tüketim ile evrendeki ekolojik dengenin bozulması neticesinde birçok çevre sorunları meydana gelmektedir. Toplumlar açısından bu kötü gidişin engellenebilmesi için İslami bakış açısı ile tüketim tercihlerinde bulunmak oldukça dikkate değer bir olgudur. Burada dikkat edilmesi gereken unsur çoğunlukla İslam dinine mensup bireylerin yer aldığı ülkelerin içinde olduğu durum değil, İslam dininin ana unsurlarını belirleyen Kur'an Kerim ve hadisler çerçevesinde bir tüketim anlayışının belirlenmesidir. İslam coğrafyasının içinde yer aldığı durum da ayrıca Müslüman bireylerin dini yaşayış şekillerinin incelenmesini gerektirmektedir.

Bu bağlamda İslami tüketim ahlakı ile geleneksel toplumdaki başlayarak postmodern toplumda zirveye ulaşan tüketim arasındaki farklılık incelendiğinde, açıkça görülür ki, İslam dini, fazla tüketmeyi ve lüks harcamaları uygun bulmamakta ve toplumsal kalkınma ile tüketim ahlakı konusunu birlikte ele almaktadır. İslam, insanın dünyadaki varlığını Allah'a kulluk olarak yaşam şeklinde ifade etmektedir.

Diğer taraftan tüketim toplumu ise aksine, hep tüketmek anlayışını savunmakta ve insanın varlığını tüketmekle ilişkilendirmektedir.

Bu çalışmada İslam dini perspektifinden tüketici ahlaki olgusu üzerinde durulmuş, tüketim konusunda postmodernizm ve materyalizmin etkilerine değinilmiştir. Ayrıca Kur'an-ı Kerim ayetleri ve hadislerin tüketim konusundaki yol göstericiliğine değinilmiştir. Çalışma bir derleme çalışması olup çalışma kapsamında nicel veriler kullanılmamıştır. İleride yapılacak çalışmalarla nicel analiz teknikleri ve anket formları ile dindarlık ve tüketim ilişkisi, helal gıda ve tüketim toplumu gibi konuların araştırılabilir olduğu öngörülmektedir.

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Havalimanı Çalışanlarında Stres Faktörlerinin Belirlenmesi: Nitel Bir Çalışma

The Determination of Stress Factors in Airport Employees: A Qualitative Study

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Özet

Dünya ekonomisinde son zamanlarda yaşanan çalkantı, seyahat talebi üzerinde aşağı yönlü, yakıt fiyatlarında ise yukarı yönlü bir yönelime neden olsa da havacılık sektörü hızla gelişen ve zorlu rekabet kurallarına sahip bir sektördür. Dünya çapında havalimanlarının çok noktalı, çok hizmetli ve pazar odaklı firmalara doğru değişen yüzü, havalimanı ticarileşmesi, havayolu sektörünün serbestleştirilmesi, bağımsız uluslararası ulaşım kurumlarının özelleştirilmesi rekabeti artırmıştır. Sektörün getirdiği zorlu çalışma koşulları hem vardiya hem de iş yükü, yolcularla birebir iletişimde yaşanan zorluklar çalışanlarda strese neden olmaktadır. Havacılık sektörü hizmet kalitesi ile birlikte, emniyet, hız, konfor, dakiklik, güvence, empati, güvenilirlik, güler yüzlülük, dinamizm ve hızlı değişim gibi özellikleri içinde barındıran bir alandır. Bu özelliklere sahip olan sektörde, çalışanlar strese girebilirler. Bu çalışmanın amacı, sivil havacılık sektöründe çalışan iş görenlerin yaşamış oldukları stres faktörlerinin neler olduğunu ortaya çıkarmaktır. Araştırma yöntemi olarak nitel araştırma yöntemi ve veri toplama tekniği olarak derinlemesine görüşme tekniği uygulanmıştır. 8 sektör çalışanı ile görüşmeler yapılmıştır. İçerik analizi ile elde edilen stres faktörleri ana temasının kodları olarak şunlar keşfedilmiştir: Aynı anda birkaç işi yapabilme baskısı, sürekli dikkatli olma gereği, analitik düşünme baskısı, uçağı zamanında hazır hale getirme, işini zamanında bitirememeye baskısı, havaalanının emniyetini sağlama, işte deneyim eksikliği ve hata yapma korkusu, yolcuların emniyetli bir şekilde uçuşunu sağlama sorumluluğu, vardiya saatlerinin düzensiz olması. Çalışanlar üzerinde stres belirtileri olarak baş ağrısı, uykusuzluk, bel ağrısı gibi durumlar tespit edilmiştir. Çalışanlara stresli durumlarla nasıl baş ettikleri sorulmuş ve verilen cevaplardan şu kodlar elde edilmiştir: Yöneticinin çalışanlarla iyi iletişim kurması, işle ilgili eğitimler, piknik gibi grup içi etkinlik yapmak. Ayrıca çalışanların, yönetici denetimi hakkında emniyet için gerekli olduğuna vurgu yapmaları elde edilen önemli bulgulardandır. Çalışma keşifsel bir nitel çalışma olması ve havalimanı çalışanlarının stres faktörlerini ortaya çıkarması bakımından önemlidir ve literatüre katkı sağlayacaktır.

Anahtar Kelimeler: İş stresi, Stres yönetimi, Havalimanı yer hizmetleri, Nitel araştırma, Havacılık Yönetimi

Abstract

Although the recent turmoil in the world economy has led to a downward trend in travel demand and an upward trend in fuel prices, the aviation sector is a rapidly developing sector with tough competition rules. The changing face of airports around the world towards multi-point, multi-service and market-oriented companies; Airport commercialization, liberalization of the airline industry, and privatization of independent international transportation institutions have increased competition. Difficult working conditions brought by the sector; Both shift and workload, difficulties in one-to-one communication with passengers cause stress in employees. The aviation industry is an area that includes features such as safety, speed, comfort, punctuality, assurance, empathy, reliability, friendliness, dynamism and

rapid change, together with service quality. Employees can get stressed in the sector with these features. The aim of this study is to reveal the stress factors experienced by the employees working in the civil aviation sector. Qualitative research method was used as research method and in-depth interview technique was used as data collection technique. Interviews were held with 8 sector employees. The following were discovered as the codes of the main theme of stress factors obtained by content analysis: Pressure to do several things at once, the need to constantly be alert, analytical thinking pressure, getting the plane ready on time, pressure not to finish the job on time, ensuring the safety of the airport, lack of work experience and fear of making mistakes, responsibility for ensuring that passengers fly safely, irregular shift hours to be. Conditions such as headache, insomnia, low back pain have been identified as stress symptoms on employees. Employees were asked how they coped with stressful situations, and the following codes were obtained from the answers: good communication by the manager with the employees, job-related trainings, and in-group activities such as picnics. In addition, it is one of the important findings obtained those employees emphasize that managerial supervision is necessary for safety. The study is important in terms of being an exploratory qualitative study and revealing the stress factors of airport employees and will contribute to the literature.

Keywords: Job stress, Stress management, Airport ground handling, Qualitative research, Aviation Management

1.GİRİŞ

Dünya ekonomisinde son zamanlarda yaşanan çalkantı seyahat talebi üzerinde aşağı yönlü, yakıt fiyatlarında ise yukarı yönlü bir yönelime neden olsa da havacılık sektörü hızla gelişen ve zorlu rekabet kurallarına sahip bir sektördür. (Cho ve diğ, 2014:1024). Dünya çapında havalimanlarının çok noktalı, çok hizmetli ve pazar odaklı firmalara doğru değişen yüzü ve Graham'ın (2009) gözlemlediği gibi havalimanı ticarileşmesi, havayolu sektörünün serbestleştirilmesi, bağımsız uluslararası ulaşım kurumlarının özelleştirilmesi rekabeti artırmıştır (Wiredja, 2017). Serbestleşme ve insanların kısa sürede ulaşım isteği piyasayı çok daha hareketli hale getirmiş ve yoğunluk her geçen gün artmaktadır. Sektörün getirdiği zorlu çalışma koşulları hem vardiya hem de iş yükü, yolcularla birebir iletişimde yaşanan zorluklar çalışanlarda strese neden olmaktadır. Bu çalışmada havalimanı çalışanlarının işyerlerinde yaşadıkları stres faktörleri ve bu stresle nasıl başa çıktıkları keşfedilmeye çalışılmıştır. Literatürde böyle bir nitel çalışmanın rastlanmaması çalışmanın önemini ortaya koymaktadır. Çalışma nitel bir çalışma olması bakımından evrene genelleme yapılamaması çalışmanın kısıtını oluşturmaktadır.

2.LİTERATÜR İNCELEMESİ

2.1.Stres ve Strese Neden Olan Faktörler

Latince bir kelime olan stres, estrece kelimesinden gelir. Aynı zamanda stres ve baskı anlamına da gelir. 18. ve 19. yüzyıllarda nesnelere, organlar veya manevi yapı üzerindeki baskıyı ifade etmek için kuvvet kullanılmıştır. Ayrıca stres kelimesi sadece etki anlamında değil, bütünlüğü koruma çabası şeklinde eyleme tepki anlamında da kullanılmaktadır. Hızla değişen ve gelişen yaşam koşulları altında, sosyal bir varlık olan insanın fiziksel ve ruhsal alanları zorlandığında ve tehdit edildiğinde değişen tepkilerle bu değişime uyum sağlamaya çalışması kaçınılmazdır (Robbins ve Judge, 2018: 611). Bu nedenle stres kavramı ile günlük hayatta çok sık karşılaşılmaktadır. Stres terimi ilk olarak 1926 yılında Hans Selye tarafından ortaya atılmıştır ve stresi herhangi bir durumun vücut üzerinde spesifik olmayan sonucu olarak tanımlar (Selye,1976).

İş stresi kavramı, çalışan ile çalışma ortamı arasındaki etkileşim neticesinde çalışan üzerindeki yoğun baskı ve gerginliktir. Sürekli artan iş yükü, fazla mesai, olumsuz çalışma ortamları ve vardiyalı çalışma gibi faktörler stresli çalışmanın başlıca nedenleridir. Çalışma ortamının çok kalabalık, çok gürültülü, aşırı sıcak ya da soğuk, kötü kokulara sahip olması, yetersiz aydınlatma gibi durumlar çalışanlar için örgüt içi stres kaynaklarıdır. Başka bir ifadeyle çalışma ortamının personelin sağlığına uygun olmaması

çalışanlarda örgütsel strese sebep olmaktadır (Özgün, 2015).

İş ile ilgili stres kaynakları, her birey için bireyin sahip olduğu yetenek ve niteliklere bağlı olarak değişiklik göstermektedir (Ramamurthi ve ark., 2016: 529). Her çalışma alanının kendisine has bir takım potansiyel stres kaynakları bulunmaktadır. Stres kavramı üzerine çalışan araştırmacılara (Barnett ve Brennan, 2006: 262) göre, stres kaynaklarına ilişkin tüm meslekler için geçerli yedi ayrı kategori bulunmaktadır. Bu kaynakları şu şekilde sıralamak mümkündür (Arnold ve ark., 2016):

- Meslekle ilişkili iç faktörler,
- Bireyin organizasyon içindeki rolü,
- Kişilik özellikleri ve stresle başa çıkma yöntemleri,
- İşle ilgili ilişkiler,
- Kariyer gelişimi düzeyi,
- Örgütsel kültür ve iklim,
- Aile ve iş arasındaki denge bu yedi maddeyi oluşturmaktadır.

Rol stresi, bir işin ve/veya çalışma ortamının gereksinimleri, çalışanın yetenekleri, beklenen iş kaynakları ve denetim desteği ihtiyacı ile uyumlu olmadığında ortaya çıkan zararlı fiziksel, psikolojik, duygusal ve eylem-tepki olarak tanımlanabilir. Rol stresinin bazı nedenleri arasında aşırı idari talepler, iş tasarımı, rol çatışması, süpervizör desteği eksikliği, özerklik eksikliği, düşük iş kontrolü, iş ve aile çatışması yer alır (Tennant, 2001). İş hayatında stresörler organizasyon atmosferi de dahil olmak üzere birden fazla nedenden kaynaklanır; çalışanların yeteneği, rol çatışması, iş kontrolü, rol aşırı yüklemesi, fazla mesai, iş güvensizliği vb. (Chang & Chen, 2016). İnsan kaynakları literatüründe işle ilgili stresörlerin çalışanların fiziksel ve zihinsel sağlıklarını etkilediğini (Cooper vd.,1994) ve iş performansında bozulma gibi olumsuz sonuçlar yarattığını gösteren çok sayıda çalışma bulunmaktadır (Jamal,2011). Bu stresörler iş tatminsizliğine, işten ayrılma niyetinde artışa neden olur (Mosadeghrad,2013; Karatepe ve Karatepe, 2010); yaşam kalitesini düşürür (Min, 2014) ve örgütsel vatandaşlık davranışını etkiler. Bununla birlikte kontrol edilebilen ideal düzeydeki stres, artan performans anlamına gelmektedir (Nourani Saadoldin ve diğerleri, 2016).

Stresörlerle mücadelede stres yönetimi önemlidir. Stresi yönetilebilen çalışanlar bunu hem iş hayatına hem de günlük hayatına yansıtmaktadırlar. Stres yönetimi, kişiyi baskı altında bırakan psikolojik stresle karşı karşıya kaldığında uygun ve etkili başa etme yöntemi kullanmasını sağlayarak, stresin en aza indirilmesini sağlayan bir süreç olarak ifade edilmektedir. Bu süreç, olumlu ya da olumsuz çabaların tümüdür. Stres yönetimi stresi azaltmanın yanısıra sağlıklı bir yaşam sürebilmek için gereklidir. Ruh ve beden sağlığı korunarak üretken ve verimli bir yaşam sürdürebilmek mümkün olmaktadır. Stres yönetiminin amacı, bütün stres çeşitlerinden kaçınmak değil, verimlilik ve enerji alanında olumlu bir güç oluşturmaktır (Gümüştekin ve Öztemiz, 2005).

2.2.Havacılık Sektöründe Stres

Havacılık sektöründe sektörün getirdiği zorlu çalışma koşulları, vardiya, iş yükünün fazla olup olmaması, yolcularla birebir iletişimde yaşanan zorluklar çalışanları strese sokmaktadır. Havacılık sektöründe sürekli değişim ve zaman baskısı hakimdir. Durum böyle olunca da stres diğer sektörlerle oranla daha da artmaktadır. Sorumluluk, aşırı iş yükü, terfi imkanlarının olmaması, sorumluluk transferinde güçlükler, vardiyalı çalışma sistemi, gece çalışanlarında uykusuzluk, dikkat eksikliği, karar verme gibi sorunlara yol açmaktadır. Havalimanlarındaki hava yolcu akışının artması; havaalanı stresörleri (yani yüksek iş yükü, zaman baskısı) ve engelleme stresörleri (rol belirsizliği ve rol çatışması) (Roskam ve diğerleri, 2009), çalışanların yaratıcı performansını etkileyebilir. Havayolu çalışanlarının olumsuz çalışma koşulları ve işle ilgili görevler gibi stres faktörlerinden etkilenmektedirler (Batouei ve diğerleri, 2019 ; Chen ve Kao,2012; Cho ve diğerleri,2014; Geydar,2020).

Havacılık sektöründe yaşanan stres faktörlerine baktığımız zaman mesafeye göre uçuş türleri belli zorlukları da beraberinde getirmektedir. Çalışanların görev süresinin uzunluğu, çalışmış oldukları

vardiya sistemleri, uyku düzenleri, uçuş sırasında dinlenme, görev öncesi ve sonrası dönem toparlanması da çalışanlar üzerinde stresin etkilerine örnek olarak verilebilir. Stresin makul düzeyde olduğu sürece olumlu etkileri olduğundan söz edilse de bu havacılık sektörü için geçerli değildir. Stres iyi yönetildiğinde bireysel performans olumlu katkıda bulunur. Havacılık alanında iş stresi ile başa çıkma davranışında kullanılan faktörler; aidiyet, örgütsel bağlılık, sadakat ve takım ruhu gibi değerler olarak düşünülebilir. Yöneticiler tarafından iş stresi ile başa çıkabilmek için ise maddi iyileştirmeler, moral değeri yüksek çalışanlardan oluşan ekip çalışmalarına önem vermek olarak değerlendirilebilir (Aka ve ark., 2015). Organizasyon içinde bir stres yönetimi kültürü oluşturarak, özel eğitim programları sağlayarak, net iş tanımları geliştirerek, stres yönetimi için başa çıkma ve müdahale stratejileri sağlamalıdır (Cho ve diğ.,2014). Havacılık sektöründe stres yönetimi için ek olarak hazırlık, öngörü, planlama, iletişim, kaynak kullanımı, ekip kaynak yönetimi, zaman yönetimi teknikleri kullanılabilir (Erdem, 2018).

Sivil havacılık işletmesinde çalışan kadınların erkeklere göre anlamlı derecede daha çok iş stresi yaşadığı belirlenmiştir. Havacılık dışı bazı çalışmalarda iş stresi açısından kadın ve erkek arasında anlamlı bir farklılığın olmadığı (Günday ve Keleş, 2017:686), bazılarında ise erkeklerin kadınlara göre daha fazla iş stresi yaşadığı (Baltacı,2018:1513) görülmüştür. Sivil havacılık bünyesinde kadınların daha çok yolcular ile iletişimde bulunulacak biletleme, bagaj kontrolü, üst arama gibi faaliyetlerde istihdam edilmesi nedeniyle kadın çalışanların iş stresinin daha fazla olduğu düşünülmektedir (Yıldız ve Şimşek,2010:72).

Türen ve arkadaşları (2015) stresle ilgili yaptıkları çalışmada havacılık ve bankacılık çalışanlarının teknostres düzeyine ilişkin karşılaştırmalar yapmışlardır. Çok hızlı gelişen teknolojinin iş sürecine yansımından dolayı oluşan stres düzeyini nicel olarak incelemişlerdir. Bankacılık sektörü çalışanlarının (81/224) %36'sının, havacılık sektörü çalışanlarının ise (72/223) %32'sinin teknostresten mustarip olduklarını tespit etmişlerdir.

Akça ve Yücel (2021) stresle ilgili yaptıkları çalışmada havacılık sektörü çalışanlarının, iş streslerinin ve tükenmişlik algılarının örgütsel bağlılıkları üzerinde negatif yönde etkileri sonucuna varmışlardır. Kaynak (2021) yaptığı çalışmada havacılık çalışanlarının iş stresinin örgüt içi çatışmaya etkisini incelemiş; iş stresinin alt boyutlarından zaman stresinin görev çatışmasını etkilediğini tespit etmiştir.

Covid-19 pandemisinin başlangıcından bu yana, havayolu çalışanları görev atamalarının olmaması, maaş kesintileri, olumsuz sözleşmeler, işten çıkarma, kısıtlı çalışan refah programları ve belirsiz bir gelecekle ilgili endişeler gibi iş istikrarsızlığına atfedilen stresli faktörlerle karşı karşıya kaldı. Ayrıca sanitasyon eğitimi, dokümantasyon, raporlama, sterilizasyon, temizlik, zorunlu maske takma, rahatsız edici üniforma giyme, müşterilere daha fazla özen gösterme, hem kalkışta hem de varışta daha sıkı ve zaman alıcı havaalanı kontrol prosedürleri, otel karantinası ve virüse yakalanma konusunda paranoya gibi yeni ve zorlu iş stresörlerine maruz kalmışlardır (Kim ve diğerleri, 2021:70).

3.ARAŞTIRMA YÖNTEMİ

Bu çalışmanın amacı; havacılık sektöründe çalışanların yaşadığı stresli olayları spesifik olarak ortaya koymaktır. Araştırmada nitel araştırma yöntemi kullanılmıştır.

3.1.Çalışma Grubu

Malatya Havalimanı, Erzincan Havalimanı, Kars Harakani Havalimanı, Dalaman Havalimanı ve İGA'da görev yapan personelin katılımı ile gerçekleştirmiştir. Yukarıda belirtilen havalimanlarında faaliyet gösteren 8 sektör çalışanı ile görüşmeler yapılmıştır. Katılımcıların görüşleri gizlilik esasına göre isim verilmeden K harfi ile kodlanarak sunulmuştur. Katılımcıların demografik özellikleri tablo 1'de gösterilmiştir.

Tablo 1. Katılımcıların Demografik Özellikleri

Katılımcı Kodu	Görüşme Tarihi	Meslek	Yaş
K1	03.05.2021	Harekat memuru	24
K2	05.05.2021	Ramp Hizmetleri	27
K3	06.05.2021	Yer Hizmetleri	23
K4	07.05.2021	Apron memuru	27
K5	08.09.2021	Ramp hizmetleri	20
K6	09.05.2021	Yolcu hizmetleri	25
K7	10.05.2021	Kabin Hizmetleri	27
K8	11.05.2021	Apron memuru	26

3.2. Veri Toplama

Katılımcıların havacılık sektöründe yaşadıkları stres faktörüne ilişkin görüşlerini almak için nitel araştırma yöntemlerinden derinlemesine bir görüşme yapılmıştır. Görüşmeler pandemi nedeniyle Whatsapp uygulaması üzerinden ses kayıt yöntemi ile yapılmıştır. Her görüşme yaklaşık 30 dakika sürmüştür. Görüşmelerden yaklaşık 25 sayfalık veri elde edilmiştir.

Görüşmede yer alan sorular şu şekildedir:

1. İş ortamında yaşadığınız ve sizi en çok strese sokan bir olaydan bahsedebilir misiniz?
2. Yöneticiniz sizi sık sık denetler mi? Bu sizde stres yaratıyor mu?
3. Kurumunuzda stres yaşamamak veya en aza indirmek için yönetimden neler bekliyorsunuz?
4. İş stresinden kaynaklanan fiziksel ve duygusal stres belirtileriniz nelerdir?
5. Kurumunuzda stresi azaltmaya yönelik girişimler nelerdir?

3.3. Verilerin Analizi

Görüşmelerden elde edilen verilerin analizinde içerik analizi kullanılmaktadır. Görüşme kayıtlarından elde edilen veriler analiz edilerek aralarındaki ilişkiler (temalar) belirlenmiştir. Daha sonra elde edilen bulgular yorumlanmıştır. Nitel araştırmacıların çalışmalarının inandırıcılığını ortaya koymak için gerekli önlemleri almaları, araştırma sürecini ve verilerini açık ve ayrıntılı bir şekilde tanımlamaları gerekmektedir. Güvenirlik kavramı, araştırma sonuçlarının benzer ortamlarda aynı şekilde elde edilebilmesi anlamına gelmektedir (Yıldırım ve Şimşek, 2003). Araştırmanın güvenilirliğini artırmak için veri kaynağı olan katılımcıların özellikleri kimlikleri verilmeden net bir şekilde tanımlanmıştır. Elde edilen veriler doğrudan betimsel bir yaklaşımla sunulmuştur.

4. BULGULAR ve TARTIŞMA

Katılımcılara kendilerini etkileyen stres yaratan olayların neler olduğu sorulmuş ve bunlarla nasıl başa çıktıkları başlıklar altında sunulmuştur. Elde edilen veriler sonucunda ortaya çıkan stres faktörü kapsamındaki temalar Tablo 2'de verilmiştir. Belirlenen her bir temaya ilişkin içerik ve bulgular şu şekildedir:

4.1. Çalışanların Stres Yaşamalarına Neden Olan Faktörler (Stresörler)

Bu bölümde çalışandan iş ortamında yaşadığı ve çalışanı en çok strese sokan bir olayı anlatması istendi. Toplanan verilerin analizi ile aşağıdaki kodlar elde edilmiştir.

Tablo 2. Çalışanlarda Strese Neden Olan Faktörler

Aynı anda birkaç işi yapabilme baskısı	K1
Dikkatli olma gereği	K1
Analitik düşünme baskısı	K1
Uçağı zamanında hazır hale getirme, İşini zamanında bitiremem baskısı	K2, K3
Havaalanının emniyetini sağlama	K4
İşte deneyim eksikliği ve hata yapma korkusu	K6
Yolcuların emniyeti bir şekilde uçuşunu sağlama sorumluluğu	K1, K5, K7, K8
Vardiya saatlerinin düzensiz olması	K2, K5, K2, K3

Bu tabloya göre en stres yaratan durum uçağın ve yolcuların emniyetini sağlamaktır. Tablodaki bulgulara ilişkin görüşme metninden örnekler aşağıda verilmiştir:

"Çalıştığımız iş pozisyon gereği zaten çok stresli bir iş hayatımız var ama size en stresli olduğum bir olayı anlatmam gerekirse kesinlikle ağustos olacak. Aynı anda yatılı uçağı takip edip ağırlık dengesini hesaplamam gerekiyordu. Konumuzdaki en stresli nokta, birden fazla işi aynı anda, birkaç kez ve sürekli olarak yapabilmemiz gerektiğidir. Bu bizim en büyük stres kaynağımız olabilir. Dediğim gibi aynı yerde birden fazla bulunmam gerekiyor, telsiz konuşmalarına ve telefon konuşmalarına dikkat etmem gerekiyor. Ve onları dinlemek, algılamak, ayırt etmek ve karşılık vermek zorundayım. Özellikle stresli hissettim. Bunu yapıp o uçağı doğru güvenli ve emniyetli bir şekilde göndermem gerektiği açık. Sonuçta kimsenin sorumluluğu olmadığı için uçağın biraz geç gelmesi oldu."(K1) bu ifadeye göre çalışanların aynı anda birkaç işi yapabilme baskısı, dikkatli olma gereği ve analitik düşünme baskısı stres yaratmıştır.

"Bir gün operasyona gittik, ramp hizmetinde 4 kişi var. İki uçağımız var. Biri Sabiha Gökçen uçağı diğeri ise Ankara Esenboğa. O yüzden 4 kişi ile bu uçakları nasıl yaparız diye düşünüyoruz. Bunları yapmaya başladık, apronda 2 uçak var. Aniden bir umre uçağının geldiğini duyduk. Yaklaşık on beş dakika sonra bölgede olacağını öğrendik. Hepimiz bu uçakları nasıl yapacağız diye birbirimize bakıyoruz. 3 uçak ve personelimiz zaten yetersiz. Bu nedenle, o uçağı gideriz ve o uçağı gideriz. Aslında yorgunluktan strese girdik. Uçakların fazladan kırk kırk beş dakika daha apronda kalmasından çok korktuk. Bu zamanı aşacağımızdan çok korktuk. Ama sonunda uçakları yaptık ama tabii ki kalan yorgunluğumuz da vardı."(K2) Katılımcı uçağı zamanında hazır hale getirme stresi yaşamıştır. Yani zaman baskısı stresör olmuştur.

"Havacılık sektöründe zaman baskısı önemli bir rol oynuyor. 787 büyük gövdeli bir uçak yaparken uçağın mesajını almadan uçağı gittim. Normalde tüm uçaklar taşıdıkları yük bilgilerini mesaj şeklinde gönderirler. Daha sonra, uçak gelmeden birkaç dakika önce, ramp görevlilerine sekiz konteynerin nasıl olabileceğini ve bakması gerektiğini söyledim. Uçağın yuvası nedeniyle bu konteynerleri boşaltmak için on dakika gibi kısa bir süremiz var. İnmek zorunda oldukları zamanı tamamlayamadık. Uçak kırk beş dakika beklemek zorunda kaldı. Normalde, uçakta hiçbir şey olmasa bile ramp personelinin açıp boş olup olmadığını kontrol etmesi gerekiyor" (K3) Katılımcı işini zamanında bitirememesi baskısıyla stres yaşamıştır.

"Apron zabiti olarak çalışıyorum. Pistte canlı hayvanlar gördük ve uçaklar inmeden veya kalkmadan önce canlıyı pistten çıkarmak zorunda kaldık. Çok stresliydik. Bu olay beni biraz strese soktu çünkü bir yandan gelen trafiğe, diğer yandan giden trafiğe çok fazla zaman ve zaman kısıtlaması getirdik."(K4) Katılımcı apronda yabancı bir cisim görerek havaalanının emniyetini sağlama açısından stres yaşamıştır.

"İşe yeni başlıyordum, henüz kuralları bilmediğim bir dönemdeydim ve İstanbul Sabiha uçağında bir UM yolcumuz vardı yani, refakatsiz. Seyahat eden yolcu on iki yaşın altındaydı. Normalde, yolcu uçağı alınırken prosedür farklı çalışır. Yolcu uçağı alınırken yanında görevli bulunması ve hostese teslim edilmesi ve bir belgenin doldurulması zorunludur. Çocuğu aprondan uçak kapısı merdivenlerine çıkardım ve inmesini söyledim. O zaman söylediğim gibi, prosedürleri çok iyi bilmiyordum. Kaptan bunu aprondan gördü ve hosteslere bildirdi ve o anda gerçekten ne yapacağımı bilemedim. En stresli anlardan biriydi eminim. Çok azarladıktan sonra isim yazmak zorunda kaldım."(K6) İşte deneyim eksikliği ve hata yapma korkusu strese neden olmuştur.

"Bir gün Frankfurt uçağında yolculardan biri hastalandı. Bu nedenle ilk yardım sertifikalarımız olduğu için ilk yardım sağlamak istedik. Önce bir doktor anons edildi ve uçakta doktor yoktu. Yolcuya müdahale etmek zorunda kaldık, yolcunun o anda kalp krizi geçirdiğini fark ettik ve hemen temel yaşam desteğine başladık. O zaman temel yaşam desteği uygulayan personelin her zaman ilk gören olduğunu söylüyorlar, havacılığın kuralı bu. Herhangi bir CPR yaparken kaburgalarından hangisini incitmemek için çok stresliydim. Ölümün baskın duygusundan ve oradaki yolcuyu kaybetmekten çok korktum."(K7) Çalışan yolcuların emniyeti bir şekilde uçuşunu sağlama sorumluluğu ile stres

yaşamıştır.

“Vardiya saatleri maalesef havaalanımız için çok düzensiz. Gece ikide geliyoruz ve sabah dokuz ve onda ayrılıyor. Maalesef uyku düzeni yok. Bu stres yaratır.” (K2)

“Vardiya saatlerimiz berbattı, yani sabah ve akşam birbirine karışmıştı. Belki de işin en büyük stresinin çalışma sistemleri olduğunu söyleyebilirim.” (K5)

4.2.Yöneticilerin Astlarını Denetleme Durumu ve Strese Etkisi

Bu bölümde katılımcılara çalışanın sık sık denetlenip denetlenmediği ve bu durumun strese yol açıp açmadığı sorulmuştur. Strese yol açmıyorsa bunun nedeni sorgulanmıştır. Toplanan verilerin analizi ile aşağıdaki kodlar elde edilmiştir.

Tablo 3.Yönetici Denetiminin Strese Neden Olmamasının Sebepleri

Yöneticinin iletişim yaklaşımının uzlaşmacı ve yapıcı olması	K1, K2, K4
Emniyet için denetimin gerekliliğine olan inanç	K3, K5, K7, K6,

Bulgulara ilişkin görüşme metninden örnekler aşağıda verilmiştir:

"Yöneticimiz bizi gözetliyor evet vardiyalarımızı o gözetliyor çünkü yaşanan her şeyi vardiya raporlarında aktarıyoruz, gerektiğinde mutlaka bununla ilgili geri dönüşler oluyor. Veya olaylarda bir aksama varsa bu bize değil gibi geliyor. Stres kaynağı olarak değil, stresi azaltmaya yönelik bir aktivite olarak, bu sorunları önleyebilecek düzeltici eylemleri, yapabileceğimizden daha paylaşımlı bir şekilde incelediği için." (K1) Denetimin stres yaratmadığı, aksine stres yaratan faktörleri yok ettiği vurgulanmıştır.

“Bazen şefimiz bizi izleyebilir. Sorunlarımız varsa, onlarla ilgilenebilir. Yanlış bir şey yaptığımda yöneticim beni nasıl karşılayacak gibi sorular... Ama tabii ki yöneticinizin bu sorunla karşılaştığında size nasıl davrandığı önemli. Tabii yöneticiniz sizinle arkadaş gibiyse bu sorunlar çok fazla yer verilmediğini düşünüyorum.” (K2) Denetim stres yaratmamıştır. Yöneticinin davranış yaklaşımı stresi etkileyen faktördür.

“Operasyon departmanında, evrakları unutmamak için iki haftada bir iki kez kontrol yapıldı. Verdiğimiz hizmetleri hizmet olarak işlediğimiz bir sistem var. Diyelim ki TK1238 numaralı uçuşa gittim. Bundan sorumluyum, yapmak zorundayım. Bu teftişlerde stres olmadım. Çünkü özellikle havacılık sektöründe teftişlerin olması gerektiğini düşünüyorum. Çünkü sadece kendimizden sorumlu değiliz, sorumlu olduğumuz birçok insan var. Örneğin, lootsheet yapmayı unutursanız, ne yazacağınızı ve nereye yazacağınızı bilmeniz gerekir. Güvenlik sınırları içinde almalısınız. Bu yüzden denetimlerin önemli olduğunu düşünüyorum.” (K3) Katılımcı denetimin gerekliliğine vurgu yaparak stres yaratmadığını vurgulamıştır.

4.3.Stresi Önlemek İçin Yöneticilerden Beklentiler

Bu bölümde katılımcılara kurumunuzda stresi önlemek veya en aza indirmek için yöneticinizden beklentileriniz nelerdir? sorulmuştur. Toplanan verilerin analizi ile aşağıdaki kodlar elde edilmiştir.

Tablo 4. Stresi önlemek için Yöneticilerden Beklentiler

Yöneticinin çalışanlarla iyi iletişim kurması	K1, K3, K7
Samimi ve sıcak bir örgüt ortamının olması	K3
Yöneticinin çalışanı anlaması, çözüm üretmesi	K5
Yöneticinin görev dağılımı ve vardiya dağılımını adil yapması	K6

Bulgulara ilişkin görüşme metninden örnekler aşağıda verilmiştir:

“Kurumumuzda stresten kaçınmak mümkün değil. Bunu en aza indirmek için yöneticimden beklentim kesinlikle adil, hoşgörülü ve önce dinlemeyi bilen bir yönetici olması. Çünkü herhangi bir problemde, problem ne olursa olsun, sonunda bir insan faktörü vardır. Her ne kadar hataya açık olmayan veya hata kabul etmeyen bir sektörde çalışıyor olsam da insan olduğumuz için yaptığımız bazı hatalar olabilir. Yöneticimizin bu konuda bize karşı tutumundan çok memnunuz. Bizimle daha iyi iletişim kurabilmesi

bizi rahatlatıyor."(K1) Katılımcı, yöneticinin çalışanla iyi iletişim kurmasının stresi azalttığını vurgulamıştır.

"Öncelikle yöneticimizden bizi anlamasını istiyoruz. Talep etmek stresimizi en aza indirecektir. Bizi anlarsa gerekli işlemleri kendisi yapacaktır, bu yüzden en büyük stresimiz bizi anlıyor olmasıdır. Yöneticiyle aramızdaki en büyük sorun bizi anlamamaktır." (K5) Yöneticinin çalışanı anlamaması strese neden olmuştur.

"Öncelikle asıl meselenin kesinlikle adil bir yönetici ile çalışmak olduğunu düşünüyorum. Şirketimizde stres faktörleri genellikle adaletsizlikten kaynaklanmaktadır. Maalesef vardiya saatlerimiz eşit dağılmıyor. Haftalarca üst üste gece vardiyasına çağrılabilirim. Görev dağılımı daha adil yapılırsa stresimin bir nebze olsun azalacağını düşünüyorum." (K6) Yöneticinin görev dağılımını adil yapmaması strese neden olmaktadır.

4.4.İşe Bağlı Fiziksel ve Duygusal Stres Belirtileri

Bu bölümde katılımcılara "İşe bağlı fiziksel stres belirtileriniz nelerdir?" sorusu sorulmuştur. Toplanan verilerin analizi ile aşağıdaki kodlar elde edilmiştir.

Tablo 5. İşe Bağlı Fiziksel ve Duygusal Stres Belirtileri

Baş ağrısı	K1, K2, K8
İşitme problemi	K2, K6
Uykusuzluk (duygusal stres)	K4, K6
Bel ağrısı	K5, K6
Panik atak (duygusal stres)	K6

Bulgulara ilişkin görüşme metninden örnekler aşağıda verilmiştir:

"Pek olmasa da böyle bir durumla karşı karşıya kalabiliriz. Sonuç olarak dediğim gibi motor seslerinden dolayı uçak altında bazı işitme problemlerimiz olabilir. Ne yazık ki, onun dışı baş ağrısı siktir. Ne yazık ki vardiya sistemi nedeniyle sabahları işten çıkıyoruz." (K2)

"Evet. Çalışmamın ilk iki yılından sonra hafif bel ağrıları başladı. Ben su anda 22 yaşındayım. Kulaklık kullandığımız sürece kulaklarımızda pek bir sorun yok. Ama genel olarak tüm personelle ortak kaderimiz bel ağrısı oldu. Hemen hemen hepimizin bu fiziksel sorunu vardı. " (K5)

"Yaşadığım fiziksel problemler şüphesiz bir uyku problemiydi. Uçaklar genellikle geceleri iner ve sabahları uçaklar kalkardı. Üst üste gece vardiyasına geldiğimizde uyku düzenimiz sıfır oluyor. Bunun dışında ne yazık ki baş ağrısı çok fazlaydı. Ya da uçağa yüklenmek üzere silah, tüfek gibi bu tür aletleri uçağa taşırken ciddi sıkıntılar yaşıyoruz. Çok ağır olduğu için bel ağrısı ve bel kayması gibi sorunlarla karşılaşılıyor. Duygusal stres naalesef çok fazlaydı. Panik atak geçirmeye başladım. İşle ilgili olan şeyler sürekli aklımda dönüyordu. Ne yazık ki işi normal hayatına taşıyanlardanım. Üzülüm." (K6)

Çalışanlar stres belirtileri olarak baş ağrısı, uyku sorunu, işitme sorunu, bel ağrısı yaşadıklarını belirtmişlerdir.

4.5.Stresi Azaltmaya Yönelik Girişimler

Bu bölümde katılımcılara "Kurumunuzda stresi azaltmaya yönelik girişimler nelerdir?" sorusu sorulmuştur. Toplanan verilerin analizi ile aşağıdaki kodlar elde edilmiştir.

Tablo 6. Stresi Azaltmaya Yönelik Girişimler

Doğum günü, piknik, toplu yemek gibi aktiviteler	K1, K2, K5, K3
İşle ilgili eğitimler	K4, K6, K8
Stres yönetimi eğitimi	K7,

Bulgulara ilişkin görüşme metninden örnekler aşağıda verilmiştir:

"Covid 19 sürecinde olduğumuz için çok fazla önlem almamız mümkün değil çünkü sürekli bir kapanma olmadan seyahat kısıtlamaları veya sürekli havayolu talepleri nedeniyle iş yükü çok fazla şu

anda. Bu yüzden seminerler, eğitimler ya da dışarıdaki o organizasyonlar maalesef pek kullanılmıyor. Ama covid 19 sürecinin dışında kalırsak inşallah bu süreç biter, doğum günleri mi, bilmiyorum, dışarıda toplanıp bir araya geldiğimizde, eğlenceli zaman ve bu da işten biraz uzaktaki kafaları toplamak ve insanların dikkatini dağıtmak için çok güzel bir fırsat veriyor."(K1) Doğum günü kutlamaları veya eğlenceler stresi azaltmaktadır.

"Tabi ki çalıştığım kurumda aylık yıllık eğitimler var. Yeni bir çalışan olduğum için yavaş yavaş bu eğitimleri almaya başladım. Bu eğitimler stresimi azaltıyor. Bu düşüşün sebebi ise bu eğitimlerin amacı hakkında daha kapsamlı bilgi edinmem. Kendime güvenim olduğunu söyleyebilirim. Kurumumun bu konuda gerekli tedbirleri aldığını söyleyebilirim."(K4) İşle ilgili eğitimler stresi azaltmaktadır ve özgüveni artırmaktadır.

"Tüm stresi azaltmaya yönelik hiçbir faaliyet yok. Sadece toplu yemek ya da toplu bir ortamda oturup çay kahve içmek gibi şeyler var. " (K2) Toplu yeme içme stresi azaltmaktadır.

" Elbette. Stres yönetimi derslerimiz var. Her altı ayda bir yüz yüze eğitim alıyoruz. Stres yönetimi konusunda her ay online eğitim verilmektedir. Ayrıca Skype veya herhangi bir platformda canlı derslerimiz var. " (K7) Stres yönetimi eğitimleri stresi azaltmaya yardımcı olmaktadır.

" Çalıştığımız şirketin piknik vb. aylık etkinlikler için bütçeleri vardı. Zaman zaman toplantı gibi şeyler düzenlenirdi. Çok verimli olduğu söylenemezdi birkaç istisna dışında faaliyetlerimiz bu şekilde ilerliyordu. "(K5) Piknik gibi etkinlikler stresi azaltmaktadır.

5.SONUÇ

Bu çalışmanın amacı doğrultusunda sekiz havalimanı çalışanı ile işyerinde çalışanlar üzerinde stres faktörü hakkında görüşme yapılmıştır. Stresle ilgili belirli temalar ortaya çıkarılmıştır. Bu temalar Aynı anda birkaç işi yapabilme baskısı, sürekli dikkatli olma gereği, analitik düşünme baskısı, uçağı zamanında hazır hale getirme, işini zamanında bitirememeye baskısı, havaalanının emniyetini sağlama, işte deneyim eksikliği ve hata yapma korkusu, yolcuların emniyeti bir şekilde uçuşunu sağlama sorumluluğu, vardiya saatlerinin düzensiz olması olarak tespit edilmiştir. Denetim konusu ele alındığında hemen hepsi bu durumdan rahatsız olmadıklarını, aksine disiplin için bu durumun gerekli olduğunu belirtmişlerdir. İşyerlerinde kurdukları iletişim konusunda yöneticilerine güvendikleri ve iletişim kurdukları belirlenmiştir. Elde edilen bulgular ışığında, katılımcıların birçoğunun yöneticileriyle uzun süredir birlikte çalışmalarının da onlara güvenmelerinde etkisinin olduğu anlaşılmaktadır. Bu bulgu Çiçek (2020) çalışması ile uyumludur. Katılımcıların yöneticilerinden beklentilerinin ise adil görev dağılımı ve söz konusu yoğun zamanlarda bile yöneticilerinin ılımlı ve sakin kalabilmesidir çünkü yönetici ne kadar stresli olursa iş görenleri de aynı şekilde etkilediği ifade edilmiştir. Bu görüşe paralel olarak Skakon ve diğerleri (2010) yöneticilerin duygu durumu ve stres düzeylerinin, iş görenlerin stres düzeyini etkilediğini bulgulamıştır. Araştırmanın bir diğer bulgusu da kurumda çalışanlara yeterli yetki ve sorumluluğun strese sebep olup olmadığıdır. Bu çalışmadan elde edilen sonuçlarda katılımcıların kendilerini ilgilendiren konularda her zaman kendisine danışıldığı belirtilmiştir. Nitekim Elangovan ve Xie (2000) algılanan yönetici onayı ile iş ve iş gören stresi arasında anlamlı bir ilişkinin olduğunu bulgulamıştır. İşyerinde yaşanan fiziksel stres belirtileri baş ağrısı, bel ağrısı, işitme sorunu olarak tespit edilirken uyku sorunları, panik atak ve üzüntü duygusal stres belirtileri olarak tespit edilmiştir. Ramp ünitesindeki çalışanlar, bagaj yükleyip boşalttıkları için bel ağrısı ve uçak motor sesleri nedeniyle hafif bir işitme sorunu yaşadıklarını bildirmişlerdir. Katılımcıların stresle başa çıkma yöntemlerinin kendilerini yakın hissettikleri kişilerle paylaşmak, yöneticiyle konuşmak ve sorunla mücadele etmek olduğu belirlenmiştir. Sonuç olarak stres yönetiminde eğlence ve piknik gibi toplu etkinliklerin yapılması, işle ilgili eğitimler ve stres eğitimleri verilmesi, kurumda aile ortamının yaratılması ve mevcut hiyerarşinin çalışana mümkün olduğunca hissettirilmemesinin yoğun stres yaşanmasını engellediği görülmektedir. Çalışma keşifsel bir nitel çalışma olması ve havalimanı çalışanlarının stres faktörlerini ortaya çıkarması bakımından önemlidir ve literatüre katkı sağlayacaktır.

KAYNAKÇA

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Hava Kargo Şirketlerinin Tarife Planlaması Üzerinde Covid-19 Etkileri

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Özet

Hava taşımacılığına olan talebin artmasıyla havayolu şirketleri rakip şirketler ile rekabet edebilecek stratejiler geliştirmeye başlamıştır. Tarife planlama da havayolu şirketlerinin geliştirdiği stratejilerden birisidir. İyi bir tarife planı, havayolu şirketlerine hem karlılık hem de rekabet edebilme avantajı sağlayacaktır. Ancak Covid-19 pandemisi tarife planlama sürecini zorlaştırmaktadır. Ülkelerin hava trafiğini uçuşa kapatması müşteri taleplerini azaltmış ve yolcu taşımacılığına olan talep azalmıştır. Buna karşılık Covid-19 pandemisinin hava kargo taşımacılığı üzerindeki etkisi yolcu taşımacılığı üzerindeki etkisinden daha farklıdır. Bu çalışmanın amacı Covid-19'un hava kargo şirketlerinin tarife planlaması üzerindeki etkilerini incelemektir. Çalışmada görüşme tekniği kullanılarak sektördeki bilirkişi görüşlerinden yararlanılmıştır. Çalışma Türkiye'deki hava kargo şirketlerinden birisi seçilerek sınırlandırılmıştır. Elde edilen veriler ile bir SWOT analizi oluşturulmuştur. Ülkelerin hava sahalarını kapatması ile uçuşların gerçekleşmemesi, uçuş yapılan ülkelerin koyduğu kısıtlamalar, yatılı planlanamayan uçuşlar, ekiplerin uzun uçuşlara gönderilememesi hava kargo şirketlerinin tarife planlaması üzerinde olumsuz etkilere sebep olmuştur. Yolcu uçaklarında taşınamayan kargoların hava kargo şirketleri ile taşınması hava kargo şirketlerinin tarife planlaması üzerinde olumlu etkiler yaratmıştır. Uçuş sayılarında artış yaşanmıştır. Şirketler filolarına yeni uçaklar almıştır. Ekip sayılarında artış yaşanmıştır. Şirketler yeni uçuş tarifeleri oluşturarak daha geniş bölgelere ulaşım uçuş ağlarını genişletmiştir.

Anahtar kelimeler: Tarife Planlama, Hava Kargo Şirketi, Covid-19, SWOT Analizi

Covid-19 Effects on Schedule Planning of Air Cargo Companies

Abstract

With the increasing demand for air transport, airlines have started to develop strategies that can compete with rival companies. Schedule planning is one of the strategies developed by airlines. A good schedule plan will give airlines both profitability and competitive advantage. However, the Covid-19 pandemic complicates the schedule planning process. Countries' closure of air traffic to flights has reduced customer demand and demand for passenger transportation has decreased. In contrast, the impact of the Covid-19 pandemic on air cargo transportation is different from its impact on passenger transport. The aim of this study is to examine the effects of Covid-19 on the schedule planning of air cargo companies. In this study, the opinions of a person who is an expert in the field of air cargo transportation were taken by interview technique. The study was limited by selecting one of the air cargo companies in Turkey. A SWOT analysis was created with the data obtained. The inability of flights to take place with the closure of the airspace of the countries, the restrictions imposed by the countries in which the flights were made, the unscheduled flights, the inability of the teams to be sent

on long flights caused negative effects on the schedule planning of the air cargo companies. The transportation of unmovable cargoes on passenger planes with air cargo companies has had a positive effect on the schedule planning of air cargo companies. There has been an increase in the number of flights. Companies have bought new aircraft in their fleets. There has been an increase in the number of teams. Companies have created new flight schedules, expanding their flight networks to larger regions.

Keywords: Schedule planning, Air Cargo Company, Covid-19, SWOT Analysis

1.GİRİŞ

Yaşanan teknolojik gelişmeler, toplumların artan refah seviyeleri hava taşımacılığına olan talebi gün geçtikçe artırmaktadır. Uluslararası Havaalanları Konseyi istatistikleri yolcu trafiğinin 2018 yılına göre %6 artarak 8,8 milyar yolcuya ulaşıldığını gösteriyor (ACI, Preliminary world airport traffic rankings released, 2019). Covid-19 sebebiyle hava taşımacılığına olan talebin Covid-19 öncesine oranla azaldığı ancak ACI (2020) 2024'ten sonra uluslararası yolcu trafiğinin toparlanacağını, iç hat yolcu trafiğinin ise 2023 yılına kadar 2019 seviyelerine yükseleceğini belirtmiştir. Havayolu şirketleri yolcu talebini karşılamak, sektördeki rakip şirketlere karşı rekabet avantajı sağlamak için hem de karlılık seviyelerini artırmak için bir dizi düzenlemeler yapmaktadır. Bu düzenlemelerden birisi de havayolu tarife planlamasıdır. Tarife planlama havayolu şirketine yüksek karlılık sağlayabileceği gibi rakiplerinden önce yapılmış bir planlama ile rakiplerine karşı rekabet ortamında avantajlı bir konuma geçirecektir.

Havayolu tarifesi iyi planlanamazsa gecikmelere ve iptallere yol açacak ve havayolunun gelir kaybetmesinde önemli bir rol oynayacaktır. 2009 yılında, Ulaştırma İstatistikleri Bürosu, US havayolları şirketi tarafından gerçekleştirilen uçuş bacaklarının yaklaşık %23'ünün ertelendiğini ve bu gecikmenin %7,5'inden fazlasının geç varışlar ve iptaller nedeniyle gerçekleştiğini belirtmiştir (Dunbar, Froyland, & Wu, 2012). Bu yüzden ortaya çıkabilecek tarife planlama problemlerine karşı önlemler alınması gerekmektedir. Havayolu tarife planlama problemleri dört başlık altında toplamaktadır. Bu başlıklar; uçuş tarifesinin tasarımı, filo atama, uçak rotalama ve ekip çizelgelemedir (WU, 2016). Tarife planlama sürecinde karşılaşılabilecek bazı problemlerin sonuçları birbirini ilgilendirmektedir veya birbirleri için önem arz etmektedir. Bu problemleri çözmek için entegre yöntemler oluşturulmaktadır.

Tarife planlama sürecinde dikkat edilmesi gereken bir diğer nokta-Covid-19 pandemisi etkisidir. Havacılık sektörü sosyal kalkınma ve ekonomik büyüme üzerinde önemli bir rol oynamaktadır ancak doğal afetler, siyasi olaylar ve salgın hastalıklar gibi beklenmeyen durumlara karşı hassasiyet göstermektedir. Günümüzde havacılık kıtaları birbirine yaklaştıran, havalimanlarının çevresindeki katalizör etkisi sayesinde ticaretin gelişmesini sağlayan hızlı bir ulaşım aracıdır. Havacılık sektörünün bu hareketliliği salgın hastalıkları bulaştırma ve yayılma süresini hızlandırmada etkilidir (AKCA, 2020). Bu durumda da hükümetlerin ve uluslararası kuruluşların havacılık sektörü adına bir dizi kısıtlamalar ve yasaklar getirmesi kaçınılmaz olmuştur.

Ülkelerin hava trafiğini uçuşa kapatması müşteri taleplerinin azaltmış, özellikle Çin'in uçuşları kapatmasıyla küresel ticarete düşüşler yaşanmıştır. IATA, havacılık sektörünün krizde olduğunu, bu durumun ise ikinci dünya savaşından beri havacılıktaki en derin düşüşü olduğunu söylemiştir. ICAO, koltuk kapasitesinin geçen yıla oranla %50 düştüğünü, yolcu toplamlarının ise 2019'daki 4,5 milyara kıyasla, pandeminin ilk yılında yalnızca 1,8 milyar yolcunun taşınmasıyla %60 düştüğünü bildirmiştir (ICAO, 2021). IATA tarafından yayınlanan verilerde 2020 yılı dünya yolcu trafiği talebinin önceki yıla oranla %65,9 düştüğü ve talepte havacılık tarihindeki en keskin düşüşün yaşandığı ifade edilmiştir (IATA, 2020).

Covid-19 sürecinin hava kargo taşımacılığı üzerindeki etkisi yolcu taşımacılığı üzerindeki etkisinden daha farklıdır çünkü kargo taşımacılığı bu süreçte yolcu taşımacılığındaki gibi keskin düşüşler yaşamamıştır. IATA verilerine göre, uçulan kargo ton kilometre (CTK) 2019 yılına oranla %11,5 oranında bir düşüş yaşamıştır (IATA, 2020). Kargo taşımacılığında yaşanan düşüşün esas problemi

kapasiteden kaynaklanmaktadır. Yolcu uçaklarıyla taşınan yük, kargo ve postaların uçakların yere inmesi sonucu taşınmaz hale gelmiştir. Bazı havayolu şirketleri yolcu filosundaki uçakları kargo uçağına dönüştürerek zararının bir kısmını karşılamaya çalışmıştır. Kargo uçaklarının filosunun az olması da arz fazlasını karşılayamamıştır.

Ülkemizde ise hava kargo trafiğine bakıldığında 2020 yılında toplam kargo trafiğı 2019 yılına oranla %10,10 düşüş ile 1.368.577 olarak gerçekleşmiştir (DHMI, 2020). İlk başlarda insani yardım olarak geçen medikal ürünlerin (maske, eldiven, tulum, solunum cihazları gibi) sonrasında ticari faaliyete dönüştürerek taşınması uluslararası pazarda hava kargo payımızı artırmıştır (SHGM, 2020).

Bu çalışmanın amacı Covid-19 sürecinin havayolu tarife planlaması üzerindeki olumlu ve olumsuz etkileri açıklamaktır. Literatürden tanımlarla tarife planlama süreci açıklanmıştır. Görüşme tekniğı ile Türkiye'deki hava kargo şirketlerinden birisi seçilerek bir SWOT analizi oluşturulmuştur. Çalışma havayolu şirketlerin tarife planlama süreçlerini inceleyerek Covid-19 pandemisinin havacılık sektörü üzerindeki etkilerinin neler olduğu ile ilgili literatüre katkı sağlayacaktır.

2. LİTERATÜR

Literatürde tarife planlama sürecinde havayolu şirketlerinin yaşadıkları problemleri çözmeye yönelik çalışmalar yapılmıştır. Barnhart ve Cohn (2004), havayolu tarife planlamada yaşanan aksaklıkları gidermek için çeşitli, pahalı ve sınırlı kaynakların yönetimini nasıl kolaylaştıracağını açıklamaktadır. Orhan (2007) ise, uçuş tarifesi tasarımında tercih edilebilecek serim yapılarından ve tarife oluştururken dikkat edilmesi gerekenler hakkında bilgi verirken Lohatepanont ve Barnhart (2004), Havayolu tarifesi tasarımı ve filo ataması için entegre modeller ve algoritmalar sunmaktadır. Modelin amacı girdi olarak alınan uçuş ayaklarının uçuş tarifesine dahil edilirken filo ataması kurallarına dikkat edilerek yapılmasıdır. Zhou ve arkadaşları (2020), yayınladıkları makalede filo atama problemi, uçak rotalama problemi ve ekip çizelgeleme problemini içeren havayolu planlama ve çizelgeleme problemi hakkında matematiksel formülasyonlar ve çözüm metodolojileri sunmuştur. Dunbar ve arkadaşları (2012), tarafından yayınlanan makalede havayolu tarife planlama problemlerinin neler olduğunu tanımlamış ve entegre edilen çevrelere üçüncü bir boyutun da ilave edilebileceğı önerisinde bulunmuştur. WU (2016), havayolu tarife planlamasının dört ana aşamadan oluştuğundan bahsederek bunlar hakkında açıklamalar yapar. Soykan ve Erol (2016), havayolu tarife programlama ile ilgili problemleri dört ana başlık altında birleştirmiş ve literatürde problemleri düzeltmeye yönelik yapılan çalışmalardan bahsetmiştir. Son olarak (Vinod, 2021) makalesinde hazırlanması uzun bir süreci kapsayan havayolu tarife planlamasının Covid-19 ile birlikte rota karlılığı için yeni bir havayolu tarife planlamasının yapılmaya başladığından bahsetmiştir.

3. HAVAYOLU TARİFE PLANLAMA

Havayolu tarife planının son derece karmaşık bir yapısı vardır. Havayolları ise etkili bir tarife planlaması ile birlikte hizmet kalitesini artırmaya çalışmaktadırlar. Bu yüzden de bu karmaşık yapıda oluşabilecek problemleri çözmeye çalışmaktadırlar. İyi bir planlama ile havayollarını maliyetlerini azaltıp karlarını yükseltebilecekleridir. (Soykan & Erol, 2016), planlama sürecini stratejik, taktik ve operasyonel olmak üzere üç kısımda ele almıştır;

Stratejik planlamada; uçulacak bölgeler, filoda yer alan uçakların özellikleri, filonun büyüklüğü, uçak ve ekip üssünün yeri gibi uzun dönemli stratejik kararlar verilmektedir.

Taktik planlamada; uçak ve ekip gibi maliyeti yüksek kaynakların planlaması yapılır. Uçuş tarifesi oluşturulur, ekip planlaması yapılır, uçak rotalama gibi faaliyetler için taktik seviyede kararlar alınır.

Operasyonel planlamada; diğer kısımlardaki kararların uygun olanlarının operasyonel faaliyetleri yürütülür ve düzensizlikler meydana gelirse bu konular hakkında kararlar verir.

3.1. Uçuş Tarifesinin Tasarımı

Tarife planlanmasının ilk adımı olan uçuş tarifesinin tasarımı en karmaşık adım olarak bilinir. (Lohatepanont & Barnhart, 2004) tarife tasarımının iki basamağı olduğunu söyler. Bunlar;

1. Hangi pazarlara ne sıklıkla hizmet verileceğinin belirlendiği sıklık planlaması
2. Hizmetin gün boyunca, ağ değerlendirmelerine ve diğer kısıtlamalara uyarak gerçekleştirdiği zaman çizelgesi geliştirme

Uçuş tarifesi tasarımında dikkat edilmesi gereken bir diğer husus uçuş serimi yapısıdır. Çünkü uçak serim tipinin havayolu tarife planlaması üzerinde etkisi bulunmaktadır. Uçuş serimi, uçuş tarifesindeki uçuşlar aracılığıyla coğrafi serim için oluşturulmuştur (Orhan, 2007) ve uçuş serim tiplerini aşağıdaki gibi tanımlamıştır;

- Noktadan-noktaya uçuş seriminde*, herhangi bir hava alanından diğer herhangi bir hava alanına tek bir uçuşla uçmak mümkündür.

- Doğrusal serimde*, bütün hava alanları tek bir tur ile birbirine bağlanır.

- Topla-dağıt uçuş serimde*, yapısında, merkezi bir hava alanını ikincil hava alanı grupları çevreler. Topla-dağıt seriminde, bütün uçuşlar merkezi bir hava alanından ve merkezi hava alanına bağlantılı olarak gerçekleştirilir.

Uçuş tarifesi tarife planlamasının bir çıktısıdır. Uçuş tarifesinin tasarımı genellikle uçuştan 12 ay önce başlar ve yaklaşık 9 ay sürer (Lohatepanont & Barnhart, 2004) COVID-19 ve COVID-19 sonrası bir dünyada, program geliştirme için hız ve sürekli geri bildirim döngüsü, program planlayıcıların sözlüğünde olmayan uyarlamalı programlarla değişmeye başladı (Vinod, 2021). Havayolu planlayıcıları rota karlılığı için yeniden düşünmeye, sıfırdan hava tarifeleri geliştirmeye ve yayınlamaya zorladı.

3.2. Filo Atama

(Lohatepanont & Barnhart, 2004) filo atamanın amacını, mevcut uçakları, atanmış bir uçaktaki oturma kapasitesi uçuş talebiyle yakından eşleşecek şekilde uçuş bacalarına atamak olarak tanımlar. Eğer planlama iyi yapılmazsa yani bir uçuşa çok küçük bir uçak atanırsa, pek çok potansiyel yolcu geri çevrilir veya rakip bir şirketin uçuşuna geçer, bu da gelir kaybına neden olur veya bir uçuşa çok büyük bir uçak atanırsa, başka yerlerde daha karlı bir şekilde kullanılacak birçok koltuğun boş kalacağını söyler. (Orhan, 2007), filo atama problemi genel olarak üç temel kısıtı olduğunu söyler. Bunlar, uçuş kapsam kısıtı, uçak sayı kısıtı ve uçuş denge kısıtıdır. Uçuş kapsam kısıtı, her uçuş bacağına tam olarak bir tane uçak tipinin atanmasını sağlar. Uçak sayı kısıtı, uçuş serimine yalnızca kullanılabilir uçakları atar. Uçuş denge kısıtı, bir istasyona gelen uçuş sayısı giden uçuş sayısına eşit olacak şekilde atanmasını sağlar. (Dunbar vd. 2012) filo atamasının amacını minimizasyon yoluyla karı maksimize etmek olarak açıklar. (WU, 2016) ise filo atamanın amacını, mevcut filoları minimum işletme maliyetiyle atayarak uçuş tasarımını mümkün olan en iyi şekilde yürütmeye çalışmak olarak tanımlar. Yani amaç, önerilen uçuş planını, maliyeti en aza indirecek şekilde farklı filolarla işleten bir uçuş setine bölmektir. (Soykan & Erol, 2016)'e göre filo atama problemi için herhangi bir çözümün uygun olabilmesi için uçak kapasite ve dengeleme kısıtlarını karşılaması gerekir. Uçak kapasite kısıtı, her bir filoda mevcut uçak sayısından fazla uçağın çözümde yer almamasını sağlar. Uçak dengeleme kısıtı ise, her bir filo için herhangi bir havaalanından kalkan uçak sayısının daha önce bu havaalanına inen uçak sayısını aşmamasını garanti eder. (Zhou vd. 2020) yazdıkları makalede bunu destekleyici bir matematiksel formül geliştirdiler. Formüle göre, istasyondan kalkan toplam uçak sayısı istasyona inen uçak sayısına eşit olmalıdır. Filoda bulunan uçaklar etkin bir şekilde kullanıldığı zaman karlılık gerçekleşir.

3.3 Uçak Rotalama

Filo atamasının sonunda elde edilen her uçuş seti için bir rota planı yapılır. Belirli bir filo tarafından gerçekleştirilen uçuşlar bir rota oluşturmak için kronolojik bir sıraya bölünür ve bağlanır ve böylece filodaki bir uçak belirlenen rotalardaki uçuşları sırayla gerçekleştirir. Uçak rotalamanın diğer amacı, her bir uçağı, uçak bakım gereksinimlerine ve programlarına göre belirli bakım istasyonlarına yönlendirmektir. Bir uçağın bakım istasyonuna zamanında yönlendirilmesi, güvenlik hususları için

esastır (WU, 2016). Uçak rotalama, her bir filo tipi için ayrı ayrı gerçekleştirilmektedir (Dunbar vd. 2012). (Barnhart & Cohn, 2004), uçak rotalama aşamasından uçak bakım yönlendirme olarak da bahsedildiğini söylerler. Onlara göre uçak bakım yönlendirme, bakım gereksinimlerinin karşılanmasını sağlamak için uçağın nasıl yönlendirileceğini planlamaktır. Her uçağın düzenli aralıklarla havayollarını ziyaret etmesi zorunludur. Uçak bakımının temel amacı yönlendirme problemine uygun çözümler geliştirmektir. (Orhan, 2007) filo ataması ve uçak rotalamaya dair karşılaşılabilecek sorunlarla ilgili olarak, filo atama problemlerinin uçakların tek olarak değil aynı özellikteki uçakların oluşturduğu küme dikkate alınarak çözüldüğünü bu yüzden uçakların bakım gereksinimlerinin tam olarak karşılanmadığını belirtir. Uçakların bakım fırsatına sahip olabilmesi için bakım istasyonlarında yeterli bir zaman diliminin olması gerekir ancak filo ataması yapılırken bu düzenleme istenilen doğrultuda yapılamayabilir sonuç olarak bazı uçaklar gereğinden fazla bakım süresine sahip olurken bazı uçakların yeterli süresi bile olmayabilir. (Zhou vd., 2020), filo atama ve uçak rotalamayı içeren entegre modelin amacının uçak bakımının fizibilitesinin garanti edilmesi gerektiğini söyler. Çünkü bakım gereksinimlerini tamamlamamış bir uçağın geri dönmesi kaçınılmazdır.

3.4. Ekip Çizelgeleme

Planlamanın son aşaması olan ekip çizelgeleme, maliyet açısından havayolunun yakıt maliyetinden sonra gelen en büyük ikinci gideridir. Bu yüzden planlama yapılırken maliyetleri azaltmak için ekip kaynaklarının etkili bir şekilde kullanılması gerekir. Mürettebatın insan olması ve uzun saatler görevde kalabilecek uçaklar gibi olmaması nedeniyle, farklı ülkelerde sivil havacılık otoriteleri tarafından pilotların iş yüküne ilişkin güvenlik düzenlemeleri bulunmaktadır (WU, 2016). Ekip üyeleri bir günde 8 saatten fazla çalışmamaktadır (Dunbar vd. 2012). (Barnhart & Cohn, 2004), yazdıkları makalede on yıl öncesinde ekip çizelgelemedeki problemlerin %10-15 civarı hatta daha fazla olduğunu belirtirken günümüzde problemlerin %1-2 arasında olduğunu bu da havayollarına 50 milyon dolarlık bir tasarruf sağladığından bahseder.

Ekip çizelgeleme modeli iki adımda çözülür. Bunlar ekip eşleştirme problemi ve ekip listeleme problemidir (Zhou vd., 2020)

Ekip eşleştirme problemi; her bir uçuş ayağı için en az bir eşleştirme ile kapsanacak şekilde, minimum ekip maliyeti olan bir eşleştirme seti seçer (Zhou vd, 2020). Havayolu işletmeleri mümkün olduğu sürece birçok uçuş bacağında ekibi aynı uçakta tutmak için çaba gösterir. Böylece, farklı uçaklarda görev alacak mürettebatın iptal olan bağlantılı uçuş veya uçuş gecikmeleri gibi olaylar sonucunda görev uçuşuna yetişememesi durumundan kaynaklanacak problemlerle karşılaşma riski önlenir (Orhan, 2007).

Ekip listeleme problemi; uçuş programı oluşturulduktan sonra her bir ekip üyesi, ekip uçuş programlarına atanarak aylık olarak her bir ekibin görev çizelgesi oluşturulur. Görev çizelgesi çalışanların izin günleri, eğitim süreçleri, yasal düzenlemeler gibi hususları içermektedir. Ekip ataması (Orhan, 2007)

- ekibin ihtiyaçları ve tercihleri dikkate alındıktan sonra ekip üyeleri, eşit bir yaklaşım içerisinde, hazırlanan bütün ekip uçuş programlarını kapsayacak şekilde uçuşlara atanması (rostering) veya
- ekibin görev listesi oluşturulurken ekip üyesinin kıdemi göz önüne alınarak atanması (bidline) modellerinden birisi seçilerek gerçekleştirilir.

Ekip eşleştirme problemi toplam maliyete odaklanırken, ekip listeleme problemi adalet, yorgunluk ve memnuniyet gibi insanlarla ilgili faktörlere odaklanır (Zhou vd., 2020).

4. METODOLOJİ

Bu çalışmada alınan bilgiler Türkiye'deki hava kargo şirketleri ile ilgilidir. Bu çalışmanın amacı Türkiye'deki hava kargo şirketlerinin COVID-19 dönemi tarife planlamasında karşılaştığı zorlukların açıklanmasıdır. Çalışmada nitel araştırma yöntemi kullanılmıştır. Çalışmada saha araştırması yöntemi benimsenmiştir. Görüşmede yarı yapılandırılmış görüşme tekniği kullanılmıştır. Veriler

Türkiye'deki 4 hava kargo şirketinden birisi ile görüşerek elde edilmiştir. Hava kargo şirketinde 14 yıllık iş tecrübesine sahip ve bunun 8 yıllık bölümünde tarife ve planlama şefi olarak çalışan bir kişi ile görüşme yapılmıştır. Görüşme tekniği kullanılarak elde edilen veriler ile araştırmanın amacına göre bir SWOT analizi oluşturulmuştur.

Görüşme tekniği ile katılımcıya merak edilen konu hakkında bir dizi açık uçlu sorular sorarak o konu ile ilgili düşünceleri ya da gözlemlerine yönelik bilgi toplanmaktadır (Kozak, 2018). SWOT analizinde ise amaç; bir sektörde faaliyet gösteren bir işletmenin güçlü ve zayıf yönlerini ayrıca fırsatların ve tehditlerin neler olduğunu belirleyerek işletmenin mevcut durumunu ve gelecek stratejilerinin neler olabileceğinin analizini yapmaktır (Özkan vd., 2015).

SWOT analizi S(strengths) işletmenin güçlü yönlerini, W(weaknesses) işletmenin zayıf yönlerini, O (opportunities) işletmenin karşılaşılabileceği fırsatları ve T (threats) işletmenin karşılaşılabileceği tehditleri ifade eder. Türkçesi GZFT olan analizin güçlü ve zayıf yönleri işletme içi unsurları oluştururken fırsatlar ve tehditler çevresel faktörlerden kaynaklı dış unsurlardan oluşmaktadır. Güçlü yönler, işletmelerin amaçlarına ulaşması ve müşterilerine verimli bir şekilde hizmet vermesi için işletmenin sahip olduğu avantajları; zayıf yönler, bir işletmenin performansını engelleyebilecek başarısız olduğu yönlerini ve rakiplerine oranla geliştirmesi gereken yönleri; fırsatlar, işletmeyi destekleyebilecek veya kolaylaştırabilecek bağlantıları, faktörleri veya özellikleri; tehditler, işletmenin amaçlarına ulaşmayı engelleyebilecek veya geciktirebilecek şirket dışındaki olumsuz faktörleri ifade etmektedir (Namugenyi vd. 2019).

5. ANALİZ VE BULGULAR

Covid-19 pandemisi etkilerini havacılık sektörü üzerinde de göstermiştir. Yolcu taleplerindeki hızlı düşüş yolcu taşımacılığı yapan havayolu şirketlerini mali bir krize sürüklemiştir. Hava kargo şirketlerinin gelir kayıpları ise yolcu şirketlerinin yaşadığı kadar keskin olmamıştır. Covid-19 pandemisinin etkileri sadece havayolu şirketlerinin finansal yapıları üzerinde görülmemiş aynı zamanda havayolu tarife planlama sürecinde de görülmüştür. Normal bir tarife planlama süreci 9-12 aylık bir süreci kapsamaktayken ülkelerin getirmiş olduğu kısıtlamalar, ülkeye giriş yasakları ve her an değişmeye hazır prosedürler tarifenin uzun dönemli hazırlanamamasına sebep olmuştur.

Bu araştırmanın amacı Covid-19 pandemisinin hava kargo taşımacılığı üzerindeki etkilerini açıklamaktır. Bu amaçla görüşme tekniği kullanılmıştır. Hava kargo şirketinde 14 yıllık iş tecrübesine sahip ve bunun 8 yıllık bölümünde tarife ve planlama şefi olarak çalışan bir kişi ile görüşme yapılmıştır. Görüşme tekniği ile sürecin içerisindeki bilirkişiden alınan bilgilerin daha faydalı olacağı düşünülmektedir.

Bilirkişiden alınan veriler doğrultusunda, Covid-19 döneminde havayollarının tarife planlaması sürecini başarılı bir şekilde gerçekleştirebilmesi için SWOT analizi oluşturulmuştur. Bu sayede işletmelerin sahip oldukları güçlü ve zayıf yönleri belirlenecek, karşılaşılabilecekleri fırsatların ve tehditlerin neler olduğu açıklanabilecektir.

Tablo 1. Hava Kargo Şirketlerinin Tarife Planlaması Üzerinde Covid-19 Etkileri Hakkında Bir SWOT Analizi

<p>S- (STRENGTHS)- GÜÇLÜ YÖNLER</p> <ul style="list-style-type: none"> • Uçak sayılarının artması • Ekip sayılarının artması • Uçuş sayılarının artması • Uçuş ağlarının genişlemesi • Kargo taşıma anlaşmaları 	<p>W- (WEAKNESSES)- ZAYIF YÖNLER</p> <ul style="list-style-type: none"> • Tarifeli uçuşların gerçekleştirilememesi • Yatılı uçuş planlayamamak • Ekibi uzun uçuşlara gönderememek • Yayınlanan NOTAM'ların sabit kalmaması
<p>O- (OPPORTUNITIES)- FIRSATLAR</p> <ul style="list-style-type: none"> • Yolcu şirketleri kendi kargolarını kendi uçakları ile taşırsa daha fazla maliyete sebep olacağını fark etmesi • Talep artışı • İşyeri giderlerinin azalması 	<p>T- (THREATS)- TEHDİTLER</p> <ul style="list-style-type: none"> • Ülkelerin koyduğu kısıtlamalar • Slot-permi konuları • Kargo uçakları sayısındaki artış

Hava kargo şirketlerine olan talebin artmasıyla uçağı olan kargo şirketleri kar elde etti. Kilo başına yüksek fiyatlı satışlar şirket bütçesine olumlu yansıdı. Kargo şirketleri yoğun talep sayesinde filosuna yeni uçaklar ekleyerek daha fazla uçuşun gerçekleşmesine zemin hazırladı. Pandemi başladıktan sonra ilk 6 ayda medikal sağlık ürünlerinin çok fazla taşınmasının hava kargo şirketlerinin tarifelerine olumlu yansımaları oldu. Şirketler uçak sayısını, ekip sayısını artırdı. Uçuş ağlarını genişletti. Çin pazarına olan uçuş sayıları arttı. Çin'den Portekiz, İngiltere, İtalya, İskandinav ülkeleri gibi Avrupa'nın pek çok yerine medikal kargo taşındı. Amerika uçuşları artış gösterdi. Hükümetler adına konsolosluklar ile belli bir sayı doğrultusunda kargo taşıma anlaşmaları yapılmaya başlandı. Çin ile haftada 4 uçuşluk anlaşmalar yerine 1-2 senelik uçuş anlaşmaları yapılması gündeme gelmeye başladı.

Kısıtlamalardan dolayı Covid-19 sonrası tarife planlamak zorlaştı. Ülkelerin koyduğu kısıtlamalar tarifenin planlanmasındaki en büyük engeldi. Şirketler NOTAM'lar gereği yatılı uçuş tarifelerinin planlanamaması, ekiplerin uzun uçuşa gönderilememesi gibi zorluklarla karşılaştı. Ülkeler gelinen ülkedeki vaka sayısına göre çok riskli bölgeler, riskli bölgeler, az riskli bölgeler gibi kurallar oluşturdu ve ülkeleri bölümlere ayırdı. Türkiye, İngiltere için çok riskli gruptaydı bu yüzden İngiltere'ye uçuş düzenlerken bir takım karantina koşullarının yerine getirilmesi gerekiyordu. Çin'e giderken bütün ekibin baştan aşağı koruyucu kıyafet giyerek gitmesi gerekiyordu. Ancak aşılardan devreye girmesi ile bazı ülkelerin kuralları yavaş yavaş yumuşamaya başladı. Ek olarak ülkelerin giriş yasağı koyması tarifeli seferlerin yapılmasını da engelledi örneğin Tel Aviv hava sahasını uçuşa kapatması sonucu havayolu şirketi tarifeli uçuşlarını gerçekleştirmedi. Tarife planlaması yapılırken slot-permi konuları önem kazanmaya başladı. Kısıtlamalar gereği bazı havalimanlarının belirli saatlerde kullanılabilmesi için kurallar yayınlandı. Havayolları ise havalimanını kullanabilmek için uygun saatlerde slot alınıp alınmayacağı konusu hakkında düzenlemeler yapmaya, izinler almaya çalıştı. Yolcu taşıma şirketleri zararın bir kısmını karşılayabilmek için yolcu uçaklarını kargo uçaklarına çevirmesi ile kargo uçak sayısı artmaya başladı. Bu durum hava kargo şirketlerini olumsuz etkilememiştir. Ancak hava kargo sektöründeki uçak sayısının daha da artması durumunda olumsuz etkilerinin oluşabileceği göz önünde bulundurulmalıdır.

Yayınlanan NOTAM'ların sabit kalmaması ve sürekli değişmesi ayrıca her ülkenin farklı kurallarının olması kısıtlamaların dikkatli bir şekilde kontrol edilmesini gerektirmektedir. Gözden kaçırılan bir ayrıntı sonucu gidilen ülkede hizmet alamama gibi sorunlarla karşı karşıya gelme ihtimali oldukça fazladır. Bu yüzden ekip planlama birimi oluşturularak NOTAM'ları, ülkelerin giriş çıkış usulleri -vize isteyip istemediği-, ekip ile ilgili bilgileri- ekip giriş çıkış yapabilir mi, uçak arıza yaptığında ekip orada kalabilir mi, ekip PCR testini nerede yaptırması gerekiyor-, havalimanı kısıtlamaları gibi gerekliliklerin hepsinin takip edilmesi sağlanmaktadır. Ekip Planlama birimi; NOTAM'ları dispeçlere sorarak, giriş-çıkış kısıtları, ekiplerin vize konusundaki sıkıntılarını, Covid kısıtlamalarını handling şirketlerine sorarak bilgileri oluşturmaktadır.

Covid-19 sürecinde hazır olan şirketler kar etti. Yolcu şirketleri kendi kargolarını kendi uçakları ile taşırsa daha fazla maliyete sebep olacağını fark etti. Bu yüzden kargolarını hava kargo şirketlerine vermek üzere anlaşmalar yaptı. Yolcu uçaklarının altında taşınan kargoların hepsi ya da birçoğu hava kargo şirketlerine ticari fırsat olarak geri döndü. Dünyanın her yerinden hava kargo şirketlerine olan talep artış gösterdi. Bu durum şirketin yeni uçuş tarifeleri oluşturmasını daha geniş bölgelere ulaşmasını sağladı. Ek olarak evden çalışma sistemi ile çalışan sayısının azalması; yemek giderinin azalmasını, kırtasiye masraflarının azalmasını, yol ücretinde azalmasını, elektrik, su harcamalarının azalmasını yani idari giderlerin azalmasını sağlamıştır.

6. SONUÇ VE ÖNERİLER

Havayolları hava taşımacılığına talebinin artmasıyla beraber rekabet avantajı elde etmek için yeni stratejiler geliştirmektedir. Bu stratejilerden birisi de tarife planlamasıdır. Tarife planlaması karmaşık bir süreçtir ve planlanması uzun bir dönemi bulmaktadır. Ancak Covid-19 pandemisinin etkileri tarife planlaması üzerinde de görülmektedir. Bu makalede Covid-19'un hava kargo şirketlerinin tarife planlaması üzerindeki etkileri incelenmektedir.

Covid-19 pandemisi sonucu yolcu uçaklarında taşınamayan kargolar hava kargo şirketleri ile taşınmaya başlanmıştır. Bu durum hava kargo şirketlerine olan talebi artırmıştır. Yoğun talep doğrultusunda hava kargo şirketleri uçuş tarifelerinde düzenlemeler yapmaya başlamıştır. Talep doğrultusunda filolarına yeni uçak ekleyen hava kargo şirketleri yeni uçuş rotaları oluşturmaya başlamış böylece uçuş sayılarında artış yaşanmıştır. Şirketler ülkelerle yıllık bazlarda kargo taşıma anlaşmaları yapmıştır. Aynı zamanda filolarına yeni uçaklar ekleyen hava kargo şirketlerinin ekip sayısında da artış görülmüştür. Covid-19'un hava kargo şirketlerin tarife planlama üzerindeki görülen olumlu etkilerine karşılık; ülkelerin hava sahalarını kapatması ile uçuşların gerçekleşmemesi, ülkelerin bazı ülkelere giriş izni vermemesi, ülkeden ülkeye değişen giriş prosedürleri, ülkeye giriş izinleri olmadığı için ekiplerin yatılı planlanamaması gibi olumsuz etkileri de mevcuttur. Bu yüzden bu prosedürler sıkı bir şekilde denetlenmeli ve detaylı bir şekilde planlanması gerekmektedir. Tarife planlaması üzerinde literatürde sayılı çalışma varken Covid-19'un tarife planlaması üzerindeki etkisi ile ilgili çalışma eksikliği vardır. Bu çalışma literatürdeki eksikliğe katkıda bulunmuştur.

Bu çalışma, Türkiye'deki 4 hava kargo şirketinden birisi ile sınırlandırılmıştır. Havacılık sektörünün doğal afet, salgın hastalıklar gibi risklere karşı hazırlıksız olduğu görülmüştür. Covid-19 pandemisinin tarife planlaması üzerindeki etkileri düşünülecek olursa hava kargo şirketlerinin tarife planlama departmanlarında uygulayabileceği acil durum planı oluşturmaları gerekmektedir. Gelecekteki araştırmacılara bu acil durum planlarının neleri içermesi gerektiği ile ilgili çalışmalar yapması önerilir.

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İlaç Sektöründe Cam Tavan Sendromu Var mı?

Is There a Glass Ceiling Syndrome in the Pharmaceutical Industry?

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Abstract

In the past and today, many obstacles have been put in front of the career journey of women in business life and they continue to be. These barriers can be listed as gender inequality, queen bee syndrome, double stalemate, glass labyrinth, glass wall, glass escalator, glass elevator, glass cliff, and glass ceiling. Glass ceiling syndrome, which is one of the obstacles faced by female employees, is one of the obstacles that has been discussed both in business life and in the scientific world in recent years. The glass ceiling is an invisible and unbreakable arbitrary barrier that prevent women from rising to higher positions by ignoring their achievements. The main purpose of this study is to develop a prediction about whether there is a glass ceiling syndrome in the pharmaceutical industry, which has a large share in our country. Its secondary purposes are to guide managers and researchers in the pharmaceutical sector and other related sectors and to shed light on researchers for new studies. In the context of achieving the purpose of the research, data were collected online through the web pages of pharmaceutical companies. However, although there are 440 companies in the pharmaceutical industry online, information on the management level of only 85 companies has been reached. Therefore, 19.3% of the study population constituted the sample of this study. SPSS 22.0 statistical program was used in the analysis of the obtained data set. Frequency distribution and mean analysis methods were used in the analysis of the data. As a result of the analysis, it has been revealed that the number of female members on the boards of directors of pharmaceutical companies operating in our country is quite low, that is, the presence of male dominance in the senior management levels of the pharmaceutical industry. Therefore, it can be said that our country has a glass ceiling syndrome in the pharmaceutical industry. Accordingly, it can be suggested that administrative actions should be taken to increase women's employment at all management levels of the pharmaceutical industry in order to increase the level of social welfare of our country and to develop in the socio-cultural context.

Keywords: Turkish pharmaceutical industry, pharmaceutical companies, female employee, glass ceiling syndrome.

Özet

Geçmişte ve günümüzde iş hayatında kadınların kariyer yolculuğunun önüne birçok engel konulmuştur ve konulmaya da devam etmektedir. Bu engeller, toplumsal cinsiyet eşitsizliği, kraliçe arı sendromu, çifte açmaz, cam labirent, cam duvar, cam yürüyen merdiven, cam asansör, cam uçurum ve cam tavan gibi sıralanabilir. Kadın çalışanların karşılaştığı engellerden olan cam tavan sendromu, son yıllarda hem iş yaşamında çok konuşulan hem bilim dünyasında oldukça ilgi gösterilen engellerden biridir. Cam tavan, kadınların elde ettiği başarıları görmezden gelerek daha yüksek pozisyonlara yükselmelerini engelleyen görünmez ve kırılmaz keyfi engellerdir. Bu çalışmanın temel amacı, ülkemizde oldukça büyük bir paya sahip olan ilaç sektöründe cam tavan sendromunun olup olmadığına

yönelik bir öngörünün geliştirilmesidir. İkincil amaçları ise ilaç sektöründeki ve diğer ilgili sektörlerdeki yöneticilere ve araştırmacılara yol göstermesi ve yeni yapılacak çalışmalar için araştırmacılara ışık tutmasıdır. Araştırmanın amacına ulaşılması bağlamında, çevrimiçi ortamda ilaç firmalarının web sayfaları aracılığıyla veri toplanılmıştır. Ancak, çevrimiçi ortamda ilaç sektöründe 440 firma görünmesine rağmen, sadece 85 firmanın yönetim seviyesine ilişkin bilgilere ulaşılmıştır. Dolayısıyla, çalışma evreninin %19,3'ü bu çalışmanın örneklemini oluşturmuştur. Elde edilen veri setinin analizi aşamasında, SPSS 22.0 istatistik programından yararlanılmıştır. Verilerin analizinde, frekans dağılımı ve ortalama analiz yöntemleri kullanılmıştır. Analizler sonucunda, ülkemizde faaliyet gösteren ilaç firmalarının yönetim kurullarında kadın üye sayısının oldukça az olduğu, yani ilaç sektörünün üst yönetim seviyelerinde erkek egemenliğinin varlığı ortaya konulmuştur. Dolayısıyla, ülkemizin ilaç sektöründe cam tavan sendromu yaşandığı söylenebilir. Buna göre, ülkemizin toplumsal refah düzeyinin artırılması ve sosyo-kültürel bağlamda kalkınma için ilaç sektörünün tüm yönetim seviyelerinde kadın istihdamının artırılmasına yönelik yönetsel eylemlerin gerçekleştirilmesi önerilebilir.

Anahtar sözcükler: Türkiye ilaç sektörü, ilaç firmaları, kadın çalışan, cam tavan sendromu.

GİRİŞ

İlaç endüstrisi, sürekli olarak hayat kurtaran ve yaşam kalitesini artıran, yeni ürünler üreten, dünyanın en yoğun araştırma gerektiren endüstrilerinden biridir. Yeni ilaçların keşfi, zaman içinde deneysel bir süreçten büyük ölçüde temel bilimsel bilgiye dayanan bir sürece dönüşmüştür. Yeni farmasötik ürünlerin güvenliği ve etkinliği, çoğu sanayileşmiş ülkede sıkı bir şekilde düzenlenir ve bu da klinik testlerin maliyetine eklenir. Patent koruması, araştırma, geliştirme ve klinik testlere yapılan yüksek harcamalar ve yeni ürünler tanıtıldıktan sonra kolayca taklit edilebildiği için büyük derecede önem arz eder (Scherer, 2000).

“İş yerlerindeki kadınlar” 100 yılı aşkın bir süredir ve özellikle son yirmi ya da otuz yılda önemli bir araştırma konusu olmuştur. “Cam tavan” işyerinde kadınlar ve erkekler arasındaki eşitsizlikleri analiz etmek için kullanılan en zorlayıcı metaforlardan biridir. “Cam tavan” sendromu, kurumsal merdivenin tepesindeki kadınların erkek meslektaşlarıyla eşit yerlere ulaşmasını engelleyen örgütsel görünmez ve aşılması engeller anlamına gelmektedir. “Cam tavan”, kadınların daha üst düzey organizasyonlara terfi etmeye çalışırken veya bazı sektörlerde iş ararken karşılaştıkları görünmez engelleri ifade eder. Microsoft Encarta Dünya Ansiklopedisi'ne göre, cam tavan terimi kariyerde ilerlemenin önündeki bir engeldir; kişinin cinsiyeti, yaşı, ırkı, etnik kökeni nedeniyle üst düzey yönetim pozisyonlarına yükselmesinin önüne engel koyar. Özellikle ABD firmaları, son yıllarda kadınların iş deneyimini iyileştirmeye karar vermişlerdir. Cam tavanı kırmaya yönelik stratejiler üretme çabasıdadırlar (Akpınar-Sposito, 2013; Kolade, 2013).

Bu çalışmanın amacı ülkemizde büyük bir sektör olan ilaç sektöründe cam tavan sendromunun varlığı ile ilgili bir öngörü geliştirmektir. Literatürde, her ne kadar sağlık sektörü ve diğer sektörler için cam tavan çalışması yapılmış olsa da konuya yönelik ilaç sektöründe yapılan herhangi bir çalışmaya ulaşılamamış olmasından dolayı ilaç sektöründe yapılan bu çalışma ile ilaç sektöründeki yöneticilere ve bu bağlamda diğer ilgili araştırmacılara yol gösterilmesi ikincil amaçlardandır.

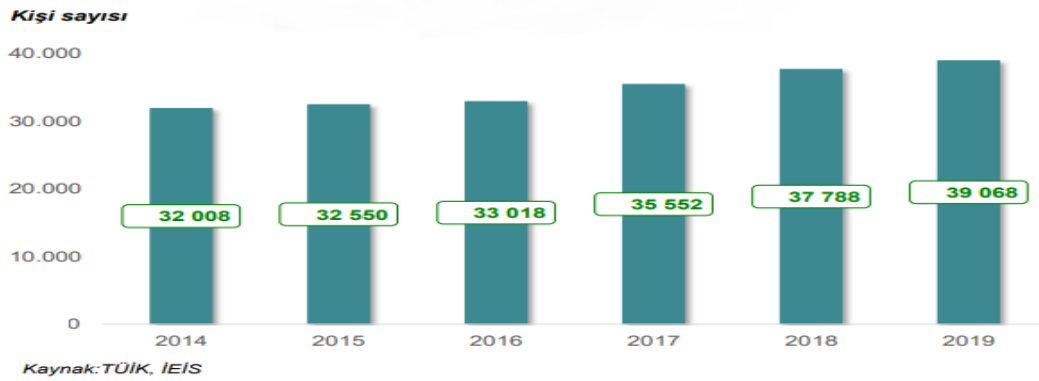
1.LİTERATÜR

1.1.İlaç Endüstrisi

İlaç, canlı hücre üzerinde meydana getirdiği tesir ile bir hastalığın teşhisini, iyileştirilmesi veya semptomlarının azaltılması amacıyla tedavisini veya bu hastalıktan korunmayı mümkün kılan, canlılara değişik uygulama yöntemleri ile verilen doğal, yarı sentetik veya sentetik kimyasal preparatlarıdır (URL-1). İlaç endüstrisi ise, insanın ana ihtiyacı olan sağlığın korunması ve yaşam

süresinin yükseltilmesinde rol oynayan; beşerî ve veteriner hekimlikte tedavi edici, önleyici ve tanı amaçlı olarak kullanılan sentetik, hayvansal, bitkisel ve biyolojik kökenli kimyasalları ilaç teknolojilerine uygun şekilde üreterek tedaviye sunan bir sektördür. İlaç, yeri doldurulamaz bir ürün olmasından dolayı diğer ekonomik ürünlerden ayrılmaktadır ve bundan dolayı bu sektör günümüzde en önemli sektörlerden biridir. Yaklaşık 1 milyon çalışanı ve 1,3 trilyon dolara ulaşan geliri ile dünya geneli için oldukça önemli bir pazardır (Özden ve Yalçınkaya, 2020).

Türkiye’de ise ilaç endüstrisi uluslararası standartlarda üretim yapan 96 tesisi, yaklaşık 680 kuruluş ve 40 bini aşan çalışanı ile 12 binden fazla ürünü halkımızın hizmetine sunmaktadır. Türkiye İstatistik Kurumu (TÜİK) tarafından 2018 yılında yayınlanan verilere göre, çalışan sayısı ise yaklaşık 37.788’dir. 2019 yılında, ilaç endüstrisi istihdamı %3,4 artışla 39.068 kişiye ulaşmıştır. 2020 yılında ise yaşadığımız pandemi sürecinin zorlu koşulları nedeniyle ülkemizde iş gücüne katılım oranında yaklaşık 3 puanlık bir düşüş yaşanmıştır ancak ilaç endüstrisi bu süreçte işten çıkarma yapmadan istihdamını korumuştur. Sektörde, istihdamın %50’den fazlası yüksek eğitim seviyesine sahiptir. İstihdamın çoğunluğu üretim sürecinin dışında yani ruhsat, fiyatlandırma, satış ve pazarlama gibi alanlarda çalışmaktadır (Öz, 2021; İEİS, 2020).



Şekil 8. Yıllara Göre Ülkemizde İlaç Sanayisindeki İstihdam (İEİS, 2020).

Yukarıda verilen Şekil 1’de görüleceği üzere, son yıllarda ilaç sanayisinde istihdam düzeyinin gittikçe arttığı gözlenmektedir.

Sektörün önemine baktığımızda son yıllarda önem derecesi artmıştır ve hızlı bir büyüme sürecine girmiştir. En yüksek katma değer sağlayan sektörlerin arasında bulunmaktadır. İnsan sağlığına ve yaşam süresine yaptığı katkıların yanı sıra, genel olarak yüksek eğitim seviyesine sahip personelle çalışması, katma değeri yüksek ürünler geliştirip üretmesi, yüksek Araştırma-Geliştirme (Ar-Ge) harcamalarının yapılması, tıp ve eczacılık alanlarına bilimsel katkı sağlamasından dolayı stratejik bir sektör olarak kabul edilmektedir. Dünya nüfusunun hızla artması, demografik değişim, ortalama yaşam süresinin artışı, hastalık paternlerindeki değişimler, sosyal küreselleşme, sağlık hizmetlerine erişimdeki anlamlı artış ve sosyal devlet olgusunun doğuşu dünya ilaç sektörünün büyümesinde önemli rol oynamıştır ve ilaç sektörüne olan talep istikrarlı bir şekilde büyümektedir (Özden ve Yalçınkaya, 2020; Tıraş, 2020).

1.2. Kadınların İşyerinde Karşılaştığı Engeller

Kadınlar, dünyada ve ülkemizde özellikle 20. yüzyıldan itibaren çalışma hayatında daha fazla yer almaya başlamıştır. Ancak erkeklerle kıyaslandığında, iş hayatında hala yeterince yer aldıklarını söylemek mümkün değildir (Karatepe ve Arıbaş, 2015). TÜİK verilerine bakıldığında 2020 yılında, Türkiye’de 15 ve daha yukarı yaşta istihdam edilenlerin oranının %42,8 olduğu bu oranın kadınlarda %26,3, erkeklerde ise %59,8 olduğu görülmüştür. Ayrıca yönetici pozisyonundaki kadın oranı ise

sadece %19,3'tür (TÜİK, 2021). Bu düşük oranlardaki istihdamın sebeplerinin bazı görünen ve görünmeyen engeller olduğu düşünülmektedir.

Kadınların iş hayatında karşılaştığı bazı engellerin toplumsal cinsiyet, göstermecilik, kraliçe arı sendromu, çifte açmaz, cam labirent, cam duvar, cam yürüyen merdiven, cam asansör ve cam uçurum kavramları olduğu söylenebilir (Alhas, 2021). Görünmeyen ve sadece kadın olmalarından dolayı, iş hayatında yer almasını ve üst kademelere gelmesini engelleyen, adına cam tavan denilen engeller de bulunmaktadır (Karatepe ve Arıbaş, 2015).

1.2.1. Toplumsal Cinsiyet

Cinsiyet teorisi, jartiyer yılanından alt primatlara kadar tüm omurgalılar için geçerlidir. Cinsiyet oluşumunu kontrol eden hormonlar seks hormonlarıdır. Tüm memeliler temelde benzer birincil cinsiyet hormonlarına sahiptir. Bireyin cinsiyeti biyolojik cinsiyet (sex) ve toplumsal cinsiyet (gender) olarak farklı şekilde değerlendirilir. Biyolojik cinsiyet terimi, kadın veya erkek olmanın biyolojik yönüne atıfta bulunurken toplumsal cinsiyet terimi, toplumun ve kültürün kadın veya erkek olmaya yüklediği anlam ve beklentileri anlatır. Toplumsal cinsiyet, kadınlar ile erkekler arasındaki farklılıkların toplumsal düzlemde kurulmuş yönlerine dikkat çekmektedir. İnsanın cinsiyeti biyolojik ve sosyal bakımdan önemli işlevlere sahiptir. Kadın ya da erkek olmak, nüfusun dağılımında ve artışında dengeleri değiştirebilmekte ve toplumsal cinsiyete dayalı toplumsal ayrımcılık ve eşitsizlikte büyük rol oynamaktadır (Bingöl, 2014; Gültekin, 2013; Udry, 1994).

1.2.2. Göstermecilik

Göstermecilik (tokenizm) minimal ödün verme/terfi uygulamasıdır. Kadınları ve azınlık grup üyelerini göstermelik bir şekilde dahil etme çabası veya jest yapma politikasını ifade eder. Tokenizm, baskın bir grubun, dışlanmış bir gruba ayrıcalık, güç veya diğer arzu edilen metaları paylaşma baskısı altında olduğu her yerde bulunması muhtemeldir (Yıldız, 2017; Cloud, 1996).

Bu terim ilk olarak Rosabeth Moss Kanter (1977) tarafından tanımlanmıştır. Kanter, büyük bir endüstriyel tedarik firması olan Indsco'da çalışan kadınların iş deneyimlerini, "Firmanın Erkekleri ve Kadınları" adlı kitabında incelemiştir. "Indsco" çalışanları ile yapılan gözlemler ve röportajlara dayanarak Kanter, "simgelerin" veya "simge" grubunun üyelerinin, düşük sayısal temsillerinin bir sonucu olarak işyerinde olumsuz deneyimler yaşamalarının muhtemel olduğu sonucuna varmıştır. Kanter, bir simge grubunu, grubun geri kalanından farklı olarak algılanan genel çalışma grubunun yüzde 15'inden daha azını temsil eden bir alt grup olarak tanımlamıştır. Bu gruplarda, grubun daha büyük kısmı (çalışma grubunun en az yüzde 85'ini temsil eden) "baskın" olarak etiketlenirken, grubun daha az temsil edilen üyeleri (yüzde 15'ten daha azını temsil eden) ise "simgeler" olarak tanımlanmaktadır (Kanter, 1977'den akt. Stichman vd., 2010).

Özetle Kanter (1977), firmadaki kadınlarla yaptığı gözlemler ve röportajlar aracılığıyla, pek çok insan arasında azınlık olmanın sonuçlarını saptadı; bu sonuçlar sadece kadınlara başkaları tarafından yapılan muameleyi değil, aynı zamanda kadınların aldıkları farklı muameleye karşı davranışsal tepkilerini de içermektedir. Örneğin, bariz kontrast baskınlıkları nedeniyle, "simgeler" oldukça görünürdür ve başkaları tarafından yoğun bir şekilde incelenir. Bu artan görünürlük, iyi performans göstermek için ezici bir baskı yaratır ve "simgeler", her biri daha fazla ilerlemenin önünde bir engel olan ya fazla başarı ya da düşük başarı ile yanıt verme eğilimindedir (Kanter, 1977'den akt. Zimmer, 1988).

1.2.3. Kraliçe Arı Sendromu

Liderlik pozisyonlarına ulaşmak isteyen kadınların erkek egemen örgütlere uyabilmesinin en bariz yolu, erkeksi özellikler ve erkeksi liderlik tarzlarıdır. Kadınların erkek egemen örgütlerde kişisel fırsatlarını geliştirmelerinin ikinci yolu da kendilerini diğer kadınlardan uzaklaştırmalarıdır. İşte tam da burada "Kraliçe Arı" tabiri ortaya çıkmaktadır. Bu tabir 1970'li yılların başında Michigan Üniversitesi'ndeki araştırmacılar Staines, Tavris ve Jayaratne (1973) tarafından işyeri terfi oranları ve kadınların yukarı doğru hareketliliği üzerindeki etkisini araştıran bir araştırmayı takiben ortaya çıkmıştır. Kraliçe Arı, üst düzey örgütsel pozisyonlardaki ikonik (simge haline gelmiş) kadınların kendi

cinsiyetlerinin üyelerinden ayrılma ve örgütlerdeki diğer kadınların yükselişini engelleme konusundaki belirgin eğilimini ifade etmektedir. Kadın liderlerin işyerindeki davranışlarını ve birbirlerine karşı saldırgan veya rekabetçi doğalarını tanımlamak için kullanılan bir terimdir. Dezavantajlı grupların üyeleri azınlık konumunda olduklarında, gruplarının tipik özelliklerine değer verilmediğini veya önemli görülmediklerini algılamaları oldukça muhtemeldir. Bu nedenle, iş yerindeki kadınlar, yönetimde çok az sayıda kadın olması ya da ücret eşitsizlikleri gibi klişelerle karşı karşıya kaldıklarında, kimlikleri tehdit altındadır. Bunun kraliçe arı sendromunun nedenlerinden biri olduğu düşünülmektedir (Dopwell, 2019; Wuertele, 2017; Derks vd., 2016).

1.2.4.Çifte Açmaz

Çifte çıkmaz kavramı, bir kişinin ne yaparsa yapsın kazanmasının mümkün olmadığı bir durumdur. Bu durum sürekli. Catalyst'e (2007) göre; bir kişiden çelişkili taleplerde bulunduğu görülen psikolojik bir çıkmaz; cezalandırıcı ve kaçınılmaz bir ikilemdir. Kişi ne yaparsa yapsın yanlış olur. Bu durumun örgüt yönetiminde en çok kadınlar tarafından yaşandığı söylenebilir. Burada etkili olan ana faktör cinsiyet stereotipleridir. Toplumsal cinsiyet kalıp yargıları, kadın liderler ve çalışıp liderlik ettikleri kuruluşlar için görünmez ve güçlü bir tehdit haline gelebilir. Bu stereotipler kadınlar için çifte ikilem yaratarak kadınları olumsuz ve de sınırlı seçimler yapmaya itebilir. Günümüz iş dünyasında kadın ve liderlik kavramları arasındaki ilişki, sınırları çizilemeyen ve asla net olarak tanımlanamayan bir ikilem olarak yerini almaktadır (Bayat ve Baykal, 2021; Yücelen ve Özen, 2010).

1.2.5.Cam Labirent

Yirmi birinci yüzyılda liderlik için yeni bir metafor olan labirent kavramı ortaya çıkmıştır. Bu metafor, kadınların liderlik yolunda zirveye giderken, genellikle dolaylı yollarda karşılaştıkları çeşitli zorlukları tanımlamaktadır. Labirentin, kadın liderliği için uygun bir metafor olarak beton duvar ve cam tavanı takip ettiği öne sürülmektedir. Zirveye giden yolları aşmak zor olabilir ve bu dolambaçlı yollar bir labirent olarak betimlenmiştir. Labirent metaforu, ilerlemenin zor ama imkânsız olmadığını öne sürmektedir. Merkezi bulmak çaba ve dikkatli gezinme gerektirmektedir ancak başarılabilir. Sonuç olarak, bir cam tavan veya yapışkan bir zeminden farklı olarak, labirent bazı kadınların çok yüksek liderlik seviyelerine ulaşmasına izin verir ancak labirentin duvarları, takip eden kadınlara zorluklar sunmak için yerinde kalır. Erkeklerin izlediği yol bir yol olarak düşünülürse, kadınların karşılaştığı yol açıkça daha zor bir yoldur. Bu, ilerlemek için daha fazla zaman gerektirir ve daha büyük bir başarısızlık olasılığı getirmektedir. Bazı kadınlar labirentte ilerleyemeyecek ve çıkmaza girecektir. Bazıları aksilikler ve yanlış dönüşler yaşadktan sonra ısrarcı ve pes etmeyen bir yapıya sahip olabilirken, bazıları ise kendilerinden öncekilerin izlerini takip ederek ilerleyebilmektedirler. Labirent, kadınların lider olarak başarılı olduğunu kabul etmede hem iyimser hem de başarının belirsizliğini yansıtmada gerçekçidir (Eagly, 2016; Ruminiski & Holba, 2011).

1.2.6.Cam Duvar

Kadın çalışanlar genellikle kendilerini daha düşük ücretli, daha az sorumluluk gerektiren, daha düşük potansiyelli işlerde çalışırken bulmaktadırlar. Bu işlerde daha az kaynağa ihtiyaç duyulur, daha az teknoloji kullanılır, daha az insanla iletişime geçilir ve sınırlı bilgi istenir. Bu yüzden bu işler kadınları iş hayatında zayıflatır. Kadınların bu düşük potansiyelli işlerde niçin çalışmak zorunda kaldığı cam duvar metaforu ile açıklanır. Kadın çalışanların belirli bölümlere ulaşmasını engelleyen cam duvar metaforu; sadece belirli işlere veya belirli bölümlere odaklanmasına neden olan görünmez engeller olarak tanımlanabilmektedir. Cam duvar kavramı çoğu zaman cam tavan kavramı ile karıştırılmaktadır. Cam tavan kavramı, dikey açıdan farklı engelleri açıklamaya yardımcı olur. Cam duvar kavramı ise yatay bir ayrıma odaklanır (Coşkun, 2021).

1.2.7.Cam Yürüyen Merdiven

Kadınların erkek egemen işlere katılımıyla karşılaştırıldığında, erkeklerin en az üç nedenden dolayı kadın egemen mesleklere katılma olasılıkları çok daha düşüktür. Birincisi, erkek egemen olan mesleklerden daha az kadın egemen meslek vardır. İkincisi, erkekler, karşılaştırılabilir erkek egemen

işlerden daha az ücret ve prestij sundukları için kadınların egemen olduğu mesleklerden kaçınırlar. Üçüncü olarak, erkekler kendilerini kadınların hâkim olduğu mesleklere girmekten alıkoyan güçlü sosyal baskılarla karşı karşıyadır. Bununla birlikte, Christine Williams'ın kadınların egemen olduğu alanlara giren erkekler için kariyer yolları üzerine yaptığı araştırmadan elde edilen sonuçlar, erkeklerin cinsiyete özgü olmayan statülerinden yararlandığını göstermektedir. Araştırmaya göre kadınların çoğunlukta olduğu mesleklerdeki birçok erkek, işe alma ve terfi durumlarında azınlık statüsünün bir avantaj olduğunu bildirmektedir. Bu hızlı terfi ve yükselmeyi tanımlamak için cam yürüyen merdiven terimi kullanılmaktadır. Cam yürüyen merdiven, bireyin organizasyondaki hiyerarşik yapı içindeki bazı gruplardan daha hızlı yükselişini ifade eder. Williams'a (1992) göre, erkek yöneticiler hızla cam yürüyen merdivenden yürürlerken kadınlar toplum tarafından kendilerine daha uygun görülen mesleklerde bile erkeklerden daha yavaş ve daha az yükselebilmektedirler. Bu durum bireyleri farklı şekillerde etkileyebilmekte ve bu durumun etkileri cam yürüyen merdivenin etkileri olarak ifade edilmektedir (Alhas, 2020; Snyder & Green, 2008; Hultin, 2003).

1.2.8.Cam Asansör

Mondal'a göre cam asansör kavramı kadın çalışanların üst seviye yöneticisi olma yolunda kariyer basamaklarını tırmanmaları erkeklerin ise aynı yönetim pozisyonları için cam asansörle daha çabuk çıkmaları şeklinde anlatılabilir. Cam yürüyen merdiven veya cam asansör kavramları hemşirelik gibi kadın ağırlıklı mesleklerde daha yaygındır. Çeşitli araştırmalar, hemşire olarak işe başlayan erkeklerin, geleneksel olarak meslekte olması gereken daha kadınsı özellikler gerektiren rollerden kaçınmaya çalıştıklarını, çoğunlukla yönetici pozisyonlarına yöneldiklerini ve bu pozisyonlara kadın akranlarına göre daha hızlı ulaştıklarını bildirmektedir. Kadın odaklı mesleklerde çalışan erkeklerin kadınlardan daha hızlı terfi etme gibi bazı avantajlarının olduğu, bu terfi taleplerinin erkekler tarafından yapılmasa dahi üst yöneticiler veya çalışma arkadaşları tarafından uygun görüldüğü belirtilmektedir. Bu durum geleneksel cinsiyet normlarından kaynaklanmaktadır ve cam asansör kapsamında değerlendirilmektedir. Hem cam tavan hem de cam asansör, işe alım süreçlerinde şeffaflık ve cinsiyet duyarlılığının benimsenmesi, eşit kariyer politikalarına ilişkin kurumsallaştırılmış yönergeler, toplumsal cinsiyet eşitliği konularında paydaş farkındalığı ve toplumsal cinsiyet eşitliği gibi bir stratejinin uygulanması yoluyla düzeltilebilir. Özel toplantı ve eğitim programları veya olumlu eylem planları yardımcı olabilir (Turkmen ve Eskin Bacaksız, 2021; Alhas, 2020; Casini, 2015).

1.2.9.Cam Uçurum

“Cam uçurum” terimi ilk olarak iş literatüründe Ryan ve Haslam (2005) tarafından kullanılmıştır. Londra Menkul Kıymetler Borsası'ndaki en büyük 100 firmanın yönetim kurullarına kadınları ne zaman atadığını inceleyen bir araştırmada, Ryan ve Haslam (2005), önceki dönemlerde sürekli olarak düşük performans gösteren firmaların kadınları atama olasılığının daha yüksek olduğunu bulmuştur. Erkeklerin atanmasından önce, firmalar makul düzeyde istikrarlı bir performans sergilerken, bir kadının atanmasından önceki beş ay içinde, firmalar sürekli olarak düşük hisse fiyatı performansı yaşama eğiliminde olmuştur (Alhas, 2020; Ryan, 2016; Sabharwal, 2013; Bruckmüller & Branscombe, 2010). Buna paralel olarak Boyd Bowles (2013), cam uçurumu krizdeki işletmenin ya da firmanın, riskli ve olumsuz dönemlerde yani işletmenin veya firmanın kötü durumlarında, erkek yöneticilere göre tehlikeli pozisyonlara kadın yöneticileri atamasının daha olası olması şeklinde ifade etmektedir.

1.2.10.Cam Tavan

Cam tavan, kadınların ve azınlıkların istihdam durumlarını iyileştirmeye çalışırken karşılaştıkları çeşitli engelleri simgeleyen bir terimdir (Akpınar-Sposito, 2013). Cam tavan sendromu, kadınların elde ettiği başarıları görmezden gelerek daha yüksek pozisyonlara yükselmelerini engelleyen görünmez ve kırılmaz keyfi engeller olarak da tanımlanabilir. Çalışma hayatında cinsiyet ayrımcılığının bir boyutu olan cam tavan kavramı, kadınların mesleki başarılarına ve yeteneklerine bakmaksızın, üst yönetim kademelerine terfi etmesi yönünde var olan belirsiz ancak aşılması güç engellerdir. Nitelikli kadınların iş hayatında ilerlemesi ve potansiyellerini kullanmalarının engellenmesi bu kavramın ortaya çıkmasına neden olmuştur. Bu kavramla iş yaşamında üst düzeylere tırmanan kadınların tepe noktalarda engelle

karşılaştıkları ve “tavana” vurdukları anlatılmaya çalışılmaktadır. Kavramın temelinde ön yargı ve cinsiyetçi yaklaşım bulunmaktadır. Cam tavan bariyerleri yapay ve görünmez olduğu için cam tavan sendromunun varlığını kanıtlamak zordur (Imadođlu vd., 2020; İpçiođlu vd., 2018).

İşyerlerinde cam tavana neden olan faktörler, firma politikaları ve de uygulamaları, eğitim ve kariyer gelişimi, terfi politikaları, ücret uygulamaları, davranışsal ve kültürel açıklamalar, iletişim tarzları, klişeler, tercihi liderlik tarzları, güçlü kurum kültürü, statükoyu sürdürme şeklinde açıklanabilir. Kadınların yönetici pozisyonlarında yer alamamalarına neden olan diğer faktörler; ataerki toplum değerleri ve geleneksel roller (kadınlar eş ve annedir görüşü), cinsiyete dayalı ayrılık (kadının cinsiyetinden dolayı), özgüven eksikliği, zirvede yalnızlık korkusu, kraliçe arı sendromu (erkeklerin asimilasyonu), zorbalık (mobbing) ve basmakalıplardır (Yıldız vd., 2016).

2.METODOLOJİ

2.1. Anakütle ve Örneklem

Bu çalışmanın ana kütlesi, Türkiye’de faaliyet gösteren ilaç sektörü firmalarının resmi internet sitelerinde, isimlerine yer verilen yönetim kurulu üyeleridir. Bu bağlamda çalışmanın örneklemini online ortamda web adresi bulunan 85 firma ve bu firmalarda çalışan 344 üst düzey çalışan oluşturmaktadır.

2.2.Araştırmanın Kapsamı, Kısıtları ve Ön Kabuller

Bu çalışma, Türkiye ilaç sektöründe faaliyet gösteren ilaç firmalarından sadece web adreslerine ulaşılanları kapsamaktadır. Birçok ilaç şirketinin web adresine ulaşamamıştır. Bu durum araştırmanın kısıtlılığıdır ve bundan dolayı bulgular diğer firmalarla genelleştirilemeyebilir.

2.3.Araştırmanın Hipotezleri

Çalışmanın amacına ulaşmak için geliştirilen hipotezler aşağıda sunulmuştur.

1.H₀: İlaç sektöründe cam tavan sendromu bulunmamaktadır.

1.H₁: İlaç sektöründe cam tavan sendromu bulunmaktadır.

2.H₀: Firmalar arasında cam tavan sendromu açısından farklılıklar bulunmamaktadır.

2. H₁: Firmalar arasında cam tavan sendromu açısından farklılıklar bulunmaktadır.

2.4.Verilerin Toplanması

Bu çalışmada veriler, internet üzerinden online olarak toplanmıştır. Yönetim kurulu üyelerinin ismi, doğum yılı, eğitim alanı ve eğitim düzeyi gibi veriler bulunmaya çalışılmış ve toplanan veriler için Microsoft Excel programı kullanılarak tablolar oluşturulmuştur.

3. ANALİZ VE BULGULAR

Veriler SPSS 22.0 istatistik programı ile analiz edilmiştir. Çalışma sorusuna cevap bulabilmek amacıyla frekans ve yüzde dağılımları incelenmiş ve istatistiki bulgulardan yararlanılmıştır.

3.1. Sosyo-demografik Özelliklerin Analizi ve Bulgular

Bu kısımda araştırmanın örneklemini oluşturan yönetim kurulu üyelerinin cinsiyet, eğitim durumu, eğitim alanı gibi özellikleri incelenmiştir.

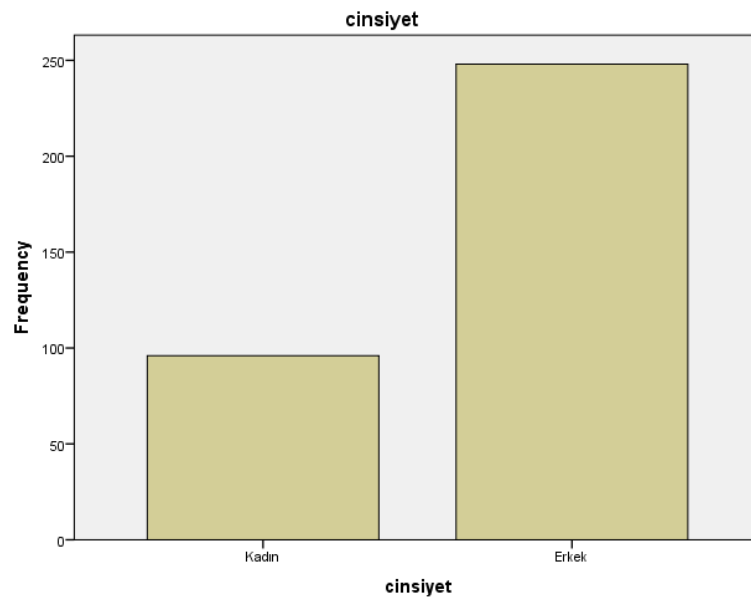
3.1.1.Cinsiyet Dağılımı

a) Genel Cinsiyet Dağılımı

Tablo 1. Türkiye’deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Cinsiyet Dağılımı

Cinsiyet	Frekans	%	Std. Deviation
Kadın	96	27,9	,449
Erkek	248	72,1	
Toplam	344	100,0	

Araştırmanın örneklemini oluşturan ilaç firmalarının yönetim kurulu üyelerinin cinsiyetlerinin dağılımına bakıldığında, %27,9’unun kadın, %72,1’inin ise erkek olduğu görülmektedir. Araştırma kapsamındaki üyelerin büyük çoğunluğunun erkek olması, ilaç firmalarının yönetim kurullarında faaliyet gösteren erkek üyelerin yoğunluğuna dikkat çekmektedir. Buna göre, Türkiye’deki ilaç firmalarının yönetim kurullarında erkeklerin daha çok rol üstlendiği söylenebilir. Cinsiyet dağılımının bar şeklinde gösterilmiş hali aşağıda verilmiştir.

**Şekil 9.** Türkiye’deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Cinsiyet Dağılımı

Yukarıda verilen Şekil 1’de, ilaç firmalarında çalışan yönetim kurulu üyelerinin büyük çoğunluğunun erkek üyelerden oluştuğu açıkça görülmektedir. Buna göre, araştırmanın birinci ana hipotezi olan “1.H₁: İlaç sektöründe cam tavan sendromu bulunmaktadır.” hipotezi kabul edilmiştir (p<.05). Bu bağlamda, ülkemizde ilaç sektöründe cam tavan sendromunun mevcut olduğu söylenebilir.

b) Firmalara Göre Cinsiyet Dağılımı

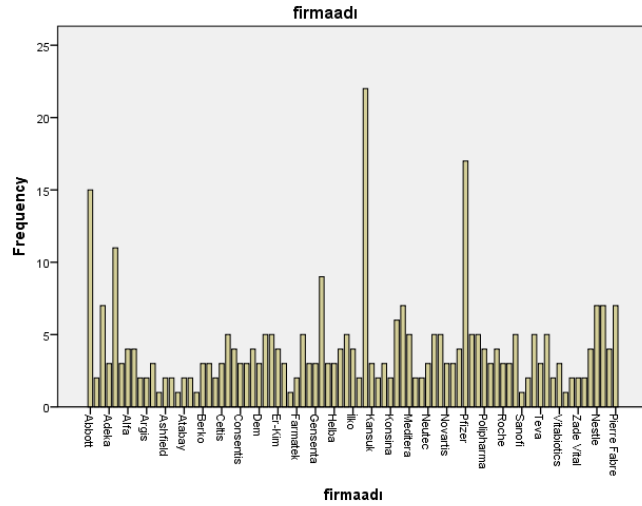
Firmalara göre cinsiyet dağılımı aşağıdaki tabloda ayrıntılı olarak gösterilmiştir.

Tablo 2. Türkiye’deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Firmalara Göre Cinsiyet Dağılımı
Firmaadı * Cinsiyet Crosstabulation

Firma Adı	Cinsiyet Durumu		Toplam
	Kadın	Erkek	
Abbott	5	10	15
Abbvie	1	1	2
Abdi İbrahim	1	6	7
Adeka	1	2	3
Sanovel (Adilna)	2	9	11
Alcon	1	2	3
Alfa	1	3	4
Ali Raif	0	4	4
Amgen	2	0	2
Argis	0	2	2
Arma	2	1	3
Arven	0	1	1
Ashfield	0	2	2
Astellas	1	1	2
Astra Zeneca	0	1	1
Atabay	1	1	2
Bausch+Lomb	1	1	2
Bayer	0	1	1
Berko	2	1	3
Bilim	1	2	3
Bio	0	2	2
Celtis	0	3	3
Centurion	2	3	5
Chiesi	1	3	4
Consentis	1	2	3
Covidlien	0	3	3
Csl Behring	0	4	4
Dem	1	2	3
Deva	2	3	5
Eczacıbaşı	0	5	5
Er-Kim	3	1	4
Exeltis	2	1	3
Farmanova	0	1	1
Farmatek	1	1	2
Gen	1	4	5
Generica	0	3	3
Gensenta	3	0	3
Glaxosmithkline	2	7	9
Haver	0	3	3
Helba	0	3	3
Intraline	2	2	4
Menarini	0	5	5
İlko	1	3	4

İstanbul	1	1	2
Johnson&Johnson	14	8	22
Kansuk	1	2	3
Meda	1	1	2
Koçsel	2	1	3
Konsina	0	2	2
Kurtsan	5	1	6
Maxicells	0	7	7
Meditera	0	5	5
Merck	1	1	2
Merkez	1	1	2
Neutec	0	3	3
Nobel	0	5	5
Novagenix	0	5	5
Novartis	0	3	3
Nycomed	2	1	3
Opakim	1	3	4
Pfizer	7	10	17
Pharmactive	0	5	5
Pharmavision	0	5	5
Polipharma	2	2	4
Reckitt Benckiser	0	3	3
Recordati	0	4	4
Roche	1	2	3
Saba	1	2	3
Sandoz	1	4	5
Sanofi	0	1	1
Santa	0	2	2
Terra	2	3	5
Teva	1	2	3
Türktıpsan	1	4	5
Vem	0	2	2
Vitabiotics	1	2	3
Vitalis	0	1	1
World Medicine	0	2	2
Zade Vital	0	2	2
Boehringer Ingelheim	1	1	2
Daiichi Sankyo	1	3	4
Nestle	0	7	7
Vitaflo	0	7	7
Gilead Science	2	2	4
Pierre Fabre	2	5	7
Toplam	96	248	344

Tablo 3 incelendiğinde, Türkiye’de faaliyet gösteren ilaç firmaları arasında cinsiyet dağılımı açısından farklılıklar göze çarpmaktadır. Firmalar için yönetim kurulu üye sayıları 1 ila 22 arasında değişmektedir. Erkek cinsiyetindeki üye sayısı daha fazla olan veya hiç kadın üyesi olmayan firmalar bulunduğu gibi kadın üye sayısı erkek üye sayısından daha fazla olan hatta hiç erkek üyesi olmayan firmalar da bulunmaktadır. Örneğin, Johnson & Johnson firması ve Kurtsan firması kadın üye sayısının daha fazla olarak göze çarptığı firmalardır. Bu dağılımın bar şeklinde gösterimi aşağıda verilmiştir.



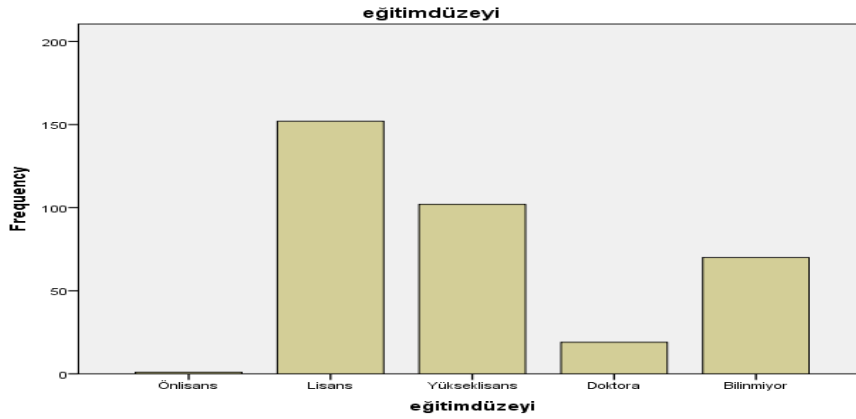
Şekil 10. Türkiye'deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Firmalara Göre Cinsiyet Dağılımı

3.1.2.Eğitim Düzeyi Dağılımı

Tablo 3. Türkiye'deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Eğitim Düzeyleri Dağılımı

Eğitim Düzeyi	Frekans	%
Önlisans	1	,3
Lisans	152	44,2
Yüksek Lisans	102	29,7
Doktora	19	5,5
Bilinmiyor	70	20,3
Toplam	344	100,0

Araştırma kapsamındaki yönetim kurulu üyelerinin eğitim düzeyi gruplara ayrılmıştır. Katılımcıların eğitim gruplarına göre dağılımına bakıldığında %0,3 gibi çok az bir kısım önlisans, %44,2'si lisans, %29,7'si yüksek lisans ve %5,5 'i ise doktora seviyesinde eğitim düzeyine sahiptir. Buna göre, araştırmaya katılan çalışanların büyük çoğunluğunun lisans ve üstü eğitim düzeyine sahip olduğu söylenebilir. Bu yüzden ilaç sektöründe eğitim seviyesinin ve üyelerin yetkinliklerinin yüksek olduğu söylenebilmektedir. Dağılımın bar şeklinde gösterimi aşağıda verilmiştir.



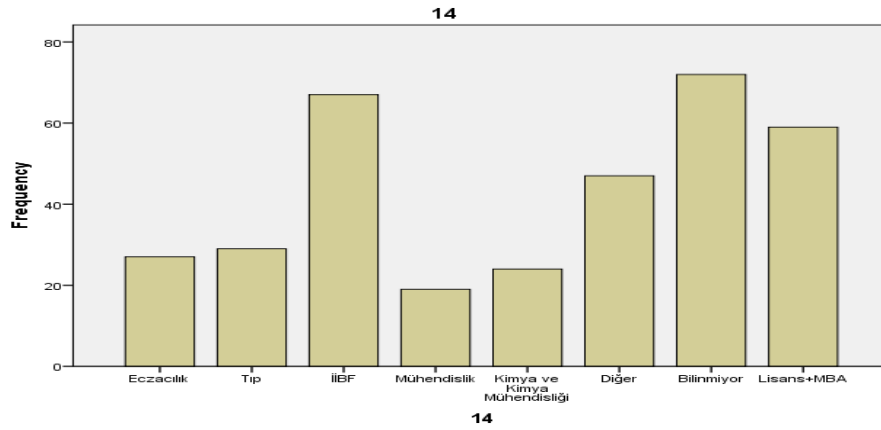
Şekil 11. Türkiye’deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Eğitim Düzeyleri Dağılımı

3.1.3. Eğitim Alanı Dağılımı

Tablo 4. Türkiye’deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Mezun Olduğu Eğitim Alanları Dağılımı

	n	%
Eczacılık	27	7,8
Tıp	29	8,4
İİBF	67	19,5
Mühendislik	19	5,5
KimyaMüh/Kimya	24	7,0
Diğer	47	13,7
Eczacılık+MBA	4	1,2
Tıp+MBA	5	1,5
İİBF+MBA	12	3,5
Mühendislik+MBA	12	3,5
KimyaMüh/Kimya+MBA	6	1,7
Diğer+MBA	20	5,8
Bilinmiyor	72	20,9
Toplam	344	100,0

Tablo 5 incelendiğinde, ilaç firmaları yönetim kurulu üyelerinin %9’unun eczacılık eğitimi aldığı, %9,9’unun tıp eğitimi aldığı, %23’ünün İİBF alanında eğitim aldığı, yine %9’unun mühendislik eğitimi aldığı, %8,7’sinin kimya mühendisliği ya da kimya alanında eğitim aldığı, %19,5’inin bu grupların dışındaki bölümlerden eğitim aldığı görülmektedir. Üyelerin %20,9’luk kısmının eğitim alanına sanal ortamda ulaşamamıştır. Değerler incelendiğinde esas olarak ilaçla ilgisi daha fazla olan eczacılık, tıp ve kimya alanlarının daha çok yer alması beklenirken %23 gibi büyük bir kısmın İİBF mezunu kişiler tarafından oluşturulduğu görülmektedir. Ayrıca %17,2’lik bir kısmın ise lisans eğitiminden sonra MBA eğitimi de almış olması yine eğitim düzeyinin yüksekliği noktasında göze çarpmaktadır. Tablo 5’in bar şeklinde gösterilmiş hali aşağıda verilmiştir.



Şekil 12. Türkiye'deki İlaç Firmalarının Yönetim Kurulu Üyelerinin Mezun Olduğu Eğitim Alanları Dağılımı

3.2. Ki-Kare Testleri

Araştırmanın bu kısmında, araştırmanın kapsamını oluşturan firmalar ile cinsiyet arasında ilişki olup olmadığını tespit etmek amacıyla geliştirilen hipotez ki-kare bağımsızlık testi ile analiz edilmiştir.

Tablo 5. İkinci Hipotezin Ki-Kare Test Sonucu

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	108,636	84	,037
Likelihood Ratio	133,042	84	,001
Linear-by-Linear Association	1,500	1	,221
N of Valid Cases	344		

Tablo 6 incelendiğinde, Ki-Kare değerinin (108.636) istatistiksel anlamlılığı .037 ($p < 0.05$) olması nedeniyle yönetim kurulu üyelerinin cinsiyetleri ile çalıştıkları firma arasında anlamlı bir ilişki olduğu ortaya çıkmıştır. Buna göre “2.1.H₀: Firmalar arasında cam tavan sendromu açısından farklılıklar bulunmamaktadır” hipotezi reddedilmiş olup, “2.2.H₁: Firmalar arasında cam tavan sendromu açısından farklılıklar bulunmaktadır.” hipotezi kabul edilmiştir.

Tablo 6. İkinci Hipotezin Kramer V Testi Sonucu

	Value	Approx. Sig.
Nominal by Nonimal Phi	,562	,037
Cramer's V	,562	,037
N of Valid Cases	344	

Bulguların değerlendirilmesi için bir diğer test de Kramer V ('Cramer's V') testidir. Kramer V değerleri 0-1 arasında değişmekte olup, tıpkı korelasyon katsayısının büyüklüğünün yorumlanmasında olduğu gibi, 0-30 (veya 0-40) arası değerler zayıf, 31-60 (veya 41-70) arası değerler orta, 61-100 (veya 71-100) arası değerler ise güçlü bir ilişkinin varlığını göstermektedir (Kırpık, 2018). Buna göre, Tablo

7'deki Kramer V değeri %56 olup (yani 31-60 aralığına girmekte), yönetim kurulu üyesinin cinsiyeti ile ilaç firması arasındaki ilişkinin orta derecede bir ilişki olduğunu göstermektedir.

4. SONUÇ VE ÖNERİLER

Kadınların iş gücüne katılımı çok uzun yıllara dayanmaktadır. Gerek dünyada gerekse Türkiye'de kadınlar uzunca bir süredir iş hayatında yer edinmektedirler. Toplumsal refah ve kalkınma amaçlandığında kadın iş gücünün toplumlar için önemi büyüktür. Bu yüzden kadın istihdamının artırılması önemlidir. Ancak geçmişten günümüze bakıldığında iş hayatına girmeye çalışan kadınların ve hali hazırda iş hayatında yer sahibi olan kadınların önlerine birçok engel çıktığı görülmektedir. Bu engellerle özellikle işe alım süreçlerinde, terfi zamanlarında ve maaş eşitsizliği gibi durumlarda karşılaşıldığı görülmektedir. Bu engellerin ortaya çıkma sebepleri kadınların yetersizliği değil geçmişten beri gelen kadınların çalışmasına ve iş hayatında yükselmesine karşı olan önyargılardır.

Bu çalışmada kadın çalışanların kariyerlerinde karşılaştıkları cam tavan sendromu başta olmak üzere diğer bazı engellere de yer verilmiştir. Bu engeller: toplumsal cinsiyet, göstermecilik, kraliçe arı sendromu, çifte açmaz, cam labirent, cam duvar, cam yürüyen merdiven, cam asansör, cam uçurum ve çalışmanın konusu olan cam tavan sendromudur. Söz konusu kavramlar kısaca açıklandıktan sonra, araştırmanın konusu olan "İlaç sektöründe cam tavan sendromu var mı?" sorusuna cevap aranmıştır. Çalışmanın örneklemini online ortamda web adresi bulunan 85 firma ve bu firmalarda çalışan 344 üst düzey çalışan oluşturmaktadır. Frekans değerleri ve yüzde dağılımları incelendiğinde araştırmanın örneklemini oluşturan ilaç firmalarının yönetim kurulu üyelerinin yalnızca %27,9'unun kadın olmasına rağmen büyük çoğunluğunun (%72,1'inin) ise erkek olduğu görülmektedir. Buna göre, araştırmanın birinci ana hipotezi olan "1.H₁: İlaç sektöründe cam tavan sendromu bulunmaktadır." hipotezi kabul edilmiştir (p<.05). Ayrıca, 2.Hipotez için Ki-Kare değerinin (108.636) istatistiksel anlamlılığı .037 (p<0.05) olması nedeniyle yönetim kurulu üyelerinin cinsiyetleri ile çalıştıkları firma arasında anlamlı bir ilişki olduğu ortaya çıkmıştır. Buna göre "2.2.H₁: Firmalar arasında cam tavan sendromu açısından farklılıklar bulunmaktadır." hipotezi kabul edilmiştir. Kramer V değeri %56 olup (yani 31-60 aralığına girmekte), bu değer yönetim kurulu üyesinin cinsiyeti ile ilaç firması arasındaki ilişkinin orta düzeyde olduğunu göstermektedir.

Bu çalışmanın bulgularına göre, ülkemizde faaliyet gösteren ilaç firmalarının yönetim kurullarında kadın yöneticilerin çok az sayıda olması, ilaç sektöründe cam tavan sendromunun varlığına yönelik bir işaret ya da öngörü olarak değerlendirilebilir. Bu bağlamda çalışmanın amacına ulaşılmıştır. Ancak cam tavan sendromunun ilaç sektöründe varlığının sebepleri genel sebepler dışında bilinmediğinden, sektöre yönelik farklı sebeplerin olup olmadığının araştırılması, gelecekte bu konuya yönelik çalışma yapacak olan araştırmacılara yol gösterebilir.

İlaç sektöründe cam tavan sendromu ile ilgili yapılan çalışma bulunamadığından dolayı sonuçlar diğer sektörler için yapılan çalışmaların sonuçları ile karşılaştırılmıştır. Örneğin yine önemli sektörlerden olan sağlık sektörü ve eğitim sektöründe cam tavan algısına rastlandığı literatürde bulunan çalışmalarla (Demir ve Kartal, 2018; Soysal ve Baynal, 2018; Kılıç ve Çakıcı, 2016) desteklenmiştir. Genel olarak literatürde, sağlık sektörü çalışanlarının cam tavan algısının orta düzeyde olduğu ve söz konusu algının cinsiyete göre anlamlı farklılık gösterdiği saptanmıştır. Çalışmaya göre, kadınlar erkeklere göre daha fazla cam tavan algısına sahiptir ve cam tavan sendromu ile daha fazla karşılaşmaktadırlar. Bir başka çalışmada (Soysal ve Baynal, 2018) ise meslek grubu açısından cam tavan algısı incelenmiştir, doktorların cam tavan algıları yüksek bulunmuştur. Doktorları takip eden grup ise idari personeldir. Bu çalışmalarda elde edilen bulgular birlikte değerlendirildiğinde, ilaç sektöründe de cam tavan algısının mevcut olduğu öngörülebilir.

Bununla birlikte cam tavan sendromunun sadece ilaç sektöründe değil tüm sektörler bazında azaltılması ve/veya ortadan kaldırılması için gerek ilaç sektöründe gerek diğer sektörlerde yapılan benzer çalışmaların artırılması önerilebilir ve böylece toplumsal farkındalığın da artacağı düşünülebilir. Diğer taraftan, farkındalık düzeyinin artırılması için düzenlenecek eğitim, konferans, sempozyumların ve benzeri etkinliklerin artırılması sağlanabilir. Artan farkındalık sayesinde kadın

istihdamı ve kadınların kariyerlerinde yükselmesi kolaylaşabilir. Bunun dışında, kadın istihdamı ve kadınların kariyerlerinde yükselmesine yardımcı olabilmek için hükümetler ve yönetimler toplumdaki ön yargıları kırmak adına çeşitli yönetim uygulamaları, projeler ve politikalar geliştirip uygulayabilir. Özellikle hükümetlerin ve sektörün önde gelen büyük firmalarının bu konuda uygulayacağı politikalar ses getirip örnek teşkil edebilir.

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İlaç Sektörünün Yönetim Düzeylerinde Çalışanların Sosyo-demografik Özellikleri: Çevrimiçi Bir Araştırma

Socio-demographic Characteristics of Employees at Management Levels of the Pharmaceutical Industry: An Online Research

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Abstract

The socio-demographic characteristics of the employees may differ between sectors. It is especially important for those who want to take part in management levels, to recognize the characteristics of the managers of the sector they want to work with and to guide themselves accordingly. In this study, it was aimed to investigate the socio-demographic characteristics of senior executives in domestic pharmaceutical companies operating in the pharmaceutical industry in Turkey. In this context, the websites of domestic pharmaceutical companies operating in the pharmaceutical sector, and the information on the internet of people at the management level were used. SPSS 22.0 statistical program was used to analyze the obtained data. The socio-demographic characteristics of the managers were described through frequency analyses. In addition, by means of chi-square tests, various levels of relationships were reached between the genders, educational fields, and educational levels of the employees at the management level. It has been observed that most of the senior managers in domestic pharmaceutical companies operating in Turkey are male, with at least a bachelor's degree, and mostly graduated from the Faculty of Economics and Administrative Sciences. According to the findings, it can be suggested that potential candidates who want to work in the management level of the pharmaceutical industry, graduate and/or newly graduated from other fields of education, should develop themselves, especially in the field of MBA (Master Business Administration).

Keywords: Manager, pharmaceutical industry, socio-demographic characteristics.

Özet

Çalışanların sosyo-demografik özellikleri sektörler arasında farklılık gösterebilmektedir. Özellikle yönetim seviyelerinde görev almak isteyenlerin, çalışmayı talep ettiği sektörün yöneticilerinin genellikle hangi özelliklerde olduğunu tanınması ve buna göre kendisini yönlendirmesi oldukça önemlidir. Bu çalışmada, Türkiye’de ilaç sektöründe faaliyet gösteren yerli ilaç firmalarındaki üst düzey yöneticilerin sosyo-demografik özelliklerinin araştırılması amaçlanmıştır. Bu bağlamda, ilaç sektöründe faaliyet gösteren yerli ilaç firmalarının internet sitelerinden ve yönetim seviyesinde olan kişilerin internetteki bilgilerinden faydalanılmıştır. Elde edilen verilerin çözümlenmesi işlemleri amacıyla SPSS 22.0 istatistik programı kullanılmıştır. Frekans analizleri aracılığıyla yöneticilerin sosyo-demografik özellikleri betimlenmiştir. Ayrıca, ki-kare testleri aracılığıyla, yönetim seviyesinde çalışanların cinsiyetleri, eğitim alanları ve eğitim düzeyleri arasında, çeşitli düzeylerde ilişkilere ulaşılmıştır. Türkiye’de faaliyet gösteren, yerli ilaç firmalarındaki üst düzey yöneticilerin büyük bir kısmının, erkek, en az lisans mezunu ve çoğunlukla İktisadi ve İdari Bilimler Fakültesi mezunu olduğu gözlemlenmiştir. Ulaşılan bulgulara göre, ilaç sektörünün yönetim seviyelerinde çalışmak isteyen diğer

eğitim alanlarından mezun ve/veya yeni mezun olacak potansiyel adayların özellikle MBA (Master Business Administration) alanında kendilerini geliştirmeleri önerilebilir.

Anahtar sözcükler: Yönetici, ilaç sektörü, sosyo-demografik özellikler.

GİRİŞ

Bilindiği üzere işletme açısından “yönetici” ve “yönetim” kavramları çok önemlidir. Önemli olmasının nedeni bu kavramların, işletmeye yön verecek olan işletmeyi başarıya ulaştıracak temel davranışları ve bu davranışları ortaya koyacak olan insanları tanımlar (Şencan vd., 2017). Aslında hayatımızın her alanında yönetim var. Öğretmenlerin öğrencilere rehberlik etmesi, yönlendirmesi ve sosyalleşmelerine izin vermesi bir yönetim örneğidir. Bu yönetim biçiminde üretim yoktur, bir amaç için yürütülen faaliyetler vardır. Görüldüğü gibi hiçbir malzeme ve ekipman olmasa da belirli faaliyetleri yürütmek ve hedeflere ulaşmak için insan unsuruna sahip olmak yeterlidir (Paşaoğlu, 2013).

Dünyanın demografik yapısında, bazı önem arz eden değişimler meydana gelmiştir. Değişmeler ilk olarak sağlıktaki iyi yönde gelişmeler, modern tıpta meydana gelen yenilikler gibi sebeplerden dolayı ölüm oranlarının düşmesi ile kendisini göstermiştir. Bunun akabinde doğum oranlarının kontrol altına alınması vesaire ile ölüm oranlarındaki düşüşü doğurganlıktaki düşüşler izlemiş ve dolayısıyla nüfus miktarında ve artış hızında önemli değişimler meydana gelmiştir. Demografik geçiş olarak adlandırılan bu durum dünya üzerinde ülkeler arasında farklı zamanlarda ve farklı düzeylerde kendini göstermiştir. Meydana gelen demografik değişimler toplumsal, ekonomik, siyasi ve kültürel unsurlar ile etkileşim halinde olmuştur. Örnek olarak sanayileşme ile dünya genelinde kırsal kesimden kentsel kesime yaşanan göçler ile kentleşmenin artmış olması evlenme, boşanma, doğurganlık gibi demografik unsurlara etki etmiştir (Şencan vd., 2017). Sosyo-demografik özelliklerde meydana gelen değişimler, işletmelerin çalışan ve yönetim düzeylerinde de farklılıklara yol açmıştır. Dolayısıyla, çalışanlarda ve yöneticilerde istenilen özellikler, sektörlere göre değişebilmektedir.

Bu çalışmanın amacı, Türkiye’de ilaç sektöründe faaliyet gösteren yerli firmaların üst düzey yöneticilerinin sosyo-demografik özelliklerinin incelenmesidir. Elde edilecek bulguların eczacılık fakültesinden mezun ya da mezun olacak ve ilaç sektöründe çalışmak isteyenlere yol göstermesi, çalışmanın ikincil amaçlarındandır. Daha önce bu konuda ilaç sektöründe yapılan bir çalışmaya ulaşılamamıştır. Dolayısıyla bu çalışma ile hem literatürdeki boşluğun doldurulacak hem de yöneticilere ve diğer ilgili araştırmacılara ışık tutulacaktır.

1. LİTERATÜR

1.1.Yönetimin Tanımı

Yönetim kavramı yıllardır gelişen ve gelişmeye devam eden bir kavramdır. En genel anlamıyla, ekonomik bir amaç için kurulan işletmelerin maddi, teknik ve insan kaynaklarından oluşan güçlerin en uygun biçimde taşınmasını ve idare edilebilmesini kapsamaktadır (Yozgat, 1989). Bununla birlikte yönetim kavramı çok tanıdık bir kavramdır; günlük olarak uygulanır ve tartışılır. Ancak tüm bunların çoğu, yönetim kavramı sorgulanmadan yapılmaktadır. Aslında, yönetim terimi günlük dilde ve hatta örgütsel dünyada pek çok farklı alanlarda yaygın olarak kullanılmaktadır (Kaehler & Grundei, 2019).

Yönetim kavramı çok uzun yıllardır günlük dilde kullanılmasına karşın akademik bir disiplin olarak incelenmesi yönüyle oldukça yeni bir kavramdır. Öyle ki ailede, sosyal çevrede veya iş ortamında yürütülen pek çok faaliyet yönetim kavramını içermektedir (Şahin, 2019). Yönetim sistematik ve rasyonel bir süreçtir. Bu özelliği nedeniyle birçok kavram ve uygulamanın sistematik ve planlı bir biçimde uygulama sürecine dahil edilmesine imkân tanımaktadır (Ataman, 2004).

Yönetime ilişkin çok sayıda tanım yapılmıştır. Yönetimin ortak bir tanımını yapmak kolay olmamaktadır. Hatta buna ilişkin Hitt ve diğerleri (1989), tarafından “yönetim, tek bir tanımın doğru bir şekilde yakalanamayacağı kadar karmaşık bir kavramdır” ifadesiyle kavramın tanımlanmasının güçlüğüne belirtmiştir. En temel anlamıyla TDK’ya (URL-1) göre yönetim; yönetme işi, çekip çevirme, idare anlamına gelmektedir. Farklı kaynaklarda yer alan yönetimin çoğu tanımı, Fayol’un

1916'da yayınlanan ve çığır açan eseri “Genel ve Endüstriyel Yönetim”e dayanmaktadır. Buna göre, “Yönetmek, tahmin etmek ve plan yapmak, organize etmek, komuta etmek, koordine etmek ve kontrol etmektir” (Kaehler & Grundei, 2019).

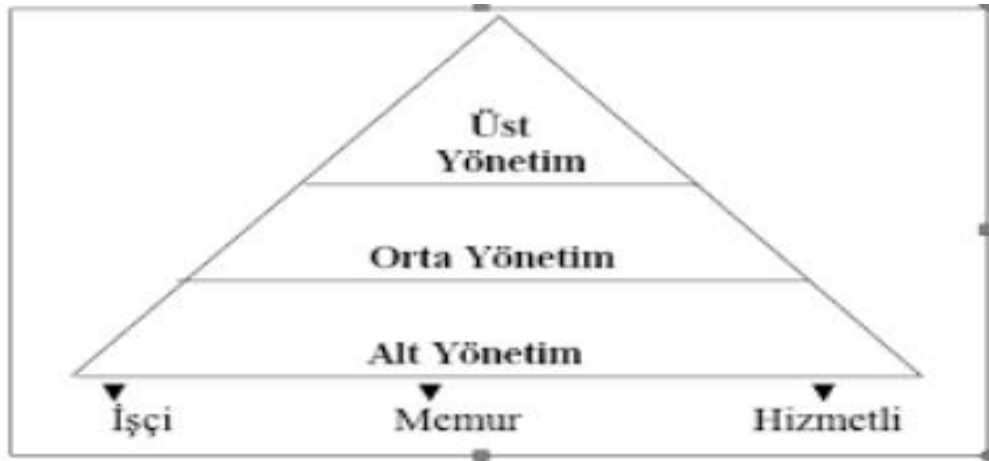
Yönetim tanımlarından yola çıkılarak ortaya konulan ve yönetim sürecinden söz edebilmek için gerekli olan özellikler şu şekilde sıralanabilir (Zengin ve Bekmezci, 2019):

- Yönetim kavramından bahsedebilmek için öncelikli şart insanların varlığı ve bu kişiler arasında bir iş birliğinin olmasıdır.
- Bir diğer özellik, bu iş birliğinin belirli bir amaca doğru yönetilmesi gerektiğidir.
- Kurumun türü ya da yönetimi ne türde olursa olsun, yönetim işlevinin etkili bir biçimde işleyebilmesi için yerine getirilen aşamaların birbirine benzemesi gerektiğidir. Bu özelliği nedeniyle yönetim evrensel bir süreç olarak tanımlanmaktadır.

Ayrıca yönetim üç farklı bağlamda tanımlanmaktadır. Öncelikle bir faaliyet olarak yönetim; yöneticilerin idaresinde olan uygulama sürecini içeren bir faaliyettir. Akademik olarak yönetim; yönetimin tüm kavram ve ilkelerinin sistematik bir biçimde incelendiği akademik bir faaliyettir. Bu tanımlamayla yönetimin bir bilim olduğu söylenebilmektedir. Sanat olarak yönetim ise yöneticilerin yönetim sürecindeki bilgi, beceri ve yeteneklerinin ortaya konulduğu bir sanat alanı olmasıdır (Öztaş, 2017).

1.2. Yönetim Düzeyleri

Bir örgütte yöneticilerin farklı yetki ve sorumlulukları vardır ve bunları farklı düzeylerde yerine getirirler. Bu düzeyler yönetim kademesi olarak ifade edilmektedir.



Şekil 13: Yönetim Kademeleri (Budak, 2004)

Bir organizasyondaki yöneticiler; hiyerarşik sistemde tabanı oluşturan işçi, memur ve hizmetliler dışındaki tüm üst basamakları kapsar. Piramit şeklinde hiyerarşik kademelerden oluşan yönetim kademeleri üst, orta ve alt kademe yönetim olarak 3 gruba ayrılmaktadır (Bolat vd., 2008).

1.2.1. Alt kademe Yönetim

Bu düzey, yönetici olmayan çalışanların işlerini koordine etmekten sorumlu ilk kademe yöneticileri kapsar (Gökçe ve Şahin, 2003). Bu kademedeki yöneticiler, ürünü gerçekten üreten veya hizmeti sunan çalışanların günlük yönetiminden sorumludur. Çalışanların görevlerini yapmazlar ancak astların görev ve sorumluluklarını bilir, takip eder, denetler ve koordine ederler. Başka bir ifadeyle, “ilk kademe yöneticiler mal ve hizmetlerin üretiminden sorumludurlar” (Hellriegel vd., 1999). Bu düzeydeki yöneticiler zamanlarının çoğunu aynı kademedeki yöneticiler ve denetledikleri insanlarla geçirirler ve çoğu çalışanın günlük olarak etkileşimde bulunduğu yöneticilerdir.

1.2.2. Orta kademe Yönetim

Orta kademe yöneticiler, organizasyon stratejilerinin uygulanmasında kritik bir rol oynarlar. Orta kademe yöneticilerin rolü, üst kademe ve alt kademe yöneticiler arasında etkili bir şekilde iletişim kurmaktır (Kuratko, 2005). Orta kademe yöneticiler, departmanlarının işlevi konusunda üst yönetime karşı sorumludur. Ayrıca alt kademe yöneticilere rehberlik eder ve daha iyi performans göstermeleri için onlara ilham verirler. Orta kademe yöneticiler görünmez kilit oyuncular ve performansları işletmenin başarısına büyük katkıda bulunur (Roth, 2016). Orta kademe yöneticinin en önemli işlevlerinden biri, bilgi akışıdır. Üst yönetim tarafından geliştirilen stratejilerin alt kademelere ulaşmasını sağlamak, aynı zamanda orta ve alt yönetimin fikirlerini, önerilerini ve sorunlarını üst yönetime iletmek için sözcü görevi görürler (Roth, 2016). Orta kademe yöneticilerin ilgilendiği üç temel faaliyet söz konusudur. Bunlar; planlama ve kaynakların kullanımı, grupları koordine etme ve grup performansını yönetmedir (Lewis vd., 1994).

1.2.3. Üst Kademe Yönetim

Üst kademe yöneticiler bir organizasyonda en üst seviyedeki genel müdür, müdür, başkan, daire başkanları, müsteşarlar, yönetim kurulu başkanları gibi ünvanlardaki yöneticilerdir. Üst düzey yöneticiler firmanın günlük faaliyetlerini yönetmezler; daha ziyade, organizasyon için hedefler belirler, bunları başarması için işletmeyi yönlendirir ve işletmenin bütünü etkileyen kararlar alırlar (Richardson vd., 2009). Kuruluşun hedeflerini oluştururlar ve bu hedeflere ulaşmak için planları ve politikaları çerçevelerler. Bu düzeyde çalışan yöneticiler maksimum yetkiye sahiptir, ancak aynı zamanda eşit derecede hesap verebilir ve sorumludurlar (Johnson & Rashmi, 2016). Planlama, organize etme ve başkalarını hedefe doğru yönlendirme, üst düzey yöneticilerin en önemli işlevidir.

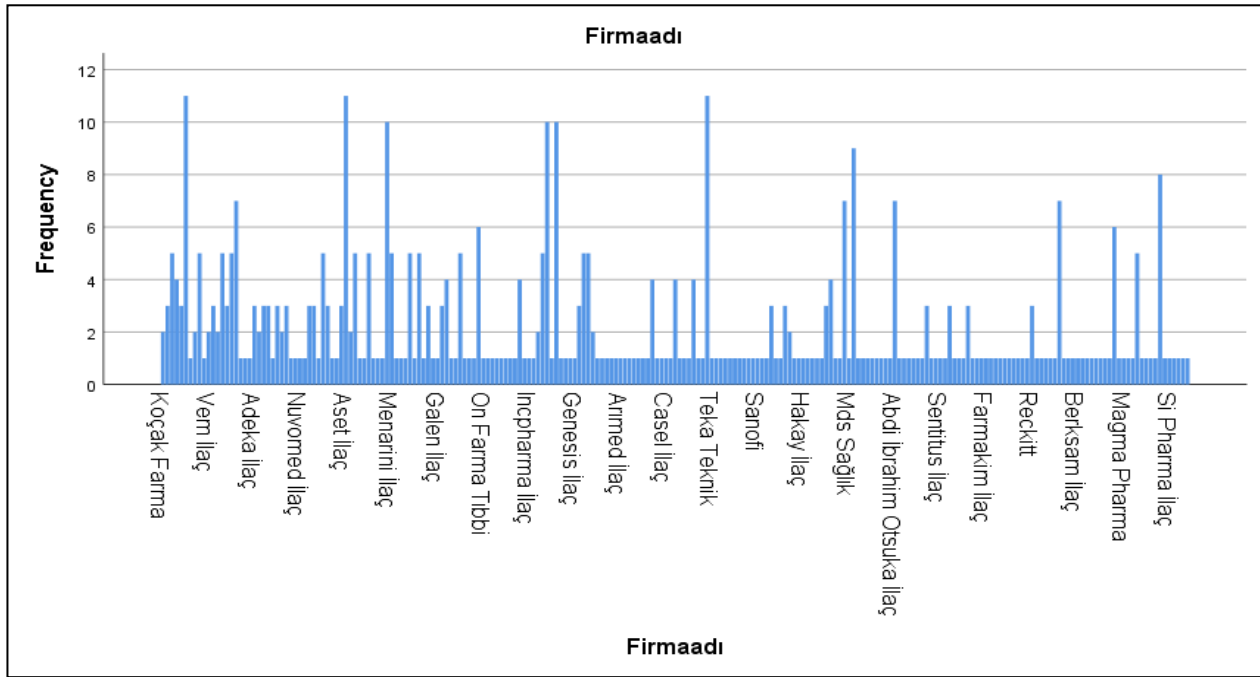
2. METODOLOJİ

2.1. Araştırmanın Amacı

Bu araştırmanın temel amacı, Türkiye’de ilaç sektöründe faaliyet gösteren yerli firmaların üst düzey yöneticilerinin sosyo-demografik özelliklerinin ortaya konulmasıdır. Elde edilecek bulguların, eczacılık fakültelerinden mezun olan ya da yeni mezun olacak ve ilaç sektöründe yönetici olarak çalışmak isteyen eczacılara yol göstermesi ise ikincil amaçlar arasındadır. Bunun için araştırmanın başlığı, “İlaç Sektörünün Yönetim Seviyelerinde Çalışanların Özellikleri: Çevrimiçi Ortamda Yapılan Bir Araştırma” olarak seçilmiştir ve bu bağlamda elde edilecek veri setine çevrimiçi araştırma sayesinde ulaşılmıştır.

2.2. Ana Kütle ve Örneklem

Bu çalışmanın ana kütleleri olarak, 27.10.2021 tarihinde yerli ilaç firmalarının sayısını belirlemek amacıyla Türkiye İlaç Rehberi’nin internet sayfası (<https://www.ilacrehberi.com/yerli-ilac-firmalari/>) kullanılmıştır. Alfabetik olarak verilen ilaç firmalarının internet sitelerinden ulaşılan bilgiler doğrultusunda araştırmanın birincil veri setine ulaşılmıştır. Bilgilerin özet tablosu aşağı sunulmuştur.



Şekil 14: Türkiye’de Yerli İlaç Firmaları

Türkiye İlaç Rehberi’nin internet adresinden alınan verilere göre, toplam 225 tane yerli ilaç firması bulunmaktadır. Belirlenen bu firmaların ürettikleri toplam ilaç sayılarına bakılarak bir sıralama yapılmıştır. Daha sonra her firmanın tek tek internet siteleri üzerinden üst düzey yöneticileri hakkında bilgi toplanmıştır. Ancak, bazı firmaların internet sitelerinin henüz oluşturulmadığı, bazılarının ise üst düzey yöneticilerine yönelik bilgilerin paylaşılmadığı gözlenmiştir. Yerli ilaç firmalarından en çok ilaç üreten firmanın 718 tane ilaç ürettiği en az üretenin ise 1 tane ürettiği görülmüştür.

İnternet üzerinden yapılan araştırma sürecinde, firmaların internet sitelerindeki bilgilerin yetersizliği sebebiyle çoğu üst düzey yöneticinin bilgisine ulaşılamamıştır. Bu yüzden, örneklem sadece 200 çalışandan oluşmaktadır. Buna göre, Türkiye’de faaliyet gösteren yerli ilaç firmalarındaki üst düzey yöneticilerin yaklaşık %17,8’inin bilgilerine ulaşılmıştır.

2.3. Araştırmanın Kapsamı, Kısıtları ve Ön Kabuller

Bu çalışmada, Türkiye’de faaliyet gösteren yerli ilaç firmalarındaki üst düzey yöneticilerin sosyo-demografik özellikleri ele alınmıştır. Bulgular, işgücü ihtiyacının ve yönetici tercihlerinin farklı olabileceği diğer ülkelerde kullanılamaz. Aynı zamanda bu araştırmanın sonuçları Türkiye’nin diğer farklı sektörlerindeki üst düzey yöneticiler için geçerli olmayabilir. Bunun sebebi, yöneticilerin çalışma alanlarının farklı olmasının üst düzey yönetici seçimlerinde etkili olabilmesidir.

Bu sınırlı bir çalışmadır. Çevrim içi ulaşılabilen veriler sınırlıdır. Ancak, yeni mezun ya da mezun olma aşamasındaki eczacıların kariyer planlama ve yönetimi ile ilgili kendilerini hangi konularda geliştirmesi ve ilaç piyasasının üst düzey yöneticilerinde hangi özelliklerin olması gerektiği konularında yol gösterici bilgiler sunulmaktadır.

Ayrıca, bu araştırmanın en büyük kısıtlarından biri, çoğu firmanın üst düzey yöneticileri ile ilgili bilgilerinin internet sitelerinde paylaşılmamış ya da eksik paylaşılmış olması ve bazı firma bilgilerinin ise güncel olmaması nedenleriyle ulaşılan verinin az olmasıdır.

2.4. Araştırmanın Hipotezleri

Yeni mezun olan eczacıların en çok üzerinde düşündüğü şey “Acaba bir iş bulabilecek miyim?” sorusudur. Bu çalışmada yeni mezun olmuş bir eczacının ilaç sektöründe üst düzey bir yönetici olabilmesi konusunda eczacının kendisini hangi yönlerden geliştirebileceğinin ortaya konulması da amaçlanmıştır. Bu bağlamda, literatürde yapılmış olan çalışmalar çerçevesinde ve araştırma sorusuna

cevap bulabilmek amacıyla, üst düzey yöneticilerin, sosyo-demografik değişkenlerine göre farklılaşp farklılaşmadığının tespit edilebilmesi için geliştirilen hipotezler aşağıda gösterilmiştir.

H₁: Yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyet durumu ile eğitim alanı arasında anlamlı bir ilişki bulunmaktadır.

H₂: Yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyet durumu ile eğitim düzeyi arasında anlamlı bir ilişki bulunmaktadır.

H₃: Yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı ile eğitim düzeyi arasında anlamlı bir ilişki bulunmaktadır.

3. ANALİZ VE BULGULAR

Yerli ilaç firmalarındaki üst düzey yöneticilerin sosyo-demografik özelliklerinin birbirleriyle olan ilişkileri ki-kare testleri ile incelenmiştir.

3.1. Tanımlayıcı İstatistikler

Araştırma kapsamında incelenen 225 firmanın internet sitelerinde yer alan üst düzey yöneticilerin sosyo-demografik özelliklerinin cinsiyet, eğitim düzeyi ve eğitim alanının frekans analizi elde edilen dağılım ve yüzde bilgilerine yönelik sonuçlar aşağıda sırasıyla verilmiştir.

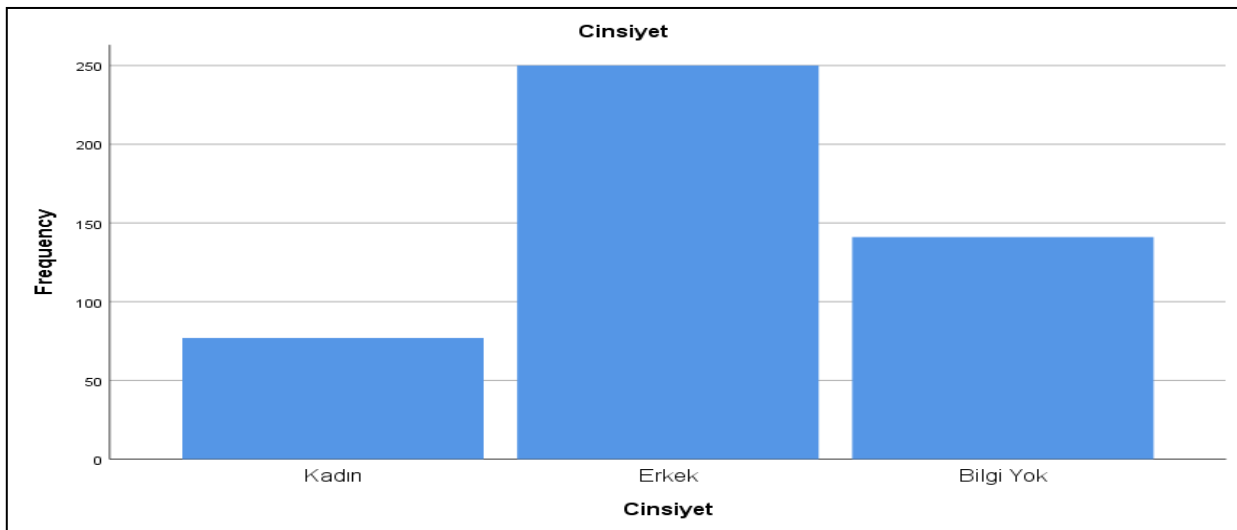
3.1.1. Cinsiyet Açısından Frekans Analizi

Tablo 7: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti

Cinsiyet	Frekans	%
Kadın	77	16,5
Erkek	250	53,4
Bilgi yok	141	30,1
Toplam	468	100,0

Araştırmaya katılan ilaç sektöründeki üst düzey yöneticilerin cinsiyetlerinin dağılımında, katılımcıların yaklaşık %17'sinin kadın, %53'ünün ise erkek olduğu görülmektedir. Araştırmada ilaç sektöründe çalışan üst düzey yöneticilerin büyük çoğunluğunun erkek olması, ilaç sektöründe çalışan üst düzey yöneticilerin erkek yoğunluğuna dikkat çekmektedir.

Hane halkı işgücü araştırması (URL-2) sonuçlarına göre; 2020 yılında, Türkiye'de 15 ve daha yukarı yaşta istihdam edilenlerin oranı %42,8 olup bu oran kadınlarda %26,3, erkeklerde ise %59,8 olmuştur. Yine hane halkı işgücü araştırması sonuçlarına göre; şirketlerde üst düzey ve orta kademe yönetici pozisyonundaki kadın oranı 2012 yılında %14,4 iken 2020 yılında %19,3 olmuştur.



Şekil 15: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti

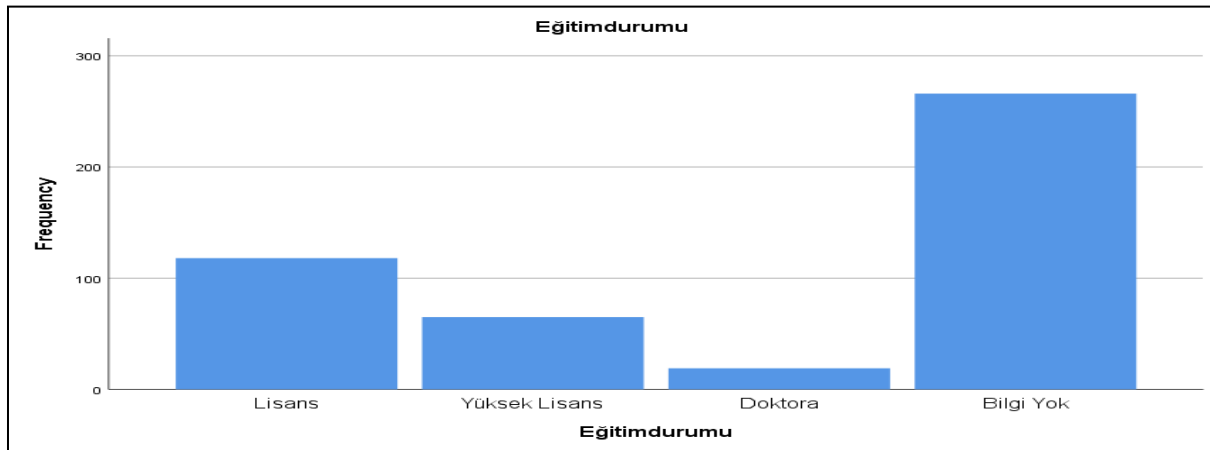
Şekil 3 incelendiğinde, yerli ilaç firmalarındaki üst düzey yöneticilerin çoğunluğunun erkeklerden oluştuğu görülmektedir.

3.1.2. Eğitim Düzeyi Açısından Frekans Analizi

Tablo 8: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Eğitim Düzeyi

Eğitim Düzeyi	Frekans	Yüzde
Lisans	118	25,2
Yüksek Lisans	65	13,9
Doktora	19	4,1
Bilgi yok	266	56,8
Toplam	468	100,0

Araştırma kapsamındaki, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim düzeyi gruplara ayrılmıştır. Türkiye’de yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim gruplarına göre dağılımına bakıldığında %25,2’ si lisans, %13,9’u yüksek lisans, %4,1’i doktora eğitim düzeyine sahiptir. Bu durum, yerli ilaç firmalarındaki üst düzey yöneticilerin çoğunun lisans mezunu olduğunu göstermektedir. Ayrıca, lisans mezununun altında bir eğitim seviyesinde yönetici bulunmamaktadır. Sonuç olarak, yerli ilaç firmalarında üst düzey yönetici olabilmek için en az lisans seviyesinde bir eğitime sahip olmak gerektiği anlaşılmaktadır.



Şekil 16: Yerli İlaç

Firmalarındaki Üst Düzey Yöneticilerin Eğitim Düzeyi

Şekil 4 incelediğinde, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim düzeyi açısından lisans, yüksek lisans veya doktora mezunu oldukları görülmektedir. Büyük bir çoğunluğun ise eğitim bilgisine ulaşamadığı görülmüştür.

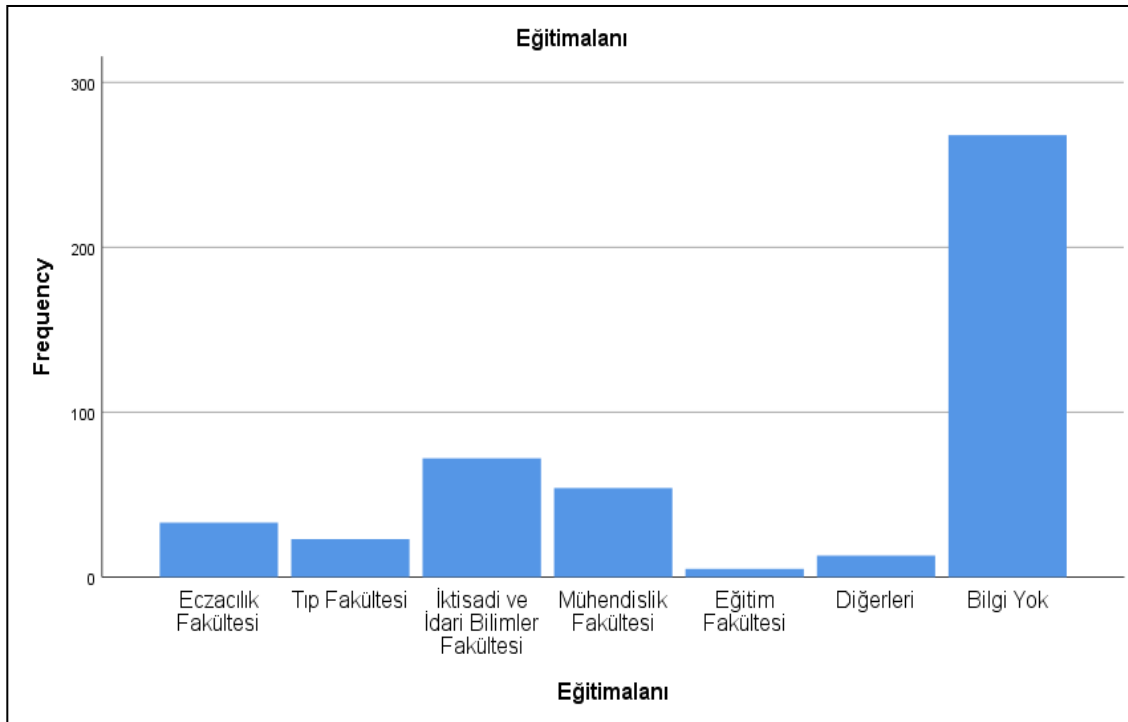
3.1.3. Eğitim Alanı Açısından Frekans Analizi

Tablo 9: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Eğitim Alanı

Eğitim Alanı	Frekans	Yüzde
Eczacılık Fakültesi	33	7,1
Tıp Fakültesi	23	4,9
İktisadi ve İdari Bilimler Fakültesi	72	15,4
Mühendislik Fakültesi	54	11,5
Eğitim Fakültesi	5	1,1
Diğerleri	13	2,8
Bilgi yok	268	57,3
Toplam	468	100,0

Araştırma kapsamındaki, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı gruplara ayrılmıştır. Yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim gruplarına göre dağılımına bakıldığında %7,1'inin Eczacılık Fakültesinden, %4,9'unun Tıp Fakültesinden, %15,4'ünün İktisadi ve İdari Bilimler Fakültesinden, %11,5'inin Mühendislik Fakültesinden, %1,1'inin Eğitim Fakültesinden, %2,8'inin diğer fakültelerden birinden mezun olduğu görülmektedir.

İlginçtir ki, İktisadi ve İdari Bilimler Fakültesinden mezun olanların sayısı Eczacılık Fakültesinden mezun olanların sayısından 2 kat daha fazladır. Bu durum göstermektedir ki yerli ilaç firmalarında üst düzey yönetici olabilmek için eczacı olmak şart değildir. Hatta, İktisadi ve İdari Bilimler Fakültesinden mezun olanların daha avantajlı olduğu söylenebilir. Dolayısıyla, yeni mezun bir eczacının bunu kendi lehine çevirebilmesi için eczacılığın yanında MBA yapması çok yararlı olabilecektir.



Şekil 17: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Eğitim Alanı

Şekil 5 incelendiğinde, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı yönünden Eczacılık Fakültesinden, Tıp Fakültesinden, İktisadi ve İdari Bilimler Fakültesinden, Mühendislik Fakültesinden, Eğitim Fakültesinden ve diğer fakültelerden birinden mezun olduğu görülmüştür.

3.2. Ki-Kare Testleri

Araştırmanın bu kısmında Türkiye’de yerli ilaç firmalarındaki üst düzey yöneticilerin, cinsiyet ile eğitim düzeyi, cinsiyet ile eğitim alanı, eğitim düzeyi ile eğitim alanı arasında ilişki bulunup bulunmadığı Ki-Kare bağımsızlık testi ile analiz edilmiştir. Test sonuçları aşağıda ana hipotezler açısından ayrı ayrı incelenmiştir.

Tablo 4: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti ile Eğitim Alanı Çapraz Tablosu

		Eğitim Alanı							Toplam
		Eczacılık Fakültesi	Tıp Fakültesi	İktisadi ve İdari Bilimler Fakültesi	Mühendislik Fakültesi	Eğitim Fakültesi	Diğerleri	Bilgi yok	
Cinsiyet Durumu	Kadın	6	0	19	16	0	4	32	77
	Erkek	27	23	53	38	5	9	95	250
	Bilgi yok	0	0	0	0	0	0	141	141
Toplam		33	23	72	54	5	13	268	468

Tablo 4’ü açıklamadan önce, yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyeti ile eğitim alanı arasında bir ilişki olup olmadığının ortaya konulması gerekmektedir. Bu nedenle Ki-Kare değerinin istatistiksel anlamlılığına bakılacaktır (Tablo 5).

Tablo 5: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti ile Eğitim Alanı Arasındaki İlişkinin Ki-Kare Testi ile Analizi

	Değer	df	Asymp. Sig. (2- sided)
Pearson Ki-Kare	166,413 ^a	12	,000
Olasılık Oranı	219,492	12	,000
Doğrusal-Doğrusal İlişkilendirme	77,815	1	,000
Geçerli Vaka Sayısı		468	

Tablo 5 incelendiğinde, Ki-Kare değerinin (166,413) istatistiksel anlamlılığı.000 ($p < 0.05$) olması nedeniyle, yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyet durumu ile eğitim alanı arasında anlamlı bir ilişki olduğu ortaya çıkmıştır. Buna göre, “ H_1 : Yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyet durumu ile eğitim alanı arasında anlamlı bir ilişki bulunmaktadır.” hipotezi kabul edilmiştir.

Tablo 6: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti ile Eğitim Alanı Arasındaki İlişkinin Simetrik Ölçüleri

		Değer	Approx. Sig.
Nominal by Nominal	Phi	,596	,000
	Cramer's V	,422	,000
Geçerli Vaka Sayısı		468	

Tablo 6’da görüleceği üzere, yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyeti ile eğitim alanı arasındaki ilişkinin simetrik ölçüleri incelendiğinde, Phi değerinin 0,596 Cramer’s V değerinin ise 0,422 olduğu görülmüştür.

Tablo 7: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti ile Eğitim Düzeyi Çapraz Tablosu

		Eğitim Düzeyi				Toplam
		Lisans	Yüksek Lisans	Doktora	Bilgi yok	
Cinsiyet	Kadın	24	19	2	32	77
	Erkek	94	46	17	93	250
	Bilgi yok	0	0	0	141	141
Toplam		118	65	19	266	468

Tablo 7'yi açıklamadan önce, yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyeti ile eğitim düzeyi arasında bir ilişki olup olmadığının ortaya konulması gerekmektedir. Bu nedenle Ki-Kare değerinin istatistiksel anlamlılığına bakılacaktır (Tablo 8).

Tablo 8: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti ile Eğitim Düzeyi Arasındaki İlişkinin Ki-Kare Testi ile Analizi

	Değer	df	Asymp. Sig. (2-sided)
Pearson Ki-Kare	158,638 ^a	6	,000
Olasılık Oranı	209,211	6	,000
Doğrusal-Doğrusal İlişkilendirme	91,136	1	,000
Geçerli Vaka Sayısı		468	

Tablo 8 incelendiğinde, Ki-Kare değerinin (158,638) istatistiksel anlamlılığı.000 ($p < 0.05$) olması nedeniyle, yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyeti ile eğitim düzeyi arasında anlamlı bir ilişki olduğu belirlenmiştir. Buna göre “H₂: Yerli ilaç firmalarındaki üst düzey yöneticilerin, cinsiyeti ile eğitim düzeyi arasında anlamlı bir ilişki bulunmaktadır.” hipotezi kabul edilmiştir.

Tablo 9: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Cinsiyeti ile Eğitim Düzeyi Arasındaki İlişkinin Simetrik Ölçüleri

		Value	Approx. Sig.
Nominal by Nominal	Phi	,582	,000
	Cramer's V	,412	,000
Geçerli Vaka Sayısı		468	

Tablo 9'da görüleceği üzere, Türkiye'de yerli ilaç firmalarındaki üst düzey yöneticilerin cinsiyeti ile eğitim düzeyi arasındaki ilişkinin simetrik ölçüleri incelendiğinde Phi değerinin 0,582 Cramer's V değerinin ise 0,412 olduğu gözlenmiştir.

Tablo 10: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Eğitim Düzeyi ile Eğitim Alanı Çapraz Tablosu

		Eğitim Düzeyi * Eğitim Alanı Çapraz Tablo							Toplam
		Eğitim Alanı							
		Eczacılık Fakültesi	Tıp Fakültesi	İktisadi ve İdari Bilimler Fakültesi	Mühendislik Fakültesi	Eğitim Fakültesi	Diğerleri	Bilgi yok	
Eğitim Düzeyi	Lisans	24	14	41	27	4	5	3	118
	Yüksek Lisans	8	3	25	23	1	3	2	65
	Doktora	1	6	5	4	0	3	0	19
	Bilgi yok	0	0	1	0	0	2	263	266
Toplam		33	23	72	54	5	13	268	468

Tablo 10’u açıklamadan önce, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı ile eğitim düzeyi arasında bir ilişki olup olmadığının ortaya konulması gerekmektedir. Bu nedenle Ki-Kare değerinin istatistiksel anlamlılığına bakılacaktır (Tablo 11).

Tablo 11: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Eğitim Alanı ile Eğitim Düzeyi Arasındaki İlişkinin Ki-Kare Testi ile Analizi

	Value	df	Asymp. Sig. (2-sided)
Pearson Ki-Kare	484,821 ^a	18	,000
Olasılık Oranı	589,013	18	,000
Doğrusal-Doğrusal İlişkilendirme	343,897	1	,000
Geçerli Vaka Sayısı	468		

Tablo 11 incelendiğinde, Ki-Kare değerinin (484,821) istatistiksel anlamlılığı.000 ($p < 0.05$) olması nedeniyle, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı ile eğitim düzeyi arasında anlamlı bir ilişki olduğu belirlenmiştir. Buna göre, “H₃: Yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı ile eğitim düzeyi arasında anlamlı bir ilişki bulunmaktadır.” hipotezi kabul edilmiştir.

Tablo 12: Yerli İlaç Firmalarındaki Üst Düzey Yöneticilerin Eğitim Alanı ile Eğitim Düzeyi Arasındaki İlişkinin Simetrik Ölçüleri

		Değer	Approx. Sig.
Nominal by Nominal	Phi	1,018	,000
	Cramer's V	,588	,000
Geçerli Vaka Sayısı		468	

Tablo 12’de görüleceği üzere, yerli ilaç firmalarındaki üst düzey yöneticilerin eğitim alanı ile eğitim düzeyi arasındaki ilişkinin simetrik ölçüleri incelendiğinde Phi değerinin 1,018 Cramer’s V değerinin ise 0,588 olduğu görülmüştür.

4. SONUÇ, TARTIŞMA VE ÖNERİLER

Bu çalışma, Türkiye’de faaliyet gösteren yerli ilaç firmalarındaki üst düzey yöneticilerin özelliklerinin araştırılması amacıyla çevrim içi yapılan nitel bir araştırmadır. Araştırmanın ilk kısmında yönetim ve yönetici kavramlarına değinilmiş, daha sonra araştırmanın amacı doğrultusunda çevrimiçi ulaşılan verilerin analizi ile elde edilen bulgularından bahsedilmiştir.

Araştırma kapsamında üst düzey yöneticilerin cinsiyeti, eğitim düzeyi, eğitim alanı ve yaş gibi sosyo-demografik özelliklerin belirlenmesi hedeflenmiştir. Bu bağlamda, firmaların internet sitelerinden faydalanılmıştır. Ancak, her ne kadar üst düzey yöneticilerin yaş aralığı açısından da incelenmesi istenirse de yeterli veriye ulaşılamadığından yaş yönünden herhangi bir değerlendirme yapılamamıştır. Bu durum araştırmanın kısıtlı bir yönlerinden biri olmuştur.

Üst düzey yöneticiler cinsiyet açısından incelendiğinde, yerli ilaç firmalarındaki üst düzey yöneticilerin %16,5’ inin kadın %53,4’ ünün erkek olduğu ve %30,1’inin ise bilgisine ulaşamadığı gözlenmiştir. Buna göre, üst düzey yöneticilerin çoğunluğunun erkeklerden oluştuğu görülmüştür. Bu sonuç, Burbridge (1994) tarafından yapılan çalışma bulguları ile paralellik göstermektedir. Kadınlar, çalışma hayatındaki kariyer hedeflerini yükseltmek için hak ettiklerini istemelerine karşın alanında uzman ve yönetici olan kadın, kamu ve özel sektörde yer alan üst yönetim ve karar mercii pozisyonlarında yer almamaktadır. Benzer şekilde, Bayhan ve diğerleri (2020) tarafından yapılan çalışmada da araştırmaya katılan yöneticilerin %88,9’ unun erkek olduğu belirtilmektedir. Ayrıca, hane halkı işgücü araştırması (URL-2) sonuçlarına göre, şirketlerde) üst düzey ve orta kademe yönetici pozisyonundaki kadın oranı 2012 yılında %14,4 iken 2020 yılında %19,3 olduğu gözlenmiştir. Bahse konu bulgular, bu araştırmanın verileri ile örtüşmektedir. Ayrıca, kadın yöneticiler incelendiğinde, genellikle diğer yöneticilerle akrabalık ilişkisi olduğu görülmektedir. Dolayısıyla, yönetici pozisyonunda çalışan kadınların çoğunlukla aile kontenjanı sayesinde yönetici olduğu söylenebilir. Bu durumun belirlenmesinde, yönetim kademesinde olan üst düzey yöneticilerin soy isim benzerliklerinden yararlanılmıştır.

Bununla birlikte, üst düzey yöneticiler eğitim düzeylerine göre incelendiğinde, yerli ilaç firmalarındaki üst düzey yöneticilerin %25,2’sinin lisans, %13,9’unun yüksek lisans, %4,1’inin de doktora mezunu olduğu görülmüştür. Fakat, yöneticilerin çoğunluğunun (%56,8) eğitim düzeyleri hakkında bilgiye ulaşamamıştır. Bu durum, çalışmanın diğer bir kısıtlı yönünü oluşturmaktadır. Ancak, elde edilen bilgiler ışığında, ilaç sektöründe üst düzey bir yönetici olabilmek için en az lisans seviyesinde bir eğitime sahip olmak gerektiği anlaşılmaktadır. Benzer şekilde, Şencan ve diğerleri (2017) tarafından yapılan çalışmada da aynı sonuçlara ulaşıldığı görülmektedir.

Üst düzey yöneticiler eğitim alanlarına göre incelendiğinde ise, yerli ilaç firmalarındaki üst düzey yöneticilerin en yüksek oran (%15,4) ile İktisadi ve İdari Bilimler Fakültesi mezunu olduğu görülmüştür. Eczacılık Fakültesi’nden mezun olan yöneticilerin oranı (%7,1) ise oldukça düşüktür. Diğer taraftan, Sözen Şahne ve Şar (2015) tarafından Türkiye’de İlaç Endüstrisinde liderler üzerinde yapılan araştırmada eczacıların oranının (%25,9), İktisadi ve İdari Bilimler Fakültesi mezunu çalışanlardan / yöneticilerden oldukça yüksek olduğu gözlenmiştir. Bu iki araştırma arasındaki farklılığın sebebinin bu araştırmada %57,3’lük oranındaki büyük bir çoğunluğun eğitim alanına yönelik bilgisine ulaşamamış olmasından kaynaklandığı düşünülmektedir.

Bu araştırmanın en büyük kısıtlarından biri, firmaların internet sitelerinde yöneticileri ile ilgili yeterli bilgiye yer vermemeleridir. Bu yüzden, çalışma kapsamındaki yöneticilerin çoğunluğunun bilgilerine yeteri kadar ulaşamamıştır. Sadece, belirli bir kesimin bilgilerine ulaşılabilmiştir. Bu araştırma neticesinde firmalara bu kapsamda yasal bir sorumluluk olarak yöneticilerinin, çalışanlarının istatistiksel verilerini paylaşması istenebilir. Çünkü bu bilgiler firmaların hangi eğitim seviyesinde, hangi

cinsiyette, hangi meslekte ve hangi yaş aralığında iş gücünü istihdam ettiğinin ortaya konulmasını ve ilaç sektöründe çalışmak isteyen ve iş arayanların kendilerini hangi yönlerden geliştirmesi gerektiği açısından fikir sahibi olmalarını sağlayacaktır.

Bununla birlikte, internet üzerinden yapılan araştırmada firmaların internet sitelerinde paylaşımları gereken bazı zorunlu bilgiler olduğu görülmüştür. 14 Şubat 2011 tarihinde 27846 sayılı Resmî Gazetede yayımlanarak 01.07.2012 tarihinde yürürlüğe giren ve yürürlüğe girmeden önce 6335 sayılı Türk Ticaret Kanunu ile Türk Ticaret Kanunu'nun Yürürlüğü ve Uygulama Şekli Hakkında Kanunda Değişiklik Yapılmasına Dair Kanun ile birçok maddesi değiştirilen ve kaldırılan 6102 sayılı Türk Ticaret Kanunu'nun 39. maddesi ile internet sitesinde Tacirin Sicil Numarası, Ticaret Unvanı, İşletmesinin Merkezi gibi bilgilerin bulunması gerektiği görülmüştür. Ayrıca Anonim Şirketlerde; Yönetim Kurulu Başkan ve üyelerinin adları ve soyadları, Taahhüt edilen sermaye miktarı ve Ödenen sermaye miktarı, Limited Şirketlerde; Müdürlerin adları ve soyadları, Taahhüt edilen sermaye miktarı, Ödenen sermaye miktarı Sermayesi Paylara Bölünmüş Komandit Şirketlerde ise Yöneticilerin adları ve soyadları, Taahhüt edilen sermaye miktarı ve Ödenen sermaye miktarının olması gerektiği görülmüştür (URL-3). Gerek bilimsel araştırmalara kolaylık sağlaması gerekse ilaç sektöründe iş arayan veya üst düzey yönetici olmak isteyen eczacılara ve diğer ilgililere kendilerini hangi konularda geliştirmeleri veya hangi özelliklere sahip olmaları konularında aydınlatılabilmesi açısından firmalardaki çalışanların ve yöneticilerinin sosyo-demografik özelliklerinin ve mesleki bilgilerinin çevrimiçi olarak paylaşılması gerektiği düşünülmektedir. Ayrıca, doğru işi doğru çalışan ile buluşturmak için de bunun yasal bir zorunluluk haline getirilmesi önerilebilir.

Sonuç olarak, Türkiye'de faaliyet gösteren yerli ilaç firmalarındaki üst düzey yöneticilerin büyük bir kısmının erkek, en az lisans mezunu ve daha çok İktisadi ve İdari Bilimler Fakültesi mezunu olduğu gözlenmiştir. Elde edilen bulguların, yeni mezun eczacılara ya da eczacı adayları olan eczacılık fakültesi öğrencilerine yol göstereceği düşünülmektedir. Henüz fakülte'deki öğrenci eczacıların ilaç sektöründe çalışma ile ilgili kariyer planları var ise, seçmeli derslerde eczane işletmeciliği ile ilgili hukuk, muhasebe, yönetim gibi dersleri tercih etmesi ve özellikle MBA alanında kendilerini geliştirmeleri önerilebilir.

Ayrıca, konuya yönelik ilgili diğer araştırmacılara yönelik öneriler ise şöyle sıralanabilir:

- İlaç sektöründe üst düzey yöneticilerin, erkek yöneticiler olarak tercih edilmesinin sebepleri anket ya da mülakat yöntemleriyle araştırılabilir.
- İlaç sektöründe üst düzey yöneticilerin çoğunluğunun İktisadi ve İdari Bilimler Fakültesi mezunu olarak tercih edilmesinin sebepleri anket ya da mülakat yöntemleriyle araştırılabilir. Elde edilecek sonuçlar eczacıların ya da eczacı adaylarının kariyer yönetimi açısından faydalı olabilir.

Sonuç olarak, bu çalışma ile ilaç sektöründeki üst düzey yöneticilerin sosyo-demografik özellikleri çevrimiçi olarak araştırılmıştır. Çalışma amacına, kısıtlardan dolayı nispeten ulaşabilmiştir. Ancak, elde edilen sonuçlar, gelecekteki araştırmalar açısından bir temel niteliğinde olup, ilgili araştırmacılara yol göstereceği düşünülmektedir.

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Kamu Yönetiminde Denetim Usulleri ve Etik Denetim

Audit Procedures and Ethical Audit in Public Administration

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Abstract

Supervision is an important phenomenon that must be implemented not only in administrative structures but also in social organizations. In the most general terms, auditing is to evaluate whether a predetermined purpose has been achieved. In addition, the audit aims to measure the extent to which the management implements its planning, coordination and organizational duties, and carries out corrective actions through control mechanisms. Auditing is the control of the relevance, appropriateness and effectiveness of the activities carried out in an organization. Supervision of public administration is an extremely important issue in states of law. Audit procedures of public administration are political audit, administrative audit, ethical audit, audit by ombudsman and judicial audit. Public services are carried out by the administrations spread throughout the country. It has unilateral superior and privileged powers for the execution of these services. It is necessary to prevent arbitrary practices and supervise the administration by binding the use of these decision-making mechanisms to certain rules. Conceptually, ethics is the individual's practice and maintenance of good by analyzing behavioral standards and value judgments. In this respect, ethical control in public administration focuses on the ethical behaviors that officials must comply with while conducting public affairs. Good management understanding will emerge when the determined objectives are achieved in the most appropriate way. Achieving the goals is possible with the correct behavior of the personnel in the organization. Whether the personnel complies with ethical behavior or not is revealed through ethical auditing. The fact that the management works in accordance with the ethical principles, wastage in services, It will not only destroy inefficiency and inefficiency, but also will give people a sense of trust in public administration and the organization, and will be an indicator of the healthy and safe functioning of the bureaucracy. In this study, first of all, audit procedures in public administration will be mentioned, and then "ethical audit in public administration", which requires adherence to ethical principles and rules, ethical behavior principles that public administration must comply with and regulations in current legislation will be examined.

Keywords: Audit, ethics, ethics in public administration, administration

Özet

Denetim yalnızca yönetsel yapılarda değil, sosyal örgütlenmelerde uygulanması lazım gelen mühim bir olgudur. Denetim en genel ifadeyle önceden belirlenen bir amaca erişilip erişilmediğini değerlendirmektir. Ayrıca denetim, yönetimin planlama, eşgüdüm ve organizasyon görevlerini ne

derece uyguladığını ölçmeyi de amaçlar ve denetim mekanizmaları sayesinde düzeltici faaliyetler yürütür. Denetim bir teşkilatta yapılan faaliyetlerin amaca uygunluğu, yerindeliği ve etkinliğinin kontrol edilmesidir. Kamu yönetiminin denetimi hukuk devletlerinde son derece mühim bir husustur. Kamu yönetiminin denetim usulleri siyasal denetim, yönetsel denetim, etik denetim, kamu denetçisi yoluyla denetim ve yargısal denetimdir. Kamu hizmetleri, ülke çapında yayılmış olan idareler eliyle yürütülmektedir. Bu hizmetlerin yürütülebilmesi için de tek taraflı üstün ve ayrıcalıklı yetkilere sahiptir. Bu karar alma mekanizmalarını kullanma durumları belli kurallara bağlanarak keyfi uygulamaların engellenmesi ve yönetimin denetlenmesi gereklidir. Kavramsal olarak etik, bireyin davranış standartlarını ve değer yargılarını analiz ederek iyiyi uygulaması ve onları devam ettirmesidir. Bu bakımdan kamu yönetiminde etik denetimi, görevlilerin kamusal işleri yürütürken uyması gerekli etik davranışlar üzerinde durmaktadır. İyi yönetim anlayışı belirlenen amaçlara en uygun şekilde ulaşılması durumunda ortaya çıkacaktır. Amaçlara ulaşmak personelin örgütte sergiledikleri doğru davranışlarla mümkündür. Personelin etik davranışlara uyup uymadığı etik denetim sayesinde ortaya çıkmaktadır. Yönetimin etik ilkelerine bağlı işlerde bulunması hizmetlerdeki israf, verimsizlik ve etkinsizliği yok edeceği gibi insanların kamu yönetimine ve örgüte güven duygusunu kazandıracak, bürokrasinin sağlıklı ve güvenli şekilde işlediğinin bir göstergesi olacaktır. Çalışmada önce kamu yönetiminde denetim prensiplerine değinilecek ve ardından etik ilke ve kurallara bağlı kalmasını öngören “etik denetim kuralları” ile kamu yönetiminin uyması gereken etik davranış ilkeleri ve güncel kanunlardaki uygulamalar incelenecektir.

Anahtar Kelimeler: Denetim, etik, kamu yönetiminde etik, idare.

GİRİŞ

Denetim, kamu yönetiminin temelini oluşturan bir mekanizmadır. Yönetici ve personel, kendilerine çizilen sınırlar dâhilinde kalmak zorundadırlar. Kamu yönetiminde oluşturulan planların, misyon ve vizyonların ne derece uygulandığını, belirlenen amaçların ne durumda olduğunun tespiti ve kamu yararının gözetilip gözetilmediğinin saptanması, denetim aracılığıyla olmaktadır. Denetim sayesinde yapılan durum analizi sonucunda, gelinen noktanın tespiti ve geleceğe yönelik tahminler de yapılabilmektedir. Kamu yönetiminin denetimi çeşitli yollarla sağlanmaktadır. Denetim mekanizmaları siyasi denetim mekanizması, örgütün kendi içyapısındaki denetim mekanizması, idarenin kendisinden bağımsız olan kamu denetçisi yoluyla denetim mekanizması, yargısal denetim ve etik denetim mekanizmasından oluşmaktadır.

Etik, insanların birbirleriyle ve kurumlarla ilişkilerinde ve kurumlar içindeki davranışlarında iyi, doğru, kötü veya yanlış olarak adlandırdıkları değer yargılarıdır. Bu değer yargıları ve ahlak kurallarının; toplum, siyaset, yönetim ve yargı alanlarında çok önemli bir yeri vardır. Kamu yönetimi bağlamında etik, uyulması gereken ve kaçınılması gereken davranış ve ilkeleri ifade etmektedir. Kamu yönetiminde etik ile, hizmetleri yürüten kurumların etik dışı davranışlarını engellemek toplumun idareye olan saygısını, güvenilirliğini artırmak amaçlanmaktadır. Etik davranışların uygulanıp uygulanmadığının denetimi ise yasal altyapısı olmakla beraber, etik kurullar ve disiplin kurulları aracılığıyla sağlanmaktadır.

1. DENETİM KAVRAMI

Yöneticilere bir kuruluş içindeki belirli kaynaklar ve hizmetlerle ilgili mevcut duruma genel bir bakış sağlayan denetim, tanınmış bir yönetim tekniğidir (Botha ve Boon, 2003:23). Denetim;

standartların oluşturulması, eylem sonrası performansın test edilmesi, bunun sonucunda herhangi bir negatif gidişata rastlanılırsa durumu düzeltme çabalarından meydana gelmektedir (Yazıcı, 2004: 187). Yönetimsel bir faaliyet olan denetim daha önceden belirli olan standartlara uyulup uyulmadığının kontrolüdür. Örgüt içerisindeki faaliyetlerin amaçlara uygun ilerlediğinin tespiti, varsa yanlışlıkların düzeltilmesi ve olumsuz taraflarından en fazla katkının alınması denetim ile mümkündür. Bu bağlamda denetim, eylemlerin standartlara uygun yapıldığını veya yapılmadığını kontrol etmeyi amaçlayan işlemlerdir. Özetle denetim; kurallara uyulması, uyulmadığı takdirde bunun düzeltilmesi için yapılan faaliyetlerdir. Etkili kullanıldığı zaman örgüt içerisinde eksikliklerin giderilmesi için oldukça önemli bir yoldur. Denetim sonucu, örgüt hedeflerini kendi doğrultusuna çevirip faaliyetlerini sürdürebilmektedir.

1.1.Denetimin Amacı ve Önemi

Denetim, örgütün hedefleri doğrultusunda ilerleyip ilerlemediğini kontrol ederken bazen de üretkenliğini artırmayı sağlamaktadır (Doğan, 2015: 111). Yönetimsel bir faaliyet olan denetim sonucu, mevcut durum üzerinden incelemeler yapılabilmektedir. Örgütün geleceğe emin adımlarla ilerlemesini sağlayan önemli bir araç olarak kullanılan denetim, daha verimli ve etkin bir kamu yönetimi için gereklidir. Bu bağlamda denetim, örgütlere, gayelerine ilerleme noktasındaki faaliyetlerini değerlendirme imkânı sağlar; ulaşılan noktalarla ulaşılmak istenilen hedefleri karşılaştırarak, aksaklıkların giderilmesi ve bunların yinelenmesine de engel olur.

Denetimin amaçları arasında süreklilik, önleme ve sınırlama, düzeltme, reform, eşgüdüm, verimlilik ve etkinlik bulunmaktadır (Atay, 1999: 33-36). Denetimin bir amacı olarak süreklilik, söz konusu örgüt yapısının faaliyetlerinin çevre ile uyumlu olmasını ifade eder. Süreklilik ile ifade edilmek istenen, gelişimin örgüt içerisinde istemeden de olsa var olmasıdır. Gelişme var olduğu sürece denetim vardır çünkü denetimler sonucu örgütler eksikliklerini görmekte ve bu eksiklikleri gidermek için önlemler veya kararlar almakta ve örgüt gelişmeye devam etmektedir. Önleme ve sınırlama, planlanmış faaliyetler çerçevesinde herhangi bir olumsuzlukla karşılaşılıyorsa denetim sayesinde bunlara çözüm bulmayı ifade eder. Denetlenen işlemlerin, herhangi bir yapıya zararı varsa denetimin nihayetinde durum tashih edilmelidir. Denetlemenin amaçlarından biri olan düzeltmede ise temel hedef, kurum veyahut kişilerin işlerini yürütürken karşılaştıkları aksaklıkların belirlenmesidir. Örgüt, her türlü yeni düşünceye açık olmalıdır. Bu bağlamda denetimin reform amacı, tespit edilen aksaklıkların çözümü için yeni düşünceler, usuller ve yöntemler kullanılmasıdır. Bir yönetimsel organizasyonda işlemlerde görülen aksama, diğer kısımdaki işleri de etkileyecek ve bunun sonucu verimlilik ve etkinliğin düşmesi söz konusu olacaktır. Bu nedenle organların düzenli işlemesi için eşgüdüm sağlanmalıdır ki burada denetimin rolü önemli ölçüde kıymetlidir. Son olarak verimlilik ve etkinlik, denetimin en mühim amaçlarından biridir. Tüm yönetimsel organizasyonlar hizmetlerini yürütürken plan istikametinde faaliyetlerinden olumlu çıktılar almak isteyeceklerdir. Bu sebeple işin uygun maliyetli, üretkenliği yüksek ve nitelikli olmasına gayret edilecek ve bu da etkinlik ve verimliliği artırarak denetimin amacına ulaşmasına sağlayacaktır (Karacan ve Uygun, 2012: 24-25).

Denetim, düzenli bir ilerleme özelliği gösterir. Denetim neticesinde elde edilecek olan bilgi ve belgeler nesnel bir şekilde incelenir ve neticesinde raporlanır. Faaliyetlerin hedeflerine ne kadar ulaştığı tarafsız bir şekilde ortaya konan kanıtlar sayesinde olacaktır. Bir süreç olarak denetim, işlemlerin başlamasından planların, faaliyetlerin izlenmesi ve inceleme sonucunda bir raporun ortaya konmasıdır. Denetim önceki yıllarla mukayese işidir. Önceki yıllarla ilgili karşılaştırma yapmaktır

Bütün bu işleri, alanında yetkin ve herhangi bir baskı altında olmayan şahıslar yapmalıdır (Ergin, 2012: 8-9).

1.2.Denetim İlkeleri

Denetim genel manada kalıplara uygunluk amacıyla yürütülen bir iştir (Arslan, 2002: 81). Bu kalıplar yürütülen faaliyetlerin doyurucu bir seviyeye gelmesinde gerekli performansın sağlanmasını yerine getirmektedir (Berryman, 1960:70). Standartların mevcudiyeti, denetim işini yapan denetçinin görevini yürütürken ona yardımcı olan yol gösteren ilkelerdir.

Denetimin ilkeleri arasında; bağımsızlık, yasallık, nesnellik, dürüstlük ve ölçütün belirlenmesi bulunmaktadır. Bağımsızlık, denetimi yapan kişi veya organın herhangi bir etki altında kalmadan işini yürütmesidir. Herhangi bir kurum adına yapılan denetimler bağımsız olarak yürütülürse sağlıklı sonuçlar alınabilir. Bu kapsamda örnek verilebilecek bir kurum, Cumhurbaşkanlığına bağlı Devlet Denetleme Kurulu'dur. Kurulun gücü bağımsızlığı ile doğru orantılıdır. Yasallık ilkesi, denetim faaliyetlerinin yasalara uygun bir şekilde yapılmasını ifade eder. Kamunun denetiminde mutlaka hukuka uygun hareket edilmelidir. Nesnellik ilkesine göre denetçi, görevini yaparken mevcut durumla alakalı olmalı ve olması gereken durumla karşılaştırıp bir sonuca ulaşmalıdır. Denetim faaliyetleri esnasında taraf tutulmamalı, işe objektif yaklaşmalıdır (Atay, 1994:33-38).

2. KAMU YÖNETİMİNİN DENETİMİ

Yönetim, yerine göre hem devletin örgütleyici fiillerini hem de bu fiilleri uygulayan vasıta olarak kullanılır (Fişek, 1972: 208). Hedef bakımından yönetim sosyal hayatın farklı kesimlerinin çalışmasını düzenleyen ve toplumdaki yönetsel organların tanımlayıcı karakteristiklerine göre somutlaşan eylemlerdir. Aynı doğrultuda olan amaçlarını gerçekleştirmek için bir arada buldukları örgütün, hedeflerini gerçekleştirmede en kestirme yolları kullanan ve planlama, örgütlenme, personel alma, yönlendirme, eşgüdüm ve denetleme öğelerinden oluşan karmaşa olarak nitelendirilebilir (Fişek, 1979:1).

Kamu yönetimi ise, bütün toplumun bir arada olduğu ve genellikle karşılıklı sorunlar arasında faaliyet gösteren, kamu hizmetlerini gören bir idari aygıttır. Toplumlar geliştikçe devlet yapıları da görevleri itibariyle genişler, birimler daha ehil ve teknik hale gelirler (Eryılmaz, 2019:9). Gelişen bu durumda devlet birimleri kendi içyapısını ve işleyişlerini düzenleyen kurallar kodifiye eder ve yürütmeye başlar. Bu kurallar sayesinde düzenli işleyen kamu kurumlarına halkın güveni artmakta ve kurumlar saygınlık kazanabilmektedir.

2.1.Kamu Yönetiminde Denetimin Önemi ve Gerekliliği

Kurum veya kuruluşların ya da bir plan, projenin yürütülmesinin önceden saptanmış ölçülere uygunluğunu inceleme, gözlem, sorgulama gibi araçlarla belirlenip, sonuçların tarafsızca ve sistemli bir şekilde değerlendirilmesi ve ilgiliye aktarılması süreci kamu yönetiminde denetim olarak adlandırılmaktadır (Gournay, 1971:93). Denetimin kamu yönetimin bağlamında uygulanması, devlet uzuvları ve yurttaşlar tarafından himaye altında bulundurulularak kamu idaresinin kamu yararını gözeterek, hukuka uygun faaliyet yürütmesi için önemli ve gerekli bir mekanizmadır. Bu yüzden kamu yönetimde denetim, kamu idarelerine anayasanın ve kanunların vermiş olduğu yetkilerin tanımlanması ve kamu idarelerinin bu yetki çerçevesinde faaliyetlerini yürütmesi açısından oldukça önemlidir (Doğan, 2015:132).

Denetleme yönetim faaliyetlerinin önemli bir parçasıdır. Bu yüzden kamu yönetiminin işlemleri sorunsuz, nitelikli ve belirlenen zaman diliminde yürütülebilmesi için denetlenmelidir. Planlara uygun

işlemlerin yürütülmesini sağlamak için denetim gereklidir. Örgüt tarafından yürütülecek gayeler doğrultusunda mevcut gidişatın çözümlenmesi yapılacak ve eksikliklerin giderilmesini mümkün kılacaktır. Denetim sayesinde, kurumun mevcut durumunun gözlenme imkânı bulunmaktadır. Denetim faaliyetlerini yürüten denetçiler ise, örgütü tanımaya başlayacak ve bir sonraki denetimin verimi yükselecektir. Son olarak denetim anayasa ve kanunların düzenlediği ölçüde ve izin verdiği kişi veya organlar tarafından denetlenecek ve bu durum, denetimin belirli bir yöntem doğrultusunda yapılmasını sağlayacaktır (Tortop, 1974: 27-28).

3. DENETLEME USULLERİ

Kamu yönetiminde denetimin önemi açıkken, bu denetimin ne şekilde olacağı, hangi organlar tarafından nasıl sağlanacağını da önemli bir konudur. Siyasal denetim yasama organı tarafından yapılan denetimi ifade eder. İkinci olarak yönetsel yani idari denetim yolu ise hiyerarşik denetim ve idari vesayet denetimini içermektedir. Diğer bir usul kamu denetçiliği yoluyla denetimdir. Kamu Denetçiliği Kurumu vasıtasıyla bu denetim yürütülür. Yargısal denetim kamu yönetiminin faaliyet alanında yürüttüğü işlemleri bağımsız ve tarafsız yargı oranları tarafından denetlenmesini içermektedir. Son olarak etik denetim ise kamu yönetimi literatüründe “yönetsel ahlak”, “kamu yönetimi ahlakı” gibi kavramlarla anılmaktadır.

3.1.Siyasal Denetim

Siyasal denetim kamu yönetiminde önemli denetim usullerinden birisidir. Siyasi organlar, kamu yönetimine yetkileri vermekte ve yetkilerin kullanımını denetlemektedirler. Bu açıdan yetkiyi alan yönetim organının yetkiden kaynaklı olarak yürüttüğü faaliyetin denetlenmesi, siyasal denetim olarak ifade edilir (Akpınar, 2006: 61). Yasama organı tarafından yapılan denetim siyasal denetim konusunda ilk akla gelmektedir. Yasama organı denetimi ülkenin gelişmişliği hakkında bilgi verir. Modern yönetim sistemine sahip ülkelerde yönetimin işlevleri yasama organının denetimine açıktır (Sezer, 2010: 6). Ülkemizde yasa yapma yetkisine sahip organ TBMM'dir. TBMM; yazılı soru, meclis araştırması, genel görüşme ve meclis soruşturması gibi anayasal denetleme yaptığı gibi bütçe görüşmeleri yoluyla da denetimini yapabilir. Ayrıca komisyonlar yolu ile de denetim sürdürebilir. Bu komisyonlar Dilekçe, İnsan Haklarını İnceleme ve Kadın Erkek Fırsat Eşitliği Komisyonu'dur.

Yazılı soru, 15 günde cevaplandırılmak üzere milletvekillerinin kendilerine yöneltilen soruları yanıtlamasıdır. Cumhurbaşkanı yardımcıları ve bakanlar yazılı soruların muhatabıdır. Belli bir konuda bilgi edinmek için yapılan inceleme meclis araştırmasının içeriği olarak kabul edilmektedir (www.mevzuat.gov.tr, 2022a). Komisyon raporu genel kurulda görüşülür ve mevcut durumla ilgili tartışmalar yapılır ve nihayetinde herhangi bir aksaklığın varlığı durumunda gerekli önlemler alınır.

Meclis soruşturması, görevleriyle ilgili bir suç işlediği iddiasıyla cumhurbaşkanı yardımcıları, bakanların veya Cumhurbaşkanı hakkında herhangi bir suç işlediği iddiasıyla cezai sorumluluğunu araştırma yoludur. Soruşturmada 15 kişilik bir komisyon kurulmaktadır. Denetimini bu komisyon 2 ay içerisinde tamamlar eğer tamamlayamazsa 1 aylık kesin süre verilir. Bu sürede denetim sonucu rapor Meclis başkanlığına verilir ve başkanlığa verildiği tarihten itibaren 10 gün içerisinde üyelere dağıtılır, dağıtımdan 10 gün içerisinde ise Genel kurulda görüşülür. Meclis soruşturması ile yürütmenin keyfi işlemleri denetlenmekte ve görevleriyle ilgili herhangi bir sorunda meclisin denetim yetkisi devreye girmektedir. Genel Görüşme, toplumu ve Devlet faaliyetlerini ilgilendiren bir konunun TBMM Genel Kurulunda görüşülmesidir. Bütçe görüşmeleri; yasama organının, yürütme ve kamu yönetimi üzerinde uyguladığı denetim araçlarından bir başkasıdır. Ulusal bütçelerin yapılması ve onaylanması, yasama organının yetkisindedir. Yasama organı bu yetkisini kullanırken, gelir ve giderlerin tahsisi yoluyla kamu yönetimini de denetler. Devlet bütçesini yapan ve onaylayan yasama organı, devletin harcamalarını denetleme yetkisini de üstlenmiştir. Ülkemizde Sayıştay, yasama organı adına kamu

kurumlarını mali açıdan denetlemektedir. Sayıştay, anayasal bir organdır. Anayasaya göre Sayıştay, genel ve katma bütçeli kuruluşların bütün gelir ve giderleri ile mallarını TBMM adına denetleyen ve sorumluların hesap ve işlemlerini kesin hükme bağlayan bir kuruluştur (Eryılmaz, 2021:206).

Yasama organının başkaca denetim yolları ise komisyonlar yoluyla gerçekleştirilmektedir. Bu kapsamda Anayasanın 74. Maddesine göre, “Vatandaşlar ve karşılıklılık esası gözetilmek kaydıyla, ikamet eden yabancılar kendileriyle ve kamu ile ilgili dilek ve şikâyetleri hakkında, makamlara ve Türkiye Büyük Millet Meclisi’ne yazı ile başvurma hakkına sahiptir” (AY md 74/1). Böylece vatandaşlar, idareyle alakalı istek ve itirazlarını yazılı surette TBMM’ye ileterek idari organlar üzerinde Meclisin görevini başlatmış bulunmaktadır. İnsan haklarını inceleme komisyonu verilen başvurular sonrasında ya da herhangi bir başvuru olmaksızın kendiliğinden araştırma yapabilmektedir. Komisyon kendisine gelen dilekçeler hariç, kendisi yerinde incelemeler şeklinde de yürütebilir. Son olarak Kadın Erkek Fırsat Eşitliği Komisyonu ise, erkek kadın arasındaki toplumsal cinsiyete dayalı ayrımcılığı ile ilgili iddiaları incelemek gerekli görüldüğü takdirde yetkili organlara iletmekle görevlidir.

3.2.Yönetmel Denetim

Kamu yönetiminin kendi içyapısının denetlenmesi yönetsel yani idari denetimin konusunu oluşturur. Yönetmel denetim örgütün kendi içerisinde yer alan kuruluşlar vasıtasıyla denetlenmesi durumudur. Bir kamu kurumunun bizzat içerisinde yürüttüğü denetim, iç denetim olarak adlandırılmaktadır. Bir başka kuruluş tarafından yürütülen denetim ise dış denetimdir (Gözübüyük, 2006:321). Anayasanın 123.maddesinde “idarenin kuruluş ve görevleriyle bir bütündür ve kanunla düzenlenir” şeklinde ifade edilmektedir. İdarenin bütünlüğü ise hiyerarşik denetim ve idari vesayet denetimi ile sağlanır.

Hiyerarşik denetim, devlet tüzelkişiliği altında teşkilatlanmış kuruluşlarda ve kamu tüzel kişilikleri olan yerinden yönetim kuruluşlarının kendi içerisinde emir komuta doğrultusunda gerçekleşen yönetsel kontrol çeşididir (Nohutçu, 2020:29). Her örgütte hiyerarşi bulunmaktadır. Kişiler üzerinde ve işlemler üzerinde yapılan denetimdir. Kişi üzerinde disiplin cezası, yerini değiştirme gibi üste yetkiler vermektedir. Ayrıca işlemler üzerinde de hiyerarşik denetim yapılabilir. Üst astların işlemlerini denetleyebilir, hukuka uygun ya da yerindelik denetimi yapabilir ve denetim sonucunda uygun bulabilir, değiştirebilir, durdurabilir. Bu sayede örgüt içerisinde düzeni bozan kişilere veya aykırı alınmış işlemlere karşı etkili bir denetim mekanizması yürütülmüş olacaktır (Gözübüyük, 2006:323). Hiyerarşik denetim idarenin kendi içerisinde bütünlüğü sağlamaya yönelik bir yetkidir (Gözler, 2006:43).

İdari vesayet denetimi ise anayasada düzenlenmiştir. Anayasaya göre “merkezi idare, mahalli idareler üzerinde mahalli hizmetlerin idarenin bütünlüğü ilkesine uygun şekilde yürütülmesi, kamu görevlerinde birliğin sağlanması, toplum yararının korunması ve mahalli ihtiyaçların gereği gibi karşılanması amacıyla, kanunda belirtilen esas ve usuller dairesinde idari vesayet yetkisine sahiptir” (www.mevzuat.gov.tr, 022a).Yerinden yönetim kuruluşlarının devlet tüzel kişiliğinden farklı tüzel kişiliğe sahip olduklarından kendi özerklikleri vardır ve merkezin hiyerarşik denetiminin dışındadır. Bu sebeple, idari vesayet denetimi idarenin bütünlüğü ilkesi doğrultusunda, kamu yönetimi organlarının noksansız olarak çalışmasını hazırlamak kastıyla geliştirilmiş bir aygıttır.

3.3.Kamu Denetçisi (Ombudsman) Denetimi

İdarenin özerk bir denetçi tarafından denetlenmesi İsveç’te Ombudsman kurumuyla ortaya çıkmıştır (Gözler, 2006:300). Kamu denetçisi olarak da adlandırılan bu kurum idarenin işleyişine ilişkin itirazları ele alır, inceleme araştırma sonucunda bir kanıya varır. Hukukumuzda Kamu

Denetçiliği, Meclis Başkanlığına bağlı olarak kurulmuştur. Ayrıca kendine özgü kanunu da bulunmaktadır. 6328 sayılı Kamu Denetçiliği Kurumu Kanunu'na göre kurumun görevi: “İdarenin işleyişi ile ilgili şikâyet üzerine, idarenin her türlü eylem ve işlemleri ile tutum ve davranışlarını; insan haklarına dayalı adalet anlayışı içinde, hukuka ve hakkaniyete uygunluk yönlerinden incelemek, araştırmak ve idareye önerilerde bulunmakla görevlidir” (www.mevzuat.gov.tr, 2022b).

Kurumun gayesi, kamu yönetiminin sorunsuz işlemesine destek olmak, şahısların haklarını idareye karşı himaye etmektir. Ayrıca kurum idarenin işleyişiyle ilgili itirazları inceler, her türlü eylem ve işlemlerin değerlendirmesini yapar, idarenin iyi yönetim ilkelerinin uygulanmasını değerlendirip idareye tavsiyelerde bulunur. Bütün bu değerlendirme ve incelemeler sonucunda doğrudan bir yaptırım olamayan Kamu Denetçiliği Kurumu, Meclise bağlı olarak görev yapması, kararların kamuoyuna duyurulması ve raporlar yayınlaması gibi özellikleri ile idareye karşı bir baskı yaratarak etkili olmaya çalışmaktadır (Eryılmaz, 2021:224).

3.4.Yargısal Denetim

Hukuk devleti ilkesi, yurttaşların hukuki düzende yer aldıkları, kamu idarelerinin eylem ve işlemlerinin hukuki normlara tabi olduğu düzendir. Bu normlara uyulmasını gözeten aygıt ise yargı denetimidir. Ayrı bir yargı kolu olarak düzenlenen idari yargı kolu idari davalara ve uyuşmazlıklara bakmakla görevlidir. Anayasanın 125.maddesinde; “idarenin her türlü eylem ve işlemlerine karşı yargı yolu açıktır” (www.mevzuat.gov.tr, 2022a). ibaresi bulunmaktadır. Yürütmenin yargısal denetimi, tek başına hukuki güvence için doyurucu olmaz. Yürütmenin yanında yasamanın da denetlenmesi gereklidir (Özbudun, 2004:117-118). Yargısal denetim ile yönetim araçlarını elinde bulunduranların, topluma karşı mesuliyetsiz davranmaması amaçlanmaktadır (Köse, 2000:69).

4. KAMU YÖNETİMİNDE ETİK DENETİMİ

Kamu yönetiminin organlarının etik ilkeler doğrultusunda çalışmalarını sürdürmesi, kurumlarda savurganlığı, yetersizliği azaltacağı için toplumun idareye itimatları da artacaktır. Bu doğrultuda kamu yönetiminde önemli bir kavramdır. Personellerin ise görevlerini yerine getirmesinde göstermesi gereken fiiller etiğin konusunu oluşturmaktadır. Etik, kamu personelinin görevini yaparken uyması gereken, şeffaflık, objektiflik, güvenilirlik, kamu yararını öncelikle gibi davranışları sergilemesidir (Eryılmaz, 2019:405). Yönetimin sürekli ve etkin işlemesi ve halkın itimatı açısından oldukça önemli bir kavramdır.

4.1.Kamu Yönetimi Etiği

Etik kavramı, kişinin bir işi yaparken, uygun bulunan davranış standartlarını inceledikten sonra, anlayıp üzerine düşünerek kendi kabul ettiği iyiyi uygulaması ve onları bir huy haline getirmesi durumudur (Pieper, 1999:30). Kamu yönetimi bağlamında etik görevlilerin görevlerini yürütürken, sergilemesi gereken eylemler üzerinde durmaktadır. Kamu kurum ve kuruluşlarında hizmeti yürütenlerin davranışları, devlet ve vatandaşlar bakımından önem arz etmektedir. Bir bakıma bürokrasinin ne kadar sorunsuz işlediğini de gözler önüne sermektedir (Önen ve Yıldırım, 2014:112).

Etik kamu yönetimi bağlamında, görevlilerin hizmetleri yürütürken uygulaması lazım olan saydamlık, dürüstlük, hesap verilebilirlik, tarafsızlık, çıkar düşünmeme, kamu yararı gibi ilke ve değerlerin genelidir (Eryılmaz, 2019:405).

4.2.Kamu Yönetiminde Etik Dışı Davranışlar ve Türleri

Kamusal malların ve görevlerin yürütülmesinden kamu görevlileri mesuldür. Kamu yönetiminin insani tarafını oluşturan kamu görevlileri, faaliyetlerini bazı ilkelere uygun yürütmelidirler ve

işlemlerinde kamu yararı doğrultusunda iş yapmalıdırlar (Yatkın, 2015:201). Hukuki düzenlemeler ile görevlilerden istenen tutumları, standartlara koyarak ve bu doğrultuda ana kuralları çizer. Bu ana kurallar mevzuatlardır. Mevzuatlar, etik ilkelere aksi hareket edenlere karşı yürütülecek olan hukuki prosedürleri netleştirecek, takibat ve tahkik prensiplerini ortaya koyacaktır (Çalık, 2012: 21-22).

Etik dışı eylemler, etik ilke ve değerlerle çelişme ve bağdaşmazlık, geleneklere aykırı davranma şeklinde açıklanabilir (Yüksel, 2010:47). Etik dışı eylemlerin çoğaldığı milletlerde, kamu yönetimine karşı görüş ve düşünceler negatif yönde değişecektir. Bu doğrultuda etik dışı eylemlerin azaltılması için düzenlemeler yapılması hedeflenmektedir. Bu bakımdan etik dışı yollar önemli bir konu olarak ele alınabilir. Bu yollar; oy ticareti, kayırmacılık, yolsuzluk, rüşvet ve patronaj olarak karşımıza çıkmaktadır (Erim, 2018:34).

Devletin büyümesi, her alanda yükünün ağırlaşması kamu yönetiminin de büyümesine yol açmıştır. Büyüme sonucu sıkıntılarının sayısı da artmıştır. Bürokraside oluşan arızalar verimliliğin yok olmasına yol açmıştır (Erim, 2018:34). Yolsuzluk, kişisel yarar gayesiyle kamunun kaynaklarını kötüye kullanılması (Yatkın, 2015: 206); kanunlara uygun hareket etmeme (Yüksel, 2010:47); ya da görevlilerin yapmasına izin verilmediği şeyleri yapması veya izin verildiği şeyleri yapmaması (Çulpan, 1980:34) durumunda ortaya çıkabilmektedir. Yolsuzluk üç unsurun bir araya gelmesiyle oluşur. Bunlardan birincisi yetkili kişi, ikincisi normlara aykırılık, üçüncüsü ise çıkar sağlamadır.

İnsanlığın geçmişten beri uğraştığı rüşvet önemli bir sıkıntıdır. Rüşvet kelimesi toplumda bazı işlerin çözülmesini meşakkatsiz yoldan hallettirmektir (Karakaş ve Çak, 2007:77). Rüşvetin yaygın olması etkili bir denetim mekanizmasının olmayışı hasebiyledir.

Kayırmacılık, önemli etik dışı konularından birisidir. Çok eski zamandan beri hayatımızda olan bir kavramdır ve halen karşılaşılmaktadır. Arkadaş ortamında, ailemizde, iş hayatımızda gördüğümüz önemli bir durumdur (Yatkın, 2015: 204). Kayırmacılık kamu görevini yürüten personelin faaliyetinde elle tutulur bir faydadan çok, bireylere bazı imtiyazlar hazırlama işidir (Yılmaz ve Kılavuz, 2002:21). Başka bir açıdan ise kamu faaliyetlerini yürüten kişinin hısımlarına kanuna karşı ayrıcalıklı iş yapmasıdır (Özsemerci, 2003:20). Günümüzde artık daha çok torpil kavramıyla karşımıza çıkan kayırmacılık gerek merkezi yapıda gerekse yerel yönetimlerde sık görülen bir durum haline bürünmüştür.

Oy ticareti veyahut oy satın alma kavramı toplumun ahlaki değerlerinin yozlaştığını bizlere anlatmaktadır. Yasa yapma sırasında karşılaşılan bu kavramla, meclis de partilerin çıkarları istikametinde kanun tekliflerini birbirileriyle karşılıklı beslemesiyle ortaya çıkar (Yüksel, 2010:56). Son olarak patronaj ise üst konumda olanların alt seviyedekileri kollaması, desteklemesidir. Siyaset arenasında iktidar partisinin, üst düzey görevlileri azlederek, yerine kendi siyasi yandaşını ataması durumudur (Özsemerci, 2003:20).

4.3.Türk Kamu Yönetiminde Etik

Etik dışı faaliyetler kamu yönetiminde en çok karşılaşılan sorunlardandır. Yönetimde etik dışı davranışlar devlete olan güveni sarsmaktadır. Etik dışı davranışların yayılmasındaki temel etken, denetim mekanizmalarının yetersizliği, davranış ölçütlerinin olmayışı, hukuk devleti anlayışının oturmamış olması, etik kültürünün tanınmaması, yönetimde şeffaflığın olmayışı olarak ifade edilebilir (TÜSİAD, 2005:24).

Etik davranışların, kamu yönetiminde yerleşme sürecinde en mühim adım, 2004 yılında uygulamaya koyulan 5176 sayılı “Kamu Görevlileri Etik Kurulu Kurulması ve Bazı Kanunlarda Değişiklik Yapılması Hakkında Kanun ”dur. Kanunun düzenleme alanı kamu personelinin uymasını

istediği şeffaflık, objektiflik, hesap verilebilirlik, dürüstlük, kamu yararını öncelikte tutmayı planlamıştır. Daha sonra “Kamu Görevlileri Etik Davranış İlkeleri ile Başvuru Usul ve Esasları Hakkında Yönetmelik” yürürlüğe girmiştir. Yönetmelik personelin uyması gereken davranış normlarını belirlemiştir. Bu bağlamda; yurttaş odaklı olma, görev bilincinde olma, saygılı ve kibar davranma, kamu menfaatini önde tutma gibi ilkeler belirlenmiştir.

2003 yılında uygulamaya konulan 4982 sayılı Bilgi Edinme Hakkı Kanunu ise diğer bir hukuki düzenlemedir. Kanun, demokratik ve şeffaf yönetimin gereği olan eşitlik, tarafsızlık ve açıklık ilkelerine uygun olarak kişilerin bilgi edinme hakkını kullanmalarına ilişkin esas ve usulleri düzenlemektedir.

Kamu personelinin etik ilkelerini kodifiye eden bir başka kanun ise 657 sayılı Devlet Memurları Kanunudur. Kanuna göre, “Memurların görevlerini yürütürken objektif bir şekilde yürütmesi ve devletin çıkarını koruması zorunludur” (www.mevzuat.gov.tr, 2022c). Yine mevzuata göre kamu görevlisi, konusu suç teşkil eden bir emri hiçbir suretle uygulamaz, uygulasa bile kişi sorumluluktan kurtulamaz.

SONUÇ

Denetim, yönetimin içerisinde yer alan ve örgüt içerisindeki faaliyetler hakkında öngörüler veren aktif bir prosedürdür. Denetim aracılığıyla eylem ve işlemlerin değerlendirilmesi, eksik tarafların tamamlanması sağlanmaktadır. Kamu yönetiminde denetim, çalışanların ve örgütün eylemlerinin ve işlemlerinin taranmasıdır. İşlem ve eylemlerin gözlemlenmesi sürecinde çeşitli organlar tarafından denetim yapılmaktadır. Siyasi denetim TBMM tarafından yapılan denetimi ifade etmektedir. TBMM denetimi ile KİT’ler, cumhurbaşkanı ve yardımcılarını ile bakanların denetimi mümkündür. İdarenin kendi içerisinde yaptığı denetim ise, hiyerarşi ve idari vesayet denetimi ile olmaktadır. Hiyerarşik denetim üstün astını denetlemesi suretiyle olmaktadır. Katı bir denetim usulü olan hiyerarşik denetim, emir ve talimat içermektedir. İdari vesayet denetimi ise merkezi yapının mahalli idareler üzerinde yaptıkları denetimi ifade etmektedir. Yargısal denetim ise, idarenin işlem ve eylemlerinin yargısal denetime tabi olmasıdır. Kamu denetçisi denetimi, idareden tamamen bağımsız yollarla yapılan denetimi ifade etmektedir.

Etik, günümüz yönetim anlayışı için önemli bir kavramdır. Etik dışı davranışlar kamu yönetiminin içinde halen sürmektedir. Günümüzde etik ile ilgili birçok yasal düzenlemenin yanı sıra etik kurullar da oluşturulmaktadır. Ülkemizde de bu kapsamda kurulan Kamu Görevlileri Etik Kurulu, personellerin uyması gereken etik ilkelerin uygulamasını izlemek için oluşturulmuş etik ile ilgili en temel kurumdur. Etik ilkeler kurumlarda uyulması gereken önemli ilkelerdir. Toplumun idareye güveni ve kamu yönetiminin sorunsuz işlemesi bakımından kamu yönetiminde etik denetim, dikkate alınmalı ve uygulanmalıdır.

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KADIN GİRİŞİMCİLİĞİ: MOTİVASYON FAKTÖRLERİ VE ENGELLER

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ÖZET

Girişimcilik sürecinde kadınların en önemli aktörlerden biri olarak ekonomik canlanmaya katkıda buldukları ve özellikle gelişmekte olan ülkelerin yerel ekonomilerinde giderek daha görünür hale geldikleri inkar edilmez bir durum haline gelmiştir. Bu nedenle kadın girişimciliğini etkileyen unsurlar, kadınların girişimciliği tercih etmesine neden olan motivasyon faktörleri, kadınların girişimcilik sürecinde karşılaştıkları zorlukların tespit edilmesi kadın girişimciliğinin geleceği ve gelişiminde hayati bir öneme sahiptir. Tüm bunlardan hareketle araştırmanın amacı kadın girişimcilerin iş kurma motivasyonları ve karşılaştıkları engelleri ortaya koymak olarak belirlenmiştir. Araştırmada nitel araştırma yöntemlerinden olgubilim deseni kullanılmıştır. Mersin ilinin Anamur ilçesinde faaliyet gösteren mikro işletme sahibi kadınlar ile birebir görüşmeler gerçekleştirilerek yarı yapılandırılmış açık uçlu sorular aracılığıyla veri toplanmıştır. Analiz sonuçları kadın girişimcileri kendi işlerini kurmaya teşvik eden (çeken) faktörleri “ekonomik gerekçeler”, “çalışma özgürlüğü” ve “aile/arkadaş desteği” olarak belirlemiştir. İş kurmaya iten faktörler ise gelir sağlama, kar elde etme gibi ekonomik gerekçelerdir. Kadın girişimcilerin işlerini kurarken karşılaştıkları en önemli sorunlar olarak ise sermaye eksikliği ve girişimcilik sürecinde kadın olarak yaşadıkları dezavantajlar belirlenmiştir. Bununla birlikte işlerini, kurduktan sonra karşılaştıkları engeller ve sorunların başında ekonomik sıkıntılar gelmektedir.

Anahtar Kelimeler: Kadın Girişimciliği, Motivasyon Faktörleri, Engeller

WOMEN ENTREPRENEURSHIP: MOTIVATION FACTORS & BARRIERS

ABSTRACT

It is an undeniable fact that women play a significant role in the entrepreneurial process and, in this way, contribute to economic growth. They are also becoming more visible, particularly in the local economies of emerging economies. Because of this, the development and future of women's entrepreneurship depend critically on understanding the factors affecting women's entrepreneurship, the motivational factors that lead women to prefer entrepreneurship, and the recognition of the challenges that women encounter during the entrepreneurship process. Based on all this, the aim of the research was determined to be to reveal the motivations of women entrepreneurs to start a business and the obstacles they encounter. A qualitative research method, phenomenology design, was used in the study. Data was collected through semi-structured open-ended questions by conducting one-to-one interviews with women who own micro-businesses operating in the Anamur district of Mersin province. The results of the analysis determined the factors that motivate (pull) women entrepreneurs to start their own businesses as "economic reasons," "freedom," and "family/friend support." The

factors that push women to start a business are economic reasons, such as providing an income and making a profit. The most important problems faced by women entrepreneurs while establishing their businesses are the lack of capital and the disadvantages they experience as women in the entrepreneurship process. However, economic difficulties are at the forefront of the obstacles and problems they encounter after establishing their businesses.

Keywords: Women Entrepreneurship, Motivation Factors, Barriers

I. GİRİŞ

Girişimcilik, ülkelerin ekonomik anlamda büyüme ve kalkınmasında kilit bir rol üstlenmektedir. Dünya çapında girişimciliğin işsizlik, yoksulluk ve düşük ekonomik büyümenin en önemli çözümlerinden biri olduğu düşünülmektedir (Botha vd., 2007). Girişimcilik sürecinde kadınların en önemli aktörlerden biri olarak ekonomik canlanmaya katkıda buldukları ve özellikle gelişmekte olan ülkelerin yerel ekonomilerinde giderek daha görünür hale geldikleri inkar edilmez bir durum haline gelmiştir (Beqo ve Gehrels, 2014: 97). Buna rağmen, Türkiye İstatistik Kurumu (TÜİK) verilerine göre 2018 yılında Türkiye’de ferdi mülkiyet statüsünde kadınların öncülük ettiği girişimlerin oranı, önceki yıllara göre artış göstermesine karşılık yalnızca %19,3 oranında gerçekleşmiştir. İşveren olarak faaliyetlerini sürdüren kadınların oranı ise %8,7 olarak tespit edilmiştir. İş fırsatı yaratma potansiyelinin yüksek ve girişimcilik faaliyetlerinin de yoğun olduğu bir ülke olarak Türkiye kadın girişimciliğinin erkeklere oranla geride olduğu altı ülkeden biridir (TGER, 2019:3). Bununla beraber TÜİK (2021) verilerine göre 2020 yılında toplam girişim sayısının %99,8’ini KOBİ’ler ve bu girişimlerin de %91,9’unu mikro işletmeler oluşturmaktadır. Mikro işletmeler yıllık olarak on kişiden az çalışan istihdam eden ve yıllık net satış hasılatı veya mali bilançosundan herhangi biri üç milyon Türk Lirası’nı aşmayan işletmeler olarak tanımlanmıştır (KOSGEB). Türkiye Kadın Girişimcilik Endeksi raporuna (TGER,2019) göre kadın girişimcilerin kurduğu şirketlerin %56’sı 1-5 çalışanlı şirket statüsündedir. Girişimcilik algısının toplumda yer edinmesi, gelecek nesiller için meslek algısının oluşturulması ve toplumları etkileyen sosyo-ekonomik sorunların çözümü noktasında önemli etkiye sahip olduğunun anlaşılması için yeni ve yenilikçi girişimciliğe yönelik yapılan her tür yatırım olumlu çıktılarla beraberinde getirecektir. Nitelikli girişimcilerin sayısının artması, kalkınma ve ilerlemenin öncüsü konumuna gelmiştir. Kadın girişimciler ise bu doğrultuda ele alınması gereken özel ve kırılabilir bir alanı temsil etmektedir. Gelişmemiş ve gelişmekte olan ülkelere kadınların iş hayatına atılmaları ve işlerini kurarak istihdam yaratmaları yalnızca ekonomik boyutlarıyla değil ayrıca sosyolojik etkileriyle de incelenmelidir. Dünya genelinde girişimci kadınların oranının artırılması ülke ekonomisinin gelişmesi ve yoksulluğun azaltılmasına olan katkıları nedeniyle son derece önemlidir. Aynı şekilde Türkiye’de ekonominin gelişmesi ve istihdamın artırılmasına yönelik olarak kadınların işgücüne katılımı ve girişimci kadın oranının artırılması üzerinde büyük bir hassasiyetle durulması gereken bir konudur (Şen vd., 2018:277).

Buradan hareketle bu araştırma iki temel soruyu cevaplamaya çalışmıştır. Kadınların girişimci olma motivasyonları nedir ve bu süreçte karşılaştıkları engeller nelerdir? Türkiye’nin her bir bölgesinde, ilinde ve hatta ilçesinde faaliyet gösteren kadın girişimcilerin özellikleri birbirinden farklıdır. Yirik ve Yıldırım’ın (2014) çalışması Türkiye’de tek bir girişimci kadın tipinin olmadığı ve faaliyette bulunulan sektör ve işletmenin kurulduğu bölge gibi pek çok faktörün kadın girişimciliği üzerinde bir farklılık oluşturduğunu ortaya koymuştur. Türkiye’deki mevcut işletmelerin büyük çoğunluğunun mikro işletmeler olması ve yeni girişimcilerin mikro işletme kurmalarına daha yatkın olmalarından hareketle mevcut araştırma Mersin ilinin bir ilçesi olan Anamur’da faaliyet gösteren mikro işletme sahibi kadınların iş kurma motivasyonları ve karşılaştıkları engelleri ortaya koymayı

amaçlamıştır. Akademik alanda kadın girişimciliğinin görece yeni tartışılmaya başlayan bir alan olması nedeni ile kadın girişimciliğini analiz eden araştırmaların önemi giderek artmaktadır (Aksay, 2019). Bu nedenle, araştırma sonuçlarının Türkiye’de kadın girişimciliği ile ilgili gerçekleştirilen sınırlı sayıdaki araştırmaya destek olması beklenmektedir

II. LİTERATÜR TARAMASI

Kadın girişimci, bir işi kuran ve işleten kadın olarak tanımlanabilir (Şen vd,2018:277). Özsungur’a (2019:116) göre kadın girişimci, iş fikirlerini yaratan, en iyi fırsatı değerlendirerek mevcut fikirler üzerinden yenilikçi iş fikirleri üreten, olası riskleri göz önünde bulundurarak üretim faktörlerini bir araya getiren ve bu riskleri üstlenen kişidir. Yetim (2002:81), kadın girişimcileri bağımsız, rekabetçi, özgüvenli ve amaca dönük olarak tanımlamıştır. Bunun yanı sıra, kadın girişimciler hırslı, risk alan ve işini kontrol eden kişilerdir.

Kadınları girişimciliğe yönelten pek çok faktör bulunmaktadır. Bazı araştırmacılar, kadın girişimcilerin başarılarının belirleyicisi olarak güçlü motivasyonu işaret etmişlerdir (Porter ve Nagarajan, 2005). Bu motivasyonlar literatürde genellikle “itme” veya “çekme” faktörleri olarak adlandırılırlar (Buttner ve Moore,1997). Yani kadın girişimcileri iş kurmaya teşvik eden (iten) ya da zorlayan (çeken) unsurlar bulunmaktadır. Örneğin, bağımsızlık kadınları girişimci olmaya çeken faktörlerin başında gelmektedir. Ek gelir elde etme isteği, toplumda dikkate alınacak bir başarı elde etme arzusu, aile ve arkadaşların etkisi vb. kadınları girişimci olmaya teşvik eden (iten) diğer unsurlardır. Bununla birlikte yoksunluk/hayal kırıklığı, mevcut işteki memnuniyetsizlik, işten ayrılma/çıkarılma ve ekonomik yetersizlikler kadınları girişimci olmaya iten nedenler olarak sıralanmıştır (İsmail vd, 2012:3). Yapılan araştırmalar da literatürü desteklemektedir. Özsungur (2019) çalışmasında kadınları girişimci olmaya iten faktörleri finansal bağımsızlık/özgürlük ile kendi hayatına sahip olma isteği olarak belirlemiştir. Aynı çalışma kadınları girişimci olmaya çeken faktörleri kendini kanıtlama ve özgüven olarak tespit etmiştir. Lezki ve Cengiz’in çalışması (2019) kadınları girişimci olmaya çeken motivasyon faktörlerinden en güçlüsünün kendini gerçekleştirme, en güçlü iten motivasyon faktörünün ise iş güvencesinin olmaması olarak öne sürmüşlerdir. Benzer şekilde Palaz ve Turgut’un (2009) ticaret ve hizmet sektöründe faaliyet gösteren ve genellikle tek kişinin işlettiği mikro işletme sahibi kadın işletmeciler ile gerçekleştirdiği çalışmasında kadınları girişimciliğe iten en önemli faktörün aile gelirine katkı sağlamak olduğu tespit edilmiştir. Motive eden çekici faktörler başkalarına faydalı olabilme, başarıma isteği ve sosyalleşme isteği olarak sıralanmıştır. Kendirli ve Şenöz (2019) hizmet sektöründe faaliyet gösteren kadın girişimciler ile gerçekleştirdiği çalışmasında kadınları girişimciliğe yönelten motivasyon faktörlerini üretken ve verimli olma isteği, bağımsız olma ve kendi işyerinde çalışma arzusu, ekonomik özgürlüğe ulaşabilme olarak tespit etmişlerdir. Turan ve Hepkul (2016) 1769 mikro işletme sahibi kadın girişimcileri dahil ettikleri araştırmalarında kadın girişimcilerin en önemli motivasyon faktörünün gelir elde etmek olduğu ve bunu bağımsız olma isteğinin takip ettiğini tespit etmişlerdir. Bununla beraber boş zaman değerlendirme, sosyal statü elde etme ve aile işinin devamlılığını sağlama gibi faktörler de kadın girişimcileri motive eden faktörler arasındadır. Yücel ve Çiçek (2020), kadınların girişimci olma nedenlerini sırasıyla; ekonomik bağımsızlık elde etme, aile ihtiyaçlarını karşılama, kendini gerçekleştirme olarak tespit etmişlerdir. Kırçiçek ve Aytar (2021) ise kadınları girişimciliğe teşvik eden en önemli motivasyon faktörünün kendini gerçekleştirme arzusu, ikinci olarak gelir elde etme isteği olduğunu, girişimci olmaya iten sebebin ise işyerlerinde yaşadıkları cam tavan sendromu ile işsiz kalma olduğunu ortaya koymuşlardır.

Bununla birlikte ekonomik büyüme ve sosyal refaha katılımına rağmen kadın girişimcilerin işlerini kurarken ve kurduktan sonra karşılaştıkları pek çok engel ve sorun bulunmaktadır. Kadınların karşılaştığı sorunların başında toplumda kadına yakıştırılan bir takım özelliklerin (duygusallık, pasiflik

vb.) yöneticilik ve dolayısıyla girişimcilik sürecinde başarısız olmalarına yol açacağı düşüncesidir (Bedük, 2005:113). Thaher vd. (2021:731) özellikle mikro ölçekli işletmelerde kadın girişimcilerin karşılaştıkları sorunları üç ana başlık altında toplamıştır. Bunlardan ilki kişisel özellikler, beceriler ve deneyimler gibi kadın girişimcilerin doğasından kaynaklanan faktörlerdir. Diğerleri, aile desteği sosyal ilişkiler ve rekabet gibi çevresel faktörlerden oluşur. Sonuncusu ise kadın girişimciler için sağlanan finansal hizmetler ve kadınların eğitimi gibi hükümet politikalarıdır. Nitekim Arslan ve Toksoy'un (2017) çalışması farklı sektörlerde faaliyet gösteren kadın girişimcilerin işlerini kurma aşamasında karşılaştıkları en önemli engelin sermaye temini olduğunu bunu bürokratik işlemler ile deneyimsizliğin izlediğini tespit etmişlerdir. Buna ek olarak, kadın girişimcilerin işlerini devam ettirirken karşılaştıkları en önemli sorunların sırasıyla pazarın durgun olması, borç ödemeleri ve vergi ödemeleri olduğu belirtilmiştir. Soysal'ın (2010) araştırması, kadınların iş kurarken karşılaştıkları en önemli sorunun toplumun kadınlar hakkındaki değer yargıları olduğu ve bunu pazar koşullarındaki dengesizliklerin izlediğini, işlerini kurduktan sonra karşılaştıkları en önemli sıkıntıların ise rol çatışması ile güvensizlik olduğunu ortaya koymuştur. Gül ve Gül'ün (2018) yiyecek sektöründe faaliyet gösteren mikro ölçekli işletme sahibi kadın girişimciler ile gerçekleştirdikleri çalışmada iş kurma sürecinde karşılaşılan en büyük engeller sırası ile sermaye temini, işyeri bulma sorunu ve bürokratik güçlükler olarak ifade edilmiştir. Aynı çalışmaya göre iş yeri kurulduktan sonra kadın girişimcilerin karşılaştığı zorluklar ise nitelikli eleman bulma güçlüğü, iş-ev dengesi sorunu ve müşteri bulma sorunu olarak belirtilmiştir. Yücel ve Çiçek (2020) ise çalışmalarında farklı sektörlerde faaliyet gösteren kadın girişimcilerin yaşadığı en önemli sorunun yüksek işyeri kiralari olduğunu bunu sırasıyla sermaye temini, deneyimsizlik, pazarda tanınmamış olmak, bürokratik işlemler, materyal temini, eleman temini ve aile ile ilgili sorunların izlediğini eklemiştir. Benzer şekilde Yıldırım ve Yüksekbilgili'nin (2021) farklı sektörlerde gerçekleştirdiği çalışmada ise kadın girişimcilerin iş kurma sürecinde yaşadıkları engellerin başında operasyonel konularda bilgi eksikliği gösterilirken, iş kurduktan sonra yaşanan en önemli sıkıntının müşteri memnuniyeti sağlamak olduğu tespit edilmiştir.

III. METODOLOJİ

Araştırma, Mersin ili Anamur ilçesinde bulunan mikro işletme sahibi kadın girişimcilerin iş kurma süreçlerinde yaşadıkları sorunlara ve sahip oldukları motivasyon faktörlerine odaklanmaktadır. Araştırmada, kadınların iş kurma süreçlerinde çeşitli engellerle karşılaştığı varsayılmakta ve bu engellerin açığa çıkarılması amaçlanmaktadır. Ayrıca, sahip olunan motivasyon faktörlerinin yaşanan sorunları nasıl etkilediği belirlenmek istenmektedir.

Araştırmanın çalışma evreni Anamur ilçesindeki kadın girişimcilerdir. Anamur Ticaret ve Sanayi Odası'na kayıtlı 45 kadın girişimci bulunduğundan hareketle çalışma grubu 10 kadın girişimciden oluşmaktadır. Çalışmanın temel amacının bütüncül bir yaklaşım ile ortaya konulabilmesi amacıyla nitel araştırma yöntemlerinden olgubilim deseni (fenomenoloji) tercih edilmiştir. Veriler, kadın girişimcilerle birebir görüşme neticesinde yarı yapılandırılmış açık uçlu sorular yardımıyla elde edilmiştir. Olgubilim deseni, araştırma katılımcılarının belirli bir olguya ilişkin görüşleri ve deneyimlerini ön plana çıkaran derinlemesine yapılmış söylem analizini ifade etmesi bakımından katılımcıların sahip oldukları motivasyon faktörlerini ve yaşadıkları sorunları tespit etmek noktasında nicel veriler yerine nitel verilerden yararlanılması daha anlamlı bulunmuştur. Anamur ilçesindeki kadın girişimcilerden, tesadüfi olmayan örneklem türlerinden kolayda örneklem yöntemi vasıtasıyla elde edilmiştir. Bu sayede anakütle içerisindeki gözlem birimlerinden en hızlı ve en kolay şekilde örneklem oluşturulması (Malhotra, 2004) amaçlanmıştır. Araştırmada veriler, 10 kadın girişimciden birebir görüşme yöntemi tercih edilerek elde edilmiştir. Katılımcılara yöneltilen sorularda öncelikle sosyo-demografik özelliklerini anlatmaları sonrasında kendilerini ve işletmelerini tanıtmaları istenmiştir.

Katılımcılara, işletmelerini kurarken kendilerini hangi unsurların motive ettiğini ve hangi sorunlarla karşılaştıklarını açıklamaları istenmiştir. Ayrıca, işletmelerinin sürdürülebilir olmasına yönelik görüşleri alınarak gelecek ile ilgili planlarının ne olduğunu belirlemeye yönelik soru sorulmuştur. Katılımcıların yaşadıkları girişimcilik sürecinden yola çıkarak diğer kadın girişimci adaylarına önerileri alınarak araştırma süreci tamamlanmıştır. Elde edilen söylemler, kelime analiz programları vasıtasıyla incelenmiş, en sık kullanılan kelimeler ile oluşturulan temalar vasıtasıyla elde edilen söylem analiz edilmiştir.

IV. BULGULAR

Katılımcılarla yapılan birebir görüşmeler neticesinde elde edilen veriler değerlendirildiğinde öncelikle sosyo-demografik özellikler ortaya konmak istenmiştir. Bu bağlamda elde edilen veriler Tablo 1.'de sunulmaktadır.

Tablo 1. Katılımcılara İlişkin Sosyo-Demografik Özellikler

Katılımcı	Yaş	Medeni Hal	Sektör/İşletme Bilgisi
Katılımcı No 1	37	Evli	Kuaför ve Güzellik Salonu
Katılımcı No 2	50	Evli	Ev Tekstili ve Çeyiz
Katılımcı No 3	46	Evli	Bilişim
Katılımcı No 4	35	Evli	Bitkisel Tasarım
Katılımcı No 5	33	Evli	Kadın Giyim
Katılımcı No 6	40	Evli	Kadın Giyim
Katılımcı No 7	47	Evli	Giyim
Katılımcı No 8	-	Evli	Örgü Malzemeleri
Katılımcı No 9	43	Bekar	Gümüş Takı, Bijuteri
Katılımcı No 10	40	Bekar	Kafe- Hizmet Sektörü

Tablo 1.'deki verilere göre, katılımcılar kendilerini tanıtılmaları istendiğinde genel olarak yaş, medeni hal ve mezun olunan okul bilgisini paylaşmayı tercih etmektedir. 10 katılımcıdan oluşan örneklem dahilinde katılımcıların çoğunluğunun evli olduğu, diğer 3 katılımcının ise medeni hal bilgisi vermediği gözlemlenmektedir. Katılımcıların yaşları dikkate alındığında KTL 8 tarafından yaş bilgisi verilmediğinden oluşan yaş ortalaması 41,2 olarak belirlenmiştir. İş bilgisi ve sektör incelendiğinde katılımcıların doğrudan veya dolaylı olarak giyim sektöründe yoğunlaştığı görülmekle beraber genel olarak hizmet sektörünün ön plana çıktığı görülmektedir. Katılımcılara ilişkin deneyim ve mesleki yaşantı geçmişi incelenmek istendiğinde elde edilen veriler aşağıdaki gibidir.

KTL2: “23 senedir bu işle uğraşıyorum”

KTL 5: “Sektörde 9.yılım.”

KTL 6: “2004 yılında işletmemi kurdum”

KTL 7: “17 yaşında diliş kursuna başladım ve evlendikten sonra da bu kursa devam ettim. 2014 yılında kendi işimi kurdum”

KTL 9 : “1998 yılından bu yana takı üzerine işletmecilik yapıyorum”

KTL 10: “1998'den beri iş hayatındayım. Çok çeşitli sektörlerde çalıştım”

Katılımcılardan 6'sı kendilerini tanıtılmaları istendiğinde mesleki deneyimlerine ilişkin söylemlere yer vermiştir. Buna göre katılımcıların %60'ı kaç yıldır çalıştıklarını ve hangi deneyimlere sahip olduklarını açıklamıştır. Genel olarak bakıldığında mesleki deneyimlerinden bahseden katılımcıların 22 yıl mesleki deneyim ortalamasına sahip olduğu söylenebilmektedir.

Katılımcıların işlerini kurarken hangi faktörler tarafından motive edildikleri belirlenmek istenmiştir. Buna göre katılımcılara “İşinizi kurarken hangi faktörler sizi etkiledi (motive etti)?” sorusu yöneltilmiştir. Elde edilen söylemler aşağıdaki gibidir:

KTL 1: “Mesleğe severek başladım, güzelliğe güzellik kattığımı düşünüyorum. 10 yaşında çekirdekten bu mesleğe başladım. Her kadının elinde ekonomik özgürlüğü olması için kendi dükkanımı açmaya karar verdim. Ailedeki ekonomik sorunlar nedeni ile. Mesleğimi çok sevdiğim için kendi dükkanımı açmaya karar verdim.”

KTL 2: “İşimi çok seviyorum, oğlumun üniversiteye başlaması ile dükkan açmaya karar verdim. Önceleri evde dikiyordum. Sonra dükkan açtım. Ayrıca ailede yaşanan maddi sıkıntılar. Bir kadın olarak kendi paramı kazanma isteği”

KTL 3: “Maddi olarak aile bütçesine katkıda bulunmak istedim. İşletmelerin sürekli öğrenme ve yenilenme ihtiyaçlarından kaynaklı bir çalışma ortamında bulunmak. Kendimi geliştirmek.”

KTL4: “Maddi olarak ayaklarımın üzerinde durma isteği. Başarabileceğimi bilmek ve kendi işimin sahibi olma fikri”

KTL 5: “Anamur’a evlenip geldim ve burada yaşamaya başladım. Daha önce büyük bir alışveriş merkezinde çalışıyordum, orda önce kasiyer olarak işe başladım. Çalışma hayatına alışkın olduğum için Anamur’a taşınınca da çalışmak istedim ama çalışma sektörü kısıtlıydı. Yaptığım işte yükselmeyi seviyorum. Anamur’da ilk yaşamaya başladığım zamanlarda kadın giyim mağazası az sayıdaydı. Ben de bu alanda kendi işimi yapmaya karar verdim. Burada yaşamaya başladığım için buraya da bir katkı olsun diye girişimci olmaya karar verdim.”

KTL 6: “Üniversiteyi bitir bitirmez hep çalışıp üretmem gerektiğine inandım ve bunu gerçekleştirdim. Kadın olarak ayaklarımın üzerinde durma isteği beni iş kurmaya teşvik etti.”

KTL 7: “Eşimin tavsiyesi ile işyerimi açtım. Aile bütçesine katkıda bulunmak. Kendi ayaklarımın üzerinde durmak”

KTL 8: “Evden satış yaparken müşteriler eve gelmek istemiyordu çünkü işyeri gibi görmüyorlardı. Benim siparişleri adrese götürmem zor oluyordu o nedenle eşimle mağaza açma kararı aldık. Eşimin desteği, beni teşvik etmesi ile işyeri açmaya karar verdim.”

KTL 9: “Öğretmen çocuğu olarak küçük yaşlardan beri hep devlet memuru olmam istendi. Ama ben hep kendi işimi yapmak istedim. Bence herkes masa başı iş yapmak zorunda değil. Biraz inat için de girişimci oldum diyebilirim. Her kadının özgürce kendi işini yapabilmesi, kendi ayaklarının üzerinde durabilmesi düşüncesi ile kimseden destek almadan işletmemi açtım.”

KTL 10: “Mobbing uygulayan eski müdürüm sayesinde kendi işimi kurmaya karar verdim. İşyerimde istediğim gibi davranabilmek adına girişimci oldum. Kimseye hesap vermemek ve kendi maddi özgürlüğüme sahip olmak beni girişimci olmaya itti.”

Buna göre, 1 nolu katılımcı ekonomik gerekçelerden bahsetmiş, işini sevdiğini dile getirmiş ve iş ile ilgili tecrübeye sahip olduğunu ifade etmiştir. Benzer şekilde 2 nolu katılımcının söyleminde ekonomik gerekçeler ve işini sevme durumundan bahsedilmiştir. 3 nolu katılımcı ekonomik gerekçelere vurgu yaparken kendini geliştirme olgusu üzerinde durmuştur. 4 nolu katılımcı iş kurma gerekçesi olarak maddi zorlukları aşma gereğinden bahsetmiş ve başarı ihtiyacından söz etmiştir. 5 nolu katılımcı ise deneyimini açıklayarak sektörel boşlukları fark etme özelliğini ifade etmiştir. 6 nolu katılımcının söylemi incelendiğinde ise gelir elde etme ile ilgili düşüncesini açıklarken kadın olarak kendi ayakları üzerinde durma deyimini kullanmıştır. Bu söyleme göre, ilgili katılımcının kadınların iş kurma süreçlerinde dezavantajlı olarak değerlendirdiği yorumlanabilmektedir. Katılımcı 7 ise ekonomik gerekçelerini sıralarken aile/arkadaş tavsiyesi üzerinde durmuştur ve iş kurma sürecinde eşinin desteğini aldığını ifade etmiştir. 8 nolu katılımcı yine benzer şekilde ekonomik kaygı ve desteklenme unsuru üzerinde durmuştur. 9 nolu katılımcı ekonomik kazanç arayışı nedeniyle destek almadan kendi ayakları üzerinde durabilme düşüncesi ile hareket ettiğini belirtmiştir. Son olarak 10

nolu katılımcı ise deneyimlerinden bahsetmiş ve yaşadığı kötü tecrübelerin kendisini girişimci olmaya sevk ettiğini ve ayrıca ekonomik özgürlüğünü kazanmak istediğini belirtmiştir.

10 katılımcıdan elde edilen söylem incelendiğinde en sık kullanılan kelimelerin “karar (7), açmak-başlamak (4), girişimci (4), kadın (4) şeklinde olduğu görülebilmektedir. Ayrıca katılımcılardan elde edilen söylem incelendiğinde oluşturulan temalara göre katılımcıları kendi işlerini kurarken motive eden unsurlar “ekonomik gerekçeler”, “çalışma özgürlüğü” ve “aile/arkadaş desteği” şeklinde belirlenmiştir. Dolayısıyla, araştırmaya katılan kadın girişimcilerin iş kurma gerekçeleri arasında en önemli hususların “kar elde etme”, “gelir sağlama” ve “deneyimlerinden yararlanarak kendi özgür çalışma ortamlarını yaratma” düşüncesi olduğu söylenebilmektedir.

Katılımcılara işletmelerini kurarken hangi sorunlarla karşılaştıkları sorulmuştur. Elde edilen verilere göre katılımcıların girişimcilik süreçlerinde yaşadıkları sorunlar genel olarak “sermaye eksikliği” ve kadın olarak girişimcilik sürecinde yaşadıkları “dezavantajlar” olarak tespit edilmiştir.

KTL1: *“Ekonomik sorunlar, malzeme temini, siparişlerin her zaman aynı kalitede olmaması, tedarikçilerin sözlerinde durmaması.”*

KTL 2: *“Daha önceleri evden dikiş yaptığım için hazır müşterim vardı o nedenle çok fazla bir sorunla karşılaşmadım. “*

KTL 3: *“Beklenmedik giderler ve öz sermaye yetersizliği”*

KTL 4: *“En çok maddi zorluklar sorun çıkardı”*

KTL 5: *“Yaşadığım en büyük problem Anamurlu olmamamdı. Çünkü sadece Anamurlu olan birisi mağaza açabilir ve işini yürütebilir gibi bir algı var. Ama ben kendime güvendim ve işletmemi açtım.*

KTL 6: *“En büyük sorunlar tabii ki maddi sorunlardı. 22 yaşında ticaret yapmaya çalışıyorsunuz ve elinizdeki bütçe az. Bazen geriye gittim, durdum ve ilerleyemedim ama asla pes etmedim.”*

KTL 7 *“İlk başlarken maddi sıkıntılar ve sorunlar yaşadık, ama yılmadım.”*

KTL 8: *“En büyük sorun işyeri bulma, dekore etme vs gibi sorunlardı ve tabii maddi sıkıntılar.”*

KTL 9: *“Çok genç yaşta iş hayatına başlamam en büyük sorunlardan biriydi. İş hayatında kendinizden büyük insanların arasında zorlanıyorsunuz. Hem kadın hem de genç olmak ilk başlarda çok zorladı. İnsanlar başaramayacağımı düşünüyordu. Kadın olduğum için ve yaşım genç olduğu için türlü zorluklar yaşadım ama yılmadım.”*

KTL 10: *“Yalnız olmam, birçok kişinin yapamazsın demesi beni çok zorladı. Bir kadın olarak alkollü içki bulunan bir kafeyi işletemezsin dediler. Erkeklerin hakim olduğu piyasada bir kadın olarak zorlandım”*

Ayrıca, işlerini kuran kadın girişimcilerin kurulum aşamasından sonra süreklilik kazanabilmek için iş süreçlerinde yaşadıkları sorunlar belirlenmek istenmiştir. Buna göre katılımcılara *“İşinizi yürütürken karşılaştığınız başlıca sorunlar nelerdir?”* sorusu yöneltilmiştir. Elde edilen veriler incelendiğinde; “beklenmedik giderler”, kurumsallaşamama” “artan girdi maliyetleri”, “sosyal sermaye eksikliğinden kaynaklı olarak yeni müşterilere ulaşamama” ve “erkek egemen girişimcilik anlayışı” şeklinde temalar belirlenmiştir.

Kadın girişimcilerin gelecek hedefleri belirlenmek istenmiş ve katılımcılara *“İşinizle ilgili gelecek planınız nedir?”* sorusu yöneltilmiştir. Katılımcılarda, işletme amaçları arasında belirtilen kar elde etme, süreklilik kazanmak ve toplumsal fayda sağlama gayelerinin oluştuğunu söylemek mümkündür. Elde edilen veriler incelendiğinde;

- “genç girişimci adaylarına tecrübe aktarımı”
- “ürün çeşitliliği”

- “verimlilik artışı”
- “e-ticaret”
- “markalaşma” ve
- “müşteri portföyünün genişletilmesi” şeklinde kavramlara ulaşılmıştır.

Katılımcılar girişimcilik süreçleri öncesi ile iş kurma süreçlerinin ardından kendilerinde özgüven artışı olup olmadığını belirmeleri istendiğinde çoğunlukla olumlu yönde artış gözlemlediklerini ifade etmiştir. Örneğin KTL 1: “Her kadın eli para tuttuğu zaman ayakları yere basar, kendine güveni artar.” Şeklinde değerlendirmede bulunurken KTL 2: “İnsanın kendine olan özgüveni girişimci olduktan sonra artıyor” söylemini tercih etmiştir. KTL 4 ise “ Kesinlikle evet. Eskisine göre daha özgüvenim yüksek.” Şeklinde görüş bildirmiştir. Bu bakımdan elde edilen verilere göre kadın girişimciliğinde iş kurma süreçlerinde yaşanan maddi zorluklara tezatla işletme sahibi olan kadınların özgüven düzeylerinde artış gözlemlendiğini söylemek mümkündür. Yani, başarıya ihtiyacı gerçekleşen kadın girişimcilerin daha özgüvenli olarak faaliyetlerine devam ettikleri söylenebilmektedir. Katılımcılara kadın girişimcilerin başarılı olması için sahip olması gereken özelliklerin neler olduğu sorulmuş ve veriler incelenmiştir.

Tablo 2. Kadın Girişimcilerin Sahip Olması Gereken Özellikler

Katılımcı	İfade	Anlam Birimi
KTL1	<i>Kendine güvenecek, çok çalışacak, işini sevecek ve zorluklar karşısında yılmayacak</i>	Özgüven
KTL2	<i>İşlerini düzgün ve planlı bir şekilde yaparlarsa başarılı olurlar.</i>	Planlı Çalışma
KTL3	<i>Özgüvenli ve rekabetçi olabilmelerini</i>	Özgüven Rekabetçilik
KTL4	<i>Özgüven, motivasyon ve başarıya konusunda ısrarcı olmaları</i>	Özgüven Motivasyon
KTL5	<i>Her şeyden önce kendilerine güvenleri olmalı. Azimli ve sabırlı olmaları lazım. Pozitif, güler yüzlü olmalı ve o enerjiyi her daim korumalı. Genel anlamda olumlu düşünmeli ve pratik çözümler üretebilen bir yapıda olmalı.</i>	Özgüven Olumlu Düşünce Azim Sabırlı olmak
KTL6	<i>Kendilerine inanmaları ve istikrarlı olmaları</i>	Özgüven İstikrar
KTL7	<i>Sadece kendilerine güvenip “başaracağım” diyebilmeliler. Hiçbir hususta “acaba” dememeliler.</i>	Özgüven
KTL8	<i>Sabırlı olmak, güler yüzlü olmak, farklı insanlarla iletişim kurabilmek.</i>	Sabırlı olmak Gülyüz İletişim
KTL9	<i>Kendilerine güvenmeleri, zorluklar karşısında yılmamaları ve vazgeçmemeleri.</i>	Özgüven
KTL10	<i>Kadın olduklarının ve dünyanın kadın emeği üzerinde döndüğünün farkında olsunlar. Yaratıcı, dönüştürücü olmalı ve kadınlar zaten öyleler.</i>	Özgüven Yaratıcı Dönüştürücü

Tablo 2.’de sunulan verilere göre katılımcılar için en önemli özellik “özgüven sahibi olmak” şeklindedir. Buna ek olarak “sabırlı olmak”, “gülyüzlü olmak”, “yaratıcı olmak”, “azimli olmak” ve “motivasyon” gibi kavramlar kadın girişimcilerin sahip olması gereken özellikler arasında belirlenmiştir.

Son olarak yöneltilen açık uçlu soruda, katılımcıların girişimciliği diğer kadınlara tavsiye edip etmeyecekleri hususunda söylemleri tespit edilmek istenmiştir. Tüm katılımcılar kadınların girişimci olmaları yönünde görüş bildirmişlerdir. 1 nolu katılımcı “...her kadın çalışmalı...” şeklinde görüş bildirirken 2 ve 4 nolu katılımcılar ise “...kadınlar kendi ayakları üzerinde durabilmeli...” “Kesinlikle ederim. Her kadın kendi ayakları üzerinde durmalı...” 6 nolu katılımcı “tabi ki, kadınlar yaptıkları her şeyi güzelleştirir...” ve 10 nolu katılımcı “...şiddetle tavsiye ederim, kendine ait bir cüzdan, kendine ait bir hayat için kesinlikle tavsiye ediyorum...” şeklinde görüş bildirmiştir.

Her bir katılımcının kendilerine yöneltilen sorulara verdikleri cevaplar incelendiğinde en sık kullandıkları kelimeler tespit edilmek istenmiştir. Buna göre Tablo 3.’te katılımcıların söylemlerine dayalı sık kullanılan kelimeler sunulmaktadır.

Tablo 3. Katılımcıların Söylemlerine Dayalı Kelime Kullanım Sıklığı

Katılımcı	Kelime Yoğunluğu	Sık Kullanılan ilk 3 Kelime
KTL1	123 kelime	Ekonomik, Karar Vermek, Girişimci
KTL2	103 kelime	Dikiş, Dükkan, Sorun
KTL3	85 kelime	İş, Evet, Üniversite
KTL4	85 kelime	Bitkisel, Fazla, Kesinlikle
KTL5	263 Kelime	Büyük, Sabır, Yaşamak
KTL6	142 kelime	Kadın, Maddi Sorun, Ticaret
KTL7	142 kelime	Ekonomi, İşyeri, Kadın
KTL8	148 kelime	İşyeri, Evden Satış, Maddi Sıkıntı
KTL9	243 kelime	İş, Genç, Zorluk
KTL10	190 kelime	Kadın, Engel, Girişimci

Tablo 3.’teki verilere göre kadın girişimcilerin en sık kullandığı kelime grubu “büyük, sabır ve yaşamak” iken bunu “iş, genç ve zorluk” kelimeleri takip etmektedir.

V. SONUÇ VE DEĞERLENDİRME

Toplumsal açıdan kadına atfedilen tüm rollere ve geleneksel açıdan yüklenen sorumluluklara yanında kadınların kendi işletmelerini kurmaları ve sürdürülebilir olmaları anlamlı ve önemlidir. Sermaye eksikliği, tecrübesizlik ve girişimciliğin bir meslek olarak kabul edilmeyişi gibi unsurlar geleneksel olarak girişimcilik süreçlerinde engeller olarak karşımıza çıksa da söz konusu girişimci adayları kadınlar olduğunda sahip oldukları tüm ailevi sorumluluklar ve toplumun kendilerine atfettiği diğer roller de düşünüldüğünde kadınların dezavantajlı olarak değerlendirilmesi mümkündür. Bu durumun bir yansıması olarak sivil toplum kuruluşları ve meslek örgütleri tarafından bu eşitsizliğin giderilmesine yönelik çabaların varlığı görülmektedir.

Kadın girişimcilerin pozitif ayrımcılık haklarına sahip olmaları mevcut durumda bir gerekliliktir ancak bu durum girişimcilik algısının toplumda yer edemediğinin de bir göstergesidir. Kadınların girişimcilik süreçlerinde sahip oldukları motivasyon unsurlarının daha iyi anlaşılması yeni girişimci adayları için rehberlik etme olanağına sahiptir. Ayrıca, kadın girişimcilerin iş kurma süreçlerinde ne tür engellerle karşılaştıklarının belirlenmesi girişimciliğin algılanmasında önem taşımaktadır. Tüm bunlardan hareketle mevcut araştırma, mikro işletme sahibi kadın girişimcilerin deneyimlerinden yola çıkarak iş kurma süreçlerindeki motivasyon faktörlerine ve girişimcilik engellerine odaklanmaktadır.

Analiz sonuçları araştırmaya dâhil edilen kadın girişimcileri kendi işlerini kurmak için motive eden faktörlerin “ekonomik gerekçeler”, “çalışma özgürlüğü” ve “aile/arkadaş desteği” olduğunu ortaya koymuştur. Bu sonuç diğer çalışmalar ile benzerlik göstermektedir. Özsungur (2019), kadınları girişimci olmaya iten faktörleri finansal bağımsızlık/özgürlük ile kendi hayatına sahip olma isteği olarak belirlemiştir. Palaz ve Turgut (2009) kadınları iş kurmaya iten en önemli motivasyon faktörünün aile gelirine katkı sağlamak olduğunu ortaya koymuştur. Kırçıçek ve Aytar (2021) ise kadınları girişimciliğe teşvik eden en önemli motivasyon faktörlerinden birinin gelir elde etme isteği olduğunu ve girişimci olmaya iten sebebin ise işyerlerinde yaşadıkları cam tavan sendromu ile işsiz kalmak olarak tespit etmiştir. Analiz sonuçlarına göre kadın girişimcileri iş kurmaya iten unsurların başında diğer çalışmalarda da ifade edildiği gibi gelir sağlama, kar elde etme gibi ekonomik gerekçeler gelmektedir.

Ayrıca kadınlar kendi özgür çalışma ortamlarını yaratarak bağımsız olma isteği ve aileleri ile arkadaşlarından gördükleri destek ile motive olarak kendi işlerini kurma eğilimi göstermektedir. Araştırmanın diğer sonuçları katılımcıların işlerini kurarken karşılaştıkları en önemli sorunun sermaye eksikliği ve girişimcilik sürecinde kadın olarak yaşadıkları dezavantajlar olduğunu belirlemiştir. Bununla birlikte işlerini, kurduktan sonra karşılaştıkları engeller ve sorunlar ile ilgili verilen cevaplar yine ekonomik sorunları işaret etmektedir. En çok karşılaşılan sorunlar olarak beklenmedik giderler ve artan girdi maliyetleri ifade edilmiştir. Bunun yanı sıra kurumsallaşamama, sosyal sermaye eksikliğinden kaynaklı olarak yeni müşterilere ulaşamama ve erkek egemen girişimcilik anlayışı da kadın girişimcilerin işlerini yürütürken karşılaştıkları diğer sorunlar olarak ifade edilebilir. Araştırma sonuçları Arslan ve Toksoy (2017), Gül ve Gül’ün (2018) ve Soysal’ın (2010) çalışması ile paraleldir. Kadın girişimciler işlerini kurarken ve kurduktan sonra en fazla sermaye temini konusunda sıkıntı yaşamaktadır. Arıkan’a (2016) göre yaşanan sermaye eksikliği kadın girişimcilerin başarısını azaltan en önemli faktörlerden biridir. Bu nedenle özellikle kadın girişimcilerin finansal kaynaklara ulaşabilme kolaylığının artırılması, bu yönde kadın girişimcilere ve adaylarına fon sağlayan kurum ve kuruluşlara ulaşabilme konusunda eğitimler verilmesi faydalı olacaktır. Bununla birlikte bir kadın olarak toplumun kadın girişimcilere karşı olumsuz değer yargıları da karşılaşılan önemli sorunlardan biri olarak tespit edilmiştir. Uluköy ve Bayraktaroğlu (2014) Adıyaman ve Balıkesir illerinde kadın girişimciler ile ilgili bir çalışma gerçekleştirmiş ve katılımcıların erkek girişimciler tarafından hakarete uğradığı, tehdit edildiği ve hatta bir kısmının saldırıya ya da tehdiye maruz kaldığını tespit etmiştir. Bu konuda toplumdaki önyargıları kırmak üzere toplumun geneline yayılan eğitim programları gerçekleştirilmesi gerekmektedir. Kadınların girişimcilik faaliyetlerinin daha fazla artırılması için çaba göstermek ve kadınların iş hayatında daha fazla yer almasını sağlamak temel amaç olmalıdır. Bu konuda özellikle konuyla ilgili sivil toplum örgütlerinin sayısının ve faaliyetlerinin artması fark yaratabilir.

Bununla birlikte araştırmanın temel sorularına ek olarak bir takım çıkarımlarda daha bulunulmuştur. Bunlar ilki katılımcıların gelecek ile ilgili planlarının ne olduğudur. Katılımcıların gelecek ile ilgili planlarının başında kar elde ederek işletmelerinin sürekliliğini sağlamak gelmektedir. Bunun yanında toplumsal fayda sağlamak, markalaşma ve e-ticaret gibi hedefleri de bulunmaktadır. Ayrıca analiz sonuçları kadın girişimcilerin iş kurma ve sonrasındaki süreçlerde özgüvenlerinin arttığını ifade etmişlerdir. Bu bakımdan elde edilen verilere göre kadın girişimciliğinde iş kurma süreçlerinde yaşanan maddi zorluklara tezatla işletme sahibi olan kadınların özgüven düzeylerinde artış gözlemlendiğini söylemek mümkündür. Yani, başarıya ihtiyacı gerçekleşen kadın girişimcilerin daha özgüvenli olarak faaliyetlerine devam ettikleri söylenebilmektedir. Buna paralel olarak kadın girişimcilerin başarılı olması için sahip olması gereken özellikler ile ilgili katılımcılar en önemli özelliğin özgüven sahibi olmak olduğunu belirtmişlerdir. Son olarak tüm katılımcılar iş kurma öncesi

ve sonrasında yaşanan tüm zorluklara rağmen girişimci olmayı diğer kadınlara tavsiye ettiklerini belirtmişlerdir.

Bu araştırmanın bir takım sınırlılıkları bulunduğu söylenebilir. Öncelikle, araştırma Anamur'da faaliyet gösteren kadın girişimcileri inceleme konusu yapmıştır. Yalnızca 10 kadın girişimcinin katılımcı olarak belirlenmesi başlıca sınırlılıktır. Veri toplama yöntemi olarak birebir görüşme yönteminin tercih edilmesinin bir başka sınırlılığı olduğu söylenebilir. Ayrıca araştırmada işletmelerin yaşı ve bulunduğu sektör gibi değişkenler göz ardı edilmiştir. Bu tür unsurlar araştırma bulgularının genellemesini etkileyen faktörlerdir. İlerideki çalışmaların işletmelerin kuruluş, gelişme ve büyüme dönemlerini temel alarak gerçekleştirilmesi önerilir. Daha farklı örneklem türleri ile farklı il ve ilçelerin kıyaslandığı çalışmaların literatüre katkı sağlayacağı öngörülmektedir. Odak grup çalışmaları gibi farklı veri toplama yöntemlerinin tercih edilmesi bulguların farklılaşmasına neden olabilecektir.

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Geleneksel ve Düşük Maliyetli Havayolu Taşıyıcıların Vizyon, Misyon ve Sosyal Sorumluluk Bakımından Karşılaştırılması: THY ve Pegasus

A Comparison of Traditional and Low-Cost Air Carriers in Terms of Vision, Mission and Social Responsibility: THY and Pegasus

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Abstract

The aviation sector, like all other sectors, has renewed and developed itself over the years, keeping up with the global order with new business models and new marketing strategies. The aim of the study is to compare Turkish Airlines (THY), whose main business model is Legacy Carriers (Traditional/flag carrier) and Pegasus airline, whose business model is Low Cost Carriers, in terms of vision, mission and corporate social responsibilities and to contribute to the literature on this subject. Qualitative research method was used as research method and secondary data was used as data collection technique. The study is a descriptive compilation prepared with secondary data obtained from the websites of the enterprises and the literature. Adopting the traditional airline model, THY is the country's flag carrier airline. THY explains its mission as being the leading airline in Europe and the world, being preferred in matters such as reliability, quality and product diversity. It has been determined that the company's vision is expressed in a few items such as maintaining a growth trend above the industry average, reducing accident incidence to zero, and being a leading airline in the world. Pegasus Airlines, on the other hand, aims to be the most economical airline in the region. Arguing that everyone has the right to travel by air as a mission, it has adopted the low-cost carrier model and has become the pioneer of the region in its field. It has been determined that both airlines have an effort to raise awareness in the field of social responsibility and provide material and moral support to this issue within the framework of their own possibilities.

Keywords: Airline Business Model, Social Responsibility, Vision, Mission, Aviation Management

Özet

Havacılık sektörü, yıllar içerisinde diğer tüm sektörler gibi kendini yenilemiş, geliştirmiş, yeni iş modelleri, yeni pazarlama stratejileri ile küresel düzene ayak uydurmuştur. Çalışmanın amacı temel iş modeli Legacy Carriers (Geleneksel/bayrak taşıyıcı) olan Türk Hava Yolları (THY) ve iş modeli Low

Cost Carriers (Düşük maliyetli taşıyıcı) olan Pegasus havayolunun vizyon, misyon ve kurumsal sosyal sorumlulukları bakımından karşılaştırılmasını yapmak ve bu konuda literatüre katkı sağlamaktır. Araştırma yöntemi olarak nitel araştırma yöntemi, veri toplama tekniği olarak ikincil verilerden yararlanılmıştır. Çalışma, işletmelerin web sitelerinden ve literatürden edinilen ikincil verilerle hazırlanmış betimsel derleme niteliğinde bir çalışmadır. Geleneksel havayolu modelini benimseyen THY, ülkenin bayrak taşıyıcı havayolu şirkettir. THY misyonunu Avrupa’da ve dünyada lider havayolu olma, güvenilirlik, kalite ve ürün çeşitliliği gibi konularda tercih edilmek şeklinde açıklamaktadır. Şirketin vizyon olarak, sektör ortalamalarının üzerinde bir büyüme trendi sürdürmek, kaza kırımını sıfıra düşürmek, dünyada lider bir havayolu olmak gibi birkaç madde ile ifade ettiği tespit edilmiştir. Pegasus Hava Yolları ise vizyon olarak bölgenin en ekonomik hava yolu olmayı hedeflemektedir. Misyon olarak hava yolu ile seyahat etmenin herkesin hakkı olduğunu savunarak düşük maliyetli taşıyıcı modelini benimsemiş ve alanında bölgenin öncüsü konumuna gelmiştir. Her iki havayolunun da sosyal sorumluluk alanında bilinç geliştirme çabasına sahip olduğu ve kendi imkanları çerçevesinde bu konuya maddi ve manevi olarak destek verdikleri tespit edilmiştir.

Anahtar Kelimeler: Havayolu İş Modeli, Sosyal Sorumluluk, Vizyon, Misyon, Havacılık Yönetimi

GİRİŞ

Havacılık sektörü de diğer tüm sektörler gibi yıllar içinde kendini yenilemiş ve geliştirmiş, yeni iş modelleri ve yeni pazarlama stratejileri ile küresel düzene ayak uydurmuştur. Serbestleşmenin etkisiyle rekabetçi yapı gelişmiş ve sektöre yeni giren firmalar yeni iş modelleriyle sektörde tutunmaya başlamıştır.

Havayolları, literatürde iş modelleri açısından geleneksel(Legacy Carriers) ve düşük maliyetli taşıyıcılar (Low Cosst Carriers) olmak üzere iki temel modelde kategorize edilmiştir. Geleneksel modeli benimseyen taşıyıcılar genellikle bölgelerinde bayrak taşıyıcı konumunda olan, birçok farklı sınıfta hizmet sunan, karmaşık uçuş ağlarına sahip ve yüksek maliyetli havayollarıdır. Düşük maliyetli taşıyıcılar ise maliyeti düşürebilmek için geleneksel modeli benimseyen taşıyıcıların sunduğu hizmetlerin bazılarını vazgeçen, kısa uçuş ağlarına sahip, ek hizmetleri ücretlendirerek kendilerine yeni gelir kaynakları elde eden düşük maliyetli havayollarıdır. Çalışmamızda “LCC (düşük maliyetli taşıyıcı) ve Legacy Carriers (geleneksel taşıyıcı)” olarak iki grupta incelenen iş modellerini benimseyen iki havayolu şirketi, sosyal sorumluluk stratejileri, vizyonları ve misyonları açısından ele alınmaktadır.

Araştırma yöntemi olarak nitel araştırma yöntemi, veri toplama tekniği olarak ikincil verilerden yararlanılmıştır. Çalışma, işletmelerin web sitelerinden ve literatürden edinilen ikincil verilerle hazırlanmış betimsel derleme niteliğinde bir çalışmadır.

1. KAVRAMSAL ÇERÇEVE VE LİTERATÜR

1.1. Havayolu İş Modellerine Genel Bakış

(Holloway, 2008) stratejiyi "hedefler sistemini destekleyen tutarlı bireysel eylemler dizisi" olarak tanımlar ve daha sonra bu hedeflerle uyumlu olması koşuluyla iş modelinin tutarlılığını sağlayan şey olduğundan bahseder. (Mazzoletti, 2004) Bir iş modelini “Bir iş modeli, bir dizi öğeyi ve aralarındaki ilişkileri içeren ve bir şirketin para kazanma mantığını ifade etmeye izin veren kavramsal bir araçtır. Bir şirketin karlı ve sürdürülebilir gelir akışları yaratmak için bir veya birkaç müşteri segmentine sunduğu değer ve bu değeri ve ilişki sermayesini yaratmak, pazarlamak ve sunmak için firmalar ve

ortaklar ağının mimarisinin bir tanımıdır” şeklinde tanımlar. Basit bir ifadeyle, bir iş modeli, havayolunun nasıl iş yaptığını, nasıl satın aldığını ve ürettiğini basitleştirmeyi amaçlar.

Bir havayolunun iş modeli, şirketin hedeflenen müşterilerine sunduğu değer ve bunu başarmak için dahili ve harici kaynakları nasıl yapılandırdığının bir açıklamasıdır. İş modelinin iki unsuru vardır (Holloway, 2008) :

- Ürün tasarımı ve yan gelir kaynakları gibi konuları ele alan ve nasıl gelir elde edileceğini açıklayan bir gelir modeli.
- Gelir modelinin mali sonuçlarını açıklayan, iş süreçlerini ve kurumsal mimariyi ele alan bir maliyet modelidir. Özellikle ne, nasıl ve kim tarafından yapılır.

Son yıllarda havayolu iş modelleri, eski bir maliyet modeli olan 'eski, geleneksel' model ve düşük maliyetli bir model olan 'LCC (Low cost carriers-düşük maliyetli taşıyıcı)' modeli olarak kategorize edilmiştir.

Kısa mesafeli Kuzey Amerika ve Avrupa pazarlarında düşük maliyetli havayollarının artan pazar penetrasyonu ile eski gelir modellerinde meydana gelen en temel değişikliğin yeni bir fiyatlandırma yaklaşımı olduğu vurgulanmalıdır (Holloway, 2008):

Eski model (geleneksel): Satın alma, kullanım ve geri ödeme kısıtlamaları eklendikçe artan indirimlerle sunulan yüksek sınırsız ücretler;

Yeni model (düşük maliyetli): Düşük taban ücrete sahip, muhtemelen kalkış tarihi yaklaştıkça artacak paketlenmemiş hizmet için ek ücretler (örn. öncelikli biniş, koltuk tahsisi, ikramlar, bagaj kontrolü).

1.1.1. Geleneksel Taşıyıcılar

“Legacy Carriers(geleneksel taşıyıcı)” olarak adlandırılan bu havayolları, genellikle birçok sınıfta (ekonomi, business, first class vb.) hizmet sunan büyük, köklü ve yüksek maliyetli havayollarını ifade etmektedir. Tipik olarak geleneksel, bayrak taşıyıcı ve ulusal havayollarını kapsayan bu taşıyıcılar, uçak içi eğlence ve yemek, dinlenme salonları, yüksek bagaj tesisleri gibi hizmetler sunar ve geniş bir uçuş ağına sahiptir (Ermeç Sertoğlu & Mutlu, 2018). Geleneksel modeli benimseyen havayolları, ürünlerini farklılaştırmak için genellikle çok çeşitli hizmetler sunar. Bu havayolları genellikle kapsamlı karmaşık merkezler ve konuşmacı sistemleri ağı üzerinde çalışır. Hub-and-spoke (topla-dağıt) sistemleri, noktadan noktaya bir sisteme kıyasla, aynı sayıda uçuşun hizmet verdiği şehir çiftleri arasındaki bağlantı sayısını artırır. Bağlantı sayısı aracılığıyla ağın boyutu, eski havayolları için stratejik bir başarı faktörüdür. Eski havayollarının ürün konsepti de çeşitli hizmetler sunmaya dayanmaktadır. (Flouris & Walker, 2005) Holloway, 2000 yılından önce kısa mesafeli Kuzey Amerika ve Avrupa pazarlarında var olan bu eski iş modelinin neredeyse tamamen iş seyahatinde bulunanların yüksek ücretler ödeme istekliliğine dayandığını belirtmektedir (Holloway, 2008). Tam hizmet veren havayolları, yolcular için maliyet engelleyici olsalar da, sunulan ek havayolu ürünleri aracılığıyla avantaj elde etmek için yolcular tarafından hoşgörüle karşılanmaktadır. Özellikle büyük şirketler bu köklü havayollarını tercih etmektedirler. (O'connell & Williams, 2005). Geleneksel havayolları, küresel dağıtım sistemlerini kullanarak ve çeşitli havayolları ile işbirliği yaparak çalışır. Birden fazla ağ ve şehir çiftini kapsayan bu havayolları, filolarında farklı tür ve boyutlarda uçaklara sahiptir (Önen, 2018).

Geleneksel havayolu modelinde ele aldığımız THY, gelişen filosu, donanımlı personeli ve hizmetleriyle de bayrak taşıyıcı havayolu olarak tüm dünyada marka olmayı başarmıştır.

1.1.2. Düşük Maliyetli Taşıyıcılar

Düşük maliyetli taşıyıcılar literatürde genel olarak geleneksel taşıyıcıların benimsediği bazı hizmetlerden vazgeçerek maliyetlerini düşüren ve buna bağlı olarak düşük fiyatlarla hizmet sunan havayolları olarak tanımlanmaktadır. Bu havayolları genellikle kısa mesafeli seyahatler için ek bir gelir kaynağı olarak yiyecek-içecek gibi ek hizmetler sunan, koltuk mesafelerini azaltarak maliyetleri düşüren ve birçok yönden maliyet düşürme politikaları ile hizmeti azaltan bir modelle karşımıza çıkıyor. Genellikle topla ve dağıtım ağ yapısı yerine noktadan noktaya uçuşlar sunan, transit ve transfer hizmetlerinden kaçınan bu modeldeki taşıyıcılar, kabin ve kokpit ekibi için de düşük sabit ücretlere sahiptir (Önen, 2018).

İş modelleri, kâr odaklı bir iş stratejisinin basitleştirilmiş bir tanımını sağlar. Düşük maliyetli havayollarının iş modeli, en önemli ürün özelliği olan fiyat olmak üzere birkaç özellikten oluşur. Buna ek olarak, çoğu düşük maliyetli taşıyıcı, ürün teklifleri, organizasyon yapısı, işgücü ve iş uygulamaları ve operasyonel prosedürler açısından tam hizmet taşıyıcılarından ayırt edilebilir.

Fiyatlandırma yapısı, LCC'ler ve tam hizmet taşıyıcıları arasındaki önemli bir farktır. Geleneksel havayolları, fiyata duyarlı tatil amaçlı seyahat edenlerden zamana duyarlı iş seyahatindekilere kadar tüm olası yolcu gruplarını hedeflerken, LCC'nin düşük uçak biletleri genellikle fiyata duyarlı yolcuları cezbeder (Flouris & Walker, 2005).

Düşük maliyetli havayolu iş modelinin dünyadaki öncüsü ABD'de bulunan Southwest Airlines'tır. Avrupa'da ilk kez İrlandalı Ryanair tarafından uygulanmıştır. Pegasus Havayolları 2005 yılında Esas Holding tarafından satın alındıktan sonra Türkiye'de tarifeli uçuşlara başlamış ve bu iş modelinin Türkiye'deki öncüsü olmuştur (Pegasus Yatırımcı İlişkileri, 2021)

1.2. Kurumsal Sosyal Sorumluluk Kavramı

Kurumsal sosyal sorumluluk kavramı genellikle kurumlar, hükümetler ve vatandaşlar arasındaki ilişki ile ilgilidir. Başka bir deyişle, kurumlar ile halk arasındaki veya kurumlar ile paydaşları arasındaki ilişkiyi ele alır. Literatürde kurumsal sosyal sorumluluk kavramının tanımlarında tam bir istikrar yoktur (Crowther & Aras, 2008).

AB komisyonu kurumsal sosyal sorumluluk kavramını genel anlamda “işletmelerin toplum üzerindeki etkilerinden sorumlu olmaları” olarak tanımlamaktadır (Renewed EU strategy 2011-14 for Corporate Social Responsibility (CSR), 2011). Komisyon, kurumsal sosyal sorumluluk kavramının önemine açıkça değinmektedir. Firmalar sadece sundukları ürün ve hizmetler açısından değerlendirilmemelidir, bu çalışmalar sonucunda toplum üzerindeki olumlu ve olumsuz etkileri açısından da önem arz etmektedirlerdir. Toplum üzerindeki olumsuz etkilerin yönetilmesi ve azaltılması görevi, kurumsal sosyal sorumluluk başlığı altında değerlendirilmektedir.

1.3. Vizyon ve Misyon Kavramları

Vizyon ve misyon, bir işletmenin dünya görüşünü, nasıl başarılı olabileceğine dair inanç sistemini oluşturur. Bu inanç sistemi, evrenin algılanması, yorumlanması ve yapılması gerekenler konusunda bir bakış açısı, bir yol haritası sunmaktadır. Bu inanç sistemi yeniliklere açık, gelişmelere uyum gösterecek ve harekete geçirecek bir yapıda olmazsa, ciddi bir inanç zayıflığıyla karşı karşıya kalınması kaçınılmazdır (Patan, 2009).

Misyon kelimesinin sözlük anlamı 'görev, amaç' tır (Türk Dil Kurumu, 2021). Bu tanımları örgütler için genişlettiğimizde bu kavramı onların temel amaçları, kendilerine koydukları temel görevler ve varlık nedenleri olarak nitelendirmek mümkündür. Kurumlar, örgütün temel amacını ve görevlerini misyon

kavramı altında tanımlar; neyi üreteceklerini, kime üreteceklerini ve topluma nasıl sunacaklarını ifade etmektedirler. Yaptıkları işleri, değerlerini, varoluş nedenlerini ve diğer işletmelerden farklı olmak için izlemeleri gereken stratejileri gösteren bir yol haritasıdır. İyi belirlenmiş bir misyonun ekonomik bir getirinin yanı sıra, örgüt çalışanları arasında bir sinerji oluşturarak örgüte bağlılığı artıracak da yadsınamaz bir gerçektir (Muslu, 2014).

Vizyon kelimesinin sözlük anlamı ise “ideal”dir (Türk Dil Kurumu, 2021). İşletmeler gelecekte kendilerini görmek istedikleri konumu vizyon başlığı altında ifade ederler. Kısaca vizyon, organizasyonun gelecekte ne olmak istediğinin bir ifadesidir. Sadece gelecekle ilgili tahminlerde bulunmayı değil, aynı zamanda karar vermeyi de gerektirir. Organizasyonların gelecek hedeflerine rehberlik eden bir ifadedir. Kuruluşun tüm üyeleri tarafından benimsenmesi, vizyonun iyi bir şekilde açıklanmasıyla mümkündür (Kılıç, 2010).

2.METODOLOJİ

Araştırma yöntemi olarak nitel araştırma yöntemi, veri toplama tekniği olarak ikincil verilerden yararlanılmıştır. Çalışma, işletmelerin web sitelerinden ve literatürden edinilen ikincil verilerle hazırlanmış betimsel derleme niteliğinde bir çalışmadır.

Çalışmanın amacı temel iş modeli Legacy Carriers (Geleneksel/bayrak taşıyıcı) olan Türk Hava Yolları (THY) ve iş modeli Low Cost Carriers (Düşük maliyetli taşıyıcı) olan Pegasus havayolunun vizyon, misyon ve kurumsal sosyal sorumlulukları bakımından karşılaştırılmasını yapmak ve bu konuda literatüre katkı sağlamaktır.

3.BULGULAR

3.1.Türk Havayolları Vizyon ve Misyonu

Türk Hava Yolları ilk olarak 20 Mayıs 1933'te Devlet Hava Yolları adı altında gökle buluşmuştur. 1951 yılında filosunu 33 uçağa çıkaran havayolu, 1955 yılında "Türk Hava Yolları" adı altında IATA üyeleri arasındaki yerini almıştır. İlk etapta 5 uçak ve 30'dan az çalışanla yola çıkan havayolu, bugün dünyanın en çok ülkesine uçan havayolu olarak adını duyurmuştur (Türk Hava Yolları, 2021).

THY, misyon ve vizyonunu internet sitesinde şu şekilde açıklamaktadır (Türk Hava Yolları, 2021);

THY vizyonu aşağıdaki gibidir:

- Sektör ortalamalarının üzerinde büyüme trendini sürdürmek,
- Sıfırlanmış kaza ve arıza,
- Dünyada işaret edilen hizmet anlayışı,
- Düşük maliyetli taşıyıcılara eşdeğer birim maliyetleri,
- Sektör ortalamasının altında satış ve dağıtım giderleri,
- Rezervasyon, biletleme ve biniş işlemlerini kendisi yapan sadık müşteriler,
- Kurumdan sağlanacak faydanın yaratılan katma değerle orantılı olduğunu bilen ve kendini geliştiren personel,
- Üyesi olduğu Star Alliance ortaklarına istihdam yaratan ve onların sunduğu potansiyeli değerlendiren ticari çeviklik,
- Modern yönetim ilkelerini benimseyen, hissedarlarının ve tüm paydaşlarının çıkarlarını bir arada düşünen yönetimi ile öne çıkan bir havayolu olmak.

THY misyonu aşağıdaki gibi tanımlanmıştır.

Sivil Hava Taşımacılığı sektöründe Türkiye Cumhuriyeti Devletinin Bayrak Taşıyıcı kimliği ile; Uçuş güvenliği, güvenilirliği, ürün çeşitliliği, hizmet kalitesi ve rekabetçi konumu ile tercih edilen, Avrupa'da ve dünyada faaliyet gösteren lider bir havayolu olmak.

3.2. Pegasus Vizyonu ve Misyonu

Pegasus Hava Yolları, 1990 yılında Aer Lingus, Silkar Investment ve Net Holding'in ortak girişimiyle İstanbul'da kurulmuştur. İlk uçuşunu Mayıs 1990'da yapan havayolu, aynı yılın Kasım ayında düşük maliyetli havayolu şirketi olarak, tarifeli iç hat uçuşlarına başlayarak Türkiye'de faaliyet gösteren 4. tarifeli havayolu olmuştur. (Pegasus Yatırımcı İlişkileri, 2021) Düşük maliyetli havayolları örneği olarak ele aldığımız Pegasus Hava Yolları, Türkiye'de LCC modelini benimseyen ilk havayoludur ve bölgede bu modele öncülük etmektedir.

Pegasus Hava Yolları, misyon ve vizyonunu web sitesinde şöyle açıklamaktadır (Pegasus Yatırımcı İlişkileri, 2021);

- Misyonumuz Havayolu ile seyahat etmenin herkesin hakkı olduğuna inanıyoruz. Pegasus Ailesi, tedarikçilerimiz ve iş ortaklarımız bunun için birlikte çalışıyor.
- Vizyonumuz Yenilikçi, akılcı, ilkeli ve sorumlu yaklaşımımızla bölgemizde lider ekonomik havayolu olmak.

3.3. Kurumsal Sosyal Sorumluluk Politikaları ve Projeleri Açısından Türk Hava Yolları-Pegasus Hava Yolları Karşılaştırması

Türk Hava Yolları, sosyal sorumluluk kapsamında birçok projeye imza atmış ve bu alanda organizasyon bilinci geliştirmiş bir havayolu şirkettir. THY'nin sosyal sorumluluk kapsamında imza attığı projeler aşağıda tablolatırılmıştır (Türk Hava Yolları, 2021);

Tablo 1. THY Sosyal Sorumluluk Projeleri

KIZILAY	Bayrak taşıyıcı hava yolu olarak, ülkemizin en büyük yardım kuruluşu olan Kızılay'ın kan taşımalarına ve afet yardımlarına kargo desteği veriyoruz.
TURMEPA	Deniz Temiz Derneği ile iş birliğiyle Türk Hava Yolları lounge'larımızda doğa dostu sabunlar kullanıyoruz. Projemizi uçak içi farkındalık videolarıyla destekliyoruz.
Hediye Karavanı	Çocuk Oyunları ve Spor Kulüpleri Federasyonu ile Doğu ve Güneydoğu Anadolu bölgelerindeki çocuklara ve Azerbaycan'daki çocuklara geleneksel oyun setleri dağıtarak Türk kültürünün farklı nesillere aktarılmasını sağladık.
TOSİDO	TOSİDO ile onkoloji birimlerinde tedavileri devam eden, havacılığa ilgi duyan çocukları bilim ve kültür çatısı altında buluşturduk. DO&CO'da Türk Hava Yolları yolcusu olmayı; Uçuş Eğitim Başkanlığı simülatörlerinde pilot olmayı deneyimleyen misafirlerimiz, Tour İstanbul tarafından düzenlenen İstanbul turu ile keyifli ve öğretici bir gün geçirdi.
Teknofest Teknoloji Festival	Havacılık Uzay ve Teknoloji Festivali'ni teşvik ederek Türkiye'yi uluslararası platformlarda temsil eden başarılı takımları destekledik.
Devlet Tiyatroları Desteği	Uçmak isimli tiyatro oyununu destekleyerek kültür ve sanat alanındaki etkinlikleri teşvik ettik.
Avrupa Birliği Bilimde Kız Çocukları ve Kadınlar Günü	Avrupa Birliği Bilimde Kız Çocukları ve Kadınlar Günü, kadın ve kız çocuklarının bilim projelerinde desteklenmesini ve bilimde kadın istihdamı için fark yaratmayı amaçlıyor. Türk Hava Yolları'nda görevli başarılı bilim kadınlarımızın ve pilotlarımızın konuşmalarıyla havacılık sektöründe kadın istihdamı konusunda farkındalık yarattık.
Skylife Çocuk Dağıtımı	Skylife Çocuk dergimizi çeşitli belediyelere, kar amacı gütmeyen kurumlara ve sevgi evlerine ulaştırıyoruz.
"Ben okudum, sen de oku"	Türk Hava Yolları olarak çalışanlarımız aracılığıyla toplanan veya satın alınan binlerce kitabı "Ben okudum, sen de oku" projesi kapsamında, Türk Hava Yolları Gönüllüleri tarafından kurulan Hatay, Konya, Eskişehir ve Muş'taki 13 köy kütüphanesine ulaştırdık.

Türk Hava Yolları Ahmet Nuri Duman Çocuk Kitaplığı	Bir çalışmamızın lösemi hastalığı nedeniyle kaybettiği çocuğunun anısına İstanbul'daki beş çocuk onkolojisi servisine, toplamda 1.500 renkli ve hareketli büyük kitaptan oluşan birer çocuk kitaplığı bağışladık. Ayrıca çalışanlarımız bu servislere spor ve etkinlik malzemeleri götürüyor, düzenli aralıklarla çocuk hastaları ziyaret ediyor.
Kurumsal Sosyal Sorumluluk Fuarı	Türk Hava Yolları olarak, çalışan gönüllülüğü programlarıyla KSS Pazaryeri'ne katıldık. CSR Europe'un Türkiye ayağı olan Kurumsal Sosyal Sorumluluk Derneği'nin 10 Aralık'ta düzenlediği, Türkiye ve dünyanın önde gelen firmalarının sosyal sorumluluk faaliyetlerinin tanıtıldığı fuarda, gönüllülük programlarımızla dikkat çektik.
"Kardan adam yapsak senle?"	Türk Hava Yolları Gönüllüleri aracılığıyla, "Kardan adam yapsak senle?" kampanyasıyla kışın sert geçtiği köy okullarına yönelik anlamlı bir kampanya düzenledik; Tokat'tan Edirne'ye 19 ilde, yaklaşık 1.700 öğrenciye bot, mont, çorap, battaniye ve giysi ulaştırdık.
Yetimlere Yönelik Eğitim ve Etkinlik Merkezi	Yetimlere yönelik faaliyetlerimizi daha etkin olarak yürütebilmek amacıyla İstanbul-Haseki'de bir yetim merkezi açtık. Türk Hava Yolları Gönüllüleri tarafından dekore edilen bu merkezde değişik yaş gruplarından 250 yetim çocukla eğitimler, atölyeler, geziler ve birbirinden güzel etkinlikler düzenliyoruz.
Uçurtma şenliği	Türk Hava Yolları Gönüllüleri aracılığıyla, 2014 Bahar döneminde 200'e yakın yetim çocuğun katılımıyla bir uçurtma şenliği gerçekleştirdik. Sosyal hizmetlerin sevgi evlerinde ve çeşitli derneklerin finanse ettiği çocuk evlerinde kalan Türk ve Suriyeli yetim çocukların katıldığı şenlikte, öğretici etkinliklere yer verdik.
Türk Hava Yolları Uçucu Ekibi'nden okul ziyaretleri	Türk Hava Yolları Uçucu Ekibi aracılığıyla, kabin ve kokpit ekiplerinden gönüllü çalışanlarla okul ziyaretleri gerçekleştirdik. Çocukları havacılık, aerodinamik, uçak hızı, ilk uçuş macerası gibi konularda bilgilendirdik. Ayrıca çocuklara Turkish Do&Co ikramları, ahşap uçak maketi, uçurtma gibi hediyelerle hazırlanmış paketimizi hediye ettik.
1 milyon fidan, 1 milyon gülen çocuk	Türk Hava Yolları olarak taşıdığımız her bebek yolcu için bir fidan dikmeye devam ediyoruz. 2014 yılında 19 şehirde hatıra ormanı oluşturduk. 2015'te ise hedefimizi 17 ilde dikilmesi planlanan fidanlarla toplam 1 milyon fidan olarak belirledik.
Dünyanın tüm çocuklarına bayram	Türk Hava Yolları Gönüllüleri aracılığıyla kurban bayramında Bangladeş ve Fildişi sahilini ziyaret ettik. 200'e yakın kurban, koliler dolusu çikolata, lokum, oyuncak ve hediye binlerce çocuk ve yetişkine dağıttık. Ayrıca bayramlarda yetim çocukları ve lösemi kliniklerindeki çocuk hastalarımızı bayramlık giysiler ve hediyelerimizle sevindirdik.
Somalı çocuklara oyun terapisi	Türk Hava Yolları Gönüllüleri aracılığıyla, Pedagoji Derneği ve Yeryüzü Doktorları işbirliğiyle Türkiye'de bir ilke imza atarak Soma'da babasını kaybeden çocukların tedavisine oyun terapisiyle destek olduk. Ayrıca Soma merkezde oturmeyen ve terapi imkânı olmayan 100 çocuğa da hazırladığımız terapötik oyuncaklardan bir set hediye ettik.
Öğle araları bir okul	2014 yılı boyunca sokak çocukları derneklerinden kanserli çocuk derneklerine, sosyal hizmetlerden engelliler müdürlüğüne, mülteci derneklerinden sağlık alanındaki yardım kuruluşlarına kadar onlarca STK ve yardım amaçlı devlet kuruluşunu Türk Hava Yolları'na davet ettik, tecrübeleri paylaştık ve konuyla ilgili filmler izledik.

Pegasus Hava Yolları'nın 20 Kasım 2013 tarihinde yürürlüğe giren kurumsal sosyal sorumluluk politikası aşağıdaki gibidir (Pegasus Yatırımcı İlişkileri, 2021)

“..Firmamız iyi bir kurumsal birey olarak sosyal, kültürel, ekonomik ve çevresel konularda duyarlı, etik ve sorumlu yaklaşımlarla çalışan ve paydaşlarıyla olan işlerini, ilişkilerini yürütmekte ve sosyal konulara yatırım yapmaya özen göstermektedir. Bu çerçevede kurumsal sosyal sorumluluk anlayışımız, öncelikle şirketimizin kendi inisiyatifiyle gönüllü olarak gerçekleştirdiği uygulamaları kapsamaktadır.”

Şirket, yayınladığı kurumsal sosyal sorumluluk politikasında toplumsal gerçeklere ve ihtiyaçlara uyum, kurumsal ilke ve değerlere uyum, uygulanabilirlik, sürdürülebilirlik, genişletilebilirlik, paydaş katılımı ve ölçülebilirlik özelliklerine önem verdiğini belirtmektedir.

Çalışanları, misafirleri, müşterileri, yatırımcıları ve kamu kurumları gibi paydaşları ile paylaşmaya özen gösterdiğini ifade etmektedir. Sosyal, çevresel, ekonomik ve etik konuların ve şirketlerin

yönetiminin bu alanlarda sosyal paydaş beklentilerine duyarlı olduğunu belirtmekte ve bu bağlamda öncelikli hedeflerini şöyle açıklamaktadır;

- Çalışanlarımıza insan haklarının tam olarak tanındığı, güvenli ve huzurlu bir çalışma ortamı sağlamak,
- İçinde yaşadığımız topluma pozitif değer katmak,
- Faaliyet ve hizmetlerimizin sunumunda çevre bilincini ön planda tutmak,
- Paydaşlarımızla şeffaflık ve etik değerler çerçevesinde sağlıklı iletişim kurmak.

Pegasus Havayolları tüm bu kurumsal sosyal sorumluluk politikaları doğrultusunda, 2018 yılında, Sivil Toplum için Destek Vakfı koordinasyonunda ve Toplum Gönüllüleri Vakfı (TOG) yürütücülüğünde “Yarınlara Uçuyoruz” projesine imza atmıştır. Şubat 2022- Mart 2023 tarihleri arasında üçüncü kez desteklenecek projenin, 2019 döneminde desteklediği bazı proje fikirleri aşağıda sıralanmıştır (Yarınlara Uçuyoruz, 2022);

- 1-Annemle Öğreniyorum Projesi
- 2-Benim Kahramanım Projesi
- 3-Bilinçli Nesiller Sağlıklı Besinler Projesi
- 4-Bulaşıkları Kim Yıkayacak Projesi
- 5-Çocuğun Kaleminden Değerler Projesi
- 6-Çocuk Dostu Kuklalarla Yarınlar İçin Uçuyorum Projesi
- 7-Depreme Karşı Her Yaşta Projesi
- 8-Flört Şiddeti ve Toplumsal Cinsiyet Atölyesi: Bu Nasıl Aşk Projesi
- 9-Gülümse Çekiyoruz Projesi
- 10-Hayvanları Koruyorum Yarınımı Kuruyorum Projesi
- 11-Kadınımız Haklıyız Projesi
- 12-Kayıp Kuşaklar Olmasın Diye Projesi
- 13-Peçiş Oyunu Projesi
- 14-Sıcak Kalpler Renkli Hayaller Projesi
- 15-Sil Baştan Projesi
- 16-Stemini Projesi
- 17-Umudun Kanatları Projesi
- 18-Yarının Kampı Projesi
- 19-Yarınlara Gönüllüyüz Projesi
- 20- Yarınları Kodluyoruz Projesi

4.SONUÇ

Bu çalışmada geleneksel ve düşük maliyetli iş modellerinden birini benimseyen iki havayolu olan THY ve Pegasus Hava Yolları'nın vizyonları, misyonları ve kurumsal sosyal sorumluluk politikaları derlenmiştir.

THY, ülkenin bayrak taşıyıcı havayolu şirkettir. Şirketin web sitesi incelendiğinde, misyonunu işaret edilen bir havayolu olmak doğrultusunda geliştirdiği, ortalamaların üzerinde büyüme trendlerini hedeflediği, kaliteye önem verdiği vurgulanmaktadır. Aynı zamanda şirketin sadece hizmet üretmenin ötesinde, sosyal sorumluluk kapsamında birçok projeye imza atmış ve bu alanda organizasyon bilinci geliştirmiş bir havayolu şirketi olduğu görülmektedir. Pegasus Havayolları incelendiğinde ise, kendisine ülkenin lider ekonomik havayolu olmayı vizyon olarak belirlediği, misyonunu herkesin uçmaya hakkı olduğu sloganıyla şekillendirdiği ve kendisini bu alanda geliştirmeyi hedeflediği görülmektedir. Araştırmamızda Pegasus Havayolları ve THY'nin kurumsal sosyal sorumluluk

projelerine verdiği değer bakımından ayrılmadığı gözlemlenmiştir. Sosyal sorumluluk noktasında aralarındaki fark yalnızca ekonomik ve bölgesel statüleri dolayısıyla THY'nin Pegasus Havayolları'na göre daha büyük bütçe ayırabilmesi ve daha köklü kuruluşlarla iş birliği yapabilmesi olarak açıklamak mümkündür. Ancak bununla birlikte Pegasus'un kadınlara yönelik ve ayrıca hayvan haklarına yönelik projeler ürettiği bu konularda daha öncü durumda olduğu tespit edilmiştir. Çalışmanın kısıtı ilgili firmaların web sitelerinden edinilen bilgiler olmasıdır.

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Determining the Usage Status of the Instagram Platform by Tourism Faculties in Turkey

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ABSTRACT

With the rapid development of technology and the increase in their use, various social networks have started to come up, and therefore the concept of social media has gained an important place in the lives of people, institutions, and businesses. As a matter of fact, the ability of individuals to express themselves regardless of time or place, and their ability to communicate and interact anywhere, has made social media platforms an indispensable phenomenon of daily life. In addition, various public/private institutions and organizations have started to employ social media platforms very actively. Moreover, they have both increased their recognition through more audiences and tended to deliver the information and messages they want as to reach more easily to the audiences they want to convey. Institutions create corporate identity in the context of expanding their perspectives and getting to know themselves objectively, and they do this via social media networks, in which corporate communication plays the most active role today. In this study, it was aimed to determine the use of social media tools by tourism faculties in state universities in Turkey, and also to evaluate the shares by content analysis on Instagram platforms, one of the leading social media platforms. According to the results obtained, it has been obtained that tourism faculties take a large part in social media in terms of corporate communication. However, it has been determined that there are some deficiencies in managing Instagram profiles and thus various suggestions have been developed in this regard.

Keywords: Social Media, Corporate Communication, Tourism Faculties, Instagram.

INTRODUCTION

With the advancement of technology in corporate communication, social media is growing increasingly intense, and individuals are becoming increasingly involved in social media platforms. These factors motivate public institutions to conduct research in this area. One of the most powerful methods for obtaining desired achievement is corporate communication. As a result, universities, like many other public institutions, maintain a social media presence by keeping up with rapid technological and societal development and engaging in long-term communication.

Social media applications have become an integral element of human existence as a result of technological advancements, widespread usage of internet infrastructures, and vastly increased mobile phone capacity. Therefore, the number of social media research studies is growing every day. Institutions and organizations are exploring how to use social media for their own benefit, and the notion of social media is becoming more prominent thanks to these studies.

This study sought to determine how tourism faculties use social media platforms in this context. In addition, this study used content analysis to examine the posts of tourism faculties on Instagram, one of the most popular social media networks.

CONCEPTUAL FRAMEWORK

Numerous descriptions of social media can be found in the literature. Various definitions of social media have been proposed in related fields such as communication, public relations, information science, and mass media, with digital technologies frequently referring to user-generated content or interaction (Terry, 2009; Kaplan and Heanlein, 2010). To characterize the interaction features and messages of social media, researchers commonly employ sites like Facebook and Twitter (Kent, 2010; Howard & Parks, 2012). Despite the numerous definitions, there is still a need for a specific, unambiguous, and agreed-upon definition of social media, particularly within disciplines around the world (Kaplan & Heanlein, 2010; Xiang & Gretzel, 2010; Effing et al., 2011). In the lack of a common definition, a notion may elicit numerous connotations. As a result, coming up with a shared understanding that leads to theory and study is all the more challenging in this situation (Hempel, 1966). Indeed, contemporary definitions of social media vary widely in terms of their complexity, focus, and usefulness outside of their respective fields (for example, communications, public relations, information science, and mass media) (Carr & Hayes, 2015).

Multiple classifications are easily articulated on social media, despite the fact that there are several. Social media, for example, is defined by Russo et al. (2008) as "things that enhance online communication, environment, and collaboration." Kaplan and Heanlein (2010), on the other hand, identified social media as "a series of internet-based apps that build on the conceptual and technological roots of Web 2.0 and allow the serving and exchange of User Generated Content (UGC) content." Lewis (2010) describes social media as a digital tool that empowers people to connect, communicate, produce, and share content. These definitions are insufficient since they can readily be applied to various forms of communication (Carr & Hayes, 2015). Social media, according to Carr and Hayes (2015), are "primarily user-generated, Internet-based, and permanent mass media channels that foster user involvement." If a description is intended based on the common aspects of all of these definitions, it may be "digital technologies in which users communicate and interact with people they know or don't know through internet-based applications, either using their real names or aliases." With the advancement of internet speeds and the capacity of mobile phones and computers, users may now share using technologies like audio, photo, and video in addition to text. In addition, thanks to technologies such as virtual reality and augmented reality used in today's applications, much more creative sharing can be made.

We Are Social and Hootsuite issued "The Digital 2021 Global Overview Report" in January 2021, which contains some facts about internet and social media usage. The world population was 7.83 billion at the start of 2021, according to this report. According to UN statistics, the global population is growing at a rate of 1% each year. 5.22 billion utilize mobile phones or mobile technologies in the world at the start of 2021. This is equivalent to 66 percent of the global population. 93 million new users have begun accessing mobile technology since January 2020. Once individuals who use multiple mobile technologies are included, the total number of mobile technologies used exceeds 8 billion. The percentage of people who use the internet is 59.5 percent. 4.66 billion individuals have access to the internet. In comparison to the earlier year, this number has expanded by 316 million. Furthermore, as a result of the Covid-19 outbreak, employees began to work from home via the internet rather than in offices. The internet penetration and usage rate are likely to rise as a result of this circumstance. As of January 2021, the number of individuals utilizing social media platforms was anticipated to be 4.2 billion. This number has surged by 490 million since the same month the previous year. This equals to a 13 percent rise. The overall number of people enjoying social media accounts for 53% of the global population (wearesocial.com).

When considering at internet and social media usage in Turkey, it is clear that the usage has accelerated as technology and internet infrastructures have progressed. According to a GWI study, the average daily use of social media by those aged 16 to 64 is 2 hours 25 minutes over the world. With 4 hours and 15 minutes, the Philippines leads the world in this category. With 2 hours 57 minutes, Turkey is in 14th place. According to a study conducted by "We Are Social", the average daily internet usage

among people aged 16 to 64 is 6 hours 54 minutes. In this regard, the Philippines is in the 1st place with 10 hours and 56 minutes of daily usage. Turkey is in the 12th place with 7 hours 57 minutes (wearesocial.com).

According to a study conducted by Kepios Analysis in January 2022, the number of people using social media platforms is as follows:

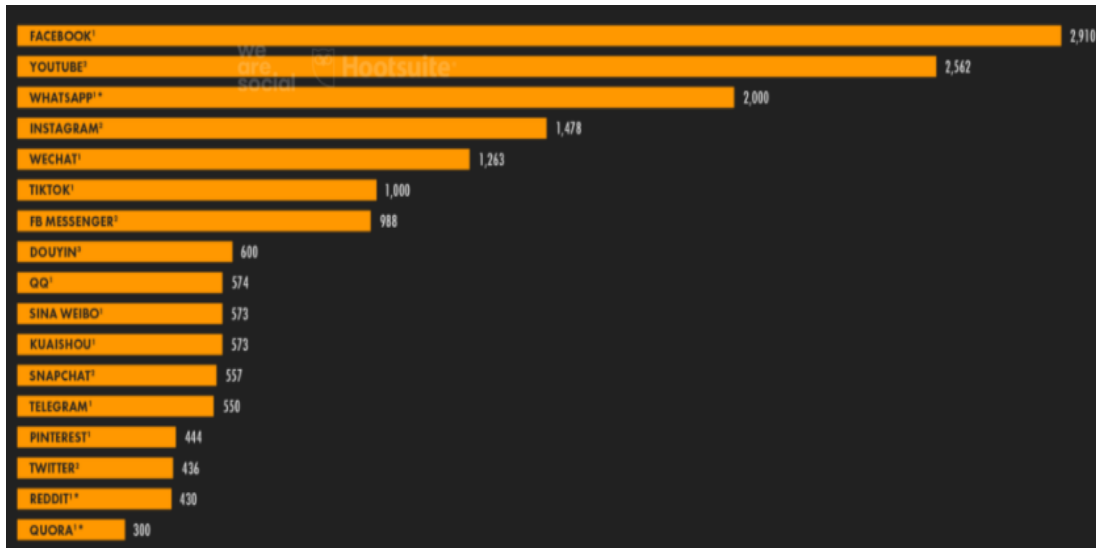


Figure 1: The Most Used Social Media Platforms in the World

(Source: recrodigital.com)

Figure 1 shows that Facebook is the most widespread social media platform, with 2.91 billion users. YouTube comes in second with 2,562 billion users, followed by Whatsapp with 2 billion. Instagram is utilized by 1.478 billion people, which puts it in fourth place.

Instagram is a photo and video-sharing social networking platform. Account owners have a profile and news feed, similar to Facebook and Twitter. When someone shares a photo or video, it appears on their Instagram profile. These published photographs and videos will appear in the news feeds of other users who follow the person. Similarly, the user's news feed displays photographs and videos shared by the individuals they follow. Instagram, like other social media platforms, permits users to interact with one another via following, being followed, commenting, liking, tagging, and direct messaging. Instagram can be used on smartphones running Apple's iOS or Google's Android operating systems. While a PC can be managed to visit Instagram, sharing photographs and videos requires a mobile device. In order to use Instagram, you must first register an account. The users will need a Facebook account or an e-mail address to register an account. The users continue using Instagram by inviting people to their friends list after picking on a username and password.

The number of Instagram users is steadily continuing to increase. To begin with, social media, which has a considerable presence in our lives thanks to Facebook, has emerged to be utilized efficiently on mobile devices thanks to Instagram. As a result, institutions and organizations have followed this trend. Social media platforms are valuable to both private and public institutions and organizations, and they have begun to participate in them. Advertisement and promotion efforts on social media are multiplying day by day, especially from the perspective of institutions. People have decided to embrace social media to keep up with government statements. Instagram has now become a platform that institutions attach importance to the number of users continues to grow. In this study, answers are sought to the following questions about the use of Instagram by Tourism Faculties:

- What are the social media platforms used by Tourism Faculties in Turkey?
- What further information is included in the titles of the Instagram pages of Tourism Faculties in Turkey?

- Which types of posts are preferred more on the Instagram pages of Tourism Faculties in Turkey?
- What topics do the content of the posts on the Instagram pages of Tourism Faculties in Turkey focus on?
- What are the contents of the posts shared on the Instagram pages of Tourism Faculties in Turkey?
- Are hashtags used in the posts on the Instagram pages of Tourism Faculties in Turkey?
- Are the Instagram pages of Tourism Faculties in Turkey open to everyone?
- What is the rate of response to comments, criticisms, and questions on the Instagram pages of Tourism Faculties in Turkey?

METHODOLOGY

The major goal of this research is to investigate the Instagram usage status of Tourism Faculties in Turkey. The results of this study are constrained to the Instagram pages of faculties. The population of the study is made up of tourism faculties at Turkish public universities. The data acquired in accordance with the research subject and goal have undergone content analysis. “The basic process in content analysis is to bring together similar data within the framework of certain concepts and themes and to interpret them in a way that the reader can understand” (Yıldırım and Şimşek, 2018: 242). In order to analyze the content, the coding scheme developed by Tufan Yeniçıkı (2016) and modified by Gökler and Onay (2020) within the scope of the shares on the Instagram pages of Tourism faculties and the purpose of the study in line with these shares was used.

FINDINGS

There are 36 Tourism Faculty in total in state universities in Turkey. The web pages of the relevant tourism faculties were examined, and their social media accounts are given in Table 1.

Within the scope of the research, the social media diversity of the faculties was also determined. In this framework, it has been determined that 30 faculties have Instagram accounts, 30 faculties have Facebook accounts, 19 faculties have Twitter accounts, 16 faculties have YouTube accounts, and 3 faculties have LinkedIn accounts.

Table 1. Social media accounts of tourism faculties on the web pages

Name of Faculty	Instagram	Facebook	Twitter	YouTube	LinkedIn
Faculty 1	✓		✓	✓	
Faculty 2	✓	✓	✓	✓	
Faculty 3	✓	✓	✓		
Faculty 4		✓			
Faculty 5	✓	✓	✓	✓	
Faculty 6	✓	✓	✓	✓	
Faculty 7	✓	✓	✓		
Faculty 8	✓	✓	✓	✓	✓
Faculty 9	✓	✓			
Faculty 10	✓				
Faculty 11	✓	✓			
Faculty 12	✓	✓	✓	✓	✓
Faculty 13	✓	✓	✓	✓	
Faculty 14		✓	✓	✓	
Faculty 15	✓	✓	✓		
Faculty 16	✓	✓	✓	✓	
Faculty 17	✓			✓	
Faculty 18	✓	✓	✓	✓	
Faculty 19	✓	✓			
Faculty 20		✓			
Faculty 21	✓	✓		✓	
Faculty 22	✓				
Faculty 23	✓		✓		
Faculty 24		✓	✓		✓
Faculty 25	✓	✓	✓	✓	
Faculty 26	✓	✓	✓		
Faculty 27	✓	✓	✓	✓	
Faculty 28	✓	✓			
Faculty 29	✓	✓			
Faculty 30	✓	✓			
Faculty 31	✓	✓	✓	✓	
Faculty 32		✓			
Faculty 33	✓	✓			
Faculty 34	✓	✓		✓	
Faculty 35					
Faculty 36	✓	✓			

When the Instagram social media application was examined, it was determined that and 30 faculties had Instagram accounts. Information on the number of followers of the relevant faculties has been given in Table 2. The average number of followers of the faculties was calculated as 625. In a nutshell, since 30 faculties have their own Instagram accounts, the rest of the research was carried on with 30 faculties.

Table 2. Information on Instagram accounts of Tourism Faculties

Name of Faculty	Number of Followers	Name of Faculty	Number of Followers	Name of Faculty	Number of Followers
Faculty 1	759	Faculty 13	940	Faculty 27	809
Faculty 2	417	Faculty 15	740	Faculty 28	588
Faculty 3	350	Faculty 16	740	Faculty 29	678
Faculty 5	1449	Faculty 17	329	Faculty 30	326
Faculty 6	1353	Faculty 18	114	Faculty 31	895
Faculty 7	850	Faculty 19	604	Faculty 33	184
Faculty 8	342	Faculty 21	418	Faculty 34	377
Faculty 9	1717	Faculty 22	196	Faculty 36	172
Faculty 10	109	Faculty 23	355	Average: 625	
Faculty 11	104	Faculty 25	1344		
Faculty 12	767	Faculty 26	745		

In Table 3, the distribution of the details of the Instagram accounts of 30 tourism faculties has been delivered. When Table 3 is explored, it is observed that 24 (80%) faculty Instagram accounts included a link to the faculty's web page, 6 (20%) included information on other social networks of the faculty, only 3 (10%) faculty included faculty or university slogans in their account bios and 26 (87%) faculty used the faculty or university logo as their profile picture.

Table 3. Distribution of the details of the Instagram accounts of Tourism Faculties

Account Details	Yes	%	No	%
Web page link that leads to the faculty	24	80	6	20
Information for other social networks	6	20	24	80
Faculty or University Logo	26	87	4	13
Faculty or University Slogan	3	10	27	90

Table 4 contains the information on the types of posts in the Instagram accounts of 30 tourism faculties. When Table 4 is examined, it has been determined that all 30 (100%) faculties share photos on their accounts, while 5 (17%) faculties do not include videos in addition to photos.

Table 4. Distribution of post types on the Instagram accounts of Tourism Faculties

Type	Yes	%	No	%
Video	25	83	5	17
Photo	30	100	0	0

In Table 5, the distribution of the content of the posts on the Instagram accounts of the Tourism Faculties has been presented. As the contents of the videos and photos on the Instagram page of their faculties are reviewed, it has been obtained that 30 (100%) faculties include informative articles, events held in the faculty, services provided in the faculty, information sharing about the activities, and content for the target audience. Besides, it has been found that 25 (83%) faculties shared celebration content, 22 (73%) faculty shared commemorative content, 26 faculties (87%) shared culture and art content, 24 (80%) faculty shared ceremony contents, 11 (37%) faculties shared sports content, 28 (93%) faculty shared work area content, and 24 (80%) faculties shared content according to their characteristics.

Table 5. Distribution of post content on the Instagram accounts of Tourism Faculties

Contents	Yes	%	No	%
Information	30	100	0	0
Celebration	25	83	5	17
Commemoration Event	22	73	8	27
Activity	30	100	0	0
Art And Culture	26	87	4	13
Service	30	100	0	0
Ceremony	24	80	6	20
Guidance	30	100	0	0
Sport	11	37	19	63
Target Audience Content	30	100	0	0
Workspace Contents	28	93	2	7
Contents According to The Features of The Faculty	24	80	6	20

When the explanations of the posts on the Instagram accounts of the tourism faculties are examined, it is noticed that all 30 (100%) faculties have made explanations regarding the posts. Additionally, it was figured out that 11 (37%) faculties conducted interviews in their post content, 7 (23%) faculties used question-answer and 26 (87%) faculties used posting expressions for promotions.

Table 6. Distribution of posts on the Instagram accounts of tourism faculties for explanation

Contents	Yes	%	No	%
Explanation	30	100	0	0
Interview	11	37	19	63
Question-Answer	7	23	23	77
Promotion	26	87	4	13
Information	30	100	0	0

The hashtag distribution of the faculties on their Instagram accounts has been provided in Table 7. When Table 7 is studied, it has been determined that 25 faculties include hashtags with their posts, while it was learnt that 18 faculties included the name/slogan of the university or faculty in addition to other hashtags or only in hashtags.

Table 7. Distribution of posts for hashtag usage

(#)	Yes	%	No	%
(#) Hashtag usage	25	83	5	17
University or Faculty's Name/Slogan Usage in Hashtags	18	60	12	40

In Table 8, the distribution of the comments made on the Instagram accounts of the faculties according to their characteristics is given. It was specified that there is a request in the posts of 7 (23%) faculties. It was set down that there are complaints in the posts of 6 (20%) faculties. It was determined that there are questions in the posts of 13 (43%) faculties. It was also observed that 21 (70%) faculties had likes, wishes and intentions in their posts. Moreover, it has been rendered that 9 (30%) faculties included in the comments in their posts in the form of chat. finally, it was established that 24 (80%) faculties used emojis in their post comments.

Table 8. Distribution of the characteristics of comments on posts

Features of Comments	Yes	%	No	%
Request	7	23	23	77
Complaint	6	20	24	80
Question	13	43	17	57
Emoji	24	80	6	20
Likes / Wishes /Intention	21	70	9	30
Chat (text interaction)	9	30	21	70

Table 9 includes the distribution of the responses to the comments published on the Instagram accounts of the faculties. It was determined that only 33% (10) of the 30 tourism faculties responded to the comments made on the posts.

Table 9. Distribution of responding to comments regarding posts

Comments	Yes	%	No	%
Reply to comments	10	33	20	67

In Table 10, the distribution of the characteristics of the responses to the comments made on the Instagram accounts of tourism faculties has been supplied. When Table 10 is analyzed, it has been confirmed that 7 (23%) faculties provided explanation, 6 (20%) faculties provided guidance in comments, and 14 faculties gave approval messages/thank you messages.

Table 10. Distribution of the characteristics of the responses to comments on posts

Characteristics of the Responses	Yes	%	No	%
Explanation	7	23	23	77
Guidance	6	20	24	80
Confirmation/Thanking	14	47	16	53

CONCLUSION AND RECOMMENDATIONS

The purpose of this investigation was to evaluate how tourism faculties in Turkish state universities handle social media. It was intended to showcase how tourism faculties use Instagram in this context. It was discovered that 30 of the 36 tourism faculties have Instagram profiles as part of the research. According to the findings, the faculty Instagram profiles feature connections to the faculties' websites, other social media information, and the faculty or university slogan. It was also discovered that they used existing university logos. It was also determined that most of the posts include photographs or videos. The content of the posts has been identified to be largely in the form of information, celebration, service, and event. Likewise, it was decided that explanations like conversation, question-and-answer, promotion, and information were included in the posts. Similarly, hashtags have been discovered to be incorporated. Requests, complaints, inquiries, and wishes were sent to faculty Instagram posts, but only 33% of the faculties responded.

It has been observed that the majority of the faculties use the university logo or the faculty logo in the profile photo section of their Instagram accounts. It may be asserted that this state will both provide convenience for individuals in accessing faculties on social media platforms and facilitate their access to accounts. It is known that universities generally have slogans. It can be argued that these slogans are significantly effective in corporate communication. According to the findings, it was determined that only 10% of the tourism faculties included slogans in their Instagram accounts. Another finding of the study is that several faculty Instagram profiles lack referrals to other social media platforms or apps. The majority of faculties have been noted to incorporate the university or faculty logo in the profile photo area of their Instagram profiles. It is plausible that this state will make it easier for people to access faculties on social media platforms and to access their accounts. Universities are well-known for having slogans. These slogans might be considered to be quite powerful in corporate communication. Only 10% of tourism faculties deployed slogans in their Instagram profiles, according to the statistics.

Institutions can publicize, discuss their activities or accomplishments, and involve their activities via social media platforms or applications. In fact, tourism faculties, which are public institutions, should be able to use these platforms effectively and professionally by meeting the standards of the era in corporate communication. In this context, tourism faculties can establish a great corporate communication infrastructure by working on Instagram accounts, which is one of the most popular social media platforms with a large audience. The following recommendations for using the Instagram platform have been produced within this framework:

- Tourism faculties should include tabs or icons on their web pages that direct them to the social media platforms they are involved in. In addition, the Instagram accounts of tourism faculties should include referrals to their web pages and other social media platforms.
- If there are any university or faculty logos, they should be placed on the Instagram biographies, as should slogans. It should not be forgotten that slogans are a key instrument for communicating with the target audience and remaining in their minds.
- Photo or video content should be shared on a regular basis, and these content should be included in a balanced way.
- Content should cover a wide range of topics and formats. Diversity will be maintained within this framework in order to grab the attention of the targeted environment.
- Required explanations, information, slogans, or explanations should be included in each of the post. In addition, hashtags should be used to make it easier to find relevant searches.
- It is critical that comments on posts by other users should be taken into account. Furthermore, it is critical to respond to requests, complaints, inquiries, likes, wishes, and petitions that demand written participation.

This research is limited to tourism faculties at public universities. Every day, new platforms for social media use are introduced. As a result, new investigations are being conducted on these platforms by researchers. Future studies may be conducted in many institutions, units, countries, and areas.

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Monday 20 June 2022 09:00-10:30	Registration
Monday 20 June 2022	<p>Opening Speeches</p> <p>Prof.Dr. Erdogan EKIZ, Dean of Faculty at TEAM University, Uzbekistan</p> <p>Prof.Dr. Himmet KARADAL, Chair of EMI Congress</p> <p>Mr. Hikmat ABDURAHMANOV, CEO and Founder of TEAM University, Uzbekistan</p> <hr/> <p>Uzbekistan Folk Dances and Music Concert</p> <p>Mr. Zafar KHASHIMOV, Founder of TEAM University - CEO of Korzinka, Uzbekistan</p> <p>Mr. Sindor Abdunabievich BIYKUZIEV, Department of Chamber of Commerce and Industry, Uzbekistan</p> <p>Sultonmurod Norbutaevich MEXRIDDINOV, Entrepreneurship and Farming Support Center, Uzbekistan</p> <p>Prof.Dr. Azamat Anvarovich, Rector, Cambridge International University, Uzbekistan</p> <p>Prof.Dr. Shavkat Sharipov Safarovich, Rector, Jizzakh State Pedagogical Institute, Uzbekistan</p> <p>Assoc.Prof.Dr. Elyor Makhmudov, Rector, Diplomat University, Uzbekistan</p> <p>Assoc.Prof.Dr. Yusif ALIYEV, Director, Guba branch of Azerbaijan State Pedagogical University</p>
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Monday 20 June 2022	<p>11:15-11:45 Coffee break</p> <p>Opening Session: "The Entrepreneurship and Social Sciences in Turkic World"</p> <p>Moderators: Prof.Dr. Erdogan EKIZ & Prof.Dr. Himmet KARADAL</p> <p>Mr. Mirvokhid Azimov, Deputy Secretary General of the Organization of Turkic States</p> <p>Mr. Fesih Zeki MERT, CEO of Van Horne, Canada</p> <p>Assoc.Prof.Dr. Zakir EMİNOV, Institute of Geography named after H. Aliyev, Azerbaijan</p> <p>Prof.Dr. Ali ERBAŞI, Selçuk University, Türkiye</p> <p>Prof.Dr. Muammer MESCİ, Düzce University, Türkiye</p> <p>Prof.Dr. Şafak ÜNÜVAR, Selçuk University, Turkey</p> <p>Prof.Dr. Bünyamin AYHAN, Selçuk University, Türkiye</p> <p>Assoc.Prof.Dr. Zeliha TEKİN, Muş Alparslan University</p> <p>Assoc.Prof.Dr. Fatih VAROL, Selçuk University, Türkiye</p> <p>Asst.Prof.Dr. Hazar Dördüncü, İstanbul Nişantaşı University, Türkiye</p> <p>Dr. Milana ABBASOVA, Khazar University, Azerbaijan</p> <p>Dr. Soydan SOYLU, Middlesex University, UK</p> <p>Mr. Bexruzbek OCHILOV, Investment Analyst of FREEDOM FINANCE, Uzbekistan</p>
13:15-14:00	Lunch at TEAM Canteen
14:00-17:30	Face to face presentations - 19:00: Dinner at Human House Gallery
Tuesday 21 June 2022	09:00-17:00: Tashkent City Tour (Madrasah Kukaldash, Chorsu Bazaar, Traditional Uzbek lunch, Mosque Minor, TV Tower, Amir Temur Square.)
Wednesday 22 June 2022	11:00-19:00: Online Sessions (19:30: Closing session and best paper awards)

Monday, 20 June 2022 Parallel Sessions

MANDELA	Monday, 20 June 2022	Moderator
	14:00-15:30	Assoc.Prof.Dr.Nargiza BURIEVA Dr. Sarkhan JAFAROV
	16:00-17:30	Assoc.Prof.Dr. Anora JABBAROVA Dr. Prabha KIRAN

MALALA	Monday, 20 June 2022	Moderator
	14:00-15:30	Assoc.Prof.Dr.Fatih VAROL Assoc.Prof.Dr. Semih BÜYÜKİPEKÇİ
	16:00-17:30	Dr. Nargis KHUJANAZAROVA Dr. Bircan GUNER

Monday, 20 June 2022 MANDELA Parallel Sessions

Mandela	Monday, 20 June 14:00-15:30	Moderator	Assoc.Prof.Dr.Nargiza BURIEVA Dr. Sarkhan JAFAROV
<ol style="list-style-type: none"> Innovative Approaches and Methods in Azerbaijani Education - Assoc.Prof.Dr. Yusif ALIYEV, Dr. Sarkhan JAFAROV Research on the Processes of Modern Entrepreneurship in Uzbekistan - Assoc.Prof.Dr.Nargiza BURIEVA Core Requirements Modelling for Digital Ventures. Central Asian Enterpeunership Ecosystem Context - Associate researcher, Askar AITUOV The Specifics of Teaching Academic Communication Skills to Students Majoring in Entrepreneurship - Malika Mirvokhidova Support of Rural Youth Entrepreneurship: Case Study of Agrobank's Farmers School - Mr. Anvar NIZAMOV Impact of Human Resource Management in Small and Medium sized Enterprises and Entrepreneurship - Azamat NURMATOV Sürdürülebilir Bir Gelecek İçin Ekolojik Girişimcilik - Assoc.Prof.Dr.Zeliha TEKİN Girişimcilikte Kültürel Farklılıklar: Çalışma Yöntemleri Üzerine Dünyadan Örnekler - Assoc.Prof.Dr.Zeliha TEKİN, Arzu ÇOTUL 			
15:30-16:00		Coffee BREAK	
Mandela	Monday, 20 June 16:00-17:30	Moderator	Assoc.Prof.Dr. Anora JABBAROVA Dr. Prabha KIRAN
<ol style="list-style-type: none"> Bridging the Gap between Academia and Industry to promote Innovative Teaching through Innovative Education Program (IEP) - Dr. Prabha KIRAN, Muxtorova Nasiba SHUXRATOVNA Characteristics of Formation of a Pedagogue as Authority in Modern Society - Prof.Dr. Shavkat Sharipov Safarovich The Importance of Using Advanced Pedagogical Technologies in Teaching the Social Sciences - Assoc.Prof.Dr. Anora JABBAROVA Factors of Formation and Development of the Digital Educational Process in the Social Sciences - Assoc.Prof.Dr.Umida FAYZULLAEVA The Current State of Foreign Trade Relations of the Republic of Azerbaijan - Assoc.Prof.Dr. Zakir Eminov, Zaur Imrani, Dr.Sarkhan Jafarov Din Eğitiminde Ters Yüz Edilmiş Öğrenme Modeli: Bir Uygulama Örneği - Asst.Prof.Dr. Mehmet Fatih KAYAN Ahıska Türklerinin XX-XXI Yüzyıllar Aralığında Azerbaycandaki Demografik Vaziyeti - Dr.Sevil PİRİYEVA KARAMAN, Roza TUKENOVA 			

Monday, 20 June 2022 MALALA Parallel Sessions

MALALA	Monday, 20 June 14:00-15:30	Moderator	Assoc.Prof.Dr.Fatih VAROL Assoc.Prof.Dr. Semih BÜYÜKİPEKÇİ
<ol style="list-style-type: none"> 1. Uluslararası Sağlık ve Dini Tolerans Fikirlerinin Aile İçi Gençlerin Zihnine Yerleştirilmesi İçin Benzersiz ve Yenilikçi Yöntemler - Prof.Dr. Guljahon JUMANAZAROVA 2. Örgütlerdeki Yeşil Psikolojik İklim, Çalışanların Yeşil Davranış Niyetini Etkiler mi? - Prof. Dr. Ali ERBAŞI 3. Sağlık Turizminde Yeni Trend: Geleneksel ve Tamamlayıcı Tıp Merkezleri - Prof.Dr.Muammer MESÇİ, Lect.Taner KÖMÜR 4. Gastronomide Yeni Trend: Çiğ Beslenme (Raw Food) - Assoc.Prof.Dr.Fatih VAROL, Revşan AKAY 5. Türkiye'deki Turizm Fakültelerinin Instagram Platformunu Kullanım Durumlarının Belirlenmesi - Prof. Dr. Şafak ÜNÜVAR, Gözde UYANIK ERKİLİÇ 6. Otel İşletmelerinde Yönetim Muhasebesi Uygulamalarının İncelenmesi: Konya Örneği - Assoc.Prof.Dr. Semih BÜYÜKİPEKÇİ, PhD Student Ali KURNAZ 7. Spor Sektöründe NFT Teknolojisinin Geleceği - Lecturer Ali KELEŞ 8. 6 Yaştan 19 Yaşa İçselleşmiş Problem Davranışların Bağlanma Durumuna Göre Kararlılığının İncelenmesi - Prof.Dr. Serdal SEVEN, Zeynep Deniz SEVEN 			
15:30-16:00	Coffee Break		
MALALA	Monday, 20 June 16:00-17:30	Moderator	Dr. Nargis KHUJANAZAROVA Dr. Bircan GUNER
<ol style="list-style-type: none"> 1. The Impact of COVID-19 on the Productivity of Large Companies in Taiwan - Prof.Dr. Chiang KAO, Yuan-Ying Wang, Tsai-Chi Ho, Yu-Shian Chen, Ping-Chieh Chen 2. Science Popularisation: A Comprehensive Review - Dr.Ahmet SÜERDEM, Dr.Soydan SOYLU, Dr.Emek ÜŞENMEZ, Dr.Nuran DOĞRUER 3. Comparative analysis of stylistic devices in the context of Covid-19 pandemic – Dr.Milana Abbasova, Tamella Mammadli 4. Fans or Reporters? : Objectivity and Impartiality of Sports Journalism in Turkey - Prof.Dr.Bünyamin AYHAN, PhD Candidate Yavuz DEMİR, Res.Ass.Muhammet Emin ÇİFÇİ 5. Aydar-Arnasay Lake System and its Area Prospects for Tourism Development - Akhmadjonova Yorqinoy Tojimurodovna 6. Quality Job Creation as a Cornerstone for Sustainable Economic Growth - Dr.Nargis KHUJANAZAROVA 7. The Role of Job Engagement and Organizational-Based Self-Esteem in the Effect of Organizational Commitment on Job Satisfaction: A Study on Industrial Enterprises - Dr. Gamze GUNER KIBAROĞLU, Dr. Bircan GUNER, Prof.Dr. H. Nejat BASIM 			

Wednesday, 22 June 2022 Tashkent Parallel Sessions

Tashkent	22 June 2022	Moderator
	11:00-12:30	Assoc.Prof.Dr.Azer DİLANCHIEV Asst.Prof.Dr. Christopher PRYOR
	13:00-14:30	Prof.Dr.Muhammad Umar Riaz ABBASI Asst.Prof. Rubaiyat Shaimom CHOWDHURY
	14:30-16:00	Prof.Dr. Adeyinka TELLA Assoc.Prof.Dr.Elira TURDUBAEVA
	16:00-17:30	Assoc.Prof.Dr. Mensur NUREDIN Dr.Hülya ER
	17:30-19:00	Assoc.Prof.Dr.Murteza HASANOĞLU Asst.Prof.Dr.Menekşe Şahin KARADAL

Wednesday, 22 June 2022: Bukhara Parallel Sessions

Bukhara	22 June 2022	Moderator
	11:00-12:30	Prof. Dr. Mustafa Fedai ÇAVUŞ Assoc.Prof.Dr. Hatice BAYSAL
	13:00-14:30	Assoc. Prof. Dr. Selahattin Savaş ATEŞ Assoc.Prof.Dr.Mehmet Necati CIZRELIOĞULLARI
	14:30-16:00	Prof.Dr.Ferudun KAYA Assoc. Prof. Dr. Mehmet YÜCENURŞEN
	16:00-17:30	Prof.Dr.Muhsin HALİS Asst.Prof.Dr. Özgür ÇARK
	17:30-19:00	Prof. Dr. Asım SALDAMLI Asst.Prof.Dr. Neyir Hacer TEKELİ

Wednesday, 22 June 2022: Samarkand Parallel Sessions

Samarkand Sessions	22 June 2022	Moderator
	11:00-12:30	Prof. Dr. Adnan KALKAN Assoc.Prof. Dr. Gülbeniz AKDUMAN
	13:00-14:30	Prof.Dr. Alba DUMI Assoc.Prof.Dr. İrfan TOSUNCUOĞLU
	14:30-16:00	Prof.Dr. Mazlum ÇELİK Assoc.Prof.Dr. Erol TEKİN
	16:00-17:30	Prof.Dr.Akif TABAK Prof. Dr. Hakan KİTAPCI
	17:30-19:00	Prof.Dr.Esra KARABACAK Prof.Dr. Şevket ÖZNUR

Wednesday, 22 June 2022: Jizzakh Parallel Sessions

Jizzakh Sessions	22 June 2022	Moderator
	11:00-12:30	Prof.Dr. Nilgün SARIKAYA Prof.Dr. Serap İNCAZ
	13:00-14:30	Prof.Dr. Adnan ÇELİK Prof.Dr. Rahmi YÜCEL
	14:30-16:00	Prof.Dr. Remzi ALTUNIŞIK Prof.Dr. Sima NART
	16:00-17:30	Prof.Dr. Şevki ÖZGENER Prof.Dr. Serap İNCAZ
	17:30-19:00	Prof.Dr. Mustafa TÜMER Prof.Dr. Hakan Vahit ERKUTLU

Wednesday, 22 June 2022: Tashkent Parallel Sessions

<u>Tashkent</u>	22 June 2022	Moderator
	11:00-12:30	Assoc.Prof.Dr.Azer DİLANCHIEV Asst.Prof.Dr. Christopher PRYOR
	13:00-14:30	Prof.Dr.Muhammad Umar Riaz ABBASİ Asst.Prof. Rubaiyat Shaimom CHOWDHURY
	14:30-16:00	Prof.Dr. Adeyinka TELLA Assoc.Prof.Dr.Elira TURDUBAEVA
	16:00-17:30	Assoc.Prof.Dr. Mensur NUREDIN Dr.Hülya ER
	17:30-19:00	Assoc.Prof.Dr.Murteza HASANOĞLU Asst.Prof.Dr.Menekşe Şahin KARADAL

<u>Tashkent</u>	Wednesday, 22 June 11:00-12:30	Moderator	Assoc.Prof.Dr.Azer DİLANCHIEV Asst.Prof.Dr. Christopher PRYOR
<ol style="list-style-type: none"> 1. On the Backs of Children: The Relationship between Formality and Child Labor in the Base-of-the-Pyramid - Asst.Prof.Dr. Christopher PRYOR, Prof. Dr. Garry BRUTON, Prof. Dr. Shaker ZAHRA 2. Analyzing the Impact of COVID-19 on the entrepreneurship in China - Muhammad UMAIR, Assoc.Prof.Dr.Azer DİLANCHIEV, Dr.Evren DİNCER 3. The Making of an Entrepreneur: What Is the Role of Education Among the Other Variables? - Prof.Dr. Alex CANDOR 4. An empirical study on the effectiveness of promotional strategies used by solar water heaters in India with special reference to Pune City - Jyoti Meshram 5. Heydar Aliyev and the foreign policy strategy of the Republic of Azerbaijan - Dr.Zaur IBRAHIMOV 6. Kazakhstan and the New Silk Road - Raikhan Sutbayeva, Prof.Dr.Himmet Karadal 7. New Kazakhstan: The Path of Renewal and Modernization- Raikhan Sutbayeva, Prof.Dr.Himmet Karadal 			

<u>Tashkent</u>	22 June 13:00-14:30	Moderator	Prof.Dr.Muhammad Umar Riaz ABBASİ Asst.Prof.Rubaiyat Shaimom CHOWDHURY
<ol style="list-style-type: none"> 1. Educational Diversity and Role of Turkish Institutions in Peace Building and Conflict Prevention: in the Light of Islamic Perspective of Conflict Resolution – Prof.Dr.Muhammad Umar Riaz ABBASİ 2. Comparison Between Adoption Intention of Financial Technology in Banks and Non-Bank Financial Institutions Sector of Bangladesh - Asst.Prof. Rubaiyat Shaimom CHOWDHURY, Prof.Dr.Himmet KARADAL 3. Entrepreneurship and Poverty: The role of Internet Usages in Africa - Adenuga Fabian Adekoya 4. Records Keeping in Entrepreneurial Business: The Perspective of Students Enrolled in Postgraduate Programme in Records and Archives Management from University of Calabar, Nigeria – Dr. Faith Sylvester Orim 5. Tam Kurallı Para Politikası: Canonical Monetary Policy - Assoc.Prof.Dr. Cengizhan YILDIRIM 6. Personal Financial Management Practices among Scholars: Do they really know what they are doing and what they need to improve during Covid-19? - Mekuanint Abera Timbula 7. Construction of Identities, Media and the Dimensions of the Social - Prof. Sergio QUIROGA 			

Wednesday, 22 June 2022: [Tashkent](#) Parallel Sessions

Tashkent	22 June 14:30-16:00	Moderator	Prof.Dr. Adeyinka TELLA Assoc.Prof.Dr.Elira TURDUBAEVA
<ol style="list-style-type: none"> 1. Information Provision, Curriculum Impact, and Relevance as Predictors of Entrepreneurial Intention among Lis Undergraduates Students in Five Nigeria Universities - Prof.Dr. Adeyinka TELLA 2. Perception of Contents Relevance of Entrepreneurship Education by Educational Technology Lecturers in Nigerian Universities - Dr. Kosoko-OYEDEKO 3. Teaching Mathematics for Entrepreneurship Skills: Evidence-Based Research from Nigeria - Assoc.Prof.Dr. Adedeji TELLA 4. Entrepreneurship Education and Self-Sustenance among National Youth Service Corps Members in Ibadan, Nigeria - Assoc.Prof.Dr. Adedeji TELLA, Adetunmbi. L. AKINYEMI 5. Undergraduates' Entrepreneurship Intention and Challenges in the Fourth Industrial Revolution - Dr. Ngoaketsi, JOSEPH 6. Foreign Language Attrition and Mother Tongue Proficiency and as Determinants of Students' Achievement in French Language in Ibadan North Local Government Area of Oyo State - Assoc.Prof.Dr. Araromi Maxwell OLAKUNLE 7. Social Media in Central Asia: Trends, Uses and Tendencies - Assoc.Prof.Dr.Elira TURDUBAEVA 			
Tashkent	22 June 16:00-17:30	Moderator	Assoc.Prof.Dr. Mensur NUREDIN Dr.Hülya ER
<ol style="list-style-type: none"> 1. Potential Effects of Russia- Ukraine War on Western Balkan - Asst.Prof.Dr. Vesna POPOSKA, Assoc.Prof.Dr. Mensur NUREDIN 2. Sosyal Öğretmenlerin Bahar Tatillerinin Etkin Organizasyonu - Zhansulu AKYLBEK 3. Kazakistan'da Üreme Davranışındaki Değişim ve Sosyo-Psikolojik Eğilimleri - Balgerim BEKARYS KYZY 4. Distance Learning of the Kazakh Language Some Issues - Assoc.Prof.Dr. Bakyt Aitbayeva 5. Türk Ülkelerinin Sosyal Durumları ve Beslenme Özellikleri - Lazzat NYSSANKULOVA 6. XX Yüzyılın Sonu - XXI Yüzyıl Başında Kazakistan'da Sosyo-Ekonomik ve Tarihi-Demografik Gelişim Süreçleri - Assoc.Prof.Dr.Güljamal ZHORAYEVA 7. Review of Art Critic Ziyadkhan Aliyev's Articles Published in 2021 - Emil Raul oğlu Ağayev, 8. Afganistan İhtilafı ve Suudi Arabistan, Asst.Prof.Dr. Özgür ÇINARLI 			
Tashkent	22 June 17:30-19:00	Moderator	Assoc.Prof.Dr.Murteza HASANOĞLU Asst.Prof.Dr.Menekşe Şahin KARADAL
<ol style="list-style-type: none"> 1. Genocide committed by Armenians in Southern Azerbaijan in the notes of witnesses - Dr.Hasan SAFARİ 2. Yeni dönemde Orta Doğu'da jeopolitik konfigürasyon - Khalida MALIKOVA 3. Nizami Gəncəvinin bədii irsinin Firdovsi “Şahnamə”si ilə yaradıcılıq bağlılıqları - Dr. Teymurxanlı Vüqar İsmət oğlu 4. İlham Aliyev ve Azərbaycan Eğitimi - Kerimova Vusale Hamza 5. Sümer-Azerbaycan Dilinde Durum Kategorisi - Assoc.Prof.Dr. Yegane Qehremanova 6. Covid-19 Pandemi Sürecinde <i>Azerbaycan'da Kamu Politikaları</i> ve Yenilikçi Yöntemler - Assoc.Prof.Dr.Murteza HASANOĞLU 7. Humanization Component of National Security of Ukraine - Assoc.Prof.Dr. Lyaskovska Svitlana Petrivna, Assoc.Prof.Dr. Radovetska Lyidmyla Vasylivna, Golichenko Dmytro Sergiyovych 			

Wednesday, **22 June 2022**: Bukhara Parallel Sessions

<u>Bukhara Sessions</u>	Wednesday 22 June 2022	Moderator
	11:00-12:30	Prof. Dr. Mustafa Fedai ÇAVUŞ Assoc.Prof.Dr. Hatice BAYSAL
	13:00-14:30	Assoc. Prof. Dr. Selahattin Savaş ATEŞ Assoc.Prof.Dr.Mehmet Necati CIZRELIOĞULLARI
	14:30-16:00	Prof.Dr.Ferudun KAYA Assoc. Prof. Dr. Mehmet YÜCENURŞEN
	16:00-17:30	Prof.Dr.Muhsin HALİS Asst.Prof.Dr. Özgür ÇARK
	17:30-19:00	Prof. Dr. Asım SALDAMLI Asst.Prof.Dr. Neyir Hacer TEKELİ

<u>Bukhara</u>	22 June 11:00-12:30	Moderator	Prof. Dr. Mustafa Fedai ÇAVUŞ Prof. Dr. Bülent KARA
<ol style="list-style-type: none"> Does Entrepreneurial Orientation Relate to Corporate Social Responsibility? A Study of Manufacturing Companies in Jordan - Osama AL-Darras Can Uncertainty Be Tolerated By Self-Efficacy? - Prof. Dr. Mustafa Fedai ÇAVUŞ, Assoc. Prof. Dr. Ayşe GÖKÇEN KAPUSUZ, Asst. Prof. Dr. Alptekin DEVELİ, Asst. Prof. Dr. Seyil AJİMUDİNOVA Organizational Counterproductive Behaviors In Relationship Between Managerial Trust and Emotional Exhaustion - Assoc. Prof. Dr. Ayşe GÖKÇEN KAPUSUZ İşe Gömülmüslük, İş Güvencesi ve Yüksek Performanslı Çalışma Sistemleri Arasındaki İlişki: Bir Düzenlenmiş Aracılık Modeli - Mert UNUR, Dr. Mustafa CENGİZ, Prof. Dr. Huseyin ARASLI Are the Effective Factor for Organizational Cynicism in the Education Sector Colleagues or Students?: A Situation Analysis - Asst. Prof. Dr. Filiz DEMİR Fiziksel Evren Ötesi Yaşam: Metaverse - Assoc.Prof.Dr. Hatice BAYSAL, Assoc.Prof.Dr. Muhammet SAYGIN Ütopya Gerçekleşiyor: Beşinci Dünya Döndüncül İlişkiler ve Metaverse Sosyolojisi - Prof. Dr. Bülent KARA Kamu Kurum ve Kuruluşlarındaki Örgütsel Kısıtlarının Çalışanların İşten Ayrılma Niyeti Üzerindeki Etkisinde İş Tatmininin Aracılık Rolü - Assoc.Prof.Dr. Ayşen AKBAŞ TUNA, Prof.Dr. Muharrem TUNA 			
<u>Bukhara</u>	22 June 13:00-14:30	Moderator	Assoc.Prof. Dr. Selahattin Savaş ATEŞ Assoc.Prof.Dr.Mehmet Necati CIZRELIOĞULLARI
<ol style="list-style-type: none"> Hava Kargo Şirketlerinin Tarife Planlaması Üzerinde Covid-19 Etkileri - Seda KARAGÖZ, Assoc. Prof. Dr. Selahattin Savaş ATEŞ Uçak Kazalarında İletişim Hatalarının Payı ve Havacılıkta İletişim Odaklı Geliştirilebilecek Yapay Zekalar - Res.Asst. Mustafa KAYA, Assoc.Prof.Dr. Selahattin Savaş ATEŞ Aviation Safety: United Nation Helicopter Flights in Ercan Terminal Control Area (TMA) - İzzet DERKAN Next Generation Air Transportation Application for Turkish National Airspace Development - Assoc.Prof.Dr.Mehmet Necati CIZRELIOĞULLARI, Ph. D. Candidate Pınar BARUT, Lecturer Tapdig İMANOV Uluslararası Taşımacılıkta Blok Zincir Teknolojisinin Entegrasyonu - Lect. Arda TOYGAR, Assoc. Prof. Dr. Senem NART, Lect. Dr. Cavit ÇOLAKOĞLU Havayolu İşletmelerinde Farklılıkların Yönetimi Üzerine Bir Araştırma - Dr. Ramazan ÇOBAN Öğretmen Adaylarının Öğretim Elemanlarının Etik Dışı Davranışlarına Yönelik Görüşleri ve Çözüm Önerileri - Assoc.Prof.Dr. Birsal AYBEK The Effect of Perceived Organizational Support on Work-Life Balance - Dr. Hande ULUKAPI YILMAZ 			

Wednesday, 22 June 2022: [Bukhara](#) Parallel Sessions

Bukhara	22 June 14:30-16:00	Moderator	Prof.Dr.Ferudun KAYA Assoc. Prof. Dr. Mehmet YÜCENURŞEN
<ol style="list-style-type: none"> 1. Türk Cumhuriyetlerinin Makroekonomik Göstergelerinin Hibrit Çok Kriterli Karar Verme Yöntemleri İle Analizi: Türkiye, Kazakistan, Özbekistan, Kırgızistan Üzerine Bir Uygulama - Res.Asst. Serkan ÇELİK, Prof.Dr.Ferudun KAYA 2. Ensuring the Compliance of Borsa Istanbul Indices with IOSCO – Dr. Korkmaz ERGUN 3. Pay Piyasasında Emir İptalinin Koşulsuz Olarak Serbest Bırakılmasının Etkileri - Dr. Güzhan GÜLAY 4. The Impact of Information Technologies on the Globalization of Banks: A Comparative Study of Zambian and Turkish Banking Sectors - Chimuka Monde MULALA 5. Entegre Raporlama’da Değer ve Değer Yaratma Süreci - Assoc. Prof. Dr. Mehmet YÜCENURŞEN 6. Uluslararası Ticarete Sürdürülebilirliğin Sağlanması Bağlamında Blokzinciri Teknolojisi Kullanımının Potansiyel Avantajları - Dr.Selahattin Armağan VURDU 7. Do Academician’s Impression Management Behaviors Differ From According to Demographic Qualities? - Dr. Hande ULUKAPI YILMAZ 			

Bukhara	22 June 11:00-12:30	Moderator	Prof. Dr. Mustafa Fedai ÇAVUŞ Prof. Dr. Bülent KARA
<ol style="list-style-type: none"> 1. Does Entrepreneurial Orientation Relate to Corporate Social Responsibility? A Study of Manufacturing Companies in Jordan - Osama AL-Darras 2. Can Uncertainty Be Tolerated By Self-Efficacy? - Prof. Dr. Mustafa Fedai ÇAVUŞ, Assoc. Prof. Dr. Ayşe GÖKÇEN KAPUSUZ, Asst. Prof. Dr. Alptekin DEVELİ, Asst. Prof. Dr. Seyil NAJİMUDİNOVA 3. Organizational Counterproductive Behaviors In Relationship Between Managerial Trust and Emotional Exhaustion - Assoc. Prof. Dr. Ayşe GÖKÇEN KAPUSUZ 4. İşe Gömülmüslük, İş Güvencesi ve Yüksek Performanslı Çalışma Sistemleri Arasındaki İlişki: Bir Düzenlenmiş Aracılık Modeli - Mert UNUR, Dr. Mustafa CENGİZ, Prof. Dr. Huseyin ARASLI 5. Are the Effective Factor for Organizational Cynicism in the Education Sector Colleagues or Students?: A Situation Analysis - Asst. Prof. Dr. Filiz DEMİR 6. Fiziksel Evren Ötesi Yaşam: Metaverse - Assoc.Prof.Dr. Hatice BAYSAL, Assoc.Prof.Dr. Muhammet SAYGIN 7. Ütopya Gerçekleşiyor: Beşinci Dünya Döndüncül İlişkiler ve Metaverse Sosyolojisi - Prof. Dr. Bülent KARA 			

Bukhara	22 June 13:00-14:30	Moderator	Assoc.Prof. Dr. Selahattin Savaş ATEŞ Assoc.Prof.Dr.Mehmet Necati CIZRELIOĞULLARI
<ol style="list-style-type: none"> 1. Hava Kargo Şirketlerinin Tarife Planlaması Üzerinde Covid-19 Etkileri - Seda KARAGÖZ, Assoc. Prof. Dr. Selahattin Savaş ATEŞ 2. Uçak Kazalarında İletişim Hatalarının Payı ve Havacılıkta İletişim Odaklı Geliştirilebilecek Yapay Zekalar - Res.Asst. Mustafa KAYA, Assoc.Prof.Dr. Selahattin Savaş ATEŞ 3. Aviation Safety: United Nation Helicopter Flights in Ercan Terminal Control Area (TMA) - İzzet DERKAN 4. Next Generation Air Transportation Application for Turkish National Airspace Development - Assoc.Prof.Dr.Mehmet Necati CIZRELIOĞULLARI, Ph. D. Candidate Pınar BARUT, Lecturer Tapdig İMANOV 5. Uluslararası Taşımacılıkta Blok Zincir Teknolojisinin Entegrasyonu - Lect. Arda TOYGAR, Assoc. Prof. Dr. Senem NART, Lect. Dr. Cavit ÇOLAKOĞLU 6. Havayolu İşletmelerinde Farklılıkların Yönetimi Üzerine Bir Araştırma - Dr. Ramazan ÇOBAN 7. Öğretmen Adaylarının Öğretim Elemanlarının Etik Dışı Davranışlarına Yönelik Görüşleri ve Çözüm Önerileri - Assoc.Prof.Dr. Birsal AYBEK 			

Wednesday, 22 June 2022: [Bukhara](#) Parallel Sessions

Bukhara	22 June 14:30-16:00	Moderator	Prof.Dr.Ferudun KAYA Assoc. Prof. Dr. Mehmet YÜCENURŞEN
<ol style="list-style-type: none"> 1. Türk Cumhuriyetlerinin Makroekonomik Göstergelerinin Hibrit Çok Kriterli Karar Verme Yöntemleri İle Analizi: Türkiye, Kazakistan, Özbekistan, Kırgızistan Üzerine Bir Uygulama - Res.Asst. Serkan ÇELİK, Prof.Dr.Ferudun KAYA 2. Ensuring the Compliance of Borsa Istanbul Indices with IOSCO - Korkmaz ERGUN 3. Pay Piyasasında Emir İptalinin Koşulsuz Olarak Serbest Bırakılmasının Etkileri - Dr. Güzhan GÜLAY 4. The Impact of Information Technologies on the Globalization of Banks: A Comparative Study of Zambian and Turkish Banking Sectors - Chimuka Monde MULALA 5. Yatırım Aracı Olarak Kıymetli Madenlerin Mevduat ve Katılım Bankacılığında Değerlendirilmesi - Dr. Hülya ER 6. Entegre Raporlama'da Değer ve Değer Yaratma Süreci - Assoc. Prof. Dr. Mehmet YÜCENURŞEN 7. Uluslararası Ticarete Sürdürülebilirliğin Sağlanması Bağlamında Blokzinciri Teknolojisi Kullanımının Potansiyel Avantajları - Dr.Selahattin Armağan VURDU 			
Bukhara	22 June 16:00-17:30	Moderator	Prof.Dr.Muhsin HALİS Asst.Prof.Dr. Özgür ÇARK
<ol style="list-style-type: none"> 1. Örgütlerde İş Tatmininin Belirleyici Unsurları Kapsamında Çalışan Memnuniyet Anketlerinin İncelenmesi - Phd. Student Ahmet ÖZDEN, Prof.Dr.Muhsin HALİS 2. Sosyal Medyanın Girişimcilik Niyetine Etkisi - Asst.Prof.Dr. Özgür ÇARK, Assoc.Prof.Dr. Niyazi GÜMÜŞ 3. Mobil Bankacılık Uygulamalarına Yönelik Tutumların Kullanıcı Memnuniyeti Üzerindeki Etkisi - Assoc.Prof.Dr. Niyazi GÜMÜŞ, Asst.Prof.Dr. Özgür ÇARK 4. A Study on Entrepreneurial Marketing Activities of SMEs - Res.Assist.Seray YEŞİLIRMAK, Asst.Prof.Dr. Begüm ŞAHİN 5. Türkiye'deki İllerin Seçilmiş Sağlık Göstergelerine Göre Kümelenmesi: Veri Madenciliği Uygulaması – Dr. Nazlı SEYHAN 6. Innovating with Biomimicry for an Entrepreneurial Ecosystem in Green Economy -MSc. Müge KINAY 7. Mavi Okyanus Stratejisinde İç Girişimciliğin Rolü - Dr. Münevver BAYAR 			
Bukhara	22 June 17:30-19:00	Moderator	Prof. Dr. Asım SALDAMLI Asst.Prof.Dr. Neyir Hacer TEKELİ
<ol style="list-style-type: none"> 1. Turizmde Paylaşım Ekonomisi: Z Kuşağı Üzerine Bir Araştırma - Asst.Prof.Dr. Neyir Hacer TEKELİ, Asst.Prof.Dr. Sezgi GEDİK ARSLAN, Assoc.Prof.Dr. Suna MUĞAN ERTUĞRAL 2. Turist Rehberlerinin Covid-19 Sürecindeki Tükenmişlik Düzeylerinin İşten Ayrılma Niyetlerine Etkisi - Prof. Dr. Asım SALDAMLI, Asst.Prof.Dr. İsa BAYHAN 3. Türkiye'de Sağlık Turizminin Niş Pazarı; Bağımlılık Tedavi Merkezleri – PhD.Student Şennur AŞIKOĞLU, Assoc.Prof.Dr. İshak Suat ÖVEY 4. Tıbbi Hata Yapma Eğilimi İle Presenteizm Arasındaki İlişkinin Sağlık Personeli Üzerinde Araştırılması - Asst.Prof.Dr.Gülay TAMER 5. Sağlık İşletmelerinde Vensim Yazılımı ile Yaşlı Bakımında Verimliliğe Bakış - Assoc.Prof.Dr. Serdar Vural UYGUN, Asst. Prof. Esra Sipahi DÖNGÜL 6. Sağlık Çalışanlarının Girişimci Özellikleri ile Kültürün Belirsizlikten Kaçınma Boyutu Arasındaki İlişki: Bir Araştırma - Dr.Gülfer BÜYÜKTAŞ GAYIR, Dr. Zübeyir ÖZÇELİK 7. Tourism on a Small Island, Entrepreneurship, and the Sustainable Development Approach - Sima Rahimzhan 8. Dark-Sky Tourism for Sustainable Tourism Recovery - Ph.D. Res. Yana Yakushina, Dr. Phil Cameron 			

Wednesday, 22 June 2022: Samarkand Parallel Sessions

Samarkand Sessions	Wednesday 22 June 2022	Moderator
	11:00-12:30	Prof. Dr. Adnan KALKAN Assoc.Prof. Dr. Gülbeniz AKDUMAN
	13:00-14:30	Prof.Dr. Alba DUMI Assoc.Prof.Dr. İrfan TOSUNCUOGLU
	14:30-16:00	Prof.Dr. Mazlum ÇELİK Assoc.Prof.Dr. Erol TEKİN
	16:00-17:30	Prof.Dr.Akif TABAK Prof. Dr. Hakan KİTAPCI
	17:30-19:00	Prof.Dr.Esra KARABACAK Prof.Dr. Şevket ÖZNER

Wednesday, 22 June 2022: Samarkand Parallel Sessions

Samarkand	22 June 11:00-12:30	Moderator	Prof. Dr. Adnan KALKAN Assoc.Prof. Dr. Gülbeniz AKDUMAN
<ol style="list-style-type: none"> 1. İnsan Kaynakları Yetkinlik Modeli: Türkiye'deki İnsan Kaynakları Yöneticilerinin Yetkinliklerini Belirlemeye Yönelik Bir Araştırma - Assoc.Prof. Dr. Gülbeniz AKDUMAN, Assoc.Prof. Dr. Zeynep HATİPOĞLU 2. Proje Yönetimi Olgunluğu, Ürün Geliştirme Süreci Olgunluğu, Şirket Büyüklüğü ve Şirket Yaşı Arasındaki İlişkinin Araştırılması: Antalya Teknokent Bilişim Firmaları Üzerine Bir Araştırma - Res.Asst. Aşlı GÖDE, Prof. Dr. Adnan KALKAN 3. Türkiye'deki Özel Hastanelerin Dijitalleşmesi ve Akreditasyon Sürecine İlişkin Hastane Yöneticilerinin Görüşleri, Lecturer Cansu BOZDOĞAN 4. Girişimciliğin Doğasının Büyük Veri / Yapay Zeka Açısından İncelenmesi: Kavramsal Bir Çalışma - Dr.Kubilayhan GÖÇ 5. Türkiye'de Kadın Girişimciliğinin Sürdürülebilirliğine Yönelik Faaliyetlerin Analizi: İzmir Örneği - Assoc.Prof.Dr. Aşlı ELGÜN, Prof. Dr. Aylin GÖZTAŞ 6. Importance and Implication of Teachers' Resilience Training: <i>The Necessity of Investigating Resilience for Schools and Teachers</i> - Prof. Dr. Akbar Valadbigi 7. Professional Ethics for Efficient Training: Importance and Necessity of Teaching Professional Ethics in Today's Schools - Prof. Dr. Akbar Valadbigi 8. Kabin Ekibi Açısından Hava Öfkesi ve Kural Tanımaz Yolcu Algılaması - Prof. Ekrem TATOĞLU, Aşlı PINARBAŞI 			
Samarkand	22 June 13:00-14:30	Moderator	Prof.Dr. Alba DUMI Assoc.Prof.Dr. İrfan TOSUNCUOGLU
<ol style="list-style-type: none"> 1. Legal Consequences in Reference of Civil Law and the Effects of Monetary and Materials Damage: Empirical analysis of monetary damage to the law in Albanian institutions - Msc Rakela ISMAILAJ NONA, Prof.Dr. Alba DUMI 2. The Use of Metaphors in Foreign Language Teaching - Assoc.Prof.Dr. İrfan TOSUNCUOGLU 3. The Influences of Beliefs on Language Education - Assoc.Prof.Dr. İrfan TOSUNCUOGLU, Özkan KIRMIZI 4. Patient Satisfaction and Romanian Healthcare System during Pandemic Times! - Dr. Dumitru Goldbach, Mădălin Nicolae Sârbu, Mădălina Vişan, Oana Petrişor-Mateuț 5. Changes that Occurred in Higher Education Marketing Strategy due to SARS-COV- 2 - Giulia Elena Zaharia, Leonard Nicolae Zamfirescu 6. Analysis of The Relationship Between Inflation and Economic Growth in Underdeveloped Countries: The Threshold Effect - Prof. Dr. Serdar ÖZTÜRK, Lect. Mert Anıl ATAMER 7. Equity Based Crowdfunding Platforms' Marketing Communication Strategies: The Case of Fonbulucu - Asst.Prof. Dr. Mustafa ÜNSALAN 			

Wednesday, 22 June 2022: [Samarkand](#) Parallel Sessions

Samarkand	Wednesday, 22 June 14:30-16:00	Moderator	Prof.Dr. Mazlum ÇELİK Assoc.Prof.Dr. Erol TEKİN
<ol style="list-style-type: none"> 1. Duygusal Sermayenin Duygusal Emek Üzerindeki Etkisinde Pozitif Duygu Durumunun Aracılık Etkisi - Dr. Gamze AY, Prof.Dr. Mazlum ÇELİK 2. Havalimanı Çalışanlarında Stres Faktörlerinin Belirlenmesi: Nitel Bir Çalışma - Asst.Prof.Dr. Sabiha ANNAÇ GÖV, Feyzanur AYDOĞDU 3. Geleneksel ve Düşük Maliyetli Havayolu Taşıyıcıların Vizyon, Misyon ve Sosyal Sorumluluk Bakımından Karşılaştırılması: THY ve PEGASUS - Asst.Prof.Dr. Sabiha ANNAÇ GÖV, Merve ÇALIK 4. Yeni Nesil Girişimcilik “Start Uplar”: Getir Örneği - Assoc.Prof.Dr.Ebru ERTÜRK, Assoc.Prof.Dr.Meral ERDİRENÇELEBİ 5. Uluslararası Girişimcilerin Uluslararasılaşma Sürecine Yönelik Nitel Bir Araştırma - Assoc.Prof.Dr.Ramazan Kahraman UYGUN, Fatma AYKUT 6. İnovasyonun Sürdürülebilir Rekabetçiliğe Etkisi:Gelişmekte Olan Ülkeler Örneği- Assoc.Prof.Dr. Erol TEKİN, Türkan SERİN 7. Ekogirişimcilik Olgusu Üzerine Tematik Analizli Sistematik Bir Literatür İncelemesi - Res.Asst. Sedef Gülsüm AKSU, Asst. Prof. Dr. Nurcan Hakan ÇIRAKLAR 			
Samarkand	Wednesday, 22 June 16:00-17:30	Moderator	Prof.Dr.Akif TABAK Prof. Dr. Hakan KİTAPCI
<ol style="list-style-type: none"> 1. Sağlık Hizmetlerinde Toplam Kalite Yönetimi, İş Performansı ve Kontrol Odağı İlişkisi: Hemşireler Üzerine Bir Araştırma - Gizem DAĞAŞAN, Prof. Dr. Hakan KİTAPCI, Eren KILIÇ 2. Uсталıktan Patronluğa Geçenlerin Gözünden Girişimcilik ve Girişimci Araştırma Üniversitesi Kavramlarını Anlamak – İAOSB Örneği - Deniz Şahin SAMARAZ, Prof.Dr.Akif TABAK 3. Türkiye’de Tüketicilerin Yapay Et Tüketimine Karşı Tutumunun Dini Değerlere Duyarlılığı - Asst.Prof.Dr. Cem DURAN, Burak KESKİK 4. Yıkıcı Girişimcilik - Asst.Prof.Dr. Gülaçtı ŞEN, Exp. Rasim KESKİN 5. Çokuluslu İşletmelerde Yöneticiler için Kültür Ağacı - Dr. Özlem GÜLERYÜZ 6. Çalışanların Teknolojiye Karşı Tutumlarının Dijital Göçmenlik ve Dijital Yerlilik Bağlamında İncelenmesi: Bir Araştırma – Assoc.Prof.Dr. Esra Aydın GÖKTEPE, Lecturer Özlem Aydın GASIMOV, Lecturer Burcu YILDIZ, PhD Student Nil Seda GÜNGÖR, PhD Student Bahareh Taghipour NAMINI, PhD Student Ayşegül Açıköz BAL 7. Sürdürülebilir Rekabet Avantajında Değişim Yönetiminin Rolü - Tuğkan ARICI, Dr. Oğuzhan BOZOĞLU, Dr. Erşan CİĞERİM, Assoc.Prof. Dr. M. Şahin GÖK 			
Samarkand	22 June 17:30-19:00	Moderator	Prof.Dr.Esra KARABACAK Prof.Dr. Şevket ÖZNUR
<ol style="list-style-type: none"> 1. Yabancılara Türkçe Öğretiminde Tarihi Bir Değerlendirme : Divanu Lugati’t-Türk Örnekleme - Prof.Dr.Esra KARABACAK 2. Örgütsel Bağlılık İle İş Tatmini Arasındaki İlişki: Elazığ Belediyesi İtfaiye Müdürlüğü Örneği - Ahmet SERDAR KILIÇ, Assoc.Prof.Dr. Gül GÜN 3. KKTC’de Ortaokul Öğrencilerinin Pandemi Döneminde Online Derslere ve Ders İşlenişlerine Dair Düşüncelerinin İncelenmesi - Özlem Yasemin KARAKUZU 4. KKTC’de Pandemi Dönemi’nde Ortaokul Öğrencilerinin Okul İdaresinin Yaklaşımlarına Dair Görüşlerinin İncelenmesi - Özlem Yasemin KARAKUZU 5. Pandemi Döneminde Online İşlenen Teknoloji ve Tasarım Ders Etkileşiminin Öğrenci Memnuniyetine Etkisinin İncelenmesi - Özlem Yasemin KARAKUZU 6. Kıbrıs Türk Masallarının Tarihi, Kültürel ve Sosyal Değerleri Aktarmadaki Rolü Üzerine Bir İnceleme - Prof.Dr. Şevket ÖZNUR 7. Hüseyin CAVİD’in Eserlerinde Yer Alan Eğitsel Unsurlar Üzerine Bir İnceleme - Assoc.Prof.Dr. Mustafa YENİASIR, Assoc.Prof.Dr. Burak GÖKBULUT 8. Kıbrıs Türk Fıkralarının Mizah Teorilerine Göre İncelenmesi - Assoc.Prof.Dr. Burak GÖKBULUT, Assoc.Prof.Dr. Mustafa YENİASIR 			

Wednesday, 22 June 2022: Jizzakh Parallel Sessions

Jizzakh Sessions	22 June 2022	Moderator
	11:00-12:30	Prof.Dr. Nilgün SARIKAYA Prof.Dr. Serap İNCAZ
	13:00-14:30	Prof.Dr. Adnan ÇELİK Prof.Dr. Rahmi YÜCEL
	14:30-16:00	Prof.Dr. Remzi ALTUNIŞIK Prof.Dr. Sima NART
	16:00-17:30	Prof.Dr. Şevki ÖZGENER Prof.Dr. Serap İNCAZ
	17:30-19:00	Prof.Dr. Mustafa TÜMER Prof.Dr. Hakan Vahit ERKUTLU

Wednesday, 22 June 2022: Jizzakh Parallel Sessions

Jizzakh	Wednesday, 22 June 11:00-12:30	Moderator	Prof. Dr. Nilgün SARIKAYA Prof. Dr. Serap İNCAZ
			<ol style="list-style-type: none"> 1. Çocukların Oyuncak Seçimine Yönelik Ebeveynlerin Tutum ve Algılamaları Üzerine Bir Araştırma - Prof. Dr. Nilgün SARIKAYA, Gözde KAYA Gümrük Müşavirleri ve Yetkilendirilmiş Gümrük Müşavirlerinin Mesleği İcrası 2. Belediye Web Sitelerinin Halkla İlişkiler Amaçlı Kullanımı: Bolu Belediyesi Web Sitesi Üzerine Bir İnceleme - Dr. Fatma AKAR 3. Kapsamında Görev, Yetki ve Yükümlülüğünün İncelenmesi: Mevcut Sistemde Yaşanan Sorunlar - Davut Özden KARA 4. Gümrük Vergilerinde Geri Verme Kararlarının Tüketiciye Etkisi - Mustafa MERAL 5. Küresel Krizler ve Ukrayna-Rusya Savaşının Havacılık Sektörüne Etkisi - Res.Asst. Didem ÖVER, Lect. Esra YAŞAR 6. Sürdürülebilirlik Raporlaması ve Kurumsal Sürdürülebilirlik Performansının TOPSIS Yöntemi ile Ölçülmesi: Enerji Sektörü Örneği - Melisa ÖZKAN, Asst.Prof.Dr. Murat ESMERAY 7. Gönüllü Bir Çevre Sertifikası Olan Mavi Bayrak ile Sürdürülebilir Kalkınma İlişkisi ve Türkiye Açısından Bir Değerlendirme - Prof. Dr. Serap İNCAZ, Uzakyol Kaptanı Fulya A. GÜNER 8. Educational Achievements of Strengthening Social Capital in Schools - Prof. Dr. Akbar Valadbigi
Jizzakh	Wednesday, 22 June 13:00-14:30	Moderator	Prof. Dr. Adnan ÇELİK Prof.Dr. Rahmi YÜCEL
			<ol style="list-style-type: none"> 1. Paternalist Liderliğin Psikolojik Sözleşme İhlali Üzerindeki Etkisi: Algılanan Örgütsel Adaletin Aracı Rolü - Kübra TEKTAŞ 2. Örgütsel Özdeşleşme ve Yaşam Tatmininin Presenteizm Üzerine Etkisi - Assoc.Prof.Dr.Metin KAPLAN, Emre ÖZKAYA 3. Kıyaslama ve Bütçeleme Rekabet Önceliklerine Etkisi - Dr. Derya YÜCEL, Prof.Dr. Rahmi YÜCEL 4. Asimetrik Bilgi Çerçevesinde Bankaların Kurumsal Yönetim Uygulamalarının Finansal Performansa Etkisi - Dr.Hülya ER, Prof.Dr. Rahmi YÜCEL 5. Dijital Liderlik Kavramının Kuşaklar ve Bazı Sosyo-Demografik Değişkenler Açısından İncelenmesi - Assoc.Prof.Dr. İlknur ÇEVİK TEKİN, Prof. Dr. Adnan ÇELİK, Pınar Kader ALPARSLAN 6. Kamu Yönetiminde Denetim Usulleri ve Etik Denetim - İsmail YILDIRIM, Asst.Prof.Dr. Çetin KAPLAN 7. Okul Yöneticilerinin Girişimcilikleri ile Psikolojik Sermayeleri Arasındaki İlişkinin İncelenmesi - Prof.Dr.İbrahim KOCABAŞ, Aydın KARABAY, Orhun KAPTAN

Wednesday, 22 June 2022: [Jizzakh](#) Parallel Sessions

Jizzakh	Wednesday, 22 June 14:30-16:00	Moderator	Prof. Dr. Remzi ALTUNIŞIK Prof. Dr. Sima NART
<ol style="list-style-type: none"> 1. Yenilikçi Fikir Kaynağı Olarak Sosyal Medya Kullanımının Firma Performansına Etkisinde Girişimci Pazarlamanın Aracılık Rolü - Asst. Prof. Dr. Ceylan BOZPOLAT, Master's Student Ceren ÜNSALAN 2. Müşteri İlişkileri Yönetiminden Müşteri Deneyimi Yönetimine Bir Paradigma Değişimi - Asst.Prof.Dr. Anıl Savaş KILIÇ 3. Pandemi Sonrası Bağımsız Denetçi Görüşlerinin İncelenmesine Yönelik Bist 30 Şirketlerinde Bir Araştırma - Assoc.Prof.Dr. Azize ESMERAY, Lect. Serkan AKIN 4. İslami Perspektiften Tüketici Ahlakı - Prof. Dr. Remzi ALTUNIŞIK, PhD Candidate Murat ER 5. Zaman – Mekân Bağlamında Dijital Manipülasyon Uygulamaları ve Yansıma Olgusu - Mahmut Rifki ÜNAL 6. Rekabetin Yeni Çehresi Eko-Bağlam: Elektrik İşletmeleri Kurumsal Raporları Üzerinden Bir İnceleme - Asst.Prof.Dr. Berna Turak KAPLAN, Asst.Prof.Dr. Mehmet KAPLAN 7. İş Görüşmelerinde Kişilik ve Müzakere Tarzı: Algılanan Etik İklimin Düzenleyici Etkisi - Prof. Dr. Sima NART, PhD. Candidate Necati YEŞİL, Asst.Prof.Dr. Gözde MERT 			
Jizzakh	Wednesday, 22 June 16:00-17:30	Moderator	Prof. Dr. Şevki ÖZGENER Prof. Dr. Serap İNCAZ
<ol style="list-style-type: none"> 1. Kültürel Zekâ ve İşkolikliğin Role Dayalı Performansa Etkisinde C Tipi Kişilik İhlal Etici Rolü Oynar mı? - Keşer GÜNDOĞAN, Prof. Dr. Şevki ÖZGENER 2. Erken Çocukluk Perspektifinde Girişimcilik Uygulamaları - Prof.Dr.Neriman ARAL, Lecturer Emine ARSLAN KILIÇOĞLU 3. Girişimsel Başarısızlık Korkusu: Bir Ölçek Uyarlaması - Doğu KAYIŞKAN 4. İlaç Sektöründe Cam Tavan Sendromu Var mı? - Pharmacist Elif Nur KAZMANLI, Asst.Prof.Dr. Gülşen KIRPIK 5. İlaç Sektörünün Yönetim Düzeylerinde Çalışanların Sosyo-demografik Özellikleri: Çevrimiçi Bir Araştırma - Pharmacist Murat ERSOY, Asst. Prof. Dr. Gülşen KIRPIK 6. Sigorta Acentelerinde Yönetimsel Bir Paradigma: Hata Yönetimi - Assoc.Prof.Dr. Ferda ÜSTÜN, PhD Candidate Burcu TOKER TUNA 7. Vergi Uygulamalarındaki Dijitalleşmenin Uygulayıcı Meslek Mensupları Üzerindeki Etkisi: Konya İli Örneği - Prof.Dr. Fehmi KARASİOĞLU, Şerife ŞEN ÇINAR 			
Jizzakh	Wednesday, 22 June 17:30-19:00	Moderator	Prof.Dr.Mustafa TÜMER Prof.Dr. Hakan Vahit ERKUTLU
<ol style="list-style-type: none"> 1. Örgütlerde Sapkın Davranışları Etkileyen Faktörler- Prof.Dr. Hakan Vahit ERKUTLU, Aycan KALFAOĞLU 2. The Changes and Evolutions in Zimbabwean Small and Medium sized Enterprises (SMEs) in the Covid-19 era - Ruvimbo TSAURAI, Assoc.Prof.Dr. Gözde İNAL CAVLAN 3. Technologies Intervention and Small and Medium Enterprise (SME`s) Future in Bangladesh - Dr. Dababrata CHOWDHURY 4. Improvement and Impact of Brand and Service quality dimensions for the Customer Satisfaction in Ethnic Restaurant in UK – Dr. Ali Eren BALIKEL 5. Women Entrepreneurship: Motivation Factors & Barriers - Asst.Prof.Dr. Gaye ONAN, Assoc.Prof.Dr. Muhammet SAYGIN 6. Use of Social Media in Sport Marketing - Case of Morocco – Prof.Dr.Mustafa TÜMER, Rhita El Ouardi 7. CRITIC Destekli WASPAS Yöntemi ile Araştırma Üniversiteleri Yenilikçilik ve Girişimcilik Performansı Analizi - Asst.Prof.Dr. Eda ÇINAROĞLU 8. Agripreneurship: A Tool for Economic Development of India - Asst.Prof.Dr. MOHD TAQI, Mr. Mohd Umar FARUKH 			

Congress Participants' Institutions

1. Academy of Public Administration of Azerbaijan
2. Adiyaman University
3. ADPU-nun Quba filalı, Azerbaijan
4. Aksaray Municipality
5. Aksaray University
6. Alanya Alaaddin Keykubat University
7. Aligarh Muslim University, Aligarh, India
8. Anglia Ruskin University, UK
9. Anglia Ruskin University, UK
10. Ankara Hacı Bayram Veli University
11. Ankara University
12. Arrows Research Consultancy Limited (ARCL) & Te Wananga o Aotearoa, New Zealand
13. Artvin Coruh University
14. Azerbaijan National Academy of Sciences, Azerbaijan
15. Bandırma Onyedi Eylül University
16. Bangladesh University, Bangladesh
17. <u>Başkent University</u>
18. Best Western Plus Khan Hotel
19. Bolu Abant İzzet Baysal University
20. Borsa İstanbul A.Ş.
21. Bucharest University, Romania
22. Burdur Mehmet Akif Ersoy University
23. Bursa Technical University
24. Cambridge International University (Uzbekistan)
25. Center for Economic Research and Reforms, Uzbekistan
26. Chairman of the Chamber of Commerce and Industry, Uzbekistan
27. Chamber of Commerce and Industry, Uzbekistan
28. Çukurova University
29. Cyprus Science University, TRNC
30. Cyprus University of Health and Social Sciences, TRNC
31. Diplomat University, Uzbekistan
32. Diyarbakir Provincial Health Directorate
33. Dokuz Eylül University
34. Düzce University
35. Eastern Mediterranean University, TRNC
36. Ege University
37. Elmi-Karbordi University, Iran
38. Entrepreneurship and Farming Support Center, Uzbekistan
39. Ercan Air Traffic Control Centre, TRNC
40. Erciyes University
41. Eskişehir Osmangazi University
42. Eskişehir Technical University
43. European University of Lefke, TRNC

44. Faculty of pharmaceutical and production technology, Kazakhstan
45. Fatih Sultan Mehmet Vakıf University
46. Freedom Finance, Uzbekistan
47. Gazi University, Pakistan
48. Gaziantep University
49. Gaziosmanpasa University
50. Gebze Technical University
51. George Bacovia University, Romania
52. Guba branch of Azerbaijan State Pedagogical University, Azerbaijan
53. Gujarat University, India
54. Gümüşhane University
55. Harran University
56. Hasan Kalyoncu University
57. Instituto Cultural Argentino de Educación Superior (ICAES), Argentina
58. International Black Sea University, Georgia
59. International Islamic University, Pakistan
60. International Vision University, N.Macedonia
61. Isparta University of Applied Sciences
62. İstanbul Arel University
63. İstanbul Bilgi University
64. İstanbul Esenyurt University
65. İstanbul Gelişim Üniversitesi
66. İstanbul İbn Haldun University
67. İstanbul Kültür University
68. İstanbul Rumeli University
69. İstanbul Sabahattin Zaim University, Philippines
70. İstanbul Şişli High School
71. İstanbul Ticaret University
72. İstanbul University
73. İstanbul University - Cerrahpaşa
74. İstinye University
75. İzmir Katip Çelebi University
76. Jizzakh Pedagogical Institute, Uzbekistan
77. Jizzakh Polytechnic Institute, Uzbekistan
78. Kadir Has University
79. Karabuk University
80. Karaganda University named after EA Buketov, Kazakhstan
81. Karamanoğlu Mehmetbey University
82. Kastamonu University
83. Kayseri University
84. Kazakh-British Technical University, Kazakhstan
85. Khazar University, Azerbaijan
86. Khoja Ahmed Yasawi International Kazakh-Turkish University, Kazakhstan
87. Kırklareli University
88. Kocaeli University
89. KTO Karatay University

90. Kyrgyz-Turkish Manas University, Kyrgyzstan
91. Logos State University, Nigeria
92. Mersin University
93. Middlesex University, UK
94. Ministry of Agriculture and Forestry
95. Ministry of National Education
96. Munzur University
97. Muş Alparslan University
98. National Academy of Security Service of Ukraine
99. National Cheng Kung University, Taiwan
100. <u>National Defense University</u>
101. National Television and Radio Company, Uzbekistan
102. National University of Modern Languages, Pakistan
103. Near East University KKTC
104. Necmettin Erbakan University
105. Nevsehir Hacı Bektas Veli Universty
106. Niğde Ömer Halisdemir University
107. Nisantasi University, Turkey
108. №28 School-Lyceum, Kazakhstan
109. Osmaniye Korkut Ata University
110. OSTİM Technical University
111. Presidency of Turkish Statistical Institute
112. Sakarya Üniversitesi
113. SC Marcburg GmbH SRL, Romania
114. Secretary General of the Organization of Turkic States
115. Selçuk University
116. Sikkim State Council of Science and Technology, India
117. Social Security Institution
118. South Kazakhstan State Pedagogical University, Kazakhstan
119. State Pedagogian University, Azerbaijan
120. Süleyman Demirel University
121. Team University, Uzbekistan
122. <u>Texas Christian University, US</u>
123. UAE University, UAE
124. Université Paris 1 Panthéon-Sorbonne, France
125. University of Allahabad, India
126. University of Calabar, Nigeria
127. University of Central Asia, Kirghizstan
128. University of Florida, US
129. University of Ghent, Belgium
130. University of Ibadan, Ibadan, Nigeria
131. University of Lakki Marwat, Pakistan
132. <u>University of Minnesota, US</u>
133. University of Portsmouth, UK
134. University of South Africa, South Africa
135. University of Stavanger, Norway

136. University of Tetova Tirana Business University College, Albania
137. University of Wales Trinity Saint David, UK
138. Univetsiti Perlis, Malaysia
139. Valahia University of Targoviste, Romania
140. Van Horne, Canada
141. Westminster International University in Tashkent, Uzbekistan
142. Yessenov University, Kazakhstan
143. Yildiz Technical University