Entrepreneurship & Management Inquiries

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Presentation

8th International EMI Entrepreneurship & Social Sciences Congress is to be hosted by Aksaray Science Center in Aksaray (**Türkiye**) between November 17-19, 2022 and will be held in **hybrid form**. **This book contains a total of 104 articles, 56 of which are from outside Türkiye and 48 from Türkiye. More than %50 of the book consists of papers from outside Türkiye** (*Bu kitapta 56'sı Türkiye dışından, 47'si Türkiye'den olmak üzere toplam 103 bildiri bulunmaktadır. Buna göre, %50'den fazlası Türkiye dışından gelen bildirilerden oluşmaktadır*). With **215 papers** prepared by **337 academics** from **129 universities**/institutions and **19 countries**: *Türkiye, Nigeria, New Zealand, USA, Canada, Romania, England, TRNC, Kyrgyzstan, Uzbekistan, Azerbaijan, Kazakhstan, Argentina, Pakistan, Georgia, Oman, United Arab Emirates, Morocco (Marrakesh) and Bangladesh.*

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 "***Entrepreneurship in New Era***". It is organized in cooperation with BAİBU, TEAM University (**Uzbekistan**), Eastern Mediterranean University (**N. Cyprus**), Vision University (**N. Macedonia**), University of Stavanger (**Norway),** İstanbul Nişantaşı University, İstanbul Esenyurt University, Jizzakh State Pedagogical Institute (**Uzbekistan***) and Turan University (**Kazakhistan**)*.

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 **Aksaray Science Center** for their efforts. This conference would have not materialized without the efforts of the contributing authors for sharing the fruit of their research and the reviewers for scrutinizing, despite their busy schedules. We also thank our members and colleagues who accepted the duty to participate in the Scientific Committee and for their valuable help in the screening, selecting, and recommending best contributions.

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Cognitive-Pragmatic and Linguistic Aspect of Phraseological Units

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Abstract

This article is devoted to the study and analysis of the issue of interaction between language and culture, linguistics and cognitive linguistics and linguistics, which are the modern directions of linguistics, the main concept in it. Also, the universal nature of the phraseological concept in the Uzbek language is studied.

Key words: anthropocentric paradigm, perception, linguopragmatic, linguocognitive, cognitive activity, cognitive linguistics, concept**.**

INTRODUCTION

In modern linguistics, the issue of interaction between language and culture, studying from the point of view of linguistic landscape of the world, analysis of national mentality is of theoretical and practical importance for linguistics.

During the study of language units on the basis of new scientific concepts such as linguopragmatic, linguocognitive, anthropocentric paradigm, the essence of the relationship between language and culture is fully revealed, and its practical importance increases. Methods and methods of linguistic and cultural analysis are formed in its bosom.

The study of the relationship between language and culture was initially formed on the basis of anthropological research and developed as a separate field of ethnolinguistics. In recent years, linguistic studies aimed at expressing the values and customs related to the national traditions and lifestyle of one or another people, creating their linguistic landscape, and ultimately ensuring the longevity of the national language have appeared in world linguistics. Therefore, the ethnocultural lexical units of the people reflect the national mentality, traditions, and customs of the people formed over the centuries, and are considered an important source for studying the changes that occurred in the lexical-semantic and grammatical construction of the national language during the stages of language development.

Despite the emergence of linguocultural studies on the issues of language and culture, ethnolinguistic and ethnolexicographic studies of ethnographic units have hardly been carried out. Although the lexical layer of any national language is not ethno-lexicographically described diachronically and synchronically in the ethnocultural aspect, it is impossible to give a detailed opinion about its relationship with the national language.

It is known that researches based on the anthropocentric paradigm were carried out mainly in the fields of sociolinguistics, cognitive linguistics, linguistic pragmatics, and psycholinguistics. Cognitive linguistics and linguoculturology are recognized as the leading directions of the anthropocentric paradigm in modern world linguistics.

What are the linguistic factors of the formation of the anthropocentric paradigm, the prerequisites for its emergence, the social requirements?

First, system-structural linguistics proved that language is a system. In this respect, he eliminated the comparative-historical paradigm's analysis of language phenomena separately and separately from each other. But the common shortcoming of these two paradigms is that the human factor and its activity were not taken into account.

Secondly, the traditional methods and techniques of system-structural linguistics are no longer compatible with the activities of intellectual information technologies, which are rapidly developing at the beginning of our century. A completely new approach, methods and techniques to the study of the language system and linguistic activity have become necessary to communicate with the tools of the information technology system.

Thirdly, language units and speech expanded with concepts and categories related to perception, knowledge, understanding, analysis, and finally, the need for cooperation of linguistics with fields of cognitive science such as logic, psychology, theory of knowledge became stronger.

ANALYSIS OF SCIENTIFIC LITERATURE AND METHODOLOGY

The cooperation of linguistics with these cognitive sciences ensured the recognition of linguistics as a part of cognitive science dealing with human thinking, and attempts to study the human factor and its activities with language phenomena led to the creation of paradigms of pragmatic and cognitive linguistics, the formation of the field of cognitive linguistics of linguistics. Cognitive linguistics and linguoculturology were formed as the leading directions of the anthropocentric paradigm.

What are the research object, purpose, tasks of cognitive linguistics? As recognized in linguistics, the object of study of linguistic research is language, linguistic activity and speech, which is its product. Linguistics, psycholinguistics, sociolinguistics, text linguistics, etc., based on system-structural theory (F. de Saussure). the directions of linguistics studied the structure and composition of ready-made units such as word, phrase, sentence, text, as well as the meaning characteristics of the language. Even the correlation and consistency (subsequence) between these areas of linguistics was insufficient. The subject of linguistic phenomena, which part of the language system belongs to the controversial debate is still ongoing.

As a result of mutual cooperation of cognitive sciences, it becomes possible to understand the essence of things, events, reality, the object in general, its new aspects and characteristics. This situation causes the emergence of complex problems and tasks in science. The solution of complex problems requires mutual cooperation of sciences, a complex (complex) approach. In particular, it is enough to perform a lexical-syntactic analysis to determine the order of components in phraseology. But the essence of phraseological units, their lexical changes, transformations (inversion, ellipsis and other formal changes) and types of meaning shifts (phraseological polysemy, variation, antonymy, homonymy, etc.), determining the reasons for their formation requires a cognitive-pragmatic approach, cooperation of the fields of linguistics is enough. Therefore, it is necessary to find a generalized analysis system that connects different fields of

linguistics and serves as a base point for all of them in order to comprehensively study the language system and linguistic activity, to illuminate the characteristics of their specific phenomena in detail. It is recognized by linguists that it is cognitive linguistics formed in the heart of cognitology.

American scientists J. problems of modern cognitive linguistics. Lakoff, R. Langaker, R. Recognized in Jackendoff's scientific research. Russian linguist E. S. Kubryakova admits that "cognitology is one of the multifaceted branches of science, and the cognitive linguistics formed within it analyzes and explains the relationship between linguistic and knowledge structures" (1.90). Therefore, cognitive linguistics is inextricably linked with the concept of cognitive activity, and cognitive activity is a person's understanding of something or is a thought process that realizes the perception of reality, and it is directly related to language.

Linguist Sh. C. Safarov acknowledges that "cognitive linguistics is an in-depth scientific study connecting the language system and structure as a reflection of the human brain with thinking" [2, 91], while professor A. Mamatov states that "cognitive linguistics studies the reflection and verbalization of cognition, that is, knowing in language." [3, 213]. Professor F.M. Hoshimov states that "cognitive linguistics is the understanding and study of the reality of the world by a person through language" [4, 68].

Thus, cognitive linguistics (English cognize - to know, to understand, to understand) connects language with thinking, and scientifically studies the integral connection of psychological, biological and neurophysiological aspects of its formation with social, cultural and linguistic phenomena.

Linguistics is recognized as one of the directions of the anthropocentric paradigm in linguistics. In Uzbek linguistics, this paradigm has become widely known as linguistic and cultural studies. In some studies, they are used interchangeably. Linguistics as an integrative science expresses the linguistic landscape of the world and the national characteristics of the language personality. The study of verbalized mental-psychic and material culture, which forms the linguistic landscape of the world, is the subject of linguistic cultural studies.

Russian linguist V.A. Maslova defines that "linguculturalology is a science that has arisen at the intersection of linguistics and cultural studies and researches the manifestations of consolidated national cultures reflected in language" [5. 27]. Continuing his thoughts on the relationship between language and culture, he admits that "language is a component of the culture we inherited from our ancestors, language is the main tool for us to master culture with its help, and finally language is the reality of our soul" [6. 35-37].

Prof. N. Mahmudov states that "language forms the basis of widely used concepts such as national consciousness, national thought, national culture, national spirituality, national mentality, national character, and to reveal that their essence cannot be stable without language" is one of the main tasks of linguistics and cultural studies (7.26).

We believe that it is necessary to consider language as an element, part, fact, factor, form, source, keeper, memory, translator, condition of existence of multifaceted cultural-linguistic relations.

In the history of linguistics, on the issue of the interaction between language and culture: language is a simple perception of culture, language is the basis of culture, philosophy and psychology, that is, it is the primary calculator of the influence of language on culture, and language is a component of the culture we inherited from our ancestors, language is the main tool for us to master culture with its help, and Finally, language recognizes three approaches, such as the reality of our soul.

In this case, the essence of the science of linguistic cultural studies, which appeared at the intersection of the paradigms of linguistics and cultural studies, is to reveal the nature of the interaction between language, mentality and culture.

Linguistic cultural studies is not a branch of ethnolinguistics, but a collective scientific independent field of science that emerged at the intersection of linguistics and cultural studies. It studies the interaction of language + human + cultural phenomena, that is, it focuses on the cultural factor in language and linguistic factors in man, culture is described through the prism of language, that is, language is studied as a tool that fixes and manifests culture.

Linguistic landscape of the world and the national characteristics of the language personality, if the landscape of the world is "a set of thoughts and knowledge of the subject in relation to the real or possible reality that is not connected to a person's mind", then the linguistic landscape of the world is materialized and artistically described by means of language of material and immaterial objects in the world around us, and embodied as a whole. it was realized that the form Linguistic cultural studies should deal with culture, integration of cultural content, description of cultural meaning and research methods in the formation of linguistic concepts. The linguistic landscape of the world is a holistic representation of existing objects and events in a national-cultural re-imagined language with language tools.

The description of cognitive-pragmatic aspects of phraseological units required the analysis of the concept and its linguistic and cultural aspects. In world and Uzbek linguistics, scientific views on the national-cultural characteristics of phraseological units and the mutual relations between language and culture have emerged. Phraseologisms are studied within linguistic cultural studies.

The Russian linguist N.I. Tolstoy described the emergence of phraseology in the language based on a figurative representation of reality, reflecting the daily-empirical, historical and spiritual experience of the linguistic and cultural community, and finally distinguished the internal and external signs of the national-cultural characteristics of the phraseology.

Cultural components of phraseological units are divided into groups of cultural components with denotative-significant content, which are not connected with their figurative basis and are connected with their figurative basis due to metaphorical extension. It also analyzes cultural components used at the level of phraseological meaning and at the level of internal form. In particular, the figurative base: to be crawled by a cat, to be able to see a snake moving under the ground; a unique fragment of the experience of the ethnosociety is a cup of chilled water; The existence of the word reality connected with the everyday life style of the ethnosociety: the cap is half, the alphabet cannot be called a club; the underlying cultural concept: to stand in words, to

bow down are the linguistic sources of cultural marking. Also, phraseologisms are divided into cultural components from the point of view of cultural socio-psychological, civilization and activity. It is necessary to carry out anthropocentric studies in order to reveal the cognitive and pragmatic aspects of phraseologisms, their cognitive and pragmatic possibilities.

A concept is a phenomenon in existence and a phenomenon that represents an understanding created based on thinking about how objects are structured. National specificity of concepts is important. A concept is an intellectual derivative that replaces several objects of the same type in the process of thinking. It expresses the social content of concepts rather than their individual-psychic characteristics. The concept is the main unit of culture, and in the human mind, culture enters the human mental world.

On the basis of concepts, it is possible to study the diversity of reality, mental landscapes, schemes, hyperonyms, frames, scenarios, insights, kaleidoscopic concepts from linguistic, cognitive, cultural, sociological points of view, and it is possible to reveal even the most invisible layers of the phenomenon.

We analyze the national characteristics of the concepts based on the concept of family, home, and bread. Based on the family macroconcept frame method, the semantic fields of "marital relations", "kinship relations", and "non-kinship relations" are distinguished. The semantic field of "marital relations" is divided into micro-fields of paremias with husband component, wife component, conflict between husband and wife, marriage or touching the ground, and cohabitation component. The semantic field "Kinship relations" has the components "mother", "father", "child, child" in the sub-semantic field "close kinship" and "uncle", "nephew", "aunt", "aunt" in the sub-semantic field "distant kinship". , "bride", "groom" and "son-in-law" prefixed groups of paremias are distinguished.

In the Uzbek ethnos, the core of the macro concept of "family" is "parents and children", the core is the micro concept of "children", and the near periphery is "relatives". a house with children is a market, // a house without children is a cemetery; rich with many children, without children - a dry stream; Proverbs such as the child will be safe even if the child is bad clearly show that the social category of the child is important in the Uzbek ethnos. As the stallion is, so is the horse; apples fall under apples; if you have a garden, make it a garden, if you have a son, make it a mullah; a child is not born, but raised; the bird does what it sees in its nest; according to the tree - its fruit, according to its parents - its child; The fact that one of the most important functions of the proverbial type of family, such as mother - tree, child - fruit, is the upbringing of children, shows that this is ethno-cultural values, which shows the phraseological level of the Uzbek national-cultural worldview.

National identity has a national specific content, the issues of disparity of cognitive signs, phraseological fields, categorization and conceptualization of denotation are also important.

Concepts describing the spiritual, intellectual and emotional world of a person, the external and internal world of a person based on the concepts of heart, soul, conscience and the conceptualization of these concepts: colors: black language - black language; the pain of the heart is the scourge of God; musoffolik: pure of heart; the work of the pure is pure; space: the road is

long, the heart is close; despondency - humiliation; geometric figure: the path of the straight line is straight; the language of the khingir is khingir; birds: the wings of the heart are bigger than the sky; building-structure: the heart of a stranger - the house of God; One heart building is better than a thousand Makkah; artefact: the girl is hot in the oven; injury: the pot black goes away, but the heart ulcer does not go away; loss of heart, broken glass; a natural phenomenon: the heart of an open person is bright, the feet are bright; human heart is brighter than the sun; plants: the human soul can be interpreted on the basis of associative-image methods, such as hard than a stone, and a heart is delicate than a flower.

Emotional concepts must be interpreted based on the state of the emotional subject and his attitude to the object, positive and negative signs of emotions. Emotions are characterized by positive and negative poles, such as intensity and relaxation, excitement and depression. Also, tension, excitement and their opposites are differentiated. Exciting joy - quiet joy - intense joy; acute sadness - overflowing sadness - emotional sadness and calm sadness (melancholia), etc.

Emotional processes cannot be contrasted with cognitive processes. Human emotions show the integrity of emotional and intellectual, cognitive processes depending on the concrete life and activity components of the individual. Linguistic facts confirm that negative emotions are quantitatively more than positive human emotions.

Negative emotions include the group of anger, sadness, fear and shame, and the group of positive emotions is explained in the order of joy, love and surprise, and in the Uzbek language and culture, grief can be justified by examples such as piercing the heart, bleeding the heart, gnawing the inside, tearing the inside, scratching the heart, squeezing the heart. .

Describing the evaluative connotation of the phraseologically formed emotional concept, which contains the lexeme of sadness, wet knocks down the wall, a person - sadness; heat withers the grass, sorrow ages the earth; rust gnaws iron, sorrow destroys people; grief is the ego of life; The cry of the brokenhearted is a proverbial phraseology like many.

In particular, understanding of the national identity of peoples, changes in national consciousness and thinking and its reflection in the language creates an opportunity to more clearly imagine the linguistic landscape of the world specific to the Uzbek language by understanding the essence of the concept. Linguistic, etymological, cognitive-semantic and cognitive-pragmatic analysis, conceptualization of national-cultural features of phraseological units allows to reveal formation and cognition processes in phraseological units. Concepts serve to reveal material-cultural ethnographic meaning aspects of phraseological units.

Linguistic analysis of phraseologisms requires taking into account their uniqueness as a linguistic unit, and at the same time considering it as a complex linguistic phenomenon. A.V. Kunin's "FBs are stable word combinations used in full and partial figurative sense" R. Sholes's "units understood by speakers, but the meaning often differs from the meaning of words", S. According to Irujo, "a phrase is a typical expression whose meaning cannot be determined from the component meanings", according to B. Frazer, "the semantic interpretation of phraseologisms is not a compositional task, but the form in which they are organized. According to V.L. Arkhangelsky, "phraseological unit is a stable, lexical-grammatical whole of words, with an

internal connection between its parts", according to S.G. Gavrin, phraseologisms are a language unit that is used universally or in a certain region, and it is a stable or a new language invented by colloquialism. are word combinations, A.I. Molotkov's opinions such as "phraseologism is not like words or word groups, it is a unit with a separate lexical meaning, a multi-component structure and a unique grammatical category" and the definitions of Uzbek linguists Sh. Rahmatullaev, B. Yoldoshev, A. Mamatov shows the need for analysis and description taking into account. Also, to show the expressive possibilities of national languages by mixing different unrelated languages, to reveal the linguistic and cultural aspects of phraseological units that are an expression of national ethnoculture, their semantic-structural study, semitic-semitic composition, the figurative bases that form phraseologisms and the connection of their components with the national life is also of particular importance.

CONCLUSIONS

In fact, phraseological units are a linguistic phenomenon that shows the spiritual values, national thinking, and way of life and customs of one or another people. The study of the problems related to the unique characteristics of the Uzbek language, dialects, historical development, and its perspective from the linguistic and cultural point of view is the world language of our language. acquires its own essence in determining its proper place among

As long as phraseological units represent things-phenomena and concepts related to human activity and are formed based on the need for emotional-expressive, figurative expression of such events, their research in relation to language and culture becomes more relevant.

The conclusions presented in this article are to imagine the linguistic landscape of the world unique to the Uzbek language, to study the linguistic, etymological, cognitive-semantic and cognitive-pragmatic characteristics of phraseological units, to reveal the processes of formation and cognition of the concepts of human material and inner world in phraseological units. the internal and external characteristics of national-cultural symbols, the study of linguistic concepts allows to create a national linguistic model of the world.

The Uzbek language provides scientific-theoretical information for determining the semantic-functional, grammatical features of phraseological units, revising the orthographic principles and scientific research. The textbooks and manuals to be created for teaching the Uzbek language will serve for the improvement of the current educational and explanatory dictionaries.

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Strategies adopted by SME sector in UAE to enhance innovative work behaviour of Employees

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Abstract

Innovation is a complex process which is affected by a number of enablers and barriers. People are considered to be a key enabler of innovation since they initiate the change as well as become part of a change which positively affects the innovation process. UAE is known to be an innovation-driven economy while the practices of SMEs in UAE are little known. This paper aims to explore the strategies adopted by SME sector in UAE to enhance innovative work behaviour of employees. A survey was conducted with 74 managers/ supervisors and leaders of SMEs in UAE through a structured questionnaire which attempted to ask about the strategies, how these are practiced by SMEs and what is the impact of these strategies on the innovative work behaviour. It was found that opportunity enhancing strategies namely autonomy, task composition and feedback positively impact innovative work behaviour of employees in UAE while ability enhancing strategy (training and development) and three motivation-enhancing strategies (reward and recognition, job security and employee involvement/ engagement).

Keywords: Innovation, innovative work behaviour, strategies, employees.

Introduction

Innovation is considered imperative for the firms to be successful and to gain growth in today's extremely complex and competitive global economy. For various contemporary institutions, innovation is regarded as a priority since it leads to finding solutions by thinking creatively and differently resulting in a significant impact on social and economic value (Kahn, 2018). People are found to be a key enabler of innovation in firms as found by previous literature (Li et al, 2019; Dalton, 2017; Palacios-Marqués et al, 2015). Human resources contribute significantly since innovation can be implemented only with the utilisation of the people skills (Meyer and Leitner, 2018). The report of GE Global Innovation Barometer found that United Arab Emirates is amongst the other countries that are engaged in innovative initiatives in its major industries like environment and energy, aerospace, logistics and transport (Edelman, 2014). However, there is little or no research on the small and medium enterprises (SMEs) sector in the UAE. This paper aims to explore the strategies adopted by SME sector in UAE to enhance innovative work behaviour of employees.

Literature review

People as an enabler of innovation

Various resources are needed for the successful implementation of innovation in firms including financial resources as well as technological and human competencies. The most crucial resource is people (Li et al, 2019). Human resources form one of the key resources for executing innovation ideas irrespective of the type of innovation since employees are required to cooperate and work together for making innovation possible (Wang et al, 2020). Other than the executor of innovation, employees are also the source of innovation by generating ideas and offering unique solutions to problems (Lee et al, 2018). Employees act individually as well as team members and use their creative minds and skills to directly or indirectly contribute in the implementation of innovation (Palacios-Marqués et al, 2015). Employees come together to suggest the ideas, experiment and execute them as well as analysing the important factors involved and evaluate the probability of its success by conducting mandatory investigation to reduce the chances of failure (Dalton, 2017). Because of the impact of employees' skills on the innovation outcomes as well as their contribution in the planning and execution of innovation ideas, it is crucial that employees' creativity is applied in a committed manner (Van Minh et al, 2017).

Innovative work behaviour of employees

Innovative work behaviour of employees refers to all employee behaviour which encourages the new idea generation and its execution with the aim of implementation innovation in a firm (Pradhan and Jena, 2019). The behaviour encourages the employees to take the initiatives and go out of the way to perform certain duties with the aim of suggesting and implementing innovative ideas. The employees are regarded as a vital factor in the implementation of innovation since they are likely to initiate change as well as accept the change initiated by someone else (Fan et al, 2020). Provided with a conducive environment, support and resources and given a clear vision, employees can be a significant force in a firm bringing an innovative change (Nazir and Islam, 2020). When firms offer favourable conditions to employees, they feel motivated to generate new ideas and initiate and implement change effectively (Bos-Nehles et al, 2017). The innovative work behaviour is something which can be achieved through a number of interventions since employees behaviour can be manipulated through supportive factors making them behave in a certain manner (Stoffers et al, 2020).

Strategies to enhance innovative work behaviour of employees

Humans are complex organisms who have their independent thinking but can be driven by a number of factors (Thomas et al, 2017). Organisations use a number of strategies to make the employees behave the way they want with the aim of improving performance and productivity. Enhancing innovative work behaviour also requires implementation of some strategies. Bos-Nehles et al (2017) and Vermeeren (2017) categorise the strategies into three categories, namely

ability-enhancing strategies (training and development); motivation- enhancing strategies (reward and recognition, job security, employee engagement/ involvement) and opportunity- enhancing strategies (autonomy, task-composition, feedback).

Developing employees' creative skills is a key strategy to enhance their innovative behaviour (Montag-Smit and Maertz, 2017). As the business environment is continuously changing with technological advancements and process re-engineering being widely accepted as a means for increase in efficiency, there is a need for employees to regularly upgrade their skills and make themselves fit for the agile environment (Newman et al, 2018). Training and development enhance the abilities of the employees and make them more competent to initiate and bring changes needed for the innovation implementation. Highly trained and up-to-date employees are more likely to show innovative work behaviour because of their upgraded skills and expertise (Capozza and Divella, 2019).

When employees are motivated through appropriate strategies like rewards and recognition, job security and employee engagement/ involvement, they tend to contribute more towards the innovation environment (Fischer et al, 2019). Engaging and involving employees in the innovation activities make them motivated to implement change (Ahmed et al, 2018). Similarly, motivating employees through rewards and recognition for their innovative work behaviour encourage them to go extra mile for performing their tasks and initiating change by generating and implementing ideas (Choi et al, 2019). Providing job security is another strategy which enhances employee psychological contract with the organisations making them exhibit innovative work behaviour (Varma et al, 2017).

Strategies like providing employees sufficient autonomy, composing their tasks such that to include routine as well as non-routine tasks and complex tasks and providing them with regular feedback on their performance enhances innovative work behaviour in employees since these enhance the opportunities for the employees (Vermeeren, 2017). Employees behaviour get enhanced by the provision of such opportunities leading to cause and effect relationship (Rao, 2016).

By implementing appropriate strategies, the innovative work behaviour of employees can be enhanced making the employees contribute towards innovation decision-making and implementation. They can also support the management in collecting the data for innovation purpose.

Innovation in UAE

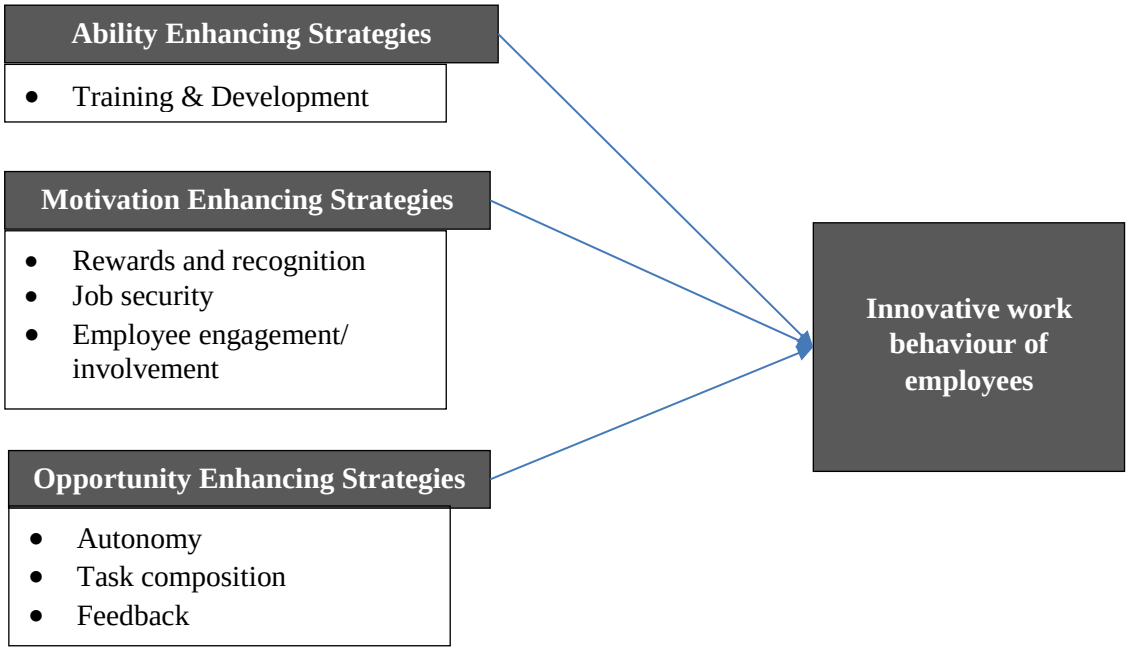
UAE was ranked in the top 38 innovative driven economies in 2016 (Bani-Melhem et al, 2018). UAE has been emerging as a country having a positive attitude towards innovation with the government taking significant measures leading it to be an innovation-driven economy (Parahoo et al, 2017). The country is regarded to have a strong awareness towards innovation making the customers more demanding and causing the firms to adopt innovative practices to meet the

changing customer preferences (Mohamed et al, 2019). The literature is found to be limited on the innovation practices of SME sector in the country. However, the recent 18% growth trends in the industry with 20% expected growth in the upcoming years hints towards the implementation of innovation measures by SMEs in the country.

Conceptual Model

As the people are regarded as one of the key enablers of innovation, it is considered imperative for organisations to enhance their innovative work behaviour. The above discussion leads to the identification of key strategies which can be used to enhance the innovative work behaviour in employees. The study adopts Bos-Nehles et al (2017) and Vermeeren (2017) categorises of the strategies which can affect innovative work behaviour, namely ability-enhancing strategies (training and development); motivation- enhancing strategies (reward and recognition, job security, employee engagement/ involvement) and opportunity- enhancing strategies (autonomy, task-composition, feedback). The strategies are noted to be independent variable which affects the innovative work behaviour making it a dependent variable. The conceptual model developed for the research is presented in Figure 1 below:

Figure 1: Conceptual Model for Enhancing Innovative Work Behaviour of Employees



The following hypotheses are developed for the research:

H1: Ability-enhancing strategies have a positive influence on innovative work behaviour of employees in the UAE's SME sector.

H2: Motivation-enhancing strategies have a positive influence on innovative work behaviour of employees in the UAE's SME sector

H3: Opportunity-enhancing strategies have a positive influence on innovative work behaviour of employees in the UAE's SME sector

Methodology

This research adopts a positivist philosophy as scientific approach to collect and analyse the data is considered appropriate to study the relationship between the strategies adopted by SMEs in UAE and the innovative work behaviour of employees (Ryan, 2018). The theory as inferred from the previous research about the impact of appropriate strategies on innovative work behaviour is tested in the present research by formulating the hypotheses, gathering the data and analysing it test the hypothesis in the specific context of SME sector in UAE. Data is collected through quantitative approach by conducting a survey using a pre-designed questionnaire. The questionnaire uses likert scale questions as well as multiple choice questions to collect the data from the respondents.

The sample consists of the managers/ supervisors and leaders in SME sector in UAE. Purposive sampling is done to identify the eligible respondents for the survey. The sample size planned was 100 out of which 76 filled and usable questionnaires were received. The survey was conducted via email. The data was analysed through SPSS software since it was quantitative in nature needing statistical analysis to assess the relationships between the independent variables (strategies) and dependent variables (innovative work behaviour of employees).

The respondents' participation was voluntary and their consent was taken. Moreover, the respondents were informed about the aim of the research and that the data will not be disclosed to any third party.

The reliability of the measurement scale was calculated through Cronbach alpha and the score was found to be 0.556.

Results

Demographics

Out of 100 potential respondents contacted for the survey, only 76 replied with completed and useable returned questionnaires. Majority of the respondents (N=41; 54%) were line managers with 2.04 mean and 0.682 SD showing data points to be closer to mean. A high proportion of the respondents (N=47; 62%) were in the age group of 35-49 with mean value 2.86 and SD 0.65. 45% of the respondents (N=34) had experience of 11-15 years with mean value 3.62 and a higher SD value of 0.748 indicating a larger spread of data values. Out of 76 respondents, majority (N= 41; 54%) held Masters degree with 1.62 mean value and a lower SD value of 0.565.

Table 1: Demographics of the Survey Respondents

		N	%	Mean	SD
Job Role	Senior management	16	21.10%		
	Line manager	41	53.90%	2.04	0.682
	Team leaders	19	25.00%		
Age Category	Less than 25	0	0.00%		
	25 – 34	20	26.30%	2.86	0.605
	35 – 49	47	61.80%		
	50 – 64	9	11.80%		
Experience	Less than 1 year	1	1.30%		
	1 – 5	1	1.30%		
	6 – 10	32	42.10%	3.62	0.748
	11 – 15	34	44.70%		
	Over 15 years	8	10.50%		
Education	Bachelors	32	42.10%		
	Masters	41	53.90%	1.62	0.565
	PhD	3	3.90%		
	Others	0	0.00%		
Total		76	100%		

Correlations

The survey aimed to assess the relationships between strategies adopted to enhance innovative work behaviour with the innovative work behaviour to evaluate how the strategies affect the behaviour. Table 2 presents the correlations matrix for the variables. It can be seen that there is positive liner correlation between employee engagement and autonomy (0.250) showing that higher autonomy leads to better employee engagement. Positive correlations also found between employee engagement and task composition (0.457), and autonomy and task composition (0.244) confirming their strong relationships. Negative correlation was found between employee engagement and feedback (-0.230) showing that greater employee engagement leads to lesser feedback.

When the relationships between innovative work behaviour and various strategies were assessed, all the three opportunity enhancing strategies namely autonomy, task composition and feedback were found to be positively correlated with innovative work behaviour with values of 0.276, 0.254 and 0.259 respectively. This means that when employees were given autonomy, were provided with specific task composition and were given feedback, their innovative work behaviour was found to be improved. There was no positive relationship found between the ability enhancing strategy (training and development) and three motivation-enhancing strategies (reward and recognition, job security and employee involvement/ engagement).

Table 2: Correlations between Variables

		Training and Development	Reward Recognition	Job Security	Employee Engagement	Autonomy	Task Composition	Feedback	Innovative Work Behavior
1. Ability-enhancing Strategies	Training and Development	1							
2. Motivation-enhancing Strategies	Reward Recognition	-.031	1						
	Job Security	-.003	.002	1					
	Employee Engagement	.034	.103	.132	1				
3. Opportunity-enhancing Strategies	Autonomy	.014	.016	.188	.250*	1			
	Task Composition	-.119	.045	.184	.244*	.457**	1		
	Feedback	.041	-.062	.139	-.230*	-.127	-.082	1	
Innovative work behaviour	Innovative Work Behavior	-.026	.154	.051	.099	.276*	.254*	.259*	1

Examining the Relationships

A simple linear regression was conducted to examine the three hypotheses, as proposed through the framework.

H1: Ability-enhancing strategies have a positive influence on innovative work behaviour of employees in the UAE's SME sector.

The regression analysis led to the rejection of the hypothesis 1 ($p > 0.05$) indicating that ability enhancing strategies (i.e. training and development) have no significant influence on the innovative work behaviour of employees in the SME sector of UAE. The correlation between the two variables was weak (0.026). Hence hypothesis 1 is rejected.

H2: Motivation-enhancing strategies have a positive influence on innovative work behaviour of employees in the UAE's SME sector.

The regression analysis led to the rejection of the hypothesis 2 ($p > 0.05$) indicating that motivation enhancing strategies (i.e. Reward and recognition, Job security, and employee engagement) have no significant influence on the innovative work behaviour of employees in the SME sector of UAE. Hence hypothesis 2 is rejected.

H3: Opportunity-enhancing strategies have a positive influence on innovative work behaviour of employees in the UAE's SME sector.

The linear regression conducted between the independent variable (opportunity enhancing strategies which include Autonomy, Task composition and Feedback) and the dependent variable (innovative work behaviour) led to significant outcome ($p \leq 0.05 = 0.02$). The correlation strength of the variables was 0.432 which is moderately strong whereas the variance caused by the independent variable in innovative work behaviour of employees was identified as 18.7%. Amongst the three sub-factors of opportunity-enhancing behaviour, only autonomy and feedback were found to have significant contribution ($p \leq 0.05$). Hence, the hypothesis 3 is accepted.

Table 3: Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432[a]	.187	.153	3.04429

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153.502	3	51.167	5.521	.002[a]
	Residual	667.274	72	9.268		
	Total	820.776	75			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.157	3.763		3.763	.000
	Autonomy	.421	.214	.236	1.969	.05
	Task Composition	.329	.230	.171	1.430	.157
	Feedback	.622	.220	.303	2.824	.006

The examination identifies positive relationship between opportunity enhancing strategies namely autonomy, task composition and feedback with innovative work behaviour while no relationship between ability enhancing strategy (training and development) and three motivation-enhancing strategies (reward and recognition, job security and employee involvement/ engagement) and innovative work behaviour.

Discussion

People have been identified as one of the key enablers of innovation as evidenced from previous studies (Wang et al, 2020; Li et al, 2019; Dalton, 2017). Employees can play a key role in initiating the innovation as well as implementing it when introduced by the management. Provided with the favourable environment and supportive culture, employees act individually as well as the team members to initiate change, generate ideas and be part of the innovation implementation (Van Minh et al, 2017). Since organisations get their activities done through their employees who undertake a number of tasks for collectively achieving business objectives, innovation practices are greatly affected by employees' activities as well as behaviour (Akram et al, 2017). As employees can be made to behave in a desired way through adopting a number of strategies, the

impact of these strategies on innovation needs to be assessed (Yi et al, 2019). Through conducting preliminary research, it was found that there is limited research on the SMEs industry in UAE on the area of innovation. This study thus attempted to survey the leaders in SMEs to know what strategies are being adopted by them to enhance the innovative work behaviour of employees.

From the findings of the survey, the SMEs in UAE were found to implement all the strategies to enhance the innovative work behaviour of employees which are found to be implemented to make the employee behave such that to generate new ideas, initiate the change and be a positive actor in innovation implementation. Previous studies (Bos-Nehles et al, 201; and Vermeeren, 2017) identified seven strategies grouped in three categories which can be implemented to enhance innovative work behaviour of employees namely one ability enhancing strategy (training and development), three motivation-enhancing strategies (reward and recognition, job security and employee involvement/ engagement) and innovative work behaviour and three opportunity enhancing strategies (autonomy, task composition and feedback). The findings confirmed that the SMEs in UAE implemented all these strategies to enhance the innovative work behaviour of their employees. The findings show strong commitment of the SME sector in the country towards implementing innovation and attempting to create a favourable environment by ensuring employees' innovative work behaviour is enhanced. The correlation analysis found that only opportunity enhancing strategies positively impact innovative work behaviour in SMEs in UAE as also supported by Vermeeren (2017) and Rao (2016).

The other two categories namely ability-enhancing and motivation-enhancing strategies did not impact the innovative work behaviour of employees in SMEs in UAE. This finding is contradictory to previous studies (Capozza and Divella, 2019; Fischer et al, 2019; Ahmed et al, 2018; Choi et al, 2019 and Varma et al, 2017) which evidenced that training and development, reward and recognition, job security and employee involvement/ engagement positively impact innovative work behaviour. The findings of the survey led to the determination of lesser impact of ability-enhancing and motivation-enhancing strategies on employees' innovative work behaviour which is striking since previous literature pointed out what training and development and motivating employees make them more creative and innovative (Waheed et al, 2019; Boadu et al, 2018; Sung and Choi, 2018). Surprisingly, the SMEs in the UAE seem to agree with the positive impact of training and development and motivation strategies in enhancing their innovative work behaviour as evident from their increased adoption of these strategies.

The impact of autonomy, task composition and feedback on enhancing employees' innovative work behaviour confirms the importance of two way communication with employees as well as delegation, employee empowerment and job design leading to enhanced innovative behaviour. When employees are given the autonomy and required feedback for their work which has been designed effectively to include routine, non-routine, complex and non-complex tasks, they are expected to behave innovatively and increase their contribution towards the innovation implementation.

Conclusion and Recommendations

This paper attempted to explore the strategies adopted by SME sector in UAE to enhance innovative work behaviour of employees by conducting a survey of 74 managers/ supervisors and leaders in SME sector in UAE. It is concluded that opportunity enhancing strategies namely autonomy, task composition and feedback positively impact innovative work behaviour of employees in UAE while ability enhancing strategy (training and development) and three motivation-enhancing strategies (reward and recognition, job security and employee involvement/ engagement) were not found to impact innovative work behaviour. Although the SMEs in UAE were found to be implemented by SMEs in UAE which shows their commitment towards enhancing the innovative work behaviour of their employees, it is recommended that the SMEs focus more on implementing the strategies namely autonomy, task composition and feedback to enhance their innovative work behaviour. The employees should be made autonomous and their tasks should be designed such that to include routine, non-routine, complex and non-complex tasks. Moreover, they should be given regular feedback on their activities. Since these strategies enhance the innovative work behaviour, the SMEs must focus on these strategies to ensure that the employees behave in a favourable way to implement the innovation successfully. By giving importance to these strategies, the capabilities can be directed in the right direction increasing the potential of innovation success.

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Leadership qualities leading to innovation in SME sector in UAE

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Abstract

Leadership being a complicated process involves a number of enablers and barriers. Lack of leadership has been identified to be one of the key barriers in implementing innovation since leaders play a significant role in providing a favourable environment to the employees as well as motivating them to increase the chances of innovation success. Limited research on innovation in SMEs in UAE led conducting a survey with leaders of SMEs in UAE. Six categories of leadership qualities were identified from previous research namely strategic thinking, planning and delivery, people management, change management, communication and persuasion and influence. It was found that the leadership qualities are important in implementing innovation when applied collectively since these were not found to impact innovation practices individually. The impact of leadership qualities on innovation practices is thus confirmed by the present research as well as previous research. SMEs in UAE are thus recommended to enhance the leadership qualities of their leaders through appropriate ways.

Keywords: Leadership, leadership qualities, innovation, SMEs

Introduction

As the contemporary business world faces globalisation and fierce competition, it becomes imperative for businesses to adopt strategies for survival as well as for growth (Abdu and Jibir, 2018). One of the strategies is innovation. Innovation enables the organisations to think creatively and present unique solutions to problems having remarkable impact on the business outcomes (Edwards-Schachter, 2018). Innovation is regarded as a useful approach for organisation of any type and business because of the ability of innovation to benefit the businesses and customers through continuous improvement in products and services (Zouaghi et al, 2018). Extensive researches have been conducted on the enablers of innovation. Lack of leadership is found to be a key barrier of innovation (Campbell et al, 2021; Vidmar, 2021). Leaders as the creators of organisational culture, supporter of the employees in their innovation behaviour along with their decision-making power play a key role in planning and implementing the innovation measures. Although there is limited research on innovation practices in UAE, there is a strong evidence of UAE organisations adopting innovation practices making the country one of the most innovation-driven economies in the world (Edelman, 2014). This paper aims to explore the leadership qualities leading to innovation in SME sector in UAE allowing to determine what leadership qualities are most important in implementing innovation.

Literature review

Lack of Leadership as a barrier of innovation

As the innovation culture initiate from the top, lack of leadership is considered to be a key barrier towards implementing innovation in organisations (Ryan and Daly, 2019; Polzin et al, 2016). Although employees can be source of idea generation and play a key role in implementing the creative ideas, it is not until they get the support from their leadership that they feel encouraged to show innovative work behaviour (Qi et al, 2019). Moreover, a strong and long term vision of innovation is formulated by the leadership which guide it to organise the resources accordingly (Totterdill and Exton, 2017). Formulating and communicating a clear vision is the leadership responsibility and its absence leads to lack of innovation culture and employees' initiatives towards the innovation (Riaz et al, 2018). Failing to have a clear mission, the leadership is unable to organise the resources for the adoption of innovation (Semeul et al, 2017). Leadership also involves motivating the employees to engage them into innovation as well as devise effective rewards and recognition (Hughes et al, 2018). Poor leadership fails to provide the feedback to the employees which can be destructive to their work behaviour. It might also be unable to align the business objectives with the innovation measures causing the innovation to have no impact on the business outcomes (Bagheri and Akbari, 2018). Furthermore, lack of leadership leads to absence of risk taking, ineffective decision-making, inability to understand the market needs and clearly conceptualise the innovation and failing to formulating short term goals and strategies which overall have negative impact on innovation culture and initiatives.

Leadership qualities impacting innovation

Leadership refers to the act of using a number of skills to guide, direct and motivate a group of people called followers with the aim of achieving a common aim and objective (Kruse, 2013). As it is evidenced that humans have higher productivity when work together as compared to working individually, there is a need for a leader to manage and guide the group to ensure common goals are communicated well and the efforts are directed in the right direction (Mango, 2018). Leadership involves a number of qualities and behaviour play a key role in making the followers behave in the desired way (Naumov et al, 2017). These include vision, integrity, honesty, communication, decision-making, problem-solving, innovation, delegation, motivation, influence, ethics and strategic thinking among others. Some of the qualities have greater impact on innovation adoption.

An effective leader needs to be visionary for implementing innovation successfully (Tang et al, 2020). Being able to formulating short term and long term strategic goals and researching the market, competitors, customer needs, organisation capabilities and available resources allows the leadership to plan innovation initiatives (Kastner, 2021; Meng et al, 2017). Another key responsibility of the leadership is to communicate the vision and goals to the employees and empower and involve them in the innovation practices to make them encouraged to adopt innovative work behaviour (Nazir and Islam, 2020).

Poor leadership fails to motivate the employees and does not provide a conducive environment to the employees. Rewards, recognition and feedback is not offered to employees and risk taking behaviour is discouraged by ineffective leadership. Involving all the stakeholders in the innovation process enables the leadership to create support and buy-in from them to have reduced resistance to change (Hall et al, 2017). Strong analytical and problem-solving skills are also needed along with open communication, integrity and honesty and creative thinking are highly desirable to adopt innovation measures in an organisation

(Farahnak et al, 2020). A leader must have transformational style as well as visionary and situational leadership styles to be effective for innovation adoption. A specific set of leadership qualities enable a leadership to create a strong leadership culture in the organisation, motivating the employees to think creatively, have reduced resistance and aligning the innovation practices with overall business goals when implementing the innovation leading to higher success potential of innovation practices (Kisirkoi, 2019; Naidoo et al, 2019; Chhotray et al, 2018).

Development of leadership qualities

The debate of leadership qualities being innate or acquired is never-ending (Marathe and Kakani, 2020). Some researchers suggest that leadership qualities are innate and certain individuals are by birth effective leaders (Zugelder et al, 2018; Nelson and Squires, 2017). However, there is evidence that leadership qualities can be learned with education, coaching and practice. According to Harrison (2018), leadership qualities can be innate as well as be acquired. The acknowledgement of the ability of acquiring leadership qualities is useful in study the impact of leadership qualities on innovation practices since the efforts can be undertaken for the development of the qualities leading to better innovation practices. Enhancing leadership skills is thus recommended to ensure leaders are better equipped with the required qualities to adopt and implement innovation practices in their organisations (Taylor et al, 2019).

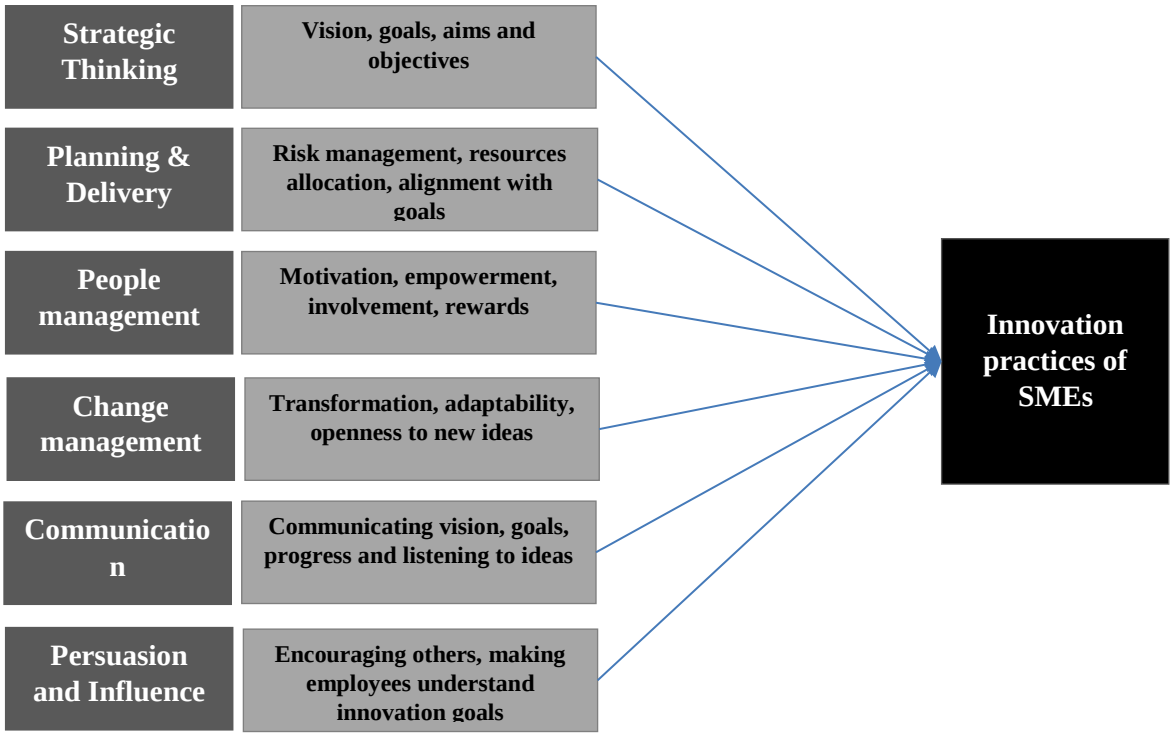
Innovation Leadership in UAE

UAE government's commitment towards innovation is evidenced from its ranking in the top 38 innovative driven economies in 2016 (Bani-Melhem et al, 2018). The government is known for implementing innovation driven policies and programs like customer happiness initiatives have widely been practiced across the government departments through innovation practices (Shamsi et al, 2018). Moreover, the UAE government encourages the small and medium enterprises in practicing innovation by offering them support and help (Mohammed, 2019). The government's encouraging attitude towards innovation guides the SMEs to engage into innovation practices. There is little research on the leadership of SMEs in UAE affecting the innovation practices in the sector which this research aims to partially fill through conducting an empirical research.

Conceptual Model

The wide variety of leadership qualities is categorised into six categories to develop a conceptual framework. These categories are strategic thinking, planning and delivery, people management, change management, communication and persuasion and influence. The leadership qualities are noted to be independent variable which affects the innovation practices making it a dependent variable. The conceptual model developed for the research is presented in Figure1 below:

Figure 1: Conceptual Model for Leadership Qualities affecting Innovation Practices



The following hypothesis and sub-hypotheses are developed for the research:

H1: Leadership qualities have a significant influence on the innovation practices of SMEs in UAE

HA: Strategic thinking as a leadership quality has a positive influence on the innovation practices of SMEs in UAE.

HB: Planning and delivery as a leadership quality has a positive influence on the innovation practices of SMEs in UAE.

HC: People management as a leadership quality has a positive influence o on the innovation practices of SMEs in UAE.

HD: Change management as a leadership quality has a positive influence on the innovation practices of SMEs in UAE.

HE: Communication as a leadership quality has a positive influence on the innovation practices of SMEs in UAE.

HF: Persuasion and influence as leadership qualities have a positive influence on the innovation practices of SMEs in UAE.

Methodology

A positive philosophy is adopted for the present research because of its ability to collect and analyse the data scientifically and objectively to test the theories through collecting the first-hand data (Burton-Jones and Lee, 2017). The range of leadership qualities has been identified from the previous research which is studied to evaluate their impact on the SME sector in UAE. A quantitative survey is conducted with the leaders of SMEs in UAE. A questionnaire is designed using likert scale and multiple choice questions and survey is conducted by email. Past researches used survey and interview method for data collection about leadership qualities and was able to gather first-hand data which empirically studied the qualities contributing towards the leadership literature (Rahman and El-Emad, 2018; Mudau and Ncube, 2017).

Purposive sampling is used to identify the logically eligible and appropriate members of the population (Ames et al, 2019). The sample consisted of the directors, managers and supervisors of SMEs in UAE since these are considered to be the suitable individuals to collect data on leadership qualities. The data analysis is conducted through SPSS and the relationships between independent and dependent variables are assessed to test the hypotheses. The consent from the respondents were acquired and they were informed about the purpose of the survey as well the usage of data being limited to this study and non-sharing with any third party.

The reliability and internal consistency of the measurement scale was measured by Cronbach Alpha which was found to be 0.762 which is considered to be acceptable.

Results

Demographics

Out of 100 potential respondents contacted for the survey, only 74 replied with completed and useable returned questionnaires. Majority of the respondents (N=45; 61%) held senior management position with 1.49 mean and 0.667 SD showing data points to be closer to mean. A high proportion of the respondents (N=46; 62%) were in the age group of 50-64 with mean value 3.53 and SD 0.667. 85% of the respondents (N=63) had experience of over 15 years with mean value 4.76 and a higher SD value of 0.637 indicating a smaller spread of data values. Out of 74 respondents, majority (N= 66; 89%) held Masters degree with 1.89 mean value and a lower SD value of 0.313.

Table 1: Demographics of the Survey Respondents

		N	%	Mean	SD
Job Role	Senior management	45	60.8%	1.49	.667
	Line manager	22	29.7%		
	Team leaders	7	9.5%		
Age Category	Less than 25	0	.0%	3.53	.667
	25 – 34	7	9.5%		
	35 – 49	21	28.4%		
	50 – 64	46	62.2%		
Experience	Less than 1 year	0	.0%	4.76	.637
	1 – 5	1	1.4%		
	6 – 10	5	6.8%		
	11 – 15	5	6.8%		
	Over 15 years	63	85.1%		
Education	Bachelors	8	10.8%	1.89	.313
	Masters	66	89.2%		
	PhD	0	.0%		
	Others	0	.0%		
Total		74	100%		

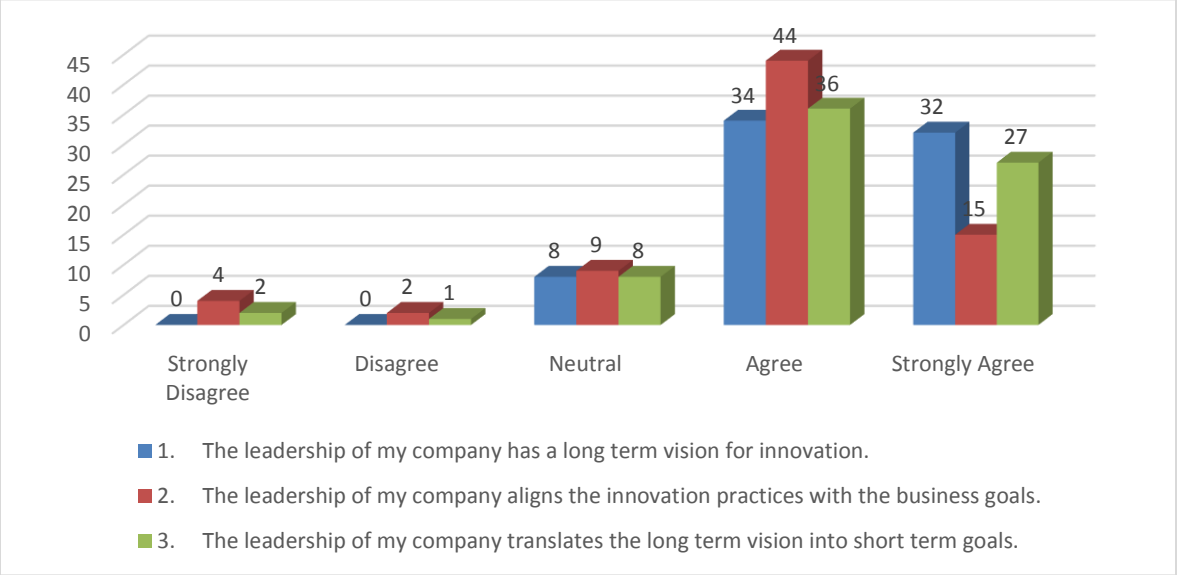
Assessment of Leadership Qualities

This section presents the findings of the first section of questionnaire which attempted to assess the leadership qualities in the respondents' organisations.

Strategic Thinking

When asked about the strategic thinking qualities of leadership, majority of the respondents either agreed or strongly agreed that the leadership of their company had a long term vision for innovation, aligns the innovation practices with the business goals and translates the long term vision into short term goals. Figure 1 presents the findings for strategic thinking quality.

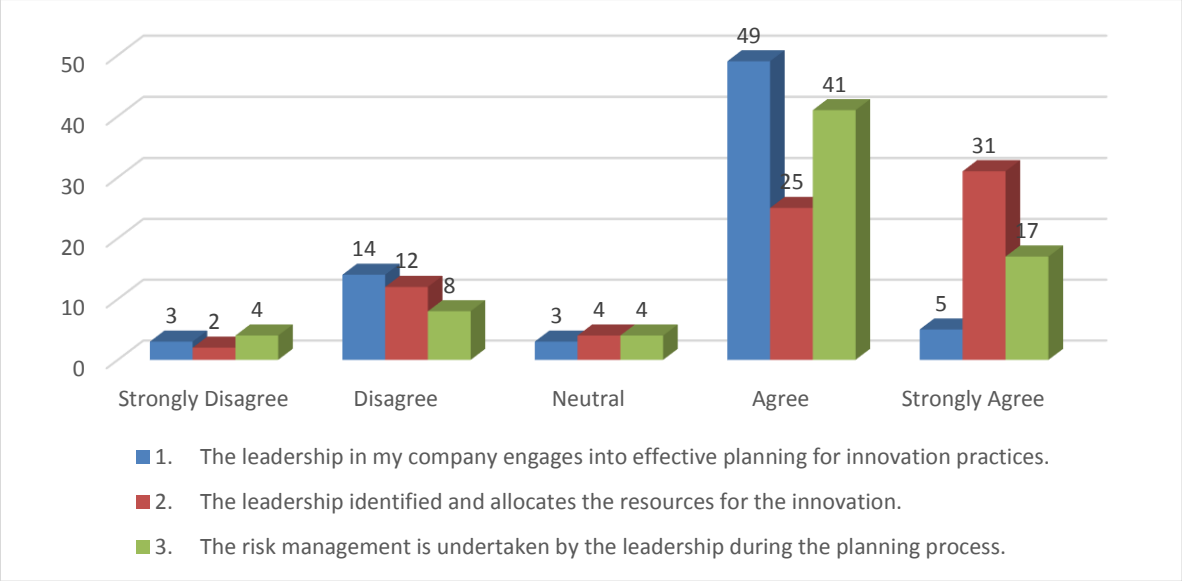
Figure 1: Strategic thinking qualities of leaders



Planning and Delivery

As shown in Figure 2, majority of the respondents either agreed or strongly agreed that the leadership in their company engages into effective planning for innovation practices, identified and allocated the resources for the innovation and undertakes the risk management during the planning process.

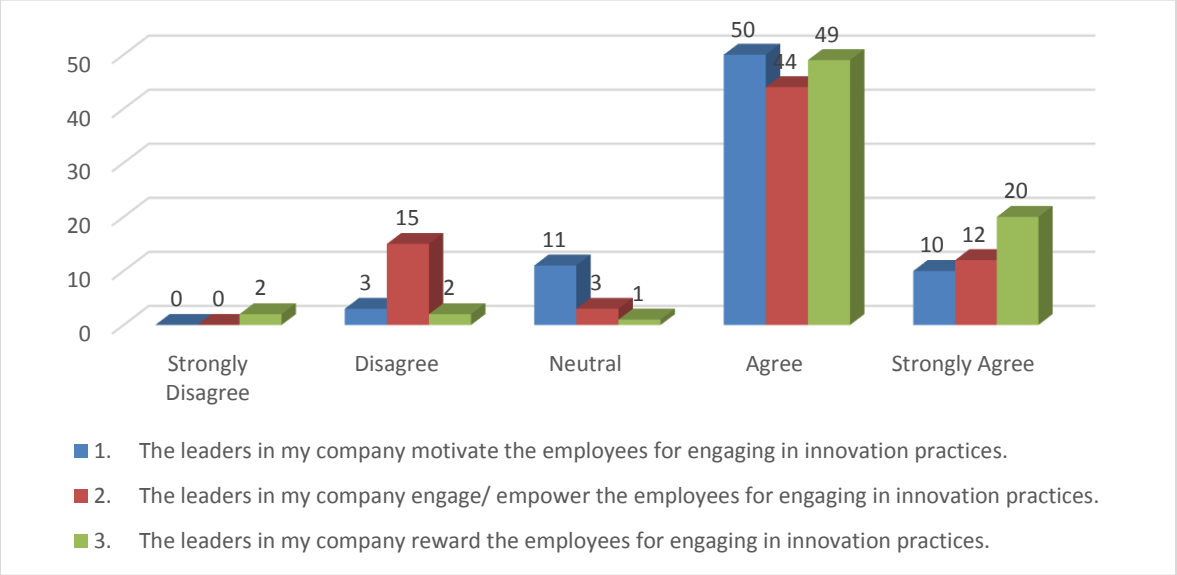
Figure 2: Planning and delivery qualities of leaders



People Management

As shown in Figure 3, majority of the respondents agreed that the leadership in their company motivate, engage/ empower and reward the employees for engaging in innovation practices.

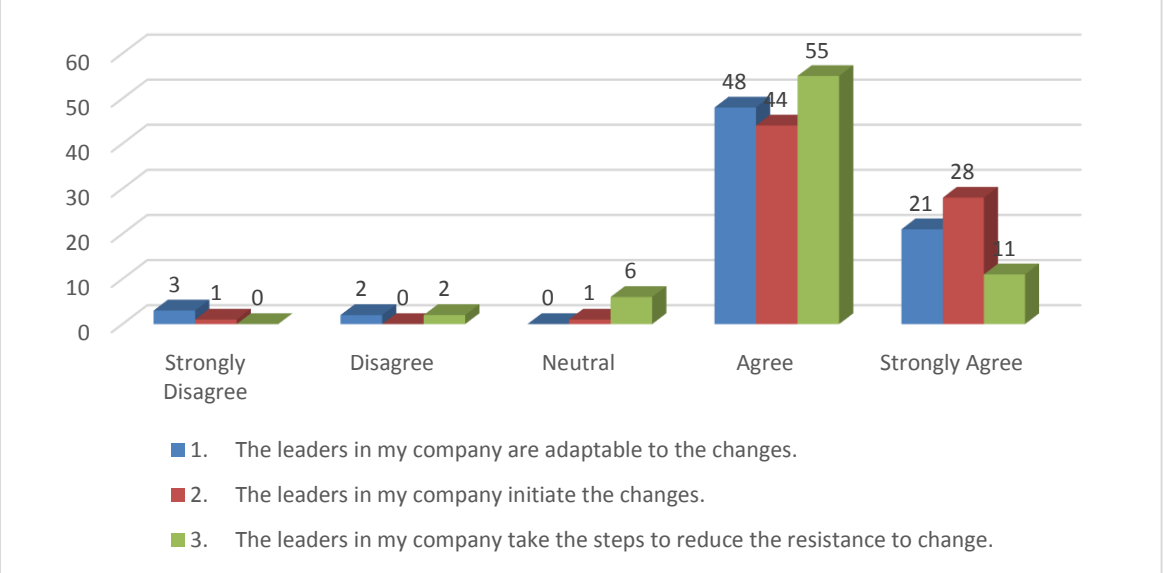
Figure 3: People management qualities of leaders



Change Management

When asked about the change management qualities of leadership, it was found that the majority of the respondents agreed that the leaders are adaptable to the changes, initiate the changes and take the steps to reduce the resistance to change. The findings are shown in Figure 4.

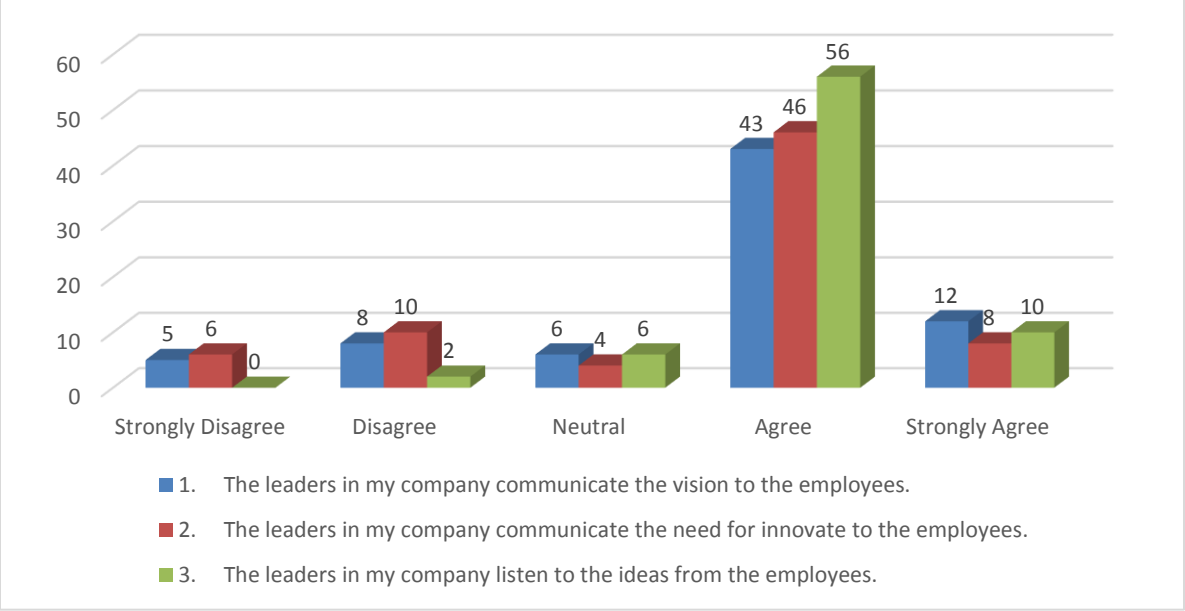
Figure 4: Change management qualities of leaders



Communication

As shown in Figure 5, majority of the respondents agreed that the leaders in their company communicate the vision as well as the need for innovate to the employees. They also agreed that the leaders listen to the ideas from the employees.

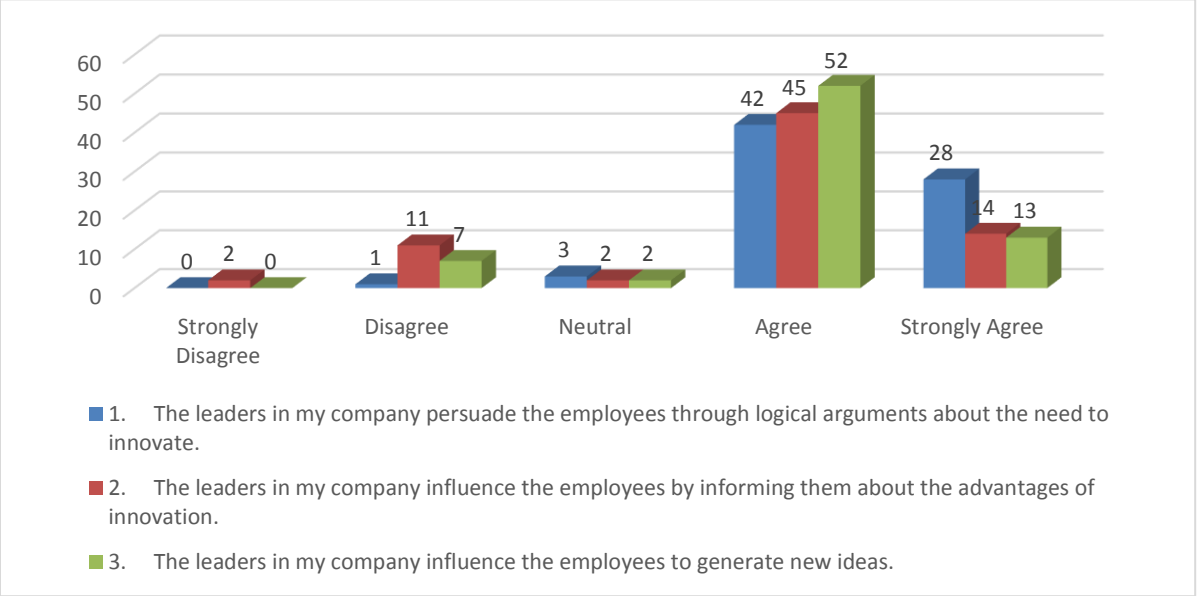
Figure 5: Communication qualities of leaders



Persuasion and Influence

When asked about the persuasion and influence qualities of leadership, it was found that the majority of the respondents agreed that the leaders persuade the employees through logical arguments about the need to innovate, influence the employees by informing them about the advantages of innovation and to generate new ideas. The findings are shown in Figure 6.

Figure 6: Persuasion and influence qualities of leaders



Correlation Analysis

When the variables were correlated, it was found that planning and delivery (0.399) and communication (0.351) were positively correlated with innovation practices of SMEs. Other leadership qualities were not found to influence innovation practices as shown in Table 2. Positive relationships were identified between some of the leadership qualities like strategic thinking and planning delivery which meant that when one quality enhanced, it led to improving other quality simultaneously.

Table 2: Correlations between variables

	Strategic Thinking	Planning and Delivery	People Management	Change Management	Communication	Persuasion and Influence	Innovation Practices
Strategic Thinking	1						
Planning and Delivery	.449**	1					
People Management	.337**	.397**	1				
Change Management	.293*	.265*	.064	1			
Communication	.307**	.579**	.327**	.368**	1		
Persuasion and Influence	.270*	.415**	.296*	-.016	.403**	1	
Innovation Practices	.247*	.399**	.189	.102	.351**	.261*	1

Examining the Relationships

This research aims to examine if leadership qualities have a significant influence on the innovation practices of SMEs in UAE. A simple linear regression was conducted to examine this hypothesis, which revealed a significant result ($p \leq 0.05 = 0.023$).

As seen in the Table3 below, the correlation strength between the dependent factor (i.e. innovation practices of SMEs in UAE) and the independent factor (leadership qualities) was 0.438, which indicates a moderately strong relationship. Furthermore, the variance accounted by leadership qualities on the innovation practices of SMEs was 19.2%. Amongst the six coefficients under leadership qualities, none was found to have a significant effect independently on the dependent variables. This indicates that the leadership qualities are effective in significantly influencing the innovation practices of SMEs in the UAE, however, they should be applied together and not individually to have significant influence. Hence, the hypothesis 1 is accepted.

Table 3: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438[a]	.192	.120	1.65929

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.816	6	7.303	2.652	.023[a]
	Residual	184.468	67	2.753		
	Total	228.284	73			

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.755	3.148		6.276	.000
	Strategic Thinking	.078	.124	.081	.630	.531
	Planning and Delivery	.189	.113	.251	1.679	.098
	People Management	-.016	.160	-.013	-.102	.919
	Change Management	-.078	.190	-.051	-.412	.682
	Communication	.147	.122	.177	1.206	.232
	Persuasion and Influence	.093	.177	.067	.522	.604

Discussion

This paper attempted to explore the leadership qualities leading to innovation in SME sector in UAE leading to determine what leadership qualities are most important in implementing innovation. Lack of leadership was identified to be a key barrier in implementing innovation by previous studies (Ryan and Daly, 2019; Polzin et al, 2016). The leadership qualities were categorised into six groups namely strategic thinking, planning and delivery, people management, change management, communication and persuasion and influence. It was found that individual leadership qualities were not found to impact innovation practices in SMEs in UAE although these were found to collectively impact the innovation practices. The findings are supported by previous research including Kastner (2021), Nazir and Islam (2020), Mango (2018) and Naumov et al

(2017) which confirm that the leadership qualities affect the innovation practices of organisations. The adoption of leadership qualities result in leaders to motivate the employees and create a favourable environment desirable for implementing innovation. Since these qualities can be acquired, the positive impact of leadership qualities on innovation practices as evidenced from the research guides the leaders to enhance their skills and improve their qualities as confirmed by Zugelder et al (2018) and Nelson and Squires (2017). The research findings complement the findings of previous research which evidenced the link of leadership qualities with innovation practices and it is confirmed that lack of leadership is a strong barrier in implementing innovation since the presence of collective leadership qualities enhance innovation practices in organisations.

Conclusion and Recommendations

This paper conducted a survey with the leadership of SMEs in UAE to explore the leadership qualities leading to innovation in SME sector in UAE through a structured questionnaire. Six categories of leadership qualities were identified from previous research namely strategic thinking, planning and delivery, people management, change management, communication and persuasion and influence which were used to conduct the survey. It was found that the leadership qualities are important in implementing innovation when applied collectively since these were not found to impact innovation practices individually. The impact of leadership qualities on innovation practices is thus confirmed by the present research. Based on the research findings, it is recommended that leadership qualities applied by leaders should be regularly monitored to know what qualities are being lacked in the leaders to identify the gap and develop the weak qualities. It is also recommended that SMEs sector in UAE should collectively enhance all the six leadership qualities and the leaders should be encourage to develop their qualities through coaching, mentoring, self-learning and other development methods.

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SURVEY QUESTIONNAIRE

Dear Respondent,

I would like to thank you for your participation in this research.

This survey aims to explore the leadership qualities affecting the innovation practices in SME sector in UAE.

Your identity and responses will be kept confidential and the data will be used for the purpose of academic research only. In case you wish to withdraw from the research, you can quit the survey at any point.

For further information, please contact by return email.

Regards AbdulQuddus

Section 1. Demographics (Please tick one for each question)

1. Job Role	1. Senior management 2. Line manager 3. Team leaders
2. Age	1. Less than 25 2. 25 – 34 3. 35 – 49 4. 50 – 64
3. Experience	1. Less than 1 year 2. 1 – 5 3. 6 – 10 4. 11 – 15 5. Over 15 years
4. Education	1. Bachelors 2. Masters 3. PhD 4. Others

Section 2. Assessment of Leadership Qualities

In this section, the leadership qualities in your organisation are evaluated. For each group of leadership qualities, a set of statements is provided with a Likert scale. Please tick one option for each statement as per your response:

SD = Strongly Disagree

D = Disagree
N = Neutral
A = Agree
SA = Strongly Agree

	SD	D	N	A	SA
Strategic Thinking					
1. The leadership of my company has a long term vision for innovation.	☐	☐	☐	☐	☐
2. The leadership of my company aligns the innovation practices with the business goals.	☐	☐	☐	☐	☐
3. The leadership of my company translates the long term vision into short term goals.	☐	☐	☐	☐	☐
Planning and Delivery					
1. The leadership in my company engages into effective planning for innovation practices.	☐	☐	☐	☐	☐
2. The leadership identified and allocates the resources for the innovation.	☐	☐	☐	☐	☐
3. The risk management is undertaken by the leadership during the planning process.	☐	☐	☐	☐	☐
People Management					
1. The leaders in my company motivate the employees for engaging in innovation practices.	☐	☐	☐	☐	☐
2. The leaders in my company engage/ empower the employees for engaging in innovation practices.	☐	☐	☐	☐	☐
3. The leaders in my company reward the employees for engaging in innovation practices.	☐	☐	☐	☐	☐
Change Management					
1. The leaders in my company are adaptable to the changes.	☐	☐	☐	☐	☐
2. The leaders in my company initiate the changes.	☐	☐	☐	☐	☐
3. The leaders in my company take the steps to reduce the resistance to change.	☐	☐	☐	☐	☐
Communication					
1. The leaders in my company communicate the vision to the employees.	☐	☐	☐	☐	☐
2. The leaders in my company communicate the need for innovate to the employees.	☐	☐	☐	☐	☐
3. The leaders in my company listen to the ideas from the employees.	☐	☐	☐	☐	☐
Persuasion and Influence					
1. The leaders in my company persuade the employees through logical arguments about the need to innovate.	☐	☐	☐	☐	☐
2. The leaders in my company influence the employees by informing them about the advantages of innovation.	☐	☐	☐	☐	☐

3.	The leaders in my company influence the employees to generate new ideas.	☐	☐	☐	☐	☐

Section 3. Assessment of Impact of Leadership qualities on Innovation Practices

In this section, the impact of leadership qualities on innovation practices of SMEs is assessed. A set of statements is provided with a Likert scale. Please tick one option for each statement:

SD = Strongly Disagree
D = Disagree
N = Neutral
A = Agree
SA = Strongly Agree

		SD	D	N	A	SA
1.	Strategic thinking as a leadership quality positively impacts the innovation practices of your company.	☐	☐	☐	☐	☐
2.	Planning and delivery as a leadership quality positively impacts the innovation practices of your company.	☐	☐	☐	☐	☐
3.	People management as a leadership quality positively impacts the innovation practices of your company.	☐	☐	☐	☐	☐
4.	Change management as a leadership quality positively impacts the innovation practices of your company.	☐	☐	☐	☐	☐
5.	Communication as a leadership quality positively impacts the innovation practices of your company.	☐	☐	☐	☐	☐
6.	Persuasion and influence as a leadership quality positively impacts the innovation practices of your company.	☐	☐	☐	☐	☐

Thank you for your time and participation

Re-Thinking Socio-Economic Development in South Asia: A Case Study of Colonial District Multan (1849-1901)

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Abstract

The study aims at investigating the socio- economic development under the British Colonial rule in the Multan District (1849-1901). Multan as South Asian city has been an area of strategic, geographical, political and economic significance throughout the recorded history. Multan played an important role in the affairs of South Asia but occupied special importance during the British rule in India. Historians have shed enough light on the national history and regional history of Pakistan, but they have overlooked the socio-economic aspect of local history of the Punjab in general and Multan in particular. The study also brought to light an under researched aspect which is the quest for power by the local elites and how the colonial state was manipulated by those local elites to quench their thirst for power and authority to strengthen their own declining positions in the society. Therefore, the study has ascertained that neither regional nor national history of Pakistan or South Asia can be properly touched without exploring the local history of the important towns and cities of the sub-continent during the British rule. This research is based on original non published official reports from Punjab Civil Secretariat Lahore and British Indian Library London. The paper is mainly based on archival documentation, settlement and assessment reports and gazetteers.

Key words: Multan , Colonial, Regional History.

INTRODUCTION

The present study explores **the socio- economic development under the British colonial rule in Multan district (1849-1901).** It examines the process of socio-economic transformation enforced through political control. This transformation which was impact oriented and based on the theory of patron-client relationship. The study infers underlying hypothesis of British had less familiarity with the landscape, culture and the languages of the subcontinent. Therefore, they desperately needed local clients in their administration to rule successfully. This study emphasizes and discusses on deep-rooted contradictions and weaknesses in the collaborative ruling system. The contribution of this study is most importantly giving far greater importance than early works by Imran Ali, Ian Talbot and David Gilmartin on this concept by amalgamation of ruling system with Punjabi cultural values and norms. The emphasis shifts from the

colonial standpoint to a Punjabi perspective. This study presents a new paradigm for explaining and interpreting the phenomena of socio-economic development and administrative control of Multan. It also points out relative weaknesses and strengths in the existing paradigm.

A district level study of Multan fills in an important gap in historiography. Unlike current study, the earlier studies have focused on provincial level and examined patterns of political authority and transformative influence of the colonial state. The most important work is contributed by Ian Talbot [1] and Imran Ali [2].They have highlighted contradictions between the transformative aspects of British role and the post-independence legacies of Pakistan from British ruling system. There are few district level studies on this issues like one conducted by Richard Fox. He has discussed in his book Lions of the Punjab [3] a provincial perspective reflecting upon the tensions between security and development goals of the colonial state. The focus of his study was mainly political not directly concerned with socio economic history of the central Punjab.

Social and economic histories deal with socio-economic tools of political forces used to achieve political goals. These tools are misused and abused when backed by concentration of power and wealth. Urwin and Calphan categorized the economic history as a branch which deals with the history of social institutions in their economic outlook.[4]

The economic history is closely linked with the social history. The economist is not directly concerned with the social history unless he finds impact of economic forces on the social happenings.[5]Similarly, the contemporary studies show a close relationship between economic history and demography. The demographic considerations apparently present less relevance with problems of economic history in the strict statistical and institutional sense. They are relevant to the economic history in wider sense. This relevancy helps to trace the evolution of societies live in the particular environment. The study has significant academic contribution based on theory of patron-client relationship [6] and incorporates inclusion and exclusion theories[7].

The framework of the study is based on these valid theories helps to create new knowledge through original results. The relevance of these theories becomes more important with the fact that British rulers were not familiar with local landscape, whether, culture and languages of the subcontinent. This led to the need of local influential people in their administration to rule successfully. The Act of 1861 was passed for the participation of natives. The land grant policy was a part of this act. The British collaborated with local

[1] -Ian Talbot,*Punjab and Raj,(1849-1947),* Delhi;Manohar,1988.
[2] -Imran,Ali, *Punjab under Imperialism, (1885-1947),*Karachi; Oxford University Press, 2003.
[3] - Richard G Fox, *Lions of the Punjab,* California; University of California press, 1985.
[4] -Stern Fritz, The varieties of History, From Voltaire to the present, New York; Random House, 1973,-__p. 305.
[5] -B.S.Saini, *The Social and Economic history of the Punjab, including Haryana & Himachal Pradesh*, (1901-1939) Delhi; ESS ESS Publications,1975,p. 150.
[6] -Robert.E.Gamer, *The developing Nations, A Comparative Perspective*, 2nd Edition, Boston; Allyan and Bacon, 1982, pp. 101-120.
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rural elites and bestowed upon them Jagirs and noble titles.[8]

They created honorary magistrates and Ziladars for administrative purpose.[9] The rural elites acted as natural allies of the British Government and facilitated for strengthening of imperial process. These alliances were nurtured and sustained through lavish distribution of colonial patronage. The commercial and agrarian policies were directed to the benefit of the landed elites. Gradually this patron-client relationship flourished in favor of the colonial rule. The colonial masters used these power brokers to gain political control. Moreover, the region's agricultural potential, manpower and its geo-strategic position was cleverly exploited for the imperial interest..

Multan was an important hub of trade and commerce for both Sindh and Punjab provinces, the topography, climate, history and socio- cultural traditions gave them a prominent position in the region. Furthermore, the British Policy of colonization had been completely unfolded from development results of the region. The British fulfilled military needs and commercial interests through colonization process. The region was economically transformed through Sidhnai canal colony and became prime producer of wheat, cotton and indigo in South West Punjab. The concept of wasteland and community shaped the course of long term sustainable irrigation.[10]

The social composition of Sidhani Canal colony was superior from other districts due to skilled cultivators. This central region was significant for the colonizers as well as for the socially strong Muslim and Sikh Jat families. Their political support and revenue contribution was crucially important for the Punjab.[11] The region became a symbol of economic development and strategic significance due to proximity with North Frontier. The Multan emerged as an important cantonment city. The British army recruitment gave an opportunity to the indigenous warrior tribes to keep up their military way of life. The system of communication, railways and developed roads enhanced the commercial value of Multan making it the biggest market of raw products. Resultantly, the region entered into a new phase of political and economic history.

Multanis were greatly attracted by land grants. The appeal of land ensured that they would act as collaborators with the colonial state, thereby enabling networks of patronage and client relationships to underpin the formal administrative control of the colonial state. This system of indirect rule had its imperfections especially in circumstances when collaborating elite placed excessive economic and political demands on the populace at the behest of the state. The collaboration was a successful mechanism of rule with associated risk of breakdown. The risk inherited a simple quest that how could a relationship characterized by awe and fear translates itself into Multani loyalty and allegiance to the British government? John Galtung has termed it as a series of central relationships as the part of a structural theory of imperialism and collaboration.[12]

Collaborative rule also reflected effective relations of traditional rural society and tried to engineer new

[8] - *Punjab Board of Revenue, file no*., 131/1867, Lahore.
[9] -*PSRO, Punjab Political no., 47 of 5 June 1858*, Lahore.
[10]- David Gilmartin, *Water and Waste: Nature, Productivity and colonialism in the Indus Basin*, www.jstor.org.
[11] -T. Higham, *Report on the Sidhnai canal project*, Lahore, 1894, p. 37, D. C. Office Multan.
[12] - Ibid, p. 46.

sources of identity and power. Ian Talbot has noted how the British constructed a new identity by defining the agricultural clans reflected in the 1900 Alienation of Land Act. This measure prevented the transfer of land into the hands of the commercial moneylenders as a result of growing rural indebtedness. This process was seen as potentially destabilizing. The Act paved the way for "popular politics," and for "uplift" and "protection" of the" backward agricultural tribes.[13]The prime intention was to tap the popular sentiment for the justification of British rule.'[14]

This also brought the rural elite into a common economic interest which tied them to the loyalty to the colonial state. In the Multan context, the leading Qureshi and Sayyed families became important props of the colonial authority. They served the colonial state in maintaining local order and assisted in the procurement of military recruits. These actions were rewarded by land grants. Their power and authority in the vicinity of Multan made them ideal collaborators for the British government. The current study highlights the contradictions and weaknesses in the collaborative system of rule. This study initiates a new paradigm for explaining and interpreting the phenomena of socio-economic development and administrative control of Multan.

Apart from this, study will address the major research question that how the British government brought about socio-economic development and maintained the administrative control in Multan district. In this regard, some important themes of the study are the extent to which development in Multan was typical vis-a-vis other regions of the Punjab province. The second question addressed in the study is whether some areas which were left unaffected by changes in trading patterns and new communication networks. Yet another query will be that whether the British had the conflicting desires to modernize Multan as well as maintain rural stability. Furthermore, the study will venture to examine the crippling effects of British rule on future economic and political development, and the focus of the study will be equally placed on rural as well as urban areas of Multan.

Universal history, national history and local history, each of them occupies a significant place in historiography. Negligence of local history can indeed lead to a lopsided view of certain aspects of national history, and studies in regional history can also go deeper into micro history thatbooks of the other two genres may miss. A research of local history, thus, can take a clear look at social and cultural history. Local histories are useful for regional studies; they not only reflect the local situation but they also provide a lucid vision to have an outlook of history from that particular position. Especially, when the locality has had a role to play in broader geographic context and in perspective of history, the local data gains a primary importance for the understanding of general histories. And this phenomenon fittingly applies to the case study of Multan.

A district level study, of Multan, fills in an important gap in historiography by delving into the complex power structure in the colonial era. Unlike the current study, the earlier studies on the topic have focused on the provincial level while examining the patterns of political authority and the transformative influence of the colonial state. Richard Fox in his book Lions of the Punjab [15] has discussed a provincial perspective while reflecting upon the tensions between security and development goals of the colonial state. Focusing

[13]- IanTalbot, *Punjab and Raj*, p.39.
[14]-Imran Ali,*Punjab under Imperialism*, p.110.
[15] - Richard G. Fox, *Lions of the Punjab.*

on the importance of the study the following, we shall discuss some works over the Punjab Studies.

A work of great importance is that of HimadriBanarjee[16]in his book, The Agrarian Society of Punjab provides valuable information on the socio-economic changes and their impact on Punjab during the period of 1849-1901.Banarjee s' subject matter has been Punjab province: where specific study of Multan district has been left out among others. Similarly, Tom G. Kessinger[17] has produced a remarkable work on the socio-economic development of Vilaytpur, a Jullundur doab village, but there is no equivalent of this study to shed light upon the social and economic progress of Muslims of West Punjab.

Among the classical literature produced during the colonial era, various studies by Malcolm Darlings' [18] give a valuable insight into the peasant economy and debt issues , but like secondary sources it also focuses on the provincial level. Ranjit. K. Mazumdar[19] in his recent book, The Indian army and the Making of Punjab discuss the concepts of collaboration, recruitment and military imperatives in the expansion of agriculture in Punjab but again from a provincial perspective. MuridulaMukerjee[20] in her book Colonizing Agriculture: "The Myth of Punjab Exceptionalism" contends that Punjab was no exception to colonial underdevelopment being experienced elsewhere in the Sub-continent. Tan Tai Yong [21] also provides a broad provincial account of control and collaboration and military recruitment in his book The Garrison State, The Military, Government and Society in Colonial Punjab, 1849-1947.

Further, the literature on the local history and politics of the colonial Punjab can be divided into three broad categories. Firstly, there is literature in Urdu on regional history. SattDaryoun Ki sarzamien by Ibn-Hanif.[22]It is the history of architectural remains and Monuments. Tarikh-a-Zilah-multan by Abdul Rahim Munshi.[23]Muraq-Multan by Aulad Ali Galini[24]Zahid Ali Wasti, his book is DekhLia Multan and[25]History of Multan by AshiqDuranni. [26] They are just a compilation of historical facts and they are journalistic in nature. Bazam-a-Saqafat and Saraiki research centre have also produced different works on the history of Multan. These works are in Punjabi, urdu and Sariki languages and are journalistic too.

Secondly, there is literature on the economic and agrarian history of Punjab. For example, the book Agrarian Society of the Punjab1849-1901 sheds light on the influences to which the agrarian society of the Punjab was exposed during the second half of the 19th century. Thirdly, there are books, which deal with the political history of Punjab. For example, Muslim Politics in the Punjab 1921-47[27], Provincial Politics and

[16] - HimadriBannerjee, *Agrarian Society of the Punjab(1849-1901),* New Delhi; Manohar , 1982.
[17]- Tom G. Kessinger,Vilayttpur(1848-1968), New Delhi; Young Asia Publications,1979.
[18]-Malcolm Darling, *The Punjab Peasant and Debt*, 4th edition ,London;Oxford university press,1947.
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[25] - Zahid Ali Wasti, *DekhLia Multan*, Multan;Bacon Books, 2002.
[26] - AshiqDuranni,*History of Multan, from the early period to 1849*, Lahore; Vanguard, 1986.
[27]- S.Qalb-i-Abid, *Muslim Politics In the Punjab (1921- 1947*), Lahore; Vanguard, 1992.

Pakistan Movement[28], Sikandar Hayat Khan, A Political Biography [29] and Royal Roseberry 111 studying administrative and political history of British Multan.[30]All these works deal with elitist and political history. Above all, the most important works are of AshiqDurrani, Multan under Afghans[31] and HumairaArifDasti, Multan a Province of Mughal Empire.[32]They have successfully highlighted the regional history of Multan in the specific reigns. Another work that is significant is that of RubinaTareen, Multan Ki AdbiZindgi Main SufiyaKaramkaHissa.[33]So, the present studywill not only fill the gap in the existing literature but will also be a pioneer effort in delineating the colonial history at district level.

Apart from this, study will address the major research question that how the British government brought about socio-economic development and maintained the administrative control in Multan district. In this regard, some important themes of the study are the extent to which development in Multan was typical vis-a-vis other regions of the Punjab province. The second question addressed in the study is whether some areas which were left unaffected by changes in trading patterns and new communication networks. Yet another query will be that whether the British had the conflicting desires to modernize Multan as well as maintain rural stability. Furthermore, the study will venture to examine the crippling effects of British rule on future economic and political development, and the focus of the study will be equally placed on rural as well as urban areas of Multan.

The region witnessed an economic uplift brought about by inaugural of Sidhnai canal colony. This effectively major change arises some questions. One question lies in the selection of guarantees. It was assumed that were able to decipher the major sociological categories of the Punjab and replace them through canal colonies. More focused investigation could show with what sociological theories they approached the problem of conservative replication; whether their methodology of selection entailed the use of the census, revenue records or consultation with village officials or local leaders or of conducting village tours or not? These questions can be addressed properly in this exercise. Similarly, this work can focus more thoroughly on the perspective of the people who settled in these tracts. There are aspects of the canal colony population that require more research; the indigenous tribes, traders in the market towns, landowners and the subtenants and many others in this region.

Another important aspect of the study is its comparative dimension. It examines urban and rural settings and within the latter the difference between older proprietary villages and the new canal colonies. By making such comparisons it will be possible to assess the disparities predominant in the colonial rule between localities and within the same district. This micro level study has not been attempted before. The current study will also unfold the aspect how co-ordination between patron client relations operated in the locality? This perspective represents an important addition to the existing understanding which is cast in much more general terms.

The theoretical frame work is derived from the works of David Gilmartins' "The Empire and Islam" and Ian Talbot s' "Punjab and Raj" about the structure and ideology of the colonial rule in Punjab. How the

[28]-Ian Talbot, *Provincial Politics and the Pakistan Movement*, Karachi;Oxford university Press, 1988.
[29]-IftikaharHaider Malik, *SikandarHyatKhan , A Political Biography*, Islamabad; NIHCR, 1985.
[30] -J Royal Roseberry, 111, *Imperial Rule in Punjab (1818-1881*), Lahore; Vanguard, 1988.
[31] -Durani, *Multan under Afghans.*
[32] - HumairaDasti, *Multan a Province of Mughal Empire*.
[33] -RubinaTareen, *Multan kiadbiZindgi main SufiaKaramkaHissa,* Multan;Idara-Talefa-Tarjama, 1996.

colonial state built an indigenous rural hierarchy to consolidate the imperial control in Punjab? The idea at the heart of the British policy was to develop a structure for incorporating local representative and authorities as collaborators into their empire, and in linking the power of state to rural hierarchies of mediation.

In this respect, the work of Mridula Mukherjee, J. S. Grewal and Imran Ali provided a theoretical paradigm to this particular study of agrarian economy of the district under colonialism. Mridula s' work gives a new dimension to the earlier notions where indebtedness was the result of prosperity and not poverty. The study of the impact of colonialism on the agrarian economy and on the class structure, which is divided into agriculturist and non-agriculturist tribes, also takes its influence from the work of the above mentioned authors. In carrying out the study of colonial impact on social transformation of society, the concept is derived from Bernard Cohn and Nicholas Dirks for the development of its basic form of knowledge through its cultural technologies of dominance.

The study will also bring into discussion the tensions creeping among the economic growth and administrative control. There were unintended consequences of the economic development which burst the bubble of maintaining a cohesive and stable society. The new realities emerging from the development reflected in politics and communalism which could jeopardize administrative control. The Hindu business classes, although they were numerous took the maximum advantage of the development of the region. With the emergence of representative politics based on property and educational qualifications, the Hindu business elite dominated the colonial structure of urban representative politics. The growing political and economic dominance of the Hindus antagonized them for the Muslim communities. The Hindus used the newly acquired political power to advance their community interests which lead to communal tensions in the towns of the Multan district. These developments explain that why separatist politics emerged more rapidly in urban areas as compared to the rural areas.

The case study of Multan, by delineating history at the districtlevel through new empirical sources, has greatlyenhanced our understanding of the impact of colonial rule at a smallerlevel. Previous studies were confined to the provincial level and failed to dig deeper. The new approach based on the district-level study, has questionedexisting interpretations of the British impact on Punjab. Some policies have been reinforced by the thesis, others have been challenged. Most importantly the view of a uniform British socio- economic impact on Punjab has been significantly modified. Hence, this research underscores multiple layers and spheres of influence as well as the ways inwhich it worked upon the villages, towns and communities of the Multan District. In this regard the dichotomy ofthe proprietary villages and the colony villages, as well as of the old established towns and the migration from ancestral homes to new colony tracts of Sidhnai Canal.

The study also bring to light an under researched aspectwhich is the quest for power by the local elitesand how the colonial state was manipulatedby those local elites to quench their thirst for power and authority to strengthen their own decliningpositions in the society. The case study of the district of Multan has, thus,demonstratedthat it was not just the colonial masterswhoused the collaboratorsto serve the colonial administrative purposes rather it was a two-way process wherebythe collaborators also used the colonial state for their vestedinterests. Therefore, the study has ascertained that neither regional nor national history of Pakistan or South Asia can be properly touchedwithout exploring the local history of the important towns and cities of the sub-continent during the British rule.

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The Epic Age and Time Tradition

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If we look at the large and small researches about the epic, one of the issues that support the search is the historicity of the epic. One of the most difficult problems in epic studies is to recognize the basis of truth from an epic work, to determine what is the legality of the actual coverage of historical truth. After all, finding historical signs from the collection of truth and imagination, artistic genealogies in the epos, inevitably makes deepening, searching for secrets in the relief of centuries the main goal of research. This direction and orientation once began in the researches of M. O. Auezov. In his earlier work, M. O. Auezov says: "The story of Kazakh heroes begins in ancient times. The beginning of the story of heroes comes from the stories of the time of the old Turkish unity. The old age of the Kazakh country is not only Kazakh; should be considered as the old age of Turkish people in general. There are places that talk about the days of the Golden Horde and the White Horde during the time of the Turkic and Mongol eras. It tells about the times when Nogaily, Crimean, Kypchak and Kyrgyz peoples were one country under one flag. These are the days when the Turkish people are not divided. The times when they saw each other as brothers instead of strangers" /1:56/.

This is one of the main signs of a deep understanding of the epic, a deep understanding of the secret of the historical era in it. We can understand that the famous speech of the learned scientist refers to the unity of peoples of Turkic descent in the early era, his actions related to the country and the land, the time when he did not exaggerate and did not drive any enemies to his land. In addition to some successes in searching for evidence and historical foundations of this in the epos, we also have some shortcomings in terms of connecting them with the spiritual heritage of peoples of Turkic descent.

One achievement in terms of looking at the Kazakh folklore itself in combination with each other and revealing its connections was the work of M. O. Auezov and L. Sobolev. "This work is a work of a high scientific level that has brought folklore treasures to the attention of the entire Union public" /16:24/. In fact, M. O. Auezov's later works were full of valuable comments in explaining that it is possible to recognize and understand the secrets of historical eras from the nature of the Kazakh epos. Paying attention to the epic works of other peoples, paying attention to the common features in the works of related peoples, we would first mention the study of the great epic of the Kyrgyz people "Manas".

S. Seifullin is one of the interpreters who pay attention to the historical meaning of the Kazakh epos and connect it with the period of historical eras. It is said that S. Seifullin was the first to comprehensively analyze the Nogayli period and say that the Nogayli period is the most concentrated part of Kazakh epic works. S. Seifullin rightly believed that in most of the heroic poems of the Kazakh epos, he is the defender of the Nogay country, and the main reasons for this are the closeness of the Kazakh, Karakalpak, Nogay, and Uzbek peoples to each other, and the bond of brotherhood lies in that era. If there were no such initiatives for the development and development of science, there would be no continuation in the future worlds. If we admit that S. Seifullin started the concept of approaching the heritage of related peoples by proving the similarities between Kazakh epos and Crimean Nogay songs through the songs "Orak - Mamai", "Edyge", "Yer Targyn", many works have been written about this law today. Therefore, it is not difficult to make sure that there are driving forces in the problem of search and deepening. The information about the "Epic Era" that we are talking about is summarized in the work of S. Seifullin as follows: "A lot of old stories are gathered around a certain khan and a king or a certain great dance." Old stories are sometimes brought back to one big historical era. All the stories of old heroes of the Russian people are gathered around "Vladimir as Red Sun", and most of the old stories and fairy tales of the Arab people are gathered

around "King Aron Rashit". Most of the story poems from the nogai period of the Kazakh country were collected around the time of "Ormanbet Bi". After that, most of the old stories from the time when the Kazakhs separated from the Nogayli, became Kazakh, and created a separate khanate, are in the time of "Az Zhanibek Khan" /3:344/. It can be said that S. Seifullin compared many poems and clarified his opinion by collecting many examples of known heroic epics and counting them in the list of common heritage of Kazakh, Nogai and other peoples. After all, we recognized that Saken Seifullin paid special attention to the fact that, compared to the heritage of the mentioned peoples, the most complete versions of epic legends can be found among Kazakhs. Another one of the works that paid more attention to the problem of determining and clarifying the Kazakh epos according to historical milestones was the research of well-known scientists A.Kh. Margulan and A. Konyratbaev. Academician A.Kh. Margulan, who made a significant contribution to the study of the epic heritage of our people, made a significant contribution to epic writing - the division of Kazakh heroic poems into eras. Grouping the Kazakh epos according to the era of their emergence, the scientist divided the origin and period of emergence of the epos into the following five eras:

1. Epic poems of the oldest times. Songs and legends such as "Er Tostyk", "Ak Kebek", "Kulamergen", "Sholpan Mergen" are grouped into it.

2. Epics that appeared in the Oghiz-Kypchak period (XI-XII centuries). "Korkyt", "Alpamys", "Kazanbek", "Dombaul",

"Kozy Korpesh - Bayan sulo" etc. poems are attributed.

3. The epic of historical eras (XIII-XIV centuries) This period itself is internally divided into two areas: the creation of the Zhoshi dynasty among the Kazakhs, its internal

epics depicting the conflicts ("Kobylandy", "Yer Targyn") and the disintegration of this nation ("Kambar", "Kaztugan", etc.) Sometimes these It is also called the poems of Nogaily era.

4. An epic describing the struggle against the Dzungar invasion (XVII-XVIII centuries). At this point, "Kabanbay", "Bogenbay", "Olzhabay", "Esimkhan" etc. poems about

5. An epic born in connection with the struggle against feudal conflicts /7:80/.

In this way, it is possible to systematize the epochal periods in the epos for our purpose. One indisputable fact is that genre is not ignored in the above grouping. Re-mastering the issue of genre, we decided to clarify that it is a kind of answer to the question of how is the historical aspect of this. R. Berdybaev, a well-known folklorist, adds: "Academician A. Margulan's systematization of the epos in this way has a lot of thought-provoking meaning. From the thematic point of view, such a classification is more in line with reality. At the same time, considering the genre and stage features of the epos, this work is quite helpful" /24:30/. A. Margulan's comments on the historicity of the epos were also realized in the monographic work called "Shokan and Manas" published at the time /5:36 /.

As a result of such a grouping of the Kazakh epos in terms of heroism, Kazakh epic heritages were deepened according to genre types, subject area, plot composition, and the classification of them by epochal periods began to be realized. One proof of that was the work of A. Konyratbaev, who distinguished the Kazakh epos from the point of view of origin and genre. Here, the general Kazakh epos is divided into ten areas:

1. Fairytale epic ("Er Tostik", "Kula Mergen", "Talasbai Mergen", "Dotan", "Munglyk - Zaryk");

2. Chronicle epics born during the era of the Turkic Khaganate ("Orkhon Inscriptions", "Songs in the Field of Kultegin");

3. Oghiz epic ("Kitabi dadam Korkyt" songs);

4. Tribal epic ("Alpamys", "Kobylandi", "Kambar");

5. Nogaily epic ("Yer Targyn", "Forty Heroes of Crimea" sung by Muryn Sengirbaev, etc.);

6. Historical epic ("Beket", "Dosan Batyr", "Poetry of 1916");

7. Liro epic ("Kozy Korpesh - Bayan sulu", "Kyz Zhibek", "Aiman - Sholpan");

8. Eastern sagas ("Rustem - Saga", various stories);

9. Author's epic ("Espembet", "Redeemed hero", "Suransky batyr", "Narkyz");

10. Soviet epic (poems about Amangeldi, Malik, Tolegen) /8:18/.

It is known that these groupings and systems have been mentioned and evaluated in many works. However, we are forced to repeat everything related to the issues of the era. This is because we have many questions about the origin of the heroic poems, the historical foundations of the epic work, which are based on the analysis, and we realized that it is not bad that we have systematized the way to repeat them again in the previous chapter. If we turn to it, it is our time that the above systematizations cause different controversial opinions. In this regard, we agree with the following opinion of Sh. Ibiraev:

"Nevertheless, the principle of systematization above (mentioned in connection with the systematization of A. Konyratbayev. - B.A.) is not free from shortcomings. In particular, the system of grouping Kazakh epos by chronology and genre types is not preserved. For example, Oguz epic, tribal epic, Nogayli are all heroic poems in terms of genre. And it is difficult to attribute the Orkhon and Enesei notes to the chronicle epic of the era of the Turkish Khaganate. Although some epic scenes are found in them, there are some differences in the plot structure and poetics. Moreover, these monuments are now considered as the beginning of Turkish written literature" /2:22/'.

The well-known scientist V. M. Gatsak extensively focused on various classifications of the epic and tried to consider it as ancient heroic (archaiko - heroic), heroic (heroic), novel (romanicheskiy), historical (sob-:tvenno istoricheskiy) /9:4/. The basis of this division is twofold. For example:

1. It is based on the separate genre characteristics of epics.

2. It is also aimed at establishing the laws of the origin and appearance of epic works as a type, and the sequence of stages.

The aspect of taking up such work and deeply distinguishing it has also been realized in the work of our Kazakh eposologists. R. Berdybaev, who specially studied the Kazakh epos by dividing them into four groups - ancient, heroic, love epics and historical poems, according to their genre-stage characteristics, Sh. Ybyraev in his work on the poetics of Kazakh heroic poems, warns that such classification is appropriate/2/.

When we look at the works that comprehensively consider the heroic epic, we realize that one thing we have in mind is that the side of the connection with the ancient epic prevails. After all, the heroic poems absorbed many features of the ancient epic and allowed special impressions in the development of the events themselves through the influence of the ancient epic. That's why it is difficult to find specific concepts and understandings related to the era and explain them "as if by a tag." It is known from the results of the study that although the topic is uniform, the difference is noticeable in the examination of the plot.

Its concrete expression was realized in the researches of A. Margulan, M. Gabdullin, T. Sydykov, A. Konyratbaev, R. Berdybaev. In these works, there is a compilation and differentiation in the same direction. In this direction, it is true that the relation of heroic songs to history has not fallen from the agenda. The written works related to the epic prove it. One of the examples of collection related to the era is related to "Kipchak epic". According to A. Borovkov, "Kipchak epic" is a large group of epic works of Central Asia and Kazakhstan. It is clarified that this epic describes historical situations and events of the XIII-XV centuries /4:66/. As a matter of fact, later studies say that the first origin of the "Kipchak epic" refers to very early times. According to Shokan Ualikhanov, the glorious son of the Kazakh people, the

Nogays are not a separate clan, but a union of many clans. In this regard, the learned scientist gives the following opinion: "It should be noted that in the legends of today's nomadic peoples of Central Asia, such as the Kazakhs, Kyrgyz and Karakalpaks, the Nogays occupy an honorable place. Many legends and sagas about this people living in Korshi have been preserved to this day. They call the Tatars of the White Horde and the Nogais themselves Nogai. Like the Kazakhs, they also have their own legend of "Edige" (golden-haired sausage maker) and in support of the Nogai people who were separated and lost their prosperity: "Yesterday when there were ten thousand Nogai, when Ormanbet Bi died, when the black collar of the Horde flew to the sky" - Kazakhs and Bashkirs All famous laments are sung by their singers" /5:234/, he says. The study of the poems "Kobylany batyr", "Alpamys batyr", "Yer Targyn", which we are going to consider, leads to the Nogai era, the basis of the works, the comparative results. Regarding the poem "Alpamys batyr", in the researches of V.M. Zhirmunskyi, H.T. Zarifov, A.K. Borovkov, the story of the poem is connected with the Mongol invasion, and it is hinted that that period corresponds to the Deshti Kypchak era /XII-XIV centuries/. We recognize traces of that era from research works on "Kobylany Batyr"."According to the data of researchers of the Kazakh heroes' song, the main part of the song was written in the 15th century in connection with the history of the countries that became Nogai. Because, as in other Kazakh heroes' songs, Targyn protects the Nogai clans from the Kalmyk invaders and stands out with his heroic image. Like other heroic epics, this song also represents national unity, created to protect the unity of the people. Both the story line in the epic and the actions of the positive character are combined with this desire and correspond to this idea" /1:263-264/. This is one of our heroic poems - one of the conclusions about the era of the poem "Yer Targyn". One thing that should be mentioned is that there were some disagreements about the separate consideration of heroic epics, and we did not think it would be better to tell the corrections in later opinions about it. For example, in the article published in "Sholpan" and "Tang" magazines about "Kobylany Batyr", it is said when and in what era the poem was born. It is known that the results of subsequent researches related to it are mentioned in the works related to the heroic epic.

"Kambar batyr" is one of the poems that stand out for the protection of the country and the land from the invaders, care for the people. L. Meyer, V. that this song was widespread among Kazakhs until the 20th century. It is found as a document in the writings of Russian scientists such as Sidelnikov and V. Karlson. S. Seifullin was the first to highly appreciate the song from an artistic point of view and expressed his opinion from a scientific point of view /6:374/. This opinion is further expressed by S. Mukanov, M. Auezov, L. Sobolev, K. Zhumaliev, N. Smirnova, A. Margulan, M. Gumarova, T. Sydykov and others. continued in his works. Among the mentioned scientists, it is appropriate to mention the works of N. Smirnova and M. Gumarova, who commented on the origin of the poem and made serious research. Scholars emphasized the fact that the poem was born from the main mythic and fairy-tale motifs of the early times, and later those motifs were reworked on a realistic basis. is an ancient dream of the people. Compared to this, it seems that the history of the origin of the song "Kambar" should be sought in the legends about the tribes of the Nogayli horde and the Uzbek khan who lived in the second half of the 15th century, because certain tribes called "Uzbek-Kazakh" basically united at the beginning of the 16th century". Also, in this study, it is shown that the period of origin of the epic is the 16th-17th centuries. Its basis is based on the reference to history "After the fall of the Nogaily Horde in the middle of the 16th century, a large group of Nogays who moved from the other side of the Urals joined the Kazakh people" /5:156/. "Newly added tribes needed to protect themselves from the attacks of the Kalmyks and Dzungars living along the Volga. They aimed to be independent and not dependent on them (XV-XVII centuries)" /4:416/. Therefore, the researchers confirm that the historical basis of the poem lies in these events. These

are all conclusions about the origin of the song. Well, it is quite possible that the event will take place in the future.

In general, thoughts and opinions related to the era of heroic songs are expressed in works related to Kazakh folklore of the last century, as well as in research related to the later Kazakh epos. In the work of the scientist Sh. Ybyraev, who has done extensive research on the era of the heroic epic, the concept of the Nogayli era is expanded and its relationship to the Kazakh epic in general is fundamentally explained. The integration of epic poems of the Nogaily period is considered in depth. In this regard, the meaning of the following opinion of the scientist is especially important: "Epic integration is not only a phenomenon that unites epics, it is a situation that gathers the heads of heroes for a great national purpose, unites them into one channel. That is why the people hold high ideals, the longing for unity that is not always realized in life. Regardless of whether Kazakh songs are like that in history or not, the goal is to show other heroes, to unite and show those who have not seen each other, and to bring together heroes of different eras at the same time. As a matter of fact, it is not difficult to understand that the process of grouping the epos into one channel was already established in the Kazakh epos. Paying attention to the works on the relationship of heroic poems to history, it is not for nothing that the place of the epic era in the poem turns out to be Nogaily. It is related to the era when the middle and the factions separated from the separate clan conflicts and the idea of the country's unification began to rise. The heroes of the song fight against an enemy from outside. The entire Nogaily country rejoices at the victory, and the hero is described as both a supporter and a defender of that country. The struggle for power and various conflicts during the Nogaily period weakened the unity, and the skillful use of those weaknesses by Russian diplomacy is mentioned in the works of V.M. Zhirmunsky. There are works related to Nogayly yurt, divided into four parts and distributed in genealogy /5:348/. Even in heroic epics, there are differences about the origin and region of the heroes. Sh. Ybyraev elaborated on the fact that we can find the answer to it in the epic time tradition of the song. The singing time and the plot time places acknowledge that the epoch of the epic work is a whole in one channel - one manifestation is the continuation of the tradition. "The image of the epic era is a phenomenon arising from a whole set of national epos. It is a concept that goes together with the epic tradition." Therefore, the issues related to the tradition of the epic period should be differentiated together with the points of the poem's epochal analysis and analyzed based on the text.

In the end, the concept of era in the poem will depend on the concept of the era, indicators related to tradition, creative ability of the singer-songwriters who recite the poem, and their social attitudes.

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The Role of Startups in the Digital Economy

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Abstract

The role and importance of startups in the digital economy is described.

Key words: startup, development, digital economy, crowdfunding, efficiency, Estonia, Finland.

At the global level, digitalization and the emergence of start-ups in the economic and social development of countries are observed to serve as an effective solution to many problems. The digital economy implies the development of society based on digital technologies, the application of advanced technologies rather than primitive solutions to existing problems, and startups offer new trends using the achievements of science and technology.

According to statistics, "one hundred million startups are launched every year around the world" [1] Startups have a great impact on the economy, creating new jobs and new production. has a direct impact and directly contributes to the improvement of the efficiency of the regions.

By supporting startups in the world, providing legal, financial, and organizational support for their activities, effectively launching crowdfunding mechanisms for startups through certified business incubators, accelerators, business angels, venture investors, and unicorns. putting [2] is becoming more relevant.

We can see the implementation of startups in the digital economy in the following aspects:

- elimination of existing problems in the penetration of digitization processes into social life by providing innovative solutions;
- applying them to social life by investing in scientific and technical knowledge;
- strengthening mutual integration relations by increasing the investment attractiveness of the country;
- development of social and economic efficiency and improvement of the image of the country at the international level;

Internationally speaking, Estonia's startup ecosystem consists of over 100 organizations ranging from entrepreneurship, education to investment and business services. The startup sector is the fastest growing economic sector in Estonia, with annual employment growth averaging 30%. By the end of 2019, 900 startups were registered in Estonia, which contribute significantly to the country's economy by employing 6,000 people and paying more than 75 million euros in taxes annually. [3] Looking at Finland's startup ecosystem, the country has attracted worldwide attention for startups, which accelerates the acquisition process of Finland's best companies and projects. For example, Facebook and Google bought many Finnish startups in the first half of 2014. For example, Facebook bought a Finnish startup called Pryte. In 2014, Japan's SoftBank bought a 5%

stake in mobile game developer Supercell for $1.5 billion after the success of mobile games Clash of Clans and Hay Day. [4] It can be seen that the implementation of startups on a large scale, its application to social life funded by the government and the private sector, makes it possible to improve the economic development of the country and the social welfare lifestyle.

Uzbekistan has been making institutional, organizational, legal and financial efforts in this regard. In order to ensure rapid innovative development of all sectors of the economy and the social sphere based on advanced foreign experience, innovative ideas, developments and technologies, the President of the Republic of Uzbekistan No. PF-5264 of November 29, 2017 "On the establishment of the Ministry of Innovative Development of the Republic of Uzbekistan" The Ministry of Innovative Development of the Republic of Uzbekistan was established in accordance with the Decree No. PQ-3416 dated November 30, 2017 of the President of the Republic of Uzbekistan "On the organization of the Ministry of Innovative Development of the Republic of Uzbekistan". The activities of the ministry are aimed at supporting innovative developments and start-ups for the sustainable development of society. In accordance with the Ministry's decision No. 133 dated March 9, 2020 "On measures to further improve the regulatory framework for the development of scientific research and innovative activities", 414 fundamental, practical and innovative scientific projects are currently being implemented within the framework of state programs related to scientific activities. In 2019-2021, start-up projects worth 80.6 billion soums were financed. The number of financed projects is 105, jobs are 953, and the total income is 18.1 billion soums.

In short, startups are an important tool of socio-economic development. As we have seen in the case of the foreign countries discussed above, the implementation of start-ups related to a field is important for increasing the country's economic resources, creating favorable opportunities for the population, reducing unemployment and increasing the employment rate. is lib.

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Investigating Selection and Recruitment Practices in Tashkent SMEs

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Abstract

This study examines selection and recruitment practices in Tashkent small and medium-size enterprises (SMEs). The primary data was collected through interviews with small and medium-size enterprise' owner-managers, managers and human resource managers. The importance of SMEs and entrepreneurship in the economy of Uzbekistan is underlined in this paper including its impact on GDP and definitions. Using random sampling, 6 SME owners/managers in Tashkent city, Uzbekistan are chosen as target population and the difference and similarities in the human resource management (HRM) practices used in the organizations are identified. No significant differences in the responses have been identified.

Keywords: SMEs, HRM, Selection and Recruitment, Tashkent, Uzbekistan.

INTRODUCTION

Nowadays, Small and Medium Enterprises (SMEs hereafter) play a very important role in the economy of Uzbekistan. In details, as of 2018, the share of this sector in the GDP of Uzbekistan is 59.4% and 76.3% of the employed population in Uzbekistan work in this field. On the other hand, there are a number of issues SMEs are facing currently, specifically with managerial skills and human resource management (HRM hereafter). Many researchers believe that in order to compete with larger organizations, SMEs need to have more efficient and effective HRM practices. In other words, in the world of scarcity in skilled and highly-qualified workforce, SMEs struggle to recruit and select proper candidates who should improve company performance. This means, SMEs need more productive selection and recruitment methods to be competitive.

Research Purpose

Main purpose of the research is to:

- Identify most common and accessible practices of Selection and Recruitment in SMEs in Tashkent
- Investigate what are most efficient methods of Selection and Recruitment in SMEs in Tashkent
- To provide some recommendations to similar businesses in the light of derived findings

LITERATURE REVIEW

SMEs in Uzbekistan

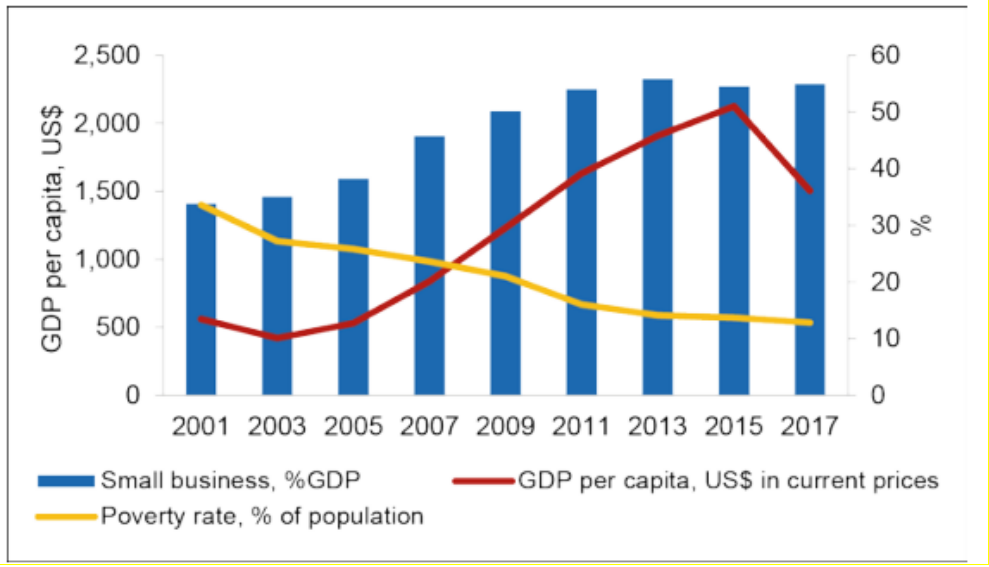
Both scientists and policy makers have not come to an agreement on a single definition of SMEs. Most countries have their own different definitions. According to The Law of the Republic of Uzbekistan N 69-II on Guarantees for Freedom of Entrepreneurial Activity amended on May 2, 2012, Small businesses in Uzbekistan include individual entrepreneurs and micro and small enterprises. The size of an enterprise is defined by the number of employees, without considering a revenue component or the ownership structure. The threshold number of employees varies by sector:

Table 1: Definition of SMEs (Adopted from Tadjibaeva, D. 2019.)

Category	Number of Employees
Individual	1−3 employees
Micro-enterprises	up to 20 employees
Small enterprises	up to 200 employees

Meanwhile, in Uzbekistan in SMEs, the number of employees in the enterprise is used as a criterion for determining the subjects. It is treated as mall business if, regardless of the form of ownership, up to 10 people per year in industrial enterprises; micro-firms with up to 5 employees in fields of trade, service; on average up to 40 people per year in the field of manufacturing; up to 20 people in the fields of construction, science, scientific service, retail trade; other small enterprises with up to 10 employees are employed in the organization. Enterprises with more than 100 employees per year in manufacturing, 50 in construction, 30 in other manufacturing, 30 in wholesale trade, 20 in retail, service and other non-manufacturing sectors are treated as medium businesses [1].

Today, entrepreneurs, small and medium-sized businesses are the basis for sustainable economic development in the world. In developed countries, businesses account for more than 90% of the total number of enterprises and employ more than 50% of the working population. In Japan, 71.7%, 69.3% in Germany and 53% in the United States work in small and medium enterprises. As of 2018, 76.3% of the employed population in Uzbekistan work in this field.



Source: State Statistics Committee of the Republic of Uzbekistan.

Selection and Recruitment in SMEs

Research on human resource management (HRM) in small and medium sized enterprises (SMEs) is thought to be a new trend since majority of human resource management theories and literature mainly focus on large organizations [2]. This is also supported by the findings of Williamson, who reported that only 7 among 207 articles on 3 top journals in the USA focused on small enterprises as a sample [3]. The lack of research on HRM is thought to be a main challenge for SMEs because there is evidence proving HRM has a direct positive impact on the performance of company [4].

Other researchers have pointed out hiring employees as the most significant and challenging decision [5]. One reason why selection is important is that proper workers have more probability of attracting more clients and being more productive [6]. Similarly, hiring and retaining best workers is discovered to be one of the most common issues SMEs are facing [7].

Literature review has identified that most SMEs use informal practices of recruitment since they are comfortable and not expensive [8]. Another explanation for using informal ways is the little number of recruitments done for small organizations compared to large companies. This proves that recruitment is comparatively not as regular and demanding in SMEs. Also, most SMEs do not have a specific HR department which is responsible for recruitment and selection [9]. According to other researchers, recruiting workers is done informally through personal networking as well as word of mouth [10]. Likewise, word of mouth was identified to be efficient recruitment practice to find suitable workers [11]. Meanwhile, one study revealed most of 171 SMEs in the USA relied on referrals and advertisements to recruit employees [12].

Moving to the elements of selection, According to (Stoilkovska, A., Ilieva, J., & Gjakovski, S., 2015) the selection process consists of the following elements: the interest of the candidates for the job, review of the job, application forms, testing and interview, checking the accuracy of the information, feedback and job offer, medical examination and deployment and implementation at the workplace [13].

In addition, payment levels increase the interest and attraction of applicant in the job positions. This however has very high attraction in early stages of recruitment which decreases in the later stages [14]. Another important factor in choosing the company is location of the organization, specifically for females [14].

Finally, evidence shows that there is positive correlation between recruitment and selection and organizational performance. For instance, researchers found that proper selection and recruitment processes improved the performance of SMEs [15], [16]. In details, selection and recruitment practices demonstrated improvements in employee retention, productivity and profitability [17]. Improved organizational profit and sales was also found in the research of others [18], [19].

METHODOLOGY

Participants and Sampling

Sampling is essential in deciding on a reasonable number of research participants who resemble whole target audience. Sampling process included finding entrepreneurs, small and medium business owners in Tashkent city through networking.

Respondents	Position	Number of employees in organization
Mr. A	Owner and CEO	4-20
Mr. B	CEO	21-200
Mr. C	Owner, CEO and HR manager	4-20
Mr. D	Owner, CEO and HR manager	4-20
Mr. E	Owner	4-20
Mr. F	Owner	4-20

The author sent google form with questions to 10 participants who hold positions of company owner, CEO and HR managers. Minimum target audience was 8 people which was achieved through reminders sent to respondents. The author did his best to make sure respondents gave realistic answers based on their practice.

Instrumentation

Questionnaires were given to owners, managers and employees in SMEs. The questions were both open ended and closed-ended and serves as main data of the research. Literature review assisted to collect data. For closed-ended questions, Likert scale was applied.

Limitations of the Research

This paper contributes to enrich literature in HRM in SMEs, however it has some limitations. The limitations are given below:

1.The number of selected companies is low (6). Therefore, while generalizing information, close attention should be given.

2.Examined factors are treated as HRM practices, however their impact on company performance is not measured. In other words, although it is identified that specific HRM practices are used by SMEs, it does not necessarily mean that they are the most effective ones.

3.The length of researched is limited to 3 months meaning that the findings are actual for specific period of time.

CONCLUSIONS

Research discovered that in SMEs, traditional methods of recruitment are not practiced at all. Most managers prefer trusting their current employees either by promoting them or accepting their references. Meanwhile, personal characteristics of the candidates play the most important role while selecting choosing for a position.

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Knowledge Economy as an Element of Agglomeration Effects

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Abstract

The scientific article is based on the analysis, according to the article which shows the main apparatus of regional development theories, including the theoretical conclusion of the new economic geography where the strengthening of the processes of interaction between factors is one of the integral characteristics of the processes. Accumulations caused by the processes of spatial concentration of economic activity. The features of the processes of economic interaction of entities in the agglomerationconditionsand the relationship of intensification of interaction processes with innovative development are also considered. In the field of innovation, the context of such phenomena as the strengthening of interaction, the spread of innovations, the implementation of the concept of open innovation, the development of organizational activities are evaluated. This paper proves due to the effects of agglomeration, interaction becomes an important factor of innovative development and contributes to the formation of non-industrial agglomerations based on the knowledge economy.

Keywords: Knowledge economy, agglomeration, extravagance, innovation, economic geography.
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Introduction

In modern conditions of spatial development, studies of the influence of agglomeration effects on economic development are of particular relevance. Agglomeration processes, the essence which is the spatial concentration of economic activity (processes of urbanization and localization) are accompanied by increased interaction of economic agents. The strengthening of interaction in an open economy and the development of information technologies has a special impact on the development of innovative systems. The infusion of the article aims to identify the role of interaction as a factor of innovative development, based on the analysis of agglomeration effects.

There are various trends in the theory of regional development, try to explain the disproportions in the rates and levels of rich development and poor regions. Thus, from the point of view, a group of theories can be combined as "neoclassical", due to the movement of production factors, there is a convergence of the levels of prices for production factors and as a consequence in the levels of regional development. At the same time, the movement of production factors continues until differences in prices and economic growth rates are leveled [1].

Another direction of regional development theories offers an alternative conclusion about the growing disproportions between rich and poor regions over time that is, rich regions become even richer, and poor regions cannot overcome this gap and even lower the level of economic development. This area of theories is called cumulative growth theories, based on the provisions on the emergence of growth centers, the development of distribution channels, the formation of agglomerations, the diffusion of innovations, etc.

Literature review

One of the most well-known directions of economic thought in line with the theories of cumulative growth is the so-called theory of "poles of growth", proposed by F. In the 1950s and 1960s, this theory was also supported by the works of A. Hirschman and G. Myrdal and denied the possibility of equality in the distribution of economic growth. F. Perrou believed that economic growth tends to concentrate in certain industries "motors", thereby causing the emergence of dominant and subordinate economic units. It was the emergence and growth of such poles that formed the framework of spatial development.

The theory of economic geography received a second wind along with the innovative approaches of P. Krugman in the last decade of the twentieth century. Krugman's research had a solid foundation of fundamental research and at the same time was distinguished by the freshness of thought and well explained the surrounding reality. The basis of the new economic geography was the work of Von Thunen (the first half of the 19th century), Alfred Marshall (the beginning of the twentieth century), the Dixit-Stiglitz preference function (1977), as well as the use of mathematical modeling methods that significantly increase the credibility of the conclusions of the theory of economic development. Also, this area of theory is characterized by attention to cities as objects of research.

The main body

It is well known that there are three parameters characterizing territorial changes that contribute to the economic growth of some cities and regions, all these parameters can be attributed to agglomeration processes:

• Density growth, reflected in the growth of cities;

• Reduction of distances, movement of labor and firms to places of high economic concentration;

• increasing the permeability of economic borders, entering world markets, taking advantage of large-scale production and specialization.

The essence of agglomeration processes is the growth and geographical spread of economic activity beyond the formal boundaries of cities. The agglomeration effect arises due to the growth of economic concentration, and forms the so-called agglomeration area, characterized by a high degree of interconnection of the city and its surrounding small settlements, and at the same time a certain unity of the properties of social and economic space.

Along with the presence of formal administrative-territorial borders, in the process of forming agglomerations, the social and economic space of the city is dynamically expanding and absorbing the space of suburban areas. In the process of agglomeration growth, the economy of the city and the adjacent suburban area is "merging", through the creation of appropriate infrastructures to maintain relations between economic entities, the establishment of cooperative ties, the formation of transport and communication infrastructure [2].

In the process of interaction, the city spreads the characteristics of social and economic space to the adjacent territories, providing a certain community of properties of the agglomeration area space. Such characteristics may include the openness of borders, the inclusion in the system of agglomeration transport links (new metro stations, a developed system of passenger routes, etc.), the unity of the information field, etc. Due to the change in the characteristics of space, a resident of a suburban area considers not the space of his settlement, but the space of the agglomeration as a whole to meet his needs (purchase of goods and services, professional realization, education, leisure organization). Economic entities, for example, also in conditions of social unity and economic space consider additional savings from the placement of production in remote areas from the center (rental rate).

The conditionality of the boundaries of the agglomeration area at present stage of the research development in Russia seriously complicates the quantitative assessment of the properties and dynamics of the development of agglomerations. Nevertheless, the process of agglomerations formation has moved to the stage when the observed reality of the economic development of large cities leaves no doubt about the existence of agglomeration effects and determines the relevance of research related to the assessment of the role of agglomeration effects on the economic growth of cities.

Today it is customary to distinguish two main types of agglomeration effects, these are the effects of localization (clustering) and urbanization. Agglomeration effects contribute to the

formation of a general trend towards territorial concentration of economic activity. In general, this process leads to the growth of cities and their population to the process of urbanization. If the process of territorial concentration of economic activity is associated with industry specifics, this leads to clustering, that is, the formation of industry clusters.

The ideas about agglomeration effects were combined in the concept of externality — a common name for external effects expressed in additional savings or additional costs that are formed independently of the activities of the firm itself, but at the same time affect the results of its activities. At the same time, agglomeration effects can carry not only positive effects (savings) for firms and the population, but also negative (costs), in this case, there are dispersion processes leading to deurbanization.

Thus, one of the most significant factors in the formation of agglomeration is the increasing return on scale. At the same time, the processes of spatial concentration have different dynamics depending on the sector of the economy. Economic sectors that benefit more from economies of scale are more susceptible to spatial concentration trends [3].

For firms, the return on scale is expressed in the totality of the savings available to the firm in the case of placement near sales markets and suppliers — savings in transportation costs, access to sales markets and suppliers, access to the market of skilled labor, positive externalities associated with overflow effects — the spread of innovation, knowledge, technology, etc. The study of aspects of the spatial distribution of economic activity related to the analysis of the role of innovations, their distribution channels, changes in the role and functions of institutions, the economics of education, the formation of regional innovation systems, etc., is of particular relevance in the context of the development of new theories of regional growth and the study of post-industrial agglomerations.

It is believed that in the process of its development, the agglomeration passes a certain milestone at which the intangible factors of production — intellectual resources (science, education, innovation, information environment) reach such a level of concentration that they cause the formation of a new model of the economy — the knowledge economy.

The transition to the knowledge economy leads to the strengthening of integration processes and the development of network forms of organization. The development of this type of interaction contributes to the formation of a network economy. Along with the concept of "network economy", other definitions are also used the economy information, the economy of direct peer-to-peer relations. The network economy forms the basis of the modern information society and it is based on the fifth technological order where computer and information technologies occupy leading positions, and the global information network is a necessary condition for its existence.

The processes of forming network forms of organization often cover not only the city but also reach the level of interregional, international network interactions. These processes are common consequence of the globalization,globalization, processes however it is in large cities that the concentration and proximity of subjects of innovative, educational, scientific activity bring this sphere to a new qualitative level due to positive externalities in the form of overflow effects, high speed of information of dissemination, knowledge and innovation, active cooperative ties, the

formation of special institutions are supporting and developing the economy knowledge (grant funds, venture investment, support programs, etc.). The proximity of innovation generators, new knowledge and consumers of information, innovations and innovations in an open information and developed communication environment contribute to the intensive development of the innovation sphere, strengthening cooperation ties, the formation of new elements of the infrastructure of the innovation economy, for example, technoparks, business incubators, science cities, innovation zones, etc.

As a result, the interpenetration of individual elements of innovation systems, the development of network organizations, strengthening the positions of knowledge-generating cities, ensure the spread of innovations, exchange between sources of new technologies, including social and organizational ones. This process is called "diffusion of innovations".

Diffusion of innovations is the spread of innovations in the process of scientific and technical, production and organizational and economic activity of the enterprise. Diffusion of innovations can be carried out on a commercial and non-commercial basis. As part of the diffusion of innovations, firstly, commercial or non-commercial transfer of innovation is carried out, and secondly, engineering [4].

It should be noted that in the conditions of a modern open economy, due to the globalization processes, agglomerations are inevitably involved in the system of global interactions. International trade, free movement of capital, activities of transnational corporations, migration of population and labor resources, integration processes are intensive developing of these forms and other forms of international relations, together with increased information openness and mobility of technological movements contribute to the growth of agglomerations, and especially the internationalization of the economyknowledge.

As for innovation processes, they are becoming more and more international. This is due to the development of international clusters, the active spread of innovation networks, the creation of global structures supporting the development of the innovation process, the change in the structure of the innovation process itself. The innovations have become more open, more mobile, the cooperation ties have significantly intensified.

Agglomeration effects create conditions for intensive communication of innovative, educational, scientific subjects, as a result of these interactions, an innovative system with unique properties and characteristics is formed, included in the system of international global interactions, in the field of international competition and cooperation. The impact of globalization has also increased the rate of generation and, accordingly, the obsolescence of innovations, including firms in the race of "innovative weapons". It is difficult for even high-tech large firms, not to mention smaller innovative enterprises, to maintain such rates of innovative renewal on their own. It becomes possible to maintain innovative activity on a permanent basis only in a special innovative environment that involves open communication, exchange of ideas, flexibility, mobility and readiness for change. One of the expressions of this trend was the spread of the concept of open innovation [5].

Open innovations imply the possibility for firms to use external ideas, knowledge, competencies, and even technologies. In the traditional model, the firm is closed to its own R&D, the concept of open innovation assumes that the developed technologies, innovations, research results can be transferred to other firms. This process is implemented through interaction between enterprises, scientific and educational institutions, innovation agencies, technology transfer centers, etc. As a consequence of this approach, the firm relies not only on its resources and competencies, but also draws them from outside, thereby increasing its competitiveness in the conditions of dynamically changing environmental conditions. The use of this resource becomes possible in the conditions of effective interaction of the participants of the innovation system [6].

Conclusion

In the context of spatial development in the conditions of agglomeration growth, the interaction between the core-the city and the suburban area increases, an agglomeration area is formed, characterized by the common properties of social and economic spaces, the connectivity of space, the development of appropriate infrastructure, the formation of a unified information environment.

In the context of innovative development, due to the spatial concentration of economic activity and the strengthening of cooperative ties, the innovative agglomeration system receives additional impulses for development and gradually passes into a new quality, its role in economic development increases significantly, which is characteristic of post-industrial agglomerations. The importance of information resources, knowledge and competencies for economic development is increasing the knowledge economy is developing too. A significant role in this process is played by the processes of interaction between economic agents, which are a resource that allows economic agents to obtain additional benefits or savings. Interaction processes develop through the activities of network structures, through the processes of diffusion of innovations, the functioning of an open information environment, the introduction of open innovation concepts, etc.

Thus, due to agglomeration effects, in the conditions of an innovative economy, interaction becomes a significant factor of economic growth. Agglomeration effects are the effects of urbanization and localization (clustering), characterized by spatial concentration of economic activity and, as a consequence, increased interaction of economic agents, institutions, individuals, the development of network forms of organization, the mass dissemination of information technologies, the formation of a single information space. Agglomerations become poles of innovative activity, leaders in innovative development. As a result of these processes, a post-industrial type of agglomerations is formed, the predominant role in the economic development of which is played by the knowledge economy.

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The Importance of Teaching Phonology in the Foreign Language Classes

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Abstract

When it comes to learning and teaching foreign languages, phonology is one of the important aspects of language. It is the sounds of a language that are used in communication, particularly the human linguistic communication. Phonology is relevant in communication studies because if the sounds of a language are not adequately learnt and/or articulated, communication will not be adequate or effective or may fail. The relationship between phonetics and phonology is a complex one, but we might initially approach phonology as narrowed-down phonetics. Teaching phonology is a bit challenging for the teacher because of some aspects such as intonation, accent, connected speech and others. All these aspects require time to deal with and also learn.

Key words: phonology, phoneme, accent, intonation, connected speech, elision, intrusion, assimilation, catenation, geminates

INTRODUCTION

Nowadays learning foreign languages are very vital for every citizen in order to broaden their horizon, go abroad, make new friends, get a job and high salary. For learning English, we need to improve our skills, namely speaking, listening, reading and writing. There are lots of important aspect that we ought to pay attention when we are acquiring a new language. For example: one of them is phonology. Teaching and learning phonology are crucial for improving our speaking skill and also listening. Phonology is science that studies sound in particular language. This area of language is very important, particularly for foreign language teachers because many of them mispronounced the English words and planted them on the students. For example, the word “great” which is supposed to be pronounced /greit/ is pronounced /grit/, the word ‘answer’ which is supposed to be pronounced /ænsə/ pronounced / ænswə /. Therefore, in pronouncing English words, foreign language teachers must be familiar with places of articulation in English such as: stop, fricative, affricative, nasal, and liquid.

THE MAIN PART

In order to speak correctly, we should be aware of how the vowel and consonant sounds pronounced in a foreign language. So, learners learn about phonology. Phonology is the study of the sounds of a language. Phonology, also known as phonemics, is the study of the particular sound units (phonemes) in languages. When spoken, English can sound like an unbroken string of

sounds, but it is actually made up of many smaller sound units, called phonemes. These small pieces of sound are the "building blocks of words." For literacy development, phonemic awareness is the important process where children learn to hear and break down words into the individual sounds, blend sounds, and manipulate sounds to make new words.

Phonological areas look at in language teaching include phonemes, intonation, stress, accent and features of connected speech.

- Phonemes are the smallest units of sounds in a language. The sounds of English can be organized by consonants and vowels.
- Intonation is a complex system of meaning communicated through the rise and fall of a speaker's voice.

Rising Intonation: Rising Intonation refers to the rise of tone at the end of the sentence. The yes-no questions usually end in a raised intonation.

Falling Intonation: The tone of the voice falls at the final stressed syllable of a phrase and that is Falling Intonation. The WH questions tend to finish with a falling intonation. The falling intonation comes into play when there is assurance and definite clarity in speech.

Circumflex Intonation: With the circumflex intonation, the voice falls and then rises. This variant of intonation is heard when someone isn't sure about the statement or uses tentative phrasing in it. This circumflex intonation is used in questions that request information and invite someone to do or have something. In this case, with the right intonation pattern, the inquiry sounds more polite.

- Stress is an important feature of spoken English. Stress is the relative emphasis that may be given to certain syllables in a word, or to certain words in a phrase or sentence. The stress placed on syllables within words is called word stress. The stress placed on words within sentences is called sentence stress or prosodic stress.
- An accent is a way of pronouncing a language. An accent is "a manner of pronunciation peculiar to a particular individual, location, or nation." While an accent uniquely refers to how people pronounce words, a dialect is defined as "a regional or social variety of a language distinguished by pronunciation, grammar, or vocabulary." Dialects are, therefore, way closer to the concept of language than accent.
- Connected speech is spoken language in a continuous sequence, as in normal conversation. In connected speech, words or syllables are clipped, phrases are run together, and words are stressed differently than they would be in writing. Connected speech includes catenation, intrusion, elision, assimilation and geminates.

Elision is the omission of sounds, syllables or words in speech. This is done to make the language easier to say, and faster. 'I don't know' /I duno/ , /kamra/ for camera, and 'fish 'n' chips' are all examples of elision.

A syllable containing the unstressed "schwa" is often lost. For example,

- int(e)rest
- sim(i)lar

/ t / and / d /With consonants, it is / t / and / d / which are most commonly elided, especially when they appear in a consonant cluster. For example,

- chris(t)mas
- san(d)wich

The same process can occur across word boundaries, for example,

- mus(t) be
- the firs(t) three

/ h / The / h / sound is also often deleted. For example,

- you shouldn't (h)ave
- tell (h)im.

Assimilation is a common phonological process by which one sound becomes more like a nearby sound. This can occur either within a word or between words. In rapid speech, for example, "handbag" is often pronounced [ˈhambag], and "hot potato" as [ˈhɒppəteɪtoʊ].

Catenation is one of the ways speakers join words together. In catenation, a consonant sound at the end of one word joins with a vowel sound at the beginning of the next word. The two words an + apple become 'anapple' in speech, with catenation of the consonant n and the vowel a sounds.

Intrusion is a feature of connected speech. When two words are said together, an extra sound is sometimes placed between them in order to make them easier to say. For example:

- Intruding /r/ - The media /r/ are to blame. Law(r)and order.
- Intruding /j/ - I /j/ agree. They /j/are here!
- Intruding /w/ I want to /w/ eat. Please do/w/ it.

Learning phonology will contribute a great deal of help for English teachers, for phonology deals with element of sounds. This element of sounds includes phonetics, place of articulation, manner of articulation, stress, pitch, and intonation. Furthermore, learning phonology will help teacher minimizing errors in pronouncing and articulating English.

CONCLUSION

All in all, the teaching of phonology has witnessed a considerable amount of changes in both approaches and techniques. Since the rise of traditional approaches to language teaching, teaching pronunciation has gained momentum. However, with the increased focus on the learner in learner-centered approaches and with the continuing emphasis on the communicative aspect of language

teaching, teachers have sought new ways of incorporating pronunciation with other language skills. This has resulted in pronunciation being linked mainly to speaking and listening. Nevertheless, one should not deny the role of phonetics and phonology in the teaching of pronunciation since the more students are aware of the precepts and underpinnings of these branches of study, the more they will become aware of the idiosyncrasies of the target language and the more they are likely to achieve a native-like pronunciation. We cannot imagine nearly all part of English without "PHONOLOGY" because by the help of this we learn how to pronounce words. It is very useful to listening and speaking. Both of them are very important in learning English process. For that reason, we should give a big pay attention teaching Phonology in language classes because communication depends on it. If we cannot pronounce some words while communicating, we cannot explain our thoughts and ideas to others. Because of this, teacher should take into consideration importance of Phonology in foreign language classes.

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Cases of Cultural Adaptation through the Transformation Method in Literary Translation

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Abstract

As the title implies the article describes cultural transformation through literary translation. The literary work of translations is instrumental in penetrating the boundaries of culture, penetrating the boundaries of diversity, difference and identity, and penetrating the geographical boundaries of nations. Therefore literary translation is always marked by the occurrence of Cultural Transformation.

The aim of the article is to provide the reader with some material on the literary text of translation is no longer part of the literary treasury of the translated text, but it has become part of the literature in the target language because it has cultural transformation either directly or indirectly. It is pointed out that translators in such societies must take into account the heterogeneity of the target audiences, or otherwise translation will be only symbolic gestures, empty of value, and thus not communicate the message intended.

Key words: cultural transformation, connotative meaning, negative meaning, positive meaning, equivalents.

INTRODUCTION

The words used in a particular case have a great influence on their meaning. A specific word will depend on different factors in the situation in which the connection is established. The translator must be aware of the meanings of the word that depend on the situation. Words express attitudes and feelings. For example: the word" mother" has a positive meaning for many people. The word "woman", on the other hand, has a neutral meaning, but the word" witch" is negative for most British.

THE MAIN PART

Words cause an emotional response in humans. All of the above words may or may not apply to the same person. Even if the word is aimed at a person, there will be a difference in emotional coloring between them. For example: the words" father"," daddy"," dad"," pap " are lexical units, they all represent a relative from the previous generation. The word "father " - expresses respect

”daddy " - closeness. People often do not pay attention to the denotative meaning of words, but also look at their emotional coloring.

The connotative meaning of the word is in a cultural way. A word that has a positive meaning in one culture can come in a negative sense in another culture. For example: the word ”tribe". In some parts of the world, people react correctly to what they call “tribe”. In some places, people do not like to be called that. In the correct sense, a tribe is an ethnic group. If the word is chosen for translation, the pros and cons of the word should also be taken into account. The word " Fox " in English gives a deceitful, cunning meaning. In some languages, this word does not call any sense, it can even be in a positive sense. Words with complete neutrality in the original language can express a strong feeling in the language being translated as a result of literary translation. Words can also change in their inalienable meaning. Even if the above word ”tribe " is in a neutral sense, it can later acquire a negative or positive meaning.

Words often go from negative to positive. For example: the words ”skinny“, ”thin“, ”slander“ for most people have the following meanings: ”skinny “ - negative, ”thin“ - neutral, ”slander“ - positive. According to the meaning they are synonyms. But they are used differently. "Fat” - negative, “overweight” - neutral, “plump”- positive. The translator must be aware of the different meanings of the words in the original language and the alternatives in the language being translated.

Adjectives that seem to be synonymous can actually not be exchanged among themselves. For example: ”beautiful“, ”handsome“, ”lovely“, ”pretty" - are the words which used differently, even if it comes in one sense. They are handsome - in relation to men, horses, pieces of furniture; beautiful - in relation to a woman, flowers; pretty-a neutral word, which can be applied in many contexts. The words also differ in their new and outdated nature. Generally speaking, the words will be archaic, outdated, neutral and modern. Each language will have its own archaic and outdated words. In some cases, the use of modern words in translation may not be correct. Because words like this have not been accepted. Archaic words, on the other hand, can be rejected by some members of society. For example: those who use the words ”then“, ”you“ and ”through" can be people of a certain group who use religious or similar words. For this reason, such words are not currently used in translation.[Mominov A. Guide to simulated translation. T., 2005.]

When studying the vocabulary of a language, attention should be paid to what the meanings of words mean, whether they are in neutral place in the old or new, current vocabulary. In translation, sometimes old and new words can be used interchangeably, and the translator refers to such cases. The best words chosen for translation are those that are understandable to all. Words carry positive and negative meanings in the development of different cultures. As mentioned, words with extremely negative meanings, form euphemism. The presence of euphemism testifies to the extremely negative meaning of that word. In some cultures, it is forbidden to name a dead person. In others, calling children by the name of their past ancestors is a sign of a positive attitude. There can also be positive taboos. For example: the Jewish population respectfully expresses the

name of God in a euphemistic way. This name is not used in ordinary conversations, it is easier, words such as “greater than all” are used. It is necessary that such words are taken into account in literary translation.

The choice of lexical combinations also depends on who the conversation is with. This is the reason why the use of vocabulary is required when referring to the speaker. A person speaks differently in the audience of a scientific university, and again when talking with a small child. Many languages have a type of speech called ”baby talk“. In English, we realize that if we hear things like ”Baby wants milk“ or ”Daddy loves you“, we are immediately focused on the little child. Verbal communication with small children can include special grammatical structures or apply sound changes, or sentences can be said for children.

When talking to a small child, instead of words like “Elderly man” - “Old man”, “Father” - “Dad” is used, “Mummy”, “Mum” instead of the word “Mother” they say. In addition, the dictionary contains words that ensure the child's understanding and will be delimited. Teenagers also use specific words when talking to each other. Adults do not use these words.

In any group there will be a dictionary that all people understand, but they are used only by older people. Of course it is clear that the translator avoids dictionaries of special age and uses a dictionary that does not belong to any age limits, which many can understand. In some languages, there are differences between the speech of women and men. These differences are simple, because men are different, women talk about other things. There are special dictionaries of men regarding construction, business, politics, religious rights and other self-employed professions. Women have special Dictionaries on housekeeping, upbringing, sewing, cooking, etc. For example: in the Uzbek language, such combinations as “voy o'lay”, “qurib ketgur”, “baloga uchragur”, “juvarmarg bo'l” are found in women's speech. Men do not use them.

As seen above, the translator must be aware of the limits in the selection of lexical equivalents in order to avoid incorrect adaptation or misunderstandings. For example, in Japanese culture of treatment, signs of sympathy are noticeable. The Japanese choose a lexical unit depending on who they talk to and who they talk about. The Indians, on the other hand, gave words in their dictionaries that express one meaning, but are used differently in simple - “humble”, respect - “honor” and neutral —“neutral” meanings.

Such differences in meaning can also be seen in the translation of the word "wife" - "xotin" from English into Uzbek. For example: wife- spouse, woman, mate, partner, housewife.

Simple words are used when they are addressed directly to someone. The name of words expressing respect is applied to great people. This is because: when translating expressing Japanese sympathy, it is important to choose the same suitable words. When translating from Japanese, it is necessary to always keep this in mind. The important thing is that the translator knows the culture of the people who belong to the work he is translating. It is acceptable that the translation is done to the extent that moderately educated people understand it.

The view of translations as a means of spreading enlightenment among peoples, through which the pursuit of rapprochement with other peoples continued. Until the 20th century, many cultural, scientific, historical and literary monuments of the peoples of the East were translated into Uzbek.

The biggest problem with translation is the separation of differences between cultures. The population belonging to a particular culture looks at something based on its worldview. Words that seem equivalent to each other may not actually be equivalent. For example, the word”Pig" has a certain degree of negative coloring in the Uzbek language. But ”pig" in America, this word is used in a neutral sense.

CONCLUSION

Different cultures have different directions. For example, in Uzbek culture, landscapes of more horticultural, farming, livestock, domestic life occupy a large place, while in America there is a strong focus on work, money making, sports, profit. Some societies are more focused on technique and some less focused. This difference is reflected in the number of dictionaries that can be used when talking about a particular topic. Depending on its place, technical and nontechnical dictionaries can be used when it comes to it. If the source text in the language is taken from a higher technical society, it will be difficult for it to translate into a nontechnical society in another language. If someone is translating a book about social science about African culture, then in most cases it will be difficult to find an equivalent. It is difficult to translate documents into the ancient eskimo language from Arabic, which never saw snow, living in the desert. As cultures vary, it is often difficult to find an equivalent. Culture is reflected in the use of words. In America, for example, the word ”sheep" is used - in relation to people who do things thoughtlessly, are modest, depressed. In Uzbekistan, the word ”cotton" is used a lot, but this word is not used because cotton is not grown in Great Britain.

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Ideology and Class Representations in Contemporary Culture

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Abstract

In this article I will discuss whether individuals from different classes are represented differently to us by analysing five tv series from Netflix. These are: Dynasty, Elite, Riverdale, Bridgerton and Ginny and Georgia. My research question is: **to what extent are popular representations of class in contemporary culture are ideological**. In order to do this I will be using discourse analysis by looking into key characters' clothes, life standards, capitals, occupation, taste and their educational background. I have chosen these particular series because they are reflective of representations of class difference in a range of different western societies. Therefore, my argument is that representations of class in contemporary culture are ideological and that individuals from the upper and working classes are represented differently in such a way that reproduces the idea of class among audiences who watch these shows. I feel that class as a social issue is not seen as important which it should be. It is a factor that shapes what we do, what we like, how we dress, how we talk and our education background. In my research I found out that, here is a capitalist ideology behind Netflix, as upper and working classes are represented differently. There are discourses behind the Netflix shows I have analysed based on class stereotypes and class inequality. It can be said that class inequality is normalised in Netflix and there is class stereotyping which exists in many forms in Netflix TV shows.

Key Words: Class, capitalism, inequality, capitals, ideology, class representations, class conflict, elites, working class, popular culture, bourgeois enlightenment, and Culture Industry,taste.

Introduction

The focus of my research is based on the social construction of class in contemporary global culture. To this end making I will make a use of Marxist approaches to understand culture and the reproduction of inequality. As written in abstract research question is based on the question of to what extent are popular representations of class in contemporary culture are ideological. To study the reproduction of class in culture which are available on the popular streaming service on Netflix, I will be focusing on five series of Netflix which are:

- Riverdale
- Elite
- Dynasty
- Bridgerton
- Ginny and Georgia

In those series I will look into the key characters' clothes, life standards, capitals, occupation, taste and their educational background. I have chosen these particular series as they are reflective of

representations of class difference in a range of different western societies. For example, Riverdale takes place in the USA. Similarly, Dynasty is based in California. By contrast, Elite takes place in Europe, specifically Spain. Bridgerton is based in London and finally Ginny and Georgia takes place in Canada. In this respect the TV shows enable me to have a global perspective of constructions of class difference and class distinction centred upon western Europe and North America. Apart from selecting popular Netflix series, which are viewed by large audiences in a range of different countries, all of these series are interesting in terms of class representations due to the ways in which they construct visions of class difference. Thus each of the series shows differences between the working and upper classes in terms of how they are displayed. In this way we can see that they conform to a classic and materialistic Marxist view of class difference.

From this point of view, my argument is that representations of class in contemporary culture are ideological and that individuals from the upper and working classes are represented differently in such a way that reproduces the idea of class among audiences who watch these shows. In order to demonstrate these class constructions, I propose to use the method of discourse analysis to explore my chosen TV shows. This is because I want to investigate the representation of particular characters, focusing on their cultural interests, including the type of music they like such as, classical or pop music, whether they are interested in elite fields, including art, the kinds of alcohol they consume and how their taste in clothing is represented in TV. To explain these symbols of class difference and class construction I will draw on key literatures about class and ideology with film studies. Specifically, I focused on the theory of the culture Industry written by Adorno and Horkheimer(1997). Their theory is based on the rise of new forms of culture in post-war society. This new form of culture, includes popular cultural forms such as: music and forms of media, as in their view it is designed to sell and reproduce class difference. In this way they argued that there is a capitalist ideology behind popular culture. Similarly, Adorno and Horkheimer (1997) stated that media forms, such as films and TV series, represented constructions of real life. They refer to these movies and other media forms as products of the culture industry. In this sense, they argued that in today's media, every movie is highly scripted and repetitive and becoming valueless. They added that there is an existence capitalist ideology behind the media. From their perspective, elites are the ones who own the media companies which make films and TV series. The masses who are in their theory us and working class, watch these Tv series due to boredom and for leisure. By this way we subconsciously begin to conform this capitalist ideology. As a result this leads to mass deception as the masses are no longer really free thinking individuals anymore, rather a group that consume the products produced by the culture industry and end up on being thinking conformist thoughts about class. Therefore, Adorno and Horkheimer(1997) named their theory as the Culture Industry. What is behind the Culture Industry is what they call as "Bourgeois Enlightenment" meaning, what we see is controlled and produced by elites. From their view, the main objective of this Culture Industry to distract the masses from the fact that they are exploited by elites resulting in false consciousness (Adorno and Horkheimer,1997). As we are not aware of the fact that what we see is not real and is fake, it's existence is just for distraction from the system of capitalism.

Additionally, Culture industry is argued to be highly commercialised. It contains adverts which make individuals buy things that they do not even need leading to commodity fetishism, a word which is firstly put forward by Marx. It refers to obsession of consumerism which ends up on reproducing class difference and inequality on those who have money and those who have not. Thus, class inequality arises.

Methodology

As written above my research question is: to what extent are popular representations of class in contemporary culture are ideological . In order to do this I will be using discourse analysis by looking into key characters' clothes, life standards, capitals, occupation, taste and their educational background. It will help me to show how popular cultural texts are constructed in such a way that encode class bias. According to Alan Bryman (2012), discourse analysis is an approach to language and text that can be applied to forms of communication other than talking. articles. In fact my methodology will be based on the version of analysis which is called as "critical discourse analysis" . I want to use this version of discourse analysis, as it emphasizes the role of language in the creation of power relations. In this way, I aim to use discourse analysis in such a way that brings it into conversation with notions of ideology and the possibility of socio-cultural change. To sum up, it will provide me assistance on uncovering ideologies behind those tv series. This research method is found by Michel Foucault who view discourse as a form of constructed truth (Bryman,2012). To this end, Philips and Hardy (2002) explain that discourse analysis consist of five key characteristics. These are, the idea that (1) discourse draws on and influences other discourses as (2) discourse is constructed through texts (such as academic articles or journalistic writing). At the same time they note that, (3) discourse gives meaning to social life and (4) makes certain activities possible, desirable, or inevitable. Thus, they explain that (5) particular actors draw on the discourse to legitimate their social positions and actions. By using discourse analysis I will seek a look into class representations in the TV series under consideration, with a view to showing how they form a kind of global picture of a class society. My overall point here is that as what I found from my literature review, the TV programmes present a strong ideology of superiority, which we consume unconsciously. Hence, it is more easy to see this through discourse analysis in terms of how we end up repeating these ideological messages. In this respect, Foucault points out that discourse has a strong connection with how human subjects are formed and how institutions try to 'normalise' persons on the margins of social life. In my analysis, which rests on a Foucauldian perspective, discourses are characterised by the existence of criteria of formation, transformation, and correlation with other frameworks. What Foucault(1926-1984) argued is that "knowledge" that we perceive is more about the social, historical and political conditions under which, for example, things or statements that count as true or false. From his perspective the "truth" about power shows itself when this discourse analysis is carried out through a critical reading of texts, as the "truth" is decided and applied by elites. The truth that he stated has the "power" over what can be said as discourses. As a definition it comes from below, in a sense that there is no binary or all-encompassing opposition between ruler and ruled at the root of power relations.

Findings

Firstly what I have found is that, there is a capitalist ideology behind Netflix, as upper and working classes are represented differently. Also there are discourses behind the Netflix shows that I have analysed based on class stereotypes and class inequality. It can be said that class inequality is shown as normal in Netflix, which actually can be seen when we look at popular shows and the appearance and the status in the society of key characters and families. For instance, the upper classes treat working classes differently in these TV shows. Hence, people from the upper classes are shown as good and wealthy while those from the working class can be shown as bad and not wealthy. In this sense the discourse which we subconsciously receive from the Netflix shows I have analysed can be said to be decided by elites and that is why the rich are presented as perfect, while the working classes are presented as somehow deficient. Another point I would emphasise on the basis of my analysis of the TV shows is that people from the working classes always have a different accent compared to people from the upper classes, which supports insights presented by Bourdieu through his theory of habitus and life style. In addition, there is class stereotyping existing in many forms in Netflix TV shows. According to my analysis working class people are presented as criminals while upper class people are presented as perfect business owners. In these tv shows working class people always somehow lack the necessary educational background while the upper classes do not. In fact, there is a culture difference between working and upper classes, in terms of cultural taste over music and art.

<u>Class representations in TV shows:</u>

Bridgerton:



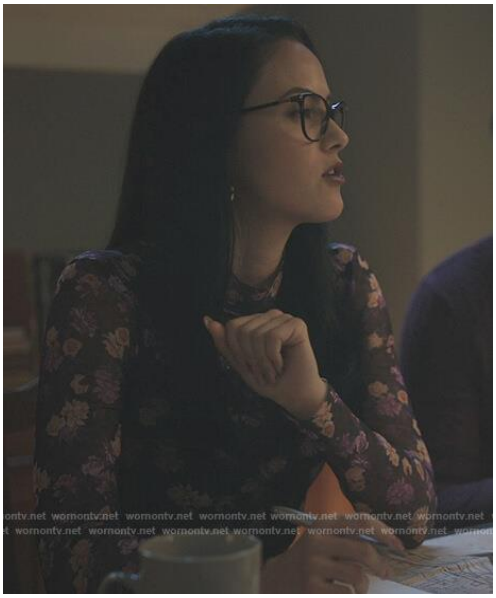


Riverdale:

Cheryl blossom:



Veronica Lodge:



Betty cooper:



South side serpents:



Dynasty:

Carrington family:



Elite:



Ginny and Georgia(working class family):



Conclusion

To conclude, what I have discovered is that there is a strong ideology behind Netflix that is presented to us through various ways. I gathered lots of evidences to prove my hypothesis. Specifically what took my attention is that the type of ideology behind which is capitalism. This has a huge effect on individuals as by watching we are made to buy things and watch these tv shows over and over, resulting in commodity fetishism which is the most remarkable aspect of ideology. Additionally there is a high possibility that what we watch is controlled by the elites and watching these are gradually making us conformists. At the same time, class inequality is normalised in Netflix too. Lastly there is class stereotyping as characters who are from upper and working class have specific looks with accents. There is a culture difference between working and upper classes as well. The theories for my research over tv shows support my argument over contemporary culture. However, using discourse analysis was hard as it was not easy to point those as discourses. In other words, I managed to gather detailed information by doing it and the theories supported my research very well which I will include in my references section. Lastly, there should be more research over ideology and class representations.

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Audience worship to Marvel Cinematic Universe

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Abstract

In this article I will discuss the ways that we are encouraged to worship as an audience to Marvel Cinematic Universe movies and tv shows. In order to do this I will be looking to both primary and secondary sources to gather my data. Main theorists that I want to point out are to Adorno and Horkheimer (1997) who stated that there is popular culture which refers to literature, art, and films. In their theory, they named popular culture as "Culture Industry" and, argued that culture today is filled with sameness. It can be said that today everything is standardised and culture industry is argued to demand reproduction processes which leads to the use of those same products to meet the desires of masses. Masses is a term which is used to define us(audience), as we consume and use popular culture through watching. This is why today's society for Adorno and Horkheimer (1997) can be called to as mass society, as we are highly using the technology to watch what we want. Also the era that we are in now is called as "postmodernism" which involves culture industry and popular culture. According to Lyotard(1979) postmodernism is characterised with: technology, consumerism, diversity and fragmentation. In this sense the effect of postmodernism over popular culture can be said to lead to formation of ideologies which is what will be discussed.

Key words: Trauma theory, traumatized consumer, capitalist ideology, masses, elites, culture industry, false consciousness, mass deception, primary data, commodity fetishism, popular culture, troubled superhero.

Introduction

To begin with, according to Adorno and Horkheimer(1997) those standardised forms of art and films are made up for the needs of consumers(us). In fact culture industry does not only involve art, also films, tv shows, music and adverts. What they argued is that today's television and media are filled with sameness and repetition. Like, we can see that on a same topic there are various movies. Marvel Cinematic Universe and their movies are an example for that. For instance, Avengers Infinity War has two movies. It can be said that Marvel does make movies similar to each other by pointing out the same topic over and over with same actors in every movie. Adorno and Horkheimer(1997) added that films became indistinguishable from real life, which can be said for Marvel movies. Because all of the superheroes have their own private life and problems like us. The difference is that they have super powers that make them actual superheroes. My main argument which is supported by Adorno and Horkheimer(1997) is that there is a capitalist ideology behind culture industry. Their main aim is to make the profits which is why Marvel is producing many films on the same topic. Therefore, this contributes to the system of capitalism as the more we watch the more they start to produce those films. In their view, elites are the ones who decide what is going to be shown to us and we are the masses watching these. According to Adorno and Horkheimer(1997) elites called the popular culture as mass culture. It means shallow and disposable of culture which is what working class people, in this sense consume. And, it is called as inauthentic by elites which refers to not being original while what they consume is considered as authentic by being original. The capitalist ideology becomes more remarkable as we like and watch the tv shows and movies of Marvel. At some point without being aware we conform to this ideology by watching it and this leads to conformity. In other words they named a term called "mass deception" which means individuals believing to what they see by thinking it is real. Culture industry is not only fake or valueless, also manipulative. As it is making us to believe what elites want us to see, because behind those media companies or Marvel there are elites. The reason of why we are interested in these is due to boredom and leisure. From Adorno and Horkheimer's perspective culture industry exists just for distraction, so that we are not aware of the fact that we are getting exploited by elites. Karl Marx(1818-1883) named this as "false consciousness", because masses are made to believe the facts which are not even true. Theoretically for Adorno and Horkheimer, the consumers(us) are the workers and salaried employees. It controls us through the use of entertainment business like by, Eternals and Wanda Vision who are superheroes with super powers. The main objective of this culture industry is that "its' consumers shall at any price should be given what they desire, and in that very deprivation they must take their laughing satisfaction". That is why it can make masses(us) fragile as we are exposed to heroism and fiction so much that we do not actually recognise they are not real. Perhaps, this can be the main cause

for why there is audience worship to MCU. Another point that Karl Marx stated is "commodity fetishism". It could be said that culture industry leads to commodity fetishism which is a distorted relationship between the commodity and individuals. This can be applied to MCU, as the more we watch Marvel the more we get excited about upcoming movies. Adverts can be said to play an important role in audience worship and commodity fetishism which is the part of culture industry. Through adverts we are made to buy or start to have interests to the things that we do not even have an interest to. For example whenever Marvel puts their trailer of movies to social media, we subconsciously start to get hyped and want to watch those movies immediately. What Adorno and Horkheimer argued is that same thing actually appears in countless places, and the mechanical repetition of the same cultural product forms the same propaganda slogan. In other words, heroism and superpowers. Hence, everything becomes standardised and same, which is what is happening with MCU. For instance, there is always good against evil and their superpowers. At the same time there is always a war either within the family or with their enemies. In Shang-chi where Shang-chi had to fight with his father and villains he released. Another example is Avengers Infinity War, where all avengers sticked together and fought against Thanos in the last two movies. Today, MCU is streaming in Disney Plus, as Disney bought it. Each hero has its own tv series like: Loki, Spider man, Hawkeye, Wanda Vision, The Falcon and Winter Soldier. Marvel reproduced the films of those heroes' by creating their tv series through adding different aspects of war, personal life and new villains. In fact, Marvel does contribute to this capitalist system by streaming it's movies and tv shows only in Disney plus who bought Marvel. Similarly, Dominic Strinati(2004) who wrote a book on popular culture supported Adorno and Horkheimer's theory. He did this by stating that mass culture is: standardised, formulaic, repetitive and superficial culture which provides the undemanding ease of fantasy and escapism. He agreed with Adorno and Horkheimer's point over commodification by saying that culture industry exposes people to commercialism and celebrates consumerism, aiming profit. Dominic Strinati's (2004) theory demonstrates the idea that the audience(us) is passive, because we just believe to what is shown to us by elites. Louis Althusser(2001) who is another Marxist explained what is ideology and how it operates which is applicable to MCU. According to Louis Althusser(2001) there are ideological and repressive state apparatuses in the society. MCU can be argued to be a part of what Althusser(2001) calls as communication ideological apparatuses which are formed of: press, radio and television. While cultural ideological apparatuses are formed of: literature and arts. Both operate through ideology and repression. We are subconsciously getting manipulated every second by communications and cultural ideological state apparatuses by movies and adverts. In all of the theories on ideology, the power of it results in manipulation, false consciousness, and commodity fetishism. Hence, these characteristics can be shown as elements of Marvel Cinematic Universe. Abercrombie et al(1980) underpin the idea that who is behind the media are elites. He added that "beliefs are formulated in accordance with class interests and, the sociologist analyses systems of belief by showing to which class (or social group) they are appropriate". Kellner and Durham's book (2001) underpin cultural theories over ideology as well which included Gramsci (1891-1937) who argued that there is class hegemony as a base of dominance in "civil society" . Lastly

according to Dan Hassler(2012), the superhero movies represent a narrative and ideology. He argued that superhero movies are the mirrors of political ideological issues of America. At the same time, these movies are argued to present a trauma from wars and 9/11. For Dan Hassler(2012) during the event of 9/11 American government was in control of mass media and, led America to take on the role of the innocent victim in a new battle between good and evil. This can be why there are super hero movies who are presenting good and villains as bad. He stated that popular culture is seen as a direct expression of a wider sense of national grief in response to the attacks, which influenced the way that these movies are made. "Trauma theory" is the name of his theory as a definition for these. In this sense the fictional narrative(movies) and personal memory appears to be the place of traumatic experience which refers to what he called as "traumatized consumer". Again this makes the ideology more functional as we people became trained to response to each new crisis through higher levels of consumption, higher levels of alienation, and objectification of trauma by trademarking and popular narratives of media. At the present moment when we look to MCU, it can be said that it follows the idea of history by connecting that with heroism. Such as, Civil war and Captain America. Films like: Black widow, Spider man, Thor, Shang chi and X men present us what Dan Hassler (2012) called as "troubled superhero". He added that today's heroes of the post-9/11 era have this aspect where the heroes suffer from the psychological consequences of traumatic experience then this is turned into a film. Like, what Adorno and Horkheimer(1977) and others explained these are distractions. Their existence is due to us as we try get away from the bad events around us by consuming popular culture which is a form of escaping from reality.

Methodology

To gather my data and my literature view, I used many books which are called as primary sources of data in sociology. They are directly written by the theorists and the information is directly coming from them. Firstly, I used Adorno and Horkheimer's (1997) book called "Dialectic of Enlightenment". It explained how culture industry contributes to capitalism through various ways. Similarly, they also have an article on culture industry too which I used as a reference to what is popular culture and mass culture. Both their article and their book defined how manipulation is done and ideology is operating. Therefore, their theory is the main focus of my article as it provides a clear understanding on ideology and culture industry. At the same time, their theory is one of main theories which can be applied to MCU through examples which are written above. Secondly, both Abercrombie's (1980) book and Kellner et al (2001) can be shown as supportive sources for Adorno and Horkheimer's theory. As they mentioned the existence of dominant ideology and class hegemony that can influence to what we see in media. Thirdly, I used the book of Dominic Strinati(2004) called "Introduction to theories of popular culture" as a reference for the explanation for popular culture, it's sameness and fakery. My another source is coming from a Marxist who is Louis Althusser(2001). He put forward a theory referred as Ideological and Repressive state apparatuses which is used as a reference for the system of ideology. Lastly, the book of Dan Hassler(2012) demonstrated how trauma and traumatized consumer make the ideology more powerful.

Conclusion

To conclude, according to my literature view there is a strong sense of ideology behind Marvel cinematic universe. From Adorno and Horkheimer's perspective, culture industry which MCU is a part of leads to manipulation and deception among us. Therefore the more we watch, the more likely we are made to believe that those heroes are real. Also, MCU have a lot movies on the same topic which supports what Adorno and Horkheimer argued as culture industry being standardised. Like, the aspect of heroism and superpowers. Their argument of capitalist ideology behind it is supported by the other sources as well. Similarly it causes commodity fetishism, as we start to get excited every time when we see a new movie is coming through trailers. In addition, the fact that MCU is reproducing movies into tv shows can be shown as an evidence for capitalism. Because what they will gain will be just profits from the audience. In order to watch individuals may need to buy Disney plus. Even, every movie ticket for Marvel's movies is an indication of profit for them. Finally, the theory of Dan hassler can be presented as an explanation to why we begin to watch MCU and why they are reproducing new tv shows.

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Abstract

Hasanmurad Laffasi's work "Tazkirai Shuaro" is important as a literary source for studying the literary environment of Khorezm. In the study of the history of the text, it is important to determine the period when the historical and literary monument was created and copied, and if there are many copies of the source, to study their interrelationship. Therefore, before conducting textological research on the text of monuments, it is necessary to collect the existing manuscripts of this monument, classify them according to the period of copying, textual completeness, and only then follow its history. Because each manuscript has a specific history that is unique to itself as a historical monument of its time.[34] According to the purpose of the research, we started the research by searching for the manuscripts of the work "Tazkirai Shuaro". We witnessed that the manuscripts of "Tazkirai Shuaro" are preserved not only in various manuscript funds of our country, but also in the hands of some scientists. Four manuscript copies of the Tazkira were studied in a comparative aspect.

We researched the copy of "Tazkirai Shuaro" stored in the manuscript fund of the Institute of Oriental Studies of the RFA under the numbers 9494, 12561, 11499, the fund of the State Literature Museum named after Alisher Navoi under the number 213, the edition of P. Bobojonov and the copy kept in the house of U. Dolimov as additional sources.

About the history of the writing of the work, Laffasiy writes the following in the introduction to the manuscript number 9494 of "Tazkirai Shuaro": "Kvarkiyonkim, the director of the Khiva State Museum, is originally from Azerbaijan. One day, that person called the poor man and gave me blessings and said, "O brother, you are the jewel of modern writers, now your understanding and insight are good." For example, if you read the biographies of literary poets during the khanate period and create a collection of their stories, your book would become a monument and a target. I could not refuse his request because he advised me that contemporary literature lovers will be interested and remember Sani and Mani. I gave a tape saying "cases".[35] In Tazkira's manuscript No. 12561, "... But Laffasiy spent every year of his life without the will to touch, and he says that he was always sad because he was childless, so he classified this "Tazkirai shuaro" in these works as being in the judgment of children and left a monument of his own. », the information is given.[36]

[34] Hamidova M. Scientific-critical text and textual research of Alisher Navoi's "Saddi Iskandarii" epic: Philol. science. doc... disser. -Tashkent, 1994. -p. 37.
[35] Laffasi. Tazkirai Shuaro. Manuscript number 9494 of the main fund of the Institute of Oriental Studies of the Russian Federation, 33a, b sheets.
[36] Laffasi. Tazkirai Shuaro. Manuscript number 12561 of the main fund of the Institute of Oriental Studies of the Russian Federation FA, sheets 103a, b.

So, in our opinion, Laffasiy aimed to give examples of the life and work and poems of poets who lived and created in the literary environment of Khiva.

When describing manuscripts, we pay attention to scientific features such as the title, author, beginning and end, structural structure, completeness of the text, scribe who copied the copy, year and place of copying, as well as the size of the manuscript copy, number of pages, cover, ink, paper, type of writing, seal and we paid attention to the characteristics of the book, such as decoration, number of lines, placement of races and condition of preservation.

Description of manuscript copy number 9494.[37] Manuscript خیوه شاعر و ادبیاتچیلارینینگ ترجمهء حال لاری "Biographies of poets and writers of Khiva", authored by Laffasiy. In the opening letter of the work, 67 pages, i.e., 34 pages, to a notebook with checkered pages up to the 12th page. Sheets 13 to 34 were copied in yellow ink on a lined notebook. The cover is covered with dark blue cardboard, the cover size is 17x23. It was copied on August 16, 1951 by the famous calligrapher Abdugadir Murodov. Information about poets with ordinal numbers in the manuscript and examples of his work is given. There is a seal on sheet 1a of the manuscript, under which is written in Arabic writing "Biographies of poets and writers of Khiva", and the collector is said to be Laffasi, son of Hasanmuradqori Muhammad Amin. Starting from sheet 1b, Laffasi's reason for writing the work is given at the beginning of the word. Then, starting with Shermuhammad Munis, the great historian and poet of this period, the serial number 1. (one) (with the current Arabic number) is given, and some detailed information is given about the poet, examples of his work are given. In the manuscript, after the verse about Munis, the names of poets and writers are listed under 53 numbers.

The work begins with information about the life and work of Shermuhammad Munis, an example of his ghazal is given, and then the information about later poets continues. The manuscript provides information about 51 poets and gives examples of the works of 31 poets. Ordinal numbers and page numbers are all set in modern Arabic numerals. Sheets 1, 13, 34 are stamped with the number 9494.

On sheet 33b of the manuscript, at the end of the work, in Arabic writing, "The original was written on Saturday, August 2, 1944, Sha'ban 14, 1364 Hijri." The words "Done" are written. Then the following is written under these lines: "Murodov, the copyist from the original copy. The city of Khiva. 16/VIII.51." On page 34a, in Arabic writing, A. Murodov wrote in Arabic writing on September 1, 1951, "When I went on a business trip in August 1951 to bring manuscript books and documents kept by the Institute of Oriental Studies in the State Museum in Khiva, I saw this book in the hands of Boltaev Abdulla, a scientific employee of the museum. , as requested, I copied this copy and handed it over to the institute. Therefore, I wrote this comment so that the reason for copying this work and coming to the institute would be clear. A. Muradov. 1/IX.51y. "Tashkand". The manuscript is well preserved, not damaged. Compared to the 11499 manuscript copies of the work, this work is more fully written.

[37] Laffasi. Tazkirai Shuaro. Manuscript number 9494 of the main fund of the Institute of Oriental Studies of the Russian Federation, 1-34 pages.

Description of manuscript copy number 11499. Manuscript خیوه شاعر و ادبیاتچیلارینینگ ترجمهء حال لاری "Biographies of poets and writers of Khiva", authored by Laffasiy. The work consists of 48 pages, i.e. 24 pages, written on a checkered notebook from page 12, pages 13 to 24 on a striped notebook, cover size 17/21. 17-18 lines of text are placed on each page, no headers are placed. The manuscript was copied on September 7, 1951 by the famous painter Abdulla Boltaev from Khiva and contains information about 45 poets. Sheet 1a is stamped with the number 11499. The title page of the source is written in Arabic script as follows: "Biographies of poets and writers of Khiva

The work of Laffasi son of Hasanmuradqori Qori Muhammad Amin

Secretary: Abdulla Boltaev. Khiva[38]

On sheet 01 of the manuscript, the same writings are returned, starting from sheets 02a,b, on sheets 03a,b the contents of the work are given. The table of contents shows the serial number, the poet's name, the page on which the information is located, and the line from which it begins.

From page 1a, information about poets begins: 36 lines about Munis, 41 lines about Agahi, etc. 17-18 lines of text are placed on each page. This manuscript contains only information about the lives of the poets, but there are no examples of their poems. On sheet 24b, in Arabic script, "I copied this Laffasi from the collection of poets of Khiva...Boltaev". it is said. Then one rubai written by Laffasi was copied and the work was completed.

The fact that the source is an autograph copy is proved by the note written by the scribe at the end of the work, the fact that the scribe entered his name, and the note written by A. Nosirov on page 01a in 1963 in Arabic script.

In this manuscript, modern Arabic numerals are used to number the page, table of contents, and names of poets. The manuscript is well preserved, not damaged.

Description of manuscript copy number 12561. To the manuscript تذگرهء شعرا خیوه ("Tazkira-i Shuaro. Khiva"), written by Laffasiy in 1945. The work contains information about 57 poets and sample poems. As poet 58, a masnavi is given about Kishjon Beka, but no sample poems are given. Paragraphs 4b-107a are written on leaves, covered with brown floral cardboard, size 21.5/15. The work is printed in a high-quality lined notebook with the author's signature. In the manuscript, the text is tabulated in a two-line frame of 15.5 or 16x10 cm, 16 or 19 lines of text are placed on each page. The author himself put page numbers from 1 to 206 (in modern Arabic numerals) on each page from the beginning of the work to the end of the work. The text is written in two different inks - red and black in nastalig script, pages 1-54 are written in yellow-red ink, pages 54 to 97 are written in black ink.

Sheet 1a of the manuscript contains the seal number 12561. After the seal, under the heading "Historical messages from Siyar-i Sharif" information about how much time has passed between the periods of Adam - Muhammad Mustafa - Noah - Abraham - Moses - David - Alexander the Great - Jesus - Noshiravon. Sheets 1b-2b contain a table of contents, but the table of contents is finished and not finished with the number 54 poet. The table of contents clearly shows the serial

[38] Laffasi. Tazkirai Shuaro. Manuscript number 11499 of the main fund of the Institute of Oriental Studies of the Russian Federation, sheet 1a.

number, the poet's name, the page on which the information is located, and the line from which it begins.

The name of the work "Tazkirai shuaro Khiva" is placed in the middle of page 3a of the manuscript. Above: *قال النبى عليه الصلوة و السلام الشعر حسنه حسن* – *"The Prophet, peace and blessings be upon him, said: "The best poetry is good!*[39] The words are written in Arabic. Then the name of the collector is indicated as "Hasan Muhammad Amino'f Laffasi". At the bottom of the title is written "1945 inji year, Shahri Khiva, 1365 inji Hijri" and once again it is said "Asari Hasanmuradqori". There is another seal on folio 4a of the manuscript. The work "Tazkirai Shuaro" was sent to the center. The name "Khiva" is placed, and above it: كم صلاح او خط له در سنح خط منقوت را بجايش ده "Sorry for any potential (content) or error and read full stops," it says. "1945 Inji Year, Shahri Khiva, 1365 Inji Hijri" is written under the title. At the bottom is written "Asari Mulla Hasanmuradqari bin Muhammad Amin Khivaqi".

From page 4b to page 5a there is a preface and "the reason of masnaviyi taalif kitab" and from this page 4b the poem is added. From sheet 6a, starting from Munis, information about poets and examples of their works are presented.

On page 106b of the work, it says "Tammat Tazkirai shuaro" and "on Saturday, 14th of the month of Rajab, 1365 Hijri." Laffasi bin Muhammad Amin is the son of Mulla Hasanmurad. June 23, 1945".[40] Leaves 107b and 108a of the manuscript contain nothing, but leaves 108b and 109a contain a text referred to as maunats in the Khanate of Khiva.

Sheet 109b is stamped with the inscription 12561. The manuscript is well-preserved, undamaged, more complete and literate than other manuscripts. The manuscript was bought by U. Hamraev and U. Karimov from the library of Rajab Ahmadi from Khiva in 1974 and brought to the fund of the institute.[41]

Description of manuscript copy number 213. Manuscript خيوه شاعرلارى It is called "Poets of Khiva" by Laffasiy, it is written in small nastaq script with yellow ink, it consists of 120 pages, i.e. 60 pages, copied by Laffasiy himself. The manuscript is bound in a thick cover and is well preserved. The text is included in a two-line frame - a table, 13 or 16 lines of text are placed on each page. The author himself has put a page from 1 to 120 in Arabic numbers on each page from the beginning of the work to the end of the work. The work contains examples of the works of 52 poets. The sample poems are more complete and more detailed than the manuscript copies numbered 11499 and 9494, but the information is less than that of the numbered copy 12561. The title page of the source reads as follows: "Poets of Khiva". On the 1st sheet, the name of the work "Khiva poets" is placed in the center, and below it is written: "June 22, 1948 - Shaban of Hijri, the

[39] Laffasi. Tazkirai Shuaro. Manuscript number 12561 of the main fund of the Institute of Oriental Studies of the Russian Federation FA, sheets 3a,v.
[40] Laffasi. Tazkirai shuaro. Manuscript number 12561 of the main fund of the Institute of Oriental Studies of the Russian Federation, page 4b.
[41] Hamroev U., Karimov U. Copies of the collection of poets of Khiva // Literary heritage. - Tashkent. 1981. - No. 4. -p.80.

historian lecturer of the Khiva State Museum Hasanmuradqori Muhammad Amin son of Laffasiy".[42]

There is no table of contents in the work. The manuscript begins on folio 1b with a 28-stanza preface by Laffasi:

Аё, дўсти содиқ, сизга ҳолим,
Ки сизга деюрга йўқ мажолим.
Тушиб бошимға бу кун онча савдо,
Етубон дам-бадам минг турли ғавғо.
Гаҳи ҳушдин кетиб, ақлим фаромуш,
Бўлибон шул сабаб ғамларға оғуш...[43]

Pages are arranged in two ways: numbers are placed from top to middle, and pages are numbered below. Ordinal numbers are placed with Arabic numerals in the form of 1-, 2-, 3-.... The ordinal numbers assigned to the poets' names are written between separate lines. Lines are drawn to separate information and ghazals, and ghazals are given in two columns.

From sheet 2b, information about the poets and examples of their works begin. According to S. Samandarova, the Tazkira can be divided into "information about poets and examples from their poems"[44]: 15 lines of information about Munis, 4 examples of ghazals, 8 lines of information about Ogahi, 5 ghazals and 1 muhammasi, 9 lines about Avaz O'tar. information and examples from 5 ghazals.

After that, the work ends with Laffasi's muhamma on page 61a. At the bottom of sheet 61a, the time of completion of the work is recorded: "July 26, 1948, 20th Ramadan, 1347 Hijri, 20th Ramadan, numbered Faqir Hasanmuradqori Muhammad Amin oglu Laffasiy" and the seal of the State Literature Museum named after Alisher Navoi of the Academy of Sciences of Uzbekistan. Some description of this work can be found on page 22 of scientist S. Samandarova's thesis written for the candidate of philological sciences, but the work is not fully described.

Tazkira is noteworthy as a literary source that provides information about the literary environment of Khiva, the processes that took place in it, the themes and genres that led the literary processes of the time, the life and creative heritage of the writers. The information presented in it is of incomparable value in studying the personality and talent of creators and in creating their scientific biography.

Also, the samples of the works of the creators in the tazkira play an important role in restoring the perfect text of their works, making scientific conclusions about the content of the genre and topic.

In short, Laffasi's work "Tazkirai Shuaro" can be recognized as a tazkira that has made a great contribution to ensuring its sustainability by enriching it with certain innovations, analytical and critical views in the 20th century while preserving the traditions of tazkirai.

[42] Laffasi. Poets of Khiva. Manuscript fund of the State Museum of Literature named after FA Alisher Navoi of the Republic of Uzbekistan, manuscript number 213, sheets 1-60.
[43] Laffasi. Khiva poets. Manuscript fund of the State Museum of Literature named after Alisher Navoi of the Republic of Uzbekistan, manuscript number 213 sheet 1a.
[44] Samandarova S. Laffasi Tazkiras and his manuscripts. - T.: Khazina, 1995. - p. 24.

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3. Laffasi. Tazkirai Shuaro. Manuscript number 11499 of the main fund of the Institute of Oriental Studies of the Russian Federation, sheet 1a.
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5. Samandarova S. Laffasi Tazkiras and his manuscripts. - T.: Khazina, 1995. - P. 24.
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Country branding: Case study in Romania

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Abstract

Branding, as an integral part of the promotional policy, plays a decisive role in the consumer's perception of a product or service. It must be easy to perceive and remember, and when it is seen it must awaken in the consumer a feeling, a perception. Country branding is not sufficiently treated in the specialized literature, most of the concerns being in the area of products and services.

Therefore, the importance of the theme is of great interest and can come with a significant added value for all those involved, from the government, to tourism associations and owners in the hospitality industry. Romania is a country with a fabulous tourist potential. It has mountains, it has a sea, it has a delta, traditions and diversity. However, Romania does not have a serious country branding, as other countries, such as Turkey, have, an essential thing for its tourism promotion. Country branding does not only help tourism, it helps the economy as a whole.

In our country, the strategy of building a country branding was almost non-existent, even if sometimes there were some initiatives. Apart from a banal logo, which cost a lot, the branding of the country is non-existent. The current slogan "Explore the Carpathian Garden" does not even remotely express the tourist potential of our country.

The promotion of our country is done hopelessly, by people who do it pro bono, out of love for our places, such as King Charles of Great Britain, who owns several properties in Transylvania (a region in Romania), or the famous producer Charlie Ottley, who produced the Wild Carpathia and Flavors of Romania series.

That is why, the objective of our research is to create a country branding model, which will help to communicate the tourist potential that our country has, why not, taking inspiration from other countries that have successfully implemented country branding the country.

The Paradox in Leadership Research

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Abstract

Authenticity has been studied in leadership research from different perspectives and streams. While some scholars approached authentic leadership as an intrapersonal construct, some others investigate the interpersonal construct within a social interaction framework. The domain of authentic leadership is still under conceptualization and theorization though many attempts to grasp the many things that constitute authenticity. However, very low empirical research was made to understand the shortcomings of been too authentic and stuck to the 'self' while ignoring the adaptive behavior which is a core essence of effective leadership. This research is designed in three folds. First, current debates regarding leadership studies are elaborated. The second is to identify what is wrong with leadership research since an important number of published papers reflects common methodologies while mitigating more advanced and effective ones. Third is to address and design a road-map for what can be done to inquire leadership research especially in organizational and managerial settings.

Keywords: Methodology, leadership research, authentic leadership.

Online Violence against Women Journalists in Central Asia

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Abstract

This research[45] studies online violence against female journalists in four countries in Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan)[46].

The data were collected through three different methods:

a. Online survey
b. In-depth interviews
c. Focus group discussion

a. Online Survey

The questionnaire on online violence against female journalists developed by Julie Posetti[47] was adapted to the Central Asia context. Due to ethical considerations, many questions were optional. Some questions also allowed the selection of numerous answers to be able to gather multiple experiences. The questionnaire was translated into local languages (Kazak, Kyrgyz, Tajik and Uzbek) and Russian. The online survey platform Qualtrics was used.

Respondents in the online survey were selected using a quota sample based on quantity, type (printed, electronic, online), form of ownership (state, private, public, partisan, civil, blogger, freelancer), language, geography (urban, rural) media.

[45] This research was commissioned by the OSCE Representative on Freedom of the Media (FRoM) and conducted by its implementing partner The OSCE Academy-Bishkek from April to July 2022

[46] The research initially aimed at including women journalists from Turkmenistan as well, however, given the strict limitations for local journalists and freedom of speech in this country together with the frequent cuts of Internet, no access to female journalist was possible.

[47] Dr. Julie Posetti Julie is an internationally recognized Australian journalist and academic. Posetti is the Deputy Vice President and Global Director of Research at International Center for Journalist (ICFJ), Senior Researcher at the Centre for Freedom of the Media (University of Sheffield) and Research Associate at Reuters Institute for the Study of Journalism (University of Oxford). Julie Posetti is the co-author of UNESCO-commissioned study on Online Violence against Women Journalist.

Database with lists and contact details of media in the Central Asian countries was created. To avoid illegitimate or counterfeit responses and ensure data integrity, the survey was distributed digitally via the closed networks of The OSCE Academy-Bishkek and their research collaborates, OSCE Field Offices in the four countries, civil society organizations focused on media development and groups of professional journalists.

The survey was conducted from April to July 2022. 268 respondents filled out the online questionnaire from the four countries: Kazakhstan - 88, Kyrgyzstan - 80, Uzbekistan - 73, Tajikistan - 27. The data was then subjected to quantitative analysis.

b. In depth-interviews

Semi-structured interviews were conducted to 8 key-informants, female journalist who were subjected to online violence: Kazakhstan – 2, Kyrgyzstan – 3, Uzbekistan - 3. Unfortunately, despite the efforts to include women journalists from Tajikistan, this was not possible because no female journalists in Tajikistan wanted to participate.

c. Focus group discussion

A focus group discussion was conducted in Bishkek (Kyrgyzstan) on the 22 of July 2022 with 9 participants: Kyrgyzstan (3), Kazakhstan (3) and Uzbekistan (3), women journalists who were subjected to online violence. At the beginning, preliminary research results were presented. After the presentation Q&A session started on preliminary research results. Then the focus group discussion started which lasted for 2 hours where each participant shared with their experiences of online violence and participated in discussion about online violence in each Central Asian country and provided recommendations to solve this problem.

The findings shared in this report reflect the input of the 268 respondents that completed the survey, 8 female journalist (key-informants) interviewed and the analysis of the focus group discussion.

Conflict Management Approaches in Intragroup Conflicts

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Abstract

No matter the context, whenever people are required as a group to complete a common task intragroup conflict is likely to arise. Both the fields of psychology and business management are interested in how groups can prevent and address the negative effect of intragroup conflict. More effective methods of allowing people to work together towards a common goal will allow organizations to achieve higher levels of productivity and increase the quality of life for individuals within organizations.

Research Problem

Recent study into intragroup conflict has refuted the classical view that such conflict always hurts group outcomes. Yet it remains unclear in what situations intragroup conflict can be helpful. Additionally, it has yet to be determined what communication techniques give groups the best chance to turn intragroup conflicts into positive events.

Research Goals

Creating a more complete model for the classification of intrapersonal conflicts and the communication techniques that can be used to address them would greatly benefit the fields of management and organizational dynamics. The goal of this research project is to add to existing models of intragroup conflict prevention and resolution. In particular the study aims to study the relationship between task and relationship conflict in an organizational setting and what communication techniques are used to address these conflicts.

Literature Review

Intragroup conflict is an inevitable consequence of groups of people working together for extended periods of time. Intragroup conflict is defined as "as the process emerging from perceived incompatibilities or differences among group members" (De Dreu & Gelfand, 2008, p. 3). It is important for both managers and team members to develop the necessary skills to both identify and address conflicts in a positive and proactive manner. The classical view is that intragroup conflicts are a hindrance to productivity. This view is backed up by a meta-review of group outcomes, which found that intragroup conflict generally has a negative effect on group outcomes (De Dreu & Weingart, 2003, pp. 160-61). However, a growing body of research suggests that intragroup conflicts can actually benefit group outcomes (De Wit, Greer, & Jehn, 2012, p. 360).

The literature on intragroup conflict makes a distinction between two primary classifications of conflict: relationship conflict and task conflict. Relationship conflict, also commonly referred to as interpersonal or emotional conflict, is defined as "conflict that exists on a personal level between group members" (Ren & Gray, 2009, p. 107). Relationship conflict has consistently been found to have a more negative affect on group outcomes than task intragroup conflict (De Dreu & Weingart, 2003, pp. 160-61).

Task conflict is defined as conflict that results from intragroup disagreements over "the understanding of goals and tasks" (Farh, Lee, & Farh, 2010, p. 1174). Task conflict is sometimes associated with improved group outcomes but is also associate with a substantially higher rate that relationship conflict (Farh, Lee, & Farh, 2010, p. 1181).

Effective communication is the key to both preventing relationship and task conflict from negatively impacting group outcomes (Martínez-Moreno, González-Navarro, Zornoza, & Ripoll, 2009, pp. 253-55). Although relationship and task conflict are distinct from each other, several communication techniques have been found to be effective in their prevention and utilization in group work. Common approaches studied in the literature include: clear dialogue, structured negotiations, directly addressing points of contention, and the building of positive relationships outside the subject of contention (De Wit, Greer, & Jehn, 2012, p. 364-66).

Research Method

The preferred research method in psychology and business management studies is quantitative experimentation. However, the nature of intragroup relationships makes studying communication in a quantitative manner prohibitively difficult. Case studies of multiple groups across in large organizations provide the best opportunity to study different types of intragroup conflict and the relative effect of communication techniques.

The ideal study would involve the study of many work groups across a large private or public organization. Managers and group members would be educated on the classifications of intragroup conflict and asked to record and categorize conflicts they observe. Experimental groups would be given instruction on the use of clear dialogue, structured negotiations, directly addressing points of contention, and the building of positive relationships. The study would also use a survey to measure metrics such as: job satisfaction, individual appraisal of productivity, and group outcomes. Other more objective metrics would also be recorded, such as positional overturn and organizational appraisals of productivity.

The method that the authors used for the current study was the focus group on communication skills of 30 participants from different cities of Kazakhstan with 3 in-depth interviews on organizational conflict cases and possible ways to resolute and prevent them.

Research Findings

Thus, in June – September 2022, 3 training communication skills workshops were conducted, each focus group was held with 10 participants. During those 3 focus groups overall number of 30 participants were interviewed. They were represented by small and medium size entrepreneurs from different parts of Kazakhstan, and were asked questions on what were the reasons of their conflicts with their colleagues and partners and what they believed was an appropriate way to prevent the conflict and solve it in a constructive way.

90% of them agreed that majority of their conflicts within the group were about winning positions, proving their point of view instead of negotiating and listening, and showing temper instead of finding a satisfying agreement. 60% of all interviewed mentioned, poor listening and low emotional control was a source for disagreements and conflict escalation. 41 % of focus group members noted, managers at higher positions at organizational hierarchy tend to demonstrate low interest in their subordinates' needs and opinions and were showing poor listening habits. 32 % of respondents recognized that task conflicts could

lead to relationship conflicts. 17 % of interviewed were mentioning that relationship conflicts could be caused by different personality types, different visions and, as a result, different task approaches.

The conclusions of the interviewed respondents at all three focus group workshops were about the significance of the conflict management skills training in organizations. Also, the groups agreed on the importance of prompt addressing the conflict rather than waiting for its escalation.

Other case studies on communication in intragroup communication have found that unaddressed task conflict can lead to a higher rate of relationship conflict (Martínez-Moreno, González-Navarro, Zornoza, & Ripoll, 2009, p. 228) (Margarida Passos & Caetano, 2005, p. 242). The findings of this conducted and furthermore proposed study would first attempt to verify these past research findings indicating the relationship between task conflict and relationship conflict. The further study would also attempt to ascertain any affect that a training regime on effective communication techniques has in preventing task conflict from resulting in relationship conflict as well as the downstream effect on group productivity.

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Language and Aesthetic Structure: A Cyprıot Turkish Tale Aesthetic Sample

Dil ve Estetik Yapı: Bir Kıbrıs Türk Masalı Estetik Örneği

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Abstract

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 try to reveal the relationship between literature and aesthetics and the change of aesthetic perception in fairy tales. Defining aesthetic values and literary text aesthetic features and in this direction, which aesthetic values should be taken into account when reading a fairy tale? The aim is to focus on the relationship between aesthetics and fairy tales by looking for the answer to the question. By examining different approaches to aesthetic values, it will be revealed through compilations from which perspectives the fairy tale should be viewed. Since aesthetic and aesthetic 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 the relationship between art and aesthetics was explained, art and aesthetics were explained separately, and work and practice on aesthetic values gained weight. Evaluating and enjoying a work of art is unique to certain people. In order to do these actions, one must have a certain amount of knowledge. The basic element of aesthetics is the judgment of liking. This situation comes to the fore when people read fairy tales just as they watch nature without any practical purpose, just with a sense of admiration. In the fairy tale, from time to time, people are made to visualize something that does not exist in reality. Express this value with one of the words nice, good, right or useful. The priority of aesthetics is to reveal the good, the truth and the beautiful. It is important not to ignore the fact that the aesthetic values of literary works that appeal to children in particular are extremely important. The child, who is constantly in search, can develop his aesthetic point of view through literature.

Keywords: Tale analysis, aesthetics, tale analysis, culture and aesthetics.

Özet

Masallar, yapılan çalışmalarda birer kültür taşıyıcısı, kültür öğesi olarak vurgulanmaktadır. Tüm masalların iç yapısında kendiliğinden oluşan bir estetik yapısı vardır. Çalşımanın amacı, edebiyatın estetikle olan ilişkisini ve masallarda estetik algının değişimini ortaya koymaya çalışmaktır. Estetik değerler ve edebi metin estetik özelliklerin tanımlanması ve bu doğrultuda bir masal okunurken, anlatılırkan hangi estetik değerler nasıl dikkate alınmalıdır? sorusunun cevabı aranarak estetik ile masal ilişkisi üzerinde

durmaktır. Estetik değerlere farklı yaklaşımlar incelenerek masala hangi açılardan bakılması gerektiği derlemelerle ortaya konulacaktır. Estetik ve estetik 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 ve estetik ayrı ayrı anlatılmış, estetik değerler üzerinde çalışma, uygulama ağırlık kazanmıştır. Bir sanat eserini değerlendirmek, ondan zevk duymak ancak belirli kişilere özgüdür. Bu eylemleri yapmak için insanın belirli bir bilgi birikimine sahip olması gerekir. Estetiğin temel öğesi beğenme yargısıdır. İnsanlar hiçbir pratik amaç gözetmeden, yalnızca hayranlık duygusuyla doğayı seyrettikleri gibi masal okurken de bu durum ön plana çıkar. Masalda zaman zaman insanların gerçekte var olmayan bir şeyi zihinlerinde canlandırmaları sağlanır. Bu değeri, güzel, iyi, doğru veya yararlı kelimelerinden biriyle ifade eder. Estetiğin önceliği iyiyi, doğruyu ve güzeli ortaya koymaktır. Özellikle çocuklara hitap eden edebi eserlerin estetik değerlerinin son derece önemli olduğu gerçeğini göz ardı etmemek gerekir. Sürekli arayış halinde olan çocuk, edebiyat aracılığıyla estetik yönden bakış açısını geliştirebilir, masalın doğal kurgu özelliğine uygun olarak çocuğu bazen eğlendirmesi, bazen heyecanlandırması, bazen de düşündürmesi masalların estetik yapısını oluşturduğu bir gerçektir.

Anahtar Kelimeler: Masal çözümlemesi, estetik, masal çözümlemesi, kültür ve estetik.

Determinants of E-Wallet Acceptance

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Abstract

E-wallet and the associated mobile payment systems are important innovations enabling fast and secure payment in transactions while minimizing the need for human interaction. Especially during the COVID pandemic, contactless payment methods gained more attention. However, despite the increased use of mobile payment applications during COVID-19, the acceptance and use the new technology still has not reached to its potential level. This study is a proposal for a future research to consider the influence of consumer knowledge assurances in addition to the perceived usefulness and ease of use on the attitudes and intentions to use the e-wallets in everyday life. Technology Acceptance Model can be employed for analyzing the influence of consumer knowledge on perceived usefulness, perceived ease of use, trust, attitude and behavioral intention to use e-wallet. A survey can be carried out where respondents are randomly assigned to three groups. A control group can be formed which is not offered any assurances from their financial institution for reimbursement in the case of problems with their payment. In the other two groups, one group can be assured that their financial institution will immediately cover any damages they might incur due to any unauthorized use of their e-wallet and the other group can be informed that their financial institution will cover any damages after reviewing the case within five working days. The following research questions can be answered by employing Technology Acceptance Model and Anova methods.

(1) What are the factors influencing the customer intentions to adopt the e-wallet in general?

(2) How does the knowledge that there will be guaranteed reimbursement in case of fraud/unauthorized influence consumer adoption intentions?

(3) How does the time frame of the guaranteed reimbursement in case of unauthorized use influence consumer adoption intentions?

Key words: E-wallet, Technology Acceptance Model, Mobile payment.

1. INTRODUCTION

The world has been going through digitalization of services in the recent years. Digitalization of finance has influenced the procedures of banks, firm to firm relations and customer shopping

habits. After the surge of credit card use the world is now faced with "cashless" transaction models where payments are made with use of internet.

Mobile banking has led its place to mobile payment systems with or without banks where transactions are carried out via mobile phones. Consumers are using their internet or mobile phones to make payments from their accounts in a fast and secure environment. However, the efficiency that can be achieved through the use of e-wallet systems is not realized because some consumers are not willing to accept the new technology or they do not have adequate information about the benefits and ease of the new system. Therefore it is eminent to investigate factors that contribute to technology acceptance and evaluate reasons that hinder its use.

E-wallet and the associated mobile payment systems are important innovations enabling fast and secure payment in transactions while minimizing the need for human interaction. Especially during the COVID pandemic, contactless payment methods gained more attention. However, despite the increased use of mobile payment applications during COVID-19, the acceptance and use the new technology still has not reached to its potential level. Pew Charitable Trust's research states that mobile payment use among lower income population as well as among older generation continues to remain at low levels. In addition, income levels of millions have declined as a result of pandemic conditions and thus lowered e-wallet usage even further (Pew Charitable Trust, 2020). Therefore, studies on the acceptance of this new technology continue to explore factors influencing the use of e-wallet applications by employing various models.

Technology acceptance is studied in the past by models such as Theory of Reasoned Action and later by Technology Acceptance Model. Technology Acceptance Model (TAM) claimed that an individual's perceived ease of use and perceived usefulness shaped by external conditions influence his/her attitude and behavioral intention. Technology Acceptance Model is still the most popular model used for determining factors influencing new technology use. While, most studies investigated the effects of perceived usefulness and ease of use which are the two of the main constructs of TAM, few have questioned the influence of knowledge about e-wallet technology and the possible role that assurances from financial institutions could play as additional factors influencing adoption of this technology.

Consumers' perceptions of anything new are influenced by the amount of information they have on the new subject or product. Knowledge may come from advertisements, campaigns, written material or sometimes by word of mouth. However, the effect of having adequate knowledge is expected to shape one's perception as to whether the new product will benefit one's self or not. Hearing or learning the ease of use, the safety precautions and usefulness is assumed to direct consumers' attitudes towards using the new product in question. In addition, consumers want to have some guarantees on the safety of financial applications while making online transactions. Financial incentive offers and cash back campaigns are used in order to increase e-wallet adoption. However, consumers might need more assurances about their funds in case of fraud or misuse.

This study is a proposal for a future research to consider the influence of consumer knowledge assurances in addition to the perceived usefulness and ease of use on the attitudes and intentions to use the e-wallets in everyday life. A survey can be carried out where respondents are randomly assigned to three groups. A control group can be formed which is not offered any assurances from their financial institution for reimbursement in the case of problems with their payment. In the other two groups, one group can be assured that their financial institution will immediately cover any damages they might incur due to any unauthorized use of their e-wallet and the other group can be informed that their financial institution will cover any damages after reviewing the case within five working days. The following research questions can be answered by employing Technology Acceptance Model and Anova methods.

(1) What are the factors influencing the customer intentions to adopt the e-wallet in general?

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2. LITERATURE REVIEW:

2.1 E-wallet

E-wallet is mainly a fintech application where "fintech" is described as the merger of "financial" and "technology" changing business procedures and models via the use of Information Technology (Venkatraman, 1994, 2000; Alam et al., 2021). Since the beginning of 1990s the way of conducting business and shopping changed venue into a new path known as electronic commerce. This new way of completing business has two main venues, business-to consumer (B2C) and business-to-business (B2B) e-commerce. E-commerce enables buyers to have choices among convenient prices, sales venues for desired products and services, financial products and self-management in their accounts. Businesses have thus evolved and adapt their procedures accordingly (Vulkan & Preist 2003; Kalyani, 2016). In order to provide a safe exchange environment for e-commerce new venues came into play. Electronic payment systems (EPSs) were developed to provide a secure and efficient way to complete a financial exchange to take place in an online environment and deliver buyers' payments to businesses in an efficient way (Kalakota & Whinston, 1997; Kalyani, 2016).

Electronic payment systems not only provided reduced operational and payment processing costs but also suited to the new mode of increasing online sales and decreasing costs of technology (Kalakota & Whinston, 1997). Having and using credit cards is more expensive when compared with online payments (Laudon & Traver, 2002). In addition, consumers prefer a fast and fruitful transaction system (Nizam et al., 2019; Alam et al., 2021). Thus, reduced payment costs are one of the main advantages of using electronic payment systems for both customers and business

owners relative to others. On top of reduced costs, consumers have the advantage of using a more secure transaction method since GMS, SIM cards and other protection technologies provide better encryption of transaction data (Liébana-Cabanillas, Sánchez-Fernández, Munoz-Leiva, 2014). Naturally, some scholars also claim that there exist disadvantages of using e-wallet services. For example, increase in number of users may create network influences (Hagiu & Rothman, 2016; Alam et al., 2021). In addition, there always exists a possibility of fraud risk like in every financial transaction (Niranjanamurthy et al., 2013; Alam et al., 2021).

Over the recent years, businesses and financial institutions have also begun to invest in electronic commerce and payment systems. Research was diverted to factors influencing buyers to accept IT based payment electronic wallet (Lim, Ahmad, & Talib, 2019). With electronic commerce mobile phones have turned into credit cards, point of sales and automated teller machines where one can reach his/her accounts instantly and complete remote payments. Thus, financial institutions such as banks begun to invest more funds and attention to electronic banking and recently to e-wallet since preferences and life styles of consumers became heavily dependent on mobile phones and electronic commerce (Lim, Ahmad, & Talib, 2019).

At first electronic wallet payment systems were grouped as "remote" and "proximity" classes according to technologies required (Ondrus & Pigneur, 2007; Slade et al., 2013; Teng, & Khong, 2021). Remote mobile payment systems were used for digital content services and web sales with mobile phones (Khalilzadeh, Ozturk, & Bilgihan, 2017; Slade et al., 2013 Teng, & Khong, 2021). Consumers can pay for digital or online purchases with use of short message service or mobile internet connection as they do in e-commerce (De Kerviler et al., 2016). Proximity mobile payment systems are usually employed for ticketing, vending, and point of sale item purchases. Buyers use a QR code with use of their mobile payment application and hold up their phones for reading by the seller's Near Field Communication (NFC) terminal or Bluetooth device (De Kerviler et.al.,2016).

Near Field Communication (NFC) chips in mobile phones enabled smart phones to be used as contactless credit or debit cards in electronic mobile payment. In order to use an electronic wallet (e-wallet), one needs a proximity mobile payment application downloaded and installed to a mobile phone. Such an installation modifies the mobile phone into an e-wallet. Then, just as using a credit or debit card one can hold his/her mobile phone to an NFC enabled POS terminal and make payment (Wang et al., 2016; Teng, & Khong, 2021). World known examples of NFC technology are Apple Pay and Samsung Pay but there are other mobile payment systems which do not use NFC and rather employ Quick Response code instead while making real time payments (Lu, 2018; Teng, & Khong, 2021).

2.2 Previous studies on E-wallet Acceptance

Venkatesh, et al. (2003) studied factors that influence consumer acceptance of new information technology systems. They employed their newly developed model called Unified Theory of Acceptance and Use of Technology (UTAUT) and claimed that individual responses to using

information technology directly influence behavioral intentions to use and actual adoption of new technology (Venkatesh, et al., 2003).

Shin (2009) used Unified Theory of Acceptance and Use of Technology (UTAUT) to determine factors influential in the adoption of mobile payment applications. The study used variables such as security, trust, social influence and self-efficacy together with known constructs of Technology Acceptance Model such as perceived ease of use and perceived usefulness. The findings confirmed the effect of perceived ease of use and perceived usefulness on attitude. In addition, perceived security and trust were determined as influential factors affecting intention. Demographic specifications were also highlighted as influential as moderating agents on the relationships between constructs (Shin, 2009).

De Kerviler et al. (2016) analyzed consumers' acceptance of proximity mobile payment technology with use of smart phones. They employed a perceived value perspective. Perceived value perspective is defined as the perspective of a user towards a product of service based on the rate that good or service satisfies the expectations and requirements of the user (De Kerviler et al., 2016). The scholars claimed that perceived benefits ("hedonic, utilitarian, social benefits") and financial and privacy risks influence e-wallet acceptance. Kalinic et al (2019) studied the consumers' intention to use peer to peer mobile payment systems with a proposal of a behavioral model. They used a sample of 701 online questionnaires in order to determine factors influencing peer to peer mobile payment adoption. They also employed a "neural network" model (multilayer perceptron model where two groups with different variables are formed and studied) to list the effects of significant variables obtained from the research. Their findings indicated that perceived usefulness has the strongest influence on the actual use of peer to peer mobile payment system. In addition, according to the study social norms and perceived trust also affect adoption of peer to peer mobile technology (Kalinic et al., 2019).

Liebana- Cabanillas et al. (2020) studied the mobile payment service adoption in an "emerging market" namely India. According to the study although the government of India is employing policies favoring digital and mobile payment use, the economy is still mainly cash based system. The study proposes that "innovation, stress and perceived ease of use" affect the "perceived usefulness" of mobile payment and that "perceived usefulness, satisfaction, risk and trust" of the system affect intention to adopt mobile payment systems. The findings revealed that the propositions of the study are confirmed. Another study done in Turkey which is a developing country where Quick Response mobile payment is a new technology analyzed the relationship among determinants that influence the acceptance of the system (Türker, Altay & Okumuş, 2022). An online survey was carried out among 485 QR code mobile payment service users and Technology Acceptance Model was employed for evaluation. The findings of the study showed that perceived trust is the strongest construct which influences the intention to use mobile payment system. Perceived compatibility and perceived usefulness are other constructs that have a positive effect on mobile payment adoption (Türker, Altay & Okumuş, 2022).

COVID-19 pandemic period increased the usage of electronic payment systems and banking in order to minimize personal contact. Consumers preferred mobile payment methods such as e-wallets (Daragmeh et al., 2021; Ariffin, Abd Rahman, Muhammad and Zhang, 2021). This period has raised hopes of integrating digital systems into our daily lives. However, researchers state that the progression of e-wallet usage is still at unsatisfactory levels (Ismail, 2021). It is apparent that consumers are still not ready to accept e-wallet usage for reasons that yet to be studied further (Yong et al., 2018; Ariffin, Abd Rahman, Muhammad and Zhang, 2021).

In other studies researchers analyzed the improvement of e-wallet adoption rate by studying the effect of financial incentives for consumers as in the case of credit card usage. It is expected that cash back and discounts will lead to a positive increase on e-wallet use. A study done by Zhao, Anong, & Zhang (2019) investigated how financial incentives influence consumers' intention to adopt e-wallet and whether differences in incentive types lead to different intentions. An online experiment was conducted comparing two different types of incentives, namely cash back and discounts, with two different amounts and two different promotion periods. The results of study revealed that presence of financial incentives positively influenced adoption intention and it also had an indirect positive effect on intention through perceived risk. The experiment also showed that people in the high-risk group were positively affected by the extent of the promotion period (Zhao, Anong, & Zhang, 2019).

2.3 Technology Acceptance Model

Technology Acceptance Model (TAM) is regarded as an important theory helping us to understand the factors that influence how consumers adopt information systems (Lee, Kozar & Larsen, K. R., 2003). TAM proposes that perceived ease of use and perceived usefulness are the main factors determining the intention to use technology (Charness and Boot, 2016). Perceived usefulness is explained as an individual's acknowledgement that use of specific technology will make his or her activities better (Davis, 1989). Perceived ease of use is how much less effort a consumer thinks is required while using a new technology (Davis, 1989).

TAM has been developed on the basis of Fishbein and Ajzen's Theory of Reasoned Action (1975) and Ajzen's Theory of Planned Behavior. These two theories are based in the field of psychology explaining behavior and decisions of people based on certain constructs and assumptions. Inspired by Fishbein and Ajzen's Theory of Reasoned Action and Ajzen's Theory of Planned Behavior, Davis (1989) stated that perceived usefulness and perceived ease of use influence individuals' attitude and intention towards using technological services. Davis's Technology Acceptance Model did not include "subjective norm" into the model and proposed that attitude is influenced by perceived ease of use and perceived usefulness (Marangunic & Granic, 2015).

The Technology Acceptance Model has been used in a large number of studies to understand the adoption of a variety of technological information systems. Technology Acceptance Model's explanatory power and effectiveness in generalizability to different settings in technology adoption

has made it a preferred theoretical framework to use in research (Nysveen et al., 2005; Luarn and Lin, 2005; Pikkarainen et al., 2004; Kleijnen et al., 2004). With regard to commercial mobile technologies TAM stands as the most widely employed model in prior literature (Wei, Xinyan, & Yue, 2011; Liébana-Cabanillas, Sánchez-Fernández, Muñoz-Leiva, 2014). Technology Acceptance Model (TAM) includes perceived ease of use, perceived usefulness, attitude, behavioral intention to use technology and actual use as constructs. According to TAM, "external variables" influence the acceptance and use of technology through people's confidence (Perceived ease of use and perceived usefulness) and views (attitudes). In this model external variables affect people's perceived ease of use and perceived usefulness in such a way that using technology is expected to produce better outcomes with little effort (Davis, 1989). In other words, an individual's recognition of the usefulness, ease of use and attitude related with the use of new technology influences its actual use (Davis, 1989).

In the current study, consumer knowledge on e-wallet is proposed to be considered as an external variable which has an effect on the perceived benefits and trust towards the new technology and ultimate intention to use the application. Consumer knowledge is the amount and context of information a consumer achieves prior usage. It involves knowledge on the risks, benefits and possible outcomes of the technology in question. For example, according to a study done on adaptation of new technologies, consumer knowledge management plays a significant role in consumers' intention to adopt Electronic Vehicles (Huang, Lin, Lim, Tseng, & Zhou, 2021).

In TAM perceived usefulness (PU) is explained as one's understanding that use of specific technology will make his or her activities better (Davis, 1989). In the proposed study, the PU is characterized as a person's understanding of advantage acquired from adopting e-wallet. Perceived ease of use (PEOU), on the other hand, is the level of physical or mental activity needed to use the new technology in question. Davis (1989) argues an "easy to use" application will usually be selected over others. In technological acceptance models, attitude is regarded as essential in developing a certain behavior (Fishbein & Ajzen, 1977; Pee, Woon, & Kankanhalli, 2008). Formed by both emotional and behavioral aspects attitude is shaped by a person's experience, belief or knowledge about a certain product together with one's feelings and evaluation of that product or service (Ajzen & Fishbein, 1975). Thus, attitude determines and shapes an individual's intention to perform a certain behavior, which is a consumer's intention to use the new technology (Liebana-Cabanillas, Sanchez-Fernandez, & Munoz-Leiva, 2014). Behavioral intention is the measure of the likelihood of a person employing the application. It is proposed as the dependent variable of Technology Acceptance Model.

3. PROPOSED RESEARCH MODEL

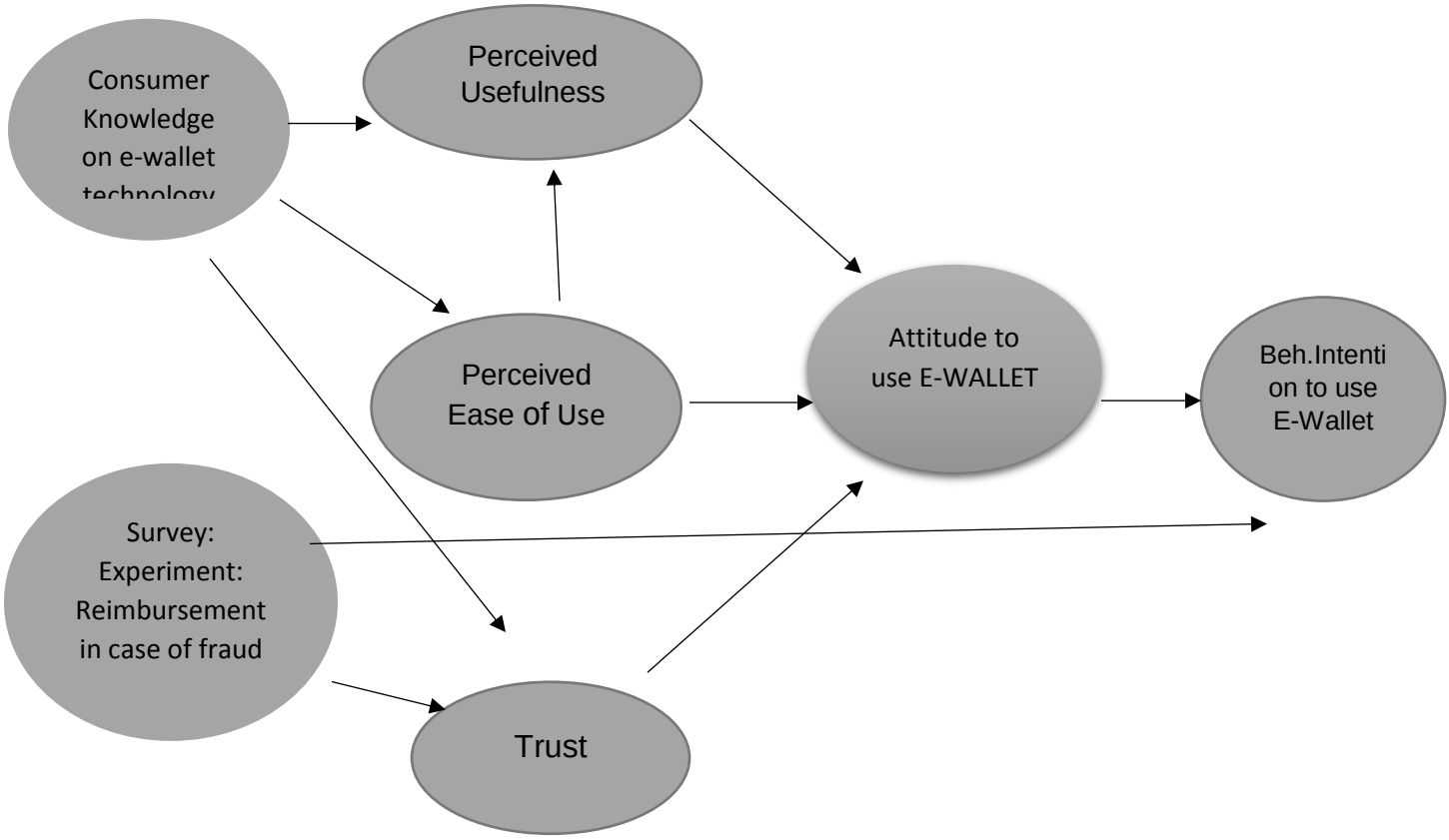

Figure 1. The Conceptual Model

We propose that consumer knowledge on e-wallet is an external variable that influence perceived usefulness, perceived ease of use and trust which in turn affect attitude and behavioral intention to use e-wallet. Perceived usefulness influenced attitude and is influenced by perceived ease of use and consumer knowledge. According to Shin (2009), trust is an important element in e-wallet acceptance where consumers are concerned with the possibility of fraud (Chawla and Joshi, 2019). Therefore, trust is expected to positively influence attitude to use e-wallet and also behavioral intention to use e-wallet through attitude. Reimbursement assurances are also influential in reassuring consumer trust while deciding whether to adopt mobile payment systems or not. In order to measure whether consumers are more interested in using e-wallet in case of immediate or later reimbursement, a survey experiment can be conducted by providing different periods of reimbursement to separate three subject groups. Here, the expectation is that the consumers in group 1 with immediate reimbursement knowledge in case of fraud will be more willing to adopt e-wallet than the subjects who are provided with delayed reimbursement and those who are given no additional information.

4. CONCLUSION:

E-wallet payment applications have entered into publics' everyday life as a safe and fast way of completing financial transactions. Banks and other intermediary institutions are investing in digital platforms to provide mobile payment services. Especially during the COVID-19 pandemic outbreak the use of e-wallet applications increased due to requirements of social distancing and lock down policies. However, the rate of e-wallet use is still not at expected levels.

Studies have been carried out by using various technology acceptance models and theories in an effort to determine factors which influence behavioral intention to use e-wallet systems. In the current paper we propose a study to be carried out by using the Technology Acceptance Model to determine the effect of consumer knowledge construct on behavioral intention to use e-wallet. Besides consumer knowledge, perceived ease of use perceived usefulness trust and attitude are other constructs in the model used to examine factors of influence on intention.

In addition, we propose that a survey experiment can be conducted by dividing the sample into three groups where one group is provided with prior knowledge about immediate reimbursement guarantee in case of fraud or misuse. One of the other groups can be given knowledge that they will be compensated in five days in case of fraud. The third group will act as a control group with no knowledge provided about reimbursement.

The study can be carried out with a sample of at least 300 respondents representing a given population. We are confident that such a research done with Technology Acceptance Model will provide information on determinants of e-wallet adoption as well as the effects of consumer knowledge on e-wallet application acceptance. In addition the findings of the survey experiment will shed light on whether prior information on reimbursement increases the level of acceptance.

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New Opportunities in the Age of Digitalization: Entrepreneurship in Ship Supply

Dijitalleşme Çağında Yeni Fırsatlar: Gemi İkmalinde Girişimcilik

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Abstract

Among all modes of transport, maritime transport represents more than ninety percent. For this reason, shipping is of great importance in the worldwide distribution of goods and their timely delivery. The use of digital technologies, apart from the traditional approaches used in any business model, can play a helpful role in overcoming the logistical barriers that can become difficult with the emergence of increasing competitive difficulties and unexpected situations such as pandemics. Digital technologies can be used not only to fulfill the main function of transportation, but also to provide the equipment, consumables, and supplies they need. Although it may seem like a time saver, it should be taken into account that it may cause an extra expense for the ship operator. The use of drones in maritime and internet connection opportunities on board are increasing day by day. In this study, it has been tried to show how those who want to be entrepreneurs in the field of ship supply can provide the specific supply materials that a ship will need in one voyage cycle, at the optimum location and time frame, by using digital technologies.
Keywords: Ship Supply, Digitalization, Entrepreneurship.

Özet

Tüm taşımacılık türleri arasında deniz taşımacılığı yüzde doksandan fazla bir oranı temsil etmektedir. Bu sebeple denizcilik malların dünya çapında dağıtımında ve zamanında yerine ulaşmasında büyük bir önemi haizdir. Herhangi bir iş modelinde kullanılan geleneksel yaklaşımların dışında dijital teknolojilerin kullanılması gün geçtikçe artmakta olan rekabet zorluklarının ve pandemi gibi beklenmedik durumların ortaya çıkması ile zorlaşabilen lojistik bariyerlerin aşılmasında yardımcı bir rol oynayabilir. Dijital teknolojiler yalnızca gemilerin taşıma ana işlevini yerine getirmelerinde değil ihtiyaç duydukları ekipman, sarf malzemesi, kumanya gibi ikmal unsurlarının sağlanmasında da kullanılabilir. Gemilerin her ihtiyaç kaleminin aynı sağlayıcıdan tedariki bir zaman kazancı gibi görünse de gemi işleteni açısından fazladan bir masrafa sebep olabileceği göz önünde bulundurulmalıdır. Denizcilikte özellikle drone kullanımı ve gemide internet bağlantısı imkanları gün geçtikçe artmaktadır. Bu çalışmada gemi tedariki alanında girişimci olmak isteyenlerin dijital teknolojiler kullanarak bir geminin bir sefer döngüsünde ihtiyaç duyacağı özgül tedarik malzemelerini optimum lokasyon ve zaman diliminde gemiye nasıl sağlayabileceği gösterilmeye çalışılmıştır.
Anahtar Kelimeler: Gemi İkmali, Dijitalleşme, Girişimcilik.

Effects of Export Marketing Strategıes on Performance: The Case of Georgian Beverage Companies

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Abstract

Export strategies are an essential factor that affects the success and performance of companies in export markets. This study examines the performances of exporting beverage companies in Georgia within the framework of export strategies. Although the study's primary purpose is to reveal the relationships between export marketing strategies and firm performance, it has been tried to determine the relationship between company characteristics, management's support for exports, and environmental factors with performance. Export marketing strategies were handled within the framework of marketing mix elements, and their relations with different performance dimensions were determined.

The raw data obtained as a result of the survey technique (MANOVA) test was conducted in order to be able to convey demographic information of the respondents with the statistical package program and to reveal the relationships and effects between the descriptive statistics showing percentages and frequencies, and the factors related to performance and firm performance. Multivariate variance analysis is used to detect exogenous variables that explain more than one dependent variable.

The research results are in parallel with the related theory; the export marketing strategies implemented by the firms are directly related to export performance. The paper confirms that export marketing strategies affect performance, that it is the most important explanatory variable in explaining performance, and that export performance is related to firm characteristics, organizational factors, and environmental factors as well as export marketing strategies.

Keywords: Export performance, export strategies, beverage industry, Georgia.

Introduction

With globalization emerging in the world economy, Georgian beverage companies participate in international marketing activities in various ways to provide a reliable market position and survive in a highly competitive environment by taking advantage of international market opportunities. From the point of view of the Georgian economy, the beverage industry, an essential export item with enthusiastic government support, has an important place in the Georgian economy. Moreover, Georgia is one of the countries where abundant resources and sectoral clustering are intense in exports. Therefore, the beverage industry remains a locomotive sector in exports and remains a vital

export group. Traditionally, the most common form of entering international markets has been exporting. Compared to other forms of participating in international activities, export requires less financial and labor resources due to less investment and also involves lower financial risk. Accordingly, many companies in different industries see exports as an essential tool for profitability and growth. However, achieving success in international markets can be challenging since the international marketing environment is more complex, different, and versatile. Companies approach exporting only as the sale of manufactured products abroad, which may cause exports to be limited to specific products and traditional buyers. Firms must find new markets, adapt their products in line with the needs of these markets or develop new export products, determine pricing strategies, choose appropriate distribution channels and engage in promotional activities to be long-term and permanent in foreign markets. Thus, export marketing strategies emerge as an essential factor affecting the success and performance of exporting companies in the market in which they operate. The theoretical framework that emerged in the literature on the subject is collected under three headings: 1-export marketing strategies 2-determinants of export/firm performance and performance measurement criteria 3-export marketing strategies' relations with performance and their effect on performance.

1 Export Marketing Strategies: Export marketing strategy means the firm's reaction against the mutual interaction of internal and external environmental forces to achieve the export enterprise's goals(Morgan et al., 2012). The export marketing strategy has become more prominent due to the increasing competition in the companies' markets. It has been discussed in many studies that the export marketing strategy is an essential determinant of the export performance of the firms(Koh & Robicheaux, 1988). There are many ways to examine export marketing strategy. However, the approach based on the 4P model is widely used. The "4P" model; covers all aspects of traditional marketing planning, including product, promotion, pricing, and distribution (Filipe Lages & Montgomery, 2004). When the relationships between export marketing strategies and performance are examined, it is seen that the main export marketing strategy variables consist of the following elements(Zeriti et al., 2014):

- Marketing mix elements (product, price, distribution, promotion)

- Decisions on adaptation and standardization of the marketing mix

- Export target market variables (Market selection and segmentation)

Of these elements In the export marketing literature, export marketing strategies are related to target markets; It refers to two alternative export market growth/expansion strategies (Concentration and Differentiation) that are widely studied in the market selection, market segmentation, and especially in export marketing. Market selection strategy in export marketing consists of two dimensions. These are the countries to which the export is made and the level of segmentation in these countries. The criteria based on the target market in the literature (Cavusgil & Zou, 1994).

2 Impact of Export Marketing strategies on company performance: The effect of export marketing strategies on performance and its relationship is attracting increasing attention in the international marketing literature (Kamonde, 2021; Leonidou et al., 2002). Marketing strategies are seen as a tool for the firm to respond to competitive market conditions(Edeh et al., 2020). Many studies have supported the relationship between export marketing strategies and performance in the related literature (Acikdilli et al., 2022; Rekarti et al., 2018). In these studies, it has been argued that export marketing performance or firm performance is affected by export marketing strategies and that they are the most critical determinants of performance. However, there needs to be more consensus in the literature about which factors and strategies affect firm performance positively or negatively. Therefore, each study concluded its analysis by determining different strategies, factors, variables, and performance measures within the framework of its research sample and purpose(Safari et al., 2021). The findings obtained from some studies on the different effects of export marketing strategies and export marketing variables used to express these strategies on export performance are given below:Research on the export performance of firms is based on the studies pioneered by Tookey(1964)in the 1960s. Tookey (1964) was the first researcher to identify factors associated with success in export activities. After Tookey (1964), many researchers turned to examine the interrelationships between the determinants of export performance and their results in their empirical studies.Fenwick and Amine(1979)in their study, examining the marketing mix components and market selection variables; Koh and Robicheaux (1988), where price flexibility, firm's experience, management's support for export, and attitude towards export are positively related to performance, while product adaptation is negatively related to performance. Koh and Robicheaux (1988) examined the effect of different

export marketing strategies on export performance in industrial markets. They found that only three of the ten variables considered regarding export marketing strategies were effective on performance (perceived export profitability). These variables concluded that export prices, reaching direct buyers, and export channel strategy are related to export performance. However, despite these crucial results; It has been observed that the brand name, the frequency of face-to-face relations with intermediaries and distributors in foreign markets, the level of support of the intermediaries, the level of product adaptation, export exchange rate strategy, price determination method and export price quotations do not have a significant effect on the perception of export profitability.Madsen, (1989) in his study examining the relationships between export marketing strategies, firm characteristics, market characteristics, and export performance, states that the power of these variables to explain export performance measures (export sales, export growth, export profitability) is different. Therefore, different conceptual variables were examined in each group, and multiple indicators measured each conceptual variable.Koh(1991), as a result of his study examining the direct relationships between structure-strategy-performance, emphasizes that exporters who know exports and export markets tend to apply marketing strategies to achieve better performance. Exporters who perceive better export performance charge a higher price domestically. Exports directly to end users and use its units(Julian & Ahmed, 2005).Competition, management's participation in export, export market characteristics, and product characteristics have a significant effect on performance; It has been concluded that firm characteristics and export marketing strategies do not affect performance.These studies on the relationship between export marketing strategies and performance:

1. The export marketing strategy chosen by the firms is closely related to export performance
2. Export marketing strategies have a direct impact on performance
3. Export marketing strategies are the most important explanatory variable in explaining performance
4. Differences in export performance are a result of different export marketing strategies

In addition, these studies; reveals that export performance is related to firm characteristics, organizational and environmental factors, and export marketing strategies.

Methodology

1 Research Design: Marketing strategies implemented by companies in export markets are one of the most critical factors affecting their success and performance. This study aims to reveal the relationships and effects between export marketing strategies applied by beverage exporting companies and company performance. In addition to this central purpose of the research, affecting the performance of the firm; internal factors, such as firm characteristics and management's attitude towards exports; The relationship between external factors, such as industry characteristics and environmental factors, with performance has also been analyzed. The analysis unit of the research is the beverage companies operating in Georgia. The main body of this research, which aims to reveal the relationships and effects between export marketing strategies and firm performance, consists of 15 beverage exporting companies operating in Georgia. All 15 companies identified were reached, so a complete count was made. Despite reaching the entire population, 25 usable questionnaires were returned. Therefore, the return rate of the surveys is about 51%.In addition, while examining the relationship between the strategy variables discussed in the research and the firm's performance as performance criteria. The profitability of exports compared to domestic sales, the status of exports in the last three years, and the level of satisfaction with the performance results of the companies were taken into account in terms of the managers' perceptions. Because as stated in the relevant literature, the reluctance of firms to give absolute/official values about their financial status and, therefore, the inability to obtain objective indicators has been influential in the adoption of perceptual measurement following the works of Filipe Lages & Montgomery(2004).

2 Data

The data used in the research were obtained using the questionnaire and interview techniques. Questionnaires and interviews were conducted in the form of face-to-face interviews with company owners and managers responsible for marketing and exports.The alpha coefficient (Cronbach's Alpha) was used to determine whether there is a correlation between the elements of the questionnaire evaluated with the Likert scale. The relevant coefficient was calculated as 0.85 in this direction after the reliability examination of the research scale was completed. According to this result, the questionnaire form is reliable.The raw data obtained as a result of the survey technique; (MANOVA) test was conducted in order to be able to convey demographic information of the respondents with the statistical package

program and to reveal the relationships and effects between the descriptive statistics showing percentages and frequencies, and the factors related to performance and firm performance. Multivariate variance analysis is used to detect exogenous variables that explain more than one dependent variable. Because in the studies looking for these relationships in the relevant literature, several approaches such as the chi-square test, regression, correlation, t-test, chi-square test, ANOVA, Discriminant Analysis, and Structural Equation Model are also applied (C. Sousa, 2004).

4 Findings and Results

1 Descriptive Statistics: In Table 1, descriptive statistics about the companies where the research was conducted are given.The ratio of large enterprises is 25%. It has been determined that 40% of exporting companies export to 1 to 4 countries, 45% to 5 to 9 countries, and 11% to more than 20 countries. Based on this result, companies apply a particular market differentiation strategy. When we look at the distribution of the companies in terms of the countries or markets they export to, Russia, Germany, Spain, France, China, USA, Azerbaijan, Iran, Iraq, and Italy are in the first places.

Table 1. Firm Characteristics

Number of Employees	N	%
1--9	1	4
10--24	4	16
25--49	10	40
50-100	3	12
>100	7	28
Total	25	100
		Export Department
yes	7	46,7
no	8	53,3
total	15	100
		Number of employees in export department
1--9	8	32
10--24	12	48
no	5	20
Total	25	100
		Responsible for Export
Firm owner	5	20
Marketing department	7	28
Export Department	8	32
Sales Department	3	12
other	2	8
Total	25	100
		Customer
Consumer	2	8
distribution channel members	5	20
manufacturers and distribution channel members	9	36
consumerand distribution channel members	5	20
user-manufacturer firms	4	16
Total	25	100
		Export Experience
1--5	7	28
6--9	9	36
10--14	6	24
>15	3	12
Total	25	100
		Firm Age
1 to 4 years	2	8
5 to 9 years	7	28
10 to 14 years	6	24
15 to 19 years	3	12
>20	7	28
Total	25	100
		Number of Export Countries
1 to 4	10	40
5 to 9	11	44

10 to 14	1	4
>20	3	12
Total	25	100

The results obtained regarding the *Manager's Perceptions on Success Factors* can be summarized as follow: the factors that play a role in export success are paying attention to timely delivery, product quality, establishing close relations with customers and intermediaries, participating in fairs and exhibitions, visiting foreign markets, responding to customers' expectations, and after-sales service. service and warranty are perceived as the most critical success factors.*Export Perceptions of Managers*: 90% of company managers state that exports contribute to the growth of the company and that exports are more profitable for domestic sales, while they perceive exports as risky at a rate of 27% compared to the domestic market. In this sense, the perception of risk is low. In addition, export is not seen as more costly than the domestic market. *Evaluations Regarding Export Barriers*: Among the problems faced by companies in exports, the inability to communicate with customers abroad, the choice of reliable intermediaries, and the lack of information are perceived as important and very important problems at a rate of about 90%. However, the very low perception of language and cultural differences indicates that they do not perceive psychological distance.*Export Strengths and Weaknesses of Firms*Firms perceive themselves as strong and very strong at a rate of up to 95%, about product quality, being able to respond to customer requests, and support of management for export.*Pricing Form of Exported Products*: While pricing of exported products is based on cost basis; Pricing according to market and cost is also 30%. It has been determined that the pricing method according to the local conditions of each market is not applied by the companies.

Table 2.Comparison of Export Prices by Domestic

Comparison with domestic prices	**N**	**%**
Low	6	24
Similar	6	24
High	13	52
Total	25	100

While the export prices of 52% of the companies are higher than the domestic; The rate of those who stated that they are low and similar is the same (24%). It has been determined that the companies cannot implement a high price strategy in export markets.

Table 3.Comparison of Export Prices by Abroad

Prices According to Abroad	**N**	**%**
Low	8	32
Similar	14	56
High	3	12
Total	25	100

While it is seen that the export prices of the companies are 56% similar to the prices of similar products abroad; 32% is low. It has been determined that the companies cannot implement a high price strategy in export markets. This can be attributed to the high price competition in the industry.*Perceptions of Managers on Statements Related to the Distribution Channel;* A certain trend could not be determined regarding the companies' distribution channel system being successful, better than their competitors, and inadequate for foreign markets. *The Levels of Using the Promotional Mix Elements of the Firms;* It has been observed that the rate of participation in fairs and exhibitions and the use of internet facilities among the promotional mix elements is at a higher level than the others.The frequency and percentage distributions of the criteria for firm managers' perception of export performance, which consists of different variables, are given in the tables below.

Table 4.Perceived Profitability of Exports by Domestic companies

Domestic Profitability of Exports	N	%
Much Less Profitable	0	0
Less Profitable	1	4
Same as Domestic	2	8
More profitable	16	64
Much more Profitable	6	24
Total	25	100

While approximately 88% of company managers perceive exports as profitable and more profitable than domestic; 12% expressed it as less profitable and same as domestic.4.2 Results

In this study the general assumption is that export marketing strategies are effective on firm performance. We can summarize the results obtained when analyzed in terms of the significance levels of the variables ($p<.005$) and the effect of independent variables on performance as follows. Significance values for the variables are shown in Sig.(p) (table: 5 and 6). It is assumed that the variances of the groups are equal. Therefore, Tukey test statistic is used for multiple comparisons.

Table 5. Significance levels of variables (Multivariate Tests)

Variables	Pillai's Trace Sig.(p)*	Wilks' Lambda Sig.(p)*	Hotelling's Trace, Sig.(p)*	Roy's Largest Root Sig.(p)*
Personal visits to foreign countries	0.004	0.022	0.037	0.020
Brand Products				0.12
After-sales service and warranty				0.011
Visiting foreign markets				0.017
Establishing relationships with customers and intermediaries				0.014
Ability to produce advanced technological products	0.011	0.011	0.002	0.000
Offering broad credit opportunities		0.016	0.007	0.002
Low price strategy compared to competitors		0.013	0.001	0.000
Being close to the market	0.012	0.015	0.016	0.002

Table 6. The effect of independent variables on performance (test of between-subject effects)

Variables	Export sales volume growth Sig.(p)*	Export profitability Sig.(p)*	Overall export performance Sig.(p)*
Low price strategy compared to competitors		0.013	0.000
Offering broad credit opportunities			0.002
Being close to the market			0.002
Visiting foreign markets		0.018	
Personal visits to foreign countries	0.030	0.028	
Ability to produce advanced technological products			0.000

In terms of analysis results, the fact that the products have a brand affects the performance indicators in a statistically significant way (0.05). However, in terms of Sig.(p) values (p<.005); Personal visits to foreign countries, after-sales service and guarantee, visiting foreign markets, establishing close relations with customers and intermediaries, producing advanced technological products, offering wide credit opportunities, being close to the market, applying a lower price strategy than competitors, p<.0.05 performance criteria (sales profitability growth) found statistically significant. In particular, applying a lower price strategy than competitors affects sales profitability (.013, p<.0.05) and overall export performance (.000, p<.0.05) at the level of significance. Offering wide credit opportunities (.002, p<.0.05) and being close to the market (.002, p<.0.05) as well as being able to produce advanced technological products (.000, p<.0.05) have a strong impact on overall export performance. Visiting foreign markets (.018, p<.0.05) is significant for export sales profitability, personal visits to foreign countries, export sales volume growth (.030, p<.0.05), and export profitability (.028, p<.0.05).

Conclusion: In general, when we look at the significance levels of the variables and the perceived export performance indicators of the variables, it is seen that the general assumption that there is a relationship between export marketing strategies and performance and that strategies or marketing elements are practical on performance is supported. The research results, in parallel with the related theory, show that the export marketing strategies the companies apply for support that it is directly related to firm performance, that export marketing strategies affect performance, and that export marketing strategies are a crucial explanatory variable in explaining performance.The findings of this research reflect the results of beverage companies engaged in export activities in Georgia. The generalizability of these findings may be affected by the results of future studies. Therefore, the findings' generalizability should be supported by the results of different studies. In future studies, if the number of samples is increased and the availability of financial data can be ensured, evaluations based on absolute financial figures can be made. Thus, the results of perceived performance values can be compared with results based on absolute financial values. However, in future research, factors that may affect performance can be examined using variables such as the industry's structure, technology, company characteristics, and organizational factors.

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The Main Factors of Punctuation (Syntactic) Development in English and Uzbek Languages

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Abstract

The article discusses the differences between the punctuation systems of the English and Uzbek languages with examples. The place of scientific research on punctuation marks among the researchers conducted in the field of linguistics indicates that the means of achieving polished speech are being studied in depth today. Punctuation marks are an integral part of written speech. Without them, the text is difficult to understand and turns from an intonationally thought-out message into a stream of consciousness. Largely due to punctuation, the addressee and addressee remain in a single semantic space of the text. Incorrectly placed punctuation marks can not only be misleading, but also radically change the meaning of a sentence or even the entire text. Punctuation marks determine the intonation and a certain meaning of the sentence, while playing an important grammatical role.

Key words: punctuation, chapter, paragraph, denoting, denoting, character's name, syntactic, pictographic, ideographic, imperative sentences, predicative.

INTRODUCTION

If we look at the history of writing, we can observe the diversity of the signs. The formation of letters representing speech sounds consists of several stages. Looking at the history of writing, we can see that pictographic, ideographic and other writings were formed and developed based on each other. As a result of the research conducted by archaeologists, the following types of writing have been identified: pictographic (Greek pictus - drawing, grapho - writing), ideographic (Greek idea - concept and grapho - writing) and phonographic (Greek phone - sound, grapho - writing). The sound language of humans is related to the history of writing and written monuments in the last millennium. As the writing used to be in ancient times, it has now developed into a more advanced and convenient form.

It is known that the set of rules for the use of punctuation marks is an independent section in linguistics punctuation [lat. Pūnctum is written in the style of dot] and was called punctuation in ancient times. Also, punctuation formed the theory of the use of punctuation marks in written speech, organized the syntactic structure of speech according to certain rules, separated sentences and parts of sentences, and served to clearly express the difference between oral speech and written speech. The root of the term punctuation goes back to ancient Rome. However, there is no information about whether it was used in the period before that or whether Aristotle was aware of punctuation. Although the period of the first use of punctuation is associated with the Greek

grammar school, it differs from the modern concept of punctuation, which was practiced during the ancient Greek and Roman grammar schools, in accordance with the requirements of the art of oratory, that is, in accordance with the pronunciation rules of speech, the use of dots at the end of the sentence and the beginning of the letter should be done.

MATERIALS AND METHODS

The Greeks used only one sign - a dot, which was placed at the top of the line, or in the middle and below. Nicanor, one of the representatives of the Greek grammar school, used 8 symbols in the punctuation system. However, these attempts of theirs only led to the mixing of the syntactic and logical structure of the speech, and no clear rule was developed in this regard. Misunderstandings about the rules of symbols continued until the fifteenth century, when the Venetian publisher Aldous Manutsi created a relatively large number of symbols that were used according to a specific set of rules. Manutius is considered the "father" of punctuation precisely because he was responsible for some regulation of the rules for the use of punctuation marks. Differences in the use of certain punctuation marks can be observed in European nations. Later, punctuation marks in Russian included "semicolon, colon, colon, question mark and exclamation mark, dash, quotation mark, parenthesis". It should be noted here that important signs of written speech are not only punctuation marks, but also other signs, for example:

1) Numbers;

2) Special scientific symbols - related to algebra, geometry, chemistry, astronomy;

3) Punctuation marks (related to punctuation);

4) Diacritical marks;

5) Partial capital letters.

Numbers and special scientific symbols represent ideographic logograms, and the number is named by means of the word digit, taken from the Arabic language, nul, which means space [13, p. 24]. Punctuation marks do not belong to the group of ideographic logograms, and they are used in Greek - writing samples based on the first phonetic-sound system, as well as in Latin - in medieval monuments, punctuation marks such as dots and dashes were used to separate words. Later, the complexity of the syntactic structure of the written speech, as well as "the development of the art of oratory, not only to separate words in the written text, but also to express a pause in oral speech" began to be used.

The total number of punctuation marks used in our current writing is ten, each of which has its own graphic form; they are used for specific purposes in written speech and perform a specific task. Each punctuation mark has its own function and use. Punctuation can be grouped according to the place of use as follows:

1. Punctuation marks used at the end of the sentence: full stop, question marks and exclamation marks;

2. Punctuation marks used in the sentence: comma;

3. Mixed punctuation marks: 1) used at the beginning and middle of the sentence: hyphen; 2) those used at the end and in the middle of the sentence: colon and semicolon; 3) those used at

the beginning, in the middle and at the end of the sentence: quotation marks, brackets and colons [8, p. 16].

It is known that punctuation marks used at the end of sentences in English and Uzbek are made up of period, question and exclamation marks, and their places of use differ from each other in different system languages. In order to clarify our opinion, we analyze the cases of use of the point in English.

1. In English, the full stop is different depending on the options, i.e. full stop is the British option; period - used in the American version, it expresses a complete thought, as in other languages, and comes at the end regardless of the type of sentence. For example:

- "I run three miles every morning." (declarative sentence)
- "I could study better if you turned down the music." (conditional sentence)
- "Please start the car." (imperative sentence).
- "Water is important for everyone."
- "I looked out of the window."
- "It was snowing again."
- "I know that you would never break my trust intentionally."

In Uzbek, unlike English, a full stop is used at the end of a sentence to indicate that the thought is complete. It is known that the meaning of the message is expressed from the figurative sentences, the event is emphasized. They can also be used to understand meanings such as request, advice, desire, suspicion, determination. [20, p. 300] These sentences have a calm tone, falling intonation, and the intonation is very low, especially in the last clause (the last syllable of the last word). This is the point intonation.

Sentences with a period at the end are structurally simple, complex, compound, one-part and two-part, complete and incomplete [22, p. 46]. For example:

Ҳозир мен Тошкентдаман.

Ёдгор ўз ёнимда, баъзан Меҳрихонлар оиласига ҳам бориб келиб турамиз. (G.G.);

Қор. Совуқ. Бўроннинг ўчмаган уни.

Аёзнинг забтидан қалтирар дарахт. (U.)

It should be noted that in English, prepositional phrases can also be turned into exclamations to express strong emotion, depending on the writer's purpose. For example, let's change the above English sentences into exclamatory sentences:

- "I run three miles every morning!"
- "I could study better if you turned down the music!"
- "Please start the car!"

2. In English, a period is also used at the end of demonstrative sentences containing an interrogative sentence, for example:

- "Jane asked Paul if he was hungry."
- "I wonder what has happened."
- "She asked him if the bus had left."

3. A period is used at the end of command sentences in English and Uzbek. In the Uzbek language, such command sentences do not mean a pure command, but are emotional, such as command-please, command-beg, command-request, command-advice, command-advice, command-warning, command-invitation (encouragement), command-permission (or offer). represents meanings. Each command sentence of this type is pronounced with a special tone and intonation. In the expression of the above meanings, the formation of the part of the command sentence, the use of some grammatical tools in it is important [25, p. 10]. For example, conditional, desiring affixes and some prepositions perform such a function. Therefore, imperative sentences with a period at the end have their own lexical-grammatical and intonation signs. For example:

Бугун зора ҳаво очилса. («Ҳаво очилсин» маъносида.)

Шундай ёш хотиннинг умрига зомин бўлганингдан кейин жабрини ҳам тортда. (Ғ. Ғ.)

Қўрқма, қочсанг ўзингга жабр қиласан. Қани, юр-чи ичкарига. (П.Турсун)

The use of the period at the end of imperative sentences in English:

- Close the door, please.
- Listen. Someone is knocking at the door.
- Look. The talking to the woman is my brother.

4. In the punctuation of English and Uzbek languages, some abbreviations are represented by a dot in their names:

etc. = and so on – and so on;

e.g. = for example – for example;

a.m. - time until half of the day;

p.m. - the second part of the day after midnight;

p. = page – page;

fig. = figure – picture;

Vol. = volume – chapter;

December = December – December;

Aug. = August – August;

Joanne K. Rowling - Joanne K. Rowling.

Also, it should be taken into account that if the abbreviations come at the end of the sentence, the full stop in it ends the sentence. However, when commas or question marks are used after abbreviations, they are followed by the corresponding period:

"Our offices are open each week Mon.-Fri." (abbreviations of Monday and Friday)

"My new house is on Lilac Ave., just across from the old courthouse." (abbreviation of Avenue)

"Are you returning to work in Feb.?" (abbreviation of February).

Abbreviations in Uzbek can be represented by dots as follows:

в.ҳ. – ва ҳоказо;

мн. – масалан;

в.б. – ва бошқалар;

Acronyms, which are a type of abbreviations in English and Uzbek, are not represented by periods. Because they are read and pronounced as one lexeme:

"Scientists from NASA have confirmed the spacecraft's location on Mars." (acronym of "National Aeronautics and Space Administration")

"The officer went AWOL following the attack." (acronym of "Absent Without Leave")

"I need those documents finished A.S.A.P." (acronym of "As Soon As Possible"; also often written as ASAP, asap, and a.s.a.p.)

"His scuba equipment turned out to be faulty." (Scuba is actually an acronym of "self-contained underwater breathing apparatus," but it is now written as a regular word.)

Acronyms in Uzbek language:

БМТ вакиллари ташриф буюришди.

ЮНЕСКО тасарруфига кирган давлат иншоотлари ҳозирги кунда авайлаб сақлаб келинмоқда.

Also, in Uzbek, as in English, a dot is used when the personal noun is shortened:

Ғ.Ғулом – Ғафур Ғулом

О. – Ойбек;

У. – Уйғун.

Abbreviations of nouns in English:

"Martin S. Smith, the renowned physicist, will be speaking here next month."

"I love the writing of J.R.R. Tolkien."

It should be noted that there are differences between the English variants in the use of the first name with words denoting occupation or address, with the American variant using a period and British English omitting it. For example:

Dr. Johnson - Dr. Johnson

Mr. and Mrs. Smith - Mr. and Mrs. Smith

Ph.D. candidate - graduate student / doctoral student

B.Sc. graduate - bachelor's degree / incomplete higher education

"Please cont. to page 41 for further instructions." (abbreviation of continue)

"Dr. Davis has been of immense service to the hospital." (abbreviation of Doctor)

British version:

Dr. Jekyll - Dr. Jekyll

Mr. Hyde - Mr. Hyde

Ms Marple - Miss Marple

PhD student - graduate student.

5. In the works written in Uzbek, a full stop is placed at the end of the comments or remarks. It is known that the remarks describe the events in the novel, the character's situation, inner experiences, and various explanations and comments of the author. For example:

Халқимга, ижодимга! (Кета бошлайди.);

Хайр, шоҳаншоҳ! (Йўлида давом этади. Ҳамма бош эгиб, турган жойида қотиб қолади. Ташқаридан Навоийни олқишлаган халқнинг овозлари эшитилади.) (И.Султон ва Уйғун)

Also, a full stop is placed at the end of the sentences that are often found on the pages of newspapers and magazines and are given in parentheses - There is a continuation, It begins in such and such an issue, The continuation is on page 3, Everyone stands up. For example:

(Газетамизнинг келгуси сони 2 ноябрда чиқади.),

(Давоми. Боши газетанинг ўтган сонида.)

RESULTS AND DISCUSSION

In all cases, a period is used before the closing parenthesis. It should be mentioned here that if the remark comes after the character's name and indicates his action, then there is no period after them. Because these together with the name of the character form a syntactic whole:

Қўлдош (чўчиб).

Йўғ-э! Тошмат (кулиб). Ўн икки-ю нолъ-нолда!

In such cases, the period that should be used after the character's name is placed after the last closing parenthesis from the remark:

Қодир (ичкарига таклиф қилиб). Қани, марҳамат! (У.)

Also, it should be taken into account that there is no period after the phrases like "*Қарсаклар, гулдурос қарсаклар, залда жонланиш*" found in the pages of magazines and newspapers. Because there is no predicative characteristic of the sentence. These are bracketed except:

(Қарсаклар);

(залда жонланиш).

In dramatic works, each character's name is followed by a period and his speech begins with a capital letter. For example:

Дадавой. Орденларимни олиб чиқ!

Баҳор. Шу топда орденни нима қиласиз?

Дадавой. Керак... Медалларни ҳам ола чиқ! (У.)

The Uzbek language has different aspects of the use of the punctuation mark than the English language, which are as follows:

a) In dramatic works, hyphens are not used before each character's speech.

b) A period is placed after the ordinal numbers. Subsequent sentences begin with a capital letter and end with a period. Such sentences are lexically, grammatically, and semantically unrelated. For example:

...қуйидаги оналарга «Қаҳрамон она» фахрий унвони берилсин:

1. Кенжавва Парпи

2. Баратова Турсунтош

3. Бекмуродова Ўғил

If the order numbers are used together with the chapter (paragraph) sign (§) and words such as rule, article, clause, a period is placed after them. For example:

1-§. От ҳақида умумий маълумот.

2-§. Отларнинг семантик турлари.

If ordinal numbers (sometimes letters) are separated by semi-bracket 6, they are not followed by a period. The following sentences begin with a lowercase letter and are semantically and grammatically closely related: they serve to fill in, explain, and systematize the same story from different angles. Therefore, a semicolon is placed after them. For example:

Door inscription: 1) graphic representation of the letter; 2) direction of the letter from right to left; 3) it is close to the Oromo script with the absence of symbols between words. ("Uzbek language and literature")

c) A full stop is placed at the end of the compound sentences with the interrogative meaning from the subordinate clause and the meaning of the message from the main clause.

g) Cases of use of the point in sources and links:

1. If the names indicating where and from whom the quote, other speech and example are taken are used abbreviated, then a period is placed after them: (0.), (H. 0.), (G'. G'.).

2. In links (footnotes), a period is placed after the last name and at the end of the link. If the name of a journal, collection, or book is also indicated in the reference, their name is enclosed in quotation marks and given in parentheses. The dot that should be used at the end of a link is placed after the closing parenthesis. For example:

1. *Ҳ. Олимжон. Танланган асарлар, Тошкент, 1951, 5- бет;*

2. *Қ. Пирматов. Ҳикоя жанрининг ўзига хос хусусияти (ТошДУ аспирантларининг илмий ишлари, «Ўзбек филологияси масалалари» тўплами, 395-сони, 1970, 166 – 181-бетлар).*

The English language also has its own characteristics in the use of the period, which can be found in quotations. However, in the American version, the period is in quotation marks, that is, as follows:

The CEO said, "This is a great day for the company."

Our five-year-old said that when she grows up she wants to be a "doctor and a pop star and a ballerina." – ифодаланиб, Британия инглиз тилисида эса аксинча, қўштирноқдан сўнг келади. Масалан:

The CEO said, 'This is a great day for the company'.

Our five-year-old said that when she grows up she wants to be a 'doctor and a pop star and a ballerina'.

The next character used at the end of a sentence is the question mark, which in both languages means a complete thought and a question, used at the end of a sentence to clarify something. For example:

"Will you be joining us tonight?"

"How are you feeling?"

"This weather is wonderful, isn't it?"

Why did you do that?

He's certain to be elected, isn't he?

Would you like to have a cup of tea or coffee?

CONCLUSION

It should be recognized that not all writers are equal in their ability to use punctuation at the level of art, so they face various difficulties while translating works written in English and blindly understanding the meaning expressed by means of punctuation.

So, in conclusion, it can be said that the rules of punctuation were created in accordance with the norms formed during the development of the literary language, and each punctuation mark serves to explain the meaning expressed by the writer in addition to its own meaning.

English and Uzbek languages have similarities and a number of unique aspects in the rules of use of punctuation marks used at the end of sentences, including periods, question marks and exclamation marks.

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Usage of Heuristic Methods in Teaching Students in Higher Educational Institutions

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Abstract

This article argues various theoretical approaches in determining the significance of the concept of "creative activity of students", the necessity of applying heuristic methods and tasks to form the creative ability of university students is substantiated. A heuristic task is explained as a task that involves student teachers in a motivated activity to create and study an educational product and is aimed at improving the creative competence of an individual. The conclusion is presented that heuristic teaching methods make it possible to overcome the monologue of the pedagogical process and contribute to the disclosure of the student's personal, creative potential, which manifests itself in creative, cognitive, activity, personality characteristics.

Key words: heuristics, heuristic learning, brainstorming method, creative competence, pedagogical activity, interactive learning, heuristic tasks.

INTRODUCTION

The activity of a modern teacher is a deep observation, analysis, study of the contradictions of the educational process, the search for ways out of challenge pedagogical situations. For this reason, the teacher must have research qualities and abilities: a scientific style of pedagogical thinking, high qualifications and skill, research courage and pedagogical intuition, critical analysis as well as reflective skills, the need for professional self-expression and rational usage of the achievements of pedagogical science and practice. All these qualities and abilities characterize the readiness of the teacher to organize professional creative activity, determine the formation of his creative competence. By creative competence, we mean the quality of the personality of a future teacher, reflecting the perception of the teaching profession as a creative one, characterized by knowledge as well as mastery of the ways of creativity in different types of pedagogical activity (pedagogical, cultural and educational, and research).

The formation of competencies, particularly, creative competencies, includes the choice and use of such educational technologies that meet contemporary requirements, dramatically develope the quality of learning processes, make them more productive, efficient and effective. Therefore, one of the conditions of modern education is to conduct classes in an interactive way, which implies a wide interaction of students not only with teachers, but also each other as a result of vigorous

activity. However, in accordance some studies on interactive learning, it is noted that creative tasks play a special role in it, because they form the basis of any interactive form or interactive method. In the works of M.A. Berezhnoy, R.P. Liseeva , O.G. Filatova, A.V. Khutorsky, T.M. Tsaturova , I.P. Yakovleva emphasizes that creative (open, heuristic) tasks are understood as such training tasks that require the student to process information creatively, since they contain an element of novelty already in the wording itself, and several approaches are possible in interpreting the outcome. We call creative tasks heuristic, since this term most fully illuminates the essence of these tasks, indicating not only their creative solution, but also the cognitive, motivational and organizational components.

The term "heuristics" has been known to us since ancient Greece thanks to the famous exclamation "Eureka!" (from the Greek word εὑρίσκω - “I seek”, “I open”), with which the jubilant Archimedes jumped out of the bath when the correct solution to the problem assigned to him by the ruler of Syracuse Hieron suddenly occurred to him . (According to the accepted historical version, it is believed that this was an issue of accurately determining the volume of a crown or, in general, an irregularly shaped body.) The very definition of heuristics in the shortest and clearest form sounds like "the science of how to make discoveries." This definition belongs to the outstanding mathematician and educator George Poya, author of the famous book "Mathematical Discovery". The origin of heuristics may have taken place when the question was formulated in ancient Greek philosophy: “How can we search for what we do not know, and if we know what we are looking for, then why should we look for it?”

Main body

In the modern sense, heuristics is the science of productive thinking, or, on the other hand, the science of the laws governing the organization of creative, productive thinking processes. It should be noted that above-mentioned idea follows that there is a direct connection between heuristic and creative solutions. If the central element of creativity is insight, or “insight”, which is associated with finding a new, original solution to a problem, then heuristics is the science of how creative activity should be organized, what methods, techniques, rules underlie the creative process.

Nowadays, heuristics is a science of productive thinking (creation of the previously unknown), aimed at creatively solving a problem (task). As a consequence, heuristics is closely related to creative and design activities, where enlightenment, insight, insight are the leading elements. Furthermore, heuristic learning includes non-standard mental operations and manifests itself in personality characteristics:

-the ability of a person to make a heuristic choice among numerous possible choices for finding a solution [1];

- the ability of a person to derive guesses, which significantly reduce the time of searching for a solution to the problem [2];
- the ability of the individual to intuitive thinking;
- the ability of the individual to integrate new ideas;

- the ability of the individual to the consciousness of the conditions for finding solutions to problems, the development of hypotheses. Such an understanding of heuristics allows us to consider it during the pedagogical process of the university when teaching students .

Teachers-researchers (V.I. Andreev, A.V. Khutorskoy and others) note that the level of creative self-realization of students depends on the formulation of the heuristic task. There are a number of requirements for heuristic tasks:

- the task should be offered in accordance with the needs and motivation of students;
- it should contain a problem that does not have an unambiguous interpretation and a correct answer, suggesting only possible directions for a solution.

The task may take several minutes or several sessions to complete. Heuristic tasks are directed, on the one hand, to the creative mastering of the basic content of training courses, on the other hand, to motivate and ensure the formation and development of cognitive, creative as well as organizational qualities, skills of students, which together we consider creative competence. By the help of heuristic tasks, students construct their own vision of real objects of knowledge. Such an educational product is always unique, as it hinges only on the personal qualities of the student.

In our opinion, the most full description of heuristic tasks is given by A.V. Khutorskaya [1]. The tasks, which he calls open, are grouped by the dominant types of heuristic activities of students: cognitive, creative, organizational activity . Tasks of the cognitive type are aimed at a comprehensive study and knowledge of the object; creative tasks will allow students to create their own educational product in different areas; tasks of the organizational activity type allow the students themselves to determine goals, organize activities for the study of objects, conduct reflection as well as evaluate their work. Creative (open, heuristic) tasks are rooted in heuristic learning. Heuristic learning originated in antiquity (Socrates, Pappus, Quintilian).

In Russian pedagogy, the provisions of heuristic learning were formulated by G.S. Altshuller , V.I. Andreev, G.Ya. Bush, Yu.N. Kulyutkin , V.N. Sokolov, A.V. Khutorsky and others. In domestic pedagogy, the ideas of heuristic learning were studied in the works of such scientists as: R.G.Safarova , B.R.Adizov , M.Mahmudov , R.Ibragimov , R.Nurzhanova , D.Gaipov . The idea of heuristic learning is that the student, on the basis of his personal educational potential, practical experience and heuristic technology of activity under the guidance of a teacher, must himself construct a system of his knowledge, then compare the resulting system of ideas with known cultural as well as historical analogues, as a result of which the student's system of ideas should be rethought and built in a new way, forming a certain educational trajectory. So, A.V. Khutorskoy defines heuristic learning as "teaching that aims at constructing the student's own meaning, goals and content of education, as well as the process of its organization, diagnosis and awareness" [3]

At the present stage of improvement of pedagogy, heuristic learning is undergoing a period of active introduction into educational practice. An analysis of scientific psychological and pedagogical literature shows that many heuristic methods (brainstorming, heuristic conversation, project method, portfolio method, etc.) are identical to interactive teaching methods. Due to the fact that heuristic and interactive learning have a number of overlapping characteristics:

- the inclusion of all students in the educational process, in which each makes his own special individual contribution;
- creation of an educational communication environment that determines openness, interaction of participants, equality of their arguments, accumulation of joint knowledge; leading the teacher of the participants of the training to an independent search for knowledge, provoking the development of not only students, but also the teacher himself;
- the presence of creative, heuristic tasks that stimulate cognitive, creative, motivational and activity activity.

Based on this, as a pedagogical condition for the formation of creative competence of future teachers, we accept the integration of interactive and heuristic learning with their mutually intersecting forms and methods, the common element of which are heuristic tasks. That is why the latter were chosen as a means of forming the creative competence of students of pedagogical universities. By heuristic we mean such a task that involves student teachers in a motivational activity to create and study an educational product and is aimed at developing the creative competence of an individual. We adhere to the classification of open tasks by A.V. Khutorsky and define for ourselves heuristic tasks of the cognitive, creative and organizational type.

The well-known words of I. Kant “We can know only those things that we have created ourselves” [4] perfectly reflect the essence of heuristic learning. This means that we can effectively form only that knowledge, information about which we ourselves have obtained, and not received in finished form.From another angle, the heuristic task is based upon the educational standard and the program - the content of the task includes only what the student should know and be able to do. The performance of such tasks contributes to the formation of the student's competence.

CONCLUSION

In conclusion, it takes into account that heuristic learning makes it possible to individualize the process of student education, to educate everyone differently, and, at the same time, to comply with the requirements of the educational program of any discipline being studied. The value of classes via using heuristic methods lies in the fact that students independently acquire new knowledge, learn to apply it based on existing experience, the teacher only leads them to make the right logically sound decision.

Heuristic training as well as education contributes to the formation of one's point of view, one's position, one's worldview. It is essential to remember that no matter how good the heuristic conversation method is, it cannot be exaggerated and considered a universal method. Having singled out the cognitive goal of the lesson, the teacher must decide whether it is advisable to achieve it by the method of heuristic conversation. Moreover, it should be born in mind that the long-term use of only one method of training and education (even a very effective one) is not advisable in the educational process. Nevertheless, it should be remembered that "the time spent on fundamental issues worked out with the personal participation of students is not wasted time: new knowledge is acquired almost effortlessly thanks to previously gained deep thinking

experience." It is important to further development as well as improve the techniques and methods of heuristic training and education.

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The Relationship between Knowledge Risk Management and Sustainable Organizational Performance: The Mediating and Moderating Role of Leadership Behavior

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Abstract

This study aimed to explore the relationship between knowledge risk management and sustainable organizational performance by examining the role of leadership behavior. We obtained data from both private and public companies in Nigeria via an online questionnaire. The study utilized structural equation modeling to test the hypotheses. To the best of the researchers' knowledge, no prior studies have explored the role of leadership behavior (LB) in the interaction between knowledge risk management (KRM) and sustainable organizational performance (SOP). The empirical findings reveal that: (i) leadership behavior and knowledge risk management impact sustainable organizational performance positively; (ii) knowledge risk management exerts a positive impact on leadership behavior; (iii) leadership behavior moderates the relationship between knowledge risk management and sustainable organizational performance; and (iv) leadership behavior mediates the relationship between knowledge risk management and sustainable organizational performance. The outcomes from this empirical research will improve the understanding of owners and managers of the role of leadership behavior in the interaction between knowledge risk management and sustainable organizational performance.

Keywords: Knowledge risk management; Leadership Behavior; Sustainable Organizational Performance

INTRODUCTION

In the recent time, scholars have observed that a growing large numbers of companies realized that in a highly competitive environment of a globalized economy, the success of the firm is no longer guarantee with only the policy of maximizing short-term profit, and a such opined that such policy must be accompanied by the development of a sustainable behavior [1,2]. Sustainability as opined by Khan et al. [1] is important for an organization to manage ecological issues with global magnitude. Therefore, the attention of most organization have been shifted towards ensuring the sustainable performance of their firm through a balance between social, environmental, and financial performances. One of the key issues for business leaders globally is sustainability, which has raised the need for organizations to focus on ensuring long-term prosperity [3,4]. Sustainable performance of an organization according to Stanciu et al. [2] is described as "the ability to meet the needs and expectations of stakeholders and customers on long-term, balanced by an effective

organizational management by organization staff awareness by learning and applying appropriate improvement and innovation" (p.341). In this context, it becomes imperative to explore factors that will ensure sustainable performance of a firm. Literature has suggested that the significance of knowledge in the present "knowledge-based economy" is unquestionable owing to its significance of its management to the success of an organization [3,5].

Meanwhile, Durst et al. [3] stressed that processing of knowledge only might not guarantee a strategic advantage, but its management that includes both the upsides and downsides of it should be considered. The study of Victer [6] observed that in this contemporary world, knowledge is not only an asset and source of potential competitive advantage of a firm, but according to Bratianu [7], Zieba & Durst [8], and Durst & Zieba [9], knowledge is also considered as a source of various risks and hazards. Though, this perception is still a novel approach, the studies that investigate aspect of knowledge risks and their management are still few. As observed in the literature, only some selected knowledge risks were discussed, for instance knowledge leakage by Mohamed et al. [10], knowledge loss [11], knowledge waste [12], and a recent study by Durst et al. [3] that explored knowledge risk management in relation to organizational performance. Moreover, in diverse corporate contexts, scholars and practitioners have recognized the benefits of research in knowledge risk management [3]. This is particularly true in the modern period, with the current focus on creativity and knowledge-based organizations. KRM plays a particularly essential role in ensuring positive sustainable organizational performance (SOP) in this sense. Though in the recent time, attention of scholars has been on the study of risk management, however it is still a novel scientific field [3,13].

While several attempts have been made to define the mechanisms of this interaction, this research uses a more synthesized approach to reveal new perspectives by focusing on the role of leadership behavior (LB). Over the years, several studies have been conducted with regard to the link between organizational performance and KRM [3,14,15,16]. Additionally, some studies have focused on leadership behavior and organizational performance [17-20]. The findings from their studies revealed a positive interconnection between leadership behavior and organizational performance. Leadership in every organization is believed to be significant, as well as several responsibilities in a firm lies on the leader owing to the incorporation of different hierarchical levels like units, firm level and individuals in leadership [21]. Some studies opined that an organization can achieve high performance through adoption or adaptation of a good leadership behavior [17,22]. Although prior studies have established that there is a positive interconnection between KRM and SOP, these studies did not take into consideration the role of leadership behavior in the relationship between knowledge risk management and sustainable organizational performance. Whereas, provision of vision leadership behavior is related to the provision of directions for future actions, communication of acceptable types of innovation towards the achievement of sustainable performance [22].

In consideration of the importance of organizations' knowledge sources, and the non-exhaustiveness of its relationship with the achievement of an organizational sustainable performance, together with the role of leadership behavior, it becomes imperative to fill the gaps

in the literature. Hence, the objective of this current paper is to examine the role of leadership behavior in the interconnection between KRM and SOP. These relationships will be explored with the use of resource-based view" (RBV) theory. The RBV according to Akram et al. [23] empower the formation of a framework for investigating the strategic and sustainable resources of an organization. In relation to this, the study of Ravichandran et al. [24] posited that organizational resources such as knowledge are inimitable and valued which if properly harnessed could result to the achievement of sustainable competitive advantage" for the firm within the market they operate. Several analysts have opined that it is important for SOP to encompass the creativity feature, which is important in the current business environment. Therefore, organizations are being actively encouraged to integrate KRM into their business frameworks. Based on the above objectives, this study addresses the following research questions: (a) What impact does KRM have on SOP? (b) Does the role of leadership behavior influence the interconnection between KRM and SOP? This study contributes to the literature in the following ways: (i) theoretical evidence is provided by examining these interactions; (ii) the study examines the role of leadership behavior on the relationship between knowledge risk management and SOP; (iii) the study provides managerial suggestions based on the findings.

CONCLUSION

Though, several studies have investigated the antecedents of generic organizational performance, as well as the outcome of knowledge management, our study is the first to simultaneously investigates the knowledge risk management as a determinant of sustainable organizational performance together with the moderating and mediating roles of leadership behavior. This study offers a novel insight that inform knowledge risk management and leadership behavior can predict sustainable performance of an organization. The study was conducted in an emerging economy context (Nigeria) that is absent in the previous studies to garner original and substantial knowledge that is meaningful for theory and practice. While previous studies on generic organizational performance may have yielded meaningful findings, none have examined knowledge risk management as the antecedent of sustainable organizational performance. This study has attempted to close the gap in the literature, as well as positioning knowledge risk management in a more timely environmental sustainability context by investigating its contribution directly and indirectly to sustainable organizational performance. The positive influence of KRM expand the RBV theory. The RBV tenets were extends with the evidence of the significant influence of KRM prediction of sustainable organizational performance.

In addition, this study stretches recent empirical insights that mirror the leadership behavior as a portent for sustainable organizational performance. It was demonstrated in this study that leadership behavior triggers a positive influence on sustainable organizational performance. Moreover, this study predicts that leadership behavior would positively moderate and mediate the relationship between knowledge risk management and sustainable organizational performance. Based on the findings from this study, substantial insights have been captured from recently emerging fields in the literature and provide an avenue to further avail the researchers' novel

findings that complement and extend contemporary understanding associated with knowledge risk management and sustainable organizational performance.

The findings from our study also provides meaningful implications for practitioners and industry policymakers for establishing guidelines relevant for promoting sustainable performance in a firm. The managers need to develop strategies to build an effective knowledge risk management. The dynamism of the business environment and most importantly for every firm to achieve sustainable competitive advantage in the market where they operate has gave rise to the firm's attention towards the sustainability of their performance, which involves the integration of social, economic and economic performance. In addition, in this present knowledge-based economy, it becomes imperative for an organization to improve their knowledge which will enable them to enhance their share in the market and compete favorably in the competitive business environment. Organizations in Nigeria should develop strategies to sustain their competitive advantage by leveraging their available intellectual assets towards the achievement of an optimal performance, as well as developing a knowledge-based economy. The sustainable performance of the firms in Nigeria could be enhance by counting on their intellectual assets to offer improved and innovative products and services. Thus, it is expected of the managers to develop various strategies through an investment in various knowledge management which would assist the firm to achieve their sustainable performance.

As Durst and Zieba [9] identified, the available research on this subject is limited and studies offer only an incomplete interpretation of the definition. This study helps to develop assumptions that are important to practitioners and scholars. Analysis reveals and demonstrates why KRM enhances sustainable organizational performance. Empirical evidence is also presented on the role of leadership behavior in the interconnection between KRM and sustainable organizational performance. Therefore, the results of the study add to the field of management by studying the role of leadership behavior in the interconnection between knowledge risk management and sustainable organizational performance, which is yet to be explored. Based on the empirical findings, attention should be given to leadership behavior since it plays a significant role in the relationship between leadership behavior and sustainable organizational performance. The results further add to the analysis of KRM by highlighting the value of concentrating on the role of leadership. By doing so the current research extends the existing literature on knowledge risk management. One of the key results of the current research is that KRM has been established as a vital mechanism for enhancing sustainable organizational performance. Managers may use these results as a reason to convey the advantages of KRM activities. In addition, the research further discusses the influence of leadership behavior in the association between KRM and SOP.

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Büyük Nesillerimizin Çocuklara Öğretimini İyileştirmek

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Dipnot. Vatan o kadar kutsaldır ki, bir insan onun gelişimine katkıda bulunmalı ve gerekirse onun korunması için hayatını feda etmelidir.

Anahtar kelimeler: ilköğretim, alimler, İslam, Kur'an-ı Kerim, eğitim.

GİRİŞ

Başta İslamî öğretiler olmak üzere Kur'an-ı Kerim'de de anne baba, evlatlık görevi, kişinin ailesini, evini, mahallesini, doğduğu ülkeyi ve vatanını sevmesi en yüksek insani nitelikler arasında yer alır. bu yönleri kendinde somutlaştıran asla hain olmaz. Hiç olmazsa, "Vatanı sevmek imandandır" diyen hikmeti hatırlamak yeterlidir. Vatan sevgisi olmayan bir insanın Allah sevgisinden de yoksun olacağı anlaşılır. Vatan sevgisi doğal bir insani duygu olduğu için İslam bunu inancın bir parçası olarak görür.

ANA BÖLÜM

Zahiriddin Muhammed Babür, sürgündeyken aziz ve kutsal topraklarını anmak için birçok şiir yazmıştır.

Bir rüya görmeyeli uzun zaman oldu.
Bir anlık kararım yok,
Buraya kendi isteğimle geldim,
Ama gitmekten başka seçeneğim yok [2].

Bu da elbette her insanın memleketine, doğup büyüdüğü toprağa aşık olmasının doğal olduğu ve bu büyük nimetin değerinin özellikle onu kaybetmiş olanlar tarafından iyi anlaşıldığı anlamına gelir.

Yurttaşımız Said Abdurahman, "Vatanına Kıymet Bildir" başlıklı konuşmasında, "Vatan topraklarının bir parçasının ne kadar kutsal olduğunu, vatandan ayrı yaşamanın ne kadar zor olduğunu biliyoruz. - Başka ülkelerde dolaştığımızda, bu sürgüne neden olan baskıların kurbanı olan atalarımızın durumunu da çok iyi anlıyoruz. O güzel memlekette yaşayan sevgili kardeşlerim, yurt dışına muhacir olan bizlerin şu anki durumundan bir sonuç çıkarsınlar. Her vicdansız insanı dinlemeyin. Ülkeyi istikrarsızlaştıran insanlardan uzak dursunlar. Bizim gibi dolaşmasınlar. Ülkeye değer versinler. Vatansız insanın misali kanatsız kuşa benzer... [1].

Vatanı sevmek ve kıymetini bilmek için yabancı olmak gerektiği kanaatine varılmamalı. Alisher Navoi Hazretleri bu hususta şöyle buyurmaktadır:

Ülkeni terk etmeyi aklından bile geçirme,
Bir daha yabancıyı kıskanma.

Veya ahlaki saflık ve öz disiplin fikirlerini yayan Şeyh Necmeddin Kubro'nun bilimin ve aydınlanmanın gelişimine değerli bir katkı yapması ve Anavatan'ın bu şekilde gelişmesine hizmet etmesi, Moğol istilacılarına karşı savaştığı ve Ülkenin özgürlüğü için kendini feda etti.

Ailenin kutsallığı, üyeleri arasındaki ilişkinin gençlerin eğitimindeki rolü bunun açık bir kanıtıdır.

Aileyi kutsal saymak hepimizin görevidir. Sonuçta aile ortamı ne kadar temizse, içinde yetişen çocuklar da o kadar saf ve masum olacaktır. Çocukların güzel ahlâk ve edep sahibi olabilmeleri için öncelikle aile içinde doğru bir şekilde yetiştirilmeleri gerekir.

Çocukları büyüklere saygı, çocuklara saygı ruhuyla yetiştirmek özgün milli değerlerimizdendir. Bu konuda kardeşler arasındaki ilişki önemlidir. Kardeşlerin birbirlerine karşı şefkatli olmaları, akrabalık bağlarını güçlendirmeleri, dertlerine ortak olmaları, sevinçlerine ortak olmaları gerekir. Ne de olsa küçükken birbirlerine karşı nazik yetiştirilen çocuklar, büyüdüklerinde birbirlerinden sorumlu olacaklardır.

Peygamberimiz Muhammed (s.a.v.) anne babaya saygı gösterilmesini, onlara saygı ve sevgi gösterilmesini defalarca emretmiştir. Raviler bu konuda Resûlullah'tan pek çok hadis rivayet etmişlerdir. Bu durumlar "Cennet annelerin ayakları altındadır" hadisinde ifade edilmiştir.

Genellikle yaşlı bir aileye müreffeh bir aile denir ve evde yaşlı bir anne ve babası olan bir kişinin en zengin kişi olduğu söylenir. Halkımızın “İhtiyarlı evin perisi vardır” şeklindeki hikmetli sözü, kısa ve parlak ifadesini bulmuştur denilebilir.

Aynı zamanda babaya saygı da yüksek bir erdem olarak kabul edilir. İslam, babaya itaat etmenin Tanrı'ya itaat etmek olduğuna, babayı kızdırmanın Tanrı'yı hoşnut etmemekle eşit olduğuna inanır. İmam Buhari, Peygamber (s.a.v.)'den naklettiği bir hadisinde şöyle buyurmuştur: "Yaşlılığında ya da anne ve babasından birinin diğerini memnun edemeyen çocuk, küçük düşürülmeli, küçük düşürülmeli ve yine küçük düşürülmelidir."

Ayrıca Abdullah ibn Amr ibn As (r.a.)'ın rivayetine göre Resûlullah sallallahu aleyhi ve sellem şöyle buyurmuştur: "Kişinin işlediği en büyük günahlardan biri anne ve babasına sövmektir!" dediler.

Farqad us-Sanji, "Bazı kitaplarda, bir çocuğun anne-babasının yanında izinsiz konuşmasının ve onların önünden yürümesinin caiz olmadığını okumuştum" dedi.

İslam, yaşlılara hürmet etmeyi ve onların yerine onların namusunu koymayı emreder. Allah Kuran'da yaşlı ana-babamıza nasıl davranmamız gerektiğini bize lütfediyor: "Rabbiniz, yalnız kendisine dua etmenizi ve ana-babaya iyilik etmenizi emretti. (Ey adam) Onlardan biri veya her ikisi senin huzurunda ihtiyarlarsa, onlara "Öf!.." deme ve onlarla alay etme! Onlara güzel söz söyle (daima). Onlara (ebeveynlere) lütuf ve tevazu kanatlarını indir, yumuşak ol ey Rabbim, beni küçüklüğümden beri (onlar) nasıl büyüttüysen, sen de onlara merhamet et'.'

Peygamber (s.a.v.)'e bir sahabi gelip: "Yâ Resûlallah, benim hasta bir annem var, onu kendim doyurur, su içirir, abdestini alır, sırtımda taşırım" diye sordu. Bu çalışmayla annemin bana yaptığı hizmetleri tam olarak geri ödedim mi?" "Hayır, sadece yüzde birini yaptın. Ama iyi bir iş çıkardın. Allah, bu küçük iş için sana pek çok mükâfat verecektir” buyurdu Resulullah (s.a.v.) [2].

Yukarıda zikredilen âyetler, hadisler ve ravilerin rivayetleri, anne ve babaların hayattayken rızalarını almaya, onlara saygı duymaya ve öldükten sonra da onları ancak güzel sözlerle anmaya teşvik etmektedir.

Sevgili çocuklar bu dersleri kalplerine alırlarsa ve saygıdeğer ana-babalarına saygı duymanın gerekliliğini anlarlar ve onları kendi yaşam kuralları haline getirirlerse, büyüdüklerinde onlar da onurlu ve onurlu olacaklardır.

Sürekli eğitim içeriği ve eğitim sistemi aracılığıyla, özellikle "Okuma" dersleri aracılığıyla çocuklar ve gençler, Anavatan ve halkına sevgi, ulusal gurur, dini hoşgörü, barışseverlik, etnik gruplar arası diyalog kültürü, insancıllık geliştirir. , bağımsız ve derin düşünebilen, özverili, yüksek sorumluluk ve görev bilincine sahip, mükemmel bir insanda bulunması gereken kalb saflığı, güçlü irade, ideolojik olgunluk gibi nitelikler, millî temeller üzerinde şekillendiği takdirde uygun olacaktır. değerler, dini ve ahlaki öğretiler ve atalarımızın ölümsüz mirası.

Bu nedenle bu konuyu daha etkili kılmak ve öğrenciye Navoi hakkında daha geniş bir fikir vermek için şairin fotoğraf ve eserlerini kullanmak ve onun hikmetli sözlerinden oluşan bir sergi düzenlemek uygun olacaktır. Çocuklara büyük dedemizin biyografisini anlattığımızda onun zeki, kibar ve düşünceli olduğunu, öğrenmeye çok aç olduğunu derinden anlatmalıyız. Böylece çocuğun zihninde bu niteliklere sahip olmaya çalışma düşüncesi uyanacaktır. Bunun için Alişer Nevî ile ilgili rivayetler yerinde kullanılabilir. Ayrıca dedemizin hayırseverliği, ihtiyaç sahiplerine yardım, kralları doğru ve dürüst olmaya teşvik etmesi hakkında öğrencilere daha fazla bilgi vermek gerekir. Örneğin:

Hey, sen devletin güçlü bir kölesisin,

Baskı düştü, ama bu bir yol.

Bu terimlerle Navoi, kendi döneminde halka zulmetmiş, pek çok haksızlık yapmış ve sırf servet elde etmek için halka çok haraç ödeyen krallara başvurmuştur. Yani, "Ey padişah, saadet kuşu başına kondu da ümmetin dilenci oldun. Ama siz böyle bir ülkeyi iyileştirmeye veya adalet için mücadele etmeye çalışmıyorsunuz, kendi çıkarlarınızı düşünüyor ve insanları eziyorsunuz." Ya da bir insan iyi bir insan olacağımı söyleyip iyi bir isim bırakıyorsa insanları düşünmeli, acılarıyla yaşamalı, dertlerini hafifletmeli, diyor Navoi. Bu onun görüşü:

Eğer bir insansan, sen bir insan değilsin.

Bana sahip olmayanların kederi,

biten kelimelerde görülebilir.

Bir rivayette böyle anlatılır. Yaşlı bir oduncu vardı. Torunu ile her gün dağdan yakacak odun toplar ve bu odunları satarak geçimini sağlardı. Bir gün ciddi şekilde hastalandı. Doktora gitmeye hiç niyeti yok. O zamandan beri günler geçti. Evde de huzur yoktu. Dedesi için üzülen çocuk zengin adama gitti ve ona on sikke ödünç vermesini istedi. Zengin adam on sikke verdi ve onu belli bir gün iade edeceğini söyledi. Çocuk mutluydu ve on parayı dedesine götürdü. Yaşlı adam iyileşti, ancak borcunu zamanında ödeyemedi. Buna öfkelenen zengin yaşlı adam ve torunu yargıcın huzuruna çıkarıldı. Navoi bu duruma geldi. Onu gören zengin adam şikayet etmeye başladı. Sonra şair durumu anladı ve yaşlı adama yirmi madeni para verdi. "On parayı kendine ödünç ver ve on parayı kendin ve torunun için kullan" dedi. Ama yaşlı adam parayı almadı. Bunun

üzerine zengin adam öfkelendi ve "Böyle büyük bir insan merhametli olamaz" dedi. Şair, "Hayır, bu zavallı ihtiyar bizden büyük, bize dürüstlüğü öğretiyor, emeksiz kazanılan bir yük değil" dedi.

Bu nedenle Navoi'nin tabiatındaki insancıllık ve Vatan sevgisini, şairin kendi yazdığı şiirlerden hareketle onun hakkında oluşturulan anlatılar aracılığıyla okuyucuya aktarması gerekmektedir.

Alisher Navoi "Khamsa" eserinde Farrukh, Iskandar, Shapur, Dilorom gibi onlarca insan adalet, aydınlanma, iyilik, insanlık, mutluluk, dostluk, kardeşlik, güzellik için savaşmış, her türlü zulme, adaletsizliğe karşı savaşmış, ve cehalet ve cehalet ve hayatlarını bu asil şekilde geçirdiler. hedeflerin kutlanmasına adanmış, cesur ve cesur doğru ve iyi kalpli, insanları seven ve vatansever insanların parlak imajlarını yarattı. Şair Farhad hakkında şunları söylüyor:

Biri ağlıyor, ağlıyor, ağlıyor,
Kalp ağrısı ile boğulmuş.
üzgün ve üzgünüm,
Yakayı dikin ve göğsüne dikin.

Farhad'ın çalışmalarının tüm özellikleri, inisiyatifiyle ve insanlığıyla bağlantılıdır.

Navoi, Khamsa'nın ilk destanı olan "Hayrat ul Abror"da insanların tutum ve davranış standartları, özdenetim, çocuk eğitimi vb. hakkında değerli görüşlerini dile getirir. Destanda her insana durumuna göre terbiye, büyüklere saygı, çocuklara şefkat gösterilmesi konusuna çokça yer verilir.

Alisher Navoi, eserlerinde insan onurunu her türlü zenginliğin üzerinde tutar.

"Farhod ve Şirin" destanında, Farhod'un insancıllığı, iradesi, Şirin için Ermenistan'ın dağlık arazisinde bir kanal kazma sürecinde ifade edilir.

Farhad, barışçıl çalışmalarıyla bu mekanlarda gerçek bir kahramanlık gösteriyor. Bütün ulusun birkaç yılda yapamadığını birkaç gün içinde tek başına yapar ve bu şekilde Şirin'in sevgisini kazanır. Farhad, sevgilisinin topraklarını korumak için güzel Şirin'i pençelerine almak isteyen İran kralı Hisrav'a karşı yiğitçe savaşır. Farhad ve Şirin kötülüğün, çeşitli oyun ve oyunların, adaletsizliğin ve bilgisizliğin kurbanı olurlar. Ferhad, asil bir evladı olmasına rağmen, her şeyden önce insan olduğu için çalışmayı sever ve muhtaçlara yardım etmeyi kendisine vazife sayar.

Navoi'nin "Leyla ile Mecnun" destanında, insanın en affedilmez hatası, insanın acısını küçücük bir altından daha az zannettiklerinde kendi yıkımlarına yol açmalarıdır.

Dedemiz, Leyla ile Mecnun'un maceralarını bize şöyle anlatmıştı: "Ey insan, bu fani dünyada iyilik, güzel nam ve sevgi senden kalır. Bu nedenle birbirinize iyilik yapın" diye tavsiyede bulunuyor.

"Khamsa"nın en büyük destanı "Saddi Iskandari"dir. Bunda hümanist şairin yeryüzündeki iyilik, adalet ve aydınlanmanın kutlanmasıyla ilgili hayalleri ve fantezileri dile getirilir.

Şair, "Mahbub-ül Kulub" adlı eserinde ilim, zanaat, edep, ahlak, vatanseverlik, yiğitlik, dürüstlük gibi nitelikleri yüceltir. Yalan, kötülük, korkaklık, ihanet gibi hataları kınar [2].

Navoi, acı bir dilin en kötü özelliklerden biri olduğunu yazıyor: "Acı bir dil, zehirli bir mızrak gibi sokar." Kalpte bitmez tükenmez bir yara açar ve hiçbir şey onu iyileştiremez." Bu nedenle insanları açık sözlü olmaya teşvik eder. Navoi hayatı boyunca bilgiyi destekledi.

"Bilmediğini sorarak öğrenen alim, sormayan tiran zalimdir", "Azar azar öğrenerek hikmetli olur, damlaları toplayarak ırmak olur" gibi hikmetli sözler onun hikmeti haline gelmiştir. halkımızın bilgece sözleri.

ÇÖZÜM.

Alisher Navoi, çalışmalarında herkesi arkadaşı olarak görür. Zengin mirası, insanlığı yüzyıllardır iyilik hedeflerine yönlendiriyor ve insani idealleri yükseltiyor. Bu nedenle, gelecek neslimizin Navoi gibi büyük bir insancıl neslin torunları olduğunu anlayarak ve onun gibi olmaya çabalayarak yetişmesini sağlayalım.

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Entrepreneurial Competencies of Education Managers and Entrepreneurial Education in Kazakhstan

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Abstract

This article describes the current competencies of managers in the field of education. The researched works of world organizations and scientists on the development and formation of new competencies of teachers are analyzed, and the main entrepreneurial competencies are identified and presented.

At the same time, the proposed research article presents methods for measuring competence and assessment methods.

At the same time, the research work analyzed the conditions of entrepreneurship education and state support programs in Kazakhstan, including the Caspian Entrepreneurship Center of Yesenov University.

Keywords: entrepreneurial competence, education managers, methods of competence, measurement of competence, pedagogy competency, entrepreneurship education.

Introduction

Today, no one argues about the importance of entrepreneurial competence. The main driving force that forms competitiveness in the socio-economic development of the country is the development of an entrepreneurial culture. Among them, the formation of an entrepreneurial culture in educational organizations that train high-quality specialists is of great importance. Leaders and teachers play a key role in shaping an entrepreneurial culture in higher education. By developing their entrepreneurial competence, we can raise the region's potential. Why are educational organizations currently looking for a competent entrepreneur?

A modern university performs not only an educational, and scientific, but also an economic function, which includes the commercialization of technologies through the entrepreneurial activity of students. A

set of teaching materials contains an analysis of best practices and a description of practical tools for course teachers, and can also be used for the independent work of students

The development of entrepreneurial competence of managers in the field of education is one of the most important issues in the current situation since managers in the field of education are the main driving force of educational organizations. The new programs of the Republic of Kazakhstan (KR) focus on the training of future specialists in the field of education. Government of the Republic of Kazakhstan "The Program for the Development of Education and Science of the Republic of Kazakhstan for 2020-2025 and the implementation of innovative and socio-economic projects and programs open up great opportunities for young entrepreneurs. The development of the professional abilities of teachers in the field of education is formed by mastering modern methods and skills following modern requirements.

The main part

Entrepreneurial competence is a set of knowledge, skills, and behaviors required to create, prepare and develop values in various fields. It also means taking risks. Competences can be technical, behavioral, intent, and product based.

The entrepreneurial spirit is required for the following positions:

1. Creator;

2. Organizer;

3. Market maker.

Thus, entrepreneurship offers the effective fulfillment of these roles.

Scientists identify three main methods for the formation of entrepreneurial competencies.

- a technique based on personal qualities

- professional service method

- the direction of development of competencies.

At present, the formation of competencies in the preparation of managers in the field of education is relevant. the scope of application of the concept of the method of competence development is expanding.

There are no specific criteria for competencies leading to success in the world. The competence of graduates of higher educational institutions is measured by the level of job security and public orders of specialists who graduated from this educational institution.

Scientists of Kazakhstan have proposed basic competencies in the field of education:

- information competence

- communicative competence

- competence in problem-solving.

Competence is a set of skills, abilities, and knowledge formed in the learning process to achieve success in a particular area.

According to the definition adopted by the Council of Europe, competence is the proven ability to apply knowledge, skills, and personal abilities in a coordinated manner in personal and professional development, study, and work.

In Europe, there is currently no clear list of entrepreneurial competencies. Entrepreneurial competence is understood as professional reputation and experience of success, behavior that allows entrepreneurial activity.

In the Parliament of the European Council, entrepreneurial initiative and flexibility were included in the list of eight key entrepreneurial competencies:

1. Communication;

2. Literacy in the field of information technology;

3. Learn to learn;

4. Public, civil competence;

5. initiative and flexibility;

6. Cultural understanding and self-presentation.

The process of globalization has increased innovation and competition, which requires people who are creative, flexible, and open to change. Entrepreneurial competence refers to the ability to turn an idea into action. These include creativity, willingness to innovate, risk-taking, ability to plan, and project management skills to achieve a set goal.

In Europe, there are two areas of entrepreneurship education: the first is a commercial activity, and the second is business flexibility, knowledge, and skills related to entrepreneurship, but it is not necessary to be in business.

To achieve strategic sustainable development and the set goal, it is necessary to consider an educational institution as a subject of change, the training of specialists with entrepreneurial competence is impossible without entrepreneurially competent teachers and leaders. Entrepreneurial education differs from traditional education in that it has less theory and more practice. Thus, entrepreneurial education is an approach focused on the development of personal abilities, flexible curriculum, and practice. The role of the teacher is changing from that of a lecturer to that of a mentor. In addition, in entrepreneurship education, it is important that the teacher acquires entrepreneurial competence and also has a positive attitude and experience in the concept of entrepreneurial ability.

EntreComp defines entrepreneurship as the ability to take opportunities and ideas and turn them into value for others. The value created can be financial, educational, cultural, or social.

divides entrepreneurial competencies into three main parts:

- ideas and opportunities

- action-oriented

- Resources.

These three areas of ideas and capabilities are complemented by the following competencies:

1. To the group of ideas and opportunities: Vision of opportunities, creativity, purpose, valuable idea, sustainable and ethical thinking;

2. Resources: self-efficacy, motivation, perseverance, mobility resources, financial literacy, mobility;

3. A group of action-oriented competencies: initiative, planning, working with others, overcoming uncertainty, and learning from experience.

As a result of studying these entrepreneurial competencies, the following core competencies can be distinguished: communication skills, networking, cooperation, flexibility to change, initiative, creativity, teamwork, self-control, the ability to set goals, project management, problem-solving, planning, information literacy, productivity, leadership, risk-taking. My research aims to create a training module that will form the entrepreneurial competence of managers in the field of education. To this end, we have identified the entrepreneurial competencies of key education managers in this study. A questionnaire was prepared to determine the level of these 16 competencies. The content of the training module is studied through a questionnaire.

To improve the entrepreneurial competence of educational managers, it is very important to evaluate it. through evaluation, we can determine the level of competence of managers, and teachers and prepare pieces of training and mentoring sessions for this level.

Assessment of the level of competence is carried out first by conducting a test and preparing questions for an interview, and after analyzing the test results, the content of the training model is prepared.

In measuring competence, Cresswell (2003) considered a quantitative data set, a qualitative data set, or a combination of individual learning methods. This combination concerned different levels of the research process: problem, theory building, data collection, analysis, and interpretation.

Scholars who have studied entrepreneurial cognition and entrepreneurial decision-making, Mitchell and Shepherd have adopted a process perspective when studying entrepreneurial competence. This approach is based on the expert theory of information processing, which assumes the agreement or disagreement of respondents with different nominal scales. Lerner and Almor adopted a results-based perspective by identifying key tasks and then assessing competency, with assessment dependent on self-perception. Chandler and Jansen (1992) demonstrated the discriminant, convergent, and external validity of their subjective self-esteem scale in their Entrepreneurial Competence Assessment Study. In a study by van der Heyden (2000), the multidimensional expert measurement tool focused on general professional competencies rather than business and entrepreneurial expertise. Smith and Morse (2005) suggested that to understand the dynamics and impact of competence, it must be measured, however Smith and Morse (2005) note that because the concept is broad and speculative, it is difficult to start measuring something. vague and unstable as a concept, look different in different contexts and changes over time, also note that it is not directly observable.

The process of creating and developing entrepreneurial universities in Kazakhstan is at the initial stage of development.

State programs for the development of entrepreneurship have been implemented in Kazakhstan since 1991. National Chamber of Entrepreneurs (NCE) of the Republic of Kazakhstan, later re-registered in NCE "Atameken", has been operating since 2013 and represents the interests of a small, medium, and large businesses, covering all areas of business, including domestic and foreign trade. Programs of financial support (microcredit) and training for beginners and existing entrepreneurs are currently offered by the largest state funds - NCE Atameken and Damu Fund - as part of the implementation of the State Business Support and Development Program "Business Road Map 2025".

In 2019, NCE Atameken and the Ministry of Education and Science of the Republic of Kazakhstan announced the introduction of the subject “Fundamentals of Entrepreneurship” in Kazakhstani schools, colleges, and universities following paragraph 11 of the Roadmap for the Year of Youth. The training course provides for the study of the basics of doing business, marketing, business projects in demand in the relevant region, the definition of taxation regimes, and other relevant topics.

It is important to note that today in Kazakhstan there are no state programs for the development of creative entrepreneurship, which once again confirms the unclear status of creative industries and understanding of their value for the development of the economy of Kazakhstan. In general, an accelerated (acceleration) approach in educational programs for entrepreneurs is typical for business incubators, business hubs, and creative clusters. Despite the active development of the entrepreneurial ecosystem, the launch of programs focused on working specifically with creative entrepreneurs is a fairly new trend in Kazakhstan - it is no more than 5 years old.

In most cases, Kazakh universities are mainly engaged in educational activities. With the development and implementation of the main mechanisms and methods for turning universities into entrepreneurs in Kazakhstan the following universities are actively participating: Nazarbayev University, and Pavlodar State University named after. S. Toraigyrova, Almaty University of Management, Taraz Innovation and Humanitarian University, South Kazakhstan State University, Buketov Karaganda State University, and Yessenov University.

In Mangystau region, at Yessenov University the Entrepreneurship and Innovation Support Center has been officially operating at the university since February 2018. The entrepreneurship support co-working center was opened in March 2019 and was named the Caspian Entrepreneurship Center. The purpose of the center is to support local and young entrepreneurs in the implementation of their business ideas and fundraising while enhancing their rights in various business areas. Currently, the Center works in partnership with several enterprises, NCE "Atameken", the Development Fund, and IT companies to support students.

Mentoring assistance to the youth of the center is provided by 50 mentors from among local entrepreneurs, and more 10 mentors of international level.

In the center supported more than 100 startup projects, more than 2000 students were educated and more than 20 teachers have completed advanced training in the field of entrepreneurship.

The Caspian Entrepreneurship Center - in 2020 in the city of Kochi, India, was recognized as the best among the Asia-Pacific countries in the nomination "Center for Innovative Collaboration Space of the Year".

Conclusion

Entrepreneurial competence is used as a concept in contexts such as creative innovation, risk-taking, initiative, planning, and action management. Based on these studies, the impact of education on the pedagogical entrepreneurial competence of educational managers was considered. In this study, the entrepreneurial competence of educational managers plays the role of initiator, guide, assistant, and mentor in teaching students about entrepreneurship through the development of a pedagogical mindset.

The goal of supporting the creation of entrepreneurial universities in a specific sector of the economy is to prepare innovative and entrepreneurial future entrepreneurs who can work and take risks and responsibility for their own decisions. The universities of Kazakhstan are based on national priorities, and regional characteristics, and the specifics of their activities should develop development strategies and present themselves in the university environment.

Unfortunately, the process of transforming Kazakh universities into entrepreneurial universities

There are several problems inhibiting cesium:

- the necessary innovative and entrepreneurial ecosystem in universities is insufficient;

- lack of qualified managers and specialists in technology transfer;

- lack of sufficient independence of the university;

- insufficient knowledge of employees in the field of commercialization of scientific developments;

- entrepreneurial thinking aimed at creating economic value is not developed in society;

- provisions regulating the activities of entrepreneurial universities and their structures

insufficient development of the legal framework;

- methodological and theoretical foundations of vocational education and higher education, as well as at the same time, the lack of its innovative role in the development of scientific research and entrepreneurial competence;

- insufficient number of qualified employees and teachers with experience in business activities along with the best theoretical training;

- management core, teaching staff, higher education institutions

is ready to turn classical knowledge into entrepreneurial knowledge of its employees and students non-existence;

- effectiveness of innovative and entrepreneurial ecosystems included in universities low level and limited transparency of their work results;

- lack of a motivational mechanism for forming an entrepreneurial university;

- mismatch between educational content and labor market demand: In higher educational institutions most of the graduates are not in demand by profession.

The need to move to an innovative development model of the economy of Kazakhstan, to reduce state funding of education, to strengthen competition in the market of scientific and educational services, as well as strict requirements for education from the business community, are urgent and significant not only from higher educational institutions but also from companies and the state. requires effort. For the successful development of an entrepreneurial university, first of all, classical education should be applied to business the main priorities of the rotation development of the concept of entrepreneurial education with mechanisms; is important to spread the entrepreneurial spirit and entrepreneurial culture in society (family, school, university, etc.);

It is necessary to develop mechanisms for increasing the competitiveness of graduates based on the model of competence of a university graduate, as well as to take measures to create favorable external and internal conditions to ensure strategic interaction in the "university-business-state" system.

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Demarketing Outcomes in the Tourism Sector: A Cross-Cultural Comparison of Turkey and North-America

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Abstract

Marketing integrates the planning and implementation processes required for development, pricing, promotion and distribution of goods, services and ideas. Its primarily goal is to bring about changes that would facilitate achievement of personal and organizational outcomes. In addition to this traditional role, marketing has in recent years also focused on improving the quality of life and enhancing social welfare through creation of effective interfaces between customers and their societies. This approach is reflected, for instance, in increasing attention that marketers pay today to the issue of sustainability and their continuous efforts to shift customers' demand towards products that would require less amounts of scarce resources.

A well-known example of such practices is demarketing, which is widely applied in sectors such as tourism in order to control environmental pollution, prevent excessive demand (for certain destinations), reduce chances of supply shortage, keep offering a constant level of quality, and eventually assure customer satisfaction. The current study aims to conceptualize and measure potential impacts that demarketing practices may have on key customer outcomes in the tourism sector. A survey is run on two separate samples, one in Turkey and another one in North-America, to facilitate a cross-cultural comparison of demarketing outcomes. Results would help managers identify components of demarketing initiatives that would work best in each cultural context.

Keywords: Demarketing, Tourism Sector, Consumer Culture, Sustainability.

THE CERTAIN FACTORS INFLUENCE ON THE TEACHERS OF ENGLISH

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Abstract

In today's world, globalization has become faster and easier with technology, and very different ideas have started to emerge within the education sector. It can be considered that the most significant item in students' success is the teacher. The knowledge, skills and working conditions of the teachers are the most significant determinants of success. Educational institutions should not be expected to reach their goals without qualified and effective teachers of English. Teachers of English, usually have many duties to perform in addition to teaching and assessment. They not only conduct lessons but they should evaluate the students' exams, assignments etc., and additionally they can be expected to perform various tasks such as invigilation, participating in ceremonies, and seminar meetings etc. These duties can take up much of a teacher's time and can lead to fatigue. If a teacher reaches a state of exhaustion, remedial action should be taken to relieve the problem. In this paper, we have tried to shed light on some points for effective and efficient teaching practices for teachers.

Keywords: School leadership, Teachers, Exhaustion, Learners, Stress

INTRODUCTION

To provide individuals with 21st-century skills, it has become a necessity to acquire knowledge through continuous development. Due to the constant change and evolution of technology, education should also be developed according to the changing demands of society. Education has a vital role to play in the development of individuals and modern societies.

There are many definitions of education, the main ones being; education is as old as the history of humanity because people need education and can educate (Ergün, 2008). Education is not preparing people for life, it is life itself (Varış, 1994). It is all of the social processes that are effective in gaining individuals to the level of society, their beliefs and living studies (Fidan & Erdem, 1994). Education is the whole of the desired behavioural changes and development process in the life and conscious acculturation of the person (Demirel, 2006).

Educational institutions have also been affected by today's global changes- compatibility, innovation, flexibility, etc., within the context of connection with the developed and developing countries in the world for educational institutions to be effective in teaching, teachers who are expected to be educational leaders must be open to continuous learning and adapt to innovations, taking into account the changing needs. Because teachers must be committed to becoming better quality teachers by increasing their knowledge and skills day by day. The most important component in educational activities which affects students' success directly is the teacher. In recent years, it has been denoted that teachers have positive effects on student achievements (Lukin, Bandalos, Eckhout & Mickelson, 2004). In foreign language teaching and learning activities, the motivation of the student, the teacher's professional knowledge and pedagogical skills in the related area, are among the significant variables that affect success positively or negatively (Engin, 2006).

However, the main duty of the teachers is not only to conduct lessons and afterwards assess the tasks. From time to time the responsibilities of the teachers do not only end with conducting the lessons and assessing the students. The school leadership can provide additional support in case there are not enough teachers, for example organising social activities, participating in seminars or participating in ceremonies and so forth. If this support is given to the teachers they would be encouraged to engage with these ideas.

1. TEACHER QUALITY AND EDUCATIONAL INSTITUTIONS

When the information society is mentioned, it is defined as the transformation phase where the information sector, information production, and qualified human component gain significance, the continuity of education comes to the fore, and which carries the society beyond the industrial society in education, social, economic and political terms (Aktan, 2006). The economic and social changes experienced by individuals in information societies have increased the expectations from the production and shared universities of knowledge and prepared an environment for its diversification (Çetinsaya, 2014). In this context, expectations from educational institutions have also increased. Due to the increase and diversity in both social and individual needs and expectations, it has gained importance that teachers, who are the most important issue of educational institutions, continue to learn and increase their qualifications (Education Reform Initiative [ERG], 2015). Many studies (Darling-Hammond and Youngs, 2002; Kaplan, 2021; Kumar, 2018; Semerci, 2003; Singh, 2017; Tonbul and Bayram, 2018; Yılmaz, 2019) support the ideas of teacher qualification. According to so-called related studies, it has been determined that the most significant item in individuals' success is the teachers' qualifications. The knowledge and skills of the teacher are the most significant determinants of success.

Many different components contribute to the quality of a teacher, it can be said that the most important ones are teaching practices, teacher leadership, classroom management skills and teacher effectiveness. The qualified teacher usually spends a lot of effort to find out how to teach the knowledge s/he has in the most accurate, fluent and understandable way.

Studies have also found that teachers' enthusiasm for learning and self-development reflects on students. In this regard, it has become very crucial to identify quality teachers and to learn which behaviours and practices of these teachers are effective in the success of students. If the teachers

do not or cannot perform their teaching activities adequately, the main result of such a situation will weaken the effectiveness of the school first and then the effectiveness of the educational administration at the macro level. In this context, to improve teaching, obstacles and intervention methods to overcome them are determined.

Many factors can affect teachers' teaching activities in the classroom. Factors originating from students, institutional infrastructure, and administrative attitudes to the teachers are effective in the quality of teaching in the classroom (Aydın, 2010; Yıldırım, 2012). Structural factors of educational institutions are also effective in teaching performance (Yıldırım, 2012). One of the structural items is the non-teaching professional workloads of teachers, i.e the extra duties of the teachers in addition to teaching and assessment. Examples of additional workload could be, invigilation, and participating in ceremonies and seminar meetings can be included. If these so-called additional duties become excessive, physical and mental stress may be experienced as a result. When the aforementioned non-teaching duties increase, the teacher's attention, care, energy and emotional capital may decrease (Idris, 2009; Chen, 2016; Töremen & Çankaya, 2008).

2. EXHAUSTION STATE OF THE ENGLISH TEACHERS

There are many reasons of exhaustion state of the English teachers, these are as follows;

2.1. Stress.

Stress has become a common feature of modern life due to the rapid changes in the technological and social fields that give harm the modern man's sense of personal control and security (Asberg, Bowers, Renk & McKinney, 2008). Stress emerging in today's modern world has an ever-increasing impact. It is used by researchers to mean both the source of tension and the response to sources of tension. "Stress" is a word that is heard and used quite often in daily life. For example, there is often a lot of stress before an important job interview or exam, when traffic jams while rushing to the airport or a meeting, or when the corporate manager assigns a challenging task that must be completed in a limited time frame. Although there has been an increase in its use as a word in recent years, it has been noticed that stress is not a new concept when we look at its origin. It is said that the word "stress" originally comes from the Latin word "Stringere", which means "to wrap, squeeze or bind" (Stora, 1994). Selye (1973), who first coined the word stress, defined stress as the non-specific feedback of the organism to any pressure on the organism (http://en.wikipedia.org/wiki/Hans_Selye). When its use in the scientific world is examined, it is considered also that the concept of stress was first used in the field of science by the biologist-physicist Robert Hooker at the end of the 17th century (Lazarus & Folkman, 1984).

In the 18th century, the concept underwent a semantic differentiation and began to be used for the object and the person in the meanings such as "power, pressure, coercion, the burden that causes tension, and the distortion of the object in the long term" (Baltaş & Baltaş, 2002). Although it is as old as human history as emotion and has been used as a concept for centuries, there is still no definition that everyone agrees on. This difficulty in defining stress is "Stress, like the theory of relativity, is a scientific concept that carries the contradiction of being widely known but not understood." expressed in his words (Akdemir, 2010).

The fact that all branches such as "metallurgy, psychology, psychiatry, neuropsychology, neurochemistry, immunology, psychosociology, psychoanalysis, psychosomatics" contain the word stress in their fields has added a semantic richness to the concept (Stora, 1994). In addition, similar concepts such as "anxiety, tension, conflict, emotional breakdown, self-threat, frustration" are used instead of stress (Baltaş & Baltaş, 2002). As a result of such situations, it is seen that different definitions of stress have been made in different areas. Based on Selye's theory, Mate (2020) defines stress as a measurable and objective set of physiological events that occur in the body, including the brain, hormones, immune system, and many other organs. Anything that affects the organism is considered stress. Folkman and Lazarus (1985) considered stress both as a stimulus and as a response. Coyne, Aldwin and Lazarus (1981) defined stress as a situation that develops when the individual perceives these stimuli as a problem as a result of the environmental stimuli forcing the individual's resources. Stress, which arises when the organism is forced or perceived to be threatened, disrupts the balance of the organism. It is necessary to adapt to new conditions to correct the disturbed balance, and this cycle repeats constantly throughout human life. Changing environmental conditions can also make adaptation difficult at times. As it becomes difficult to adapt, the individual begins to get tired both physiologically and psychologically. This situation paves the way for the formation of the stress response. An individual, who is faced with any psychological or physical obstacle in her/his daily life, flees if s/he thinks that he cannot overcome that obstacle, and fights if s/he believes that he can cope. Thus, it adapts to new situations.

2.2. Stress Symptoms

Stressful situations can cause many different reactions in students. With the help of these reactions, which can be observed or not observed from the outside, the individual can realize the stress experience. These symptoms of the human body against stress are generally categorised as psychological, physiological, cognitive and behavioural in the literature:

1. Psychological Symptoms: Anxiety, apathy, depression, anger, aggression, easily hurt, sleep disorders, etc. (Atkinson et al., 2006; Doğan, 2019).
2. Physiological Symptoms: Pain, rashes, rapid heartbeat, sweating, flushing, increased blood pressure, fatigue, tremor, chills, increased breathing, etc. (Atkinson et al., 2006; Doğan, 2019).
3. Cognitive Symptoms: Difficulty concentrating, attention problems, forgetfulness, confusion, poor memory, etc. (Atkinson et al., 2006).
4. Social Symptoms: Loneliness, isolation, withdrawal, etc. (APA, 2014).

Selye (cited in Taylor, 2018), another scientist who made the first studies on stress, examined how mice respond physiologically to extreme cold and fatigue with his experiments. Selye (1955) defined the "General Adaptation Syndrome" as an organism exposed to stress for a long time. He states that there are three stages, which he conceptualises as an alarming stage, the adaptation/resistance stage and the exhaustion stage. These stages are explained below:

1. Alarm Phase: The organism gives an alarm response as a result of its first encounter with the stressor. The alarm response, on the other hand, is explained as the organism's preparation at the bodily level to fight the stressor or escape from the situation. There are various hormonal and chemical changes in the body, such as an increase in heart rate and respiration, and the secretion of hormones by the glands. However, the long duration of the alarm phase causes the body to

consume its resources. When the organism resists the alarm responses, the adaptation phase is initiated (Selye, 1977).
2. Adaptation/Resistance Stage: This stage is defined as the organism's reaching the ideal adaptation after the body's initial stress responses have disappeared. At this stage, the body's resistance increases. However, if the body cannot eliminate the stress even though it resists it, it goes to the exhaustion stage (Doğan, 2019).
3. Exhaustion Stage: In the last stage, the defence of the organism, which is exposed to the stressor excessively, weakens against the stressor and eventually its adaptation is impaired. Since the organism has no more stamina, the exhaustion phase begins. In this process, alarm symptoms reappear (Taylor, 2018).

Selye states that the three-stage response of the organism to stress is similar to the three periods of human life: childhood, which is characterised by low resistance and overreaction to any stimulus, adulthood, when adaptation to common stimuli is achieved and resistance is increased, and the period of old age (Selye, 1977). Although this model, put forward by Selye, it maintains its importance today, the equality he established between stress and reaction is criticised because it ignores psychological factors. Because psychological evaluation/interpretation of events is important in experiencing stress (Lazarus & Folkman, 1984) and reactions to stress are affected by the individual differences, biological conditions, personalities and perspectives of individuals (Taylor, 2018).

2.3.Work Stress

When the related literature on the concept of work stress in Turkey is examined, it has been determined that the stress factors are in the form of wages, nature of the job, working conditions, opportunities for development and promotion (Ağma, 2007). According to the results of a study, occupations such as teaching, police officer, general practitioner, stockbroker, journalism, customer service, waitressing and secretarial are among the most stressful occupations (Lewis, 1993). It is thought that the reason why stress is experienced more in work areas related to people is that emotional processes are experienced more intensely as a result of the necessity of interacting with people in these occupational groups.

In a study conducted with approximately 1200 instructors at 80 universities in the USA, it was determined that the instructors stated that 60% of the stress in their lives is due to work. The main stressors are;
• High expectations from themselves
• Seeking financial resources to carry out research activities
• Inability to find the time to follow the changes and innovations in the field
• Insufficient pay
• Frequent interruptions of work
• Role conflict
• It has been found that career development is slow (Roberts, 2006).

Eren (2008) explained the factors affecting stress as follows:
*Self-Related Stress Sources***:** Biological, physical, financial, personal, emotional, lifestyle and age.

Stress Sources Caused by the Individual's Work Environment: Working conditions and work difficulties, workplace organisation disorder, role in the organisational structure, disorders in the distribution of duties and responsibilities, distance from the workplace, insufficient wages, rapid change in technology, hierarchy and long shifts.

Stress Sources Created by the General Environmental Environment in which the Individual Works and Lives: Uncertainties in the country and world economy, uncertainties in political and political life, urban and environmental problems, and social and cultural changes.

2.4. Burnout

The concept of burnout was first used by Herbert Freudenberger in the 1970s to describe the occupational depression experienced by people who work in the service sector. It is seen as a failure, weariness, loss of energy and power, or being dragged into a feeling of unhappiness as a result of unmet demands (Şahin, 1998). Herbert Freudenberger made the first accepted definition of the concept of burnout in 1974 as "the state of exhaustion that occurs in the internal resources of the people due to failure, weariness, decrease in energy and power, or unsatisfied demands", (Freudenberger, 1974).

The increasingly popular concept of burnout was developed by Maslach and Jackson(1981). The main purpose of the studies is to be measurable and to develop opportunities to work in different fields (Maslachi, Schauffeli & Leiter, 2001). In the direction of these studies, Maslach and Jackson (1981) define the concept of burnout as a syndrome that manifests itself as the depersonalisation of individuals due to their job, when they encounter people, feeling emotionally exhausted, and a decrease in their perception of personal success and competence. The three-component burnout definition used by them (1981) is the most common burnout description. In this description, three categories emerged: emotional exhaustion, depersonalisation, and feelings of personal accomplishment shortage. The important point here is that burnout is always considered a variable and individuals are not classified as all or nothing. When looking at the categories, emotional exhaustion is defined as the state of exhaustion that occurs due to the excessive psychological or emotional demands of the individual while generally helping others. The second dimension, depersonalisation, refers to treating other people as if they were objects. The third and final dimension, feelings of low personal accomplishment, refers to situations where efforts and efforts bring continuous failure instead of bringing positive results (Tümkaya, 1996).

Christina Maslach, who developed the Maslach Burnout Scale (MBI), the most generally accepted definition of burnout today, said: "The physical fatigue, long-lasting exhaustion and helplessness observed in individuals who are faced with intense emotional demands due to their work and always work face-to-face with other people. negative reflection on work and life" (Düz, 2015). Working conditions can bring the risk of "burnout" by creating chronic stress and emotionally exhausting situations for help professionals (health workers, psychologists, teachers, etc.) who work with people (Maslach and Jackson, 1981). According to Freudenberger's (1974) definition of the concept of burnout; According to Meier (1983), burnout consists of three results: a) the expectation that positive reinforcements will be less and negative results will be more, b) existing positive reinforcements will be more. It is the result of repetitive work experiences that occur with the belief that there is little control in reaching situations (such as promotion) or c) behaviours that are not sufficient to achieve these reinforcements (Meier, 1983). Although the conceptualisations

and definitions of burnout may seem different, they have common points: a) Burnout is experienced in a personal (individual way. b) Burnout, which is affected by emotions, attitudes and expectations, is a psychological experience. c) It can cause personal problems, discomforts and incompatibilities. d) Although researchers use different names, their common dimensions are emphasised: emotional exhaustion, depersonalisation and decreased sense of accomplishment (Aydoğan, 2008). Burnout symptoms are mostly analyzed under separate classifications such as physical, psychological & behavioural symptoms.

Physical Symptoms: The physical symptoms of burnout are mild at first, and these symptoms are; feeling of tiredness/fatigue, headache, drowsiness, and sleep disorders.

Psychological Symptoms: These symptoms; family problems, depression, psychological disorders, feelings of restlessness and anxiety, feelings of hostility towards other individuals, rush, feeling isolated, despair, hopelessness, and guilt. It can also be seen in the form of being late or even not arriving or attending.

Behavioural Symptoms: Among these symptoms are; family conflicts, desire to be alone, sudden reactivity, spending time with other things instead of dealing with work, increase in accidents and injuries, decrease in self-esteem and self-confidence, drugs, alcohol and tobacco, forgetfulness, going to work late or not going to work at all (Ardıç & Polatçı, 2008).

2.5. The Effect of Burnout

It is known that burnout is a common problem, especially in occupational groups that provide face-to-face service. Therefore, the results can be at a level that will affect both the people and institutions they serve. "Research shows that burnout negatively affects people's emotions, physiological and psychological states, and their perceptions of work. "Chronic health problems, sleep disorders (increase or decrease), weight problems, muscle pain, and cardiovascular problems can be seen in people who experience burnout, both as a result and as an effect" (Maslach & Leiter, 1997; Maslach, Schaufeli & Leiter, 2001). Alcohol, caffeine and cigarettes, sleeping pills and tranquillisers, distraction and indirect accidents are negative consequences (Aydoğan, 2008).

In addition, emotions such as anger, anxiety disorder, helplessness and disappointment that occur in people with burnout cause deterioration in the relationships of the individual with her/his colleagues, family and social environment. Since the person may prefer to be isolated, deterioration in family relations is common. "Burnout leads to the disappearance of job satisfaction and feelings such as pleasure and pride in return for success (Maslach & Jackson, 1981; Maslach & Leiter, 1997)." Burnout is often directly related to the desire to leave a job."Even if the individual does not leave the job, decrease in job satisfaction and performance, loss of commitment and confidence in the workplace, more breaks, taking longer to complete tasks or jobs, frequently arguing with colleagues and the people they serve, negatively affecting the performance of others due to a negative environment and attitude, being careless. As a result, it also reveals organisational consequences such as causing harm to the person or colleagues (Maslach & Jackson, 1981; Maslach, Schaufeli & Leiter, 2001)."

*Emotional Exhaustion***:** It is the discharge and exhaustion of energy in emotional resources. This dimension can be put into consideration as the cornerstone of burnout (Maslach, & Leiter, 2005;

Maslach, & Jackson, 1981). At this stage, the individual experiencing the stress dimension of burnout feels physically and emotionally worn out, can not be focused on work, and does not feel as responsible towards customers and colleagues as before (Maslach & Zimbardo, 2001).

Depersonalisation: It is the individual's pessimism towards other people and her/his work. This dimension is common among individuals who communicate with other people (Maslach & Leiter, 2005; Maslach & Jackson, 1981). The person may treat other people with humiliation and rudeness and ignores their requests and demands. Individuals in this situation adopt a distant, indifferent and cynical attitude towards the people they interact with and the institution they work for. Underlying their behaviour is the feeling of alienation and the activation of the defence mechanism (Sürgevil, 2006).

Low Personal Accomplishment: Personal accomplishment describes feelings of competence and success in one's work. Negative thoughts about others cause people to think negatively about themselves. The person feels guilty about these notions and wrong attitudes. S/he can develop a sense or feeling that no one likes her/him. He judges himself to be a failure. So this point is the third phase of burnout, the feeling of low personal accomplishment, emerges. 17 As a result of individuals' self-evaluations gaining a negative quality, there is a decrease in feelings of failure and competence in their work and in their relationships with people they encounter. These people, who think that they cannot make progress in their work or even regress, feel guilty (Maslach & Goldberg, 1998)

The consequences of this psychological pressure and violence on people, which are seen in many working areas today, are similar to burnout syndrome. In our country, sometimes teachers may be subjected to mobbing by their school leadership since no importance was given to professional competence, managerial qualifications and performance values in the appointment of school administrators until recently, especially for new beginners.

CONCLUSION

To provide students with 21st-century skills, it has become a necessity today to acquire knowledge per the requirements of this age by adopting continuous personal development. The most important means to meet this obligation is education. In this regard, teachers play a great role, and the qualification of the teacher is one of the components in education that directly affects the quality of education and an institution's expected targets.

It has been determined that the most significant item in students' success is the quality of the teacher, and the knowledge and skills of the teacher are the most significant determinants of success. In this sense, the quality of the teacher is one of the factors that directly influence the quality of education, and the educational institution should not be expected to reach its goals without qualified and effective teachers. The quality of the teacher is closely related to the teacher's pre-professional upbringing and the professional socialisation process. However, after starting the profession, the teacher can maintain the quality of the professional skills, with the desire to learn and develop her/himself. On the other hand, teachers may have heavy workloads and they not only conduct the lessons, but they also mark students' exams. There can also be given various kinds of

additional tasks such as invigilation, participating in ceremonies, seminars, meetings, etc. These additional duties can take up much of a teachers' time.

In conclusion, if there are exhaustion-stress and burnout states of the teachers, some remedial actions should be realised by the related administrations to eradicate the matter. The exhaustion states of the teachers should be eradicated or decreased, at least, to the minimum level to reach educational targets. If this matter is not dealt with, neither teacher nor the educational institution may reach their relevant educational objectives.

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The Major Events & the First Aviators in the History of Cyprus Turkish Aviation

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Abstract

This article is about The History of Cyprus Turkish Aviation, and It constitutes the first and foremost events that took place in the field of aviation in Cyprus**.** In this article, important events that took place in Cyprus Aviation are explained. Nations living in Cyprus; Arabs, Lusignans, Venetians, Ottomans, British nations are included in this article. Especially during the years of British Colonial Administration, there were developments in the field of aviation and airport investments. Again, the events experienced during the war years are available and Cyprus Turkish Aviation is detailed in this article. The first Airfield was RAF Famagusta Airfield, later RAF Nicosia Airfield, and RAF Tymbou Airfield now known as Ercan Airport, was included in this article.

Airports were built in Cyprus for both strategic and military purposes. After the war year these military airports turned into civil airports. During years 1939-1945 the events in both Europe and the Middle East escalated, the existing British bases in Cyprus were actively used by imperialist countries.

RAF Nicosia was the airbase of the royal Air Force and RAF Tymbou was the airbase of both the Royal Air Force and the French Air Force. RAF Tymbou Airfield was built in 1939 as an alternative to RAF Nicosia Airfield, but this airport was bombed by the German Air Force during construction in 1939-1943. In addition, the first Cyprus Turkish Civil Aviators are also available in this article. Article Interviews and first sources added great value to this article.

Key words: Turkish Aviation, Cyprus Turkish Aviation, North Cyprus, Aviator, Cyprus Turkish Aviation, Second War, First Flight, British Blue Book, RAF Nicosia, RAF Tymbou, *RAF Larnaca, RAF Akrotiri, RAF Famagusta, RAF Limassol, Ottomans in Cyprus, British Crown Colony.*

1. Introduction

*The subject of this article references the important events that took place in the book **''Cyprus Turkish Aviation & Realities''** (Derkan, İzzet, 2015). When did the first plane land in Cyprus, where was the first airport, when did the airports and airports infrastructure investments start during the war years? Which airport is RAF Tymbou nowadays? Along with this information, some of the important events that closely effected Cyprus Turkish Aviation are included.*

Short Brief of History of Cyprus:

If we are going to talk about Cyprus Aviation, first, we need to know the history of Cyprus. The order of reign in Cyprus was as follows

1. Lusignan in Cyprus: 1192-1489
2. Venice in Cyprus: 1489- 1571
3. Ottomans in Cyprus: 1571-1878
4. British Rule in Cyprus: 1878-1914
5. British Military Occupation in Cyprus: 1914-1925
6. British Crown Colony in Cyprus: 1925-1960
7. Cyprus Government in Cyprus: 16 August 1960

After the Conflicts in Cyprus:

1.Provisional Turkish Cypriot Administration: 27 December 1967

2.Cyprus Turkish Autonomous Administration: 1 October 1974- 13 February 1975

3.Cyprus Turkish Federation: 13 February 1975

4.Cyprus Turkish Republic of Northern Cyprus: 15 November 1983

Of course, to talk about Cyprus aviation, we first need to know the dates written above. In fact, the first aviation came to Cyprus during the war years. As it is known, between 1878 - 1960, Cyprus was under the control of the British Colonial Administration.

History Of Cyprus Turkish Aviation & Important Events:




Photo 1: *İzzet Derkan,Hasan Taşaner(2007), İzzet Derkan, Hüseyin Kozanoğlu, Ercan Airport,(2012)*

At the beginning, I thought I knew the History of Cyprus Aviation. However I found out that my knowledge was not sufficient. I was sure that in order to learn the History of Cyprus Aviation I had to talk with specialists and with retired people from the industry. I decided to contact lecturer Dr. Almaz Sandybayev with the idea of writing a book about the History of Cyprus Turkish Aviation. We have written some articles together. I needed his professional opinion which he was delighted and agreed with my idea.

Aviation is an important issue so it will be a tough subject. Writing a book in aviation is better if you are an aviator, because of the first hand experience, you can relate the story better than a person who is not in the field.

It is a great advantage for aviation enthusiast if the author is an aviator. Being an aviator allows you to see the important points in the book.

The book, History of Cyprus Aviation was developed according to our interviews and the messages which I received from RAF resources.

Unfortunately we could not reach any particular data of the History of Cyprus Turkish Aviation. Our first interview was with former Cyprus Turkish Archive Director Mr. Mustafa Haşim .I took much valuable information about Ottoman Flights from Mustafa Haşim, but we required more information for our satisfaction. The reality that flights had taken place in this period had to be shown clearly in the book history. I know that if I need more official information to improve my work I have to look for further links about Ottoman flights.

My second interview was with my father ***Mehmet Karaöz***. I trust my father's knowledge in the History of Cyprus. Information which came from my father gave me a clue about when ***Tymbou Airfield*** was used. My father told me that in 1940s, the planes landed at *Tymbou Airfield. During this term my father was working in the village of Pyroi. Pyroi was a village*

which was located on the south side of Tymbou Airfiled, where Turkish and Greek Cypriots were living together. My father pointed out that the Jews called Tymbou Airfield, ***Ben-Gurion Airport,*** *which is located in Israel. This was clarified by Mr. Mustafa Haşim's. With my strong links, I concluded that Tymbou Airfield has used between in* ***''1945-1956''*** *by French Air Force in the Suez Canal Crisis. Tymbou Airfield was the location of French Air Force paratroopers. Additionally, Nicosia Airport was under British Air Force Control.*



Photo 2: *Mehmet Karaöz, İzzet Derkan, New Iskele Village, (2022)*

Cyprus Had Been In Two Air Strikes …

First Air Strike over Cyprus was from Italians and Germans (1936-1941)

The first Air Strike over Cyprus was held in 1936 bythe Italian Air Force.

Italian fighter planes Messerschmitt BF-109 and Heinkel-111 bombed British Airfields in Cyprus. Italian Seaplane bomber Savoia-Marcchetti S.M.62 did reconnaissance bombardment during this year.



Photo 3: *Hankel11, (1943)*

In Second World War, The Luftwaffe begins targeting British cities, in 1940. On 15 of June, 1941 Cyprus Airports were target of Luftwaffe Raids. Luftwaffe was used ***''STUKA''*** planes for bombing Cyprus Airfields.



Photo 4: *Stuka, (1940s)*

In that year Famagusta, Nicosia, Limassol, Larnaca and Tymbou which were under contruction were bombed by Luftwaffe.

First Air Strike was taken by Italians in 1936*. During the first World Word Italians and Great Britain were allies and their relations remained relatively cordinal until 1930s. This was changed in the summer of 1935 due to Benito Mussolini's determination, to capture Ethiopian by force, despite international disapproval. During the Ethiopian War between*

October 1935 and May 1936 the Italian Air Force was examing for the first time potentional targets for bombardment in Egypt, Palestine and Cyprus.

Dodecanese Disaster and Battle of Simi 1943…

Nicosia runway was used in 1943-1944 by American Bombers when returning from the allied bombing of Romanian Ploiesti Airfields.

About Suez Crisis…

In July 26, 1956, Egyptian President Gamal Abdel Nasser *announced the nationalization of the Suez Canal Company, the joint British-French enterprise which had owned and operated the Suez Canal since its construction in 1869. Nasser's announcement came after the following months of mounting political tensions between Egypt, Britain, and France. Although Nasser offered full economic compensation for the Company, the British and French Governments, suspicion of Nasser's opposition to the continuation of their political influence in the region, was outraged by the nationalization. The Egyptian leader, in turn, resented what he saw as European efforts to perpetuate their colonial domination. Israeli forces attacked across Egypt's Sinai Peninsula on October 29, 1956, advancing to within 10 miles of the Suez Canal. Under the pretext of protecting the Canal from the two belligerents, Britain and France landed troops of their own a few days later.*

Tymbou Airfield mostly used during the Suez Crisis by RAF Paratroopers. Cyprus Airfields were used by RAF like a warship…

Official Ottoman Flight information about Cyprus was taken from former military pilot Osman Baykal in the interview. ***The first flight of Ottoman Empire to Cyprus was on 16 April, 1916 by pilot Mithat Tuncer***. In 1916 a landing strip was constructed near the ‘‘**Silfike Gulf’’** to execute reconnissaince flights over Cyprus. This location had belonged to ‘‘***Turkish 4th Plane Air Commander Troops’’.*** Silifke is at the west of Adana and the location of this landing strip was an appropriate ground for reconnaissance. This landing strip was also used in 1974 by Turkish Military. The purpose of flights from Silifke Landing Ground was to observe captured Turkish Soldiers in the location of Gülseren Camp (Karaolo Camp). Turkish Soldiers were held captive by the British Army in the First War, 1916. Ottoman Flights was also performed to the Monorga of Armenian Camp. This Champ was under the control of French Commander Troops. French Military promised the Armanians as cooperation after the war against Ottoman Empire they would give them Cukurova Area which was located in Turkey. Ottoman reconnaissance flights had taken place between the years 1916-1918. Details of all informtion about those flights are located in the History of Cyprus Turkish Aviation Book.

As a result, the first Air Flight to Cyprus in the Aviation History was from Ottomans, on ***16 April 1916,*** *pilot* ***Mithat Tuncer*** *used the craft Rumpler 1-B plane. In 1917 British Air Force, was founded as a Royal Air Force. As we know In 1878-1960 Cyprus was a part of British Empire. Between 1914 to 1925 Cyprus was occuppied by the British Millitary and from 1926*

until to 1960 Cyprus was a British Crown Colony. Due to Sources obtained, the first airports in British Crown Colony were Famagusta, Nicosia, Limassol and Larnaca in the 1930s. Commonly British and French Air Force began to perform their strategic plans in Europe and in the Mediterranean. Cyprus was the best situated island to reach their aims. All statistical information between the years ***1930 -1948*** *is available in my previous publications.*

Nicosia and Tymbou Airports were used during operations in the Mediterranean, (Cyprus, Malta, Gibraltar) and the Suez Crisis for strategic plans, by RAF. Tymbou Airfiled was built by German prisoners in 1945. The airfield was first used by **No. 26 Squadron RAF** Regiment which started operations in **1951**. The Royal Air Force uses Tymbou airfield of Cyprus, as a strategic bomber base in the Suez crisis. The Suez Crisis, also named Tripartite Aggression, was an invasion of Egypt in late 1956 by Israel, followed by Britain and France. The aims were to regain Western control of the Suez Canal and to remove Egyptian president Nasser from power. This airfield played a vital role in the Suez Crisis.

Aircrafts which were used in RAF Tymbou Airfield are mentioned below:

Hastings C 1, Canberra B6, Nord 2501, Avro Shacleton, Valiant, Valetta…



Photo 5: *Suez Crisis, RAF Tymbou (Ercan Airport), Nord2501, (1956)*

On the 1st of August, 1955, EOKA was established having the specific aim to mount a military campaign to end the status of Cyprus as a British Crown Colony. Both Turks and Greeks were threatened by EOKA on the Island. Cyprus during those years had many difficulties.

*We know on **20th of July in 1974** Turkish Fighters flew to Cyprus to stop EOKA attacks on Turkish Cypriots.*

The sequence of Airports which were used by RAF are mentioned below:

1-Limassol Airport, 1930

2-Nicosia Airport, 1930

3-Larnaka Airport, 1930

4-Famagusta Airport, 1930

In 1916-19 this landing ground was used plenty of times for RAF Mail…

5-Lakadamia Airport, 1942

6-Tymbou Airfield, 1945-1959

7-Dikelia Airfield, 1950-1953

8-Episkopi, 1952-1953

9-Akrotiri Airfield, 1954-1956

Short Summary Of General Aviation And History Of Cyprus Turkish Aviation…

The first fighter aircraft in world history was used in the Tripoli war (Trablusgarb Savaşı) **in 1911** by Italians against Ottomans. The First reconnaissance, the first aerial pictures, the first aerial artillery fire, the first air attack all happened in the battle of Tripoli. So the first plane shooting and first airmen shot had been done by Turks.

In history of Cyprus first landing was with a seaplane to Famagusta Port, December 1915, type of aircraft was **SHORT135.**

Short Brothers – Inventors of Short Aircrafts:

***Short** is a generic name often applied to several different aircraft types designed and built by Short Brothers' which were used during World War I. Short Brothers developed and patented folding wing mechanisms for ship-borne aircraft from 1913; the wings were hinged so that they folded back horizontally alongside the fuselage (as shown in the image), reducing the storage space required for stowing them aboard ship.*

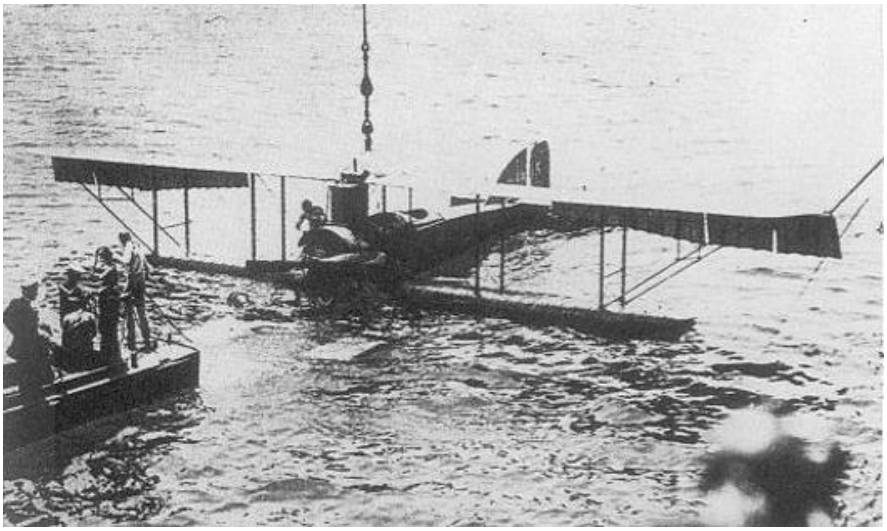

Photo 6: *Short Sea Plane, (1916)*

The first aircraft which had landed to airfields in December of1916, was made by the French and was used by the Royal Air Crops. Type of plane was **Maurice Farman M.F.11 Bristol.** After that Vickers E.F.B.2 de Havilland DH4 and Bristol were flown to Cyprus irregularly.

First World War was between 1914-1918…

Regular Air Mail Post for Military Mail Service started flights to Cyprus in 1921 under Royal Mail Post Flights to the Famagusta Airfileld. This was linked with United Kingdom mainland to Alexandria-Egypt.

Ottoman Empire Flights to Cyprus were between 1916-1918…

Due to Ottoman Empire reconnaissance flights to Cyprus, RAF had been disturbed thus RAF decided to create plenty of landing grounds in Cyprus. First RAF Flight had been on 26 of September 1918. In this year F3 seaplanes flew from Alexandria to Syria port. Prior to this 2 Bristol Fighters flew to Famagusta landing ground. According to the Colonial Blue Book, there were four Airports used between 1930 and 1948. Those were Nicosia, Famagusta, Larnaca and Limassol Airports. Finally, RAF Operations were spread over Malta, Gibraltar, Middle East, Suez and Aden between in 1945-1957**.** Cyprus Airfields were used as a warship by British and French Air Forces for years.

Letter From Royal Air Force Museum London (11.6.15)

Incident in 1930…

On the 11$^{th\ of}$ June 2015, I received a letter from the RAF Musem of London. The person who wrote me the letter was ***Guy Revell****, an Assistant Curator. He added that the earliest reference that he could find to aircraft operating from Cyprus comes from the memories of Sir Ronald Storrs* ***(Governor and Commander-in-Chief of Cyprus between 1926 and 1932****) who believed that the first aircraft* ***"since the end of the War"*** *landed on Cyprus in the Spring of 1930. In his message he said that* ***Central Powers*** *aircraft certainly flew over*

Cyprus during ***the First World War*** *and* ***British seaplane carriers docked in Famagusta harbour.***

His report from **"*The Aeroplane*"** magazine matches some of the details given in Storrs' account, but I could find further references to the supposed incident, that the aircraft have indeed came from **216 Squadron**, the detailed information about the incident could be found in the squadron's ***Operations Record Book.*** Two Biplane made a forced landing near ***Ayios Theodpros-Karpas, 20 of April, 1930***. The incident had appeared in ***The Manchester Guardian on 21 of April,1930.*** There was a message from Nicosia(Cyprus) dated on 21 of April,1930.

The Incident happened near Ayios Theodoros-Karapas, 20th,April,1930. The document mentioned that on ***20th of April,1930,*** *one of the two RAF biplane troop-carriers,which took off from Cyprus to return to base at Cairo,experienced propeller failure and made a emergency landing near Ayios Theodoros, on the hilly Karpas peninsula,in the north-east of island. The biplane was totally wrecked, but seven flight crew esceped without injury****.***



Photo 7: *Nicosia Airfield, (1930)*

The photo mentioned above matched and confirned the date exactly. If we will check biplane properties we can add more details in History of Cyprus Turkish Aviation Book.

Vickers Vicoria Biplane…

Plane was Vicker Victoria troops carrier..Lets have a look at the features of the biplane.

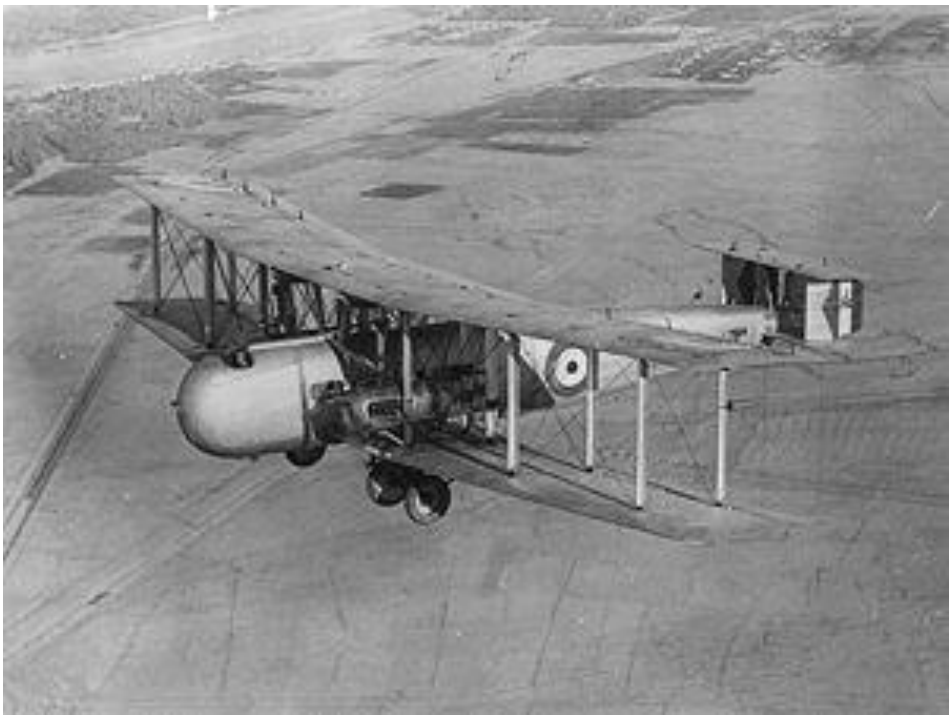

Photo 8: *Vickers Victoria, (1922)*

This biplane's first flight was on ***22 of August,1922.*** The role of this Biplane was as a Cargo-troop carrier. Manufactuer was Vickers and retired in 1935.

Cargo deliveries had started on the 23 of February,1926 by the RAF. RAF 216 Squadron involved Vicers Victoria III, and it was based in Egypt.

Victorias of 70 Squadron played an important part in the Kabul Airlift from November 1928–February 1929, when in severe winter conditions, RAF aircraft evacuated diplomatic staff and their dependents together with members of the Afghan royal family endangered by a civil war, Victorias were used to ferry troops to potential trouble spots including both Iraq and elsewhere, flying reinforcements to ***Palestine in 1929*** *and* ***Jordan in 1930*** *and* ***from Egypt to Cyprus in 1931.***

In this photo it is clear to say that landing strips were not built by RAF until 1929. We saw in my research terms of **Airport** were expressed in Blue Book from 1930 to 1948. This meant that landing strips were built in 1930.

Visit To The Police Station At Lefkosa To Find The Plane Propeller From 1930s…

On the 15th of June 2015, I visited Turkish Police Center at Lefkoşa. I heard this information from former SATCO Air Traffic Controller Mr. Metin Aybars. I got approval from police commander to visit this place.



Photo 9: *İzzet Derkan, F-2 B Bristol Fighter, Police Statiton, North Nicosia, (2015)*

This Propeller was F-2 B Bristol Fighter and was used by RAF Flying Crops in the First World War. This plane's first flight was in 1916 and retired in 1930. Also the plane was used by RAF Polish Air Force…

Plane details are mentioned below:



Photo 10: *F-2 B Bristol Fighter, RAF, (1920s)*

Role: Biplane Aircraft

Manufacturer: British and Colonial Aeroplane Company

Designer: Frank Barnwell

First flight: 9 September 1916

Retired: 1930's

Status: 1 preserved in the Shuttleworth Collection

Primary users: Royal Flying Corps, Polish Air Force

Produced: 1916–1927 Number built: 5,329.

Second World War was in 1939-1945…

Sir Winston Churchill (30 November 1874 – 24 January 1965) Sir Winston Churchill *during these years was the prime minister of Britain.* ***Adolf Hitler Military Leader, Dictator (1889–1945).*** *Adolf Hitler was a leader of Nazi Party from 1934 to 1945. Hitler's Nazi Party became the largest elected party in the Germany. He was a dictator and he announced his name all over the world in the Second World War****. Benito Mussolini (29 July 1883 – 28 April 1945).*** *Benito Mussolini became the youngest Prime Minister in Italian History in 1921. These three leader took a large role in World War II. In History of Cyprus Aviation when we talk about 1955, Cyprus was facing with EOKA attacks. In 1956 Suez Crisis had started. Cyprus Airfields were used for military purposes by Royal Air Force. The Suez Crisis, also named the Tripartite Aggression, and the Kadesh Operation was an invasion of Egypt in lately 1956 by Israel then followed by Britain and France.*

What was Operation Musketeer?

Musketeer *was the Anglo-French-Israel plan for the invasion of Egypt to capture the Suez Canal during the* ***Suez Crisis.*** *Israel had the additional objectives of opening the Straits of Tiran and halting fedayeen incursions into Israel. Abdel Nasser (15 January 1918 – 28 September 1970) was the Second President in Egypt until end of the Suez Crisis.*

In Suez Crisis Airfields which were used are mentioned below:

1. RAF Nicosia
2. RAF Tymbou
3. RAF Larnaca
4. RAF Limassol
5. RAF Dikelia (Kingsfield)
6. RAF Episkopi
7. RAF Akrotiri

EOKA *attacks occurred from 1955 to 1973. Therefore the first Turkish fighters came to Cyprus for supporting Turkish people against EOKA attacks in 1963.*

Çayönü Village Landing Strips:

According to our interview there are two landing strips 1.5 miles east from Çayönü village. The length of runways are 400 meters and direction are 09-27. These airfields were used in 1973 for agricultural spraying.(Gürsoy,S,D, 2017)



Photo 11: *Çayönü Village Landing Strips, (2016)*

Pendaya – Yeşilköy Landıng Strip:

This strip was built in 1963 and was used until 1973. This landing strip was near the ***Cengiz Topel Hospital*** *but now it is planted with trees. Also this landing strip was used in 1964 by* ***former Minister of the Interior of Cyprus*** *who's name was* ***Polikarpos Yorgacis.*** *Yorgacis and his friends had been seen by* ***Cpt.Mehmet Konedralı while on a mission,*** *landing a helicopter at the airfield. That Airfiled was also used until 1973 for agricultural spraying.*





Photo 12: *Pendaya-Yeşilköy Air Strip, (2015)*

HZ. ÖMER - PEACE BEACH LANDING STRIP - ÇATALKÖY:

This Airfield was built in 1963 by Greek Cypriots and was used until 1973 for agricultural spraying. After 1982 this landing strip was used by light aircrafts of TRNC Aviation Federation. Direction are 11-29 and length is 760 m.



Photo 13: *Hz.Ömer & Peace Beach Landing Strip, (2015)*

2. Methodology

Primary sources, book sources, academic articles and face-to-face interviews were used in writing this article.

3. Conclusion

In summary, Cyprus was commonly used for strategic purposes by foreign powers in wars over the years. Due to its position in the Mediterranean it acted as a war ship or base for airforces making it a very important Island ***…***

Distinguished Aviators In Cyprus Turkish Aviation Are;

- *First Turkish Cypriot to Serve in the US Air Force B17-B24 Air Gunner was* ***Fadıl OSMAN***
- *One of the The First RAF Pilots in History of Cyprus Turkish Aviation was* ***Mehmet Hasan TAYYARECİ***

- *First Martyr pilot in Turkish Aviation History; Air Pilot was Lieutenant* ***Cengiz TOPEL***
- *First Turkish Cypriot Martyr Air Pilot was Lieutenant* ***Gültekin ŞENGÖR***
- *One of the First Major General Pilots was* ***Salih EVREN***
- *One of the First Commercial and Military Lieutenant Pilots was* ***Mehmet KONENDRALI*** *(Before 1975, he is the first pilot who landed on the 7th of March,1986 to Geçitkale Airport)*
- *First Director of CAD (Civil Aviation Department) was* ***Nevzat Ali ULUÇ.***
- *First Male Air Traffic Controller was* ***Kemal UZUNOĞLU*** *(Worked in Nicosia Airport)*
- *First Civil Aviation Operations Officer was* ***Mehmet Salih KAPTAN***
- *First Female Air Traffic Controller was* ***Şule AKŞİT****.*
- *First Fire Fighting officer was* ***Erdoğan SONSAL.***
- *First Communication Officer was* ***Hakkı DORMAN.***
- *One of the First Technician Officers was* ***Reşat ÜNAL.***
- *First Meteorologist was* ***Erer SELÇUK.***
- *One of The First Turkish Cypriots who worked in* ***CYTA*** *as a Radio High Frequency Engineer was* ***Yusuf GAZİ.***
- *The First Cabin Crew Officers were* ***Pembe Alp, Ayşe Topal (Çakı), Akile Hüseyin.***
- *First Aviator Married Couples* ***Rayıf and Şengül ARSAL***
- *First Engineers were* ***Rifat YALINÇ, Özcan BUDAK, Dinçer ÇAĞIN and Alper ULUDAĞ.***
- *First Commercial and Airline pilot was* ***Emre ÜNEL*** *(After 1975)*
- *First Microlight Pilot in History of Cyprus Turkish Aviation was* ***Serkan ÖZCEZARLI****.*

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Author's Biography



İzzet Derkan, is an active aviation author for the aviation industry in the TRNC. He has been an Air Traffic Control Supervisor at the Ercan Air Traffic Control Centre since 1993. He received his MBA in Business Management at the University of Mediterranean Karpasia, Northern Cyprus. His MBA subject is ''International Airports & Ercan Airport''and his PhD is ongoing in Lefke University, studying ''International Aviation Rules and its effects on Nations.'' İzzet's interests include management and organization, strategic management, international business, flight safety, aviation security, aviation history and aviation management. He has numerous publications in international journals and his book ''History of Cyprus Turkish Aviation & Realities'' was published in 2015.

Separate Formulation of Adjective Comparisons of Phraseological Units

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Abstract

In this article attempts are made to consider the separate form of adjective phraseological units, their semantic features, syntactic functions and euphonic means in adjective comparisons. Comparative Phraseological Unit is known as a linguistic phenomenon described and studied in the linguistic literature. It should be noted that researchers paid special attention to comparative phraseological units based on similarity relations.

The Purpose of this article is about comparisons of phraseological units. In this article, the general concept of comparison is also associated with the comparative method of studying language systems (English and Uzbek). In modern general and comparative linguistics, research is carried out based on the relationship between general philosophical and general linguistic comparisons. At the same time, linguists approach the choice of the initial concept of comparison in different ways, which determines the scope of the language system of means of correspondence, however, it becomes natural that the comparison under study goes beyond one language level.

Key words: Comparative phraseological units, adjective phraseological units, comparative degree, comparison, semantics, linguistics, pragmatics.

INTRODUCTION

Comparative phraseological units make up the largest category of adjective phraseological units. Like all phraseological units, they are separately designed.

Their separation is proved as follows. A significant number of phraseological units of the type (as) mad as a hatter allow changing both the first and second components. We provide examples of such changes. Such use in a number of cases not only means a greater degree of feature, but rather serves to increase the expressiveness of the comparative phraseme. A change in the first component occurs in more and more phraseological units. Thus, the comparative phraseological unit *(as) large as life* did not have a comparative degree in the 19th century. This phraseological unit has become widely used in a comparative degree in English, American and Australian literature.

METHODS

Let's give some examples.

All her emotions are quite sincere, but she cannot help being a little larger than life. (J. B. Priestley)

The hand reappeared on the screen as if it had materialized from the magic of legends larger than life. (M.Wilson)

I know only too well what men like that expect from a woman. They expect her to be a kind of magnifying mirror, reflecting an image of themselves so mush larger than life that they never have to face the truth. (D.Cusack and F.James)

Along with the larger than life form, there is also a larger than life-size variant. Michael and Julia smiled on him kindly. His admiration made them feet a little larger than life-size. (W.S. Maugham)

But I can't open my mouth lately without she jumps down my neck. I don't think she means it. Probably just finding things larger that life-size. (D.Cusack and F.James)

In addition to these changes, one more thing is possible. Back in the 19th century this comparison was used in sentences in which a variable phrase was added to it for the purpose of emphasis.

"This is a child!" Haigha replied... "we only found it today." "It's as large as life, and twice as natural." (L.Carroll)

Later, the comma was no longer put in this comparison, which at the end of the 19th century as large as life became a common playful extension of the turnover.

Mrs Warren (swooping on the Reverend Samuel): Why, it's Sam Gardner gone into the Church! Well, I never! Don't you know us, Sam? This is George Crofts, as large as life and twice as natural. (B Shaw)

Comparison is so firmly established in the language that its deformation was needed to create a comic effect:

Lady Chiltem (rising): Mrs Cheveley! Coming to see me? Impossible! Mabel Chiltern: I assure you she is coming upstairs as large as life and not nearly so natural. (O Wilde) ("life-size, though not quite nutural")

The newly formed comparison gives an additional characteristic of the signified, but this additional characteristic is stable and does not allow changes in normative use. Both comparisons exist in parallel as phraseological synonyms of different structure.

The wide distribution of such formations can explain the ironic occasional variant found in Aldington's book:

... there she is - large as life and twice as impudent.

Adjectives are often used in the occasional comparative degree and in other adjectival comparisons.

...that precious fluid older than Adam yet strong the morning dew. (M.Dodge)

...we'll snatch that box quicker 'n lightning. (M.Twain)

He loved ... and became more silent that the grave. (J. Galsworthy)

In adjectival comparisons, a noun is often used in the plural when the PU refers to more than one object.

"There they are," I said. "Busy as beavers!" said Irene. (CP.Snow)

... and here you are, the three of you, young and strong as horses... (J.B. Priestley)

It is necessary to note the wide development of variance in comparative phraseological units, which form their variant separate design. Each adjective and adverbial phraseological unit can be used with or without the initial union as. The second conjunction is never omitted. There is a tendency to omit the initial union as in elliptical sentences (in answers to questions, replicas and theatrical remarks)

"You all right again, Roy? The Indian said him. Roy nodded. "I'm all right, Bob." he said. "Right as rain." (J. Aldridge)

The conjunction as is omitted in non-answer elliptic sentences, with the subject and linking verb omitted.

"You can't talk to him," said uncle Rodney. "Mad as a hatter." (J. B. Priestley)

The union as is often omitted where the comparative phraseological unit is placed at the beginning of the sentence.

Swift as thought, the pictures came and went. (J.London)

PU in this example is an adverbial phrase.

The as union is also omitted if the PU is preceded by the union but or yet.

... nice fellow as ever lived, but soft as butter. (J. Galsworthy)

A faint mist marked the horizon, so that the sea, undulant, yet smooth as glass, reached to infinity. (A.J. Cronin)

Thus, in the omission of the initial union as, a well-known pattern is observed, although not always observed. So, in elliptical sentences that are answers to questions, as can be preserved, for example:

"But how was Rona?" I asked. "Oh, Rona - oh, as fine as silk. Couldn't be better." (Th. Dreiser)

Comparative phraseological units with as and with the omitted union are a kind of quantitative variants, moreover, normative, and not occasional. The presence of such variants is an indicator of the variant separation of comparative phraseological units. This kind of quantitative variance differs from all other types of variance in that it is characteristic of all comparative phraseological units that have in their composition the paired union *as ... as.*

Some comparative phraseological units of this structural type are characterized by lexical-quantitative variation, for example:

(as) clear as day (or as daylight) *(as) cunning (or sly) as a fox "sly as a fox";* (as) *firm (or steady) as a rock* "hard as a rock" (about a person).

Was not as cunning as a fox and as deadly accurate with his left hand as an expert rifleman shooting for the bull. ("Daily Worker")

Thought cursed as public enemy number one the ratechecker was an innocuous-looking man ... bald as a mushroom and as sly as a fox. (A. Sillitoe)

In case of obsolescence of one of the two variants, the phraseological unit becomes non-variant; for example, (as) cool as a cucumber became optionless when (as) cold as a cucumber was deprecated.

The basis of variance is not only the coincidence of the quality of values, but also their quantity. With a discrepancy in the number of values, there is no need to talk about variance.

DISCUSSION

Let's compare the turns *(as) right as rain and (as) right as a trivet*. These comparative phraseological units have the general meaning "in good condition", "in perfect order", "perfectly healthy", "safe and sound". The turnover (as) right as rain has a second meaning "absolutely correct", "true", which is absent from the phraseological unit (as) right as a trivet. These phrases should be considered as separate synonymous phraseological units, and the phrase (as) right as rain is characterized by partial synonymy.

The most important quantitative indicator for any type of variance is the presence of at least one irreplaceable significant lexeme, which is a lexical invariant of this phraseological unit. The replacement of all significant lexemes that make up phraseological units is a rare phenomenon.

Examples of such comparative phrases are: (as) black as midnight (night or pitch); (as) dark as midnight (night or pitch) "completely dark", "impenetrable darkness"; "you can't see a single thing", "at least gouge out your eye."

Among the comparative units, lexico-quantitative variants predominate; lexico-quantitative variants with double quantitativeness are much less common, for example: (as) sulky ("or surly) as a bear with a sore head (as) sulky (or surly) as a bear. (PU goes back to the time when one of entertainment was the baiting by dogs of a bear sitting on a chain.)

An interesting example of a quantitative variant is the ever lengthening comparison: as like as peas as like as two peas as like as two peas in a pod.

From their cruel jaws to their bushy tails they were as like as peas in their likeness to timber wolves. (J. London).

We are as like as two peas. (W. S. Maugham)

Your father was as like you are now as two peas in a pod. (A. J. Cronin)

Formations of this type have a graphic separate form, variant separate form, and all of them have quantitative variants, a significant number of them are lexical variants, and many allow morphological changes in one or two components. They are also characterized by occasional separate design. It is expressed in the possibility of inserting variable elements for the stylistic purposes of updating the traditional comparison.

black as a crow's wing

The water was so black and irridescent as a young crow's wing. (D. Carter)

fit as a fiddle

"We've quite a surprise for you, too, sir," he continued.

"We've a little stranger here... looking fit and tout as a fiddle..." (R. L. Stevenson)

Nominative phraseological units appear in speech as part of a single syntactic Whole, as part of a sentence. And often it is the need to include phraseological units in a sentence that causes certain grammatical changes in its component, which provides a syntactic link between this phraseological unit and the corresponding member of the sentence. For the implementation of such connections, the components of phraseological units have forms of expressing relations and connections with formative suffixes.

As already noted, comparative phraseological units are based on stable comparisons. The semantic feature of the CFU is figurativeness, when an object or phenomenon belonging to a class other than the subject of comparison is used as objects of comparison to enhance the meaning.

RESULTS

For adjectival comparisons, as well as for comparisons of other types, a two-dimensional meaning is characteristic: one is compared with another. Such a structure of the value distinguishes it as a value of a special kind, namely, comparative (single-literal or integral).

The first component of adjective comparisons is usually used in its main literal meaning. The function of the second component is always amplifying. This is clearly seen from the following examples:

Gertrude Morel was very ill when the boy was born.

Morel was good to her, as good as gold. (D. H. Lawrence)

As clever as a bagful of monkeys Julia was; a damned good sort and clever,
clever as a bagful of monkeys. (W. S. Maugham)

Adjective comparisons arise in the language because there is a need to convey additional information compared to the information transmitted by the first components of the comparison, taken separately.

The figurativeness of the phrase arises due to the fact that in speech the comparison does not refer to the class of objects, phenomena or persons that denotes its second component, for example he is as brave as a lion. Imagery is created by comparing a man with a lion, but if we compare, say, a lioness with a lion, then the imagery of the comparison disappears.

Comparisons are usually phraseological units with a pronounced estimated value, both positive and negative, for example: *(as) bold (or brave) as a lion "brave as a lion"; (as) fierce as a tiger "fierce as a tiger"; (as) pretty as a picture "pretty as a picture"*, etc.

The nature of the evaluation depends on the semantics of the first component. In some cases, the semantics of the second component plays a decisive role, for example (as) fat as a pig "fat, fattened like a pig, like a hog" and (as) fat as butter "chubby", "chubby". Comparisons are characterized by hyperbolization, i.e., exaggeration of a feature in order to highlight it more expressively.

Adjective comparisons are two-component. Who or what is being compared is always indicated by a variable component, that is, a word that is not part of a comparative phraseological unit. The second component can, as in verbal comparative phraseological units, be a lexeme or a combination of lexemes. Here are examples of adjective phraseological units with the second

component - a combination of lexemes: (as) clever as a bagful of monkeys "damn clever, smart"; (as) different as chalk from cheese (as) welcome as flowers in May lit. "welcome as flowers in May"; "long-awaited"; "very handy"; (as) yellow as a crow's foot "yellow as a lemon", etc.

Adjective comparisons denote a wide variety of qualities, properties of both people and objects and phenomena.

Examples of adjective comparisons referring to people:

Though it was his first great venture, he was as cool as a cucumber. (Th. Dreiser)

Nothing seemed to put her out. She was always as merry as. a grig. (W. S. Maugham)

Usually the comparisons are unambiguous. But there are also doubles. Multivalued comparisons are extremely rare. In comparisons of this type, the second component performs not only an amplifying function, but is also value differentiator.

A two-valued comparison can characterize a person from different angles.

So, turnover (as) weak as water means: 1) "weak", "feeble":

Sir, I am just getting well of a fever, and I am as weak as water. (Ch. Reade)

2) "weak-willed", "weak-willed", "weak-willed":

Sibyl (Furiously): ... You're very fond of swearing and blistering and threatening, but when it comes to the point you're as weak as water. (N. coward)

Some comparative phraseological units are applied to parts of the human body:

His head felt empty, light as air, his feet heavy as lead. (A. J. Cronin)

Presently Montanelli rose and came back with lips as pale as ashes. (E. Voynich)

Comparative phraseological units can denote: 1) a part of a person’s body, 2) a property of a person, and 3) a property of an object, for example, turnover (as) hard as (a) stone (or as the nether millstone).

1) I believe you have a heart as hard as the nether millstone. (W. Black)

2) "She must be hard as stone" I said to myself, "to see my misery and not take pity on me." (W. S. Maugham)

3) The frozen ground was hard as stone. (M. Dodge) The air too had become so frigid that hailstones began to fall. They were large pellets, hard as stone... (A. J. Cronin)

An example of a multi-valued adjectival comparison is the turnover (as) black as ink.

1) "completely dark"; "at least gouge out your eye":

The greater part of the vast floor of the desert under us was as black as ink. (M. Twain)

2) "dirty"; "black as soot":

I thought I'd never get my feet clean, they were as black as ink. (W. S. Maugham)

3) "gloomy":

Whose sordid soul was as black as ink... (G. L. Apperson)

Sometimes one of the meanings of a polysemantic PU conveys some the quality of an object, and the other is a property of a person, for example (as) hard as a bone.

1) "hard as a stone":

Owing to the intense cold the ground was as hard as a bone. (Th. Lyell)
2) "hard-hearted", "ruthless":
It's not much use your expecting any generosity or kindliness from him. He's as hard as a bone in anything that concerns his own interests. (Th. Lyell)

The figurative meaning is so widespread that the figurativeness in such turns of phrase has largely been erased. It is more clearly felt in comparison (as) dead as a door-nail.
1) "without any signs of life", "lifeless", "lid":
Emma: Caleb dead? Benny: Dead as a door-nail. (E. O'Neill)
2) "turned into a dead letter", "lost force";
"disappeared without a trace":
... when they broke loose from school at last, Lucan for them was lost, Seneca dead as a doornail. (S. O'Casey)
Similarly, the turnover (as) dead as mutton is used.

Some comparative phraseological units never refer to either a person or an object, but to any statements (cf. "clear as day", "as old as the world"), actions, etc., for example: (as) certain as death " as inevitable as death"; (as) clear as mud 1) "completely unclear", "dark matter"; 2) "clear as daylight".

"The matter is rather complicated; but I hope I've made it clear to you." "About as clear as mud so far! Suppose you start all over again from the beginning." (Th. Lyell) She was trying to hook young Bob for that sprig of a girl—it was clear as mud. (J. Galsworthy)

A feature of the semantics of comparison (as) clear as mud is the presence of antonymous meanings.

Usually the first component of an adjectival comparison is used in its literal meaning, but in some comparisons the first components can also be used in a figurative meaning: (as) black as ink; (as) dead as a doornail; (as) hard as (a) stone; (as) weak as water and some others. In such phrases, the meaning of the entire phraseological unit is a kind of combination of partially figurative and wholly figurative comparative meaning.

The cases when the value of the PU diverges from the value of its first component are rare. Such an example is (as) large as life. This FE means:
1) "life size"; "as if alive".
2) "in all its glory",
3) "in person".

None of the three meanings of the phraseological unit coincides with any of the meanings of the adjective large.

Among the adjective comparisons there are several turns with an unmotivated second component. In addition to the comparison (as) dead as and door-nail, there are several more such comparisons: (as) bold as brass "impudent", "impudent", "shameless" (cf. "copper forehead"); (as) mad as a hatter "out of his mind", "completely lost his mind"; (as) plain as a pikestaff "undoubtedly", "clear as day", "clearer than clear" (pikestaff is a corruption of packstaff - "stand on which itinerant merchants laid out their goods").

Among the adjective comparisons there are punning phrases built on playing on homonyms: (as) crooked as a corkscrew (or as a dog's hind leg) Amer. unfold "dishonest", "dishonest"; "nowhere to put the test" (a play on words based on two homonyms: crooked "dishonest" and crooked "curved", "crooked"); (as) cross as two sticks "in a bad mood", "not in a good mood", "not a little angry"; "angry as hell" (play on words based on two homonyms: cross "not in a good mood", "angry" and cross "crossing"); (as) keen as mustard "enthusiastic" (a pun based on two homonyms: keen "enthusiastic", "interested in something" and Keen's mustard "Kin's mustard" - by the name of the company); (as) tight as a drum "dead drunk"; "drunk as an insole", "drunk as an insole" (a play on words based on two homonyms: tight 1) "tight", 2) "close-fitting" and tight "drunk").

"I always feel as cross as two sticks when I've got a guilty conscience, don't you, La?" (K. S. Prichard)

He was the kind of breezy, hearty cove, whom you'd expect to be as keen as mustard on having kids. (W. S. Maugham)

CONCLUSION

The main aspects of the study of comparative phraseological units with a numeral component remain the same as for other phraseological units, namely: their semantics and structure, since comparative phraseology is part of the phraseological system, and its units cannot but have common features with the units of this system.

However, the structure and semantics of comparative phraseological units have their own distinctive features that allow them to be distinguished from other categories of phraseological units.

The peculiarity of the structure of comparative phraseological units lies in the presence of constant components in them that are in a special syntagmatic connection, syntactically carried out with the help of comparative conjunctions (as) and (like) and their equivalents. This connection of components can be called a comparative connection.

The peculiarity of the semantic structure of comparative phraseological units is determined by the presence of several components of their comparative relationship.

It is the interaction of the components that leads to the fact that the second components lose their comparative and acquire an amplifying value. Without the comparative connection of the components, it would be impossible for the second component to update the negative value with a shade
irony.

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Social Media Sharing Ethics

Sosyal Medya Paylaşım Etiği

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Abstract

The main working principle of a journalist is to convey the truth to the public correctly and impartially. Of course, it is possible to transmit information through mass media. As a result, regardless of what information is transmitted, attention must be paid to the accuracy and independence, objectivity, and impartiality of the information. Today, other qualified professionals can also work as journalists.

In this case, everyone (blogger, photojournalist, social media user, etc.) should know and apply the rules of media ethics, which are the basic rules of journalism. Otherwise, it will seriously affect the commercial reputation of the person or institution it represents. The main basic principles of journalistic ethics are: truth, completeness, balance, fairness.

Truth – The information disseminated by a journalist or a reporting individual must be true. If he shares information, it is his responsibility to verify its accuracy. Do not spread anything that you are not sure about and based on one witness. Information can be shared based on both official and independent sources.

Completeness – Sometimes the information is considered long, abbreviated. In such cases, it is necessary to pay attention to the important and main "burden" points of the information. In Addition,disorting the meanings of words and expressions should be avoided and pay attention to their clarity.

Balance – Should try to evaluate as many views on an issue as possible, trying to be neutral, especially on controversial issues. Both sides should always be treated equally. By the way, the subjective opinion should not be expressed in the name of balance.

Fairness – Be fair to your interlocutors. It is a feature of the principle of fairness to share information about someone to knowor not, to like or not without exaggeration, based on facts.

Keywords: journalistic ethics, truth, completeness, balance, fairness

Özet

Gazetecinin temel çalışma prensibi, kamuoyuna gerçeği doğru ve tarafsız bir şekilde iletmektir. Tabii ki, kitle iletişim araçları aracılığıyla bilgi iletmek mümkündür. Sonuç olarak,

hangi bilginin iletildiğine bakılmaksızın, bilginin doğruluğuna ve bağımsızlığına, nesnelliğine, tarafsızlığına dikkat edilmelidir. Bugün, diğer nitelikli profesyoneller de gazeteci olarak çalışabilirler.

Bu durumda gazeteciliğin temel kuralları olan medya etiği kurallarını herkesin (blogger, foto muhabiri, sosyal medya kullanıcısı vb.) bilmesi ve uygulaması gerekmektedir. Aksi takdirde temsil ettiği kişi veya kurumun ticari itibarını ciddi şekilde etkileyecektir. Gazetecilik etiğinin temel ilkeleri şunlardır: doğruluk, tamlık, denge, adalet.

Gerçek – Bir gazeteci veya haber yapan bir kişi tarafından yayılan bilgiler doğru olmalıdır. Bilgileri paylaşırsa, doğruluğunu doğrulamak onun sorumluluğundadır. Emin olmadığınız ve bir şahide dayandırdığınız hiçbir şeyi yaymayın. Bilgiler hem resmi hem de bağımsız kaynaklara dayalı olarak paylaşılabilir.

Tamlık – Bazen bilgiler uzun, kısaltılmış olarak kabul edilir. Bu gibi durumlarda bilginin önemli ve ana "yük" noktalarına dikkat etmek gerekir. Ayrıca kelimelerin ve ifadelerin anlamlarını çarpıtmaktan kaçınmalı ve anlaşılır olmasına özen gösterilmelidir.

Denge – Bir konu hakkında mümkün olduğunca çok görüşü değerlendirmeye çalışmalı, özellikle tartışmalı konularda tarafsız olmaya çalışmalıdır. Her iki tarafa da her zaman eşit davranılmalıdır. Bu arada, denge adına sübjektif görüş kesinlikle ifade edilmemelidir.

Adalet – Muhataplarınıza karşı adil olun. Tanıdığı veya tanımadığı, sevdiği veya sevmediği biri hakkında gerçeklere dayalı olarak abartmadan bilgi paylaşması hakkaniyet ilkesinin bir özelliğidir.

Anahtar kelimeler: gazetecilik etiği, hakikat, tamlık, denge, adalet

Xülasə

Jurnalistin əsas iş prinsipi həqiqəti ictimaiyyətə düzgün və tərəfsiz çatdırmaqdır. Təbii ki, məlumatı müxtəlif informasiya vasitələri ilə ötürmək mümkündür. Nəticə etibarı ilə hansı məlumatın ötürülməsindən asılı olmayaraq, məlumatın doğru olmasına, müstəqilliyinə, obyektivliyinə, qərəzsizliyinə və tərəfsizliyinə diqqət yetirilməlidir. Günümüzdə başqa ixtisaslı mütəxəssislər də jurnalist kimi fəaliyyət göstərə bilərlər.

Bu halda belə hər kəs (bloger, fotojurnalist, sosial şəbəkə istifadəçisi və s.) jurnalistikanın əsas qaydaları olan media etikası qaydalarını bilməli və onlara əməl etməlidir. Əks halda, bu istər fərdi, istər təmsil etdiyi qurumun iş nüfuzuna ciddi zərbə vurmuş olur. Jurnalist etikasının əsas baza prinsipləri bunlardır: həqiqət, tamlıq, balans, ədalətlilik.

Həqiqət – Jurnalist və ya xəbəri yayan fərdin yaydığı informasiya doğru olmalıdır. Məlumatı paylaşırsa, düzgünlüyünü yoxlamaq onun məsuliyyətindədir. Doğruluğuna əmin olmadığı heç nəyi yaymaq olmaz. Həm rəsmi, həm də müstəqil mənbəyə əsaslanaraq məlumatı paylaşıla bilər.

Tamlıq – Bəzən məlumatların uzun hesab edilir, ixtisarlaşdırılır. Belə hallarda məlumatın vacib və əsas "yük" daşıyan məqamlarına diqqətli yanaşmaq lazımdır. Həmçinin söz və ifadələrin mənasını təhrif etməkdən uzaq olmalı və ya kontekstdəki aydınlığa fikir verilməlidir.

Balans – Bir mövzuda mümkün qədər çox rəyi qiymətləndirməyə çalışmalı, xüsusən də mübahisəli məsələlərdə neytral olmağa çalışılmalıdır. Həmişə hər iki tərəfə bərabər davranılmalıdır. Yeri gəlmişkən, balansı saxlamaq naminə, ümumiyyətlə, subyektiv fikir bildirilməməlidir.

Ədalətlilik – həmsöhbətlərinizə qarşı ədalətli olmaq gərəkdir. Tanıdığı və ya tanımadığı, bəyəndiyi və ya bəyənmədiyi biri haqqında məlumatların mübaliğəsiz, faktlara əsaslanaraq paylaşılması ədalət prinsipinin xüsusiyyətidir.

Açar sözlər: jurnalist etikası, həqiqət, tamlıq, balans, ədalət

GİRİŞ

Hazırda ünsiyyət və əksər qarşılıqlı əlaqələr müxtəlif sosial şəbəkələr üzərindən onlayn olaraq həyata keçirilir. Danılmaz faktdır ki, sosial şəbəkədən istifadə edən kimliyindən, statusundan asılı olmayaraq, media etikasına riayət etməli olur. Təbii ki, bu məqamda diletantlıq, qeyri-profesionallıq hiss edilir. Yəni, bloger, aktiv şəbəkə istifadəçisi tam olaraq jurnalist kimi ən azı müəyyən praktik təcrübəyə yiyələnədək peşəkar fəaliyyət göstərə bilmir. Burda yayımlanan xəbərin məzmunundan, xarakterindən başlamış fakta, arqumentə, həqiqətə əsaslanma, tərəfsizlik, etik normalara diqqətli yanaşma aiddir.

Mətbuat xidmətlərindən istifadə edən mühüm dövlət adamları və təşkilatları bir seqmentə təbii ki, aid deyildir. Hamımız şahidik ki, son dövrlər hətta dövlət başçıları özlərinin müxtəlif sosial platforma hesablarından mühüm saydıqları məsələləri cəmiyyətə çatdırırlar.

Daha bir məsələ də var ki, hətta jurnalist kimi fəaliyyət göstərənlər arasında ixtisası jurnalist olmayanlar da kifayər qədərdir.

İnformasiya ilə təmin olunan cəmiyyət üzvləri yuxarıda göstərilən halların mövcudluğu ilə o zamana qədər maraqlanmırlar ki, xüsusi bir etik norma pozuntusu ilə rastlaşmasınlar. Kiçik nəzakətsizlik sayılan etik normaları pozma bəzən məhkəmə çəkişmələrinə belə səbəb olur.

Bixəbərlik, qeyri-profesionallıq və s. səbəblərdən yol verilən media etik normaları jurnalistin məsuliyyəti qədər bu fəaliyyəti həyata keçirilənlərə də aiddir. Jurnalist etikasının əsas baza prinsipləri bunlardır: həqiqət, tamlıq, balans, ədalətlilik.

Həqiqət. Sosial mediada dezinformasiya hazırda bütün dünyada hələ də problem olaraq qalır. Məlumdur ki, siyasi, şəxsi, səhiyyə və ya maliyyə mənfəəti üçün auditoriyanı aldatmaq və çaşdırmaq məqsədi daşıyan yalan və ya manipulyasiya edilmiş məlumatın qəsdən yaradılması və paylaşılması kimi müəyyən edilən ictimai-siyasi dezinformasiya demokratiya üçün əhəmiyyətli təhlükədir. Dezinformativ məlumatlar ilk olaraq yaradıcı tərəfindən məqsədli şəkildə sosial şəbəkələrə ötürülür. Adi insanlar məlumatı kortəbii şəkildə dezinformasiya yaradan tərəfindən xəbərsiz olduqlarından paylaşır və beləliklə də istəmədən də olsa, dezinformasiyanın yayılmasının səbəbkarlarından biri olurlar. Araşdırmalar onu göstərir ki, yaşlı insanlar, xüsusən də 65 yaşdan

yuxarı olanların, "saxta xəbər" materialları yaymaq ehtimalı daha

Gəlin sosial şəbəklərdə etdirməyən saxta məlumat və paylaşıma baxaq:



fenomenləri tərəfindən dərc edilən yüksək olur.

paylaşılan, həqiqəti əks reklam xarakterli bir neçə

Azərbaycanın Youtube platformasında belə bir reklam verilib (Şəkil 1) və reklamda SOCAR prezidentinin şəkli montajla yerləşdirilib. Təklif olunur ki, kart vasitəsi ilə yatırım edilsin. Reklam səhifəsinə daxil olduqda isə başqa bir xarici səhifəyə yönləndirilir. Bunun artıq dezinformatik reklamdan başqa cinayət tərkibi yarada biləcək bir reklama döndüyü görünür.

Sadə insanların bu tip reklamlara aldanaraq pul yatırım etməsi həm şəxsi məlumatlarının, həm də pulunun oğurlanmasına səbəb ola bilər.

Şəkil 1.

Müşahidə etdik ki, dünyada eləcə də Azərbaycanda ən çox yalan və həqiqətə uyğun olmayan məlumatlar COVİD-19 pandemiyası və 44 günlük Vətən müharibəsi dövründə paylaşılmışdır. Məsələn,

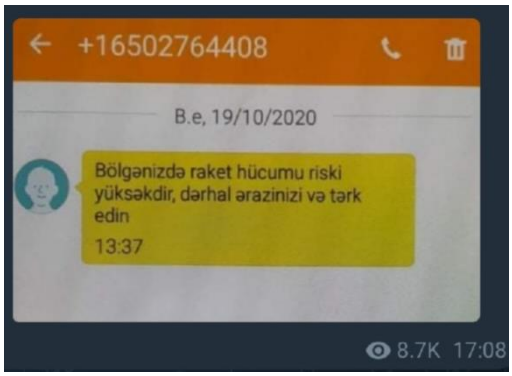
Tik-Tok platformasında kifayət qədər izləyicisi olan Azərbaycandan sosial media istifadəçisi "Amin əsirlikdən geri qayıtdı" başlıqlı video (Şəkil 2) paylaşmış və bu videonu digər

böyük səhifələr, blogerlər paylaşaraq dezinformasiyanın yayılmasına mənfi mənada müstəsna xidmət göstərmişlər. Ancaq videodakı şəxs 44 günlük Vətən müharibəsi iştirakçısı Nəriman Ağayevdir və əsirlikdə olmayıb. İlk növbədə, məlumatın düzgün və həqiqətliyini yoxlanmadan müharibə iştirakçısının cəmiyyətə təqdimatı sonra isə müharibə çətinliklərini yaşamış belə həssas qrup insanların həm özləri, həm də ailələri psixoloji dönəmi çətinliklə keçirdikləri üçün bu tip informasiyalara diqqətlə yanaşılmalıdır.



Şəkil 2.

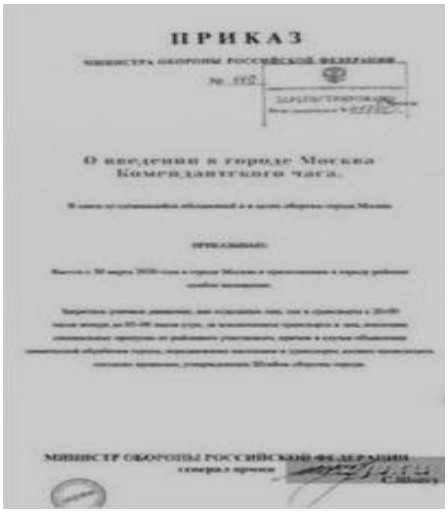
44 günlük Vətən müharibəsi dövründə Ermənistan Azərbaycan əhalisinə təxribat xarakterli və dezinformasiya məlumatları yaymaqda davam etdi. Xarici nömrələr vasitəsi ilə vətəndaşlarımıza mesaj (Şəkil 3) göndərilərək raket hücumu təhlükəsində olduğunu və yaşadıqları əraziləri tərk etmələri barədə saxta çağrışlar edildi. Elə saxta məlumatların çatdırılması Telegram və Whatsapp platformalarında da paralel şəkildə aparıldı.



Şəkil 3.

Dünyada demək olar ki, bütün ölkələrdə COVID-19 pandemiyası zamanı media və sosial şəbəklərdə bir çox saxta xəbərlər paylaşılıb cəmiyyətə ötürülürdü. Belə xəbərlərdən insanlar təşvişə düşür və müxtəlif problemlər yaranırdı. Gəlin bir neçə nümunəyə nəzər salaq:

Koronavirus pandemiyasının ən kritik vaxtlarında Rusiyada Whatsapp və Telegram platformalarında komendant saatının tətbiqi ilə bağlı saxta xəbər (Şəkil 4) yayılmışdı. İnsanlar təşvişə düşərək aptek və marketlərdən ərzaq, dərman vasitələrini istifadə elədiklərindən artıq alıb toplamışlar. Nəticədə bir çox ərzaq və dərman vasitələrinin qıtlığı yaranmışdır. Təqribən bir neçə saaatdan sonra Rusiya hökuməti yayılan xəbərin saxta olduğunu bildirsə də, bu cəmiyyətin sakitləşməsini təmin etməmişdi.


ПРИКАЗ

Şəkil 4.

Tamlıq : Jurnalistlər, sosial media istifadəçiləri, yeni xəbərləri ilk olaraq paylaşmağa çalışırlar. Həmişə istənilən platformada verilə biləcək xəbərdən daha çox xəbər var. Ancaq məlumatları paylaşarkən buraxılmış səhvlər və xətalar xəbər yayımçısının etibarlılığına böyük zərər vura və onları tam başa düşmək üçün kontekst olmadan çatdırılan məlumatlar natamam ola bilər.

Bir nümunəyə baxaq:

1.6 milyon izləyicisi olan maraqli.tv İnstagram səhifəsində “Molla Pənah Vaqifin Şuşada abidəsinin ucaldılması” başlığı ilə şəkil və məlumat (Şəkil 5) paylaşmışlar. Şəklə 10 mindən artıq bəyənilmə olmuşdur. Lakin diqqətli xəbər istifadəçisinə bunu aşkar etmək çətin deyil ki, bura Şuşa deyil, Lerik rayonudur. Heykəl isə Vaqifin deyil, İmadəddin Nəsiminindir.

Heykəl ucaldılması xəbəri, ümumən, doğru olsa da, yeri və kimə məxsus səhv olmasının bu şəkildə paylaşılması məlumatın tam olmadığının əyani göstəricisidir.



Şəkil 5.

Bəzən məlumatları uzun hesab edilərək, ixtisarlaşdırılır. Ancaq belə hallarda məlumatın vacib və əsas hissəsinin bilmədən də olsa, buraxıldığı görünür. Belə hallar informasiyanın natamam çatdırılmasına gətirib çıxarır.

Jurnalistikaya cəmiyyəti əks etdirən müxtəlif səslər və məlumatlar müzakirələrə əsas verən fərqli baxışlar daxildir. Müxtəlif seqmentlərin marağına səbəb olan məlumatlar daha güclü və dolğun edir. Hər hansı bir məsələ ilə bağlı paylaşılan məlumat xəbər təminatını müxtəlif perspektivləri hədəfləyir, eləcə də hər birini dəstəkləyən və ya ona qarşı çıxan insan kütləsinin fikrini öyrənmiş olur. Jurnalist və ya bu fəaliyyəti həyata keçirən cəmiyyətin, onun üzvlərinin, səlahiyyətlilərin fikirlərini anlamağa çalışır, perspektivləri bölüşür, formalaşdırmağa yardımçı olur.

Beləliklə, jurnalist cəmiyyətin bilməli olduğu ölkədə və dünyada baş verənlər haqqında ən vacib məlumatları izləyicisinə tam, həqiqətəuyğun çatdırmağı hədəfləməlidir.

Balans : Xəbər istehsal və istehlak edənlər hər biri, adətən, məlumatları toplayarkən, yazarkən, paylaşarkən, hər iki tərəfin mövqeyini əks etdirən faktları, göstərməklə tərfsiz olmağa, balansı saxlamağa çalışmalıdırlar. Balans dedikdə, təbii ki, ağla ilk olaraq "hər iki tərəf" sözləri gəlsə də, bu çox mürəkkəb anlayışdır, ona görə iki çox vaxt iki deyil, daha çox olur. İstər jurnalistin, ifadə imkanlarını gözəl bilməli, çatdırılan fikrin istər sosial media istifadəçisinin işlətdiyi sözləri onların yaratdığı təsüratlar xəbər qavrayışını dəyişə və balanslaşmanı poza bilər. Ona görə də xəbər paylaşımını edən hər bir şəxs istifadə etdiyi dilin düşüncələrə necə təsir edəcəyini əvvəlcədən təxmin etməli, xüsusən də mübahisəli məsələlərdə neytral olmağa çalışmalıdır. Hər iki tərəfə bərabər davranmalı balansı saxlayaraq, ümumiyyətlə, subyektiv fikrini bildirməməlidir.

Elə bir nümunəyə nəzər salaq:

İrana bağlı "Miran Press" xəbər kanalı 15 Oktyabrda Telegram platformasında Azərbaycan ərazisinin təsvirini əks etdirən xəritə (Şəkil 6) yayımlamışdır. Xəritədə Azərbaycanın adı "Fake Respublic of Baku" (Saxta Bakı Respublikası) kimi qeyd edilmiş, qondarma rejimin yerləşdiyi Azərbaycanın Qarabağ ərazisi isə başqa adla verilmişdir. 2200-dən çox abunəçisi olan xəbər portalının paylaşdığı xəritəyə 900-dən çox istifadəçisi baxmışdır. Bu paylaşımdan medianın balanslılıq prinsipindən başqa doğruluq, tamlıq, ədalətlilik prinsipləri də kobud şəkildə pozulmuş, təhrif edilmişdir.



Şəkil 6.

Ədalətlilik : Bu prinsip insanlar arasında bərabərlilik, hörmət, ədalət kəlmələri ilə xarakterizə olunur. Jurnalistlər tez-tez xəbərlərdə, paylaşımlarda ədalətliliyin, dürüstlüyün olmamasına görə tənqid olunurlar. Ədalətlilik prinsipi istər jurnalistlər üçün paylaşımlarda istərsə də sosial media istifadəçisi üçün ən əhəmiyyətli və ən diqqət edəcək məsələlərdən biri olmalıdır. Bəzi media saytları, dövlət rəsmiləri tanınmış şəxslərə, ölkələrə aid təsdiqlənməmiş xəbərlərin bir hissəsini Twitter sosial şəbəkəsində paylaşırlar. İttiham etdikləri ölkə, şəxs və ya hadisə haqqında tam məlumatlanmadan bunu internet vasitəsi ilə sosial şəbəkədə yayımlayırlar. Məlumatların mübaliğəsiz, faktlara əsaslanaraq paylaşılması ədalət prinsipinə uyğun olaraq vacibdir.

Bir nümunəyə diqqət edək.

Avropa İttifaqının Cənubi Qafqaz üzrə xüsusi nümayəndəsi Toivo Klaar Twitter sosial şəbəkəsi hesabında fərqli günlərdə paylaşım etmişdir.

Sosial şəbəkədə erməni media seqmentində saxta video yayımlanır və Toivo Klaar bu barədə videonun araşdırılmadan həqiqətə uyğun olub-olmamasını yoxlamdan 2 oktyabrda Twitter platformasında paylaşım (Şəkil 7) edir. Paylaşımda deyilir: "Erməni hərbi əsirlərin edam edildiyini əks etdirən daha bir dəhşətli video yayılıb. Əgər bu videonun həqiqi olduğu sübut olunarsa, bu hərbi cinayətdir. Araşdırılılmalı və günahkarlar cəzalandırılmalıdır."



Şəkil 7.

Bu paylaşımdan sonra yerli azərbaycanlı cəmiyyəti ermənilərin indiyə kimi azərbaycanlılara qarşı edilmiş zorakılıqları əks etdirən videoları Avropa İttifaqının nümayəndəsinə göndərmişlər Bir gün sonra isə Toivo Klaar yenidən paylaşım (Şəkil 8) etdi. Paylaşımda deyilir:

"Bu gün mənə bir neçə video göndərilib, görünür, azərbaycanlılara qarşı törədilmiş hərbi cinayətləri əks etdirir. Mən də istintaqın aparılmasını və əsl cinayətkarın məsuliyyətə cəlb olunmasını zəruri hesab edirəm. Münaqişə hər iki tərəfdə dərin yaralar buraxdı və onları sağaltmaq üçün məsuliyyət olmalıdır."



Şəkil 8.

YEKUN

Bütün hallarda yayımlanan məlumatlar mütləq yoxlanılmalı, mənbələr dəqiq və nüfuzlu olmalıdır ki, xəbər tərəfsiz, ədalətli sayılsın. Media etikası media və kommunikativ təcrübələr xas olan seçimləri, dəyərləri və nəticələri araşdırır. İnternet vasitəsi ilə sosial şəbəkələrdən istifadə edərkən cəmiyyətə böyük təsir edilir. Sosial medianın məlumat istehsalında və istehlakında paylaşımlar edərkən hansı nəticələrlə qarşılaşmalı olduğumuzu yuxarıdakı nümunələrdə gördünüz. Bütün bu diqqətə çatdırdıqlarımız hər biri və bir çox digər məsələlər "media etikası"nı formalaşdırır. Ona görə də jurnalist olub-olmamağımızdan asılı olmayaraq, əgər sosial mediada xəbərlər, paylaşımlar ediriksə, bu qaydalara riayət etməyə borcluyuq. Əks halda media haqqında qanunlarla məsuliyyətə cəlb oluna bilərik.

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Linguistic Characteristics of Emotional Expressiveness of Gender Identity Words and Phraseology in Different Language Systems

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Abstract

The article deals with the linguistic characteristics of emotional expressiveness of gender identity words and phraseology in different language systems, namely how the gender differentiation is revealed in the Georgian and English languages from the point of emotional expressiveness. Our research touches upon the peculiarities of the lingual units, denoting positive, as well as negative emotions in connection of female and male.

Key words: Gender, positive and negative emotions, verbal expressiveness, expression peculiarities of lingual units.

Лингвистические особенности эмоциональной экспрессии гендерной лексики ифразеологии в разной системе языка

Абстракт

В статье рассмотрены лингвистические особенности эмоциональной экспрессии гендерной лексики и фразеологии в разной системе языка. А в частности, как проявляется гендерная дифференциация в грузинском и английском языках, с точки зрения эмоциональной экспрессии. В нашем исследовании представлены языковые средства, выражающие как положительные, так и отрицательные эмоции в отношении женщины и мужчины.

Ключевые слова: гендер, положительные и отрицательные эмоции, вербальная экспрессия, особенности выражения языковых средств.

საკვანძო სიტყვები: გენდერი, დადებითი და უარყოფითი ემოცია, ვერბალური გამოხატვა, გამოხატვის ენობრივი საშუალებები

Introduction

Emotions are considered to play an important role in human's life. According to Wierzbicka (Wierzbicka,1999a:3) emotion is defined as "thought-related feeling". The linguistic

aspect of the emotions started in the 20th century. Gender differences in emotional expressiveness is not a new area of study by any means. There are many different studies which analyze the way in which males and females are seen to express different levels of emotion and how each possesses some stereotypical emotions which are deemed socially acceptable for males and females to display. These socially acceptable displays of emotion, with regard to gender, are usually instilled in the members of a culture from early childhood (Kelly & Huston- Comeaux 2002). Studies of Fabes and Martin (1991) show that women are perceived to express emotions more than men but that there was a little difference in the perception of men and women's emotional experience."Therefore, it appears that the consistent gender differences in the emotion stereotype literature are based on beliefs about the expression of emotion more than they are on beliefs about the emotional experience" (Kelly & Huston- Comeaux 2002).

According to Vainik (Vainik, 2006:183) "women are emotionally more competent and more expressive than men, in particular, with verbal expression.Women carry out emotional and linguistic tasks more precisely, as they are more sensitive to that kind of stimuli". Similarly emotional behavior and self-reports of emotion, women are supposed to be more emotional than men, even for emotions, like anger, for which the men are suggested to be more emotional than women (Chentsova-Dutton and Tsai, 2007:175).

Charles Darwin was the first, who used the term "Emotional Expressiveness" (Darwin, 1872/1965, p.366). He considered that "the emotion is the final point, expressed by the human's body after a certain feeling".

It should be noted that in the scientific literature of the external exposure of emotions (facial expression, gestures, intonation, sound, etc.), such terms as "expression of emotions", "feelings", "expressive movement", "emotional movement", "external expression of emotion" and "emotional reactions" are used synonymously.

The role of emotional expressiveness in human's life is clearly reflected in Bali's concept. He believes (Bali,1966:23) that "all of our senses are accompanied by the feelings of satisfaction or dissatisfaction.The subjects make pleasant or unpleasant impression on us, thus they are divided into two classes: those that make us happy and those that cause sorrow".

Besides the widely-used common phrases, an interjection is characterized by the leading emotional meaning among the language functions. "All languages have emotive interjections (i e., interjections expressing cognitively based feelings" (Wierzbicka, 1999:276) which also play an important role from the point of emotional expressiveness.The interjections, as affective speech unit, are often contrasted against "the words of intellectual semantics".

On the base of one of the prominent researches related to the use of the emotional terms (Wang M.R, 2007:93), it has been outlined (**diagram 1**), that the female are much moresensitive in regard to use of emotional terms, in comparison to the male. As shown below, gender-based differences appeared to be morphological. Most of the words mentioned by the female participants were adjectives and verbs, while the men preferred to use the nouns. The reason why the female use adjectives and verbs more is because they tend to use more words to describe their feelings and often express their emotions with actions. Besides, the womenmentioned more

emotion-related word than men, which once more confirms stereotypical viewpoints about females's emotional sides.

Diagram 1

Linguistic means expressing positive emotions

Linguistic item	Female gender	Male gender
”happy“	13	4
”happiness“	2	11
”exciting“	6	0
”excitement“	0	3
”peaceful“	3	0
”peace“	1	4

Linguistic means expressing negative emotions

Linguistic item	Female gender	Male gender
”frightened“	4	1
”fright“	1	4
”disappointed“	4	0
”disappointment“	0	4
”boring“	5	3
”boredom“	1	5

In the bounds of our study, we have examined the linguistic means of emotional expressiveness in particular, the main focus is devoted on the expression of positive and negative emotions with respect to gender.

Basic Idea: A) Linguistic inits of expressing positive emotion

On the bases of our survey it has been revealed that the linguistic means expressing positive emotions are quite abundant in both Georgian and English languages. They can be expressed in adifferent form and context. Differentiation is clearly expressed with respect to gender issue.

Considering gender aspect stylistically neutral lexical items refering both gender parents are to be outlined, in particular: **Mother** (დედა - **„deda“)** and **Father (** მამა - **„mama“).** Their synonyms – **mum**, **ma**, **mummy**, **mommy (** დედიკო - **„dediko”,** დედილო -

„dedilo“) and **dad, daddy (**მამიკო **- „mamiko“,** მამუნა **-„mamuna“)** denote stylistically marked items (units). Nuance of positive emotional meaning to the words is caused by the diminutive connotation sems, existing in their definitions.

Mother's caress towards her children is often expressed in such Georgian proverbs as:

„კარგი შვილი დედის გულის ვარდიაო“ (“**A good child makes his mum's heart joyful**“ {

kargi shvili dedis gulis vardiao }); („მუნჯის ენა დედამ იცისო“ **{ munjis ena dedam itsiso**

}); „დედა გენაცვალოს, ძაფზე ასხმულ მარგალიტს ჰგავხარო**“** (“**My dear, you look likea pearl**” {**deda genatsvalos, dzafze askhmul margalits hgavkharo**}); „გენაცვალე სითეთრეშიო“ (“**You look so bright white to me**”{ **genatsvale sitetreshio** }); „ყვავს თავის ბახალა მოსწონსო“ (“**A crow likes its own young ones**” { **kvavs tavis bakhala mostsonso** });

„დედის წინ მორბენალ კვიცს მგელი შეჭამსო“ (“**A foal which runs before its mum will be eaten by a wolf**“ { **dedis tsin morbenal kvitsc mgeli shechamso** }), etc.

As in Georgian, in English proverbs there is also verified special tenderness towards mother: “**Mother is the name of God in the lips and hearts of children**“, “**The greater love is a mother's, then come dog's, then a sweetheart's**“, “**God could not be everywhere, and therefore he created mothers**“ etc. Besides, both gender parents often address to use affectionate words/phrases in order to express love towards their children, which are mostly characteristic to the mothers: „**My darling**“ – შენი ჭირიმე {**Sheni chirime**}; „**My dear**“ – ჩემო ძვირფასო {**Chemo dzvirfaso**}; „**My honey**“ – ჩემო ტკბილო {**Chemo tkbilo**}; „**My baby**“ – ჩემო პატარა {**Chemo patara**} etc.

At the beginning of love letters and in the forms of appeal, both a woman and a man who are in love often apply particular original forms of address which are full of cordiality and love, suchas: **“My angel”; “My Beloved”; “My Sweetheart”; “My dearest +person's name“** etc., equivalent to the meanings of Georgian addressing forms, namely: „ჩემო საყვარელო“ – **“My beloved {Chemo sakvarelo }”;** „ჩემო სიცოცხლე“ – **“My life {Chemo sitsotskhle}”;** „ჩემო ანგელოზო“ – **“My angel {Chemo angelozo }”;** „ჩიტუნია“ – **“My bird {Chitunia }”;**

„ჩემო ძვირფასო და უსაყვარლესო“ – **“My dear and the most darling {Chemo dzvirfaso da usakvarleso }”** etc.

In the analyzing languages there are special phraseological units expressing outward beauty and charm of a person. Phrases depicting the beauty of a woman look like the following: „ამომავალ მზეს ჰგავხარო“ (**“She looks like a rising sun {Amomaval mzes hgavs**

}”);„თამარ დედოფალია“ (**“She looks like Queen Tamara/King Tamara {Tamar dedofalia }”**); „ლერწამივით ტანი აქვს“ (**“She’s got the body resembling the reed {Lertsamivit tani akvs }**”); while the following phraseological units addressing men basically accentuate their characteristic properties: „ამირანის ხმალს იქნევს“ ({**Amiranis khmals iknevs** }**“ He uses the sword of Amiran’s** sword; **meaning**: He is as brave as the hero of a Georgian legend about Amiran); „თანდილა ბიჭია“ ({**Tandila bichia** }**“He looks like the boy Tandila”** – meaning he is like the hero Avtandil or Tandila); „კაცია და ქუდი ხურავს“ ({**Katsia da kudi khuravs**} **“He is a man wearing a hat he always keeps his word”**). The widely-spread phraseological units existing in English language often refer to the male, which mainly focus ona person’s characteristics as well, such as: **God’s gift** (to women) – “A desirable or perfect man (usually sarcastic), generally heavily ironic” (Spears, 2002); **Dutch auncle** – “A man who givesa frank and direct advice to someone” (in the way an auncle might, but not a real relative) (Spears, 2002); **A man’s man** – “A man,who enjoys men’t activities and and being with other men” (Cambridge Dictionary Online) etc.

The common phrases and idioms, addressed by both gender representatives in the communication, turned out to be very interesting, which are widely used in both analyzing languages. E.g. „ოჰ, ღმერთო ჩემო“ {**O, ghmerto chemo**} is basically characteristic to the female’s speech – likely the interjections, spread in the English language, such as: **“O, my God/ goodness me/ goodness, gracious“** etc. The Georgian phrases, such as: „ღვთის გულისათვის/თუ ღმერთი გწამს {**gvtis gulisatvis/tu ghmerti gtsams**}“ – are mostly the formulas of request, used to express a big request and is also equivalent to the English language phrase: **“For God’s/Christ’s /goodness’/heaven’s/ pity’s sake“**. But tease, demand and annoyance elements are felt in the English formulas – **“For Christ’s sake”; “Don’t be so stupid**!**”; “For goodness sake”; “Hurry up!“** which have mostly been observed in a male’s speech. It is to be noted that the phrases: **“For God’s sake/ Christ’s sake”** are much more empathic in English, due to the fact that the name of the god is taboo in the Anglo-saxon culture, but the Georgian phrase: „აგაშენა ღმერთმა! {**Agashena gmertma**!}“ expressing praise, encouragement, approval, in certain contexts equally refers to the appreciation as well. The English language phrases – **“God Bless me (us/you)”**, **“Saints Preserve us** (Ireland/Catholic)**” God/goodness/Heaven knows, Thank God”**, etc. are equivalent to the Georgian examples:

„მხოლოდ ღმერთმა იცის/ღმერთმა უწყის**! {Mkholod gmertma itsis/Gmertma utsyis!“; „**ღმერთმა დაგიფაროს**! {Gmertma dagvifaros!}“; „**მადლობა ღმერთს**! {Madloba gmerts!}** and so on. “**Bless you!**“ in English – the reaction to sb’ sneezing, relevant to the Georgian interjection: „იცოცხლე/ღვთის წყალობა {**Itsotskhle/gvtis tskaloba**!}“ – “**Livelong and the God will bless you**”, which is characteristic to both genders’ speech.

Besides the emotions expressed by interjections in the speech of female we often come across with short “response tokens”, taking the form of words or phrases. They “are used by the

interlocutor to confirm what was said and by the listener to show his/her interest to the said one", and thus, they refer to the whole former expression (Carter and McCarthy 2006:189).

Brief response remarks could be minimal, like **yeah, mm**, and nonminimal: adjectives and adverbs (**ablsolutely, certainly, definitely, fine, good, great, indeed, really** (Eng.)), also phrases or **clauses:** (**Is that so**? (tag question – question-phrase (Eng.)), **By all means, Fair enough, Not at all, True enough, Of course, What a pity!** (Eng.)). Such sayings, based on their roles, are much more common in speaking than in writing. The positive emotion is often carried by the following:

- Words or sounds: **Yeah, mm; Ablsolutely; Certainly; Definitely fine; Good; Great; Indeed; Really** etc;
- Phrases or clauses**: Is that so**? (tag questions (Eng.); **By all means; Fair enough; Not atall; True enough; Of course; What a pity!** (Eng.) etc …

The English language interjections: **come, come/come now/now, now/ there, there/there now** have the same meaning; they are mostly used towards the children, or by women addressing other women. They are often utilized in order to soothe a person, make him/her feel calm or to encourage him/her; also to rebuke children or to calm them down: the interjection "**come, come**" may be used in order to encourage a person or to hurry him up: "**Now**, **now, don't cry"; "Now, now, children stop fighting!"; "There now/there, there, don't cry", "It won't hurt for long!"; "Come/come now, you shouldn't speak like that!"; "Come, come/come now, be patient!" "Come again**?**",** etc.

In addition, our attention was also drawn to the phrases expressing love and devotion, which often appear at the endings of a familiar register and love letters, used by both genders, for example, English endings: **"I miss you a lot"; "Your lover+name of the person"**; **"Kisses and hugs+name of the person"; "Your own Loving+name of the person"; "Your own+name of the person"** (in most cases, expressed in an intimate or diminutive way), equivalent to the Georgian ones**:** „მენატრები **{Menatrebi}"** (**"I miss you"**); „გკოცნი, გეხვევი + პიროვნების სახელი **{Gkotsni,gekhvevi+name of the person"** (**"Kisses and hugs+name of the person");** „სიყვარულით შენი + პიროვნების სახელი **{Sikvarulit sheni+ name of the person"** (**"With love,yours+name of the person") etc.**

Also, in English-language press, the advertisements are characterized by the following phrases: "**Dearly loved",** "**Much adored",** "**Greatly respected" which** are often strongly displayed from the point of emotion expression.

B) Linguistic units of expressing negative emotion:

Similar to the positive emotion, the expressiveness of negative emotion is various, whichcan widely be observed in female and male's speech in both analyzing languages.

In the Georgian examples of similes and metaphors we often find zoomorphisms used with negative connotation addressing both genders; women: "**A woman as fatty as a hen"**,

“As big and plain as a cow”; “As chatty as a bird”, etc., men: “**As swaggering as a cockerel**” or “**A bully**”, “**A wounded eagle**” – “**A weakened brave man**”; “**An experimental rabbit**” – “a person who is being experimented on”. In this regard English is not an exception; here are also used zoomorphisms reflecting human qualities which are addressed to both genders,namely: “**As a sly person”** (“A sly person is a fox“)**; “As a dishonest person”** (“A dishonest person is a snake“); **“As a coward”** (“A coward is a chicken“); **“As a blind person”** (“A blind person is a bat“) and so on.

As it turned out in Georgian language, there are also frequent cases of phraseological units, used with negative connotation, e.g.: „ქვაბიძირა {**Kvabidzira}**“– “A very dark-complexioned woman”, „გომბიო {**Gombio}**“ – “A plain looking girl” etc. They are focusing on women’s appearance, while the following phraseological units are emphasizing men’s qualities in Englishlanguage: **Dirty old man** (disapproving or humerous) – “An old man, who has an unpleasantly strong interest in sex” (Cambridge Dictionary Online); **White van man** (disapproving) – “Aman who is taught to be typical of drivers of white vans by being rude, not well educated, and having very strong, often unpleasant opinions” (Cambridge Dictionary Online); **MCP and male chaqunivist pig** – “A man who acts superior and aggressively toward women” (From the woman’s Liberation Movements) (Sprears, 2002) etc.

In the Georgian language we often meet the words/ phrases expressing cursing in women’s speech and the words/phrases expressing swearing in men’s speech, in particular: „შეგაჩვენოს გამჩენმა! {**Shegachvenos gamchenma}**“, „ღმერთმა დაგწყევლოს! {**Gmertma dagtskevlos}**“, „ღმერთმა ამოგაგდოს! {**Gamchenma amogagdos}**“ (all of them meaning: “**May God curse you**!“, „შეგარცხვინოს ღმერთმა! {**Shegartskhvinos gmertma!}**“ (“**May God disgrace you**!”), „დალახვრა ღმერთმა! {**Dalakhvra gmertma**!“ (“**God damn it**!“), „შენ კი დაიღუპე! {**Shen ki daigupe!}**“ (“**Go under**!“), „ჯანდაბამდე გზა გქონია!

{**Jandabamde gza gkonia**!}“ (“**Go to the Hell**!“), but in English language the certain phrases are found, characteristic to male’s speech, such as: **”God damn it (God dammit)“, ”God-damn-son-of-a bitch-shirt“, ”Stuff and nonsense“** etc.

Secondary interjections that have the structure of a phrase or a sentence are mainly lexicalized – they are perceived as whole units. Some of them are entirely idiomatised, for example, the interjection:”**Oh great**“– have an ironic and wise-cracking meaning in the Georgian and English languages, which may express anger and annoyance in the male’s speech, for example:”**Oh great**! **I’ve spilled coffee all over my homework**!“; ”**Oh great** ! **That’s all Ineed! – Karen’s not coming in today so there’s no one to answer the phone**!“

“**Go on**” expresses doubt, disbelief towards what was said. To some extent it corresponds to Georgian interjection: „წადი! {**Tsadi**!}“ (“**Go**!”) which was used in the speech of both genders(The data of an American informant) – expresses disgust: „**It’s disgusting**!“; ”**You**

know Mary has just inherited a million pounds?“ ”**Go on (with you)**“, ”**Oh well**!“ ”**Go (and) Jump in a /the lake**“ ”**Well, what do you know!**“

According to the American informant, it was especially popular in the 80-ies in the speech of flappers, by the gesture of a forefinger in the mouth and by coughing the individual tries to show how disgusting something is for him/her: ”**Gag me with a spoon**!“

In addition, the phrase: ”**You don’t say** “ **– may express irony in many cases, for example:** A: ”**He’s lost his job**“ B: ”**You don’t say**!“ **According to the data of one of the American informants, the phrase:** ”**Well, I never!**“ (Unbelievable/Unheard) is probably used as the beginning of the sentence: ”**Well, I have never heard or seen such a thing**“. A: ”**Sophie’s brother’s been married seven times“** B: ”**Well, I never**!“

In Georgian secondary interjections we may perceive the following phrases as entirely idiomatised: „აზრზე ხარ? {**Azrze khar?}**“; „ხომ აზრზე ხარ? {**Khom azrze khar?}**“ (“**Canyou realize that**?”) – expressing surprise, indignation, irrition, irony. It may express surpriseand irony simultaneously, indignation and irritation; „მამა გიცხონდა! {**Mama gitskhonda}**“;
„შენმა მზემ {**Shemna mzem}**“, „იმდენი შენ რა გითხარი {**Imdeni shen ra gitxari**}“ – If you say so) – ironic, sarcastic expressions that are used while arguing, mainly characteristic to men’s speech.

The basic meaning of the religious interjections is related to expression of the astonishment, such as: **”O my God“, ”Good gracious“, ”Goodness gracious (me)“, ”Gracious me“,”Good grief“, ”Good heavens“, ”Dear me, Jesus, Mary and Joseph** (Ireland/catholic) **Mother of God** (Ireland/catholic)**“,** Georgian versions: **”O, my god“, ”My goddness“,”God, please bless me“, ”God, please help me“, but other emotions can also be expressed by means of using them, namely:** disappointment, irritation, fear, offence, indignation. They might denote empathic or fatical: **“Gracious (me) / Good gracious (me). I never thought he’d do that“**(expressing amazement); **“I’m sorry, I’m late“ – “Good gracious, that doesn’tmatter”** (fatical meaning).

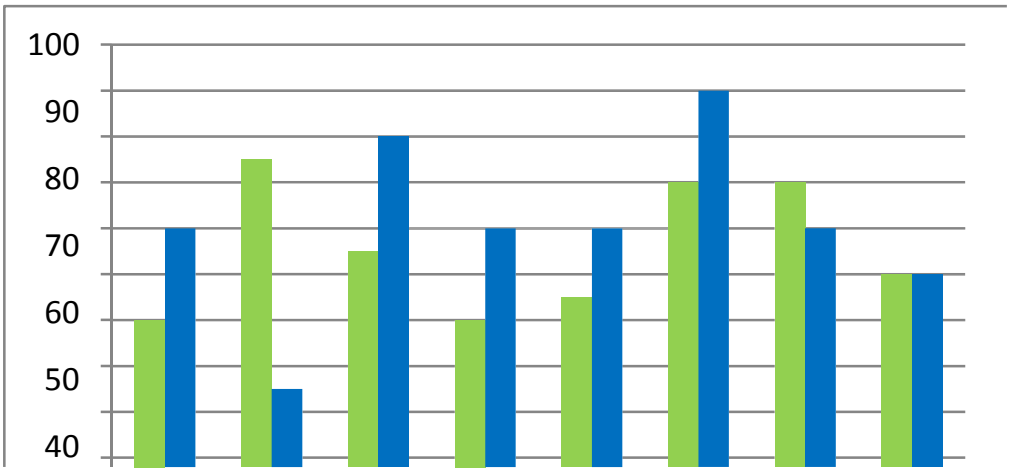
From the point of view of negative expression, language forms which express mournful cases in Georgian and English are mainly spread in press and are characterized to the speech of both genders. Thus, one of the characteristic features of a Georgian obituary is emotionality.This fact is probably conditioned by the emotionality of Georgian language and generally, of theGeorgian people. Both in English and Georgian advertisements there are spread some cliché- phrases with some variations: „ღრმა მწუხარებით იუწყებიან **{Grma mtsukharebit iutskebian}“** – “**Expressing deep sorrow**”; „მწუხარებას გამოთქვამენ **{Mtsukharebas gamotkvamen}“ – “Express sorrow**”; „თანადგომას უცხადებენ **{Tanagrznobas utskhadeben}“ – “Sympathize sb. in (their) sorrow”** which correspond to the English phrases, such as: **“Expressing sadness”**; **“Feeling heart-broken”** etc. In most of the cases, remembrance are more or less expanded and have strong emotional coloration,

they basically consist of several sentences or phrases, such as: "**Atherton-Claudia on March 17th 1989. Always loved, sadly missed by Eric and Ann"** ("The Independent", October 6, 2001). Also, some of the cliche phrases are notable: **"In loving rememberance"; "Fondly remembered"; "Forever in our hearts"; "Sadly missed"** etc. Similarly, the cliche phrases are frequently used in Georgian language as well, such as: „Tamuna Bochorishvili and Sophiko Tsulaia **express deep sorrow** in favour of death of Dudu Dadiani and **condole with** (**present their condolences to**) his family from Italy ("Rezonansi", January 25, 2002)".

It turned out that in the Georgian language there is a comparatively larger number ofvocabulary units expressing tribulation and fear. The reason of that may be the severe historical past of Georgia which was full of mournful periods, and correspondingly, that was depicted in its vocabulary.

Conclusion: Therefore, both target languages are rich with lexical units transferring positive and negative emotions, the expression of which is varied according to different frequency and forms relating gender. The difference between the linguistic units used by womenand men expressing emotions is obvious, although, there were also revealed any similarities. The researched material showed that women expressed more positive emotions than men indifferent contexts. The diagram (**diagram 2**) below depicts the results of our research in respect of identity words and phraseology in regard to both genders in the Georgian and English languages.

Diagram 2



1. Swearing formulas;
2. Cursing words/phrases;
3. Blessing words/phraseological units;
4. Expression of warm attitude using the proverbs, in respect of a child/parent;

5. The affectionate addressing forms;
6. The phraseological units referring to both gender representatives;
7. The zoomorphisms of positive and negative connotations,denoting female and male
8. The linguistic units expressing love and devotion in register and love letters/mouringrituals.

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Legal regulation of probation during recruitment in the modern labor legislation of the Republic of Azerbaijan and foreign countries: issues of legislative theory and practice

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Abstract

This article conducts a conceptual, theoretical and overview study of the "probation during recruitment" provisions in the modern labor legislation of the Republic of Azerbaijan.

Currently, in any country, as well as the Republic of Azerbaijan, an employer requests more qualified employees to work in an enterprise possessed by him as an entrepreneur. Thus, the employer applies the norms of the Labor Code of the Republic of Azerbaijan regarding the probation during recruitment while hire an employee.

Nevertheless, there are many cases where the employer-entrepreneur abuses the labor rights established by the Labor Code of the Republic of Azerbaijan and applies a "probation" to a new occupation during employment, and in turn, violates the labor rights of the employee. An employment contract with a newly hired employee who has not passed the probationary period convinced by the employer is terminated in accordance with clause e) of Art. 70 of the Labor Code of the Republic of Azerbaijan.

Since, there is no precise regulation in the labor legislation regarding the criteria by which the employer evaluates the work of the employee who has passed the probationary period during recruitment. On the other hand, the institution of "probation during recruitment" established in Art. 51-53 of the Labor Code of the Republic of Azerbaijan should be amended. To begin with, the Labor Code of the Republic of Azerbaijan does not state the legal concept of "probation during recruitment". Second, the disposition of Art. Article 51 of the Labor Code of the Republic of Azerbaijan, which describes the content of the employment probation period, cover the entire range of the concept of the probationary period on employment incompletely.

In this case, it should be noted that still there is not an integrated point of view regarding the concept of "probation during recruitment" in the science of labor law of the Republic of Azerbaijan, as well as in foreign countries. Therefore, based upon the scientific provisions of the last decades due to eliminate the gaps and other legal-technical essence, and resolve obstacles in this field, the comprehensive study of the "probation during recruitment" institute and a comparative legal analysis of the regulations of foreign countries needs to be made.

One of the important difficulties of the probation during recruitment is the terminological description of this legal institute. Legal terms should be applied in a way that, primarily, it shall

ease an exact expression, next, it shall cover the entire range of straight implication. Nonetheless, currently it might be seen that not only in the Republic of Azerbaijan, but also in other overseas countries, legislator implies a diverse point of view in regard of terms of probationary period on employment.

Since, in the labor legislation of some countries, the terms about "probation during recruitment" is used, whereas in other countries, it is used in dual meaning such as “probationary period on employment" or "initial probationary period on employment".

For instance, the legislators of the Republic of Azerbaijan (Article 51 of the Labor Code of the Republic of Azerbaijan), New Zealand (Article 67 of the New Zealand Law No. 24 dated August 19, 2000, "On Labor Relations")., Vietnam (Article 26 of the Labor Code of Vietnam dated 2012) and Moldova (Article 60 of the Labor Code of the Republic of Moldova, March 28, 2003, N 154-XV) use the term of "probationary period", while the legislature of the Republic of Belarus (Article 28 of the Labor Code of the Republic of Belarus) uses the term of "Employment contract over probation" and the legislator of the Russian Federation (Article 28 of the Labor Code of the Russian Federation) uses the terminology "Labor probationary period". Close to the Russian legislation, is the point of the legislator of the Republic of Lithuania (Article 105 of the Labor Code of the Republic of Lithuania), which expresses the meaning of "Probation over the concluding employment contract". The point of the legislator of the Republic of Bulgaria, is interesting where he refers to the probationary period on employment as an "experimental contract of employment" (Article 71 of the Labor Code of the Republic of Bulgaria).

Above all, it should be noted that "probationary period" and "probationary period on employment" are not equivocal and synonymous categories. These categories have diverse meanings.

The main or worth instrument carries the concept of "probation over the applying for an occupation". This phenomenon is wider rather than the “probationary period” and includes not only the probation period itself, but also the objectives of the test and the consequences of the test. For this reason, when setting a probationary period, the employee and the employer shall agree not only upon the duration (probationary period), but also upon the types of activities of the employee and the conditions for his performance for these activities. Correspondingly, the criteria where they will evaluate the results of the employee's activity in the future and where their compliance come with the employer's expectations.

Based upon the study of the concept and importance of the probation for the employment, it considered an appropriate to put forward the following applications in order to advance the labor legislation:

Article 51 of the Labor Code of the Republic of Azerbaijan shall retitled as "probation during recruitment ".

Furthermore, it seems possible to offer the following definition of the concept to the scientific circulation: "probation during recruitment" is an additional condition resolute by agreement between the employee and the employer at the stage of closing an employment contract over appropriateness of the employee for the work performed and the suitability of the proposed

job for the worker, based upon the results of which the parties express their will to continue or terminate an employment relationship.

Keywords: Azerbaijan, labor law, foreign countries, legislative practice, probation during recruitment, probationary period, employer, employee.

Tax and Investment Repatriation by Foreign Subsidiaries: Evidence from Bangladesh

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Abstract

Despite the wide-ranging incentives offered by Bangladesh to foreign investors, and the identification of the country by global institutions as a highly attractive investment destination, the volume of foreign investment is lower than its expectation of the country. Scholes (2001) observes that when the corporate tax rate difference between a home country and that of a host country is high, foreign companies repatriate more investment in the form of dividend to their home country to get tax benefits. However, when the difference is low or negative then these foreign companies retain their profit in host countries. This study investigates how corporate tax policy affects the investment repatriation by multinational companies in Bangladesh using the Scholes (2001) theoretical framework. This study has significance in filling up the gap in the literature due to the lacuna of prior research in this untapped area in Bangladesh. Moreover, policymakers may use the finding of the study in framing national policies relating to the repatriation of investment from Bangladesh.

Keywords: Investment Repatriation, Corporate Taxation, Foreign Subsidiary.

1.0 Introduction

Of late Bangladesh has become a lucrative destination for foreign investment due to its cheap labor of the huge young population of the country. Other favorable factors for foreign investment in Bangladesh are the country's geographically strategic location, stable political condition in the recent years and the presence of export processing and special economic zones that offer special facilities to foreign investors over local investors.

Bangladesh also has an investment-friendly legal framework. The Foreign Private Investment Act 1980, allows 100% equity and dividend participation by foreign investors, provides for fair and equitable treatment between local and foreign investments, guarantees foreign investors protection against nationalization or expropriation by the country, provides full indemnification in the event of financial loss due to civil unrest, and ensures repatriation of invested capital, dividends, and the proceeds from sales of shares. Dividends, if invested, are treated as new investments. Foreign investment is further facilitated by the provision of tax holiday facilities. There is a long list of tax incentives for foreign investors e.g tax exemption, tax holiday, accelerated depreciation allowances, tax policy benefits, incentives for NRBs, equal treatment for local and foreign investors among others.

Despite the wide-ranging incentives offered by Bangladesh to foreign investors, and the identification of the country by global institutions as a highly attractive investment destination, the volume of foreign investment is lower than its expectation in recent past. The challenges faced by Bangladesh are governance issues like policy discontinuity, red tapes, bureaucratic hassles, corruption in public services, legal enforcement, unsatisfactory law and order situation, poor conditions of infrastructure, and trade policy-related issues. There is also the stigma of inadequate supply of power and gas in past decades. In per capita terms, foreign investment in Bangladesh in 2008 was only $7 which the can needs to be increased by many fold in coming years. However, the registration of new investment with the Bangladesh Investment and Development Authority (BIDA) rose significantly since 2009. In 2010, 1785 companies were registered with BIDA (former BOI). The foreign investment is growing since 2009.

Apart from these, there are instances of taking back current foreign investment from the exiting companies; this decreases the investment volume of the country. To increase foreign investment the country needs not only to attract new investment but also needs to retain the profit within the country though various incentives and policies. The World Bank Enterprise Survey (2017) on foreign investment flight has identified corporate tax structure of Bangladesh as one of the major reasons for taking back investment by foreign companies. Though corporate tax has been identified as an important factor for retaining foreign investment in Bangladesh, there is limited studies in this area of literature which are mostly in developed countries e.g Altshuler *et al* (1994). This study is one of the few studies taken in this area in Bangladesh.

2.0 Objectives and Significance of the Study

Past studies show that foreign invest can fill the investment gap by providing capital for domestic investment and can mitigate foreign exchange shortage by providing foreign currency through investments and subsequent export earnings (Smith 1997). Foreign investment has contributed to

the economic growth in many region of the world e.g in Latin America as found in past studies (Elahee and Pagan, 1999 and Poon and Thomson 1998). Foreign investment accounted for 4% - 20% of GDP growth in Asia (Fan and Dickie, 2000). However, to get the full benefit from these investment, countries need not only to attract new investment but also to retain the exiting foreign investment within the country though proper policy guidelines. Because of the technological superiority and big scale of production, many foreign companies earns huge amount of profit which if reinvested can contribute to the investment volume of a country. Given the potential significance of retention of profit for reinvestment by foreign companies and lack of research in this area of literature, the object of this study is as follows:

> *To investigate how corporate tax rate affect the repatriation of investment of foreign companies in Bangladesh through dividend payout.*

3.0 Theoretical Framework of the Study

Companies in general pays dividend may choose the of the following dividend payout policies: stable dividend policy, target payout policy, regular plus extra payout policy, and residual dividend payout policy. In stable dividend policy whatever the company earns, that is not the concern for the dividend payout and the company maintain a steady percentage to distribute to its shareholders. Normally this done through creating a dividend equalization fund through past profit. In target payout policy a stable dividend policy could target a long-run dividend-to-earnings ratio. The goal is to pay a stated percentage of earnings, but the payout is given in a nominal dollar amount that adjusts to its target as the earnings baseline changes. In regular plus extra payout policy a company maintains a regular dividend payout ratio plus an extra amount of dollar based on the available earnings of the company. When companies use Residual dividend model it set a target capital budgeting structure. Company would retain a specific amount from the retained earnings and the profitability from the company to maintain the targeted structure to invest in profitable project. After meeting that requirement, if there any amount left that will be distributed to the shareholders as dividend.

Apart from these policies there are additional factors to be considered for dividend payment of of foreign companies. There can be two option for a foreign company to repatriate the profit through dividend declaration and getting Foreign Tax Credit (FTC). The other one is not declaring the dividend and retaining the profit in the foreign country (Scholes 2001).

The following will be after tax return if profit is repatriated each year with FTC:

$$RE - \frac{RE}{1 - t_{f0}} \left(t_{d0} - t_{f0}\right); \qquad if \;\; t_{d0} < t_{f0} \, then \left(t_{d0} - t_{f0}\right) = 0$$

$$\frac{RE\left(1-t_{f0}\right)-RE\left(t_{d0}-t_{f0}\right)}{1-t_{f0}}$$

$$\frac{RE\ \left(1-t_{f0}-t_{d0}+t_{f0}\right)}{1-t_{f0}}$$

$$\frac{RE\ \left(1-t_{d0}\right)}{1-t_{f0}}$$

If the money is invested for n years, the after tax accumulation is:

$$\frac{RE\ \left(1-t_{d0}\right)}{1-t_{f0}}\left(1-r_d\right)^n$$

The following will be after tax return if profit is not repatriated each year but after n year:

$$RE(1-r_d)^n-[\frac{RE(1+r_d)^n}{1-t_{fn}}\ \left(t_{d0}-t_{f0}\right)]$$

$$\frac{RE(1+r_f)^n\left(1+t_{fn}\right)-RE(1+r_f)^n\left(t_{dn}+t_{fn}\right)}{1-t_{fn}}$$

$$\frac{RE(1+r_f)^n\left(1-t_{fn}-t_{dn}+t_{fn}\right)}{1-t_{fn}}$$

$$\frac{RE\ \left(1-t_{dn}\right)}{1-t_{fn}}(1+r_f)^n$$

So the difference is the r_f and r_d in the above options and t_{f0} , t_{do} and t_{fn} , t_{dn} . This study use this Scholes (2001) framework for analysis of the dividend payout of multi-national companies in Bangladesh.

4.0 Methodology

The study utilizes data collected from 7 Bangladeshi Multi-National Companies from 2013 to 2017. The nature of the data of the study requires that it be analyzed using the panel data method. There are two alternative panel data methods utilized in this study: Fixed Effect Estimation (FE); and the Random Effect Estimation Method (RE) (Wooldridge 2003).

The FE method can be used when unobserved effects are correlated with explanatory variables of the model, while the RE method is suitable when these are not correlated. Thus, the nature of the data dictates which method can be applied. Arbitrary assumptions about the correlation among unobserved heterogeneous effects and explanatory variables may lead to inconsistent estimation of parameters (Green, 2000).

The FE method can be used when unobserved effects are correlated with explanatory variables of the model, while the RE method is suitable when these are not correlated. Thus, the nature of the data dictates which method can be applied. Hausman (1978) suggests a test for detecting this correlation. The test is based on the idea that if there is no correlation between the error term and explanatory variables then the parameter estimation method of FE and RE are both consistent[48], but FE is inefficient[49]; however, if there is correlation then the FE is consistent but the RE estimation is not (Greene 2000). Therefore, the test is based on the difference of the estimates of the two methods that are as follows:

$$W = \chi^2[k-1] = (\hat{\beta}^{FE} - \hat{\beta}^{RE})^2[\text{var}(\hat{\beta}^{FE}) - \text{var}(\hat{\beta}^{RE})]^{-1} \quad (3)$$

where, W is the Housman test statistic distributed as chi-squared (χ^2) with (k-1) degree of freedom; k is number of parameters to be estimated.

5.0 Findings

The descriptive statistics of the variables used in the study are presented in Table 1.

Variable	Mean	Min	Max
Tax rate of home country	0.24	0.05	0.4
	(0.07)		
Dividend rate	11.65	0	109
	(27.16)		
Profit after tax	3298.06	0	27423
	(6734.49)		

[48] Suppose X is an estimator of ϑ based on the sample size n then X is an consistent estimator if

$$p(|X - \theta| > \varepsilon) \to 0 \text{ as } n \to \infty$$

$$\text{or, } P\lim(X) = \theta$$

[49] Suppose X_1 and X_2 are two unbiased estimators of ϑ, then X_1 is more efficient than X_2 if $Var(X_1) < Var(X_2)$ for all ϑ.

ROE	12.26	0.06	91.15
	(24.82)		
Tax Difference	0.09	-0.15	0.2
	(0.07)		

Number in the parenthesis are standard errors of the coefficients.

A Hausman Test(1978) was performed which indicated that a Fixed Effect model is appropriate for the nature of the data. The result of the model are presented in Table 2.

Table 2: Result of Fixed Effect Regression Model

	Coefficients	*t*
ROE	0.044	0.24
	(.18)	
Tax Defence	-168.09**	-2.05
	(82.10)	
Profit after tax	0.000441*	0.58
	(.0007)	
Tax rate of home country	-234.75*	-2.37
	(99.16)	
Constant	81.92*	2.98
	(27.53)	

Number in the parenthesis are standard errors of the coefficients.

p<1% =***, P<5%= ** , P<10%= *

As it can be seen from the table 2, the coefficient for *Tax difference* between Bangladesh and home country is significant. This indicate that when the corporate tax rate difference of Bangladesh and

that of the host country is high foreign companies in Bangladesh repatriate more money to their home country to get tax benefit. However, when the difference is low or negative (i.e home country tax rate is high) then these foreign companies retain their profit in Bangladesh. The significance of the study shows that foreign companies actively manage their dividend policy using the Scholes (2001) Framework and consider corporate tax rate of home country and Bangladesh in deciding their payout ratio. The implication of this finding is that tax policy makers may use these result in framing national policies relating to repatriation of investment.

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Analysis of Regional Issues at the Glance of Turkish States Union

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Abstract

In modern times, the policy against Islam (Islamophobia) and especially Turkish civilization (Turkphobia) is the main result of the New World Order and the clash of civilizations. The Armenian issue, the so-called genocide allegations, the aggression of Armenia-Azerbaijan, the indecision of various international organizations, including the Minsk Group of the OSCE, the double standards of the Western countries in this conflict, and other similar issues, which have become the object of discussion by the world's leading countries, especially the West, and other similar issues are precisely in this aspect. evaluated. As a result, the brave Azerbaijani army restored its territorial integrity.

In this context, the importance of the Turkish state union in the newly established world order and its direct intervention in regional issues also received a new context. Within the framework of Huntington's Sino-Turkish unity threat to the West, Turkey's growing power in the region has given a new background to the intervention of global powers. The lifting of the US arms embargo against Cyprus for 2023 not only showed the balance of power in the Aegean and the Eastern Mediterranean, but also highlighted the limits reached in Turkey's relations with the West.

With the processes in this direction, the relations between Turkey and the Northern Turkish Republic will go through a new testing period and the possibility that the threats to the Turkish existence in the Eastern Mediterranean will increase.

Keywords: Union of Turkic states, Turkophobia, aggression of Armenia to Azerbaijan, Samarkand Summit, middle coridor, New Silk Road.

INTRODUCTION

After the collapse of the USSR, the issues of regional integration of the Turkic states that gained their independence came to the fore. It was an expected step for the Republic of Turkey, which preserved its independence after the collapse of the Ottoman Empire and remained the only Turkic state on the world map, to act as an initiator of regional integration and later organization (Kocatepe, 2022 :407) .

The meeting of this type of organization started in 1992. The first meeting was held in Ankara. The main feature was the participation of all Turkic states. The reason was that more than one Turkic state appeared on the world map. At that time, the emerging Turkic states needed help for their development and model. Therefore, the state model of Turkey, which is common to those Turkic states in terms of religion, language, history, and culture, was very suitable. It should also be taken into account that Turkey was the most developed among the Muslim countries. In addition, Turkey, which has a secular state model, aspired to European integration. Although such a model is interesting, it was not directly offered by Turkey, but by the United States to Turkic invitations. Because it was understood that it was necessary to beware of the non-democratic political system and ideology of jihad exported from Afghanistan and Iran. Of course, Turkey was ideal in this regard. The heads of state of Turkey did not hide their desire for brotherhood in the Turkic world. The messages of the 21st century Turkic world are calculated for this

TURKIC STATSES VISION



Although many measures have been implemented for the realization of these ideas, the desired integration has not been achieved. However, the ideas of cooperation between the Turkic states covering all fields remain relevant. Recently, the projects implemented between Azerbaijan and Turkey are designed to solve the problems of the Turkic world as well as to serve the interests of the two countries. At the meeting of Turkic diaspora organizations held in Baku in 2007, the President of the Republic of Azerbaijan drew attention to the fact that one nation has not two diasporas, but one diaspora. In the same year, a political organization called the Parliamentary Assembly of the Turkic States and a joint television station called TRT Avaz were inaugurated (Nüsrətoğlu, 2021).

Today, from a historical and cultural point of view, we cannot talk about the existence of complete homogeneity, even though there are common aspects in Anatolia, Azerbaijan, and the Turkic states in Central Asia. These differences manifest themselves both in the language and in the cultural behavior of the peoples. However, despite this, the Turkic states that have gained their independence look positively at the idea of integration and cooperation. As we mentioned above, leading people and the experience of the leading state were needed to implement the integration. The Republic of Turkey, by making maximum use of its potential, closely assisted the creation of the private sector in these countries and began to invest in the development of small and medium enterprises. He also implemented certain projects in the field of education and culture. Thus, the foundation of cooperation was laid, but today it is too early to talk about integration.

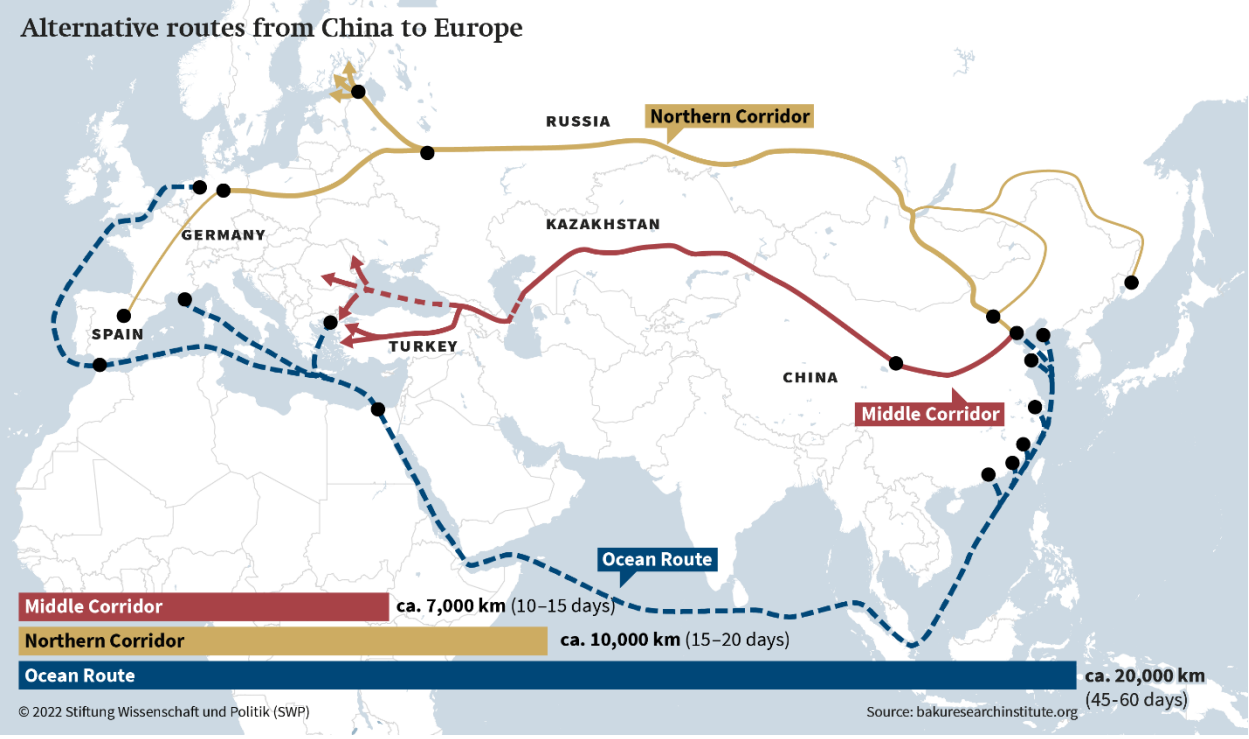
We must take into account that regional integration cannot be established only on ethnic grounds. In the system of international relations, functionalists claim that regional integration is successful only when it is based on socio-economic principles. Ethnic factors can only be stimulating here. Ziya Goyalp, who is considered the father of Turkism and pan-Turanism, saw that Central Asian Turks would separate from Anatolian Turks and form their own language and culture, and noted that this factor would hinder the unification of Turks.

Today, many projects are being implemented between the Turkic states from an economic point of view. Exporting of Azerbaijani oil to the world market through the BTC and BTE pipelines, connecting the western and eastern corridors through the Baku-Tbilisi-Kars railway is being implemented. Kazakhstan and Turkmenistan are also expected to join these projects. This type of projects can create a foundation for the establishment of a network covering the Turkic states. Undoubtedly, the most successful regional integration project, the European Union was formed by the establishment of the European Coal Community and Euroatom economic union. It is expected that similar steps will be taken from the union of Turkic states in the future. He predicted that Kyrgyzstan and Uzbekistan would be far from the model of economic integration based on ethnic roots by staying out of such projects. In fact, the restoration of China's "One Road One Belt - New Silk" road organized the Turkic states into an economic network.

The Silk Road opened up new opportunities for the deepening of the unity of the Turkish states and the deepening of their closer integration. The organization of the Turkic world, which established the oldest empires, was important for them to eliminate regional and global threats. We live in a time when the world order is being formed. We are going through a period of increasing struggles and conflicts. No nations, nationalities, or religions were assimilated in the geography dominated by the Turks at the time, but instead they were protected and supported. That is why today President Erdogan repeatedly emphasizes that Turks have something to say for a fairer world.

Transportation in Asia and Europe goes through 3 main corridors. The Northern Corridor passing through Russia, the Southern Corridor passing through Iran and the Middle Corridor connecting the Turkic states. The Northern Corridor has been blocked by Russia's problem with Ukraine, and the Southern Corridor has become risky due to the embargo imposed on Iran and the unceasing conflicts in the Middle East.

The Middle Corridor covers one big geostrategic road that passes through Central Europe and covers Turkey, Azerbaijan and the Caspian Sea, and then Kazakhstan and Turkmenistan (https://www.chinausfocus.com/finance-economy/along-chinas-middle-corridor-a-view-from-the-ground).



Every nation has a period of decline as well as a period of growth. The Turks, who came under the goal of colonization, were divided and fragmented in the 19th and 20th centuries. The idea of Turkic unity was formed in those years. The formation of nationalism, Turkism and Turkish national consciousness in Azerbaijan has become one of the centers of the idea of Turkic unity. At that time, Kazan, Istanbul and Baku played an important role in ensuring the national awakening. Ali bey Huseynzades, Ahmed bey Aghaogullars, and Muhammadamin Rasulzades did their best for the rise of the idea of unity. The new type of schools and intellectuals of that time introduced the idea of national consciousness into the minds of the society. It is no coincidence that at that time the "Tarjuman" newspaper was read all over the Turkic world. There was no problem with the common language.

HISTORICAL BACKGROUND OF MODERN TURKIC STATES

When we look at history, we see that in the USSR, as well as in Tsarist Russia, many projects were implemented to break the Turkish unity and separate the Turkish world from each other. Taking Zangezur province from Azerbaijan and giving it to Armenia was one of the main parts of the policy of separating the Turkic world from each other. Immediately after the collapse of the USSR, there was a chance for the Turkic world to come together. The joint foreign policy of Azerbaijan and Turkey, the effort to build joint power and the victory over Karabakh accelerated the processes a little. Azerbaijan's solution to the problem of the Kepaz field in Turkmenistan,

connecting the Turan corridor with the Zangezur corridor, led to the further rise of the Turkic world in terms of strategic dimensions.

If we look at the map today, we can see the reality of the Central Asian states, sandwiched between two countries with imperial claims, China and Russia. In the current geopolitical conditions, as President Ilham Aliyev noted, the Turkic states, which are each other's natural allies, must increase their unity and cooperation.

The VIII Summit of the Cooperation Council of Turkic-Speaking States held in Istanbul last year is of exceptional historical importance. Changing the name of the institution was important step toward the establishment of the Organization of Turkic States. President of Azerbaijan Republic Ilham Aliyev noted, this is not just a name change, but also a change in the development vector: "Because all countries that are members of the organization understand the need to strengthen unity"
(https://sia.az/az/news/politics/999278.html).

In this regard, Samarkand peak is of special importance. On November 11, Samarkand held the first summit of the Organization of Turkic States (OTS), which was established instead of the Turkic Council, and the main issue at this meeting was decisions on the future integration of its member states. Documents related to the development of transport corridors of the Union of Turkic States were signed. The issue of creating a Turkic Investment Fund with a charter capital of 500 million dollars came up. Moreover, the issue of Turkmenistan joining this organization or remaining in observer status was discussed.

Along with Turkmenistan, the second observer status is held by the state of Hungary.
The main event of the summit was the development package of OTS for 2022-2026.
It should be recalled that at the summit held in Istanbul in November 2021, the strategic document "Vision of the Turkish world until 2040" was adopted, which is intended to achieve the free movement of goods, capital, services, technologies and labor among the countries included in the organization.

The main issue at the summit held in Samarkand was the discussion of the development of strategic cooperation in the transport sector. The new geo-economic situation in Eurasia creates very favorable conditions for turning the Central Asian region, which connects the strategic corridors of Eurasia, into a strong transport and logistics hub of global value. To achieve this goal, it is necessary to create a single transport space that will firmly connect the land and sea borders of the zots countries with world markets. For this, it is necessary to strengthen cooperation relations between the leading industrial enterprises, investment companies, financial institutions and entrepreneurs of the OTS countries, and establish effective regional cooperation (Feyziyev ,2014).

Director of Ethnonational Strategies Agency, Alexander Kobrinsky, speaking about the Samarkand summit and the opportunities in perspective, said that OTS has every chance to become a large Turkic state in the near future. For Turkey, the presence of Azerbaijan and Central Asian countries together will increase the total population by at least another 80 million. Together with Hungary, the population increases to 200 million people. Tajikistan, as a bearer of the same

religion, can join this friendly team as an observer, making the Turkic state a direct regional power due to its size and population growth rate. This means more than 2% of the world's population. These countries also account for more than 3% of the world's GDP.

It should be taken into account that the Organization of Turkic States is in the attention of China, Russia, the United States, Great Britain and the European Union, which are considered regional and global powers.

According to Z. Brzezinski, who stated that the biggest struggle will take place in Asia in the 21st century, the South Caucasus is in an important position due to the fact that it connects Europe to Asia. In Central Asia, which borders Azerbaijan through the Caspian Sea, the interests of countries such as Turkey, Iran, and India clash with countries such as China, Russia, and the United States (Brzezinski, 2005: 155).

Today, Turkey is the strongest player in the organization due to its military-political size, its position in the world's military ratio, and high acting ability.

In order to neutralize the increased pressure on Turkey, it took advantage of the OTS factor and realized the membership of the Turkish Republic of Northern Cyprus as an observer in the OTS.

Analyzing from a larger perspective, Turkey's goal is to strengthen its foundations in Central Asia and choose a position for itself in the games that can be played over Afghanistan. This is how the size of Ankara's vision regarding OTS can be estimated today.

President Ilham Aliyev mentioned an important formula at the OTS summit. He said that the time has come to pay attention to issues such as the protection of the rights, security, and national identity of our compatriots living abroad and their assimilation on a permanent basis within the framework of the organization. This formula has two interpretations. No doubt the first post was directed at China. But China is an important economic partner.

In this sense, neither Turkey nor Azerbaijan intends to go to tension with China, although they will also raise their voices against Beijing due to the Uygur factor.

The second is Iran, at the time when the regional boiling trend is intensifying, Azerbaijan and Turkey are thinking about the fate of the Turks in Iran.

Geopolitical conditions present opportunities for Great Britain to establish a secret alliance with the OTS, although the vast economic resources of the OTS are also attractive to China. Today, Kazakhstan intends to carry out a balancing mission in relations with China.

In the general analysis, it is understood that the biggest conflict for OTS is between China and Great Britain.

Turkic geopolitics, which existed for centuries, was tried to be erased from the face of the earth. A group reveals a more advanced dynamic than an organization. As we mentioned, the Turkic states draw a vector stretching from Europe to China. These 6 countries with a common language, religion and culture have a long history. And 300 million Turks live in countries like Mongolia, China, Russia, Iran, Afghanistan, Bulgaria, Greece, and Cyprus. However, for a long time, the group of political relations between the Turkic states was blocked. (Amirbek , Anuarbekuly vd.,2017).

Because both London and Beijing want to monopolize their growing ambitions in the Asian continent and the diversification of global supply routes, and if we add the greed of Russia, the United States and the European Union to this, we can imagine how the competition field has revived.

The main issue facing the OTS is to combine its multi-vector foreign policy into a single concept to balance the great powers. However, Turkic states are also members of other organizations. CSTO should be mentioned in particular

İt should be noted that the CSTO was established on May 15, 1992 by the Republics of Russia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Armenia, and from October 2002 it became the Collective Security Treaty Organization (CSTO). According to the Collective Security Treaty, an attack against any of the member countries of the Organization is considered as an attack against all member countries. This raised the question of what would be the position of the Turkish-speaking states that are members of the organization in the event of war. Nevertheless, as a successful result of the multilateral activity of Azerbaijani diplomacy, the positions of these countries towards Azerbaijan, which liberated its historical lands from the occupation of Armenia, were determined more within the framework of economic, geostrategic and South Caucasus interests than the terms of the Collective Security Treaty. It should be noted that despite the efforts of the Prime Minister of Armenia, Nikol Pashinyan, during the Second Karabakh - Patriotic War, none of the member states of the Organization, including Russia, supported the aggressive policy of Armenia (Dovgan, 2010 : 37).

Today, the biggest obstacle to the full integration of the Turkish states is Russia, the successor of the Soviets.

CONCLUSION

The OTS Summit held in Samarkand promotes the ideas of seeking ways to develop a model of unity against dangerous trends against the backdrop of a changing world order.The main goal of OTS - the format of cooperation is not an attack, but a demonstration of the ability to defend, and one of the necessary defense mechanisms is to unite the Turkic world around the same idea.

The union of Turkic states is not against any state or states, it is a desire for the reunification of countries and peoples of the same origin, to live together. As a solution to problems, it is an attempt to find together how to build the future.

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Discursive structures of the state: Antifeminist discourses in Azerbaijan

Devletin Söylemsel Yapıları: Azerbaycan'da Anti-Feminist Söylemler

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Abstract

Considering the rise of anti-feminist gender policies under the discursive regime, this research discusses how the members of the parliament in Azerbaijan as important figures and directly affected by the discursive regime in the public sphere interpret feminism, gender policies and gender-based identification. Firstly, in order to create the prominent themes of anti-feminist discourse in Azerbaijan, the struggle of NGO's and especially feminist movements throughout the country since the birth of the republican period was analyzed comprehensively and the general structure of anti-feminist discourse was determined. Secondly, the working mechanisms of the discursive regime, the anti-feminist discursive structures of the state, and the discursive processes that influences the society are investigated. Thirdly, the period from 2010 to 2020, that is, the period when local NGOs and feminist movements were actively involved in the political arena, was investigated for determining the effects of the patriarchal system and the conservative discursive regime in parliamentary speeches.

Keywords: Discursive regime, gender, women's rights, anti-feminist discourse, discourse analysis.

Özet

Bu araştırmada söylemsel rejim olarak da adlandırılan muhafazakar yönetim altında anti-feminist cinsiyet politikalarının yükselişi göz önüne alındığında, kamusal alanda söylemsel rejimden doğrudan etkilenen önemli figürler olarak Azerbaycan'daki milletvekillerinin feminizmi, toplumsal cinsiyet politikalarını ve toplumsal cinsiyete dayalı kimlik tanımlamasını nasıl yorumladığı tartışılmaktadır. İlk olarak, anti-feminist söylemin Azerbaycanda öne çıkan temalarını oluşturmak için ülke genelinde Cumhuriyet Döneminden itibaren STK'lar ve özellikle feminist hareketlerin toplumsal cinsiyet eşitliği mücadelesi kapsayıcı bir şekilde analiz edildi ve anti-feminist söylemin kavram olarak genel yapısı belirlendi. İkinci bölümde ise, söylemsel rejimin işleyiş mekanizmaları, devletin anti-feminist söylemsel yapıları ve onun hem etkisi altına aldığı belirli yapılara hem de toplum üzerinde hangi söylemsel işleyişleri gerçekleştirdiği araştırılmıştır. Üçüncü bölümde, parlamento konuşmalarında ataerkil devlet sisteminin ve muhafazakar söylemsel rejimin etkilerini belirlemek için 2010'dan 2020 yılına kadar olan zaman zarfı, yani yerel STK ve feminist hareketlerin aktif bir şekilde politik alana atıldıkları dönem araştırılmıştır.

Anahtar Kelimeler: Söylemsel rejim, toplumsal cinsiyet, kadın hakları, anti-feminist söylem, söylem analizi.

Giriş

Eski SSCB Cumhuriyetlerinden biri olan Azerbaycan, post-sovyet döneminde din, milliyetçilik, politika vs. gibi kimlik sorunlarını içeren global ideolojik akımların etkisiyle çeşitli dönüşümlerle karşı-karşıya kalmıştır. Son dönemlerde hem halk arasında hem de devletin üst kademelerinde tartışma konusu olan bu ideolojik fikirlerin önemli bir kısmını feminist hareketlerin da talepleri olarak öne çıkan iki genel başlık olarak tanımlanaya bileceğimiz kadın hakları ve toplumsal cinsiyet kavramlarını içeren sorunlar teşkil etmektedir. Yeni dönemin ideologları ve devletin politik fikirlerini seslendiren isimler, yeniden canlandırılması gereken bir tür "gelenek" kavramına başvurdukları ve "gerçek" erkeklik ve kadınlığı geleneksel cinsiyet kimlikleri olarak tanımladıkları için, anti-feminist söylemin giderek şekillendiği gözlenmektedir. Bu hususta, Blum & Judith (2020), statükonun bir direniş sembolü olarak anti-feminist mobilizasyonun, değişim ve dönüşüm dönemlerinde toplumun ani modernleşmesinden ve liberalleşmesinden kaynaklanabileceğini belirtiyor (Blum & Judith, 2020). Nitekim, 1990'larda araştırmacılar, artan toplumsal cinsiyet eşitsizliğinin belirtilerine (kadınların kamusal alanda yerinden edilmesi, ev ortamına dönüş, yoksulluğun ve işsizliğin feminizasyonu, siyasi dışlanma) dikkat çekmiştir.

2010'larda bu eğilimler, bir çok dini kurumlar, toplumsal örgüt ve hükümet söylemlerinde "doğal kadın kaderi" fikrinin aktif olarak desteklenmesiyle birlikte yoğunlaştı. Aynı zamanda ataerkil bir kültür çerçevesinde anlaşılan gelenek ve cinsiyet kimlikleri hakkındaki anti-feminist söylemlerin yoğunlaşmasına, homofobik davranış ve nifret söylemlerindeki artış da eşlik ediyor. Bu bağlamda, feministleri sosyal bir grup olarak damgalayan ve bir ideoloji olarak feminizme karşı bir takım önyargıları paylaşan anti-feminist söylemi yoğunlaştırma eğilimi de gözlenmektedir. Nitekim, anti-feministlerin çoğu feminizmi doğanın egemenliğine karşı direniş olarak algılamaktadır (Liang Lin, 2017).

Bir dizi makalelerin ve medya haberlerinin gözden geçirilmesi ile, feminizmin bir hareket olarak insanlar tarafından tam olarak anlaşılmadığı, bunun sonucunda, insanlar bazı fikirlere katılsalar da, feministlerin radikal olarak damgalaması nedeniyle feminizme karşı olumsuz bir tutum sergileyebilecekleri anlaşılmaktadır (Karimov, 2021). Genel olarak baktığımız zaman, feminizmin Azerbaycanda olumsuz olarak algılanmasınının nedeni feminist hareketlerin gerçek hedeflerinin toplum tarafından anlaşılmaması ve ataerkil devlet tarafından kabul edilmemesidir. Bu hususta, medya esas olarak radikal feministlerle ilgili vakaları ele alıyor ve "Cinsiyet rolleri hakkında çarpıtılmış fikirler" Batı değerleri ile ilişkilendiriliyor. Bu yüzden devlet ve yönetilen toplum çarpıtılmış fikirleri milli kimliklerinin ve ataerkil düzenin tam tersi olarak algılarlar ve bu nedenle feminist söylemleri kabul etmezler. Diğer açıdan bakdığımız zaman, anti-feminist söylemlerde daha çok geleneksel toplum düzeninin değişmesinden sorumlu tutulan liberalleri, solcuları bir başka kelimeyle yenilikciler ve devrimciler hedef alınmaktadır.

Anti-feminist söylemlerde liberal politikalar ile eşcinselliğin yükselişi, toplumun geleneksel aile yapılarının yıkılmasına yol açan boşanmaların artması ile feminizmin yükselişi

arasındaki bağlantılar da geniş bir şekilde yer almaktadır (David, 1984). Diğer eşitsizlik ideolojileri gibi, anti-feminizm de söylemsel (discursive) olarak inşa edilmiştir. Aynı zamanda, Azerbaycanda hem feminist hem de anti-feminist söylemlerin araştırılması araştırmacılar tarafından ihmal edilmiş ve çok az sayıda araştırmalar gerçekleştirilmiştir.

Bu araştırmada ağırlıklı olarak Azerbaycan Milli Meclisindeki anti-feminist söylemin öğrenilmesine zemin hazırlayan parlamento konuşmalarından elde edilen ampirik gerçeklerin ve delillerin açıklanması üzerinde durulacaktır. Yani çalışmanın teorik hedefi, anti-feminizm kavramında belirlediğimiz özelliklere sahip söylem oluşturan bazı ifadelerin kapsadığı anti-feminist söylemsel pratiklerdir. Bu amaçla, öncelikle hükümetin ve politik figürlerin toplumsal cinsiyet politikaları ve daha sonra toplumsal cinsiyet ile ilgili parlamento konuşmalarının temelindeki anti-feminist tonlar Foucault eleştirisel söylem analiz yöntemiyle incelenmiştir. Aynı zamanda, bu çalışmada devletin belirli söylemsel yapıları aracılığıyla anti-feminist söylem inşa etme sorununa akademik katkıda bulunmayı kendimize hedef edindik. Bu bağlamda, "İktidarda olan mühafazakar ve anti-feminist söylemsel rejim parlemento konuşmalarındakı söylemleri hangi yönde etkilemektedir ?" olarak belirtilen araştırma sorusuna eleştirisel söylemsel analiz yöntemi uygulanarak empirik cevaplar alınmıştır.

Foucault'a (1980) göre Güç ve ya diğer terminoloji kelimeyle İktidar, bir söylem aracılığıyla herhangi bir toplumsal kuruluşa nüfuz eder, kurulur ve işlev görmeye başlar (Foucault, 1980). Bu bağlamda ele aldığımız çalışma, Azerbaycanda toplumsal cinsiyet (gender) beraberliği kavramının gelişimini ve reformunu çevreleyen ideolojik ve politikleşmiş feminist tartışmalara analitik bir katkı yapmak ve "iktidarın gerçeğini" (Foucault, 1980) incelemek için Foucaultcu eleştirel söylem analizini kullanacaktır.

Elbette, eleştirisel söylem analizi, sosyopolitik düzeyde araştırmalar yapmak için en uygun bilimsel yöntem olarak görülmektedir. Eleştirisel söylem analizinin "kritik" bileşeni, toplumsal güç yapılarından ve bunun ardından gelen sosyal sorumluluk çağrısından oluşur (Cotter, 2003). Foucault'nun kendisi gücün yalnızca yukarıdan aşağıya değil, toplumun tüm seviyelerine yayıldığını düşünse de, iktidar ilişkileri her zaman Foucaultcu bir yaklaşımla bağlantılıdır. İki yönlü bir etkileşimde "söylem toplumu hem şekillendirir hem de toplum tarafından şekillenmektedir" (Rainer Diaz-Bone et al., 2008). Yukarıda belirtilen eleştirisel analiz yöntemi, Foucault'un (1972), söylemleri iktidarın toplumda işlediği ve daim dolaşımda olan bir araç olarak gördüğü için, diğer söylem analizi türleri arasından özellikle seçilmiş ve uygulanmıştır. Jäger'e (2001) göre, Foucaultcu eleştirel söylem analizinde beş temel konu vardır: (geçerli) bilginin nasıl var olduğu, bu bilginin nasıl geliştiği, nasıl aktarıldığı, bu tür bilginin öznelerin yaratılmasındaki işlevi ve bilgiye olan etkisi, bu bilginin toplumsal gelişmeye etkisi.

Bununla birlikte, yukarıda belirtilenlerle ilişkin başlıca endişeler, Potter'ın (2004) uygun bir şekilde belirttiği gibi, bir dizi ifadenin-söylemlerin nesneleri ve özneleri nasıl oluşturduğudur. Öznelerin ve nesnelerin oluşumu, tarihsel bağlamda ya da Foucault'un terimleriyle arkeoloji ve soykütük yoluyla araştırılmaktadır (Potter, 2004). Bu makale, feminizmin ve anti-feminizmin belirli bir tanımını kullanmamakta, Azerbaycan'daki kadınlarla ve kadın hak ve hukularını savunan kesimlerin ve onlara karşı yapılan söylemlerin gözlemlenmesi ve incelemesine dayalı bir

açıklama yapmayı tercih etmektedir. Bununla birlikte, araştırma parlamentodaki anti-feminist söylemler ile medyanın, ülkenin siyasi ve kültürel şahsiyetlerinin nefret söylemleri, kadın düşmanlığı, homofobik açıklamaları kategorileştirerek ayırıyor ve bu bağlamda yapılan analizleri içermektedir.

Anti-feminist söylem ve feminist hareketlerin toplumsal cinsiyet eşitliği mücadelesi

Geleneksel toplum düzeninden, dini inançlardan ve muhafazakar devlet politikalarından kaynaklanan farklı nedenlerle her zaman sayısız zorluk ve kısıtlamayla karşı karşıya kalan feminist hareketler toplumsal cinsiyyet sorunları politikalarını incelemek ve sorunların giderilmesi için büyük çabalar harcanmıştır. Orleck'in (2016) "cinsiyet eşitsizliği, eşit haklar için mücadele" konulu son araştırması, feminist hareketlerin en kaçınılmaz sorunlarına odaklanıyor. Bu araştırmada ve ilgili diğer kaynaklarda, birçok ülkede kadınların oy kullanma haklarının hala dolaylı olarak bile olsa ellerinden alındığı belirtilmiştir. Bu nedenle kadınlar, sorunlarının hükümet temsilcileri aracılığıyla dile getirilmesi konusunda dezavantajlı konumdadırlar. İkincisi, kadınların maaşları her zaman erkeklerinkinden daha düşük ve bu gerçek günümüzde de değişmemiştir. Üçüncü sorun ise, her zaman kadınları susturmanın bir yolu olarak kullanılan kadına yönelik toplumsal cinsiyete dayalı şiddettir. Son temel faktör, feminizmin hem toplum hem de devlet temsilcileri arasında hala bir ironi ve öfke nesnesi olmasıdır (Orleck 2016). Bu bağlamda söylemsel olarak anti-feminist rejim ve topluluklar, muhafazakar sosyal ve politik düzeni korumaya ve toplumda toplumsal cinsiyet eşitliği gibi feminist söylemlerin yayılmasına karşı mücadele etmeye çalışırlar.

Muhafazakarlığın yükselişi ve anti-feminist söylemlerin artması, yeni sağcı politikalarını seçen birçok ülkede oldukça popüler olmaya başlamıştır. Bu nedenle, feminizm karşıtlığına ilişkin kamusal söylemlerin çoğu, popülist ve milliyetçi partilerin yükselişiyle ilişkilendirilmektedir (Elomaki & Kantola, 2018). Toplumda anti-feminist söylemlerin yaygınlaşması, çoğu ülkede sosyal modernleşme ve liberalleşme politikalarının bir sonucu olarak da değerlendirilmektedir. Son zamanlarda yapılan araştırmalar, anti-feminizmin, toplumda yaşanan çeşitli kriz türleri ve ayrıca hükümetlerin popülist politikaları nedeniyle ortaya çıktığını göstermektedir. Özellikle popülist ve milliyetçi hükümetler, anti-demokratik otoritelerini geliştirmek için maddi ve manevi değerlerle halkı istismar etmekte ve toplumu anti-feminist tepkilere yöneltmektedir. Bu nedenle yerel yönetimlerin toplumsal cinsiyet politikaları, toplumda anti-feminist ideolojileri ateşleyebilecek çok önemli unsurlardır (Blum & Judith, 2020).

şAzerbaycan gibi komünizm sonrası Doğu değerlerine yönelen ülkelerde milliyetçilik, feminizm ve kadının rolü kavramları çok farklı ele alınmaktadır. Ancak, literatürde Sovyet sonrası ülkelerde kadın, toplumsal cinsiyet ve feminizm algısı konusunu tartışan çok az yayın bulunmaktadır. Occhipinti (1996), Sovyet sonrası ülkelerde kadınların erkeklerle eşit haklara sahip olduğunu, ancak eşitlik ve haklarına merkezi devlet tarafından karar verildiğini savunuyor. Toplumsal cinsiyet, "gerçek" değerlerin - geleneksel, aile, heteroseksüel - temsili yoluyla "Batı"nın karşıtı olarak inşa edilen ulusal kimliği tanımlamak için bir kaynak haline gelmiştir. Feminizm karşıtlığı üzerine mevcut söylem ve ifadelerin gözden geçirilmesi ile birlikte, anti-

feminizmin, kadınların aileye - çocuk yetiştirmek ve evin bakımı gibi sorumluluklara "geri dönme" çağrısılarını kapsayan sosyal ve politik stratejilerin ve mevcut ekonomik süreçlerin etkileşiminin sonucu olduğunu ortaya çıkmıştır (Occhipinty, 1996; Anderson, 2014). Nitekim, kadınlar, ülkenin tüm vatandaşları için iyi bir anne veya iyi bir eş ve aynı zamanda iyi bir işçi gibi bir örnektir, ancak "erkeksi" kabul edilen işleri seçme konusunda dezavantajlı bir konumdadırlar.

Feminist hareketlerin yükselişi ve kadın sorunlarıyla ilgili tartışmalar, toplumdaki mevcut cinsiyet dengesinden yararlanan gruplar için bir tehdit olarak görülüyor. Nitekim, Azerbaycan'da feminizmin durumunu öğrenmek ve yaygınlaşma fazlarını derinlemesine incelemek için, toplumsal cinsiyet konularının sivil ve politik düzeyde nasıl eşleştiğine bakmak gerekir. Devlet tarafından uygulanan resmi siyasi söylem, kadınların özel hayatlarında karşılşatığı kısıtlamalara itaat etmeleri karşılığında yine devlet tarafından kısıtlanan kamusal alana erişimi sunan paradoksal düşünceni pekiştirmektedir. Bahsi geçen özel hayat kısıtlamaları da devletin söylemsel politikaları çerçivesinde güçlenmektedir ki, ataerkil sistemin varlığının korunması ve sürdürülmesine hizmet etmektedir. Yani, kadınların kamusal alana katılma ve toplumsal cinsiyet ile ilgili sorunları dile getirme şansları iki önemli koşular bağlıdır.

Söylemsel rejim, sadece ulusal birlik meselelerini ikincil duruma atmayan, ve ulusal çıkarla uygun görülen toplumsal cinsiyet meselelerinin devletin üst seviyesinde ve en önemlisi kadınlar tarafından tartışılmasını sindirebilmektedir. Bazı araştırmacılara göre ise, söylemsel rejiminin uygulamaları sovyet yeni ataerkil politikalarının devamı olarak algılanmalıdır (Voronina, 2003). Bu bağlamda ulusun birliğinin ve çıkarlarının koruyucusu olarak öne çıkarılan kadın figürler (Tohidi, 1998), gururlu, sadık sovyet vatandaşı imajı ile uzlaştırılmasıyla beraber iffetli "Doğu Kadını" karakterini de benimsemekteydi (Heyat, 2005). Günümüzde, basında yer alan makaleleri ve aynı zamanda önemli kadın liderlerin ve aydınların konuşmalarını da incelediğimiz zaman geçmişteki ataerkil akımın ve itaatkar vatandaş eğiliminin devam etmekde olduğunu görebiliriz. Halbuki, Azerbaycan Sovyetlerden kurtuluş hareketinin en öncül ülkelerinden biri olarak öne çıkmış ve kadın aydınlar bu hareketinin yönetiminde kaydadeğer katkılarda bulunmaktaydılar (Tohidi, 2000).

Nitekim, sovyet ideolojisinin yerini genellikle milliyetçi duygularla bağlantılı olan ataerkil inançlar almış ve böylece feministlerin ireli sürdüğü kadınların özgürleşmesi ve güçlenmesi ile ilgili görüşlerin red edildiği görülmektedir (Tohidi, 1997; Heyat 2005). Bu ise yukarıda da belirtildiği gibi Sovyetlerden kalma ataerkil düzeni bir uzantısı ve hatta bir üst aşaması olarak söylemsel rejim tarafından uygulanmaktadır. Bu yüzden, söylemsel rejime karşı gelen feminist aktivistler her zaman devletin muhafazakar düzenine bir tehdit olarak sunulmakta ve toplum, hükümetin kamu politikası, basın, sosyal medya vb. tarafından baskı altında tutulmaktadır (Dragiewicz, 2011)

Aslında tüm devrimci ve yenilikçi hareketlere karşı olduğu gibi feminist hareketlere karşı da bir güruh vardır. Kelime anlamıyla feminist hareketlerin taleplerine ve genellikle feminist ideolojiye karşı olan ayaklanma anti-feminizm olarak terminolojide yer almaktadır. Bu bağlamda anti-feministler kadın-erkek eşitliğin karşı gelen muhalefet olarak öne çıkmaktadırlar. Bu tavırlarını meşrulaştırmak için ise geleneksel toplumsal cinsiyet rollerini destekleyen siyasi,

kültürel ve dini normlara referans vererek kendilerini toplum içinde güçlendirmeye çalışmaktadırlar. Anti-feminist söylem ile cinsiyete dayalı iş bölümü kavramı topluma dayatılmakla kadınların rekabetci kamusal alanlarda zayıf kaldıkları görüşü kanıtlanmaya çalışılır. Bilhassa kadınlar siyaset, ordu ve diğer tipli kamusal iş alanlarından dışlanmaz ama bahsi geçen alanlarda erkekler ile kıyasladığımız zaman daha aşağı mevki ve maaşların olduğu şartlarda çalıştırılırlar. Aynı zamanda feminizmin devletin en önemli dayağı olan aile kavramına zarar verdiği ve erkeklerin mağdur duruma düşmesi ile beraber ikinci plana atılması için tasarlandığını belirtirler. (Kimmel & Aronson, 2004)

Kampa (2009) göre Azerbaycan gibi ülkelerde aile, ulus, devlet ve din gibi değerlerin ne kadar önemli olmasını ve aynı derecede feminizmin bu gibi değerlerin yaratdığı köktenciliğe karşı gelmesiyle birlikte bazı toplumsal cinsiyet uzmanları 'feminist' terimini açıkça reddetmeklerine neden olmaktadır. Buna rağmen, uzmanların çoğunun yürüttüğü araştırmaların sonuçlarına baktığımız zaman feminizmin belirtilerinin açıkca göründüğü (Kamp 2009, s. 3) ama aynı zamanda, bazı yerel uzmanların toplumsal cinsiyet araştırmaları alanını yenilik ve prestij alanı olarak seçtikleri ve feminist terminolojiyi yanlış kullandıkları veya yanlış yorumladıkları da yaygın olarak kabul edilmektedir (Oushakin, 2000; Barchunova 2000; Cirstocea, 2009). Bu çıkarımlara dikkatle baktığımız zaman muhafazakarlığın ana hatlarıyla uzlaşan devlet, ulus, aile, din gibi konuların öne çıktığını ve feminizmin tehdit olarak algılanmasına neden olduğu anlaşılacaktır.

Benzer eğilimler ve bunlarla ilgili hem devlet seviyesinde hem de kamusal alanda olan tartışmalar Azerbaycanda da görülmektedir. Feminizm Batı kültüründe olduğu gibi büyük çoğunlukla aynı kültürden kaynaklanan çağdaş Azerbaycan kültüründe de olumsuz olarak algılanıyor. Batı popüler kültüründe sol kanatın radikal bir kolu olarak sınırlandırılan ve söylemsel rejim tarafından kötülenerek korkulan ve nefret edilen terminoloji haline getirilen feminizm (Zeligman, 2015, s. 13), Azerbaycanda ise halkının tarihi, psikolojik, zihinsel, etnik ve dini özellikleri, erkeklere ve kadınlara karşı tarihsel tutum gelenek ve normlarına karşı geldiği adı altında kamuya sunulmaktadır (Zulfigarova 2003, s. 7).

Bu bağlamda bir çok yerel uzmanların ve bilim adanların kanaatına göre kadın meseleleri ve diğer toplumsal cinsiyet ile ilgili konular ulusal zeminde ele alınmalı ve yeni bir yerel kavram yaratılarak araştırmalar yapılmalıdır. Atılan bu gibi adımlar feminizmden kaçış gibi anlaşılmaktadır ve anti-feminist söylemin yükselişine besin kaynağı olarak belirtilebilinir. Özellikle de post-feminist devr olarak bilinen çağdaş devirde, anti-feminist söylem feminist haraketin günümüze kadar kazandırdığı temel hal ve özgüzlükleri red etmez bunun yerine feminizmin ataerkil sisteme karşı yaygınlaşmasını önlemeyi tercih etmektedir.

Söylemin İşleyiş Mekanizmaları: Devletin anti-feminist söylemsel yapıları

Söylemsel analiz alanındakı gelişmeler dilin kitle ve toplum üzerindeki etkisiyle ilgili tartışmaların yeniden gündeme gelmesine zemin hazırlamıştır. Bilhassa, dil söylemsel analizlerin gerçekleştirilmesinde en önemli bir etken olduğu gibi feminizm araştırmalarının gerçekleştirilmesi

için vazgeçilmez yöntemsel araçlardan biri ve birincisidir. Çünkü, toplumda güç ve bağımlılık ilişkileri dil üzerinden yürütülmektedir ve eril bakış açısının öğrenilmesi bağlamında söylemlerde kullanılan kelimelerin incelenmesi üzerine ağırlıkla durulması gereken faktörlerdendir. Yukarıda belirtildiği gibi toplumsal cinsiyet eşitsizliğinin temelinde aile, din, kültür gibi unsurların önemi üzerinde durulsa da dil yani söylemler daha mühim alan olarak bilinmektedir. Nitekim, aterkil bir sistemin mevcut olduğu bir toplumda dil kültürün hem ileticisi ve yansıtıcısı olarak eşitsizliyin üreticisi olarak mevcutluğunu sürdürmektedir (Chanter, 2009, s. 99).

Foucaultcu söylem anlayışından yola çıkarak söylemin hiçbir zaman tek bir ifadeden, tek bir metinden veya tek bir eylemden oluşmadığını, aynı söylemin farklı eylemler sonucunda ortaya çıkan bir dizi metinde ve konuşmalarda ortaya çıktığını söyleyebiliriz (Hall, 2001, s. 73). Bu bağlamda söylemsel rejimin etkisi altında olan farklı yapıl tarafından ortaya atılan fakat benzer motifleri ve anlatı çizgilerini paylaşan söylemsel ifadeler, aynı söylemsel rejime hizmet etmektedirler. Böylece, söylemsel rejimin farkı yapıları tarafından belirli söylemsel çalışma mekanizmaları yaratılarak, hedeflenen belirli fikirlerin politik olarak kabuledilebilirliği artırılmaktadır. Söylemsel rejimin hakim çalışma mekanizmalarının sağladığı fırsatlardan yararlanarak, kamusal alandaki bazı konuşmacılar, belirli fikirleri daha yüksek sesle veya etkili bir şekilde dile getirebilirler. Hatta gizli olduğu düşünülen ve ya fark edilmeyen söylemler, söylemsel rejiminin başka çalışma yapılarında oldukça görünür hale de gelebilir. (Ferree et al., 2002).

Bu anlamda, çağdaş Azerbaycanda hükümet temsilcilerinin konuşmalarında ve diğer yazılı metinlerde anti-feminist söylemin yükselişe geçtiğini söyleye biliriz. Diğer tarafdan anti-feminist söylemlerin parlamento seviyesinde konuşmalardan esinlenerek yasal düzenlemelerle pekiştirilmeye çalışılmasını ve söylemsel rejiminin etkisini altında olan kamusal alanın diğer birçok alanında anti-feminist söylemlerin sınırlarını genişletildiği iddia edilebilir. Sonuç olarak, bu tür söylemlere medyada ve diğer platformlarda geniş bir şekilde yer verilmektedir. Bu bağlamda söylemsel rejim kamusal tartışmaların yaygın konusu olarak bilinen toplumsal cinsiyet ile ilgili kamuoyunun düşüncelerini ve tartışmaların gidişatına yön vermekte oldukça etkili olmaktadır.

Nitekim, 2010'lardan itibaren, STK'ların artması ile beraber feminist hareketliliyinin de önceki dönemlere nispet de yükselişe geçtiği görülmektedir. Genç jenerasyonu temsil eden feminist kadınların katkı ve etkileri sonucunda yeni nesil aktivist qruplar ve yenilikçi düşence tarzları oluşmaya başladı. Sovyet döneminde yetişen Rusça konuşan jenerasyon ile kıyasladığımız zaman, yeni nesil aktivistler orta sınıfı temsil ediyor ve eğitimli ailelerin çocukları olarak farklı dilleri konuşan, internete kolay erişimi olan ve Batı değerlerini benimseyen aktivist gruplar şeklinde ülkenin sosyal-siyasi hayatında önemli etkinlikler gerçekleştirmeye başladılar (Aliyeva, 2020).

Aynı zamanda 2010'lu yıllar, hükumete karşı protestoların sayının artması nedeniyle bir çok STK-ların kapatılması ve STK ile ilgili yasaların değiştirilmesi, mühalif güçlerin baskı altına alınması gibi insan hakları, demokrasi ile ilgili sorunların ortaya çıkmasıyla bilinmektedir (Namazov, 2018; Ismayil & Remezaite, 2016). Bununla birlikte, sosyal medya kullanıcıları, gazeteciler ve hükümet yetkilileri de dahil olmak üzere anti-feminist gruplar feminist hareketin

üyelerine karşı kampanyaların çok aktif bir parçası olmaya başlasalar da kadın ve queer hakları gibi devlet için politik bağlamda daha güvenli kabul edilen diğer konular ön plana çıkmaya başladı (Namazov, 2018).

Halihazırda gelişen feminist söylem ve kimlik, büyük oranda sosyal medya aracılığıyla yayılmaya başladı ve bazı küçük gençlik grupları, topluluklar ve bireyler de dahil olmak üzere kendini feminist olarak tanımlayan yeni nesil aktivistler tarafından cesurca benimsenmiştir (Karimov, 2021). Aynı zamanda, pek çok aktivist olmayan kişi de feminist etiketine vurgu yapmadan gizli bir şekilde feminist değerlere sempati duymaya başladı. Böylece, ilk yıllarda feminist söylem temel olarak toplumsal cinsiyet konularında farkındalık yapmak ve toplumda feminizm algısını olumlu anlamda değiştirmeye çalışmış (Aliyeva, 2020, p. 236-244), fakat daha sonra kadın cinayetlerinin artması, eylemci kadınlara yönelik nefret söylemleri, yükselen homofobik eğilimler Azerbaycan'da feminist hareketlerin ortaya çıkması ile sonuçlandı (Sputnik Azerbaijan, 2018; Turan News Agency, 2018).

Protestoların artmasıyla aynı zamanda cinsiyet ayrımının yer aldığı ve en fazla söylemsel rejimin baskısı altında kalan metinlerin üretildiği mekanizmaların – medya, siyasi, dini ve diğer önemli figürler - aracılığıyla, cinsiyet eşitsizliğini daha da güçlenmekde devam ediyor. (Tong, 2009, s. 161-162). Buna karşılık ise feminist aktivist kadınlar, eğitim yoluyla farkındalık yaratmakla gündelik cinsiyetçiliğe, ataerkilliğe, bekaret kurumuna ve ailelerde erkek egemenliğine karşı savaş açtılar. Her şeyden önce, feminist aktivistlerin son birkaç yıldır her protestosunda sürdürdüğü ana slogan "kadına yönelik şiddet politiktir" olarak belirlenmiştir (BBC Azerbaycan, 2021; JAM NEWS 2021). Ayrıca feminist hareketin talepleri arasında "İstanbul Sözleşmesi"nin kabul edilmesi, toplumsal cinsiyet eşitliği, kadına yönelik şiddetin yükselişinin durdurulması ve ülkedeki kadınların sosyal ve demografik sorunlarının çözülmesi yer alıyor (APA, 2019; Ismayilbeyli, 2021). Daha da önemlisi, 2019-2021'de düzenlenen tüm yürüyüşlerin katılımcıları, toplumu ataerkillikten kurtarmak, seslerini duyurmak, erkek hegemonyasından kurtulmak ve kadın cinayetleri de dahil olmak üzere aile içi ve diğer şiddet türlerinden kadınları korumak için toplumu birleşmeye çağıyordu. İlk yürüyüş ve sonraki gösteriler, polis güçleri tarafından ve bazı durumlarda, bir sabotaj grubunun yardımıyla, Azerbaycan'daki protestoları dağıtmanın bilinen bir yolu ile engellendiler. Söylemsel rejimin etkisi altında olan farklı çerçeveler ve onların sözcüleri, kadın yürüyüşlerinden derinden rahatsız olduklarını birbaşa ve ya dolayısıyla belirtdiler.

Bu bağlamda, Aile, kadın ve çocuk işlerinden sorumlu Devlet Komitesi Temsilcisi, güncel feminist protestolarla ilgili soruya verdiği röportajda bazı kritik yanıtlar ile dikkat kazanmıştır. Komite temsilcisinin genel konuşmasına göre, Azerbaycan'da hiçbir zaman feminist bir hareket olmamıştır ve tüm kadın hakları ve sorunları her zaman devletin dikkatı altındadır. Devlet Komitesi temsilcisi ayrıca hükümetin, STK'ların ve ayrıca toplumun diğer bölümlerinin yönetiminde kadınların önemli rolünü dile getirmiştir (APA, 2020). Nitekim Azerbaycan'ın siyasi ve diğer sivil seçkinlerinin çoğunluğu, feminizmi, kadın ve erkek arasındaki çatışmayı teşvik ettiği için bölücü ve geleneksel cinsiyet normlarına ve aile yapılarına aykırı olduğu için yıkıcı olarak görmektedir. Yukarıda belirtilen alınıtıdan da anlaşıldığı gibi bu algı devletin resmi kurumları

tarafından güçlendirilmekle geleneksel cinsiyet rolleri çerçivesinde kadın hakları ve toplumsal cinsiyet sorunları ile ilgili tartışmalar gerçekleştirilmektedir (Gureyeva, 2010).

Ayrıca, Dini Dernekler Devlet Komitesi başkanı da son dönemdeki feminist protestolar açısından bir röportaj yapmıştır ve reportajın içeriği genel olarak bazı geleneksel değerleri, kadının Türk destanlarında, folklor, aile ve nihayetinde Azerbaycan toplumundaki rolünü içeriyordu. Aynı zamanda feminist hareket, Batı ideolojisine dayalı, aile ve toplumda eşit değerlerden yoksun bir akım olarak belirtilmiştir. Öte yandan, feminizmin temel inançlarının Azerbaycan'daki manevi değerlere ve aile yapısına kelimenin tam anlamıyla aykırı olduğu öne sürülmüştür (Qurbanlı, 2020). Genel hatlarıyla baktığımız zaman kadın haklarına ilişkin söylemler güçlü bir tarihsel anlatıya dayanmaktadır. Kasumova ve Kasumova (2006) belirtdiği gibi bir çok yerli seçkinler ve araştırmacılar Azerbaycanın Doğuda kadınların tam olarak oy hakkına sahip olduğu (1918'de) ilk çoğunluk Müslüman ülke olması, 1950'lerden beri başkentte başörtülü kadının bir anıtının olması ve aynı zamanda kadınların yüksek düzeyde okuryazarlığa sahip olması ile övünüyor ve bunları kadın haklarının korunması bağlamında yeterli koşullar olarak algılamaktadırlar. (Kasumova & Kasumova, 2006).

Parlamento üyeleri, medya ve sanat çalışanları ve hatta mühalefet parti liderlerinin de söylemlerinde feminist hareketlerin taleplerinin ve genel hatlarıyla feminist söylemin Azerbaycan toplumu için kabul edilmez ve utanç verici olduğu belirtilmektedir. Bu bağlamda Azerbaycandakı muhalefet partilerinin bile toplum baskısı ve bir çok diğer nedenlerden dolatı söylemsel rejiminin etkisi altında olduğu ortaya çıkmaktadır. Nitekim, Ümit partisi başkanı herkesin toplanma hakkının olduğunu fakat toplumun çok küçük bir kısmını temsil eden feministlerin taleplerine toplumun geri kalan kısmının hazır olmadığını ireli sürmektedirler (JAMnews, 2021). Dahası, önceki on yıla baktığımız zaman Azerbaycan'da, belirli güç merkezleri, yasama, devlet ve sosyal kurumlar tarafından üretilen bir dizi sosyo-politik söylem ve bilgilerin kesişiminde yaratılan, feminist söylemin artmasını tabiri caizse denetlemeye çalışan, diğer bir kelimeyle güvenli ve tehlikeli arasındakı çizgiyi korumaya çalışan söylemsel rejimin etkisi altında olan belirli kuruluşlar eski dönemler ile kıyasladığımız zaman daha da güçlenmektedir.

Söylemsel rejim, kriminalize etme, güvenlikleştirme, söylemsel düzeyde marjinalleştirme ve diğer baskıcı uygulamalar yaparak ötekileştirme yoluyla kendisi için tehditkar olarak algıladığı grupları etkisiz hale getirmeye çalışmaktadır. Bu bağlamda, söylemsel rejim toplum tarafından yalnış ve kural ihlali olarak algılanan marjinal davranışları görünür hale getiren, onları kontrol eden ve "söylemin içinde" tutan bir tespit mekanizması işlevini görür. Hal böyle olunca, kadın yürüyüşlerinden sonra, feminist söylem ve feministler kendilerini söylemsel rejimin etkisi altında olan çevreler tarafından üretilen farklı ve ya esası olmayan yanlış bilgi(ler) ile beyinleri doldurulan toplumun baskısı altında buldular. Bu bağlamda, feminist yürüyüşler yasadışı hale getirilmeseler de söylemsel rejimin çeşitli çevreleri aracılığıyla ve dolayı yollar ile hayin, sahtekar, "Batı kuklaları", ahlaksız adı altında marjinalleştirilerek tabiri caizse tehlikesiz hale getirildiler ve ya kriminalleştirmeler yapmak için provokasyonlara el atıldı.

Söylemsel rejimin baskılarına rağmen ve aynı zamanda yerel toplumsal cinyet üzere uzman ve araştırmacıların gelenksel tavır ve duruşlarına rağmen, feminist aktivistler ataerkil sistemin

yarattığı sisteme karşı savaşlarını devam ettirerek, hem kadın hakları bağlamında hem de toplumsal cinsiyet ile ilgili sorunların giderilmesi için yürüyüşler ile beraber toplumun aydınlanması için çeşitli etkinliklerin ogranize edilmesinde öncülük etmiş ve diğer STK-ları da teşvik etmişlerdir. Nitekim, 2020, 8 Mart ile ilgili düzenlenen üçüncü yürüyüşden itibaren tüm yürüyüşlerde toplumsal cinsiyet kimliği ile iglili sloganlara yer verilmeye başlanılmıştır ki, bu Azerbaycan toplumu ve genellikle ülke çerçivesinde düzenlenen sokak gösterilerinde alışılmadık bir eylem olarak tarihe geçmiştir. Son düzenlenen yürüyüş ise diğer yürüyüşler ile kıyasladığımız zaman polis müdahelesi olmadan, provokasyon ve şiddet eylemlerinden uzak başarılı bir şekilde tamamlanmıştır.

Feminist diskursun Azerbaycanda aktif bir şekilde ortaya çıkmasıyla beraber, kadın hakları, kadınlara karşı şiddet, toplumsal cinsiyet ile ilgili sorunlar hem kamusal hem de devletin yüksek makamlarında sıklıkla tartışma konusu haline geldi. Nitekim, eskiden söylemsel rejiminin etkisi altında olan, sadece olarak kadınların toplumda etkin hale getirilmesi ve erkekler ile eşit haklara sahip olmasını feminist kavramından uzak durarak savunan uzmanlar (Tohidi, 1998), araştırmacılar ve STK temsilcileri, feminizme atıfta bulunmaya başladılar. Kendilerini feminist olarak identikleştirmekten kaçınan ve feminizmin genellikle erkeklere karşı oluşturulan negatif kavram olarak algılanması döneminin geçmişte kaldığını belirtmekde zorluk çeksek de, yeni bir döneminin başladığını söylememizde yarar vardır.

Nitekim, Azerbaycan'da toplumsal cinsiyet kavramı sıklıkla 'kadın sorunları' adı altında kullanılmakta, kadınlara karşı uygulanan şiddet, sosyal sorunlar gibi konular ile sınırlanmaktaydı (Tohidi, 1998). Hem toplum tarafından hem de bir dizi medya kuruluşu, kolluk kuvvetleri, milletvekilleri, memurlar, gazeteciler, aydınlar, yazarlar tarafından feminist söyleme karşı olan tavrın ılımlı şekil alması (yürüyüşlerin dağıtılmaması, parlamentoda toplumsal cinsiyet ile ilgili müzakereler ve s.), söylemsel rejimin yeni yöntemler esasında ve farklı mekanizmaların aracılığıyla etkisini sürdürmekde devam etmek isteyinin bir belirtisi olarak algılanabilir.

Parlamentodaki anti-feminist söylemler: Toplumsal cinsiyet politikası tartışması

Yukarıdakı bölümde tartışıldığı gibi, Azerbaycanda feminist söylemin güçlenmesi ve sıklıkls tartışma konusu haline gelmesiyle birlikte söylemsel rejimin etki yöntemleri de değişiklik geçirmeye başladı. Bu araştırma kapsamında, Azerbaycan sivil toplum örgütlerinin güçlendiği ve feminist söylemin topluma sunulduğu dönem olarak kabul edilen 2010 yılından itibaren 2020 yılının sonuna kadar olan dönem aralığında olan bütün parlamento konuşmaları incelenmiştir (Namazov, 2021). Sonuçta, 2010-2018 yılları aralığında olan dönemde toplumsal cinsiyet ile ilgili parlamento gündeliğinde hiç bir konunun olmadığı tespit edilmiş, kadın sorunlarıyla ilgili ise "Aile içi şiddetin önlenmesi hakkında kanun" ve "Çocuk hakları hakkında kanun" ve diğer farklı konular kapsamında farkı millet vekilleri tarafından kısa konuşmaların yapıldığı ortaya çıkmıştır.

2018 yılından itibaren ise feminist söylemin güçlenmesi, kadınları hakları ve sorunları ile aynı zamanda toplumsal cinsiyet sorunlarının dile getirilmesi sonucunda parlamentoda spesifik bir gündelik kapsamında olmasa da farklı konuların içinde toplumsal cinsiyet ile ilgili konuşmalar yer almıştır. Aynı zamanda, sıklıkla İstanbul Konvensiyonun parlamentoda kabul edilmesi ve onaylanması, Konvensiyonun taleplerinin Azerbaycanda uygulanması gibi konulara ve ilk defa

feministler tarafından gerçekleştirilen eyleme atıfta bulunulduğu tespit edilmiştir. Buna rağmen, millet vekilleri, yukarıdakı bölümlerde belirtildiği gibi genel konuşma retoriki esasında - kadına yönelik şiddet ve aile içi şiddetin eleştirilmesi, ahlaki ve mental değerlerin öne çıkarılması, Azerbaycan'ın İslam ve Türk dünyasında birçok Avrupa ülkesinden önce seçilme hakkı vermesi, kadınların toplumun bütün alanlarında iştirak etmesi ve önderliği vs. açıklamalarda bulunmuş, öneriler vermişler. Dahası, bu konular çerçevesinde muhaliflerin karalanması retoriği de devam etdirilmiş, İstanbul Konvensiyonunun kabul edilmemesinin muhalif güçler tarafından kullanılarak ülkenin imajını zedelediği, devletin siyasetine gölge getirmesi gibi konulara da atıfta bulundukları gözlemlenmiştir.

Aslında, sosyal, kültürel ve politik alanlarda süregelen muhafazakarlaşmaya ve toplumsal cinsiyet rollerinin yeniden üretilmesine ve ya yerel kültürel değerler çerçevesinde algı yaratılmasına rağmen rağmen, iktidarın söylemsel rejiminin kadınların kamusal ve özel statüsünü iyileştiren önemli yasal reformları hayata geçirdiğini de kabul etmek gerekir. Özellikle, yukarıda da belirtildiği gibi feminizmin ülke genelinde popülerleşmesi ve yaygın tartışma konusu haline gelmesinden sonra 2020 yılında ilk defa "Cinsiyet eşitliğini denetleyen yürütme organı"-nın yıllık raporu esasında resmi şekilde gündeliğe salınarak parlamentoda genel kurul toplantısında cinsiyet eşitliği konusunda tartışmalar gerçekleştirilmiştir. Bu bağlamda Azerbaycan Cumhuriyeti Aile, Kadın ve Çocuklardan Sorumlu Devlet Komitesi Başkanı kadın-erkek eşitliği ile ilgili geleneksel konuşmasını yaptıkdan sonra yıllık rapor ile ilgili bilgilendirme kısmını özet bir şekilde millet vekillerine sunmuştur. Akabinde Milli Meclis Aile, Kadın ve Çocuklar Komisyonu Başkanı da yıllık raporunu resmi bir biçimde özet olarak sunmuştur. Her iki devlet resmisinin yıllık raporlarında dile getirdikleri toplumsal cinsiyyet ile ilgili söylemler çoğunlukla "Aile içi şiddetin önlenmesi üzerine" olan kanun ile ilgilendirilmiş ve devletin bu gibi sorunların çözülmesinde gösterdiği çabalardan bahsedilmiştir.

Bu kısa dönem içinde, kadının toplumdaki statüsüne ilişkin bu sınırlı ama umut verici yasal iyileştirmeleri devletin yüksek makamları ve diğer söylemsel rejimin etkisi altında olan figürlerinde söylemlerindeki muhafazakar ve zaman zaman açıkça anti-feminist tonlarla uzlaştırmak çelişkili görünebilir. Muhafazakar ve ataerkil karakteristik özelliklere sahip iktidarın belirtilen çelişkili yönleri, söylemsel rejimin bazı temsilcileri tarafından neoliberal düzende kadınların ekonomik piyasanın aktif katılımcıları olması beklenirken, diğer taraftan kadınlara biçilen ailesel rollerin ve ataerkil toplumsal cinsiyyet rollerinin yeniden üretilmesi aslında birbirini beslemektedir. Aynı zamanda yönetim kadın hakları ile ilgili önemli yasal değişikliklere imza atmış olsa da, rejimin ailevi alandaki geleneksel toplumsal cinsiyet rollerine meydan okumaktaki isteksizliği, kadının kamusal ve özel alandaki statüsünü kapsamlı bir şekilde iyileştirecek yeni bir toplumsal cinsiyet rejimi kurma olasılığını engellemektedir.

Mesela, söylemsel rejimin etkisi altında olan parlamento üyelerinden biri olan Razi Nurullayev, toplumsal cinsiyet ile ilgili konuşmasında, kadın erkek eşitliğini geleneksel Azerbaycan değerleri ve aile içi şiddet anlayışına indirgeyerek ve feminizmi ortodoks değerlere karşı gelen bir idioloji olduğunu söyleyerek ataerkil söylemlerde bulunmuştur:

"Ancak kendilerini kadın örgütü olarak gören bazı gruplar, toplumsal cinsiyet eşitliği ve kadın haklarının kötüye kullanılması konusunda yanılıyorlar. Bazıları, sıradan şiddeti kadın haklarının ihlali olarak nitelendirerek kasıtlı olarak bunu kötüye kullanmaya çalışıyor. Aile içi sorunları toplumsal cinsiyet eşitliği olarak tanımlamak doğru değildir. Kadın erkek herkesin hakları ihlal edilebilir ve ihlal edilmektedir. Bizim kendi gelenek ve göreneklerimiz var. Kadın bir çiçektir. Onu korumak insanın görevi ve sorumluluğudur. Ancak bazı feminist kadınlar bu tür değerleri baltalamak ve dünyalarında yenilik yapmak istiyor."

Söylemsel rejimin altındaki bu ataerkil sistemin bir diğer önemli bileşeni de feminist fikirlerden duyulan hoşnutsuzluğun dile getirilmesidir. Diğer yaygın basmakalıp anlatımlarda olduğu gibi, söylemsel rejimin etkisi altında olan siyasi figürlerin söylemlerindeki feminizm, erkek düşmanlığı, aşırıcılık ve kadın-erkek çatışması ile yakından ilişkilidir:

"Ne yazık ki, bazı feminist kadınlar eşitliğin sorumsuzluk, erkekler üzerinde tahakküm olduğuna inanıyor. Hayır, tam tersine, küçük konusu olan ailenin gelişmesi için modern bilgi ve gereksinimlere uyum sağlamak toplumun sorumluluğundadır. Bence her Azerbaycanlı kadın bunun farkındadır. Gösteriş amaçlı şarap içmek, sigara içmek, oturma şeklinizi değiştirmek, açık giyinmek ve bunu cinsiyet eşitliğine dahil etmek bence kabul edilemez."

Bir başka konuşmada F.İbrahimli isimli milletvekili, kadınlığı ortodoks İslami annelik ve evlilik söylemleri içerisinde kullanması toplumsal cinsiyet eşitliğini Tanrıya karşı çıkan bir ideoloji olarak çerçeveleyerek feminizm ile İslam arasındaki sözde mesafeyi vurgulayan benzer bir söylemsel manevra yaptı:

"İlk olarak, kadınlara cinsiyet eşitliğinde Tanrı tarafından öncelik verildi. Kadınların özel haray yapma hakları yoktur. Mantık üzerine kuruludur. 1 kız 5 erkek istiyor. Bu kız bir seçim mi yoksa 5 erkek mi? Bu, bir kızın rızası olmadan onunla evlenemeyeceği anlamına gelir. Peki burada seçimi kim yapıyor? Kadın, kız tarafı. Bu Allah vergisi bir ayrıcalıktır. Bu bir. İkincisi, İslam hukukuna göre cinsiyet eşitliği hâlâ kadın haklarından yanadır."

Diğer tarafdan ise millet vekillerinin durmadan "toplumsal cinsiyet eşitliği" düşüncesini "cinsiyetler arasındaki tamamlayıcılık" kavramıyla değiştiren retorik hamlelerinin ve diğer millet vekillerinin ve toplumun muhafazakar kesiminde bu siyasi konuma verilen desteğin, ataerkil sistemin eleştirisiyle gerçekleştirilmesi ilginç bir paradoks olarak ortaya çıkmaktadır. Nitekim ataerkil sistem söylemsel rejim tarafından eleştirilse de muhafazakar bir düşüncenin etkisi altında olduğu için anti-feminizm ve muhafazakarlık döngüsel bir şekilde birbirini yeniden üretir.

"Cinsiyet eşitliği yapay olarak yaratılamaz. Örneğin, seçilmiş organlarda aday halk tarafından seçilir. Bu kadını veya bu adamı nasıl seçebilirsin? Dolayısıyla bu konuya demokratik bir şekilde yaklaşırsak, cinsiyet eşitliğinin doğal seleksiyon ve süreçten kaynaklanması gereken yerler var. Bir diğer nokta da bilimde cinsiyet eşitliğinde yapay bir değişiklik olamayacağıdır. Eğitimi, zekası ve arzusu olan, üniversiteye girer, yüksek lisans yapar, bilimle uğraşır, bilimsel çalışmalarını savunur. Burada da

cinsiyet eşitliği yapay olarak değiştirilemez…. Erkekleri göğsünden itmek, geri atmak, "Ben öne geçtim" söylemek- bu siyaset değil."

"Cinsiyet eşitliği yapay olarak yaratılamaz" diyen Millet vekili, toplumsal cinsiyet eşitliği fikrinin feminist özünü ortadan kaldırmayı hedefliyor ve feminist yorum çerçevesini yerinden eden anti-feminist, muhafazakar motiflerle ataerkil sistemin yarattığı eşitsizliğin toplumun bütün kısımlarında yayıldığı bir ortamda demokratik yaklaşım ireli sürüyor. Bazı muhazakar kadın örgütleri, STK-lar ve diğer söylemsel rejimin etkisi altında olan figür ve kurumlar postfeminist argümanları benimseyerek bu siyasi girişimi meşrulaştırmaya çalışıyorlar. Mesela, Milli Meclis Gençlik ve Spor Komisyonu, Bilim ve Eğitim Komisyonu Üyesi Etibar Aliyev aynı retorik kullaranark kadınların bilimde yapay bir şekilde iştirakının artırıldığını, erkek öğretmenlerin ise okullarda sayının azalmasının sonuçlarının kötü olacağını ifade etmiştir:

"Toplumsal cinsiyet araştırmaları "erkek bilimleri" ve "kadın bilimleri" kavramlarını içermektedir. Bahsettiğim gibi, Nobel Ödülü'nü 4 alandan sadece 19 kadın aldı.… Öte yandan, beşeri bilimlerle birlikte teknik, tıbbi ve tarımsal alanlarda kadın araştırmacı sayısının artması sevindirici. Aslında bu mutlu bir durum değil, üzücü bir durum. Kadın öğretmenlerin yüzde 85'inin ortaokullarda çalışıyor olması sevindirici değil, üzücü bir durum. Biz üniversitedeyken Fizik Fakültesi'nde sadece bir kadın öğretmen, Mekanik ve Matematik'te ise sadece bir kadın profesör vardı. Bu nedenle, bu konuları incelemeye daha fazla ihtiyaç vardır. Burada yapay cinsiyet eşitliğinden kaçınılması gerektiğini düşünüyorum. Elbette eğitim alanında sayılabilecek pek çok rakam var. Erkek öğretmenler okulu bırakıyor, daha çok erkek öğretmenler üniversitelerde çalışıyor."

Bu bağlamda yukarıda söz konusu olan cinsiyet kotalarının burada liberal ilkelerin ihlali olarak görüldüğü oldukça açıktır. Aynı yorum, diğer kendini muhafazakar olarak tanımlayan ve söylemsel rejimin etkisi altında kaldığı devletçi çevrelerdeki kamusal tartışmalarda da oldukça yaygındır. Bununla birlikte, devletin ataerkil söylemindeki neoliberal mantık, kamusal alanda insanların temsil edilmesiyle ilgili eşitlik fikrini görmezden geliyor, cinsiyet körü bir seçimi savunuyor ve odağı yalnızca seçim yarışına devlete sadakat ve liyakate dayalı girişle sınırlıyor. Bu bağlamda millet vekillerinin dile getirdiği demokratik fırsat eşitliği, kadınların kariyer basamaklarını tırmanmasını engelleyen ataerkilliğin görünmez ve daim ataerkil sistem tarafından önesürülen tarafı olduğu için günümüz feminist düşüncesinde çoktan modası geçmiş bir kavramdır. Dolayısıyla, fırsat eşitliğine sınırlı odaklanan devletin toplumsal cinsiyet söyleminin, toplumsal cinsiyeti anaakımlaştırma ve cinsiyetçi merceklerden bakma olasılığını dışladığı güvenle söylenebilir. Cinsiyet eşitliği konusunda çalışan devlet komitesi ve meclis komisyonunun bile "Aile, Kadın ve Çocuk Meseleleri Komitesi" olarak adlandırılması , devlet ideolojisindeki cinsiyet körü muhafazakar ve neoliberal mantığın egemenliğini açıkça ortaya koymaktadır.

Öte yandan, bazı millet vekilleri çeşitli şekillerde bu söylemlere yüksek düzeyde "karmakarışıklık " bahşeder. Nitekim F.Ağamalı parlamento konuşmasında hem İslamın, hem de Avrupa değerlerinin ve aynı zamanda patriarşinin toplumsal cinsiyet sorunlarını yol açtığını söylemesine rağmen Azerbaycanda erkek-kadın eşitliyi ilgili her hangi bir problemin olmadığını

da iddia etmektedir. Millet vekili konuşmasında diğer millet vekillerinin de ireli sürdüğü fırsat eşitliği kavramına atıfta bulunmuştur:

> "Bugün Azerbaycan'da cinsiyet eşitliği ile ilgili bir sorun yok. Millet olarak kadınlara, annelere, kız kardeşlere, eşlere ve kız çocuklarına karşı tavrımız tarih boyunca diğer milletlerden kökten farklı olmuştur. Ancak İslam dünyasının kadınlara yönelik bazı kısıtlamaları Azerbaycan'da hiçbir zaman yaygınlaşmamış, tam tersine Azerbaycanlı kadınların fedakarlıklarını, özgürlüklerini ve tercihlerini belirlemede çok ciddi bir etken olmuştur. Maalesef son dönemde Avrupa'nın bize dayattığı tatsız kurallar Azerbaycan'daki aileyi ciddi şekilde olumsuz etkiliyor."

Yukarıda tasvir edilen söylemsel çerçeve, çoğunlukla mühalif partileri temsil eden ama söylemsel rejimin etkisi altında olan politikacıların konuşma eylemlerindeki anti-feminist anlatı çizgilerini açıkça ortaya koymaktadır. Bu tür söz edimlerini tek başına ele almak yerine, mevcut söylemsel rejim içinde konumlandırmak, benzer tınılara sahip ifadelerle ilişkilerini tespit etmek ve kamusal tartışmalar üzerindeki etkilerini değerlendirmek gerekmektedir. Nitekim Milli Meclis İnsan Hakları Komisyonu Başkanının – Zahid Oruç'un konuşmasını incelediğimiz zaman kadınların cinsel obje olarak görüldüğü ve anti-feminist söylem ile aynı zamanda nefret söyleminin de belirtileri hissedilmektedir.

> "Kadınlarımız sadece aile evini değil, milletimizi de korumuştur. Neyi korudular? Belki gelecekte istatistiklerini sunmak mümkün olacaktır. Bu çok normal. İnsanlar başka milletlerden insanlarla da evlenirler. Durum böyle olmalı. Ama bir Azeri erkek düşmanıyla evlenmek için ne kadar adım atarsa atsın, Azeri bir kadın asla yapmadı. Bu milleti korumanın en önemli örneklerinden biridir, bunu söylemek gerekir."

Bu bağlamda kadınların düşman ile aile hayatı kurmadıkları için Azerbaycan kadınları övülmüş ve buna cevap olarak ise Bahar Muradova tarafından teşekkür mesajı iletilerek söylemin doğruluğuna atıfta bulunulmuştur. Aynı zamanda İstanbul Sözleşmesi'nin imzalanma ihtimalinin de belirsiz olduğunu söylemiş ve bunu Azerbaycan devletinin konumu, milletvekillerinin görüşleri ilişkilendirmiştir. Diğer taraftan bu sözleşmenin günümüzde imzalanmasının imkansız olmasını toplumun bilinç altında kök salmış eskliğin etkileri ve yerel aile enstitütüsü ile uyumşmamasıyla da bağlı olduğunu söylemiştir. Nitekim yukarıdakı söylemleri incelediğimiz zaman anlamın kalıcı olarak sabitlenmesinin imkansızlığına ve anlam oluşturma için sürekli mücadeleye ek olarak, söylemsel alanın karar verilemezliğinin altında yatan söylemlerin çokluğunu da hesaba katmak gerektiği belli oluyor. Bu çerçevede, neoliberal-muhafazakar ataerkilliğin kendine özgü bir biçimi olarak toplumsal cinsiyet politikası, yerel ataerkillikten kaynaklanmasının yanı sıra, neoliberal ve muhafazakar çerçeveler içinde, kadınlardan küresel piyasa koşullarına uyum sağlamalarını isteyen girift bir ittifak kurmakta ve aynı zamanda kadınlara normatif eş ve annelik rollerini yerine getirmeleri için etkisi altına almaya çalışıyor.

> "Burada cinsiyet eşitliği söz konusu olduğunda, sadece kadınları tam hareket özgürlüğüne sahip olmaya zorlamak istediklerini kimse düşünmesin. 50-50 elde

etmekten bahsediyoruz. Ancak 50-50 aynı zamanda maksimalizmdir. Temsiliyetten, en az 70-30, 60-40 çevrede katılımdan, tabii ki imkanı, arzusu ve potansiyeli olanlardan bahsediyoruz. Sadece bilimde değil, günlük yaşam düzeyinde de yapay eşitlik yaratmak imkansızdır."

Bu bağlamda, devletin toplumsal cinsiyet söylemini "hukuki düzeyde kısmi bir iyileşme, ancak kadınların ekonomik alandan kademeli olarak geri çekilmesi, kadın haklarına ilişkin muhafazakar söylemin ana akımlaştırılması ve feminist taleplere karşı bir hoşnutsuzluk" olarak tanımlayabiliriz.

Sonuç

Azerbaycanda yeni Cumhuriyetin kurulmasıya beraber eski Sovyet ideolojisinin etkisinin ve bununla beraber malum ideolojinin söylemsel bağlamda toplum üzerinde etkisinin geçmesi ve bunun yerine neoliberal ve Sovyet değerlerinin tam karşıtı olan muhafazakar söylemlerin yer alması süreci incelemelerden de görüldüğü gibi hala devam etmektedir. Bu bağlamda Geçit Dönemi olarak algılanan zaman zarfı içinde Azerbaycanda muhafazakar söylemsel rejiminin güçlü olduğu ve buna karşıt ise sivil toplumda özellikle de toplumsal cinsiyet ve kadın sorunları ile ilgili hem akademik hem de eyleme dökülücek şekilde sessizlik gözlemlenmekteydi. Akabinde Geçit Dönemi'nin bitmesiyle beraber bir takım insan hakları ve demokratikleşme süreci ile fealiyette olan STKlar (bunların içinde kadın hak ve hukukları ile ilgili aydınlanma hareketini başlatan, toplumsal cinsiyet sorunları ile ilgili farkındalık yaratmaya çalışan örgütler) yaygın bir şekilde ülke gündemine gelmeyi becermiş, toplum üzerinde güçlü bir etki yaratmağa ve en azından kamusal alanda tartışmalar başlatılmasında başarılı olmuşdurlar.

Böylece feministler ve feminizm ülke genelinde aynı anda en görünür hale gelmekle beraber söylemsel rejim ve dolayısıyla da toplum tarafından dışlanmaya başladılar. Çünkü, yerel iktidarın söylemsel etkisi altında olan belirli yapılar feministleri marjinal olarak tanımlamakla nefret edilen gruplar haline getirdi. Bu bağlamda, feminist söylem ve hatta toplumsal cinsiyet, kadın hakları ile ilgili aktif bir şekilde çalışmalarda bulunal herkes muhalefet ve bağımsız olarak kabul edilen akademisyenler de dahil olmaz üzere toplumun neredeyse tüm aktif kesimlerinden eleştiriler aldılar. Söylemsel rejimin kamusal alanın sadece tek bir yönünü etkisi altına almadığı, birden fazla söylemsel alanı kapsadığı açık bir şekilde gözlemlenmektedir. Nitekim, söylemsel rejim siyasi liderler, medya, akademisyenlerin görüşleri ve hatta toplumun benimsediği geleneklerin aracılığıyla tabi kılınmış söylemsel rejimlerin etkisi altında olan sosyal grupların üyelerinin kimliklerini, ilgi alanlarını ve ihtiyaçlarını dile getirmek için karşı-söylemler icat ettmektedi ve bu da söylemsel rejimin dolaşıma soktuğu paralel söylemsel alanların varlığına işaret etmekle beraber insanların zihnini etkilediğine de açık bir nümunedir. Bu bağlamda, söylemsel rejimin etki yapmak çabaları sayesinde insanların düşünce yapıları eşitliksizci ve anti-feminist yargılar ile doldurulmaktadır.

Sonuç olarak yerel iktidarın yani söylemsel rejimin gerçekleştirdiği bu süreç kadın yürüyüşleri ve onları çevreleyen söylemler bağlamında hem kadın hakları ve toplumsal cinsiyet ile ilgili mevcut aktivizmi hem de genel siyasi ortamı büyük bir ölçüde etkilemiştir. Nitekim, daha

önce kadın sorunlarına ilişkin söylem, cinsiyetbilimciler ve sosyal feminist çerçeveler etrafında nispeten güvenli bir konu olarak dolaştıysa, politik feministlerin faaliyetleri sonucunda kadın sorunları siyasallaşmaya, yani siyaseten tehlikel olan toplumsal cinsiyet alanına kaymaya başladı.

Bu anlamda, gelecekte muhtemelen daha fazla çıkar çatışması göreceğiz ki, parlamentoda yıllardır önemsenmeyen kadın ve toplumsal cinsiyetle ilgili sorunlar Milli Meclisin gündeliğine taşınmıştır. Ayrıca süreç, sosyo-politik aktörleri "siyasi doğruculuk" peşinde koşmaya zorlayan iktidar ilişkilerinin zaten var olan yapısını genişletmiştir ve söylemsel rejim ataerkil duruşunu korumakla farklı yaklaşımlar ile feminist aktivizmin üzerine gitmeye başlamıştır. Bu bağlamda toplumsal cinsiyet sorunlarını kamusal alanda ve devlet seviyesinde tartışma konusu haline getirilmesi ve aynı zamanda feminist grupların hem sahada hem de akademik anlamda eylemlerine sert müdahelelerin yapılmaması söylemsel rejimin yöntem değişikliği olarak açıklana bilir. Her iki durumda da, bu söylemlerin birleşiminde, kadın yürüyüşleri ve ortaya çıkan feminist hareket, Azerbaycan'da sivil toplumu ve siyaseti yeniden inşa etmeye devam eden yeni bir siyasi alan açtı.

Buna göre, bu yeni ataerkillik tarzı ve dolayısıyla anti-feminist söylem, kadınların ekonomiye katılımını onaylayabilir, ancak aynı zamanda, evdeki geleneksel toplumsal cinsiyet rollerine yapılan vurgu, kadınlara çifte sorumluluk yükler. Bu modelde, neoliberal ekonomik çerçevede kadınların tabi kılınması, zorunlu olarak işgücü piyasasından dışlanmalarından kaynaklanmaz, ancak istihdam koşulları onları iş piyasasında sömürüye karşı savunmasız hale getirir. Bu bağlamda, kadınların anne ve eş olarak rollerine yönelik muhafazakar ve anti-feminist vurgu eklendiğinde, özel alanda kendilerine biçilen ailevi rollerin kadınların yaşam tercihlerinde belirleyici unsur olduğu ortaya çıkıyor. Dolayısıyla, bu çalışmada ele alınan milletvekillerinin konuşmalarının, söylemsel alanı karakterize eden politik ve toplumsal alanda feminist canlanma ve feminist grupların toplumsal cinsiyet, kadınlar hakları bağlamında mücadelelerindeki konumları açısından okunduğunda daha iyi anlaşılabileceğini düşünüyorum. Milletvekillerinin konuşmaları, ülkede kadın haklarının durumunu ve cinsiyet sorunlarına ilişkin farkındalığı artırmaya ve sorunları düzeltmeye yönelik girişimlere anti-feminist bakış açısını anlamak için kritik bir konum oluşturuyor.

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The Philosophy of Jadids

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Abstract

Jadidism was a political, social and cultural movement to get rid of the complexities of backwardness and colonialism. was an embodied system. But this system did not arise by itself. The important aspect of this movement was first of all the establishment of an autonomous government in Turkestan, the establishment of constitutional monarchy and parliament in Bukhara and Khiva, and then the establishment of a democratic republic system, as well as the protection of human rights. In the period of socio-political changes after the events of 1917 in Russia, the national societies that were active in Turkestan until 1916 began to set before themselves the political mission and the ideas of national liberation.The article analyzes the philosophical views of Turkestan Jadids.

Key words: Modernism, enlightenment, national independence, awareness of national identity, Behbudi, Fitrat, "usuli-jadid", social development.

INTRODUCTION

In the history of Uzbekistan, the activity of modernism, which was in motion until the end of the 19th century and the middle of the 20th century, is of great importance. Because Jadidism was the leading national awakening ideology of its time. According to scientists from Russia, Azerbaijan, Iran, USA, France, Japan, who conducted scientific researches on the phenomenon of Jadidism, its spiritual heritage, socio-philosophical views, Jadidism was an advanced doctrine that promoted the idea of national development. S. Agzamxo'jaev, S. Kasimov, N. Karimov, B. Kasimov, D. Alimova, D. Ziyoeva, Q. Rajabov, Sh. Turdiev, Sh. Azizov, S. Azizova, A. A. Jalolov, D.N. Uzbek historians, philosophers, literary scholars such as Radjabova, D. Amriddinova published works full of scientific conclusions on the historical, socio-philosophical nature of the modernist movement, enlightenment, national liberation, patriotism and humanistic ideas.

Who are Jadids? "People who try to reform the Muslim society by using modern means of communication and new forms of communication are called 'jadids"[50]. "Mullahs used to call newspaper readers "jadidchi". "Although the writers of the "advertisement" do not know that the people of Bukhara are completely backward in terms of commerce, ethics and science, art and craft, and life, others do. We don't have a conscious person who knows the rules and customs of their work as well as a Jew in commercial fields, educational madrasahs, and moral centers. We

[50] Adeeb Khalid. The Polities of Muslim Cultural Reform: Jadidizm in Tzarist Central Asia. PhD. Madison 1993.- P.137.

do not have a person who sees the world's scientific miracles, such as the telephone, telegraph, and railways, and tries to steal their secrets. Even those who announce the infidelity of a community after coming out of our madrasahs cannot write correctly. There is probably not a single Muslim who creates this situation and is satisfied with it. Those who are looking for cures for our social ills are the "jadids."[51] .

MATERIALS AND METHODS

The social roots of the modernist movement depend on the emergence of the national bourgeoisie and its pursuit of national liberation. This phenomenon arose in the 80s of the 19th century in connection with the renewal and reform ideas that were widespread in the Caucasus, Turkey and the Volga. Ismailbek Gasprinsky, the founder of Jadidism, in his work "Russian Muslimness", articles such as "Idea", "Teacher", "Language and Responsibility", "Labor and Development" highlighted the most important points of the phenomenon of Jadidism, i.e. enlightenment, "method-modern", national language, analyzed the national and national press and explained the tasks related to them.

The emergence of modernism in Turkestan was a historical necessity. This phenomenon is characterized by medieval backwardness and religious superstition, crisis and stagnation, mutual quarrels and local clan disputes, divided into small khanates, fragmented and backward Turkestan, which was drowned in the quagmire of backwardness, the colonial policy caused by its occupation by the Russian Empire at the end of the 19th century, this policy was transformed into a new form. It was related to the socio-economic conditions and the political situation, which arose due to the Bolshevik dictatorship that continued in The colonial political system was aimed at realizing the idea of continuous exploitation of indigenous people's labor, profiting by selling their power and products, appropriation of natural resources and Russification. Also, an inhumane policy aimed at keeping the people in backwardness and poverty was carried out without giving them political and human rights. Land and water in the country, in general, all natural resources were exploited, and cotton and grain growing were developed in order to turn them into a source of raw materials. As a result, the foundations of the tsarist government's cotton and grain monopoly in the country were created. At the same time, the land of Turkestan was filled with finished industrial goods imported from Russia, and the Russian government and companies were able to earn even more income. Abdurauf Fitrat, one of the great figures of the Jadids, said about these robberies, "We have been humiliated for fifty years, our hands were tied, our tongues were cut, our mouths were covered, our land was oppressed, our property was stolen, our honor was destroyed, and our honor was stolen." Our humanity has been trampled upon. We were systematic and patient. We gave our all to every order based on force"[52] he wrote.

The study of history, said the great German enlightener of the 18th century, Friedrich Schiller, enlightens our minds and ignites our hearts with noble devotion. It keeps our spirit from

[51] Фитрат, Танланган асарлар. 3-жилд, Т., Маънавият, 2003, -Б. 210.
[52] "Шарқ юлдузи", 1992. 10-сон.

being condescending and small-minded about moral issues[53]. Developments in the past, wars and revolutions, cases of transition from rise to crisis, fundamental changes in society increase interest and attention to history, historical memory has been protecting social life from falling into decline for thousands of years. "...historical memory reflects the important nature of information about the past in relation to the present and the future. In its essence, it is a reflection of the process of accumulation, preservation and restoration of the past experience of the people, state, country, the possibility of its application in people's activities, and the return of its influence to the sphere of social consciousness."[54]. In this regard, Abdurauf Fitrat said that "every nation should know its past social and political situation, it is permissible to compare itself with the past historical period and know how far it has developed from that period. Every nation, if it wants to live, turns to the past and history of its people, and if a nation is doomed to destruction, it must learn the reasons for it and abandon its customs related to this destruction. It is necessary for another nation to adopt the rules that lead to its progress"[55] – he wrote.

Jadidism was a political, social and cultural movement to get rid of the complexities of backwardness and colonialism. was an embodied system. But this system did not arise by itself. "The Jadidist movement in Turkestan has followed a complicated, historically colorful path. Relying on the philosophical experience of efforts for development and reforms in different countries, Jadids sought to process this experience on a national basis, and at the same time, it was a clash of different views on the ways of social development. The main idea of the struggle against colonialism was formed in this complex way"[56].

The important aspect of this movement was first of all the establishment of an autonomous government in Turkestan, the establishment of constitutional monarchy and parliament in Bukhara and Khiva, and then the establishment of a democratic republic system, as well as the protection of human rights. In the period of socio-political changes after the events of 1917 in Russia, the national societies that were active in Turkestan until 1916 began to set before themselves the political mission and the ideas of national liberation. In Tashkent, "Shuroi Islamiya", "Turon", "Shuroi Ulamo", "Ittifaqi Muslimin", "Ghayrat" in Kokand, "Yosh Bukharolikler" in Bukhara, "Yosh Khivalikler" in Khiva, "Ittifaq", "Mirvaj ul-Islam" in Samarkand. Organizations such as "Miftah ul-maarif" began to operate. In determining the socio-political direction of these, Munavvarqori, U. Khojaev, M. Bekbudi, A. Zahiri, A. Z. Walidi, Mustafa Cho'kai, Fitrat, F. Khojaev, U. Polathojaev, Sherali Lapin, M. Mirmo'minboev, O. Mahmudov, Polvonniyoz Haji Yusupov, T. Progressives like Norbotabekov showed activity. The scientific and cultural society "Turk Ochogi" was opened in Tashkent by Munavvar Ghori in 1918, according to his own comments, "To gather the Turks of Turkestan under the national family, to give them a national spirit, national idea and national education, to develop our science and enlightenment in accordance with our national tradition." , to develop our trade, agriculture and art, to create a true

[53] Янги ва энг янги давр Ғарбий Европа фалсафаси. – Тошкент: Шарқ, 2002. – Б.83-84
[54] Тощенко Ж.Т., Что такое историческое сознание и историческая память. http://vivovoco.rse.
[55] Абдурауф Фитрат. Раҳбари нажот. – Тошкент: Шарқ, 2001. – Б.50-51.
[56] Жадид маърифатпарварлик ҳаракатининг ғоявий асослари. – Т., Тошкент ислом университети, 2016. – Б.6.

Turkish culture and thus to increase the spiritual and physical strength of our nation"[57] was established for the purpose. The members of the "Sho'roi Islamiya" organization, most of which consisted of Jadids, fought for the independence of Turkestan. The leaders of this organization - Minavvarqori, Mustafa Choqaev, Bekhbudi and others demanded the establishment of autonomy in Turkestan, freedom in finance, justice, management, education and other areas. "Fee is taken, not given. The people of every nation and country take their rights, religion and politics from others through action and alliance... we Muslims, especially Turkostan Muslims, want no one to oppress and threaten our religion and country and have no intention of threatening us and others. we have no intention"[58].

Europe, as well as the achievements of developed Muslim countries in the field of industry and culture, the moderns who had the opportunity to get acquainted with various intellectuals and representatives of various social movements, understood very well how much Turkestan was lagging behind in development. In their theory of social renewal, the issue of rapprochement with Europe, which is far ahead in development, and the adoption of its best achievements, has a serious place. Therefore, he began to support the modernization of the Muslim cultural tradition of Central Asia. In this place, Mahmudhuja Behbudi's "A nation without the benefit of modern science will destroy other nations""[59] idea became an important factor of the program of action. It is known that the idea affects the human mind and thinking as the main factor determining the development of society, moving economic and social life. An idea raised to the level of social consciousness affects the change of human thinking and finds its expression in the consciousness of society. A system of ideas embodying the needs, goals, aspirations of a certain social group, stratum, nation, people, state or society is manifested in ideology as a creative force. The ideology of modernism was to build a cultural-educational, democratic society. Jadidists saw the main cause of the social crisis in illiteracy, lack of knowledge, lack of enlightenment, and mainly aimed to make the people educated, learn religious and worldly knowledge equally, renew and develop the education system given to the young generation, and implement rapid reforms in the field of political and human rights.

The first President of Uzbekistan expressed the historical truth about the Jadidlik movement as follows:- "... did the representatives of the movement come to the field for wealth and glory? Has anyone paid salaries to Mahmudhoja Behbudi, Munavvar Qori, Fitrat, Tavollo for opening a school and calling the people to know their rights? Did someone give them a salary? Of course not! They knew very well in advance that they were playing with fire and that they would be cruelly punished for fighting against tyranny. They deliberately and consciously followed this path. Because their consciences and faith called for it"[60].

The Jadids were able to see the national press as a powerful tool to make the people of Turkestan literate, enlightened, and make their country a developed country. In 1906, the newspaper "Khurshid" was published under the leadership of Munavvarqori, and in 1907-08, the

[57] Мунаввар қори Абдурашидхонов, Ялқовлик ёвимиздир // Ўз АС, 1991, 26 апрель.
[58] Махмудхужа Бехбудий. Танланган асарлари.-Т.: "Маънавият",2009, Б.13.
[59] Махмудхужа Бехбудий Танланган асралар. Т.: Маънавият. 2005. Б.56.
[60] Каримов И.А. Адолатли жамият сари. – Т., Ўзбекистон. 1998. –Б.37

newspaper "Shuhrat" was published under the editorship of Abdulla Avloni. (1914) and after 1917 "El Bayroghi", "Kengash", "Turon" Oyna", "Hurriyat", "Najot", "Great Turkestan", "El Bairoghi", "Tujjor", "Travel Memories", Newspapers and magazines like "Oyina" were published. Jadidlar press "scholars, writers, and thinkers of every nation guide the way for the representative of their nation, give advice, preach and advise in mosques for the reform of the morals of the nation, in schools and madrasas, they teach the world and the world and the hereafter, they teach the ummah with books and newspapers. He sets the task that they will talk and discuss for his friend.[61]

Each of the Jadid press gave ample space to educational, socio-political, cultural and legal issues. "Karakol judge O'orak Ikramiddin Makhdum received the rank of sudur and became a judge of Chorjoi region. Ikramiddin Makhdum used to read old newspapers from the good progressives of Bukhara, kept Tatar and Uzbek teachers in his house and taught the children according to his method. According to what we heard, Ikramiddin Makhdum donated a large sum of money to the youth of Kogon"[62]; "He puts forward the issue of independence for Turkestan. He said, "30 million representatives of the Turkic people live in the Russian Empire. For all of them, the people of Turkestan should get autonomy, and for this, all brotherly Turkic peoples should help. We don't have weapons or weapons for this yet, but we can find them and we consider it necessary"[63]; "Democracy means introducing equal rights, general elections, free education and medical services"; "If we lose our current disunity and unite, then no danger will touch us. At this time, we will not lose our autonomy, they cannot take it away from us. Dude, we don't have anything to do right now. We don't have people to work with. We do not have tools, balls, cannons and other necessary things. But we have the zeal and enthusiasm that causes us to make these non-existent things available whenever we want. If we are not lazy to spend this effort at the right time, if we do not show our zeal in the right place, we will not reach our goal. O Muslims of Turkestan! Oh, Turkish children in the Turkish cradle! Hey, those who call Turkestan their homeland! ...In order to strengthen the autonomy of Turkestan, we need money, money! Show your effort!"[64].

The introduction of the Jadids to international communication and relations allowed them to get acquainted with the program of the Jadids of Russia, Turkey, Egypt, and Iran. In 1903-1904, Mahmudhoja Behbudi visited Petersburg, Moscow, Kazan, Orenburg, Crimea. In the field of education, the experience of Russia, especially the Crimean Jadids, close acquaintance with Ismail Gasprinsky motivated Behbudi to focus all his efforts on the implementation of plans for the reconstruction of society. The Tatar press, in particular, the newspapers and magazines "Tarjimon", "Vaqt", "Shoro", "Consciousness" took a big place in the activity of the Jadids. 138 articles were published on the pages of these publications by Turkestan journalists. Problems related to the political situation of Turkestan, state building, administrative methods, living standards of the population, socio-economic problems were covered. In this place, Mahmudhoja Behbudi, the founder and initiator of the Turkestan Jadidism movement, took a big place.

[61] https://elibrary.ru/item.asp?id=24065184
[62] "Ҳуррият". 1917 йил 29сентябрь. №42
[63] "Улуғ Туркистон". №3.1917 йил. 5 май.
[64] "Эл байроғи". №17. 23 январь. 1918 йил.

Behbudi's socio-political, legal, cultural and ethical ideas are reflected in a number of works such as "Padarkush", "Evils that gnaw at us", "Kitabat - ul Aftol", "Not two languages, four languages are necessary", "A nation in need", "The Law of Europe", "The right is taken, not given!", "The project", "Turkestan", "A nation in need", "Our situations and affairs", "From the pains of ignorance", "The vices that are gnawing at us", "Appeal to the youth", "Appeal to the respected youth" In his opinion, social justice cannot be restored until the nation becomes free and establishes its own independent state. Only when the nation understands itself, it can discuss social and political issues on an equal basis with others. it is necessary to develop. Press, theater and enlightenment are needed for this. If a nation does not acquire the modern science of its time, it cannot realize its identity, therefore it is forced to depend on other nations. "... the Khans are separated from the world and Those who could not take advantage of the achievements made by Nyo and this was one of the reasons for the loss of national statehood, falling into the entanglement of colonialism, which forced the people of Turkestan to live according to European laws. But they do not know these laws. To know the rights, to be able to protect them, it is necessary to have knowledge[65].

The drama "Padarkush" came about because of these conclusions. The work describes the serious consequences of lack of enlightenment, ignorance, immorality, and the wrong approach to raising children: "It is lack of education and ignorance that make us homeless, childish, bewatan, and slaves: suffering, hardship, neediness, and humiliation are all the fruits and results of ignorance and lack of education. . A nation that has progressed in the world will progress through the means of science. From ignorance when they were captured and imprisoned. As long as we do not discipline and educate our children, bad events and misfortunes will always reign among us. There is no other way but to read and study these works"[66]. When the thinker was sad, there was a soul. The reason is that in those times, the rich spent their wealth only on fun and entertainment, and did not pay enough attention to the education of their children. In the drama "Padarkush" the social and educational ideas of the enlighteners were expressed. The play tells about how a rich man raised his son Tashmurod in a tactless and unsophisticated manner, working in the manner of "there is no need for knowledge when there is wealth". A teacher who talks about the advantages of rich knowledge and a progressive intellectual jerks off. In the end, a son who does not enter the path of knowledge and goes to drunkenness, becomes the cause of his father's death.

Through his work, Behbudi promotes education and training as a factor that changes human thinking and as a driving force. His ideas were also widely disseminated through textbooks designed for new schools. In 1904, "Risolai asboi savod", in 1905 "Muntahabi geografiyai izumiyai", "Risolai geografiyai Rusiy", in 1908 "Kitobat-ut atfol", "Amaliyati Islam", and in 1909 "Tarihi Islam" were published.

In 1903, Behbudi opened "Usuli Jadid" schools in cooperation with teacher Siddiqi and teacher Shakuri in the village of Halvoyi near Samarkand. In 1911-1912, the number of new

[65] Жадидчилик ҳаракати ва унинг ижтимоий-сиёсий аҳамияти ва уларнинг давлатчиликка оид қарашлари // Ўзбекистон давлатчилик тарихи очерклари.-Т.,Шарқ.Б-150.
[66] Махмудхужа Бехбудий. Танланган асралар. Т.: Маънавият. 2005. Б.50.

method schools reached 57 in the Bukhara Emirate[67]. As the children in the schools of the new method became literate in a very short time, its reputation increased. Many people turned away from the old schools, mullahs, soldiers, merchants, and shopkeepers began to send their children to the new school. Persian, Arabic writing and reading, Holy Quran, Islamic prayer, tajwid (recitation science), kalam tafsir, literature in Turkish and Persian languages, advice from Saadi (moral science), history, geography, arithmetic, geography, natural science were taught. "Dear brothers! It is clear and obvious to all of us that school is the beginning of progress, the gate of culture and happiness. Every nation will not enter the path of development and use culture until it first reforms and reproduces its original writings in a modern way. also misses. In these ways, the end will be destroyed and destroyed. ...all nations on earth attach importance to the elementary education of their children and the discipline and maturity of schools in all aspects, and raise their children perfectly in the national and religious spirit. This is because other nationalities have religious and national sentiments and treat religion and nationality as equal in everything."[68].

Behbudi penetrated deeply into the root of problems related to education. In the article entitled "A'molimiz yoinki murodimiz", he criticizes the daily lifestyle of Turkestans, from various events, weddings to national games, and calls on the people to look at the affairs of the surrounding nations and how they live. He urges the people to abandon wasteful activities and direct the funds spent on them to education of children in order to train national personnel in all sectors of the economy. Behbudi calls these actions national affairs, higher goals, desires and aspirations[69].

In several of his articles, Behbudi brought up the socially and politically very important issue that, along with providing children with religious and secular knowledge, it is necessary to send the nation's children to educational institutions in developed countries to acquire modern knowledge. "If all of Turkestan gives 1,000 soums every ten years, a religious and modern boarding school will be built in Tashkent for 5 perfect day and night schools for 25 children, and 50 children will be educated in the government school every year. In ten years... 200 engineers, doctors, lawyers, teachers, technicians, modern businessmen (traders), God willing)... will come out and put us among the modern people and enter the government work. They are serving us with the Russians for our hasan (good) privileges (unification). This is what our noble nation looks for from the rich, not weddings that ruin the people. Oh, are we rich enough to understand these words?"[70].

Abdurauf Fitrat was one of the ideologues of Jadids in Bukhara. Poet, writer, dramatist, historian, literary critic, art critic, Abdurauf Fitrat was a thinker-philosopher and a statesman who subordinated his entire career to the goals of the freedom and development of the people and the country. In 1923-1926, the progressive scientist worked at the Research Institute of Oriental Studies in Moscow, Russia, gave lectures on the language, literature, and culture of Eastern peoples at the Oriental Faculty of Leningrad State University.

[67] Бендриков К.Е. Очерки по истории народного образования в Туркистане (1865-1924). С. 260.
[68] Махмудхужа Бехбудий. Танланган асарлар. Т., Маънавият. 2005 – Б. 176-177.
[69] Аъмолимиз ёинки муродимиз // Ойина. 1914. № 6-7.
[70] Махмудхужа Бехбудий. Танланган асарлар. Т.,Маънавият. 2005– Б. 201.

The first activities of Fitrat included the idea of Islamism, which had a great position in the Muslim world at the end of the 19th century and the beginning of the 20th century, and its founders in Turkey, Jalaluddin al-Afghani (1839-1897), Nomiq Kamal (1840-1888), Tatar thinkers Ismailbek Gasprali (1851-1914), The views of Reza Fakhriddin (1858-1936), the leader of the Uzbek Jadid movement, Mahmudhoja Behbudi (1875-1919) had a strong influence. A four-year study in Istanbul Dorilfunun, Turkey, was important in the formation of Abdurauf's worldview.

In 1909-1916, Fitrat Jadid worked as an enlightener. His ideas of democratic reconstruction of society, socio-political and philosophical views are presented in his poetry collection "Sayha", his prose works called "Munozara", "Indian tourist", "Love of China", "Indian revolutionaries", "Arslan", " Abulfayzkhan", "Vose's Rebellion", "Boy", "Khalil Farang", "Maid's Rebellion", "Yorkinoy" dramas, "Night and Day" novel, "Family" work, "Bedil", "Brief Islamic History", " "The Way of Salvation" is revealed in pamphlets. Every work of Fitrat is important as a concept of independence and development. According to some scholars studying Turkestan jadidism, local jadids did not have a common program until 1917. According to them, Fitrat's "Munozara" and "Indian Tourist" were the works that were able to change the world view of Turkestans to some extent.

The ignorance, ignorance, and management system that ruined Bukhara's social life, criticized in "Munozara", is comprehensively analyzed in "Indian Tourist". "The Indian Tourist" was published in Istanbul in 1912. This work played a great role in awakening social thought both in Bukhara and in Turkestan. Because in it, the most pressing and acute social problems of the life of Bukhara at that time were written, the need for deep and consistent reforms in life was emphasized. The Indian tourist is Fitrat. He was an open-minded, progressive Indian traveler from India who put forward the idea of reformation, the idea of protest, the idea of reformation for Bukhara, which was very alienated from the language of the Indian coast and fell into a pitiful situation. Based on these ideas, he defined the tasks: all aspects of society's life reforming the sphere of education, changing the social system, introducing democratic governance, abandoning religious bigotry and national limitations, studying the experience of advanced, developed countries in the world, reforming the field of education and school. say "dod" from the load, wake up from the sleep of ignorance and eat their happiness if they make an effort to make a decision,... and wise, intelligent, ambitious, thoughtful young people... This is a great proof for the awakening of the people of Bukhara. It is well known that science is the main reason for the development of any nation. You have no knowledge... three things are necessary for an ignorant nation to become a scientist: money, madrasa, and effort. In your Bukhara, there is a madrasah and money, and there is also effort, because the people of Bukhara love education. It is only necessary to say that your methods of teaching and learning are bad, and the endowment of madrasahs is incalculable. Both are easy to fix. I say with full confidence that if there is a just, right-thinking emir and entrepreneur, god-fearing minister, all these things can be reformed."[71]. It is regrettable to mention the sad situation in Shakhrisabz city of Bukhara. "The administration method is corrupt and inefficient, and the people in power are far from knowledge and enlightenment. If Shahrisabz's lands were in

[71] https://e-tarix.uz › 363-hind-sayyohi

Japan, he would have planted and harvested. Why did these lands become marshland?"[72].

The main goal of the author, speaking in the language of an Indian tourist, is to pull the country out of the mire of deep decline and show the ways leading to prosperity and well-being. Leaving the world and seeking the Hereafter is also not in accordance with Shari'a rulings. Allah created everything on earth for your benefit. O people, don't you know that God has made you the ruler over all that is on earth and in heaven. God has given you both external and internal blessings. Because everything in the heavens and the earth was created for your benefit."[73].

Fitrat's poems "Vijdon erki", "Kon'gil", "Shackles", "Buzuzin Olkaga", which expose the corruption of the Shura government and the reactionary nature of the national policy, strongly resonated with the idea of struggle for independence. In his poem "To the Star of Mirrih" he clearly reflects injustice and injustice:

Бизнинг ерда бўлиб турган тубанликлар, хўрликлар,
Суйла юлдуз, сенинг дағи қучоғингда бўлурми?
Борми сенда бизим каби инсонлар,
Икки юзли ишбузарлар, шайтонлар?
Ўртоқ қонинг қонмай ичган зулуклар,
Қардош этин тўймай еган қоплонлар?
Борми сенда ўксик йўқсилнинг қонин
Гурунглашиб чоғир каби ичганлар?
Борми сенда бутун дунё тузугун
Ўз қопчиғин тўлдиргали бузганлар?
Борми сенда қорин-қурсоқ йўлида
Элин-юртин, бору-йўғи сотқонлар?[74].

Word by word translation:

The downfalls, humiliations that are in our land,
Say, star, will your daughter be in your arms?
Do you have people like us?
Two-faced criminals, devils?
Comrade leeches who drank your blood without bleeding,
Brother carnivorous tigers?
Do you have any blood?
Those who drank like a chump?
May the whole world be right in you
The ones who stuffed their bags?
Do you have any problems with your stomach?
They sell their people, their country, and everything else.

[72] https://e-tarix.uz › 363-hind-sayyohi
[73] Абдурауф Фитрат. Танланган асарлар, 5 жилд. Илмий рисолалар, Тошкент: Маънавият. 2010, -Б. 76
[74] Абдурауф Фитрат. Танланган асарлар.1 жилд.Т., Маънавият, 2000.-Б.37.

In Fitrat's poems, he reveals the true faces of stagnation, ignorance and colonialists, and awakens the idea of struggle for national independence and social development in the leading representatives of the people.

Тириксан, ўлмагансан,
Сен-да одам, сен-да инсонсан
Кишан кийма,
Бўйин эгма,
Ки, сен ҳам ҳур туғилгансан!

Word by word translation:

You're alive, you're not dead
You are a person, you are also a person
don't wear handcuffs
don't bend your neck
That you were born free!

In Fitrat's work "Indian revolutionaries", the main character - Rahimbakhsh considers the liberation of his homeland from the colonialists as the main goal of his life. Fitrat Rakhimbash points out the evil in the way of freedom of the country: "What brought us down to these days is our lack of faith. A person who does not believe in his own strength cannot enter the dry land. Even if it enters, it will fall. Unbelievers cannot overcome beliefs[75]. Fitrat continues these views in the drama "Abulfayzkhan". The fatherhood of the khan who was sold to Nadirshah, who arrived at the time of taking over Bukhara and Khiva, shows that the position and self-interest in Hakimbi brought tragedy to the country.

RESULTS AND DISCUSSION

Fitrat believes that in order to build a new society, it is necessary to start with the reformation of the family, the limited way of thinking, and the cultivation of culture. Without properly building the foundation of the family, it is impossible to reform the society and direct its development towards development, and in the end, the fate of the nation depends on the state of the family. "The happiness and honor of every nation depends on its internal discipline and harmony. Peace and harmony rest on the discipline of the families of this nation. Where the family relationship is based on strong discipline, the country and the nation will be strong and great"[76].

In the work "Family", "If a European scientist undermines the authority of his people, he says: "Hey! The honor and attention of our country is gone, and our nation will perish. Raise a child to protect our honor, motherland and nation," he said."[77] In his opinion, he greatly appreciates the role of the family.

In the "Child Education" chapter of the work, the author criticizes the superficial attitude of the people of his time towards child education with a simple and bright example: "We Turkestans

[75] Абдурауф Фитрат. Танланган асарлар.3 жилд.Т., Маънавият, 2000.-Б.46.
[76] Абдурауф Фитрат. Оила. Т.,Маънавият, 2000, -Б. 8.
[77] https://kh-davron.uz/kutubxona/jadidlar-kutubxona/abdurauf-fitrat-oila.html

take better care of our property than our children. I am not saying that we love our donkeys and sheep more than our children. No, no, our children are dearer than our lives. They are the most beloved and dear to us. But against our luck, we have to admit that, despite so much love and affection, we educate less than our donkeys and sheep. "The evidence for this is that whoever has property in his house, he will check that during the year not one of his property was sick, but his child was sick at least three times. So it turns out that the more he pays attention to his wealth, the more"[78].

In the part of the work dedicated to child education, he interprets education in the traditional direction: physical education, mental education and moral education. The author believes that a real person matures in the harmony of these three forms of education.

Speaking about child education, Fitrat divides education into 3 stages in his work and mentions the responsible persons who should be involved in child education at these stages. That is:

1. From birth to 7 years of age, parents are responsible;

2. In charge of school and madrasa from 8-20 years old;

3. Then it falls on the person himself for the rest of his life.

In the work "Family", the system of relations "Physical education", "Mental education", "Moral education", "School", "Parental rights" has been developed, which creates a family environment. If the "Physical Education" season is a program of medical practical rules. The term "Moral education" is, in a certain sense, a unique theory of moral education. He raises the problem of free will through the concept of inclination: inclination to happiness, inclination to activity, inclination to communication, inclination to love others, etc. In all of these, a person is considered as a member of society, as a social being. It also specifically addresses the issue of self-esteem, especially the will. In the sub-chapter entitled "Will and Ikhtiyar", Fitrat urges to raise a child to be willing.

Adib sums up the above thoughts and views and says: "If parents want to raise their children and make them a perfect person, they should pay attention to the following:

1. Do not allow any laxity in the physical and mental education of the child, because a person who is deprived of a healthy body and mind, will also be drowned in defects.

2. In the presence of children, parents should not show that their determination is weak and their will is defective, so that the child does not imitate it for example.

3. Children should be told more stories and legends about great and intelligent, strong-willed people for example.

It is necessary for the child to act according to his will and determination. If a child does anything with the force of a child, the will will be weak and defective. Even after growing up, the child cannot do something on his own".[79] According to the author, a person's intellectual condition and education largely depends on women and mothers. He writes that a man is busy earning food and drink for a living, and a woman must be more educated than a man because she is mainly

[78] Абдурауф Фитрат. Оила. Т., Маънавият .2000. – Б. 55

[79] Абдурауф Фитрат. "Оила". Т., Маънавият .2000. – Б.92.

involved with children.

In his views, Fitrat puts forward the view that people's attitudes towards the society in which they live are reflected in their morals. "People, being a cultural community, are forced to live together with their peers. They are in a helpless relationship with each other. But everyone puts their personal interests first, and sometimes their interests do not coincide with each other, they contradict each other... The conflicting of these interests causes resentment, enmity, envy and hostility. Therefore, people become enemies of each other, make wars and quarrels, and are deprived of the happiness of the two worlds. Therefore, in order to prevent people from the same bad attitudes, to educate them about positive qualities, that there are other duties of a person... the science of ethics is necessary."[80]. Fitrat defines three tasks in achieving moral science - "task of self", "task of family" and "task of humanity". In the first of them, nafs is "perfect - it is a person's benefit to himself and to his fellow men. At the same time, his level will be high only if he serves the righteous deeds based on the basis of the ego, which consists of four - courage, wisdom, chastity and justice, and if he restrains himself and hates himself. In comparison with "shijoat", cowardice ("jubun") and excessive courage ("tahavvur") are moral defects. They are related to "courage" from the right and from the left. This is the case with "cabbage", which is one of its founders, "miserliness" and "waste", "courage" with "weakness" and "damage", "sabot" with "doubt" and "vacillation", "gentleness" manifests itself in the forms of "humiliation" and "anger".[81].

He analyzes that the presence of evil features in the minds of people destroys the implementation of cultural and spiritual renewal in society: "... there are two groups of unfortunate people whose actions are worthy of criticism and rebuke. The first group sees eating and drinking as the goal of their lives, they forget their human duties for a bite to eat and a place to sleep. The second group is such a group that considers the idea of life only as the happiness of the hereafter, and does not make any effort to achieve the happiness of this world."[82].

The relevance of Fitrat's moral views is that he calls for the change of his time through the analysis of his moral life and thereby puts forward the idea of spiritual-moral awakening.

CONCLUSION

In conclusion, the national awakening of the beginning of the last century was manifested in the form of modernism. The movement of Jadids has been one of the bright features of our history. The path they chose was a completely new one, aimed at bringing national education to new heights. They propagated the ideas of achieving economic and cultural development, a free and prosperous life, showed self-sacrifice and sacrificed their lives in this way. "Our great-grandfathers devoted everything to liberating our country, bringing it out of backwardness and developing all

[80] Абдурауф Фитрат. Нажот йўли. Т., Шарқ, 2001. –Б.5
[81] Абдурауф Фитрат. Нажот йўли. Т., Шарқ, 2001. – Б.17
[82] Абдурауф Фитрат. Нажот йўли. Т., Шарқ, 2001. –Б.19

areas. They paid for it with their lives. In today's conditions of independence, peace and freedom, it is our duty and duty to remember and honor them"[83].*On May 12, 2000, on the initiative of the first President of our country, the "Memorial of Martyrs" memorial complex was opened in Yunusabad district of Tashkent in order to establish the historical truth, to restore the names of the great children of our people who died for the freedom and independence of the country, to study, research and promote their lives and activities. Every year, August 31 is the day of commemoration of the victims of repression. Becausekim said, "We need to deeply study the legacy of the movement of Jadidism, our enlightened grandfathers." The more we study this spiritual treasure, the more we will find answers to many questions that concern us even today. The more actively we promote this priceless wealth, the more our people, especially our youth, will realize the value of today's peaceful and free life."*[84].

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Influences of Knowledge Management on Organizational Integration and Sustainable Entrepreneurship in SME

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Abstract

The aim of this paper is to examine the role of knowledge management and how its influences on organizational integration can lead to sustainable entrepreneurship. The study employed a quantitative method and utilized a self-administered questionnaire. A total of 490 data were collected from the managers and supervisors of SME from different industries in Nigeria. A Partial Least Squares-Structural Equation Modelling (PLS-SEM) analysis was performed to test the proposed hypotheses of the study. The findings indicated that internal and external organizational integrations have significant and positive influences on knowledge management, which in turn exerts a positive and significant effect on sustainable entrepreneurship. Though, internal organizational integration or external organization integration had insignificant influence on sustainable entrepreneurship, there was a positively significant and full mediating influence of knowledge integration between organizational integration and sustainable entrepreneurship. This large-scale empirical research fills a gap in the literature by contributing to the understanding of how SMEs in a sub-Saharan nation and other developing nations can establish sustainable entrepreneurship by using knowledge management processes to engage organizational integration activities that positively influence sustainable entrepreneurship. This research also provides some actionable recommendations for SMEs and some suggestions for future research.

Keywords: knowledge management process; organizational external integration; organizational internal integration; small and medium enterprises (SMEs); sustainable entrepreneurship

INTRODUCTION

Small and Medium Enterprises (SMEs) play a significant role in most economies, especially, in emerging markets, contributing significantly to employment, poverty reduction, export growth, increased foreign direct investment, and enactment of policy frameworks that favor

their ownership and entrepreneurship programs (Al-Haddad et al., 2019). In Nigeria, SMEs contribute 50% of the national GDP and 96% of businesses, and 84% of employment (Umar et al., 2020). SMEs development is considered a high priority worldwide as World Bank estimates that by 2030 nearly 600 million jobs will be needed to absorb the rising workforce globally (Umar et al., 2020). The importance of SMEs to economies has fostered research on the dynamics of leadership, management, operations, and development in SMEs (Mandanchian and Taherdoost, 2017; Gavurova et al., 2020; Vuhuong and Edwards, 2022).

Despite these tremendous contributions to economic growth, the survival of SMEs in Nigeria, as in other emerging economies, is a growing concern and remains dependent on organizational enablement through effective management, economic, and environmentally friendly strategies, regulations, and policies (Abayomi and Bakare, 2019. The theory of dynamic capabilities helps us understand the need for organizations to intentionally integrate and combine their resources to have a competitive edge for survival (Baskerville and Dulipovici, 2006). Hence, this study helps investigate the relationship between organizational integration and sustainable entrepreneurship for SMEs, and how these variables are influenced by knowledge management. Organizational integration is crucial as it combines with knowledge management to create brand-new knowledge and provides the ability to acquire knowledge from internal and external sources, which is then integrated into organizational operations and systems for improved performance (Bratianu, 2013). Taking this into account, knowledge management involves how organizations coordinate and manage both their organizational and individual knowledge in existing and new competitive environments, which is imperative to improve innovations that help achieve improved organizational performance and a sustainable competitive edge (Abbas et al., 2020; Hassan and Raziq, 2019).

Recently, the United Nations-World Bank Group announced the 2030 Agenda on sustainable development goals to promote sustained, inclusive and sustainable economic growth (Worldbank, 2018). The purpose of this study is to analyze how the factors of internal and external organizational integration influence SMEs to procure sustainable entrepreneurship. A prior study (Qader et al., 2022) has recommended a need to examine the roles of knowledge management in SMEs across various businesses. Accordingly, in this study, knowledge management is applied to mediate the relationship between organizational integration and sustainable entrepreneurship across businesses from different industries. The study is significant since no national level and multi-industry studies have been conducted in Sub-Saharan Africa, to the best of our knowledge, on SMEs engaging in organizational integration for sustainable entrepreneurship through knowledge management. The findings of this study will contribute in two ways. First, the findings of this study will help inform SMEs on practices that are aimed at increasing knowledge management capabilities which will inevitably lead to sustainable entrepreneurship through the adoption and application of organizational integration to engage internal and external stakeholders. Various studies have examined knowledge management in its different dimensions for organizational development (Abbas and Sağsan, 2019); product and service development (Mardani et al., 2018); innovative effectiveness (Yusr et al., 2017); operational management

(Almahamid and Qasrawi, 2017) and as a resource for strategic competitiveness (Bolisani and Bratianu, 2018). However, there is a gap in the literature on the applicability of knowledge management and sustainable entrepreneurship for organizations, specifically, in small businesses. Secondly, preliminary studies have explored the importance of sustainability as a means of establishing organizational relationships (Pero et al., 2017) with various participants (León-Bravo et al., 2017) and factors of sustainable activities such as coordination, communications, and technological integration for organization (Gmelin and Seuring, 2014) . This study brings empirical evidence into academic literature on the examination of the relationship between internal and external organizational integration in sustainable entrepreneurship and knowledge management.

The scope of this article is limited to examining SMEs in different industries in Nigeria and its impact on sustainable development. We also examine the mediating role of knowledge management to see if it influences how organizational integration can lead to sustainable entrepreneurship. In that respect, the findings of this study cannot be used to draw expansive conclusions. The aim of the article is to explore how organizational integration can be developed for SMEs and how to apply knowledge management practices to help achieve sustainable entrepreneurship. Hence, the study examines the relationship between organizational integration and sustainable entrepreneurship and how influences by knowledge management can bring about sustainable organization, economic and environmental development. In this light, the remainder of the paper is structured accordingly: the second section provides a review of literature on Knowledge Management in SMEs, Organizational Integration, and Sustainable Entrepreneurship and several hypotheses. The third section elaborates on the sample, the structural model, and the measurement tools. Subsequently, section four reports the statistical results and the hypothesis testing. Finally, the fifth section discusses the results of the hypotheses by providing a theoretical contribution and managerial implications, where relevant, followed by limitations and recommendations for future research.

CONCLUSION

Many SMEs in Nigeria, Sub-Saharan and so many developing nations operate and are in competition with a fast-changing global environment. Many of these businesses are increasingly employing knowledge management activities in the hopes of enhanced productivity, performance and sustainability. However, there is need for more studies on how to develop effective knowledge management activities and implement them in diverse organizational levels and businesses. The findings of this study provide empirical proof for SMEs on how they could manage and integrate knowledge efficiently and effectively to enhance the organization’s performance and ensure sustainable entrepreneurship for SMEs in developing countries. The measurement instruments developed and validated in this study could be beneficial tools for literature on SMEs, knowledge management, organizational integration, SE and many other forms of organizations in helping to manage their most important resources – knowledge.

Based on findings of this study, there is empirical evidence that SMEs on a global context can benefit from how knowledge management capabilities could improve sustainable entrepreneurship. It suggests that in order to survive in the rapidly evolving market, SMEs should acquire information and raw knowledge from their employees, suppliers, and customers, and information technology to share, assimilate, and apply the consequent knowledge to improve organizational outcomes which in turn would drive understanding of the economic, environmental and social knowledge required for productivity, innovation, survival and sustainability. Given the results of highly significant relationship between knowledge management, organizational integration and SE, public sector policy makers should implement the activities with an understanding that it contributes toward national and global growth. Policy makers, unions, institutions and businesses alike should place a high priority on the support and development of knowledge management for organizational integration to improve the capacity for SE by providing more grants, business development services, technical assistance and support to SMEs, which will inspire and motivate them to intentionally contribute to sustainable economic growth. Communities should prioritize innovative support for knowledge management and sustainable entrepreneurship through parties, peer groups and various sectors (Jackson, 2004). Individuals may also participate in spreading the public awareness in the knowledge management and sustainable entrepreneurship that bring developmental benefits to the society.

The results of this study contribute to the increasing body of literature on the conditions that influence the application of knowledge management to sustainable entrepreneurship for SMEs. The findings bring further light on the gap between knowledge management and sustainable entrepreneurship for SMEs. Therefore, future studies might examine other mediating or moderating variables and contextual variables that influence the relationships between knowledge management, organizational integration and sustainable entrepreneurship for SMEs. This research is the first to explore and evaluate some major contextual factors that influence knowledge management, organizational integration and sustainable entrepreneurship for SMEs in a sub-Saharan nation and developing nations generally.This study used an online descriptive study. However, future research is recommended to include longitudinal, qualitative and experimental research. This will help researchers identify direct cause-effect nature of variable relationships, this will reduce uncertainties and give more control to extraneous factors. This study used data from SMEs in Nigeria, and it’s suggested for future research to collect data from different countries or conduct comparative research across continents to provide deeper insight and knowledge.

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Azerbaycan Cumhuriyeti'nin ve yabancı ülkelerin modern iş mevzuatında işe alım sırasında denemenin yasal düzenlemesi: yasama teorisi ve pratiği konuları

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Özet

Bu makale, Azerbaycan Cumhuriyeti'nin modern iş mevzuatındaki "işe alım sırasında denetimli serbestlik" hükümlerinin kavramsal, teorik ve genel bir incelemesini yapmaktadır. Şu anda, herhangi bir ülkede, Azerbaycan Cumhuriyeti'nde, bir işveren, girişimci olarak sahip olduğu bir işletmede çalışmak için daha nitelikli çalışanlar talep ediyor. Bu nedenle işveren, bir çalışanı işe alırken işe alım sırasında Azerbaycan Cumhuriyeti İş Kanunu'nun denetimli serbestliğe ilişkin normlarını uygular. Bununla birlikte, işveren-girişimcinin Azerbaycan Cumhuriyeti İş Kanunu ile belirlenen işçi haklarını kötüye kullandığı ve istihdam sırasında yeni bir mesleğe "denetimli serbestlik" uyguladığı ve bunun karşılığında işçinin çalışma haklarını ihlal ettiği birçok durum vardır. İşveren tarafından ikna edilen deneme süresini geçmemiş yeni işe alınan bir çalışanla yapılan iş sözleşmesi, . Azerbaycan Cumhuriyeti İş Kanunu'nun 70. Maddesinin e) bendi uyarınca feshedilir.

İşe alım sırasındaki deneme önemli zorluklarından biri, bu hukuk kurumunun terminolojik açıklamasıdır. Hukuki terimler, öncelikle kesin bir ifadeyi kolaylaştıracak, ardından doğrudan imanın tüm yelpazesini kapsayacak şekilde uygulanmalıdır. Bununla birlikte, şu anda sadece Azerbaycan Cumhuriyeti'nde değil, diğer yabancı ülkelerde de yasa koyucunun istihdama ilişkin deneme süresi açısından farklı bir bakış açısı ifade ettiği görülmektedir.

Zira bazı ülkelerin iş mevzuatında "işe alım sırasında deneme süresi" ile ilgili terimler kullanılırken, bazı ülkelerde "çalışmaya ilişkin deneme süresi" veya "çalışmaya ilişkin ilk deneme süresi" gibi ikili anlamlarda kullanılmaktadır. Bu makale, "deneme süresi" ve "çalışırken deneme süresi" kavramlarının oranı sorununu ele almaktadır.

Yapılan bilimsel araştırmalara ve yabancı ülkelerin çalışma mevzuatı ile Azerbaycan Cumhuriyeti'nin çalışma mevzuatının karşılaştırmalı yasal analizine dayanarak şu sonuca varıldı ki, Azerbaycan Cumhuriyeti İş Kanunu'nun 51. maddesi " işe alım sırasında deneme" olarak adlandırılmalıdır. Aynı zamanda, Azerbaycan Cumhuriyeti İş Kanunu'nun 51. maddesinin ilk kısmı şu şekilde sunulur: "işçi ve iş verenin anlaşması ile üç ayı geçmemek üzere bir deneme süresi belirlenerek iş sözleşmesi akdedilebilir.

Anahtar Kelimeler: Azerbaycan, iş hukuku, yabancı ülkeler, mevzuat uygulaması, işe alım sırasında denemenin, deneme süresi, işveren, işçi.

Legal regulation of probation during recruitment in the modern labor legislation of the Republic of Azerbaijan and foreign countries: issues of legislative theory and practice

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Abstract

This article makes a conceptual, theoretical and general review of the provisions of "probation during recruitment" in the modern labor legislation of the Republic of Azerbaijan. Currently, in any country, in the Republic of Azerbaijan, an employer demands more qualified employees to work in an enterprise that he owns as an entrepreneur. Therefore, when hiring an employee, the employer applies the norms of the Labor Code of the Republic of Azerbaijan on probation during recruitment. However, there are many cases where the employer-entrepreneur abuses the worker's rights determined by the Labor Code of the Republic of Azerbaijan and applies "probation" to a new profession during employment and in turn violates the worker's right to work. Employment contract with a newly hired employee who has not passed the probationary period as persuaded by the employer, . It is terminated in accordance with subparagraph e) of Article 70 of the Labor Code of the Republic of Azerbaijan.

One of the key challenges of the trial during recruitment is the terminological description of this law firm. Legal terms must first be applied to facilitate a precise expression, then directly to cover the whole spectrum of faith. However, at present, not only in the Republic of Azerbaijan, but also in other foreign countries, it is seen that the legislator expresses a different point of view regarding employment probationary period.

Because, while the terms related to "trial period during recruitment" are used in the labor legislation of some countries, in some countries it is used with dual meanings such as "trial period for working" or "first probation period for working". This article considers the problem of the ratio of the concepts of "trial period" and "trial during recruitment".

Based on the scientific research and comparative legal analysis of the labor legislation of foreign countries and the labor legislation of the Republic of Azerbaijan, it was concluded that article 51 of the Labor Code of the Republic of Azerbaijan should be called "trial during recruitment". At the same time, the first part of Article 51 of the Labor Code of the Republic of Azerbaijan is presented as follows: "A labor contract can be concluded by determining a trial period not exceeding three months by agreement of the employee and the employer.

Keywords: Azerbaijan, labor law, foreign countries, legislative practice, probation during recruitment, probationary period, employer, employee.

Giriş

Çalışma hakkı hem ulusal hem de uluslararası alanda tanınan ve güvence altına alınan temel insan haklarından biridir. Nitekim Azerbaycan Cumhuriyeti Anayasası'nın 35 maddesine göre "çalışma, bireysel ve toplumsal refahın temelidir. Herkes çalışma yeteneğine göre faaliyet türünü, mesleğini, mesleğini ve işyerini serbestçe seçme hakkına sahiptir. Kimse zorla çalıştırılamaz. İş sözleşmeleri serbesttir. Hiç kimse iş sözleşmesi yapmaya zorlanamaz." Bu nedenle her devlette olduğu gibi Azerbaycan Cumhuriyeti'nde de çalışma ilişkilerini düzenleyen Azerbaycan Cumhuriyeti İş Kanunu'nda iş sözleşmesinin akdedilmesi sırasında testin belirlenmesine olanak tanıyan hükümler bulunmaktadır. Uluslararası düzeyde, istihdam sırasında denetimli serbestliği belirlemek için tek tip gereklilikler bugüne kadar geliştirilmemiştir, bu da denetimli serbestlik kurumuna her devletin mevzuatına benzersiz bir şekilde yaklaşarak yasal normların benimsenmesine olanak tanır. İş sözleşmesi yapılırken deneme süresinin belirlenmesi, çalışan ile işveren arasındaki ilişkilerin düzenlenmesine ilişkin tüm süreçler için önemlidir. Çünkü işveren, çalışanlarının çalışmalarından olumlu sonuçlar almakla her zaman ilgilenir. Öte yandan, bugüne kadar bilim adamları tarafından işe alım testi ile ilgili çok sayıda bilimsel çalışma yapıldığı doğrudur. Ancak denetimli serbestlik ve süresi, hukuk bilimi ve hukuk uygulamasında kapsamlı bir şekilde incelenmemiştir. Bunun incelenen konu hakkında tek bir görüş oluşturmak için yeterli olmadığını düşünüyoruz.

Bugün Azerbaycan Cumhuriyeti de dahil olmak üzere herhangi bir ülkede, girişimci olarak bir işveren, mülkiyet hakkı kendisine ait olan bir işletmede daha nitelikli işçilerin çalışmasını istemektedir. Ve bunun için işveren, bir çalışanı işe alırken deneme ile ilgili Azerbaycan Cumhuriyeti İş Kanunu normlarını uygular. Ancak pratikte, bir işveren-girişimcinin çalışma haklarını kötüye kullanarak işe alırken yeni bir çalışan için Azerbaycan Cumhuriyeti İş Kanunu'nda belirlenen "deneme" normlarını uyguladığı durumlar vardır. Bu da çalışanın çalışma haklarını ihlal ediyor.

Çünkü, işveren tarafından belirlenen testi geçemeyen yeni işe alınmış bir işçi ile iş sözleşmesi Azerbaycan Cumhuriyeti İş Kanunu'nun 70. maddesinin d) bendine göre feshedilir. Çünkü İş mevzuatında, işe alınırken işveren tarafından denemeye tabi tutulmuş bir işçinin faaliyetlerinin hangi kriterlere göre değerlendirileceğine dair net bir düzenleme bulunmamaktadır.

Bu bağlamda, "iş başvurusu yaparken deneme" kurumunun, son on yılların bilimsel hükümlerine ve yabancı ülke yasalarının karşılaştırmalı bir yasal analizine dayanarak kapsamlı bir şekilde araştırılması, boşlukların ve diğer yasal ve teknik niteliktekilerin belirlenmesi ve onları ortadan kaldırmak için yollar oluşturulması uygun düşünülmektedir.

II. Metodoloji

Bu makalede, Azerbaycan Cumhuriyeti'nin modern iş hukukundaki "iş başvurusunda deneme" konularının kavramsal, teorik ve gözden geçirmesini yapmaktadır.hükümlerinin kavramsal, teorik ve incelemesini yapmaktadır. Yabancı ülkelerin mevzuatlarının karşılaştırmalı

hukuksal analiz yöntemine dayanarak, denetimli serbestliğin kimin inisiyatifinde olduğu da dahil olmak üzere, çalışma için deneme süresi ve içerik konuları da dikkate alınır.

Öte yandan, Azerbaycan Cumhuriyeti İş Kanunu'nun 51-53. Maddelerinde düzenlenen "deneme süresi" kurumunun iyileştirilmesi gerekmektedir.

İlk olarak, Azerbaycan Cumhuriyeti İş Kanunu deneme süresine ilişkin açık bir düzenleme tanımlamamakta ve yasal "deneme" kavramını belirlememektedir.

İkinci olarak, deneme süresinin içeriğini açıklayan Azerbaycan Cumhuriyeti İş Kanunu'nun 51. maddesi hükmü, çalışma sırasında denetimli serbestlik kavramını tam olarak kapsamamaktadır. Bir iş başvurusunda bulunurken denemenin bir başka sorunu da bu yasal kurumun terminolojik tanımıdır. Hukukta terminoloji, öncelikle doğru anlaşılmayı sağlayacak, ikinci olarak da tüm içeriğini kapsayacak şekilde uygulanmalıdır. Ancak bugün sadece Azerbaycan Cumhuriyeti'nde değil, yabancı ülkelerin çalışma mevzuatında da denemenin terminolojik olarak farklı açılardan kullanıldığını görüyoruz.

Zira, Azerbaycan Cumhuriyeti İş Kanununda (51. Maddesi), Yeni Zelanda (Madde 67. 19 Ağustos 2000 tarihli Yeni Zelanda "Çalışma İlişkileri Yasası", No. 24), Vietnam (2012 tarihli Vietnam İş Kanunu'nun 26. Maddesi) ve Moldova (28 Mart 2003 tarihli, N 154-XV Moldova Cumhuriyeti İş Kanunu'nun 60. Maddesi) "deneme süresi" terminolojisini kullanırsa, ancak Belarus Cumhuriyeti'nde (Belarus Cumhuriyeti İş Kanunu'nun 28. Maddesi) "İlk deneme ile iş sözleşmesi" terminolojisini kullanır, Rusya Federasyonu mevzuatında (Rusya Federasyonu Kanunu'nun 28. maddesi) "İşe alınırken deneme" terminolojisi kullanılmaktadır. Litvanya Cumhuriyeti yasa koyucunun pozisyonu Rus mevzuatına daha yakın ifade edilmiştir. Litvanya Cumhuriyeti İş Kanunu'nun 105. Maddesi "İş sözleşmesi yapılırken deneme" olarak adlandırılmaktadır.

Bu durumda ilginç olan, Bulgaristan Cumhuriyeti yasa koyucunun "Deneme süresi için iş sözleşmesi" olarak belirlenen pozisyonudur (Bulgaristan Cumhuriyeti İş Kanunu'nun 71. Maddesi).

Hukukta, istihdam sırasında denemenin amacına göre farklı pozisyonlar vardır, bu pozisyonlar birkaç gruba ayrılabilir. Birinci gruba mensup yazarlar, işçinin kendisine emanet edilen işe uygun olup olmadığının kontrol edilmesi için tarafların karşılıklı mutabakatı ile iş sözleşmesinin kurulması sırasında bir deneme süresi tesis edilebileceğine inanmaktadır.

Kazakistan bilim adamlarına göre, çalışanın iş nitelikleri ve yeteneği hakkında şüpheleri varsa, tarafların karşılıklı mutabakatı ile bir deneme süresi belirlenebilir (A. Ahmetov, G. Ahmetov, Almaty, 2005.). Benzer bir pozisyon alan rus bilim adamı I.Y. Kiselyov, çalışanın iddia edilen işe uygunluğu sorununun işe alım sırasında çözülmesi gerektiğini belirtiyor (I.Ya. Kisilev, M. 2005.).

Aktarılan görüşlerden, yazarların çalışma sırasındaki deneme süresinin belirlenmesinde çıkarı olan bir konu olarak sadece işvereni dikkate aldıkları sonucuna varılabilir. Bu makalede, Azerbaycan Cumhuriyeti'nin modern iş hükukundaki "çalışma denemi" hükümlerinin kavramsal, teorik bilimsel araştırma yapmaktadır. Ayrıca, yabancı ülkelerin mevzuatlarının karşılaştırmalı analiz yöntemine dayanan bu makalede, denemenin kimin inisiyatifiyle oluşturulduğu da dahil

olmak üzere, bir iş başvurusunda bulunurken deneme süresinin yanı sıra içerik sorunları da dikkate alınır.

III. Bulgular ve Tartışma

Azerbaycan Cumhuriyeti'nde deneme süresi Azerbaycan Cumhuriyeti İş Kanunu'nun 51-53. Maddelerinde tanımlanmış olup, Azerbaycan Cumhuriyeti İş Kanunu'nun 51. Maddesi "deneme süresi" olarak adlandırılmaktadır. Öncelikle belirtmek gerekir ki AR IP'ye "deneme süresi" demek amacına ve içeriğine tam olarak cevap vermemektedir. Deneme süresi, hem çalışanın hem de işverenin nihai kararını verdiği belirli bir çalışma süresidir. Kısaca işçi için belirlenen deneme süresi, kendisine teklif edilen görevi "devletmesi", "iş disiplinini bozmaması" ve kendisine verilen "işçilik görevlerini yerine getirmesi" gereken süredir. İşveren açısından deneme süresi, işverenin yeni işe aldığı işçinin faaliyetlerini daha yakından takip ettiği ve iş disiplinine aykırı bir durum tespit etmesi halinde iş sözleşmesini feshedebileceği bir süredir.

Öte yandan, "deneme süresi" kavramı sadece Azerbaycan Cumhuriyeti İş Kanunu'nda değil, aynı zamanda Azerbaycan Cumhuriyeti Cezaların İnfazı Kanunda da düzenlenmiştir. Örneğin, AR Cezaların İnfazı Kanunu'nun "Deneme süresinin hesaplanması" adlı 181. maddesine göre, deneme süresi mahkeme kararının kanunen yürürlüğe girdiği günden itibaren hesaplanır. Buradan da görüleceği gibi, farklı mahiyet ve içerikteki iki kavram, mevzuatta aynı terim kullanılarak isimlendirilmiştir. Ancak iş hukukundaki deneme süresi, içerik ve amaç bakımından AR Cezaların İnfazı Kanunu'nda yer alan "deneme süresi"nden önemli ölçüde farklıdır. İş hukukunda deneme süresi işçinin profesyonellik düzeyinin tespiti için işveren tarafından belirlenir. Azerbaycan Cumhuriyeti Ceza Muhakemesi Kanununda belirtilen "deneme süresi" sadece mahkeme tarafından verilen şartlı ceza durumunda belirlenir ve deneme süresi mahkeme kararının hukuken yürürlüğe girdiği günden itibaren hesaplanır. Görüldüğü gibi birbirinden farklı mahiyet ve muhtevaya sahip iki kavramı tek bir terimle isimlendirmek bazı karışıklıklara yol açabilmektedir. Hukuki ve teknik açıdan içerik bakımından farklı olan bu iki tecelliyi aynı tabirle adlandırmayı uygun bulmuyoruz.

Bu nedenle, Azerbaycan Cumhuriyeti Anayasa Kanununun "Normatif-Yasal Fiillere Dair" 54.2 maddesine göre, aynı terimler aynı anlamda kullanılmalı ve normatif hukuki akitte tek biçime sahip olmalıdır. Bu durumda S.Y. Golovina haklı olarak şuna işaret ediyor: "... yasa koyucu yasal normu ifade etmenin en uygun yolunu bulmalı, yalnızca uygun terimleri seçmeli veya Mark Twain'in tam ifadesini alırsak, "doğru kelimeyi bulmalı, amcasının torununu değil." (S.Yu. Golovina, Jurisprudence, 2000, No. 5).

Azerbaycan Cumhuriyeti İş Kanunu'nun 51. maddesinin 1. bölümüne göre, çalışanın mesleki düzeyini ve ilgili emek işlevini yerine getirme yeteneğini kontrol etmek için deneme süresi belirlenerek iş sözleşmesi akdedilebilir. Bazı noktalar dışında, benzer bir durum Rusya Federasyonu (30 Aralık 2001 tarihli Rusya Federasyonu İş Kanunu No. 197-FZ , madde 70), Belarus Cumhuriyeti (26 Temmuz 1999 tarihli Belarus Cumhuriyeti İş Kanunu No. 296-З, madde 28), Kazakistan Cumhuriyeti (23 Kasım 2015 tarihli Kazakistan Cumhuriyeti İş Kanunu No. 414-V, Madde 36) ve Ukrayna'nın (Ukrayna İş Kanunu. 1971, No. 50, madde 26) çalışma mevzuatında

bulunabilir. Kısacası, Sovyet sonrası alanın durumları, işe alım sırasında deneme belirleme konusunda tek tip bir yaklaşıma sahiptir. Ancak farklı noktalar da var ki bu noktalar üzerinde durmanın daha doğru olacağını düşünüyoruz. Böylece işe alım sırasında denemeni belirlemek için inisiyatif alan taraflar açısından farklılık görülebilmektedir.

Azerbaycan Cumhuriyeti İş Kanunu (Madde 51), Kazakistan Cumhuriyeti İş Kanunu (Madde 36) ve Moldova Cumhuriyeti İş Kanunu (28 Mart 2003 tarihli Moldova Cumhuriyeti İş Kanunu No. 154-XV, Madde 60) deneme süresinin işveren tarafından çalışanın profesyonellik düzeyinin kontrol edilmesi amacıyla belirlendiği halde, Belarus, Gürcistan (Gürcistan İş Kanunu. 17 Aralık 2010 Sayı 4113-RS, madde 9), Kırgızistan (4 Ağustos 2004 tarihli Kırgız Cumhuriyeti İş Kanunu No. 106, madde 62), Rusya, Tacikistan (23 Temmuz 2016 tarihli Tacikistan Cumhuriyeti İş Kanunu No. 1329), Türkmenistan (18 Nisan 2009 tarihli Türkmenistan Cumhuriyeti İş Kanunu No. 30-IV), Ukrayna iş mevzuatında çalışan ve işverenin karşılıklı rızası ile deneme süresinin belirlenmesine ilişkin normlar oluşturulmuştur. Örneğin, Ukrayna İş Kanunu'nun 26. Maddesine göre, bir iş sözleşmesi yapılırken, çalışanın kendisine emanet edilen işe uygunluğunu kontrol etmek amacıyla tarafların karşılıklı rızası ile bir deneme testi belirlenebilir.

Özellikle deneme süresinin amacına ilişkin olarak hem yabancı ülke mevzuatlarında hem de hukuk literatüründe farklı görüşlerin bulunduğunu belirtmek gerekir. Bu nedenle, Sovyet sonrası alana giren ülkelerin çalışma mevzuatında, istihdam sırasında deneme belirlemenin amacı, çalışanın kendisine verilen işe uygunluğunu değerlendirmektir. Aynı zamanda normları daha detaylı incelersek, bireysel ülkelerin mevzuatında deneme süresinin hem çalışan hem de işveren tarafından belirlendiğini göreceğiz. Türkiye (T.C. İş Kanunu, No.4857 Kabul Tarihi:22.5.2003), Litvanya (Litvanya Cumhuriyeti İş Kanunu 2002 4 Haziran No. IX-926), Almanya (Medeni Kanun (BGB). Verildiği tarih: 18/08/1896) ve diğer ülkelerin iş mevzuatına bakacak olursak deneme süresinin işe alım sırasında hem işveren hem de çalışan tarafından belirlenmesini doğrudan anılan devletlerin mevzuatında öngördüğü açıktır.

Litvanya Cumhuriyeti İş Kanunu'nun 105. maddesine göre, bir iş sözleşmesi yapılırken taraflar karşılıklı anlaşmaya dayalı olarak deneme süresini belirleyebilirler. Deneme süresi, çalışanın kararlaştırılan işe uygunluğunu kontrol etmek ve ayrıca işe alınan işçinin talebi üzerine kendisine emanet edilen işin kendi çıkarına olup olmadığını belirlemek amacıyla belirlenir.

Alman Medeni Kanunu'nun 622. maddesine göre deneme süresi belirlenebilir (Medeni Kanun (BGB), 18/08/1896). Alman bilim adamlarına göre, Almanya'da çoğu iş sözleşmesi 6 ayı geçemeyecek bir deneme süresi sağlıyor. Deneme süresi boyunca, sözleşme bu süre içinde bildirim sağlamazsa, her iki taraf da iş ilişkisini 2 hafta önceden bildirimde bulunarak feshedebilir (J.Kirchner, P.R. Kremp, M. Magotsch. Berlin Heidelberg, 2010).

Ancak Azerbaycan Cumhuriyeti İş Kanunu (Madde 51), Kazakistan Cumhuriyeti İş Kanunu (Madde 36) ve Moldova Cumhuriyeti İş Kanunu (Madde 60) çalışanın profesyonellik düzeyini kontrol etmek amacıyla deneme süresinin işveren tarafından belirlenir.

Hukuk literatüründe, işe alım sırasında denemenin amacına göre farklı pozisyonlar vardır, bu pozisyonlar birkaç gruba ayrılabilir. **Birinci gruba** mensup yazarlar, iş sözleşmesinin

kurulması sırasında işçinin kendisine emanet edilen işe uygun olup olmadığının kontrol edilmesi amacı ile tarafların karşılıklı mutabakatı ile deneme süresi belirlenir (A.M. Kurennoy, Moskova: Hukukçu, 2004; V.I. Mironov, M. 2009; Y.P. Orlovsky ve A.F. Nurtdinova, M. 2008; T. N.Vazhenkova, Minsk: 2008; G.A. Vasilyeviç, Minsk, 2008; G.V. Boyko, Donetsk, 2008). **İkinci gruba** mensup yazarlar, deneme süresinin belirlenmesinde başlatıcı olarak sadece işvereni değil aynı zamanda çalışanı da belirtir. Örneğin, Türk bilim adamları, iş sözleşmesinin taraflarının birbirlerini denemek için gönüllü olarak deneme süreli iş sözleşmesi akdedebileceklerini belirtmektedir (Nuri Çelik, Nurşen Çaniklioğlu, Talat Canbolat, Istanbul, 2015).

İspanya'da işveren, bir deneme süresi belirleyerek çalışanın mesleki yeteneğini değerlendirir ve bu süre içinde işveren veya işçi, iş sözleşmesini herhangi bir sebep göstermeksizin, önceden bildirimde bulunmaksızın, işçi veya işveren lehine herhangi bir ödeme yapmaksızın serbestçe feshedebilir (Guide to business in Spain. Madrid, March 2015). Almanya'da deneme süresinin amacı işveren tarafından çalışanın niteliklerini ve çalışanın çalışma koşullarını değerlendirmektir ve taraflardan herhangi biri tutarsızsa iş sözleşmesi gösterilen gerekçelerle kısa sürede feshedilir. Amerikalı bilim adamı D.E. Strekker'e göre, neredeyse tüm sözleşmeler, yeni bir çalışanın işe uygunluğunu belirlemek için bir deneme süresinden geçmesi gerektiğini belirtiyor (Strecker David E., 2011).

Aynı zamanda hukuk literatüründe **üçüncü bir pozisyon** oluşmaktadır. Yani çalışma sırasındaki deneme süresinin sadece iş sözleşmesi ile değil, toplu iş sözleşmeleri ile de belirlenmesi gerektiği yönünde görüşler bulunmaktadır (María Luz Vega Ruiz, Labour Education 2006/2-3 No.143-144; Pablo Gimeno Díaz de Atauri, November 2015, Vol. 4, No. 1-2) Hukuk literatüründe, deneme süresinin belirlenmesi için ayrı bir iş sözleşmesi akdedilmesi konusunda bile fikirler vardır. Bu A.Q. Trofimova'nın önerisine yansıdı. Yazar, hem çalışanın hem de işverenin haklarının korunmasının mümkün olması için deneme süresinin bir ön iş sözleşmesi ile değiştirilmesini önermektedir (G.A. Trofimova, Rusya Hukuk Dergisi, 2014, No. 1).

Tüm bu noktaların analizinden hareketle belirtmek gerekir ki, işçi ile işveren arasında iş sözleşmesinin kurulması sırasında deneme süresinin belirlenmesi büyük önem arz etmektedir. Çünkü işveren için deneme süresinin belirlenmesindeki amaç, daha yetenekli, daha yetkin, deneyimli ve profesyonel çalışanları işe almak ve onların emeğini kullanarak sürekli olumlu sonuçlar, faydalar ve gelir elde etmektir. Bu nedenle çalışanların profesyonellik düzeyi yüksek, ahlaki, etik ve iş niteliklerine sahip olmaları işveren açısından önemlidir. Ancak, iş sözleşmesinin kurulması sırasında deneme süresinin belirlenmesi işçi açısından da önemlidir. İş Kanunu'nun 51. maddesinin içeriğinden hareket edecek olursak, işçinin deneme süresi belirleme hakkının bulunmadığını görüyoruz. Ancak çalışma hakkı işçinin anayasal hakkı olup temel insan hak ve özgürlüklerinden biridir. Azerbaycan Cumhuriyeti Anayasası'nın 35. maddesine göre herkes, çalışma yeteneğine göre faaliyet türünü, mesleğini, uğraş alanı ve işyerini serbestçe seçme hakkına sahiptir. Buradan işçinin anayasada düzenlenen çalışma hakkının, işvereni, işyerini ve faaliyetini yürüteceği koşulları serbestçe seçme imkânını içerdiği sonucuna varılabilir. Bu nedenle işçi, iş sözleşmesi akdedilirken kendisine sunulan işin çıkarına uygun olup olmadığının tespiti için deneme süresi belirlemesine, düşünüyoruz bir ihtiyaç var..

Nicel veya nitel kriterler "işe alım testi" kavramına dahil edilmiştir. Bu fenomen, içerik olarak deneme süresinden daha geniştir ve yalnızca deneme süresinin kendisini değil, aynı zamanda sınavın amaçlarını ve sınav sonuçlarını da içerir.

Bu nedenle, deneme kurarken, çalışan ve işverenin sadece denemenin süresini değil, aynı zamanda çalışanın faaliyet türleri, bu faaliyeti hangi koşullar altında gerçekleştirdiği konusunda da anlaşması gerekir. Ayrıca gelecekte çalışanın faaliyetinin sonuçlarının ve bunların işverenin beklentilerine uygunluğunun hangi kriterlere göre değerlendirileceği. Ayrıca, çalışanın faaliyet sonuçlarının ve bunların işverenin beklentilerine uygunluğunun gelecekte değerlendirileceği kriterler belirlenmelidir.

Aynı zamanda "işe alım denemi" ve "denem süresi" kavramları tamamile farklı anlamlara gelmektedir. Deneme süresi, işveren ve çalışanın birbirlerine son bir kez bakma ve üstlendikleri istihdam yükümlülüklerine bağlı kalmaya devam etmeye değip değmeyeceğine karar verme fırsatına sahip oldukları belirli bir çalışma süresidir (A. R. Nasyrova, Kazan Devlet Enerji Üniversitesi Bülteni. 2015. No. 3 (27)). Böylece, deneme süresi, denemenin yapıldığı bir süre olarak kabul edilebilir. Kanaatimizce bu, bir çalışan için verilen deneme süresi boyunca kendisine teklif edilen işinde pozisyonu "tutmak", iş disiplinini ihlal etmemek, kendisine verilen görevleri yerine getirmek ve işi reddetme hakkını kullanmamak anlamına gelmektedir. İşveren için bu, yeni gelen bir çalışanın faaliyetlerini en yakından izlediği özel bir sürenin varlığı anlamına gelebilir ve ve normal çalışma sürecinde başka disiplin önlemlerinin uygulanabileceği herhangi bir iş disiplini ihlali için bir iş sözleşmesi yapmayı reddetme hakkına sahiptir (O.N. Zavgorodnyaya, Krasnodar. Rusya İçişleri Bakanlığı Üniversitesi Bülteni, 2009. No.1).

Genel olarak, bir deneme süresi belirlenirken çalışanın herhangi bir sonuca ulaşması veya herhangi bir mesleki veya ahlaki niteliğin onun tarafından tezahür etmesi değil, bu sürenin sona ermesi belirleyici bir öneme sahiptir. Böylece, deneme süresi kantitatif gösterge.gösterge olarak kabul edilmelidir.

A. G. Trofimova, deneme süresi yerine bir ön iş sözleşmesi getirmeyi teklif ediyor. Yazara göre bu hem çalışanın hem de işverenin haklarını koruyacaktır (G.A. Trofimova, Rusya Hukuk Dergisi, 2014, No. 1).

SONUÇ

İşe alımda testin kavramı ve önemi konusundaki çalışmanın sonucu aşağıdaki öneriler olabilir:

Azerbaycan Cumhuriyeti İş Kanunu'nun 51. maddesi " işe alım sırasında deneme" olarak adlandırılmalıdır.

Azerbaycan Cumhuriyeti İş Kanunu'nun 51. maddesinin ilk kısmı şu şekilde sunulur: "işçi ve iş verenin anlaşması ile üç ayı geçmemek üzere bir deneme süresi belirlenerek iş sözleşmesi akdedilebilir.

Çalışanların çalışma haklarını belirleyen Azerbaycan Cumhuriyeti İş Kanunu'nun 9. maddesine aşağıdaki paragraf eklenmelidir: "x) istihdam için bir deneme oluşturma"

"İşe alım testi"nin tanımını bilimsel dolaşıma şu şekilde sunuyoruz: "İşe alınırken deneme, işçinin önerilen işe uygunluğunu belirlemek ve işçi ile işveren arasında karşılıklı anlaşma ile belirlenen ve iş sözleşmesinin ek şartıdır. iş sözleşmesinin imzalanması aşamasında önerilen iş.

Ayrıca kavramın şu tanımını da yapmak mümkün görünmektedir:

"İşe alınırken deneme " - çalışanın teklif edilən işe uygunluğunu ve önerilen işin çalışana uygunluğunu belirlemek amacıyla iş sözleşmesinin akdedilmesi aşamasında işçi ile işveren arasında anlaşma ile kurulan ek bir koşuldur, sonuç olaraq tarafları iş ilişkilerinin devamında veya sona ermesinde iradelerini beyan edirler.

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Communicative Approaches and Methods of Teaching Languages

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Astract

Real communication is always informative, unpredictable and unexpected. If the teacher is always informative, interesting and unexpected, then even before the beginning if the lesson students will be disposed for a good lesson. But if the previous lesson is just the same as the next one, students will be bored with it before the lesson start. Even the most trivial dialogue can be transformed to a communicative one if no one knows a word of what will be said about. Communicative language teaching makes use of real-life situations that necessitate communication. The teacher sets up a situation that students are likely to encounter in real life. Unlike the audiolingual method of language teaching, which relies on repetition and drills, the communicative approach can leave students in suspense as to the outcome of a class exercise, which will vary according to their reactions and responses. The real-life simulations change from day to day. Students' motivation to learn comes from their desire to communicate in meaningful ways about meaningful topics. The communicative approach could be said to be the product of educators and linguists who had grown dissatisfied with the audio-lingual and grammar-translation methods of foreign language instruction.

Key words: communicative approach, teaching methods, technology, competence, grammar function, visualizing, inductive teaching, deductive teaching, student-centered teaching.

INTRODUCTION

They felt that students were not learning enough realistic, whole language. They did not know how to communicate using appropriate social language, gestures, or expressions; in brief, they were at a loss to communicate in the culture of the language studied. Interest in and development of communicative-style teaching mushroomed in the 1970s; authentic language use and classroom exchanges where students engaged in real communication with one another became quite popular. In the intervening years, the communicative approach has been adapted to the elementary, middle, secondary, and post-secondary levels, and the underlying philosophy has spawned different teaching methods known under a variety of names, including notional-functional, teaching for proficiency, proficiency-based instruction, and communicative language teaching. Margie S. Berns, an expert in the field of communicative language teaching, writes in explaining Firth's view that "language is interaction; it is interpersonal activity and has a clear relationship with society. In this light, language study has to look at the use (function) of language in context, both its linguistic context (what is uttered before and after a given piece of discourse) and its social, or situational, context (who is speaking, what their social roles are, why they have come together to speak).[85] In communicative language teaching when teachers deal to grammar function they try to use more the inductive method of teaching grammar involves presenting several examples that illustrate a specific

[85] Savignon, Sandra J. & Berns, Margie S. (1984). *Initiatives in communicative language teaching*. Reading, Massachusetts. Addison-Wesley Publishing Company, Inc.(1984,p5)

concept and expecting students to notice how the concept works from these examples. No explanation of the concept is given beforehand, and the expectation is that students learn to recognize the rules of grammar in a more natural way during their own reading and writing. Discovering grammar and visualizing how these rules work in a sentence allow for easier retention of the concept than if the students were given an explanation that was disconnected from examples of the concept. The main goal of the inductive teaching method is the retention of grammar concepts, with teachers using techniques that are known to work cognitively and make an impression on students' contextual memory unlike deductive method of teaching grammar which is an approach that focuses on instruction before practice. A teacher gives students an in-depth explanation of a grammatical concept before they encounter the same grammatical concept in their own writing. Deductive teaching methods drive many students away from writing because of the tediousness of rote learning and teacher-centered approaches. Each teaching method is based on a particular vision of understanding the language or the learning process, often using specific techniques and materials used in a set sequence.

MATERIALS AND METHODS

The main methodologies are listed below in the **chronological** order of their development:

Grammar Translation – the classical method

Direct Method – discovering the importance of speaking

Audio-lingualism – the first modern methodology

Humanistic Approaches – a range of holistic methods applied to language learning

Communicative Language Teaching – the modern standard method

Principled Eclecticism – fitting the method to the learner, not the learner to the method.

The Communicative Method is in reality an umbrella term – a broad approach rather than a specific teaching methodology, and has now become the accepted 'standard' in English language teaching.[86]

Communicative Language Teaching is a natural follow-on from the reaction during the 70s against previous methods which over-focused on teaching grammatical structures and template sentences, and which gave little or no importance to how language is actually used practically.

Explanation:

Emphasizes the ability to communicate the meaning of the message, instead of concentrating on grammatical perfection.

The Communicative approach emphasizes the ability to communicate the message in terms of its meaning, instead of concentrating exclusively on grammatical perfection or phonetics. Therefore, the

[86] TJ Taylor " Communicative Language Teaching" http://blog.tjtaylor.net/method-communicative/

understanding of the second language is evaluated in terms of how much the learners have developed their communicative abilities and competencies.

In essence, it considers using the language to be just as important as actually learning the language.

The Communicative Language Teaching method has various characteristics that distinguish it from previous methods:

- Understanding occurs through active student interaction in the foreign language
- Teaching occurs by using authentic English texts
- Students not only learn the second language but they also learn strategies for understanding
- Importance is given to learners' personal experiences and situations, which are considered as an invaluable contribution to the content of the lessons
- Using the new language in unrehearsed contexts creates learning opportunities outside the classroom

Misconceptions:

As the method is a broad approach to teaching English, rather than a rigid series of activities, there are some popular misconceptions of what CLT involves.

Learning a language is interactive, co-operative, learner-centered and content-based, but the approach does not mean that learning a second language involves just 'conversation'.

Using the Method:

The most common educational model applied in the context of the Communicative Method is the Functional-Notional approach, which emphasizes the organization of the syllabus.This breaks down the use of language into 5 functional categories that can be more easily analyzed: personal (feelings, etc.), interpersonal (social and working relationships), directive (influencing others), referential (reporting about things, events, people or language itself), and imaginative (creativity and artistic expression).These 5 broad functions are then delivered by the teacher in the classroom using the '3 Ps' teaching model, which stand for Presentation, Practice and Production.

Summary:

When – 1980s to today

Focus – Interaction, authentic communication and negotiating meaning

Characteristics – Understanding of English through active student interaction; role play, games, information gaps

Supporters – David Nunan, D.A. Wilkins

According to academic research, linguists have demonstrated that there is not one single best method for everyone in all contexts, and that no one teaching method is inherently superior to the others. Also, it is not always possible – or appropriate – to apply the same methodology to all learners, who have

different objectives, environments and learning needs. Applying the most appropriate method for that learner's specific objectives, learning style and context.

An experienced professional language teacher always adopts the Principled Eclecticism approach, deciding on the most suitable techniques and applying the most appropriate methodology for that learner's specific objectives, learning style and context. Methods of teaching English have developed rapidly, especially in the previous 40 years. As a language learner, training manager, or teacher, it is important to understand the various methods and techniques so that you are able to navigate the market, make educated choices, and boost your enjoyment of learning a language.

Teachers in communicative classrooms will find themselves talking less and listening more becoming active facilitators of their students' learning .The teacher sets up the exercise, but because the students' performance is the goal, the teacher must step back and observe, sometimes acting as referee or monitor. A classroom during a communicative activity is far from quiet, however. The students do most of the speaking, and frequently the scene of a classroom during a communicative exercise is active, with students leaving their seats to complete a task.

Because of the increased responsibility to participate, students may find they gain confidence in using the target language in general. Students are more responsible managers of their own learning.

RESULTS AND DISCUSSION

According to the new National Curriculum of UK requires school teachers to teach English grammar, starting in primary school. Grammar is often perceived as being a boring subject, but it's part of everyone's daily life and getting to know how it works is as important as knowing about maths, or any other subject at school. This one-day course proves that, contrary to popular opinion, it can also be taught in a way that's engaging and fun.

The course is designed to help primary and secondary school teachers who:

- feel uncertain about their knowledge of grammar and want to improve their confidence in teaching it
- want to be able to teach English grammar in a fun and engaging way
- want to refresh their knowledge of English grammar

The course covers the key concepts of English grammar as laid out for each Key Stage in the National Curriculum.

It's taught by UCL experts and is brought to you by the team that runs Englicious, a free online learning and teaching resource for English grammar. Englicious is a free online English grammar resource for primary and secondary schools. It includes lesson plans, exercises and projects that you can carry out with your pupils. It's based on extensive research into contemporary written and spoken English Grammar and includes fun lesson plans that look at traditional English, as well as contemporary sources like Dizzee Rascal.[87]

Englicious is structured around the 2014 UK National Curriculum. This course is completely tailored to the 2014 UK National Curriculum, so you can be confident that you'll learn about English grammar as

[87] http://www.ucl.ac.uk/lifelearning/courses/english-grammar-for-teachers

specified in the curriculum. You'll have access to the latest research and training from leading UCL academic experts in the field of English grammar.

The course aims :

- understand the basic concepts of English grammar, as laid out in the National Curriculum
- develop a stronger command of key English grammar terminology, as used in the National Curriculum
- develop confidence in using grammatical terminology
- improve learners' ability to analyse the grammar of texts
- help to use grammar to improve your pupils' reading and writing skills
- learn how to use the Englicious website

The course is designed for school teachers teaching at primary or secondary level, with any level of experience.

It's ideal for those who:

- are new to English grammar
- feel uncertain about their knowledge of grammar

Benefits of taking this course for teachers:

- You'll build confidence in dealing with grammar in the classroom
- You'll meet other teachers and discuss ideas and issues
- You'll study at UCL's Institute of Education (IOE), a world-class leader in the field of teaching and pedagogy

For pupils:

- Pupils will learn about grammar in a fun way
- They'll learn how grammar can help them understand how authors use language in novels, plays, etc.
- They can use the resources on Englicious to practise what they've learnt and test their knowledge
- They can improve their confidence in grammar
- Englicious will help pupils improve their SPaG tests results in Years 3 and 6, or improve A-level results

Structure, teaching and certification:

The course is designed as an interactive seminar. You'll learn to identify key elements of English grammar using rigorous sets of criteria. You'll apply those tools to real examples of language, step by step. Over the course of the day you'll move from identifying single, simple grammatical features towards identifying more complex structures and relationships. This approach, using clear criteria and a consistent toolset, provides you with the means to analyse a wide range of English sentences in the classroom. You'll be introduced to the Englicious website and taught how to use it effectively.

A certificate of attendance will be issued on request for those who attend the whole day. In line with the functional framework which served as a basis for CLT, the CEF considers language in terms of communicative competence or, in other words, as the ability for learners to use the language. Communicative competence is in turn divided into several areas (linguistic,sociolinguistic and pragmatic knowledge), although the one we will lay emphasis on is linguistic competence, which includes lexical, phonological and syntactical knowledge, or, in traditional terms,vocabulary, pronunciation and grammar. Grammatical competence is defined the CEF as follows: may be defined as knowledge of, and ability to

use, the grammatical resources of a language .[88]Grammatical competence is the ability to understand and express meaning by producing and recognizing well-formed phrases and sentences in accordance with these principles (as opposed to memorizing and reproducing them as fixed formulae)." Grammatical competence is viewed as integral to all language skills, which learners have to master *progressively* to arrive at a high degree of accuracy, specifically within higher levels(C1) consistently maintains a high degree of grammatical accuracy; errors are rare and difficult to spot. Discussing teaching grammar in Uzbekistan is as regular feature of all levels, it aims to get students to analyse and explain language. It enables us, as a teacher to respond to and explain confusions that students may have. If teachers have a monolingual class, and speak the students'

L 1, they may wish to translate and contrast sentences to show how English may work differently from the students' own language.Teachers ask students in pairs to compare the meaning in the pairs of sentences. They go round monitoring and find out how well their students understand how these tenses work and answer queries, but they don't spend too long explaining grammar at this stage. They avoid a lengthy and frustrating discussion about grammar, think about controlling the feedback carefully. Rather than asking individual students to explain grammar,(which can be time-consuming and inaccurate), checking questions are a time efficient way of making sure students understand. For example: which sentence means that Klaus was born and brought up in Berlin? and which sentence means that Klaus is at this moment on a train from Berlin, and will be here in an hour or two?

1) **Klaus comes from Berlin.** (Present Simple: to talk about a fact that is always true. Klaus was born in Berlin or usually lives there).

2) **Klaus is coming from Berlin.** (Present Continuous: to talk about something that is happening now/ in progress-Klaus is on his way (on the plane or train) from Berlin or to talk about a future arrangement – Klaus is planning to come from Berlin.[89] Nowadays there is a tendency to inculcate the contextual grammar in English classes of Uzbek learners. As outcomes of elementary by the end of the course learners will:

- be able to identify the grammatical concepts that students need to know about as set out in the National Curriculum
- be able to distinguish between grammar and meaning, along with the different approaches to language that they represent
- be able to distinguish between grammatical form and function
- feel confident in the methods used to analyse English grammar, and use that confidence to enthuse your students in the classroom.

CONCLUSION

Today CLT can be seen as describing a set of core principles about language learning and teaching, as summarized above, assumptions which can be applied in different ways and which address different aspects of the processes of teaching and learning. Some focus centrally on the input to the learning process. Thus content-

[88] http://www.examenglish.com/CEFR/cefr_grammar.htm
[89] Liz and John Soars. New Headway, 2007,Unit-1, p.10

based teaching stresses that the content or subject matter of teaching drives the whole language learning process. Some teaching proposals focus more directly on instructional processes. Task-based instruction for example, advocates the use of specially designed instructional tasks as the basis of learning.

Others, such as competency-based instruction and text-based teaching, focus on the outcomes of learning and use outcomes or products as the starting point in planning teaching. Today CLT continues in its classic form as seen in the huge range of course books and other teaching resources that cite CLT as the source of their methodology. In addition, it has influenced many other language teaching approaches that subscribe to a similar philosophy of language teaching.

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Exploring the Success stories and Challenges of Transnational Entrepreneurs. A Case Study of Turkish Entrepreneurs in the UAE

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Abstract

The concept of 'transnational entrepreneurship' has recently been the point of interest of academics. Nevertheless, due to its conceptual ambiguity and distinguishing nature researchers have not accomplished to fully address transnational entrepreneurship. Hence, this phenomenon has not reached the required status in the literature yet. Therefore, transnational entrepreneurship demands greater attention of scholars with full consideration of its scope and range. Subsequently, this paper aims to intensively studying the current literature on transnational entrepreneurship, the activities involved and international entrepreneurship to detect the existing researchers' fundamental assumptions about entrepreneurship via the demonstration of three empirical cases. In the cases of various fields selected, the paper aims to present Turkish entrepreneurs in the UAE and how they conduct business in which transnationalism has great impact, yet is diverse. The research focuses on demonstrating the identified cases with the following considerations about transnational entrepreneurs extracted from literature and their experiences: (a) continuous travels between Turkey and the UAE as their host countries, (b) synchronized entrepreneurial relation in both countries, (c) differences or similarities of both countries related to entrepreneurial activities and (d) the importance and the necessity of education and expertise in their chosen activities. Considering the findings of the cases, number of research proposals will be suggested concerning the features of transnational entrepreneurs, which are not yet entirely measured in the currently existing literature. Hence, by indicating the heterogeneity of transnational entrepreneurship and by displaying future research angles, this study contributes to the literature on transnational entrepreneurship.

Keywords: Transnational entrepreneurship, entrepreneurial activities, Turkish entrepreneurship, entrepreneurs' expertise and education, entrepreneurship in the UAE, self-employment, business survival, expatriates.

Introduction

The incredible boost in technology facilitated new business prospects and profiles of transnational entrepreneurs. In other words, the nature of transnational entrepreneurship has changed dramatically and formed itself into a diverse and unique phenomenon. However, researchers have not extensively measured the diverse being of transnationalism and its possible parts in entrepreneurship. Hence, it requires to involve further consideration for the scope and types of the

transnational entrepreneurship notion. This primes the current aper to focus on critically revising the current literature to elaborate scopes that are principally related to the concept of transnational entrepreneurship. This paper explores existing researchers' fundamental assumptions about transnational entrepreneurship and further explores it by presenting its impacts with the demonstration of three empirical cases of Turkish entrepreneurs in the UAE. In the cases presented, entrepreneurs conduct business in which transnationalism has a fundamental role. Hence, this study promotes the following research questions:

1. How does transnationalism impact in the entrepreneurial activities of Turkish entrepreneurs in the UAE?
2. What are the main differences of entrepreneurial activities between their home and their host countries?
3. Which areas can be measured in the further progress of the Turkish transnational entrepreneurship notion in the UAE?

The study of three cases of Turkish entrepreneurs whose businesses by some means involve transnational dimensions, enables this paper to detect critical aspect that support future researchers in three main focal points: By developing an understanding of the Turkish transnational entrepreneurs in different settings, by placing this newly developing field in academic topics and by further investigating the conceptual ambiguity of transnational entrepreneurship.

The study is planned as the following: In order to trace the development about this phenomenon, first a review of the current literature on transnational entrepreneurship will be conducted. The notion of transnational entrepreneurship will be addressed in a global concept. This will follow the pinpoints of conceptual ambiguities of the transnational entrepreneurship order to demonstrate the current standing of unclearly expressed qualities defining the insisting consideration of the concept. Based on literature review, the study points on the insisting assumptions concerning the features of transnational entrepreneurship from literature. After unfolding the methodological approach of the research, the three cases of Turkish entrepreneurs will be presented. Next, the study will focus on the transnational features of the Turkish entrepreneurs and their activities according to their cases and present the current situation. The article ends with a discussion of the findings and concludes with reflections on the limitations and practical implications of the study.

Literature Review

Activities of expatriates as international entrepreneurs is known to the world. Migrating to other countries has been going on throughout the history of humanity, and migrants have involved in various kinds of entrepreneurial activities since earlier aeras. The activities and the migrated entrepreneurs fascinated both academic and political groups specifically in the last decades. From 1970s multiple anthropologists, sociologists, economists even geographers focused on the transnational entrepreneurs and the end the socio-economic impacts of their international economic activities (Aldrich & Waldinger, 1990; Bonacich, 1973; Waldinger, 1984; Wilson & Martin, 1982).

Moreover, scholars started to use the concept of 'transnational entrepreneurship' (Drori, Honig, & Wright, 2009; Lundberg & Rehnfors, 2018; Pruthi, Basu, & Wright, 2018; Urbano, Toledano, & Ribeiro-Soriano, 2011). This notion arose through the debates on transnationalism in the 1990s when anthropologists began to comprehend settlers' integration in a different approach. They defied was the conventional interpretation of that time that viewed migrants as passive representatives of their host country settings (Kwak & Hiebert, 2010). In the contrary, the notion of transnational entrepreneurship points on the duality of immigrants as entrepreneurial agents who are rooted in various more socio-economic settings and form values through their cross-cultural entrepreneurial activities (Drori et al., 2009). This notion varies also from international entrepreneurship, which includes small- and medium-sized organizations as an element of study and does not contemplate individual features, like migration background, as significant essentials (Coviello, 2006, 2015; Zander, McDougall-Covin, & Rose, 2015).

Lately, business researchers commenced a study on this phenomenon by focusing to business structures and immigrants as distinguishing sorts of entrepreneurial agents (Chaganti & Greene, 2002; Constant & Zimmermann, 2006; Hammarstedt, 2001; Wright, Liu, Buck, & Filatotchev, 2008). Academics have called the economic activities of entrepreneurs as 'ethnic entrepreneurship' (Kariv, Menzies, Brenner, & Filion, 2009; Koning & Verver, 2013), 'immigrant entrepreneurship' (Moyo, 2014; Rath & Kloosterman, 2000), 'returnee entrepreneurship' (Kenney, Breznitz, & Murphree, 2013; Phuong, Mayer, Theohavora, Harima, & Freiling, 2019) and 'diaspora entrepreneurship' (Baron & Harima, 2019; Elo et al., 2018; Riddle & Brinkerhoff, 2011). Every single term engaging on a certain facet of migrants' entrepreneurial activities.

Additionally, radical improvements in communication and transportation technology have suggestively condensed fences for expatriates to travel or move from one country to another, and improved their interactions with individuals in various places, as well as in their homelands (Bagwell, 2008; Vertovec, 2002). As a consequence of this drastic change, transnationalism has enabled transnational entrepreneurs to inflate their social network an establish a unique lifestyle along with the freedom of communicating internationally, easier and faster as ever before.
Today the United Arab Emirates is seen as one of the fastest growing countries in the world. It is a hub of technology and symbol of economic growth. According to the United Arab Emirates (UAE) 2022 population statistics, the UAE population is presented as 10.08 million which includes a total of 8.92 million expatriates and among those expatriates 10 thousand are Turkish nationals (Hanif & Pennington, 2021). In 1950, the UAE population was presented to be about 70 thousand, today it crossed over millions of habitants. There are countless elements to be considered for this enormous rise in population of the UAE. Undoubtfully, the arrival of expatriates is one those important factors. The continuously increasing number of foreign settlers in the UAE boosted overflowing job prospects in the region and briefly turned the dessert into a monetary house of power. The UAE Government introduced endless initiatives of pursuing business to foreign entrepreneurs from various fields. Along with EXPO 2020 as

economic stimulus package the In-Country-Value (ICV) Program was implemented. According to a report conducted by (Yaman, 2020) This program concentrates on local supplier selection, and the progress and development of UAE Nationals. Introduced by Abu Dhabi National Oil Company (ADNOC) aims to create prospects for both transnational and local enterprises to further contribute in ADNOC's projects and invigorate the domestic non-oil sectors. Announced in early 2018, encompasses a 5-year investment proposal of AED 400 billion targeting to boost domestic expenditure and activity by presenting a minimum of 40% of contracts to local businesses (Yaman, 2020). Hence, many organizations are welcomed to the UAE from every part of the world. This enables the rapid boost of the economy and support the entrepreneurs with further profits in their businesses. Along with many nationalities Turkish entrepreneurs also are investing for new businesses or trying to develop their insisting businesses back in Turkey. In some cases, it is possible to see the organization is a part, an extension as a new market segment developed in the UAE. In other cases, it is possible to identify various types of businesses set up from scratch in the UAE based on the entrepreneur's expertise and financial credibility.

Furthermore, one description can be seen in Saxenian's article 'Silicon Valley's New Immigrant High-Growth Entrepreneurs' available in Economic Development Quarterly. Saxenian (2002) appreciates transnational immigrant entrepreneurs as people who are educated in their host countries and who involve in entrepreneurial actions that extent national borders. She stated that, transnational entrepreneurs are the representatives who generate new economic prospects for previously peripheral economies globally. Obviously, this description undertakes that transnational entrepreneurship is a special activity for highly educated individuals per se.

Moreover, Drori et al. (2009) introduced to the literature what is probably the most significant classification to date in their editorial remark 'Transnational Entrepreneurship: An Emergent Field of Study' in Entrepreneurship Theory and Practice. They compared transnational entrepreneurs with ethnic, returnee and international entrepreneurs. Hence, Drori and his comrades described transnational entrepreneurs as 'individuals that migrate from one country to another, concurrently maintaining business-related linkages with their former country of origin, and currently adopted countries and communities. By traveling both physically and virtually, transnational entrepreneurs simultaneously engage in two or more socially embedded environments, allowing them to maintain critical global relations that enhance their ability to creatively, dynamically, and logistically maximize their resource base' (p. 1001). This description points on the nature of transnational entrepreneurs' businesses entails that they have to be engaged in the organizations both of home and host countries. It also means that the entrepreneurs' travel between the country of origin and their countries of residence as a significant aspect.

The above analysis leads us primary assumptions about transnational entrepreneurship between researchers:

• Assumption 1: Academics adopt that regular travel between home and host countries is a important requirement for transnational entrepreneurship.

• Assumption 2: Transnational entrepreneurs need to involve in business actions in the home and host countries instantaneously. Preferably, entrepreneurs register their businesses in each country, which are interconnected to each other to generate transnational entrepreneurial principles.
• Assumption 3: Transnational entrepreneurs are generally perceived in bilateral country contexts among their home and host countries.
• Assumption 4: As specified in Saxenian's classification, countless studies point on the entrepreneurial doings of expatriates with higher educational or vocational experiences, considering this statement transnational entrepreneurship is a source of pride for highly educated expatriates. This research will demonstrate three case studies in which expatriates conduct business with various transnational scopes and evaluate how the pragmatic and observed reality parallels to the above assumptions.

Methodology

This research intents to explore the part of transnationalism in the entrepreneurial actions of expatriates and to highlight the scope and area of transnational entrepreneurship. A multiple case study approach was chosen due to the fact that it enables the author to explore various factors linked to transnationalism in the framework of entrepreneurship (Eisenhardt, 1999; Yin, 2009). Adopting the code of purposeful sampling, tree cases were selected. These cases reveal how entrepreneurs apply transnationalism in diverse fragments of their value creation development.
Bearing in mind the objectives of this research as well as the detected assumptions about transnational entrepreneurship in literature, the author deliberated appropriate cases to display the heterogeneity of this phenomenon. In the process of case-selection, proposals by Patton (2002) were considered concerning theoretical sampling. Evidently, this paper united unique cases in which transnationalism eccentrically took part; nominated a distinctive case for the phenomenon; intended at the maximal variation in the sample to reveal the variety of diversity concerning the part of transnationalism and the background and settings of business; and designated critical cases that obviously display the diverse roles of transnationalism. Following numerous rounds of thoughts, the author agreed upon three cases that the following section grants.

Conclusion

Three different cases were explored to be able to challenge the existing assumptions about transnational entrepreneurship between academics. As a result of the study, the following key dimensions were identified that the forthcoming studies on transnational entrepreneurship requests to consider so that researchers can improve an understanding of this phenomenon. This research demands for critical debates and thought of the following four features: (a) the role of education and expertise before a business startup o or extension (b) the examination of transnational entrepreneurial strengths, weaknesses, opportunities and threats in the UAE; (c) the main point in transnational business and its benefits to both home and host countries.
The author of this study intentionally nominated 'only' three case studies. Bearing in mind three cases permitted the author to classify numerous critical matters side and to focus on the phenomena

that relate to the context. Considering the philosophies of social constructivism (Kukla, 2000), it is crucial to study expatriates' transnational actions, as well as in settings where entrepreneurs are surrounded (Welter, 2011). Nevertheless, it is a fact that studying only three cases would not cover all the imaginable factors that can be significant when defining transnational entrepreneurship. Due to the fact that expatriation is a rather multifaceted matter covering several ethnicities and histories, and the fundamentals of expatriates' entrepreneurial actions have become ever more complex due to globalization and digitalization, there may be high numbers of factors to be measured. The demonstrated three cases are important and effective in stressing on some vital dimensions, but still there may be various other factors to be investigated and it is not possible to argue that the offered dimensions in this study are more significant than further possible factors that could not be focused on in this study.

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Title Notes for Latin American Educational Integration

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Abstract

Studies on internationalization in universities, internationalization of the curriculum and internationalization of research are growing exponentially in the international literature, accounting for a phenomenon of vital importance for the development of the universities themselves and of higher education. Why do universities need to internationalize? Mercantilism, rankings. What are the benefits of an internationalization that integrates?

The international dimension is present in the very name of the university, in its evolution. Traditionally, the intensity of the international dimension has been associated with the quality and prestige of universities, but the concept of internationalization is forged from a mercantilist approach to higher education. Higher education systems have registered in the last two decades a process of strong diversification -both in its organization and in its quality- with the inclusion of different and contradictory university models.

Keywords: Universities, internationalization, integration, knowledge.

Education and Integration

Studies on internationalization in universities, internationalization of the curriculum and internationalization of research are growing exponentially in the international literature, accounting for a phenomenon of vital importance for the development of the universities themselves and of higher education. Why do universities need to internationalize? Mercantilism, rankings. What are the benefits of an internationalization that integrates?

The international dimension is present in the very name of the university, in its evolution (Sebastián, 2011). Traditionally, the intensity of the international dimension has been associated with the quality and prestige of universities, but the concept of internationalization is forged from a mercantilist approach to higher education (Sebastián, 2011).

Higher education systems have registered in the last two decades a process of strong diversification -both in its organization and in its quality- with the inclusion of different and contradictory university models (Lamarra, 2010). With institutional diversification and disparity in relation to quality, a great heterogeneity appears in terms of university models, which are more like

"deformations" of the Napoleonic model since, in many cases, certain negative aspects of the model are maintained and deepened. professionalist model by faculties (Beyond the limits New ways to reinvent higher education, 2022).

Sebastián (2011) examines the internationalization of universities as a dual process, with one dimension that is expressed towards the interior and another that is expressed towards the exterior of the universities. Both dimensions contribute to internationalization, but they have different and complementary strategies, modes of expression and impacts.

Internationalization can be conceived, on the one hand, as a process for improving the quality and relevance of university functions and, on the other, as an instrument for international projection. These are the sides of the internationalization coin, the presence of the international dimension within the institution and the presence in the international space of higher education.

The term represents a wide range of proposals and activities that has multiple dimensions and actors in higher education and does not constitute a homogeneous or unidirectional process. It also refers to two opposing visions that account for conflicting visions, on the one hand, the internationalization model focused on cooperation and traditional international solidarity, on the other, a competitive model, oriented to the search for benefits. The first perspective is characterized by the contributions of Didou Aupetit, 2007; Siufi, 2009; De Wit, 2011 as a solidary internationalization, as a possibility of improving the quality of higher education and institutional strengthening in a broad and more horizontal sense. Meanwhile, the second vision, almost hegemonic, in which supranational organizations such as the World Bank and the World Trade Organization (WTO) are positioned, understands internationalization within the framework of the challenges of higher education in the context of economic globalization and the expansion of markets (De Wit, 2011).

Higher education

Until the 1980s, higher education had been predominantly state-owned and with strong institutional and academic autonomy from the universities, starting with the University Reform Movement originated at the National University of Córdoba, Argentina, in 1918 (Lamarra, 2010).

Four macro trends have led to the transformation of higher education systems and institutions: the rapid expansion of enrollment with persistent disparities; internationalization; the growing role of advanced technologies; changes in funding approaches; and more complex liability frameworks.

The disparate expansion has characterized the HE in recent decades. Today, a worldwide participation of 235 million students is assumed, although serious disparities in HE still persist, especially in the global South. On the other hand, students from traditionally underrepresented

groups also have lower completion rates and tend to be enrolled in less prestigious higher education institutions, which means fewer job market opportunities and lower outcomes.

In recent decades there has also been a growth in the Internationalization of Higher Education. International student mobility has grown at an unprecedented rate. More than 5.4 million students were studying abroad in 2017, a nearly threefold increase from just over 2 million in 2000, according to the Beyond Boundaries New Ways Working Paper. to reinvent higher education (2022).

This number is projected to grow to 8 million by 2025. These trends have led to the development of "second generation" regional recognition conventions, as well as the 2019 World Convention on the Recognition of Qualifications relating to Higher Education, to help that recognition, mobility and inter-university cooperation become a reality for millions of people.

Technological advances, including the rapid evolution of computing power and the reach of the Internet, fueled by advances in artificial intelligence, the Internet of Things and automation, have facilitated the formation of networks within and between countries, that facilitate collaboration between student groups, instructors, researchers, and learning communities. These networks can pool resources and knowledge for joint teaching and research activities. At the same time, increasing reliance on digital information and advanced communication technologies translates into quality problems, which can lead to low retention rates, and the danger of a growing digital divide, as stated manifest during the pandemic as argued in the Working Document Beyond the limits New ways to reinvent higher education (2022).

The transformations of financing approaches. Many higher education systems are forced to function with insufficient public investment, especially in Africa, Central Asia and Latin America. Three trends are linked: increasing reliance on performance-based allocation mechanisms; the introduction of specific tuition-free schemes and the launch of academic excellence initiatives to support the creation of world-class universities. However, in many countries, instead of higher education becoming increasingly publicly funded and therefore free to students, the prevailing trend has been to increase tuition fees and other indirect costs.

Accountability frameworks within HEIs and SE systems have grown in complexity to prioritize quality and/or facilitate flexibility in learning. Some systems are changing to emphasize learning outcomes, employability, diversity and inclusion. At the same time, the significant growth in the number of HEIs and the diversity of program offerings, including through digital means, has increased the pressure on quality assurance at the systemic and institutional level.

The scenarios through which current Higher Education is going can be described as follows:

Expansion of the Knowledge Society

Expansion in the demand for Higher Education

Different qualities and segmentation between countries and within them. Presence of Asymmetries.

- Postgraduate development
- New cross-border providers
- Knowledge Commercialization
- Common academic spaces

Internationalization

This paper seeks to establish links and disagreements between the current and relevant bibliography that addresses the internationalization of universities in Argentina. and constitutes a strategic input for the development of this thesis. Studies on internationalization in universities, internationalization of the curriculum and internationalization of research are growing exponentially in the international literature, accounting for a phenomenon of vital importance for the development of the universities themselves and of higher education. Why do universities need to internationalize? Mercantilism, rankings. What are the benefits of an internationalization that integrates?

Here is a summary of authors who in recent years have examined the internationalization of universities in the Argentine context and that we consider relevant to address in order to account for the phenomenon with its different expressions at the local level.

In Argentina, since 2003 governments have promoted lines of action and financing to promote internationalization that have served to strengthen the international activities of universities (Astur and Larrea, 2012), incorporating a new function with dual and transversal characteristics to the universities. traditional university functions of teaching, research, management and extension (Ramírez, 2017). The study of internationalization in Argentine universities can be considered strategic, as one of the key elements for the development of higher education, the improvement of academic quality, research and production of knowledge, and the development of the international profile of students.

Ramírez (2017) intends to study the meaning and intensity of internationalization in Argentine universities and in his analysis, assumes that the institutions are at the center of a latent tension between global hegemonic trends and the internationalization actions carried out. by local actors. Ramírez (2017) maintains that the internationalization of higher education produces specific effects within universities and in this sense, presents an analysis of specific institutional cases, in the Metropolitan Region of Buenos Aires and in universities in the interior of the country, with the aim of in order to detect which are the engines that drive internationalization in institutions, how they transit it and in what directions.

Abba, López and Astorga (2010) address the phenomenon of the internationalization of higher education and in particular of the university. More specifically, the construction of a contextualized, multidimensional and operational definition of internationalization is proposed. Contextualized by what it considers the characteristics of the development of the Argentine university system and the reconfigurations that global trends acquire in the local space. In this sense, it is worth noting the growing presence of internationalization in the field of public policies, which is evident in Argentina, with the proposals issued by the Secretary of University Policies regarding the internationalization of universities. Secondly, multidimensional, because it takes into account the various aspects of internationalization (economic, financial, curricular, academic, institutional, among others), considering them as actors that carry it out and the impact at the institutional and organizational level, without losing sight of the broader framework in which they operate. Finally, operational; that is, that allows establishing a series of indicators in order to build an index that allows characterizing the degrees of internationalization of Argentine universities.

Taborga; Lopez Paz; Oregioni and Abba (2013), on the other hand, present an interpretive conceptual framework of the phenomenon of internationalization from a critical perspective: that is, taking into account the positive and negative aspects of it for the development of Argentine university teaching and research, as well as the different logics and actors that intertwine in the formulation of internationalization policies and practices. The authors characterize the current context of passage from an internationalization exogenously driven by international organizations to one fostered by national governments with perspectives on strengthening their universities and the growing consolidation of ties between Latin American countries. In this framework, the selected Argentine cases are worked on, ending with a series of reflections on what is exposed in the chapter.

Botto (2018), meanwhile, examines the process of internationalization of higher education in Argentina, within the framework of the debate on the scope of structural reforms in Latin America. Through the historical reconstruction of the trajectory followed by the Argentine higher education system between 1995 and 2015, we sought to contribute to the debate on the nature of the reform and the factors that determined its origins and scope. Botto (2018) highlights that the selection of the Argentine case was made by virtue of its national peculiarities, which would make it an example of the possibilities of reform in terms of privatization, decentralization and government (de) regulation. The conclusions demystify both the explanations that speak of an exogenous determination, as well as the voluntaristic theses that speak of the ideological orientations and political calculations of the government leaders.

Artola, Morettini and Blanco (2014) carried out a study in which they classified four types of universities in Argentina, with the data available in the Secretary of University Policies for the year 2014 regarding the number of students, teachers and resources granted by the state to each. one of the public management universities in Argentina. They grouped Argentine universities into four categories (very large, large, medium and small), based on their size and participation in the distribution of national budget resources. The study they promoted covers three types or categories

of universities in Argentina (an intentional sample) to recognize characteristics, developments and challenges of Internationalization in Argentina in the period 2010-2020. The proposed classification is as follows: large universities, medium-sized universities and new universities. The criteria that supported this classification are those of its size, year of birth, number of students. To do this, they reviewed the date of foundation, number of teachers in the faculty, number of graduate and enrolled students, academic offer, and budget.

Through links with universities, the experience of some professors who had experiences of links and trips abroad supported by their own academic networks has been known. The author of this text has not participated in network experiences, although he has participated in academic events abroad.

These experiences are rich and beneficial through networks and in the alternatives that internationalization processes offer to universities for the teaching sector, we understand that if they are adequately transmitted to the university community and can encourage the interest and participation of other teachers.

Otherwise, they are only beneficial for the academic himself. I understand that university integration, internationalization as a multidimensional process, must be formulated from an institutional perspective, where the fruits of the exchange incorporate benefits of various kinds for the universities themselves. A model of complementation and integration of universities could be the most appropriate in our contexts, taking advantage of the geographical proximity of different Argentine regions with neighboring countries. In this sense, Sebastián (2011) has specified that the evolution and application of the concept of internationalization to the institutional sphere of universities requires a reinterpretation of this concept and its consideration as a dual sphere, associating it not only with the international projection of capacities teachers and researchers, but with institutional strengthening strategies.

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Social-Psychological Characteristics of Professional Self-Development of Future Teachers

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Abstract

This article is devoted to the topic of socio-psychological aspects of educating future teachers to work on themselves. Also, in the text of the article, issues such as psychological foundations, social psychological determinants, and professional motives formed in teachers, tolerance and empathic abilities are widely covered. The article also discusses issues such as psychological foundations, socio-psychological determinants, professional motivations formed by teachers, tolerance and empathic abilities that affect the ability to work on oneself in pedagogical activity.
Key words: Teacher, education, pedagogical activity, work on oneself, tolerance, empathic ability, success motives, knowledge, competence, profession, self-development.

A theoretical, practical, methodical approach to the professional training of future pedagogues, as well as the improvement of the conditions and methods of special training, the determination of the professional knowledge, skills and abilities necessary for the success of future pedagogues, and the ability to work independently are the main problems of our time.

Therefore, it is important to identify the socio-psychological aspects of educating successful and creative teachers and to evaluate them. Introduction of new psych diagnostic methods, increasing the activity of students and young people in the development of science, and developing advanced innovative mechanisms that serve to increase their intellectual potential.

Also, in the research of socio-psychological aspects of self-education, first of all, it is necessary to increase the role of advanced psych diagnostic methods and questionnaires, to modernize the methodological support for the problem, to introduce local methods and personal questionnaires based on new innovative approaches and to raise it to a new quality level. In order for the teacher to educate himself, he must first study himself deeply, and be able to see the achievements and shortcomings of his work. It is also necessary for self-study and understanding of another person. It is impossible to study oneself as a person without studying the achievements of others and without comparing oneself with others. The characteristic of self-awareness and self-evaluation is formed in the process of relations with other people, during joint activities.

Pedagogical task is not only to show the range of voluntary qualities, but also to reveal their internal connection with important moral principles, to help the student who seeks to educate his own will, to show which methods of developing voluntary qualities are less effective and which ones do not seriously help. First of all, the teacher should learn what qualities of pedagogical ability

he has. A teacher who has a great love for pedagogical activity works wholeheartedly and does not tolerate any formalism. A teacher who loves his profession constantly improves his ideological and political level and expands the range of knowledge, works diligently on deep knowledge of his subject. It is known that humanity has so many potentials for perfection that it can be achieved by patiently working on itself in the pursuit of its goals, and it should set historical self-education as an honorable task. Russian pedagogue A.B. Lunacharsky said: "A teacher should form the ideal of humanity." It is the formation of the beautiful qualities of humanity that forms the foundation of the professional training of every pedagogue. On this foundation, the professional skills of the pedagogue can grow day by day due to work on himself. Otto Yulevich Schmidt uses every minute of his life productively. He was engaged in self-education and proved that human possibilities are wide. K. D. Ushinsky achieved the following through self-education.

- calmness;
- confidence and correctness in words;
- approach the behavior with consideration;
- persistence;
- not to speak a word about oneself without reason;
- use only necessary things;

reporting to oneself for each past day;

- never be proud;

Self-education begins with analyzing one's own work and improving one's personality. The teacher uses the following methods in working on himself, self-education: Self-knowledge:

a) self-observation;

b) analyze his actions;

c) self-examination;

g) to be able to understand the opinion of his comrades;

Self-assessment:

a) self-observation;

b) giving a characteristic to oneself;

c) self-esteem;

Self-discipline encourages initiative and independence. He teaches to analyze his personal qualities, to think about his actions. For self-control, he monitors his behavior, discipline, the increase of his positive habits and vice versa, the decrease of his negative habits. Self-evaluation helps the teacher to assess his own capabilities and self-satisfaction. Along with self-education, the teacher constantly works on himself, constantly develops his ideological and political consciousness and improves his pedagogical skills. An advanced teacher always strives to learn new things in the field of pedagogy, to use the experiences of other teachers and to use his own experiences, and to generalize his personal experiences. If a person is sought after, works on his abilities, perfects his good qualities, his reputation and position will rise to that level and he will always be in the public eye. The teacher should cultivate observation and care in himself. The

teacher's independent knowledge acquisition and professional development is one of the necessary conditions.

East thinkers have truthfully said that a teacher can be a teacher only if he studies, and if he stops studying, then his enthusiasm will also fade away. The motivation for professional self-improvement of future teachers is a set of all motives and conditions that determine, direct and regulate the process of professional self-improvement of professionals. Therefore, the system of relationships that determines the motivation for professional self-development of future teachers includes three criteria:

1) a person's attitude to his professional activity;
2) his attitude as a specialist;
3) attitude to self-improvement in the professional field.

Researches have shown that different factors influence the activity of self-work and creative work: age and personality characteristics, social status and level of professional status. In the psychological and pedagogic literature, several main directions of effective influence are distinguished in order to educate teachers to work on themselves. The first direction is the formation of a positive motivational attitude to professional improvement. The purpose of this direction is to form the initial potential readiness of the specialist for a positive perception of his professional activity, the desire to manifest himself in it at the first opportunity, interest and desire.

The analysis of the theoretical data on the problem confirms that the following factors hinder future teachers' successful work:

–Ignorance of the psychological mechanisms of self-awareness;
–Ignorance of the content, structure and logic of the process of professional self-improvement;
– Lack of knowledge of basic methods and methods of self-development;
–Psychological unpreparedness for education, fear of new things, lack of desire to criticize and difficulties in personal development;
–Lack of experience in solving specific tasks of personal self-development.

Another important condition for eliminating the above factors is to encourage the work of teachers. Because studies have shown that a person who does not respond to his work loses interest in it over time. There are two ways to further strengthen the activity of working on oneself: positive (reward) and negative (punishment). In conclusion, it can be said that the use of active methods in higher education is a necessary condition for the training of highly qualified specialists and leads to many positive results. At the same time, such conditions provide a wide opportunity to form knowledge, skills and competencies by involving future teachers in active learning activities. Ultimately, all the information about the field becomes the personal knowledge of the students.

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Expanding Investment Potential by Improving the Economic Functionality of Higher Education Institutions

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Annotation

This article presents the results and conclusions of research on expanding the investment potential of higher education institutions by more fully demonstrating their economic potential in the context of organizational, managerial and financial independence.

Keywords: higher education, financial independence, investment, innovation, economic factors, human capital, education, training.

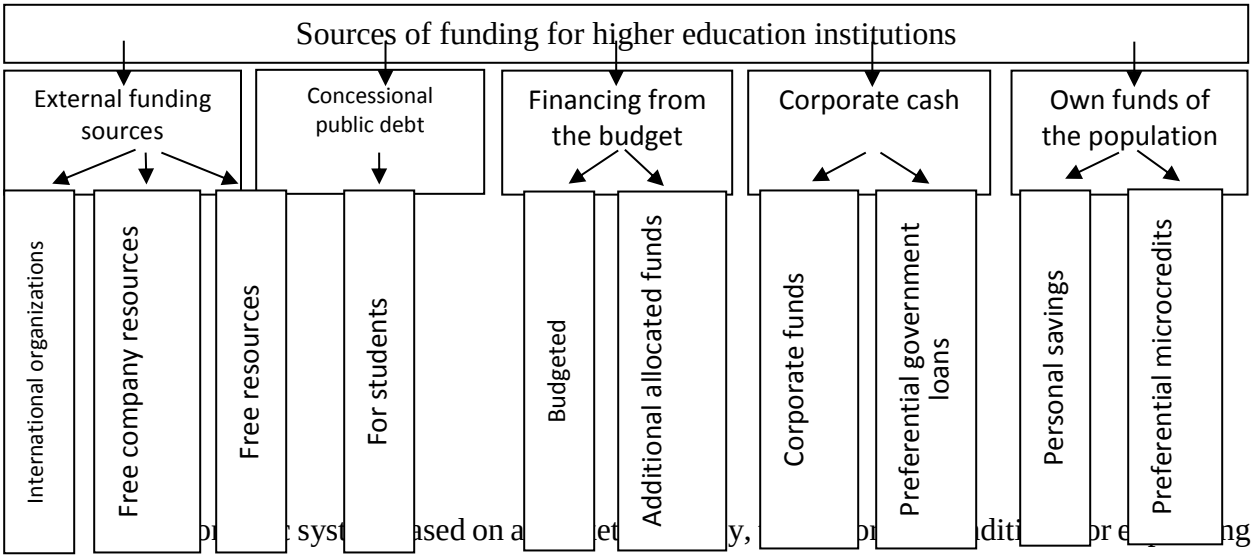
INTRODUCTION

Many research centers around the world regularly conduct research on the perspectives of the functional tasks of higher education. Even the question of the relationship between education and industry is included in the reports of international organizations (UN, World Bank, etc.). In countries striving to achieve high levels of development and having a system for the efficient use of human capital, higher education operates with a specific mission. In her activities, financial and academic independence is manifested. Financial independence allows higher education institutions to carry out entrepreneurial activities provided for in their charters, these are:

-Sale and lease of the main fund and property of the educational institution;
-Commercialization of research and innovation activities;
-Trade in goods, equipment;
-Organization and provision of psychological, legal, engineering and other services;
-Participate in the activities of other institutions and organizations with their share;
-Acquisition of shares, bonds, securities and receipt of income from them (dividends, interest);
-In accordance with the current legislation, it is possible to carry out other income-generating operations. This will serve to expand the economic potential of educational institutions, as well as the creation of a favorable economic environment for attracting investment. Higher education maintains a balance of income and expenses through the system of self-government. Such a process is still one of the research objects of management.

MATERIALS AND METHODS

The main sources of funding for higher education institutions with financial independence



[illegible] system based on a [illegible]y, [illegible] additi[illegible]r e[illegible]ng the economic functions of higher education institutions are explained by the following: the transition to partial self-financing is an inevitable activity of a higher education institution and all its divisions; the material interest of each teacher and employee in actively attracting additional funds to the budget of a higher educational institution; assistance in the creation of new commercial structures that will contribute to the development and strengthening of the material and technical base of the educational and production complex of the university; increasing the level of competitiveness of higher education institutions by improving their economic functionality; introduction of the latest technologies and scientific products into production; development of international relations and foreign economic activity.

Today, in the developed countries of the world, a high degree of integration of education, science and technology in the field of production, social services and services leads to the further development of competition between national economies at the international level. This, as a positive trend, ensures the transition of goods, services and technologies in the world market to a qualitatively new level. Modern higher education institutions with the classic mission of "training" through the provision of services of a universal nature and thus the creation of innovations, through the process of transferring innovations, implementing start-up projects and active commercialization, become a real driver of economic development.

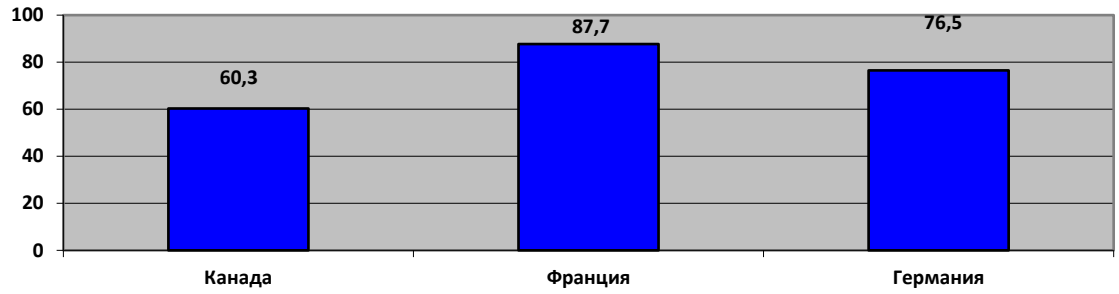
Higher education institutions in Europe, the USA and in the countries of Southeast Asia are known for their investment attractiveness. In particular, the income from the export of higher education services to the United States ranks fifth in the US budget and amounts to more than 20 billion dollars a year. Expenditures of higher education institutions are mainly financed from off-budget funds, while the state budget accounts for an average of about 30% of total expenditures.

The income structure of higher education institutions varies depending on the level and type of higher education institutions. The share of the federal budget in the total expenditures of state universities is 16.4%, the share of the state budget is 22.7%, the share of local budget funds is 6.6%, tuition fees are 22.8%, non-state investments and donations average 16 %, and the remaining 16% comes from income from the provision and commercialization of various other services (2017) . If we rely on the above information, we see that on average about 46% of the total expenses of the university comes from the state budget, and more than 54% - from non-state sources of investment. The reason is that, as a key, distinguishing feature of the US higher education system, they are decentralized. According to the constitution of the state, the education system is largely regulated and funded by the states.

RESULTS AND DISCUSSION

Universities in Western Europe serve as a benchmark for many higher education institutions in the world in terms of the quality of education, scientific, innovative and financial opportunities, as well as the transformation of business activities. In investing in higher education institutions in Western Europe, the share of public funds is the main part. For example, in France it is 87.7%, and in Germany - 76.5%. And in Japan, state education financing costs range from 5.5 to 6.0% of the gross domestic product, while public universities mainly train specialists in the natural and technical sciences, specialists in the humanities, socio-economic specialties are trained in private higher educational institutions.

Share of public funds in financing of higher education in developed countries (percentage)



Sources of funding for higher education institutions in the CIS countries

№	Types of universities	Share of the state budget (percentage)	Share of extra budgetary resources (Percentage)
1	All types of higher education institutions	**89**	**11**

The economic potential of higher educational institutions is most fully reflected in the conditions of their organizational, managerial and financial independence. Because, according to the objective law of the market economy among the subjects of independent economic activity, the creation of goods and services on favorable terms and sale at the best prices will be in constant

motion and research to strengthen their positions in the economy as a whole. Competition in this regard will manifest itself as the main driving force for the development of all sectors and industries, especially the education system. Today, in modern macroeconomic conditions based on market relations, all entities engaged in certain activities without organizing their activities in accordance with the objective laws of a market economy will not have an advantage and superiority in the competition.

In this regard, higher education institutions differ from primary, secondary and secondary specialized educational institutions in that they are characterized by a high ability to work in accordance with the laws of a market economy. Because in higher education institutions, actions that create a healthy competitive environment between them, at the same time, the importance of the influence of factors leading to the free formation of value and price, require the manifestation of economic functions in a wider range of subjects. This is evidenced by the conditions created for obtaining education, the material and technical base of education in higher educational institutions, the scientific and methodological potential of the teaching staff, the quality of personnel training, the provision of areas and industries with high qualifications in accordance with the needs of society, modern personnel, the organization of scientific and research and innovation activities within a higher educational institution, and the functions associated with its consistent implementation in practice, firstly, create a healthy competitive environment between them, and secondly, expand their economic and investment opportunities.

Expressing different meanings according to the use of the term diversification in different directions, in the context of investment, education funding, research and innovation activities in higher education institutions, this often refers to the distribution of various sources of funding in the overall income structure of universities. “When diversifying sources of investment in higher education institutions, 3 types of funding sources are widely used. It is:

1. Public funding (by taxpayers);
2. Contract fees or financial contributions for student education;
3. Alternative or additional sources of investment (private financing, charitable (endaumen) foundations, commercialization of research and innovation activities, organization of various paid services). To date, the first two of the sources of investment cited around the world account for the largest share of funding for all higher education institutions. The system of higher education, embodying the system of training personnel with high intellectual potential, the development as a business with high added value in the field of service and services further expands their role in the national economy. The development of this trend ensures the growing importance of higher education services in the added value created in the service sector in the economies of developed countries. In particular, in a post-industrial society with a modern economy, there is a high share of services in the gross domestic product. In the development of a wide range of services, higher education services are becoming important. For example, in the composition of financial income from foreign economic relations in the UK, the share of educational services is about 20 percent. According to the statistics provided, in the 2016-2017 academic year alone, a total of 442,375,000 international students studied at higher education institutions in the UK.

Over the past five years, Uzbekistan has seen a radical shift in the socio-economic development of the country, which began a new era of large-scale reforms aimed at improving the living standards of the population, increasing its social, intellectual, business and economic activity. In order to increase the effectiveness of reforms in the higher education system, ensure the financial sustainability of public higher education institutions, strengthen the material and technical base, expand funding opportunities and develop a competitive environment among higher education institutions, on December 24, 2021, 35 higher education institutions received financial independence. They are partially financed from the state budget, mainly through education services, production and the implementation of various grants. Financial independence granted to higher educational institutions is carried out together with academic, organizational and managerial independence. Higher education operates on the basis of absolute self-government and self-organization.

CONCLUSION

In short, in recent years Uzbekistan has paid much attention to improving the economic functionality of higher education. The concept of development of the system of higher education of the Republic of Uzbekistan until 2030 provides for the development of a number of issues, such as the phased introduction of the concept of "University 3.0", the widespread attraction of foreign investment, the expansion of the range of paid services and bringing it to the level of scientific and practical institutions that study and predict the socio-economic development of technology parks, foresights, technology transfer, start-ups, accelerators in universities at the expense of other non-budgetary funds, increasing the investment attractiveness of higher education, attracting foreign educational and scientific technologies.

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Ethical Principles in Higher Education Teaching: The Case of An Adult Education Course

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Abstract

Ethical principles are considered to be general guidelines, ideals and expectations that are put into consideration with other conditions and circumstances when designing and analysing higher education teaching.

This research paper utilised the qualitative case study methodology. It investigated the application of the nine ethical principles in the higher education teaching setting. The following are the nine principles applied for the study: content competence, pedagogical competence, dealing with sensitive topics, student development, dual relationships with students, confidentiality, respect for colleagues, valid assessment of students, and respect for institutions.

Focus group discussion guidelines among various educators from different higher educational background was used to generate data. The objective of the discussion aimed to find out the following: 1) their general understanding of the ethical principles; 2) how the principles are being applied in their teaching practice; 3) if any of the principles is not being applied, what are the hinderances; 4) what are the impacts of applying the principles on the students; 5) what is the impact on the professionalism of teachers; and 6) what are the impacts on the course delivery in general.

Thematic analysis was conducted to identify commonalities among the participant educators and their understanding of their role in applying those nine principles in teaching and its impact on their professionalism. Finally, the research reports on the results and findings of this case study.

Keywords: Ethical principles of teaching, higher education, professionalism, focus groups and thematic analysis.

Introduction

The main purpose of this research paper is to investigate the utilisation of ethical principles in higher education teaching. A myriad of research has been conducted about teaching ethics either in schools or higher education to students. This research paper is looking at the topic from another angle i.e. it is investigating the role of ethics and its application in the teaching profession from the educators' perspective.

The research paper investigated the application of the nine ethical principles developed by Murray et al. (1996) as its basis when conducting focus groups to provide in depth understanding of how adult educators incorporate them in their day to day practice and interaction with their students.

Finally, the research reports on the findings of this exploratory study and provides recommendations and implications for future practices.

What is Ethics?

The word ethics is originally derived from the Greek word "ethos", which means "way of living". Ethics is a branch of philosophy that is concerned with human conduct, more specifically the behaviour of individuals in society. It examines the rational justification for our moral judgments; it studies what is morally right or wrong, just or unjust. In a broader sense, ethics reflects on human beings and their interaction with nature and with other humans, on freedom, on responsibility and on justice (Government of Canada, 2015).

It's important to provide a clarification of the difference between the terms ethics and morality as they get used interchangeably. The following Table 1 provides a detailed illustration of those differences.

Table 1: Difference between Ethics and Morality

	Ethics	Morality
What are they?	The rules of conduct recognized in respect to a particular class of human actions or a particular group or culture.	Principles or habits with respect to right or wrong conduct. While morals also prescribe dos and don'ts, morality is ultimately a personal compass of right and wrong.
Where do they come from?	Social system - External	Individual - Internal
Why we do it?	Because society says it is the right thing to do.	Because we believe in something being right or wrong.
Flexibility	Ethics are dependent on others for definition. They tend to be consistent within a certain context, but can vary between contexts.	Usually consistent, although can change if an individual's beliefs change.
Example:	A professional lawyer ethics requires her to defend her client to the best of her abilities, even if she knows that the client is guilty.	lawyer's morals may tell her that murder is reprehensible and that murderers should be punished
The "Gray"	A person strictly following Ethical Principles may not have any Morals at all. Likewise, one could violate Ethical Principles within a given system of rules in order to maintain Moral integrity.	A Moral Person although perhaps bound by a higher covenant, may choose to follow a code of ethics as it would apply to a system. "Make it fit"
Origin	Greek word "ethos" meaning "character"	Latin word "mos" meaning "custom"
Accessibility	Ethics are governed by professional and legal guidelines within a particular time and place	Morality transcends cultural norms

SOURCE: Stanford Encyclopedia of Philosophy (2020). *The Definition of Morality.* Retrieved on 19 Oct 2022 from https://plato.stanford.edu/entries/morality-definition/ AND

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Ethics in Higher Education

Ethics is important to any field of practice as it sets boundaries to provide safety for all parties included. We are living in a global world and exposed to a melting pot of diverse cultures which requires individuals to act in specific ways to evade criticism. The teaching profession is one of the positions where the educators are exposed to diverse students and are expected to interact and behave in a professional manner. Accordingly, codes of ethics help in providing those professional

frameworks to work within their boundaries i.e. it conceptualises our behaviour and determining what is right from wrong among the interactions of all parties involved in higher education.

Furthermore, higher education has always taken academic integrity seriously and has made efforts to make sure that its members act in accordance with what is considered to be ethical, both in research as well as in teaching (Escámez, López and Jover 2008; East 2010).

Research Objectives

The objective of this research paper is to investigate the application of ethical practices by adult educators and its impact on their relationships with their students, their colleagues and their educational institutes. In order to understand those sensitive relationships, the researcher utilised the nine ethical principles developed by Murray et al. (1996). Those nine ethical principles were built from ideas that incorporated concepts from the "Ethical principles of psychologists" developed by the American Psychological Association (1990), the "Code of Professional Ethics for Academic Staff" developed by the University of Calgary (1994) and "The Teaching of Ethics and the Ethics of Teaching" developed by Matthews (1991).

1. Content competence,
2. Pedagogical competence,
3. Dealing with sensitive topics,
4. Student development,
5. Dual relationships with students,
6. Confidentiality,
7. Respect for colleagues,
8. Valid assessment of students, and
9. Respect for institutions.

The researcher believed that those nine ethical principles cover the core of which adult educators built a practice foundation of honesty, fairness, integrity, respect, compassion, responsibility and loyalty.

Methodology and Data Collection

This research paper utilised the qualitative case study methodology. It investigated the application of the nine ethical principles in the higher education teaching setting.

Focus group discussion guidelines among various educators from different higher educational background was used to generate data. The researcher utilised the purposive sampling technique (Suri, 2011) for this qualitative research since it was the most suitable one. The researcher believed that the participants recruited for this research were capable of providing in-depth and detailed information about this topic under investigation as its relevant to their own practice as adult educators practicing in the field of higher education.

The educators chosen for this study were students who graduated from an Adult Education course earlier this year (i.e. July 2022). They happen to be working in various other higher education institutions and were required to take this course as its stipulated by the New Zealand government that any individual who would like to be a facilitator, trainer or adult educator should be taking this certificate in Adult Education to be eligible for practicing in this profession.

Accordingly, eighteen graduates were invited to participate in focus groups to discuss their ethical practices in accordance to the following points:

1) their general understanding of the ethical principles;

2) how the principles are being applied in their teaching practice;

3) if any of the principles is not being applied, what are the hinderances;

4) what are the impacts of applying the principles on the students;

5) what is the impact on the professionalism of teachers; and

6) what are the impacts on the course delivery in general.

The focus groups were organised during the months of August – October 2022 to accommodate the different working schedules of the participants. Each focus group concentrated on the discussion of 3 of the 9 ethical principles at a time. The aim was to provide amble time for participants to delve in depth in their discussions and provide vivid examples from their practical experiences. The duration of each focus group conducted was between 1.5 and 2 hours. Total focus groups conducted were 6 focus groups in which all the 18 participants were actively participating.

The thematic analysis method was applied in analysing, coding, identifying and reporting on the findings of this qualitative research study utilising the steps explained by Braun and Clarke (Oct 2021) in their book entitled "Thematic Analysis: A Practical Guide".

Study Limitations

- Even though the study participants were educators themselves i.e. they had first-hand knowledge in the field of higher education, the number recruited for the study was limited due to the small number of enrolments in that course for that specific semester.
- Even though the educators participating in this study are practitioners in various higher educational fields, the findings cannot be generalised because they are expressing their own personal perceptions.
- The study concentrated on specific point of views i.e. the educators' perspective only.

Findings and Discussion

This section provides an explanation of each ethical principle provided by Murray et al (1996) as the basis of discussion before presenting the explanation of the adult educators' perspectives of

each relevant principle. Each table below collates the findings of the focus groups in which each ethical principle is discussed in detail.

Ethical Principle 1: Content Competence

Murray et al. (1996) describes this principle as:

> *"A university teacher maintains a high level of subject matter knowledge and ensures that course content is current, accurate, representative, and appropriate to the position of the course within the student's program of studies."*

The following Table 1 provided the educators' perspective on this principle.

Table 1: Educators' Perspective on Content Competence Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
Depth in understanding the content of the subject matter the educator is teaching is of vital importance for providing effective teaching. For example: information should be up to date, accurate, relevant, and appropriate to the course goals.	• Course content must be current. • Considering students' learning styles • Include digital tools • Follow organisational code of ethics	Yes! Has an impact. • Support safe practice • Support lifelong learning	• Provide trust in content relevance and benefit • Students feel safe to express their feelings and experiences • Enhance students' problem-solving skills	• Modelling professional teaching • Building networks with colleagues and industry	• More energized and engaged students • Students feel they are getting value from the course • Students gaining confidence in applying content in real life

Ethical Principle 2: Pedagogical Competence

Murray et al. (1996) describes this principle as:

"A pedagogically competent teacher communicates the objectives of the course to students, is aware of alternative instructional methods or strategies, and selects methods of instruction that, according to research evidence (including personal or self-reflective research), are effective in helping students to achieve the course objectives."

The following Table 2 provided the educators' perspective on this principle.

Table 2: Educators' Perspective on Pedagogical Competence Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• Ability to be reflexive to learning needs and types of delivery of content to diverse student • Awareness of other options for teaching • Choosing methods of instruction based on research evidence (such as personal or self-reflective research) •	• Varying teaching strategies to accommodate different learning styles • Providing constructive feedback to students • Providing opportunities for practice	Yes! Has an impact. • Improves creativity and supports group or shared learning. • Encourages scaffolding and shared experience. **Hindrances** • Learning institutions requirements and prescribed delivery platforms can be a hinderance to pedagogical competence. • Lack of opportunities for practice can be a big hindrance for students	• Improves trust and collaboration which is supportive of building peer networks when students go into practice. • Students feel valued • Students are accountable for their learning journey • •	• Relieves stress from teacher • Improves teaching skills • Improves teacher integrity and love for the profession	• Higher student engagement • Increase in course success rates

Ethical Principle 3: Dealing with Sensitive Topics

Murray et al. (1996) describes this principle as:

> *"Topics that students are likely to find sensitive or discomforting are dealt with in an open, honest, and positive way."*

The following Table 3 provided the educators' perspective on this principle.

Table 3: Educators' Perspective on Dealing with Sensitive Topics Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• Highlighting and building awareness of sensitive topics in advance so that students feel safe, and teachers can manage potential risk. • Addressing uncomfortable topics/issues. • Building strong self-reflective practice **For Example:** • Addressing personal values, personal biases, judgment, assumption, culture.	• At the start of each course establish boundaries of respect, non-judgement, and empathy. • Modelling by doing • Provide case studies from real life e.g. guest speakers and industry professionals to highlight these topics and demonstrate their manageability	Yes! Has an impact. • Builds resilience, self-awareness and confidence through acknowledgement of personal biases, values and the influences of societal cultures. • Teaches safe boundary making. **Hindrances** • As a teacher you have to learn how to "read the room". • Teacher should be adept at managing potential conflict and potential triggering of students because of the sensitive topic.	• Builds resilience and confidence to manage ethical dilemmas, risk and issues of safety. • Builds resilience, self-awareness and confidence through acknowledgement of personal biases, values and the influences of societal cultures.	• Authenticity, willingness and unconditional positive regard encourages collaboration and trust. • Acknowledges limits of professional skill. • Models how to be unsure but be willing to participate for the purpose of personal development.	• Deeper engagement in and application of course content and achieving learning outcomes and more. • Authentic, self-aware application of the learning outcomes that scaffold students into practical client work.

Ethical Principle 4: Student Development

Murray et al. (1996) describes this principle as:

> *"The overriding responsibility of the teacher is to contribute to the intellectual development of the student, at least in the context of the teacher's own area of expertise, and to avoid actions such as exploitation and discrimination that detract from student development."*

The following Table 4 provided the educators' perspective on this principle.

Table 4: Educators' Perspective on Student Development Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• To challenge and nurture the development of students emotionally, relationally, and intellectually in ways that develop honest and open curiosity, respect for ethics and ability to consider broad perspectives as well as detail. • Promotion of autonomy and lifelong learning.	• Providing learning environments and activities that provide opportunities to be involved and discover through application. • Treating students as adults with their own unique and valuable life experiences. • Encouraging collaboration to that students learn from each other.	Yes! Has an impact. • Teaching focused on bringing the learners into the conversation. **Hindrances** • When a student is not personally ready to work with, the material / content / experience that is being taught. • When students lack self confidence in their capabilities and lack self-esteem	• Increase in participation and excitement, due to the options of different ways of being assessed for their learning and development. • Encourage the acceptance of and involvement with diversity in all its shapes and forms.	• Development of professional identity within the field.	• Produces well rounded students • Develop products that are geared to deal with a continuously changing world.

Ethical Principle 5: Dual Relationships with Students

Murray et al. (1996) describes this principle as:

> *"To avoid conflict of interest, a teacher does not enter into dual-role relationships with students that are likely to detract from student development or lead to actual or perceived favoritism on the part of the teacher."*

The following Table 5 provided the educators' perspective on this principle.

Table 5: Educators' Perspective on Dual Relationships with Students Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• Some educators keep a professional student teacher relationship while studying then develop friendship relationship once they graduate • Some educators develop friendship with their students while they are studying the course with them. • Having relationships that are reciprocated rather than one-way traffic.	• Avoiding unfairness and favouritism preventing risks like exploitation, compromising academic standards, favouritism, and harm to student development from turning into actual or perceived conflicts of interest • Treating students as adults with their own unique and valuable life experiences. • Encouraging collaboration to that students learn from each other.	Yes! Has an impact. • Teaching focused on bringing the learners into the conversation. **Hindrances** • Dual relationships should not ethically exist within certain fields e.g. Counselling	• Encourages students to consider the impact of context on their relationships as they move through the programme and into the workplace. • Demonstrating consistency to students by keeping boundaries, respect and ethical practices in relationships.	• Dual relationships create risk not only for the teacher and student but all other group members in the cohort as well as the programme and the institution. •	• If not handled professionally and properly may have negative impact on students and overall course outcomes • Dual relationships undermine equality and belonging because they reflect a form of favouritism that distorts the course outcome based on unfair bias.

Ethical Principle 6: Confidentiality

Murray et al. (1996) describes this principle as:

> *"Student grades, attendance records, and private communications are treated as confidential materials, and are released only with student consent, or for legitimate academic purposes, or if there are reasonable grounds for believing that releasing such information will be beneficial to the student or will prevent harm to others."*

The following Table 6 provided the educators' perspective on this principle.

Table 6: Educators' Perspective on Confidentiality Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• All information gathered around the student themselves, the work they produce and their developing skills, professional practice should be managed within the Privacy Act.	• Practice confidentiality within the bounds of your professional role. • Keep all students' personal and professional information confidential to build their trust and respect.	Yes! Has an impact. • It is a core condition of this profession without it the teacher losses trust and face. • Teacher's reputation spreads faster than melted butter on hot toast.	• Student learn that they can trust the teacher. • understand the rationale and the potential outcomes of confidence.	• Confidentiality allows teachers to support students to become more independent. • It contributes to safe sharing and the hope is that confidentiality prevents unintended (or intended) shaming or prejudice.	• The course outcome reflects student's ability to work with confidentiality as a concept which is alive and dynamic.

Ethical Principle 7: Respect for Colleagues

Murray et al. (1996) describes this principle as:

> *"A university teacher respects the dignity of her or his colleagues and works cooperatively with colleagues in the interest of fostering student development."*

The following Table 7 provided the educators' perspective on this principle.

Table 7: Educators' Perspective on Respect for Colleagues Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• Appreciating, contributing and sharing with colleagues as equals. • Encouraging diversity in the team. • Respecting the "ways" others may work but at the same time align these "ways of working" to meet the requirements of the team and institution • To be willing to debate and hold an opinion without devaluing that voice of other colleagues. • Positive confrontation must live alongside innovation to achieve excellence. • Teachers within an institute, must stand together and work together as a team. • "United we stand, divided we fall".	• Working with colleagues to promote students' needs as well as keep in mind the resources, policies, and procedures of the organisation.	Yes! Has an impact. • Work in a healthy and thriving team environment where colleagues can bring their best to the table as well as feel safe enough to share their challenges with each other. **Hinderances:** • It can be very challenging to personal and professional values when colleagues are less aware of how their personal agendas impact a team and respect for the colleagues they do have. • During COVID and working online was very challenging	• When one colleague shows disrespect for another through their comments, actions or negative actions, it has a massive impact on students going into a professional field. • Students may lose trust in professional collegiality based on a Code of Ethics. •	• Getting engaged with others, seek out advise and resources, make connections and build relationship. • Building professional relationships resulting in more robust and dynamic teaching. •	• Modelling the course learning outcomes by showing willingness and openness to work with colleagues • Collaborating with colleagues who can share and support in areas where their experience may be supportive to successful outcomes.

Ethical Principle 8: Valid Assessment of Students

Murray et al. (1996) describes this principle as:

> *"Given the importance of assessment of student performance in university teaching and in students' lives and careers, instructors are responsible for taking adequate steps to ensure that assessment of students is valid, open, fair, and congruent with course objectives."*

The following Table 8 provided the educators' perspective on this principle.

Table 8: Educators' Perspective on Valid Assessment of Students Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• Assessments must be based on the course requirements, the taught material and the ability to apply the learning. • Assessments should offer all students equal opportunity to succeed by making sure that the type of assessment suits the course descriptors, learning outcomes and access to learning materials and experiences that embed learning.	• Seek the input of academic assessment leads t support the design of assignments to fulfil the purpose. • Assessment should validate students' abilities and allow space for feedback and the identification of personal growth edges. • It should also provide the assessor the tools to clearly identify achieved areas in ways that are efficient and purposeful.	Yes! Has an impact. • Assessments allow teachers to reconsider their course content, their professional development and their ways of teaching and their teaching space. • It should keep teachers engaged in constant improvement of course materials to meet the developing industry standards. • Support should be provided to teachers during the assessment design and pre-moderation to guarantee its fairness and adequacy. **Hinderances** • If no pre-moderation done problems could arise	• Valid assessment should provide a sense of challenge and achievement. • Valid assessment should feel motivational and promote curiosity and desire to learn. • Valid assessment should always promote confidence and a growing sense of proficiency in learners.	• A poorly designed assessment is not a valid assessment. • Validation of the assessment should be the centre of the process	• Valid assessment should reflect in healthy course outcomes. What assessment cannot account for is the influence of the students' environments, life circumstances

Ethical Principle 9: Respect for Institution

Murray et al. (1996) describes this principle as:

> *"Given the importance of assessment of student performance in university teaching and in students' lives and careers, instructors are responsible for taking adequate steps to ensure that assessment of students is valid, open, fair, and congruent with course objectives."*

The following Table 9 provided the educators' perspective on this principle.

Table 9: Educators' Perspective on Respect for Institution Ethical Principle

General Understanding	Application	Impact on Educators' Practice	Impact on Students	Impact on Professionalism of Teaching	Impact on Course Outcome
• To be actively engaged with and in the Institutions policies. • For example: Policies on assessment writing, extension policies, course content, absenteeism, monitoring, programme committee outcomes, institution wide changes (for example to IT requirements). • Teachers are the conduit between students and the institution. So part of teacher's role is to bring to the institution those queries that are raised by students and that affect the wider institution and its policies.	• Seek out professional development opportunities within the institution. • Be willing to participate in some tasks which are not teaching related but are institutional requirements e.g. administrative and marketing roles. •	Yes! Has an impact. • Developing broader understanding of institutional values, processes and its impact on delivering the courses and the students accordingly. **Hinderances** • Transparency and time allowances. • Institutions seem to be a series of rules, policies and process which are complex and take time and dedication to learn and know.	• When students don't have respect for the institution this should be considered from wider aspects. • Does the institution have a good reputation in the community? • Does the institution generally offer successful student out-comes? • Does the institution value and respect its learners? • Do the students feel validated? • Is the institution living up to its values?	• When students do not have respect for their institution the classroom environment can be extremely challenging for a lecturer. • When students align with the institution, they are attending classes and they feel a sense of belonging. • This is a positive environment for successful learning and teaching when the learner and the teacher both feel as though the institution values them.	• Students who feel respected and have access to an institutional environment that encourages learning and values the students' contributions generally do better in the course because they are not distracted by the dissatisfactions they may feel towards an institution. • Teachers who feel that their respect for the institution is appreciated will be encouraged to invest in course development and engagement with students and encouraged to be involved in the institutional days to day requirements.

Summary of Themes & Findings

The following are the identified themes resulting from the data analysis utilising thematic analysis.

Importance of Ethics in Higher Education

- All participants demonstrated a high level of understanding of what the nine ethical principles meant and what they stand for in their profession as adult educators.
- All educators were united in respecting the importance of ethical principles in higher education and the importance of their role in applying them in their professional practices.

Professionalism & Relationships

- Even though most participants agreed on the importance of professionalism in their relationships with their students, some of them explained that they managed to build friendships with their students while they were teaching them.
- The issue of favouritism and its negative impact on relationships and students' moral and overall educational outcomes was highlighted a lot in the focus groups.
- All participants agreed on the importance of practicing confidentiality in relation to any information related to their students to gain trust and respect from their students. They also confirmed the importance of confidentiality in relation to abiding by the codes of ethics which is in the core of their profession.
- Shared values between teachers and students contributes to a successful relationship built on compassion, trust, respect, honesty, integrity, humility and reciprocity.

Role of Higher Education Institutions

- Institutions demonstrating commitment and responsibility towards teachers and students with the aim of providing the adequate resources to develop successful programs and practices.
- Participants stressed the importance of the role played by the institution to bring both educators and students together by making them feel appreciated, valued and supported through their practices.
- All educators agreed that all the nine ethical principles have a direct impact on their professional practice directly and indirectly.
- Some of the educators highlighted the complexity of the higher educational providers' policies and procedures which results in hinderaning the success of their ethical practices.
- Importance of providing culturally thoughtful and nurturing teaching and learning environment and spaces to assist in enhancing teachers and students learning journey.
- Importance of providing counselling sessions for both teachers and students who have been impacted by COVID to transmission to the new workplace post COVID.

Recommendations:

- Higher Education Institutions should provid regular refresher courses on codes of ethics for management, administrators and teachers. Ethics is everybody's responsibility and they all need to work collaboratively to uphold those codes of ethics.
- Extending courses for students to be well aware of their role in assisting their teachers in upholding the codes of ethics i.e. work collaboratively to ensure an ethical culture in their learning space
- Teachers should set ground rules from the beginning of each course for the sake of clarity ad to minimise from any misunderstanding down the line.
- Clear boundaries are of vital importance for all parties involved.
- Seek open communication to minimise from any misunderstanding
- Provide training course to teachers for enhancing their soft skills e.g. classroom management, dealing with conflict management and dealing with disruptive students in the classroom.

Implications for Future Research:

This study could be replicated to include wider educators from different higher education institutions to provide more data to enable the researcher to compare and contact results. Furthermore, another study could be conducted to gather data from students 'perspective and analyse the differences between teachers and students points of views in relation to ethical principles.

Conclusion:

This research paper utilised the qualitative case study methodology. It investigated the application of the nine ethical principles in the higher education teaching setting. Data collection was conducted utilizing focus groups with eighteen participants who are educators working in various higher educational institutions and who also graduated from an Adult Education course earlier this year (i.e. July 2022). The results of the thematic analysis reported on findings around the following three themes highlighting the importance of ethics application in higher education, the vital role of professionalism and relationships between the educators and their students, and the essential role of higher educations in facilitating smoothness of the application of ethics in the profession. Finally recommendations and future research implications were discussed.

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Formation of the social economy and ways of development at the regional level

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Abstract

A comprehensive assessment of the development of the social economy at the regional level and the development of recommendations for improving the priority directions of the development of the social economy on the example of the Mangystau region of the Republic of Kazakhstan. The methodological basis of the study was made up of methods of economic and statistical analysis, methods of comparisons. The results and conclusions obtained in the course of the study can be used for subsequent theoretical and applied research on the social economy, its formation and development. The foundations of theoretical concepts of social economy are laid and considered through the prism of theoretical concepts of economic sociology, socio-economic system and other aspects of socio-economic development of society, in the process of studying which the concept of "social economy" is presented, which is a sphere of economy that covers the most important components of the conditions conducive to the growth of well-being and self-esteem of the individual; the main purpose of which is to respect human dignity, as well as to increase the degree of freedom of the individual, including his economic freedom. In order for any region to analyze the level of socio-economic development in a timely manner and make appropriate decisions, it is important to know which factors contribute to the development of the social economy, since these factors show the presence of certain qualities inherent in the region that are in demand, are of particular value to the region, and also give an idea of the perspective and competitiveness of this region. The main principle of the growth of well-being and self-esteem of an individual is

systematicity, which is understood as a systematic approach to the study of its elements and a systematic analysis of internal and external interactions. The main criterion of social economy is the social welfare of the individual and society and the degree of their freedom
Keywords social economy, socio-economic system, economic sociology.

Introduction

The development of the social economy is a dynamic process that has certain qualitative characteristics that are influenced by various factors, some of which contribute to its positive dynamics and quality, while others, on the contrary, have a negative impact. The dynamics and nature of the development of the social economy are significantly influenced by a complex set of economic relations and the interests of society, while the condition for the growth of the welfare of the population is the reduction of income inequality, which is acutely observed in the region, the resolution of which is seen through the implementation of the idea of social modernization of society.

The development of any economic system implies the development of not only economic, but also social factors, in connection with which such a phenomenon as the social economy appears.

The social economy is focused on the development of a person, his personal growth to achieve the socio-economic progress of society. At the same time, the principles of competition based on social justice, social partnership and transparency play an important role.

There are still no specially developed definitions and terms in the scientific literature on social economics. Nevertheless, the issues of studying the phenomenon of social economy have become central in the modern scientific and expert community, on the solution of which the directions of further transformations and stability in society depend. In this regard, the study of this issue is impossible without a retrospective analysis of the theoretical and methodological foundations of the formation and development of the social economy, characterized by a comprehensive approach to its research.

The importance of social modernization of society is mentioned for the first time in the Message of the President of the Republic of Kazakhstan K.-Zh.K. Tokayev, which focuses on the further development of the social support system, ensuring the quality and accessibility of medical services, supporting the institution of family and childhood, creating an inclusive society, improving the quality of education.

Research Methodology

The methodological basis of the study consisted of methods of economic and statistical analysis, comparative analysis, structural-functional and system approaches, methods of comparisons.

A sufficient number of scientific works and studies have been devoted to the problems of formation and directions of development of the social economy. Nevertheless, insufficient implementation of methodological approaches and practical activities for the formation of a modern social economy, including in the regional context, the relevance and practical significance of the issue under consideration determined the choice of the research topic, the formulation of its goals and objectives.

Literature Search

In the modern economic literature there are a number of scientific studies and publications covering to varying degrees various aspects of the formation and development of the social economy, including at the regional level.

The issues of welfare and enrichment of society were first studied by such representatives of the Eastern scientific school of economics as Avicena, N.Tusi, and others, who studied the issues of the development of the welfare state, social equality and social inequality.

The ideas of the development of social economy, laid down by the theoretical foundations of economic sociology, began to be studied by representatives of European scientific schools K.Marx, E.Durkheim, M.Weber, O.Comte, G.Spencer, T.Parson, N. Smelzer.

The institutional foundations of the development of social economy were considered by T. Veblen, J. Galbraith, F.Perroux, J.Buchanan, D.Muller, M.Olson, G.Tullock, G.S.Becker, in whose works the main role is assigned to the state, political power and social institutions.

Representatives of the neoclassical school of economic thought – marginalists - F. Viser, O.Boehm-Bawerk, W.S.Jevons, V. Pareto, put forward the ideas of the predominance of the individual with all his needs, which they satisfied based on disposable (limited) income.

Results

The analysis of living standards indicators was carried out, which includes such indicators as: the GRP of the region, including in the sectoral context; the level of income and expenditure of the population, indicators of social security (in % of GRP).

Analysis of GRP, including in the sectoral context. The GRP growth rates of the region in the period 2017-2021 are relatively stable, with the exception of the crisis years 2017 and 2020 (Figure 15). Over the period 2017-2021, the GRP growth rate increased from (-0.4)% in 2017 to 1.2% in 2021.

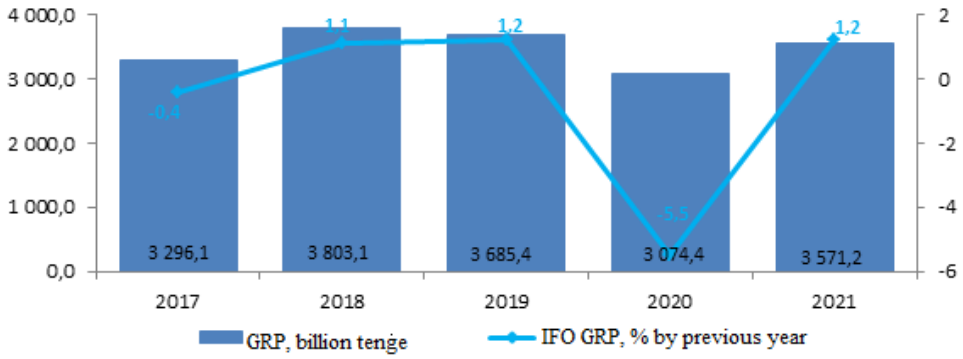

Figure 1 – Dynamics of the GRP of the Mangystau region of the Republic of Kazakhstan in the period 2017-2021, billion tenge / % of the pre. year

Despite the fact that the region is considered industrial, in the sectoral context, the Mangystau region, by the end of 2021, occupies the 1st place in the country in terms of the share of construction volumes in GRP (19.0%); the 3rd place - in transport and warehousing (7.6%). A large number of large and medium-sized enterprises operate in these areas (Figure 2).

It is noteworthy that the industry in the GRP region in the period 2017-2021 has a tendency to decline from 0.9% in 2017 to (-1.8%) in 2021. Including the share of the manufacturing industry in the GRP of the region decreased from 6.1% in 2017 to (-1.8%) in 2021. The mining industry in the GRP of the region decreased from 0.5% in 2017 to (-2%) in 2021.

At the same time, the peak of the decline in the share of industry in the GRP of the region falls on the corona crisis year 2020, where it decreased to (-6%), while the share of the mining industry in the GRP fell to (-6.7%).

The processing sector in the corona crisis year 2020 maintained positive dynamics and amounted to 1.2% in the GRP of the region, but in 2021 the share in the GRP of the region of this sector decreased to (-1.8%).

The same trend is observed in the information and communications sector: after the growth of the share in the GRP of the region in 2020 to 10.4%, it is noted its decline to (-7.1%) in 2021.

In the coronacrisis year 2020, the share of GRP in such industries as agriculture also decreased to (-4.2%), after which its growth is observed to 3.1% in 2021, due to an increase in investment projects and allocated investment funds in this industry, including within the framework of the state program for the development of productive employment and mass entrepreneurship for 2017-2021 "Enbek".

The share in the GRP of the water supply industry in 2020 decreased to (-8%), after which it increased to 3.7% in 2021.

Trade activity also decreased to (-9%) in 2020, after which the share of trade in the region's GRP increased to 4.6% in 2021.

The share of the transport sector in the GRP of the region in 2020 decreased to (-5.3%), after which it increased to 7.6% in 2021.

Real estate transactions decreased to (-5.8%) in 2020, after which they intensified to 2.6% in 2021.

Analysis of income and expenses of the population, indicators of social security. The real incomes of the population of the Mangystau region in the period 2017-2021 tend to grow from 1.0% in 2017 to 2.2% YoY in 2021. The peak of the decline occurred in the corona crisis year 2020, when real incomes of the population fell to 3.9% (Figure 2).

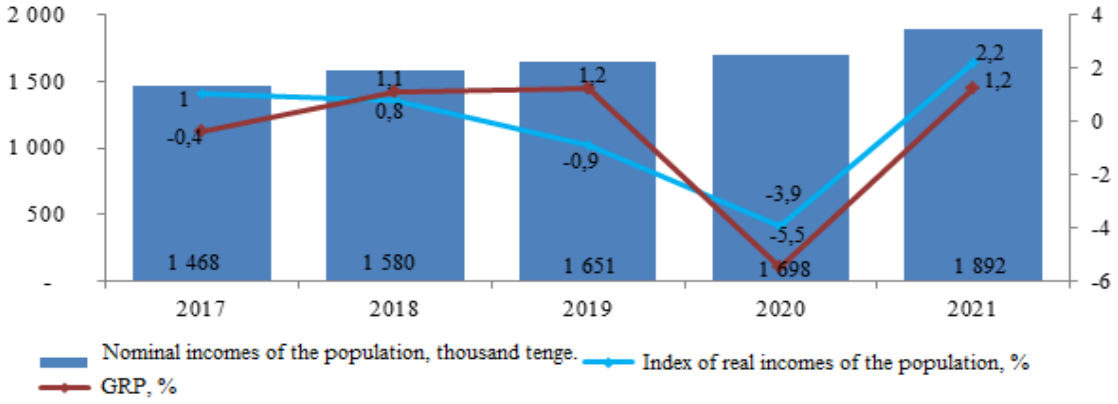

Figure 2 – Dynamics of nominal and real monetary income of the population of the Mangystau region of the Republic of Kazakhstan for 2017-2021, thousand tenge / %

In 2021, the real monetary incomes of the population of the Mangystau region began to grow (+2.2%) against the background of positive rates of regional economic growth of the region (+1.2%), which occurred due to an increase in oil production, as well as an increase in oil prices, as the main source of income for the country's budget.

In 2020, during the coronacrisis, the growth rate of real incomes of the region's population decreased, which is due to a slowdown in regional economic growth (-5.5% in 2020), as well as high inflationary pressure in the whole country (7.5% in 2020, 8.4% in 2021), which persists in 2022.

Despite the growth of real wages in 2021 to 2.2% YoY, in the period 2017-2020, the growth rate of real wages decreased annually from 1.0% yoy in 2017 to (-3.9%) yoy in 2020. The real incomes of the population of the Mangystau region are affected by the uneven distribution of income in the economy: the gap between the median and average wages tends to grow – 6.8 times (Figure 18). In the OECD countries, the gap is 1.13.

At the same time, the median wage is understood as the amount of wages that is in the center of the distribution of the number of employees by the size of the accrued salary and dividing it into two equal parts – with wages below and above the median.

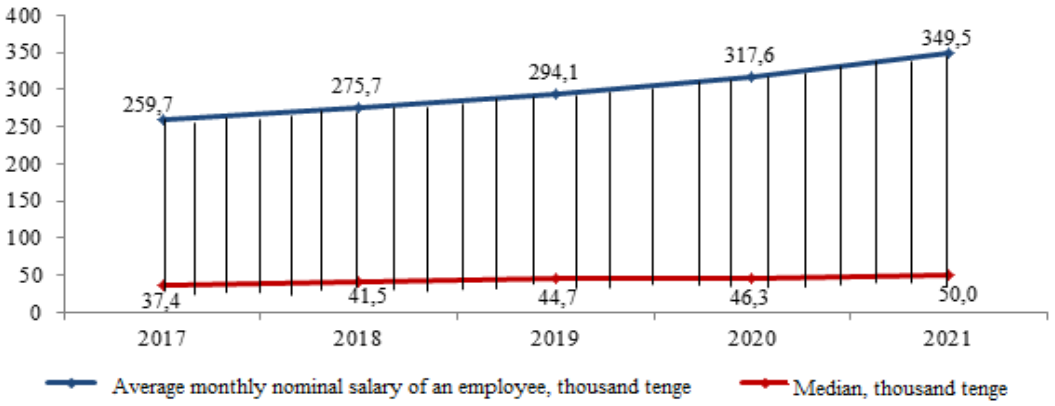

Figure 3 – The gap between the average and median salary of one employee of the Mangystau region of the Republic of Kazakhstan in 2017-2021, thousand tenge

Inequality in income distribution in the Mangystau region for the period 2017-2021 is confirmed by the Gini coefficient for 10% of population groups (Figure 4).

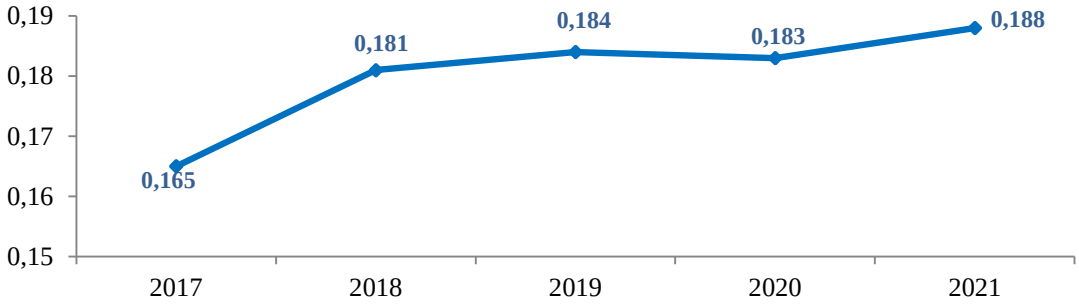

Figure 4 – Gini Coefficient for 2017-2021, %

The best indicator of the Gini coefficient is observed in 2017, reaching 1.65% (0.165), which means improvements in the quality of income distribution of the population in the Mangystau region of the Republic of Kazakhstan that year.

In general, according to the results of 2017-2021, the Gini coefficient increased from 0.165 in 2017 to 0.188 in 2021, which means that the incomes of the population of the Mangystau region of the Republic of Kazakhstan are concentrated in the hands of individual groups of the population. That is, there is a process of income concentration among the richer population.

The inequality in the distribution of income in the Mangystau region for the period 2017-2021 is also confirmed by the coefficient of funds, which means the ratio of 10% of the most and 10% of the least well-off population. In the period 2017-2021, the fund ratio increased by 0.44 percentage points (Figure 5). In 2021, the income ratio of the 10% of the most affluent and 10%

of the least affluent population increased to 3.28 times. These indicators also indicate that there is a process of income concentration among the wealthier population.

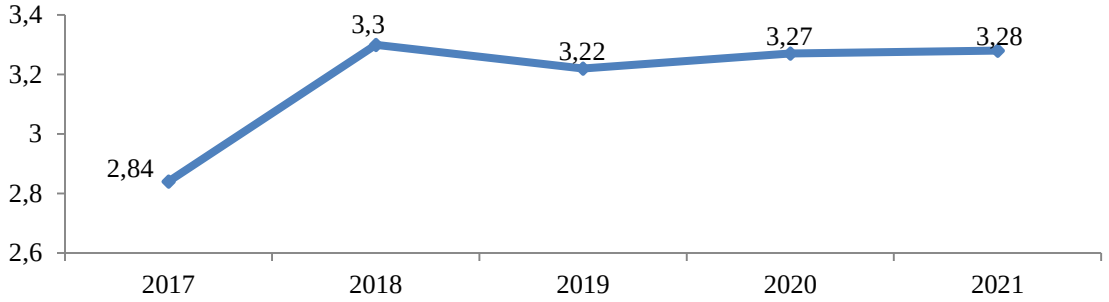

Figure 5 – The ratio of funds (the ratio of 10% of the most and 10% of the least well-off population), times

As a result, the growth of income differentiation reduces consumer demand and, due to the peculiarities of consumption of low-income groups of the population, reduces the growth rate of GRP.

In the structure of monetary incomes of the population of the Mangystau region of the Republic of Kazakhstan for the analyzed period, there is a gradual decrease in income from employment from total monetary income (from 80.6% in 2017 to 77.3% in 2021). At the same time, there is an increase in the population's dependence on social transfers, the share of which increased from 11.6% in 2017 to 16.1% in 2021 (Figure 6). The sharp increase in social transfers in 2020 (17.4%) is explained by the strengthening of state social support for the population during the coronavirus quarantine. Since March 26, 2020, citizens who lost their monthly income due to the state of emergency imposed as a result of the spread of coronavirus, the state, represented by the State Social Insurance Fund, has appointed payments of a one-time social benefit in the amount of 42,500 tenge, equivalent to the minimum wage.

This indicates that the households of the region during the implementation of the anti-crisis policy have become more dependent on state support, which, in turn, increases the burden on the state budget.

Analysis of the level of employment and unemployment, including in the sectoral context. The number of employed people in the Mangystau region during the analyzed period has a growth dynamics of 53.9 thousand people - from 277.8 thousand people in 2017 to 331.7 thousand people in 2021 (by 19.4%). At the same time, the share of employees remains in the range of 92-94% of the total number of employees in the region. The peak of the decline in the share of employees is in 2018 (92.5%), after which there is an increase to 94.7% in 2021 (Figure 6).

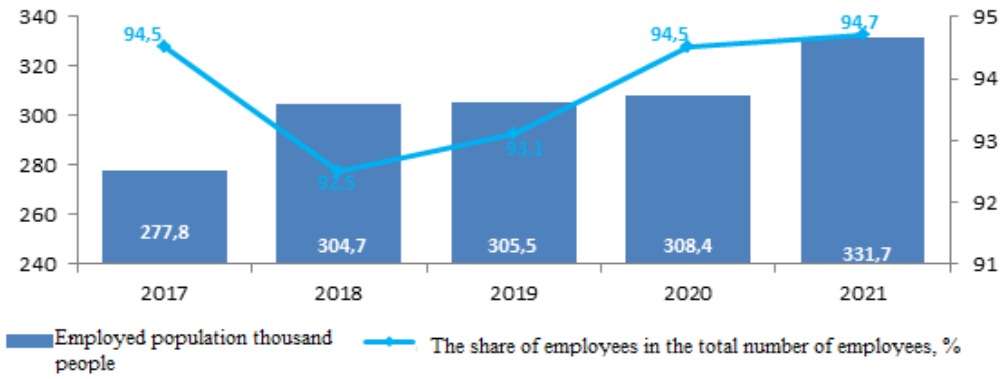

Figure 6 – Dynamics of the employed population and employees in the Mangystau region of the Republic of Kazakhstan for 2017-2021

The main share of the employed are employees in organizations, the dynamics of the number of which increases annually from 257.6 thousand people in 2017 to 304.6 thousand people in 2021 (an increase of 18.2%) (Figure 7). At the same time, the dynamics of the number of employees employed by individual individuals from 2017 to 2020 increased 2.7 times, after which in 2021 there is a decrease in dynamics by 44.7% compared to 2020. This means some vulnerability of the market, instability of the activities of small firms and companies, in connection with which trust in them and in their work has decreased. In addition, employment in organizations with a guaranteed system of remuneration and social contributions gives greater confidence in working in such organizations than in small private companies.

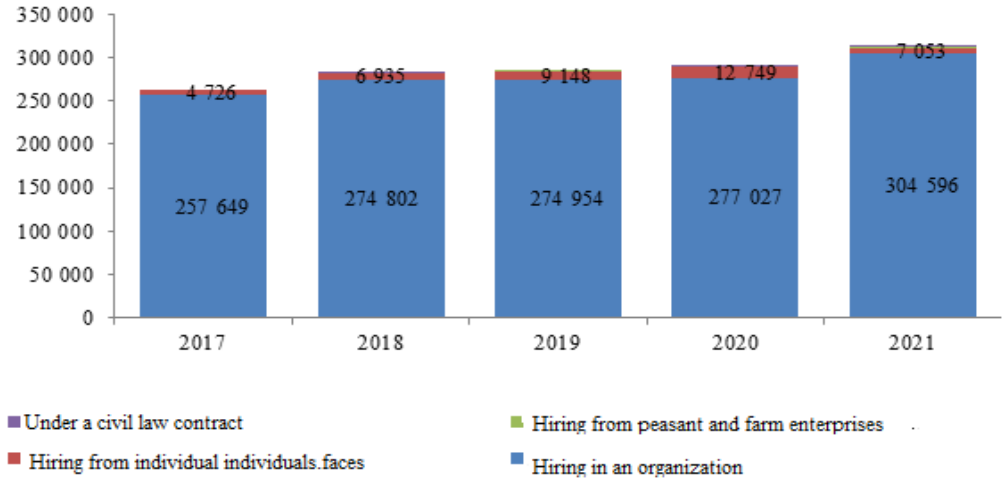

Figure 7 - The status of employed in the Mangystau region of the Republic of Kazakhstan for 2017-2021, people.

In the sectoral context, the predominant share of employed is observed in industries, the number of which increased from 77.7 thousand people in 2017 to 78.7 thousand people in 2021 (Figure 30). In the field of education, the number of employees increased by 24.6% (from 35.7 thousand people in 2017 to 44.5 thousand people in 2021). In trade, the dynamics of the number of employees increased by 41.1% (from 23.6 thousand people in 2017 to 33.3 thousand people in 2021). In construction, the number of employees increased from 19.8 thousand people in 2017 to 27.0 thousand people (an increase of 36.4%). In the transport sector, the dynamics of the number of employees in 2021 increased by 18.3% compared to 2017 (from 22.4 thousand people in 2017 to 26.5 thousand people in 2021).

Conclusion

Having analyzed the factors of formation and development of the social economy in the Mangystau region of the Republic of Kazakhstan, the determining factors are the factors of the first nature: the favorable geographical location of the region and the availability of raw materials in it, allowing the region to be considered industrial, the economy of which is based on the oil and gas sector of the country. At the same time, the mining industry in the structure of the GRP of the regions of the country of the Mangystau region owns the main share. Despite this, labor productivity in the region remains low, including in the sectoral context in the industrial sector.

The observed decline in the dynamics of the labor productivity index in the region, including in industries, is observed, first of all, not because the regional economic growth of the industry is due to low-paid labor, as is commonly believed and believed, but, on the contrary, due to the increase in labor costs, resulting in the increase in the cost of working time for the production of products. The increase in the cost of labor can be interpreted as an increase in the wages of employees. Over the period 2017-2021, in absolute terms, the growth rate of real wages of employees of the Mangystau region of the Republic of Kazakhstan increased from 97.0% in 2017 to 101.0% in 2021. In fact, this should lead to high self-sufficiency of the population, which, in turn, leads to an increase in consumer demand and, accordingly, business activity in the region, but in fact - against the background of low productivity, which ultimately adversely affects the growth rates of the region's economy. Labor productivity needs to be increased due to technical and technological improvement of processes, introduction of new technologies, increasing the level of equipment, which makes it possible to reduce labor intensity and increase production.

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A just state is the basis of a prosperous society

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Abstract

Objective: to formulate the conceptual foundations of a just state and substantiate the possibility and necessity of their constitutional consolidation.

Methods: the dialectical approach to the cognition of social phenomena has determined the following research methods: analysis, synthesis, modeling, forecasting, comparison, formal legal, comparative legal.

Results: the conceptual foundations of the model of a just state are formulated, which presupposes the creation of a set of political, economic, social, legal and other conditions necessary to ensure a favorable life for a multinational people. To this end, the principles of a just State are defined and specified. Attention is drawn to the fact that the formation of a final, verified, practically suitable version of the initiated model requires collective efforts (clarifications, additions) of scientists from various branches of scientific knowledge.

For the first time in socio-humanitarian knowledge, a model of a normal fair state has been developed, conceptualized in the principles of the primacy of socially useful labor, fair wages, the validity of state (local) expenditures, optimization of the structure and size of the state (local) apparatus, fair distribution of income from the use of natural resources, and other non-labor advantages.

Practical significance: the constitutional consolidation of the conceptual foundations of the model of a just state and their consistent implementation will ensure the achievement of the goal of the simulated state.

Keywords: state; trust in the state, justice, a just state, foundations and prerequisites, functions of a just state

Introduction

In this article, the task is to create an ideal model for the development and functioning of a just state. It will only be an attempt to formulate the conceptual foundations of such a model of state and social structure, in which, on the one hand, the political, economic, social and legal conditions for ensuring a favorable life of a multinational people will be determined, and on the other hand, the elementary requirements of social justice in the organization of state and public life will be provided.

The creation of a New Just Kazakhstan is based on modernization processes. The Message of September 1, 2022 emphasizes: «The continuation of political modernization should be structural economic transformations. We are facing a profound restructuring of relations in the triad «citizen – business – state». Modernization is closely interrelated with the provisions of social security of society. Factors such as economic growth, employment, a high-quality education and healthcare system, the development of democratic socio-cultural values have a comprehensive impact on strengthening social potential and social relations, social protection of vital interests and rights of citizens. Today, modernization acts as a strategic direction of society's life in the new realities of the XXI century.

Social support and an active civic position of society are components of the policy of the modern state. Universal socio-cultural values, political modernization, protection of human rights, development of democracy are the fundamental provisions of the modernization of the country. In the Message of the Head of State K.K. Tokayev to the people of Kazakhstan «A just state. One nation. A prosperous society» the importance of the participation of all social institutions of society in modernization processes is noted, which contributes to the development of statehood and civil society, creates political, socio-economic prerequisites for the successful modernization of Kazakhstan in the new conditions of the global world.

Research Methodology

The dialectical approach to the cognition of social phenomena has determined the following research methods: analysis, synthesis, modeling, forecasting, comparison, formal legal, comparative legal.

Results

The idea of «New Kazakhstan», put forward by the Head of State Kassym-Jomart Tokayev, laid the foundation for large-scale reforms and positive changes, opened up new opportunities and laid the foundation for modern trends.

«Building a fair Kazakhstan is my main mission as president, Kassym—Jomart Tokayev said during a visit to the Republican Public Headquarters. Every paragraph, every sentence of this

program is written by me personally. You can say that this program has passed through my heart». According to him, the country has accumulated a lot of systemic problems in the social sphere, economy and politics, citizens' distrust of the state and government has grown. This hinders the sustainable development of the state. And now the idea of justice in public policy will become the most important. «The idea of justice will be at the heart of every decision we make, every action we take. We proceed from the fact that our main wealth and competitive advantage are people. Therefore, we will firmly follow the formula «not a person for the state, but the state for the person», the presidential candidate stressed, noting that in his work as president he intends to adhere to three basic principles: a fair state, a fair economy and a fair society.

In his speech, the Head of State noted: «This year we have entered a new stage. Our people supported the course of political modernization in a national referendum. The constitutional reform has become an important step towards building a new, fair Kazakhstan. Political modernization in the country must now turn into economic changes».

Political reforms are carried out according to the formula «A strong President – an influential Parliament – an accountable government». «This statement is the unshakable pedestal of our society. The content of the reforms will be comprehensively reviewed. We will strengthen national solidarity and partnership between the government and society», the President said. We should not think about building a society, but about mobilizing the country for good purposes. This is the essence of the idea of a just Kazakhstan. We have a special task ahead of us. This is the preservation of the sovereignty of our state and the integrity of our land. The most important way to protect our country is unity. There is no other way, the Head of State stressed.

In this regard, the question arises why Kazakhstan needs early elections. Naturally, it is no secret to anyone that during the electoral period the state system is the weakest and is subject to influence from outside, fraught with a change of state power, the state system.

Taking into account the turbulence and instability of the existing global political situation, the best option in this situation is to take advantage of the fact that the political, social and economic atmosphere in the Republic of Kazakhstan is relatively stable. Thus, Kazakhstan currently needs to decide on the future, without letting outside forces dictate their conditions to the country. As a true diplomat and an expert on the international situation, K. Tokayev determined the optimal time frame for bringing the Kazakh political system in order and in a state that allows to fight back against world challenges.

In addition, the Head of State stressed the special importance of improving the socio-economic situation of the country, which has an important role for building a fair Kazakhstan. It is very appropriate, because without improving living conditions in the country, we cannot succeed in another area. Independence of the Republic of Kazakhstan should be considered as an integral process that includes political, cultural, economic and social elements. To successfully overcome the external and internal challenges and shocks of modernity, Kazakhstan should focus on the modernization of the economy and society. Modernization should be based on the release of private initiative and strengthening the role of the state in ensuring favorable economic conditions, including financial and social stability.

Noting the accumulated problems in the economy, the President noted that the republic still depends on raw materials, we have low labor productivity, not enough innovation. In order for everyone in the country to see the benefits of national income, we must consider specific ways to achieve it. To do this, it is necessary to ensure macroeconomic stability, diversify and digitalize the economy, as well as develop small and medium-sized businesses and human capital, and consolidate the rule of law.

The role of small and medium-sized enterprises dominates in the economy of civilized, developed countries. The Head of State expressed regret that the task of supporting entrepreneurship has not been fulfilled for the second year. «Everything in this area needs to be regulated from the very beginning. Nothing will come of it if hundreds or even thousands of legislative documents and instructions are corrected again and again. Instead, new rules should be approved that are more compact and understandable. This approach should be fully implemented from January 1, 2024,» the President said, stressing that the priority direction of the new economic policy is to stimulate private business initiatives.

Kasym Zhomart Kemelevich noted that about 2.9 million hectares of unused land have been returned to the state, and it is planned to return another 5 million hectares by the end of the year. If abandoned and unkempt lands fall to farmers who understand the cultivation of crops and animal husbandry, this, in turn, will have a positive impact on improving the welfare of the country.

The January events clearly demonstrated that cardinal reforms are needed in the country and in the life of society as a whole, in the economic, political, socio-spiritual spheres. Each of us must learn lessons from this situation, which has jeopardized the independence of the State.

In his Message, the President said: «We must strictly block any open provocation and illegal activity. Severe punishment cannot be avoided for people who staged a rebellion inside the country and incited to violation of the law. We need the unity of the country».

Conclusion

In his Message, the Head of State focused on the tasks of creating a new Kazakhstan and called on the people to unite in the interests of the nation. Indeed, our people, who have experienced a lot of suffering and grief in their history, should deeply understand the importance of today's Independence. Such a situation should not happen again in our republic.

In this regard, the Faculty of Business and Law of Yesenov University has put forward a research topic on the socio-economic development of the Mangystau region, the causes of the January events, conduct scientific-analytical and special social monitoring of problematic issues in society. They carry out legal assessment, modeling, consider methods and technologies for carrying out ideological events, methodological guidelines, algorithms for the effective organization of social and educational work.

Turning points in the development of the country require the adoption of new, creative solutions in every area. Undoubtedly, the key to the implementation of any reform is in science and education. Therefore, the image of a new Kazakhstan striving for civilization is created by

educated youth and hardworking specialists. The proposals of the Head of State on the modernization of the political system and the strengthening of statehood are of great importance.

We face a particularly important task to preserve the integrity of education, sovereignty, and unity of the people. Science is an important achievement in the new Kazakhstan and represents a number of economic tasks, the civilization of the future and the promotion of modernization of society.

At the present stage, Kazakh higher educational institutions face the task of increasing the competitiveness of the results of domestic scientific research on the world market, their commercialization and introduction into the economy.

Caspian University of Technology and Engineering named after Sh.Yesenov is the only scientific and educational center of the Mangystau region. The history of the university, the scientific potential of teachers and scientists, the qualifications of our students are the basis of the university's global competitiveness. During its 45-year history, the university has gone through certain stages of its development.

The main goal of the university's scientific activity is to develop and improve the effectiveness of scientific research and innovative developments, contribute to the development of the region, as well as the integration of education, science and production, create conditions for the emergence of high-tech technologies. Today, the strategic importance of the Mangystau region is changing towards its formation as one of the main support centers of cultural, economic and political influence of the Republic of Kazakhstan in the Caspian region. Yesenov University is a scientific and educational center that trains personnel for all traditional and innovative clusters in the region. The University is the driver of the development of the Mangystau region and has a significant intellectual potential, which is aimed at the production of knowledge, technology development and their commercialization.

The new transformation will certainly give impetus to the socio-cultural development of the regions, stimulate all areas of business, attract investment, and improve the integration of science –education – production.

The special attitude to science on the part of the state is increasing every year. Next year, the funding of science will be increased fourfold. This is a great support. We must use this opportunity and improve the branch of science in a new direction.

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Internationalization of higher education in Kazakhstan

Kazakistan'da yüksek öğretimin uluslararasılaşması

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Abstract

Internationalization is the main step in development of higher education. However, globalization and internationalization in Kazakhstan depends mainly on development of world educational space and faces several issues as it is still on the nascent stage compared to other countries.

Internationalization of higher education is characterized by the level of student and teachers exchange, internationalization of a curriculum, creating a regional and international network among institutions. Internationalization of science in institutions is applied by joint scientific researches, international conferences and taking part in them, publishing the results of scientific researches in foreign journals.

Since 2010, Kazakhstan has been actively introducing the parameters of the Bologna process into the higher education system. Kazakhstan takes an active part in the work of the organizational structures of the Bologna Process: - is a full member of the Supervisory Group of the Bologna Process (Bologna Follow-Up Group), - a consultative member - 8 international organizations. These include the Council of Europe, UNESCO, the European University Association (EUA), the European Association of Higher Education Institutions (EURASHE), the European Union of Students (ESU), the European Association for Quality Assurance in Higher Education (ENQA), Education International and BUSINESSEUROPE.

Participation in the Bologna process made it possible to bring the quality of domestic education in line with European standards. The external quality assurance system is implemented through the mechanism of accreditation of both institutional and educational programs.

Indicators of academic mobility of students, specialists and programs have increased, double-degree and joint educational programs with foreign universities have begun to be actively

introduced, which, of course, has improved the quality of Kazakhstani education through the introduction of international standards. There is a process of increasing the international scientific involvement of students through the active involvement of foreign specialists in universities of the Republic of Kazakhstan. Universities are granted academic freedom, they independently determine the content of educational programs, qualification requirements for teachers, carry out educational activities on the basis of independently developed norms of teaching load, forms and amounts of remuneration, etc. Universities issue their own diplomas with the Diploma Supplement application.

The focus of upcoming activities for 2022 is aimed at the adoption of legislative acts within the framework of the Concept of Lifelong Learning (the draft law "On professional competencies"), the introduction of recommendations on non-formal education and micro-qualifications.

Keywords: Internationalization, globalization, academic mobility.

Özet

Uluslararasılaşma, yükseköğretimin gelişmesinde ana adımdır. Bununla birlikte, Kazakistan'da küreselleşme ve uluslararasılaşma, temel olarak dünya eğitim alanının gelişimine bağlıdır ve diğer ülkelere kıyasla henüz yeni bir aşamada olduğu için çeşitli sorunlarla karşı karşıyadır.

Yükseköğretimin uluslararasılaşması, öğrenci ve öğretmen değişimi, müfredatın uluslararasılaşması, kurumlar arasında bölgesel ve uluslararası bir ağ oluşturma düzeyi ile karakterize edilir. Bilimin kurumlarda uluslararasılaşması, ortak bilimsel araştırmalar, uluslararası konferanslar ve bunlara katılarak, bilimsel araştırmaların sonuçlarını yabancı dergilerde yayınlayarak uygulanır.

2010 yılından bu yana Kazakistan, Bologna sürecinin parametrelerini yüksek öğretim sistemine aktif olarak dahil etmektedir. Kazakistan, Bologna Sürecinin organizasyon yapılarının çalışmasında aktif olarak yer almaktadır: - Bologna Süreci Denetleme Grubunun (Bologna Takip Grubu) tam üyesidir, - danışman üyedir - 8 uluslararası kuruluştur. Bunlar arasında Avrupa Konseyi, UNESCO, Avrupa Üniversiteler Birliği (EUA), Avrupa Yüksek Öğretim Kurumları Birliği (EURASHE), Avrupa Öğrenci Birliği (ESU), Avrupa Yükseköğretimde Kalite Güvencesi Birliği (ENQA), Education International ve BUSINESSEUROPE.

Bologna sürecine katılım, yurt içi eğitim kalitesinin Avrupa standartlarına uygun hale getirilmesini mümkün kılmıştır. Dış kalite güvence sistemi, hem kurumsal hem de eğitim programlarının akreditasyon mekanizması aracılığıyla uygulanmaktadır.

Öğrencilerin, uzmanların ve programların akademik hareketlilik göstergeleri arttı, yabancı üniversitelerle çift diploma ve ortak eğitim programları aktif olarak tanıtılmaya başlandı, bu da elbette uluslararası standartların getirilmesi yoluyla Kazakistan eğitiminin kalitesini artırdı. Kazakistan Cumhuriyeti üniversitelerinde yabancı uzmanların aktif katılımıyla öğrencilerin

uluslararası bilimsel katılımını artırma süreci vardır. Üniversitelere akademik özgürlük verilir, eğitim programlarının içeriğini, öğretmenler için yeterlilik şartlarını bağımsız olarak belirlerler, bağımsız olarak geliştirilmiş öğretim yükü normları, ücret biçimleri ve miktarları vb. temelinde eğitim faaliyetleri yürütürler. Diploma Eki uygulaması.

2022 için yaklaşan faaliyetlerin odak noktası, Hayat Boyu Öğrenme Konsepti ("Mesleki yeterlilikler hakkında kanun taslağı") çerçevesinde yasal düzenlemelerin kabul edilmesi, yaygın eğitim ve mikro yeterlilikler hakkında tavsiyelerin sunulmasıdır.

Anahtar Kelimeler: Uluslararasılaşma, küreselleşme, akademik hareketlilik.

Pedagogical Problems of Distance and Traditional Education

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Abstract

This article provides general information about the distance form of education and its traditional type, which became popular internationally in our country, especially during the covid-19 pandemic, and pedagogical and integration problems in these two systems were discussed on a scientific basis based on the comparative analysis of international experiences, and the advantages and disadvantages of the organization mechanisms of education in the format are studied and relevant suggestions are given

Key words. Distance education, traditional education, distance learning, distance learning in higher education, virtual learning management system, distance learning system, online education, online courses, e-learning lim, internet, electronic document, innovative education, distance education technologies.

INTRODUCTION

Humanity would not have been able to achieve its current development if there was no enthusiasm for education, the pursuit of knowledge, and the development of thinking. It is no secret that the human mind is powerless in the face of the current complex situation related to the coronavirus, which has seriously threatened the health of the peoples of the whole world. This tells us the truth that man still has to search a lot to learn the secrets of existence. The main task is to ensure that this global problem does not become an obstacle to children's education.

In the speech of our President at the solemn ceremony dedicated to the Day of Teachers and Trainers on October 1, 2020: "We will create a new renaissance in Uzbekistan through large-scale democratic changes, including educational reforms, i.e. We set ourselves the main goal of creating the foundations of the Third Renaissance. While talking about this, first of all, each of us, our whole society should deeply understand the essence of the third Renaissance, he said, and in order to facilitate the work of teachers in the field of reforms, he said, About the large-scale introduction of online educational platforms such as "Digital and safe school", "Online school", "Electronic textbook", "Electronic diary" and 100% connection of schools to a high and comprehensive Internet network by the end of 2020 said.[90]

[90] Pedagog.uz sayti

In August of last year, the Ministry of Public Education conducted a survey among parents to find out what form their children study. According to the final results of this survey, two types of education were introduced, similar to last year.

Of course, despite the fact that the above-mentioned words are related to the field of general secondary education, a number of questions have arisen regarding the organization of lesson processes in quarantine conditions at all levels of our education system: distance education system What is the importance of the common and different aspects of the traditional education system, to what extent do they play a role in increasing or decreasing the percentage of mastery, and are they competing systems or do they complement each other? Based on the epidemiological situation, pupils and students are studying remotely and traditionally. It is necessary to pay special attention to the level of achievements and shortcomings of these two methods.

It is an exaggeration to say that distance learning only helps students. In the conditions of the pandemic, the majority of parents are forced to indirectly participate in remote classes. A child who does not understand the subject at the stage of school, pre-school and general secondary education should first ask his parents. A parent who feels obliged to answer some difficult questions will definitely have to watch the lessons on TV with the child[91]. Also, remote classes serve as exhibitions and master classes for teachers and students of our republic. Communication between teachers and parents has become more active thanks to remote classes. Due to the conditions of the pandemic, the team consisting of teachers, students, parents, and the school united and started institutional activities. It can be said that this has strengthened the joint cooperation between education and parents.

Also, pupils and students from far and near are taking lessons from a highly qualified teacher, like his peer in the capital. A child who has studied at school will be able to strengthen and supplement his knowledge through television. If the child at home does not understand, he can easily contact the teacher at school. The teacher is equally responsible for both forms of education. These factors indicate that both forms of education complement each other.

In all forms and stages of traditional education, there is more direct communication with students. It's really good. It is known that about six hundred thousand pedagogues are working in the public education system today. Their professional skills and pedagogical skills are at different levels. Remoteness, weather and other factors do not affect the quality of school lessons given through mass media[92].

Students with disabilities are not neglected in the current educational system.

LITERATURE ANALYSIS AND METHODOLOGY

[91] N.Duseinov, B.Ahmedov, “Masofaviy ta`lim tizimi” ilmiy maqola, researchgate.net, 2021.
[92] S.Qo,,chqorova, A.Norbekov “Masofaviy ta`lim texnologiyasi”, ma`ruza matni, Navoiy, 2020

In recent years, new reforms in the field of national education have begun in Uzbekistan. The management of education was severely criticized by the head of the government. Normative-legal documents aimed at a systematic innovative approach to the problem of improving the management mechanisms of the national education system of the republic were developed. The Decree of the President of the Republic of Uzbekistan dated June 5, 2018 No. PD-3775 "On improving the quality of education in higher education institutions" is important. According to this law, the creation of new higher educational institutions in the regions, the opening of modern education and specialization areas for personnel training, as well as correspondence and evening education departments, and the increase of admission quotas to higher educational institutions are among the important reforms became. Now the introduction of modern forms of teaching, including modern mixed forms, is becoming more and more important in the field of education. Strengthening effective innovations, providing education in this form is also an urgent task[93].

The Ministries of Pre-school Education, Public Education and General and Secondary Special Education have quickly started practical work on organizing online education in the conditions of quarantine and pandemic. Although there is not enough experience in this regard, hard work motivates everyone to work on themselves, search, and carry out effective activities.

In October 2019, the concept of developing the higher education system of the Republic of Uzbekistan until 2030 was adopted in our country. A significant innovation was the step-by-step transfer of the educational process to the credit-module system in higher education institutions. Under the conditions of the pandemic, the implementation of the measures envisaged in the Concept of Development until 2030 included an unexpected and in many ways forced acceleration. In order to adequately respond to the problems, it was necessary to immediately reorganize the entire education system, including not only higher education, but also secondary school and even pre-school education. In a short period of time, the entire educational system of Uzbekistan was rebuilt and put into operation based on the principles of digital and distance education.

As a result of a short analysis and theoretical calculations, we found the following issues to be more precise:

1. In traditional education:

a) Equipment of the educational process and provision of material and technical base;

b) Control of the quality of education and organizational structure of lessons;

c) Inadequate percentage of coverage and orientation;

d) Integration process between educational systems;

e) Existing organizational obstacles in the promotion from the lower level to the higher education;

f) Formation of a unified platform and state order system in the cross-section of industries,

[93] Lex.uz malumotlari asosida

etc.

2. In distance education:

a) Increasing the coverage level of education;

b) Implementation of thorough and technically perfect software on the distance education platform;

c) Not only attract students in general secondary education and students of higher education to online classes, but also improve the system of their assessment and participation indicators;

d) Expected results from the completion of this form of education and increasing the coefficient of competitiveness and potential of these personnel in the labor market;

e) The issue of using new pedagogical and innovative technologies in online classes;

f) Increasing pedagogical literacy in distance education;

g) Transition to the system of online school, dinky.com, and introduction of the Credit-module system in higher education;

It is possible to know that the above issues are being solved by the wide-scale reforms that are being carried out, but there is no doubt that the use of foreign experiences in these two types of education, which have not yet reached a fully integrated system, can be the main source of development.

RESULTS

According to research, during the quarantine, 84% of teachers, 73% of students and 68% of parents were depressed and stressed due to the disruption of online education. Since schools and universities are not fully prepared for online learning processes, the change in the form of education has caused many problems[94].

But it should be recognized that there are also positive aspects. The creative and professional potential of professors of the most prestigious universities in the world, well-known teachers from different countries was mobilized for the development of online education. It can be said that the international scientific community has never spent so much effort to develop effective models of distance learning. Although this issue has been on the agenda since the 80s of the last century.

The ability to study at any time and anywhere in the world is one of the best aspects of online education. During the quarantine, he performed the role of lifeguard in the true sense. This form of education is also convenient and cheap. After switching to distance learning, teachers of many schools noticed an unexpected effect: the performance of most pupils and students worsened, while some, on the contrary, made progress. It can be seen that good results can be obtained even in

[94] Гафуров И.Р., Ибрагимов Г.И., Калимуллин А.М., Алишев Т.Б. Трансформатsія обучения в высшей школе во время пандемии: болевые точки // Высшее образование в России. 2020. № 10. С. 101–112.

conditions of a radical change of the format and the suspension of usual learning. Another aspect is that you can study online at your own pace and at your own convenience. Students learn 25-60% less time than in the classic format due to the ability to return to the studied topics at any time, stop on a complex topic and quickly skip over already familiar material[95].

At the same time, the cheapness and ease of use of online education also has a negative side. According to statistics, more than half of those who register on online platforms never start training, and only 20-60 percent of users who start will reach the end. The percentage of students who have successfully completed their studies in classical courses is quite high. Online learning is less customized, easier to ignore, because the student is solely responsible for the result, and learning can always be postponed "for later".

Expected results from completion of this form of education and increasing the coefficient of competitiveness and potential of these personnel in the labor market:

If we talk about the basic type of education, such as a bachelor's or master's degree, the traditional diploma still has no equal in the eyes of the employer. If we are talking about additional education programs, talking about the completed online course will certainly not spoil the resume. Learning foreign languages, mastering new programs and platforms, developing additional skills, all this shows that the employer is interested in the personal and professional development of the applicant.

In addition, it should not be forgotten that more and more employers (including giants such as Apple, IBM, Google) are changing their hiring practices and giving preference to the applicant's actual skills rather than official degrees and certificates. So, first of all, it is important not where and how, but what you learned[96].

Improving the quality of distance education:

When talking about the quality of any education, we should take into account that there are different criteria that measure it. None of us can give an absolute conclusion that the quality of traditional education is high. Both in traditional education and online education, there are high-quality, proven programs, as well as ineffective, ineffective, and sometimes simply unnecessary programs. Now there are many online courses on the Internet and their number is increasing day by day. The main thing is that anyone, regardless of their level of knowledge, can start their course. Lack of valuable content, randomness, poor quality of materials, even a general misunderstanding of the basic principles of teaching - these problems are indeed typical of some online programs.

Distance education is a type of education in which the teacher and the student are separated by distance or time, using information technologies. There are several models of this type of

[95] Гафуров И.Р., Ибрагимов Г.И., Калимуллин А.М., Алишев Т.Б. Трансформatsія обучения в высшей школе во время пандемии: болевые точки // Высшее образование в России. 2020. № 10. С. 105–110.

[96] Ольховая Т.А., Пояркова Е.В. Новые практики инженерного образования в условиях дистанционного обучения // Высшее образование в России. 2020. Т. 29. № 8/9. С. 142–154.

education, which differ in the circumstances that led to the establishment of distance education:[97]

• Geographical reasons (area of the country, presence of regions geographically distant from the centers);

• level of computerization and informatization of the country;

• level of development of transport and communications;

• availability of specialists for distance education

• level of use of information and communication technologies in the field of education;

• customs of the country in the field of education.

Distance education is also called e-learning and online education, the main elements of this education are physical separation between teachers and students during teaching and student-teacher and includes the use of various technologies to facilitate student-student communication. Distance learning has traditionally focused on non-traditional students, such as permanent workers, military personnel, and nonresidents or individuals in remote areas who cannot attend long lectures. However, even as distance learning has become a major part of world education, trends point to continued growth.

Launching a thorough and technically sound software on a distance learning platform:

It is known that even before the pandemic, the global EdTech market had active growth indicators. According to some forecasts, by 2025, online education investments are expected to reach $350 billion, but now this figure has increased significantly and is said to reach $1 trillion[98]. In preparation for this study, we have studied common stereotypes about online education and tried to determine which ones are reasonable and which ones are wrong.

Distance learning system (Distance Learning System) is an organization of distance learning, an additional support system for the educational process, electronic document circulation, creation of electronic educational materials, and management within the studied subject and is software for evaluating progress and advising. Distance education implies the active use of Internet technologies that allow teaching when the teacher and student are far from each other. Now Internet or local computer networks are used for this purpose.

The modern field of education offers several forms of education: full-time, part-time, evening, part-time and distance learning. Distance education is the most suitable education for the modern level of society's development according to current requirements. Unlike classical forms of education, distance learning is carried out using all the latest innovative, technical achievements in the field of telecommunication technologies and the Internet. Distance learning systems allow

[97] Альтбах Ф. Дж., Ханс де Вит. Информatsионные технологии в контексте COVID-19: поворотный момент? // Международное высшее образование.2020. № 103. С. 6–8. М.: НИУ ВШЭ

[98] Маликов А.В., Потапова И.И., Гаврилюк Е.С. Адаптatsiя профессорско-преподавательского состава вузов к вызовам цифровой экономики // Креативная экономика. 2020. Т. 14. № 6. С. 1011–1020.

to prepare schoolchildren, students, and workers for the workplace[99].

Any system of distance education is a systematic information complex used for planning and conducting all distance education activities, often in conjunction with full-time, part-time and evening programs. Abroad, such systems are usually called "Education Management System", which indicates their expanded functionality and the important role they play in the work of the entire educational institution.

DISCUSSION OF RESULTS

Of course, each company, organization or institution has its own needs in solving distance learning problems. To understand which system you need, you need to evaluate all the LMS(Learning Management System)available in the market. Only then can the integration processes within the organization or institution begin

Those who are just starting to create online courses know what the development of the distance learning system is. After all, e-learning is an integral part of LMS. There are eight reasons why this system is so important: All information in one place. Learning materials can be collected in one place, which excludes the use of discs and other media. In addition, this approach facilitates learning and reduces the possibility of data loss. Free access to the content you need. E-learning courses can be conducted not only through personal computers, but also through smartphones and other innovative gadgets. All information is located on one server

Analysis of the educational process. Unlike traditional training, LMS allows you to track the course and guarantee its completion. If the user does not absorb the information, then other educational resources can be recommended to increase the learning efficiency. Almost all LMS automatically generate reports and show student errors. It is possible to make changes to the module at any time.

Minimal costs. When it comes to traditional training, it is necessary to take into account nuances such as the costs of the institution, renting the premises, etc. Distance education system helps to get rid of these problems by reducing the costs of organizing courses in real time.

High efficiency. LMS allows you to remove all the non-essential parts of the training, leaving the main information. Students have the right to choose any part of the lesson to master in a short time. Among other things, users can immediately test their knowledge by passing a test, exam or a special simulator.

Considering all requirements. Since each company or organization has its own system and rules, online courses are adapted to the standards approved by the management. At any time, the administration can always quickly introduce new standards.

[99] Чепуренко А. Вынужденная дистанция: каким будет общество после пандемии [Электрон. ресурс].: https://www.rbc.ru/opinions/society/01/04/2020/5e8306e79a794734 34a103da. (Дата обращения: 04.09.2020)

Materials are updated. Scientific works are constantly updated, so it is possible to make timely changes to the educational program. LMS provides such an opportunity, students receive the latest scientific evidence without forgetting important information.

Integration with various sites, forums and social networks. The system connects e-learning to social networks (VK, Facebook, Twitter, LinkedIn, YouTube) quickly and easily. As more and more websites are involved, online courses are becoming more and more popular.

CONCLUSION

In our country, full-fledged works are being carried out in the digital world of education and teaching with digital technologies, as well as digitization of the education system.

Implementing an LMS requires a well-built technology infrastructure. Teachers should be ready to adapt their curriculum to e-learning. With the help of distance education technologies, it is possible not only to transfer a number of regular pedagogical actions to the shoulders of the computer, but also to organize truly high-quality, individual, differentiated education.

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The Development of Pedagogical Education in the United Kingdom and Uzbekistan

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Abstract

The purpose, structure, content and organizational components of the system of pedagogical education serve as a basis for a comparative study of the system of teacher training in England and Uzbekistan. In the process of comparative study of the British and Uzbek pedagogical education systems in Europe, including the UK, authentic sources on teacher training, Council of Europe documents, international research materials, documents on the Bologna Process, national reports and decrees of the President of the Republic of Uzbekistan, Cabinet decisions and other normative legal acts served as a basis.

Key words: trends, financial independence, pedagogical experience, pedagogical education, foreign experience, globalization, teacher training.

INTRODUCTION

At present, the scientific work carried out in recent years in the field of comparative pedagogy to ensure the effectiveness of our research (scientific works of D. Bridges [1], T. Kerry [2], J. Elliot [3], reflecting various aspects of continuing pedagogical education in the UK; The researches of A.G.Andreeva [4], D.Sabirova [5], E.B.Avazovik [6].

Based on these studies, the parameters for comparing the value and purpose of the teacher training system in the UK and Uzbekistan were identified: the attitude of society and the state to education, the teacher and the student; priorities and principles of state education policy; goals and objectives of modern education and teacher training; requirements for personal and professional training of teachers.

Parameters for comparing the composition of the teacher training system in the UK and Uzbekistan: levels of pedagogical education; models of teacher training and directions of education of future teachers; teacher training institutions and requirements for them; continuous pedagogical education and teacher training.

Parameters for comparing the content of teacher training in the UK and Uzbekistan: requirements of state educational standards for educational programs and outcomes; curriculum and science curriculum content.

Organizational parameters of teacher training in the UK and Uzbekistan: forms and methods of organizing the educational process; criteria and indicators for evaluating learning outcomes.

It should be noted that today the process of teacher training in the UK and Uzbekistan is developing in an environment that reflects the trends in global education. At the same time, these trends are emerging at different levels in relation to the cultural, historical, economic and educational characteristics

of the United Kingdom and Uzbekistan: democratization of education, ie openness to all, freedom of choice of educational institution and diversity of programs.

Centralization and decentralization in the management and financing of pedagogical educational institutions in the UK is reflected in the introduction of a model of partnership of higher education with schools.

MATERIALS AND METHODS

In the Republic of Uzbekistan, similar trends have been observed in recent reforms. Ensuring the academic and financial independence of higher education institutions, the establishment of mutually beneficial cooperation of higher education with industrial enterprises and research institutes, schools.

The humanization of education is reflected in the development of the concept of personalized (individual) teaching in the UK, the requirements of professional standards, the organization of general and pedagogical education and the value-based basis. In Uzbekistan, this trend is reflected in the humanization of the content of education.

Informatization of education is reflected in the expanding access to information in both countries, the widespread introduction of information and communication technologies in the educational process, the widespread use of distance forms of training, retraining and advanced training of teachers to improve the quality of their practical pedagogical, methodological, scientific and pedagogical activities.

Globalization of education is reflected in the integration of pedagogical education into a single pan-European educational space within the Bologna Process in the UK, the strengthening of the role of the state in ensuring the quality of teacher training based on common academic and professional standards. In Uzbekistan, this trend is reflected in the rapid implementation of tasks such as relying on international standards in ensuring the quality of education in higher education, organizing the educational process on a modular-credit system, intensifying faculty and student exchanges, improving foreign language skills of future professionals.

The United Kingdom and Uzbekistan have common features on all components of teacher training in the Bologna process.

The goals and values of teacher training are:

- in both countries, education is a priority of public policy;
- citizens in both countries have equal access to quality education;
- educational goals and values, as well as perceptions of teacher training, are based on ethical, democratic, humanistic ideas, and are reflected in the personal and professional requirements of teaching;
- the expected outcomes of the teacher training process are recorded in the standards in the form of a set of competencies that the prospective teacher should have.

In the context of teacher training:

In both countries, teacher training is carried out in different areas of education and specialities;

Curricula at UK universities consist of training modules, credit units, allocated hours, distribution of disciplines by teaching stages, intermediate and final attestation forms, internships, compulsory and elective parts.

Higher Education Institutions in Uzbekistan have also introduced a credit-module system of education from 2020. Curricula include compulsory and elective subjects, internships and certifications. These are the main features of pedagogical higher education institutions in the UK and Uzbekistan.

The specifics of teacher training in the UK and Uzbekistan are as follows.

Goals and values:

In contrast to Uzbekistan, an individualized approach is a priority in UK pedagogical education policy. This in turn allows the teacher to focus on each student's learning outcomes. The learning process requires the use of different teaching strategies, taking into account the individual needs, abilities and aspirations of each child.

Unlike in Uzbekistan, the goal of teacher training in the UK is to meet two standards: the academic standard of higher education and the professional standard ("qualified teacher status").

UK Higher Education Institutions are forced to partner with schools to employ their own graduates, as funding for higher education institutions depends not only on the number of graduates who have qualified teacher status, but also on the number of people who have worked at the school for at least five years.

In the structure of teacher training:

Teachers in Uzbekistan today are trained in the system of pedagogical universities, pedagogical institutes, pedagogical institutes within universities. In the UK, the training of qualified teachers takes place in the pedagogical departments of universities, colleges and institutes with university status.

In the UK, teacher training is trained in a variety of alternative areas, as well as in the workplace, with programs that can quickly adapt to the individual needs and requirements of students.

In contrast to Uzbekistan, in the UK, graduates of pedagogical schools wishing to work in public schools are required to complete a one-year internship ("entry into office"). A mentoring system has been established in schools.

Every English teacher must take a refresher course of 18 days (30 hours) per year.

In the context of teacher training:

In the UK, unlike in Uzbekistan, teachers are required to meet two different standard requirements: professional and academic (a standard that meets a certain level of higher education).

In the professional standard of teachers:

- requirements for the professional activity of a teacher are set at different stages of his career;
- teacher competencies are defined on the basis of clear criteria and indicators;
- the requirements are closely interrelated and involve reflection and feedback from students;
- organizational requirements for teacher training by educational institutions;

- the process of teacher training to be able to collaborate with colleagues and prepare to feel like a member of a team; communicative and emotional competence; to reflect and plan to improve their skills independently each year; to evaluate the results of students' learning activities on the basis of different approaches, etc. focused.

The professional standard developed by the British Agency for Training and Development of Teachers (TDA) defines the characteristics of a teacher at different career stages (young teacher, qualified teacher, expert teacher) based on a competency approach.

The standard consists of 3 interrelated requirements:

- the degree of formation of professional qualities;
- the level of formation of professional knowledge and concepts;
- to the level of formation of professional skills.

From the analysis of scientific sources, it can be concluded that the UK has a flexible level system of teacher training. The teacher training system includes several models and many training routes:

1. Parallel (concurrent / undergraduate) - diploma degree;

2. Consecutive / postgraduate - postgraduate degree;

3. In-Service / Employment based Training [9].

RESULTS AND DISCUSSION

In the UK, educational programs are developed based on academic standards. International projects, such as the Tuning Project in Europe, state that “requirements in educational programs must be expressed in terms of learning outcomes and competencies” [10].

Learning outcomes are the end result that a learner needs to know and understand and be able to accomplish once the learning process is complete.

In the UK, according to the Bologna model, educational programs are implemented in 3 stages of higher education: the first stage - bachelor - parallel model, the second stage - master's - serial model, the third stage - doctoral.

Science programs and curricula of UK higher education institutions were analyzed on the example of the universities of Winchester, Glasgow, London.

The first cycle (undergraduate) curriculum consists of the following blocks.

1. The curriculum course, which depends on the direction of education, also includes methods of teaching subjects. For example, prospective elementary school teachers learn all the subjects that need to be taught in school.

2.Professional block (professional course) includes the study of the general principles of pedagogy, psychology, school hygiene and the history of pedagogy in various combinations.

3. Block of specialist subjects (specialist subject course).

4. School practice - 32 weeks for a 4-year program, 24 weeks for a 2-3 year program.

In the interests of our study, we sought to analyze programs designed to train foreign language teachers at the Universities of Cambridge, Winchester and Glasgow.

Basic modules of the professional block:

- theory and practice of language teaching, students' second language skills, literature, language and media in foreign language learning, principles of formation of linguistic and speech skills, formation of foreign language literacy, etc.

Based on the analysis of the programs of British pedagogical higher education institutions, the following methods and technologies are widely used:

- lecture (interactive lectures with elements of discussion), seminar (presentation, debates by tutors in small groups of 6-10 people), project, master class, independent study, research, tutorial, internship, theoretical and practical training in a virtual learning environment, role-playing games, various pedagogical practices.

Students participate in university, inter-university conferences and seminars, competitions.

One of the distinctive features of British pedagogical education is the tutoring system that has been used in universities for many years. The purpose of the tutoring system is to systematically and continuously monitor the student's learning activities, monitor his / her learning and behavior, and establish an active teacher-student relationship.

Teaching methods are inextricably linked to methods of monitoring and evaluating student achievement. British higher education institutions have a cumulative system of assessment consisting of several stages and forms [11].

Tests, essays, presentations, reports, analysis of the literature on the topic, course work, etc. are used as control and evaluation methods.

The evaluation structure consists of current (formftive), final (summative) and current and final evaluation of practical activities.

Initial assessment is also used at the University of London. The main form of current assessment is the use of "formative" technology.

Portfolios, essays on written modules, written and oral assignments, preparation of presentations, etc. are also widely used in the current assessment. The diversity of British curricula allows students to choose the forms of assessment of learning outcomes.

Another distinctive feature of British higher education is that upon completion of a full course, graduates are given a “Career entry and development profile” by the tutor and a Final Assessment Form. This allows the graduate to enter the Induction year at the school.

Thus, the leading trends in the system of teacher training in the UK and Uzbekistan in the XXI century are as follows.

One of the valuable foundations of teacher training in both countries is the competency approach, which in turn determines the structure of standards. Academic standards of higher education in England

include information on general requirements, directions, state requirements for the content and level of education in each direction, qualifications of higher education. Since 1998, professional standards have been introduced in the UK in the field of teacher training.

There is a single standard, SES and qualification requirements in pedagogical higher education institutions in Uzbekistan, and the development of a professional standard of pedagogical education is one of the urgent tasks today.

In the UK, including the UK, specific conditions have been created for teachers to continue their professional development. The main goal is to meet the individual needs of teachers and improve the quality of their professional activities. In the British teacher training system, special attention is paid to the general literacy of future professionals. Therefore, unlike the Uzbek education system, since 2001, graduates of English pedagogical institutions have been tested in mathematics, English and information technology.

TABLE

The System of Pedagogical Education of Uzbekistan	**Elements of the Educational Process**	**The System of Pedagogical Education of England**
Learning objectives and values, including perceptions of teachers based on government democratic humanistic ideas, find their way around the personal and professional requirements of the teacher.	Aims	Applying a variety of learning strategies tailored to the individual needs, abilities and aspirations of each child
SES, Eligibility requirements, Curriculum or Syllabus	Educational Programs (Content of Education)	The requirement that teachers meet the requirements of two types of standards: professional and academic (a standard corresponding to one of the levels of Higher Education)
Lecture, Practical Lessons, Seminars, Laboratory	The Form of Educational Organizations	Lecture, practical lessons, tutoring, laboratory
Subject - Object	The Role of Learners in the Professional Process	Subject - Object
Pedagogy and ICT	Application of Education Development Technology	Technologies, individually directed Education

Internal and External check	Monitoring and Evaluation of Learning outcomes	Initial assessment, formative, summative, test, essay, presentation, report, analysis of literature, course work

CONCLUSION

As a result of the comparative analysis, general and specific aspects of the organization, structure, content and goals and values of teacher training in the UK and Uzbekistan were identified (Figure 1). As a result, a conceptual model of the pedagogical education system has been developed in Uzbekistan and the United Kingdom. This, in turn, will allow solving the existing problems in the training of teachers in our country on the basis of best international practices, including innovations to improve the quality of continuing pedagogical education in the UK.

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A Competent Approach as a Model of the Development for the Professional Training of the Future Teachers

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Abstract

This article discusses the issue that, it is recommended to use competencies to describe academic and professional profiles and university education levels. Academic achievements presented in the language of competences are a way to promote the comparability and compatibility of diplomas and degrees, as well as academic and professional recognition and mobility. Maintaining a cohesive space for education, employment, qualification and cultural value may require additional factors, including the application of the skills method. According to the scientists, the skills method is implemented in education in four ways: key competences, general professional skills, applied professional skills and life skills. Building basic skills is the first aspect, according to the scientist. This includes instructional strategies and technology tools to develop reading comprehension, information processing, and collaborative group work skills.
Key words: competence, approach, assessment, foreign languages, knowledge, system, education, teaching, professional, qualification.

INTRODUCTION

The evaluation of educational outcomes has recently shifted from notions like "education," "upbringing," and "general culture" to ideas like "competence" and "competence," which has prompted experts to organize secondary and higher education on the basis of a competent approach. This tendency is regarded as a new conceptual framework according to the literature. A pattern of the evolution of the educational system is the establishment of a competent approach as a result of efforts to adapt it to the society's changing needs. The conventional foundational elements of a profession—knowledge, skills, and abilities—no longer guarantee fitness for productive involvement in these fields. Due to their frequent usage in international papers, competence-based learning and results of education judged on the basis of competence are receiving more recognition within the educational system. The competence approach's influence on the development of a new evaluation culture comprises a shift away from knowledge assessment as the defining characteristic and toward competency assessment.

It is advised to use competences to describe academic and professional profiles and levels of university education. The outcomes of education represented in the language of competencies are a way to promote the comparability and compatibility of diplomas and degrees, as well as academic and professional recognition and mobility. Maintaining a cohesive educational, professional, qualification, and cultural value space may require additional factors, including the

application of the competency method. The competency method is implemented in education in four ways, according to scholars: key competencies, generalized subject skills, applied subject skills, and life skills. The building of core competences is the first aspect, according to the scientist. These include educational strategies and technological tools for the development of reading comprehension, information processing, and cooperative group work skills.

The development of generalized subject-specific abilities is related to the second part of the competence approach's execution. These include the capacity to complete groups of common tasks. It could be the capacity to comprehend discourse in a foreign language. Strengthening the practical, applied side of the competency approach is the third component of its implementation. In this direction, schoolchildren should be taught to master different modes of activity rather than knowledge of possibilities, so the implementation of the idea of activity approach is very important. The fourth competency group consists of "Life Skills" and comprehends many simple skills that modern humans use in their daily lives. These include the ability to count money and write basic documents. Although these concepts are not identical, the full spectrum of life skills is sometimes referred to as functional literacy.

All the above studies analyzing the conceptual field of the competence approach point to the importance of the practical and axial orientation of its components. Within our research framework, the competency approach is of great importance. This underscores the need to focus the acquired educational content on real benefits in the future professional practice of language specialists. A competency-based approach enables the conversion of technical knowledge, skills and abilities into personal value, ensuring socialization and self-realization of the individual.

Translating the idea of the competence approach into teacher practice requires some changes. First, the goal of learning is not the process but the achievement of a particular outcome by the student. The material content within the subject is selected by the teacher for formulated outcomes. Approaches to evaluation are also changing. The assessment process includes reflection, collection of portfolios of evidence, and monitoring of student activity. Second, the format and method of organizing lessons is changing.

Learning is given an action-oriented character and includes learning by doing, productive work by students in small groups, development of individual learning pathways, exploitation of interdisciplinary connections, and development of independence and personal responsibility on the part of students. Translating the idea of the competence approach into teacher practice requires some changes. First, the goal of learning is not the process but the achievement of a particular outcome by the student. The material content within the subject is selected by the teacher for formulated outcomes. Approaches to evaluation are also changing. The assessment process includes reflection, collection of portfolios of evidence, and monitoring of student activity. Second, the format and method of organizing lessons is changing.

The implementation of the thoughts of the competence method with inside the realistic pastime of the trainer makes sure changes. Firstly, the aim of studying isn't always the process, however the fulfillment of a sure end result via way of means of college students. The content material of the cloth in the concern is chosen via way of means of the trainer for the formulated

end result. Approaches to evaluation also are changing - the evaluation system consists of reflection, series of a portfolio of evidence, and tracking of college students' activities. Secondly, the bureaucracy and techniques of organizing training are changing: studying acquires an pastime-primarily based totally nature, the emphasis is on studying via practice, efficient paintings of college students in small groups, constructing character studying trajectories, using interdisciplinary connections, the improvement of college students' independence and private duty for decision-making. Thirdly, the mechanisms of know-how transport from the trainer to the pupil are present process changes: unfastened get admission to the facts resources, self-have a look at, distance and on line studying have become a priority. All those styles of schooling are geared toward introducing the pupil into social and expert roles on the way to train him to achieve success in both. This enables college students to enhance their expert degree independently with inside the future, to have a look at some stage in their lives. Of course, on the identical time, the qualifications of the trainer cannot continue to be unchanged. He must be capable of speak himself, set desires and encourage college students to reap them, train them to behavior evaluation and introspection, i.e. exhibit their personal capable behavior. And on account that competence implies pastime, the trainer himself must be capable of prepare this pastime accordingly.

The essence of the new abilities formed in the learning process is reflected today in the form of key competencies, the formation of which should be directed to the modern education system. Thus, although we can talk about the strong position of the competence approach as a methodological basis for reforming school and university education, competence is still undergoing scientific reflection and has not found a unified interpretation. The analysis of psychological and pedagogical literature revealed that when applying the competence approach in the educational process. Common to all definitions is the understanding of competence as a personality property, which acts as an individual's potential ability to solve various tasks, and as a set of knowledge, skills and abilities necessary for the successful performance of a particular professional activity. In the psychological, pedagogical and methodological literature, scientists pay great attention to the study of the professional competence of specialists of language universities. Professional competence as a term develops as a complex of professional knowledge, skills and abilities in the specialty acquired during university classes (their various forms) and constituting a meaningful component of university education in this specialty.

CONCLUSION

Communicative competence is therefore not a very simple concept. It is a process accompanied by multiple tendencies in the emergence, development and implementation of all types of language activities: reading, speaking, writing and listening, i.e. the development practical skills in the treatment of grammatical rules, the correct formalization of the statement, and finally, the development of socio-cultural competence that reflects the vision of the linguistic world of the foreign language to be learned. It should be kept in mind that the formation of communicative competence largely depends on the personality traits of students such as perseverance and determination, attentiveness and perseverance, which will play a crucial role during learning of a foreign language with its national and cultural particularities.

Of course, the communicative competence of students-prospective teachers can be formed by studying a complex of professional and special academic disciplines in a foreign language, implemented in the curricula of a language university. A distinctive trait of the professional competence of a teacher must be considered that communicative competence, carrying out integrative functions, penetrates into all the components of this structure, feeds them, corrects them and at the same time is perfected in the process of developing a system of professional knowledge, teaching skills and training of personal professional qualities. If this mutual influence of all components of the structure of communicative competence occurs in the university educational process, as a result, as a result of training, we get a teacher with sufficient high professional qualifications, qualified, a specialist who meets the requirements of the state education standard.

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Evolution of Marketing Myopia

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Abstract

Since the publication of "Marketing Myopia" in 1960 by Levitt, it has transformed the course of enterprises and driven them to the next level. Marketing myopia is a short-sighted and inwardly focused approach to marketing that prioritizes the urgent requirements of the organization over the marketing from the consumer's perspective. Since then, numerous other researchers have emphasized that in addition to being customer-centric, businesses must also be innovative, adaptable to technological change, and exhibit a competitive advantage. Smith et al. (2010) developed the "New Marketing Myopia," which arises when marketers fail to comprehend the larger societal context of corporate decision-making, often with terrible implications for their firm and society. The "New Marketing Myopia" occurs when organizations focus primarily on consumers and cannot grasp the new societal environment of the company that needs addressing numerous stakeholders. As a result of listening to researchers, firms invest large amounts in market research to know the changing consumer and other stakeholders' requirements and accept innovation and technology improvements. Nevertheless, successful firms succumb to either failure or growth stagnation. Pride in one's achievements might be a preface to business failure. Marketers are falling victim to a new form of myopia known as New Modern Marketing Myopia (NMMM), in which "marketers are being marketed by themselves." There are two fundamental causes behind the NMMM: first, it is clouded innovation, restricting or retarding its growth, and second, the company's self-esteem success. A company's success ego should not create flaws in its business model and strategy for the benefit of its competitors. Furthermore, the firm's innovation should help its growth; otherwise, it is regarded as a clouded innovation.

For example, the industry titan Blockbuster failed to recognize shifting client expectations and resentment toward its late fee charges. Reed Hasting, also a victim of late fees, saw an opening in the market and founded Netflix with two innovative ideas, including DVD-by-mail and online streaming, adhering to technological innovation. These provided Netflix with a competitive edge over Blockbuster. Due to its success ego, Blockbuster failed to adapt to technological changes and fell victim to the competition. Netflix's unique approach to the market and awareness of client demands led to its success and allowed them to become an industry pioneer. Now Netflix is following in the footsteps of Blockbuster and losing its market share to Amazon Prime and Disney+. The company that used to be innovative is losing its edge because it has forgotten that it is in the media and entertainment business. Netflix's breakthroughs are obscured since they do not contribute to the company's development. Netflix's initial pricing approach, which let them beat Blockbuster earlier, is now losing its clients to its rivals. This may be due to clouded innovation and ego-driven success.

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What Causes Culture Shock?

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Abstract

Culture shock can be described as the feelings one experiences after leaving their family or home to live in another cultural or social environment. Many people associate culture shock with extreme changes from one country to another. Still, it can also be experienced closer to home, such as when travelling from one city to another within your own country. Even the most open-minded and culturally sensitive among us are not immune to culture shock.

Culture shock isn't a clinical term or medical condition. It's simply a common way to describe the confusing and nervous feelings a person may have after leaving a familiar culture to live in a new and different culture. When you move to a new place, you're bound to face many changes. That can be exciting, but it can also be overwhelming. You may feel sad, anxious, frustrated, and want to go home.

Keywords: Culture, shock, feelings, extreme, changes, travelling, own, country, social, environment, different, difficulty.

Culture shock can be described as the feelings one experiences after leaving their family or home culture to live in another cultural or social environment. Many people associate culture shock with extreme changes from one country to another. Still, it can also be experienced closer to home, such as when travelling from one city to another within your own country. Even the most open-minded and culturally sensitive among us are not immune to culture shock.

Culture shock isn't a clinical term or medical condition. It's simply a common way to describe a person's confusing and nervous feelings after leaving a familiar culture to live in a new and different culture. When you move to a new place, you're bound to face many changes. That can be exciting, but it can also be overwhelming. You may feel sad, anxious, frustrated, and want to go home.

It's natural to have difficulty adjusting to a new culture. People from other cultures (whom you'll be hanging out with and going to school with) may have grown up with values and beliefs that differ from yours. Because of these differences, the things they talk about, how they express themselves, and the importance of various ideas may vary significantly from what you are used to. But the good news is that culture shock is temporary.

To understand culture shock, it helps to understand what culture is. You may know that genes determine a big part of how you look and act. What you might not know is that your environment — your surroundings — significantly affects your appearance and behaviour.

Your environment isn't just the air you breathe and the food you eat; a big part of your environment is culture. Culture comprises the everyday things that community members learn from family, friends, media, literature, and even strangers. These are the things that influence how they look, act, and communicate. Often, you don't even know you're learning these things because they become second nature to you — for instance, the way you shake hands with someone when meeting them when you eat your meals each day, the kind of things you find funny, or how you view religion.

When you go to a new place, such as a new country or even a new city, you often enter a culture that is different from the one you left. Sometimes your culture and the unique culture are similar. Other times, they can be very different and even contradictory. What might be perfectly normal in one culture — for instance, spending hours eating a meal with your family — might be unusual in a culture that values a more fast-paced lifestyle.

The differences between cultures can make adjusting to new surroundings very difficult. You may encounter unfamiliar clothes, weather, food, different people, schools, and values. You may struggle to do things in your new surroundings that were easy back home. Dealing with the differences can be very unsettling; those feelings are part of adjusting to a new culture.

On the other hand, some people never wanted to move in the first place. Their frustration starts when they realise they have to move to a new location when they're pleased with where they are. It continues as they find out just how unfamiliar their new home is.

Though people experience culture shock in different ways, these feelings are common: not wanting to be around people who are different from you, sadness, loneliness, anxiety, trouble concentrating, feeling left out or misunderstood, developing negative and simplistic views of the new culture, frustration, extreme homesickness.

These complex feelings may tempt you to isolate yourself from your new surroundings and dismiss the new culture. It's best not to withdraw like this. If you stay calm, observe and learn, and keep things in perspective, your difficulties will likely pass. But suppose you're feeling depressed and unable to function normally even after the first few months in your new environment. In that case, you should talk to a parent or trusted adult about whether to seek help from a physician or mental health professional.

So how do you deal with the frustration and fears you may be having? How can you begin to feel comfortable in your new surroundings?

Depending on where you come from and where you are now, you may or may not have trouble with the native language. It's a good idea to become comfortable with the language as soon as possible. Not understanding what people are saying is almost as frustrating as not knowing how to make people understand what you are saying.

Lots of good resources are around to help you practice. Many schools with many students new to the country have language classes. If your school doesn't offer one, check out some of the

community centres and libraries in your area. In addition, books make good resources too, and even some websites.

Whatever method you choose, practice is critical. Many people are worried about speaking a language they aren't entirely comfortable with and think that people who speak the language well will tease them when they stumble over words. This might tempt you to practice the language with someone at the same comfort level as you, but it's also essential to practice with people who have mastered the language to know when you make a mistake and learn from it.

It might make you uncomfortable when it takes you twice as long to say the same thing as a native speaker or use the wrong word, but remember that you have nothing to be ashamed of.

Even if you're familiar with the new language spoken around you, chances are you don't know much of the slang — casual speech that doesn't make it into translation dictionaries (or most dictionaries, for that matter). This is one of the many reasons why it's a good idea to do some studying on the culture you are immersed in. Much of the anxiety of moving to a new place is due to not knowing what to expect in your new environment. Learning things about your new environment will help you become more comfortable.

School is a great place to do this. Watch and learn from the people around you — see how the students interact with teachers. Find out what your classmates do for fun and what things are important to them.

You can also get some insight from television and movies, but be careful — not everything you see on the screen is meant to be realistic. But these media help if you're still trying to learn the language or catch up on some slang, and at the very least, give you something to talk about when trying to make a new friend.

You don't have to love everything you find out about the culture or start acting the way that others do, but when you know what people mean when they say specific phrases or why they dress a certain way, you begin to feel better.

Your accent might be different from everybody else's. Your clothes may also be very different from those around you. Sometimes it can be difficult being different, especially compared to the other kids at school. But some people at your school will want to get to know you because your differences seem cool. Other people, though, might try to give you a hard time.

Some of the people who may try to tease you might do so because of stereotypes. Stereotypes are simplified ideas, often exaggerated or distorted negatively, that one group of people holds about another. An example of a stereotype would be that everyone with curly hair is lazy. Like this example, stereotypes are often wrong and can be hurtful.

If someone harasses you, walk away — don't give the person the satisfaction of seeing that their comments bother you. Talk about it with good friends, siblings, or parents if you can't shake off the words. The people who love you and know you're a great person can often help you understand that the bully has no idea what they are talking about. It also helps to find people at school to hang out with who is cool enough not to care what the bully says.

As much as you would hate to be boxed into a specific type, try and get away from doing the same to others. These characterisations are just as unfair as the ones people might use to describe you. And beliefs in these can get in the way of making some good friends.

It's important to realise that some people have an easier time adjusting to a new culture than others. Sometimes, if family members have an easy transition, they'll be a great source of support — a group of people going through something very much like what you're going through. In addition, your family can be a big part of keeping ties to home.

But sometimes, family members might want to keep your ties to home too tight. Your parents might not expect the changes that may happen as you begin to learn more about your new culture. Or they might need your help as they try and understand the new culture, especially if you have a better grasp of the language. Be patient with them; chances are they're trying to manage their culture shock — just like you.

You can do a lot to help yourself adjust to a new culture. But don't forget that you aren't alone — there are people you can go to who can help:

Find someone with experience with culture shock — maybe an older relative who moved to the area before you did. Please find out how they handled the newness of their surroundings.

If you don't know someone who has been through what you're going through, try talking to counsellors and teachers at your new school. They've been trained to help all students deal with various concerns. Although they may not have personal experience with culture shock, they have experience assisting people in dealing with rough times.

Making friends who aren't new to the culture may help you understand the culture better and have someone to talk to when you're feeling down.

Rather than giving up your culture so you can fit in, keep your mind open to new ways of doing and thinking about things. Notice things that are the same and things that are different— appreciating that variety is what makes people so interesting.

Everyone feels the pressure to fit in at one time or another — whether they've lived in the area for days or years. But don't feel like you need to change everything about yourself so you can stand out less. All your experiences before you came to your new home are part of you and what makes you unique.

Here are a few tips for making sure your new culture doesn't overpower the old:

Educate people about your culture. Just because you're entering a new culture doesn't mean you should be doing all the learning. Take the opportunity to teach classmates and new friends about your culture; they may know little about it. It will also help them to learn more about you in the process. Please invite them for traditional dishes from your culture, or show them how you celebrate your holidays.

Keep in touch with home. You probably left behind good friends and family when you moved. If it's going to be a long time until your next visit, keep in touch. Email, text, Skype, or call so you can stay updated on the things happening there and talk about your new experiences. You've not only left behind people but also other things — like your favourite spot to hang out. This can comfort you while away and help you minimise reverse culture shock when you get home.

Remember, the key to overcoming your culture shock is understanding the new culture and finding a way to live comfortably within it while keeping true to the parts of your culture that you value.

It's important to be yourself. Avoid forcing yourself to change too fast or too many things simultaneously. You will have your own pace of adjusting. Everyone goes through changes in their life, and it may seem that you are going through more changes than the average person — but as long as you hold on to what's important to you and find a good combination between old and new, you'll be fine.

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Antecedents and Consequences of Procrastination Behaviour

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Abstract

The aim of the study is to analyze the the antecedents and consequences of procrastination. In the study, the literature was scanned theoretically. When the current research results in the literature are analysed, as the antecedents of work procrastination; demographic characteristics, psychological capital, job role ambiguity, social media use, and five major personality traits. Work-life balance and decision-making styles were found to be the results of work procrastination. Current research results are analyzed as a whole and suggestions for future research and researchers are presented.

Keywords: Procrastination, Productivity, Time management.

İş Ertelemenin Öncülleri ve Sonuçları

Özet

Bu araştırmanın amacı, iş ertelemenin öncüllerini ve sonuçlarını analiz etmektir. Araştırmada mevcut literatür teorik olarak taranmıştır. Alan yazındaki mevcut araştırma sonuçları incelendiğinde, iş ertelemenin öncülleri olarak; demografik özellikler, psikolojik sermeye, iş rolü belirsizliği, sosyal medya kullanımı, beş büyük kişilik özelliği olduğu tespit edilmiştir. İş ertelemenin sonuçları olarak ise, iş-yaşam dengesi, karar verme stilleri olduğu tespit edilmiştir. Mevcut araştırma sonuçları bir bütün olarak analiz edilmiş ve gelecekteki araştırma ve araştırmacılara yönelik öneriler sunulmuştur.

Anahtar Sözcükler: İş Erteleme, Verimlilik, Zaman Yönetimi.

GİRİŞ

Çalışanların iş erteleme davranışında bulunmaları bazı öncüllerden kaynaklanmaktadır. Bu öncüllere ilişkin yapılan araştırmalara göre; demografik özellikler, psikolojik sermaye, iş rolü belirsizliği, sosyal medya kullanımı ve beş büyük kişilik özelliği olgularının yer aldığı araştırmada öne çıkmaktadır. Bu bağlamda, iş görenlerin işi ertelemesini etkileyen faktörler ile bilgiler toplanılıp değerlendirilecektir. İş erteleme kavramı ve iş erteleme davranışını etkileyen faktörler ile ilgili ulusal ve uluslararası literatürde araştırma bulgularının ileride iş erteleme öncülleri ve sonuçları üzerinde araştırma yapacak araştırmacılara yol gösterici olacağı ve sunulacak öneriler ile literatüre ve uygulayıcılara katkı sağlayacağı düşünülmektedir.

Çalışmanın temel araştırma sorusu; İşletmelerde çalışan iş görenlerin iş erteleme davranışını iş ertelemesinin öncülleri ve sonuçları? Bu çerçevede araştırmanın amacı, yapılan literatür araştırmasında iş görenlerin işi erteleme davranışında bulunmalarına neden olan öncüllerin neler olduğunu belirlemek ve bu öncüllerin iş görenlerin işi erteleme davranışında bulunmalarında etki düzeyini tespit ederek, iş ertelemenin hangi yönde etkilediğini belirlemek amaçlanmaktadır. Bu bağlamda, iş erteleme davranışını etkileyen faktörler incelenerek iş görenlere ve işverenlere öneriler sunulacaktır.

LİTERATÜR

1. İŞ ERTELEME

İnsanlar günlük yaşantılarında işleri, kendi seçtikleri bir sıra doğrultusunda yaparlar. İş hayatında ise durum farklıdır. Genellikle bir işin nasıl yapılacağı şirketler tarafından iş görenlere tanımlanmıştır ve iş görenler çoğunlukla bu kurallara uymak zorundalardır. İş görenler belirli işler arasında tercih yaptıkları ve bu işleri ileri bir tarihte yapmak üzere erteledikleri bilinmektedir. İş ertelemeyle ilgili literatürde birçok tanımla karşılaşmaktayız.

İş erteleme, yapılması gereken iş ve görevlerin ileri bir zamana ötelenmesi, kaçınması veya sonraya bırakılmasıdır. İşi erteleme, belirli bir zaman aralığında bitirilmesi gereken görevlerin nedensiz olarak daha ileri bir tarihe geciktirilmesini ifade etmektedir (Kanten ve Kanten, 2015: 331-332).

Solomon ve Rothblum (1984) ise, çalışanların bireysel olarak sıkıntı hissedinceye kadar işlerini nedensizce geciktirilmesi olarak adlandırmaktadır (Aktaran: Gülebağlan, 2003: 4).

Diğer bir ifadeyle iş erteleme, işleri ileriye öteleme, ağırdan alma ve başka zamana bırakma anlamına gelmektedir (Karacaoğlu ve Kaplan, 2013: 339).

Lay (1986), yapılacak olan bir işin daha sonra yapmak olarak ifade etmiştir. (Aktaran: Aksu, İra, Yalçınkaya ve Yurttaş, 2017: 2446).).

Çalışma hayatında işi erteleme davranışı bireysel ve örgütsel verimliliği olumsuz yönde etkilemektedir. Verimlilik, etkililik şirketler için önemli olduğundan, çalışma hayatında işi erteleme ile bağlantılı faktörleri belirlemek önem taşımaktadır. İşi ertelemenin verimlilik yanında, kişisel performansların azalmasına ve örgütsel stresle de ilişkisi vardır (Gül, 2015: 37).

Günlük hayatlarında genellikle bireyler erteleme davranışı sergilerler. Belirli bir zaman diliminde yapılması planlanan işlerin sebepsiz yere sonraya bırakılmasıdır. Ertelenen işler genellikle iş görenler tarafından çeşitli sebeplerle önemsiz olarak görülmektedir. Bu işler belirli bir nedene bağlı olarak ya son ana bırakılıp yapılmakta ya da hiç yapılmamaktadır. İşlerin son ana bırakılarak yapılması da erteleme davranışı olarak tanımlanmaktadır. (Stead, Shanahan ve Neufeld, 2010).

İş görenler yapması gereken bir sorumluluğu ertelediğinde ya da önceliklerini değiştirdiğinde erteleme davranışı gerçekleştirir. (Steel, 2007).

Sıklıkla iş görenlerin öne sürdüğü bir bahaneyle veya belirli bir nedenle yapılması gereken işleri ileri bir tarihte yapması erteleme davranışı olarak değerlendirilmektedir. Bu davranış kişinin hareket ve davranışlarını negatif yönde etkilemesinin yanında, kişinin vereceği kararları veya yapacağı işi rafa kaldırması durumu olarak tanımlanabilir (Sriois, 2007; Tice ve Baumeister, 1997).

Tuckman (1991)'a göre erteleme, bireylerin denetiminde olan bir eylemden kaçınmasıdır. Erteleme ile ilgili yapılan betimlemelerde "geciktirme" ortak kavram olarak görülmektedir.

1.1.İŞ ERTELEMEYİ ETKİLEYEN FAKTÖRLER

Genellikle yapılması planlanan işleri ve eylemleri son ana bırakılarak geciktirilmesi veya ileri tarihe ötelenmesi iş erteleme olarak tanımlanabilir. (Kanten, Esirgemez, Hasekioğlu ve Keçeli, 2018).

Bireyler hayatının belirli zaman dilimlerinde iş erteleme davranışı gösterebileceği gibi hayatı boyunca da iş erteleme davranışı gösterebilir. İş erteleme davranışı bireyden bireye değişim gösterir. (Aydoğan, 2008).

Bu araştırmada iş erteleme faaliyetlerini etkileyen öncüller arasında demografik özellikler, psikolojik sermaye, iş rolü belirsizliği, sosyal medya kullanımı ve beş büyük kişilik özelliği ile sınırlandırılmıştır.

1.1.1. Demografik Özellikler ve İş Erteleme

Literatürde demografik özellikler açısından iş erteleme davranışı arasındaki farklılıkları inceleyen araştırma sonuçları aşağıda özetlenmiştir.

Literatürde yapılan araştırmalar analiz edildiğinde genel olarak cinsiyet değişkeni açısından iş erteleme arasında anlamlı farklılık olduğunu ortaya koyan araştırmalar olsa da erkeklerin kadınlara göre daha fazla iş ertelediği görülmektedir. (Çakıcı, 2003; Aydoğan, 2008).

Benzer şekilde yapılan araştırmalar analiz edildiğinde medeni durum değişkeni açısından da genel erteleme davranışına olan eğilimleri arasında anlamlı bir farklılık olduğunu ortaya koymuştur. Genel erteleme eğiliminin evlilerde, bekârlara göre daha yüksek olduğunu tespit etmiştir. (Baltacı, 2017).

Bir diğer demografik özellik olan öğrenim düzeyi değişkeni açısından yapılan araştırmalar analiz edildiğinde öğrenim düzeyi değişkeni ile iş erteleme arasında anlamlı bir farklılık tespit edilmiştir. Üniversite öğrencilerinin lise öğrencilerine göre daha fazla akademik erteleme ve genel erteleme davranışı göstermektedir. (Çakıcı, 2003).

Benzer şekilde yapılan araştırmalar analiz edildiğinde mesleki kıdem açısından iş erteleme arasında anlamlı olarak farklılaştığı ve mesleki kıdemdeki artışın, erteleme eğilimini azalttığı

sonucunu göstermektedir (Gawali, 2012; Güner, 2008; Hess, Sherman ve Goodman, 2000; Johnson ve Bloom, 1995; Yazıcı ve Bekaroğlu, 2012).

Aydoğan (2008), üniversite sınavına hazırlanan lise son sınıf öğrencileri üzerinde yaptığı bir araştırmada; öğrenim gördükleri alan değişkeni açısından akademik erteleme davranışı arasında anlamlı bir farklılık olmadığı görülmüştür.

Yiğit ve Dilmaç (2011), ortaöğretim kurumunda bulunan öğrencilere yapmış olduğu bir araştırmada; demografik özellik olan yaş değişkeni açısından akademik erteleme arasında anlamlı bir farklılık olduğunu tespit etmiştir. Gülebağlan (2003); Güner (2008); Yazıcı ve Bekaroğlu (2012), erteleme davranışının yaş ile ters yönlü ilişkisinin olduğunu, yaş ilerledikçe rutin işleri ertelemesinin azaldığını belirlemişlerdir.

1.1.2.Psikolojik Sermaye ve İş Erteleme

Günümüzde meydana gelen değişimlerle birlikte şirketlerin rekabet üstünlüğü sağladıkları sermaye çeşitleri de değişim göstermiştir. Şirketlerin geçmiş dönemlerden günümüze kadar rekabet etmelerini sağlayan sermaye çeşitleri; ekonomik sermaye, insan sermayesi, sosyal sermaye ve son yıllarda önem kazanan psikolojik sermayedir (Luthans ve Youseff, 2004; Akt: Güler, 2018).

Psikolojik sermaye sayesinde, kişilerin kuvvetli ve pozitif yönlerini tanımayı ve ilerletmeye çalışarak bireylerin nasıl daha mutlu, daha başarılı ve daha iyi olabileceklerini öğretmeyi amaçlamaktadır. Psikolojik sermayenin kullanılıp geliştirilmesiyle uzun dönemde sürdürülebilen insan kaynaklarının ilerletilmesi gibi farklı avantaj kaynakları sağlamaktadır (Luthans, Youseff ve Avolio, 2007).

Psikolojik sermaye verimliliği ve gösterilen performansı artırmak için iş hayatında önemli bir yere sahiptir (Met, 2010; Akt: Kaya, 2012).

Psikolojik sermaye kavramı, dört yönlü öz-yeterlilik, iyimserlik, umut ve dayanıklılık yapılarından oluşan üst düzey bir olumlu yapıdır. Bu yapı "bireyin pozitif psikolojik gelişim durumu" olarak tanımlanmıştır. Bu bağlamda psikolojik sermayenin, örgütlerin pozitif, benzersiz, ölçülebilen, geliştirilebilen ve performansla ilgili ölçütlerini en iyi şekilde açıklayan öz-yeterlilik, umut, iyimserlik ve dayanıklılıktan oluşan dört bileşeni bulunmaktadır (Luthans vd., 2007). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Kaplan ve Uçak (2017) tarafından gerçekleştirilen araştırma sonuçlarına göre çalışanların psikolojik sermaye boyutlarının (umut, öz-yeterlilik, iyimserlik ve dayanıklılık) iş erteleme üzerinde anlamlı bir etkisinin olmadığı sonucuna ulaşılmıştır.

Aydoğan ve Özbay (2012) tarafından yapılan araştırmanın bulgularına göre düşük benlik saygısı erteleme davranışını anlamlı düzeyde açıklamakta olup, kaygı ve öz-yeterlilik inancı ile akademik erteleme davranışını arasında anlamlı olmayan bir ilişki olduğu sonucuna varılmıştır.

Karacaoğlu ve Kaplan (2013) tarafından yapılan araştırmada öz-yeterlilik ile iş erteleme arasında ters yönlü ve zayıf bir ilişki olduğu tespit edilmiştir. Ayrıca öz-yeterliliğin iş ertelemeyi düşük bir oranda açıkladığı sonucuna varılmıştır.

Kaplan ve Göker (2020) tarafından yapılan araştırmanın bulgularına göre psikolojik sermayenin boyutlarından dayanıklılık ve iyimserliğin iş erteleme üzerinde negatif ve anlamlı bir etkiye sahip olduğu saptanırken, buna karşın, psikolojik sermayenin boyutlarından öz yeterlilik ve umudun iş erteleme üzerinde negatif, fakat anlamlı bir etkiye sahip olmadığı ortaya konulmuştur.

1.1.3.İş Rolü Belirsizliği ve İş Erteleme

Çalışanın bulunduğu ortamda kendisine verilen görev ve sorumluluklarında beklenilen performansı yerine getirebilmesi için ihtiyacı olan bilgiden eksik kalması olarak tanımlanmasıdır (Ceylan ve Ulutürk, 2006, 48).

Bireyin bulunduğu ortamda göstermek istediği hareket, tutum ya da eylemi kendisine verilen görevleri net bir şekilde belirtilmediği için sorumluluk almaktan uzak durmaktadır.(Jones, 2007; Judeh, 2011, 173).

İş rolü belirsizliği, bireyin verilen rol sorumluluklarına bağlı olan ihtiyaçlarına ait net ve belirli bilginin eksikliğidir (Ram vd., 2011, 114).

Kısıtlı eğitim, kuvvetsiz iletişim, ekip arkadaşı ya da yetkili tarafından kasıtlı olarak yapılan bilgi paylaşılmaması ya da bilgi sınırlaması iş rolü belirsizliğinin nedenleri arasında gösterilmektedir (Luthans, 1989; Bauer ve Simmon, 2000; Yörükoğlu, 2008; Polatcı ve Özyer, 2015).

Literatürde bu konu hakkında yer alan araştırmanın sonucu aşağıda özetlenmiştir.

Sadykova (2016) hizmet sektöründe iş rolü belirsizliğinin işyerindeki erteleme alışkanlığı üzerine etkisini belirlemeyi amaçlayan çalışmasında iş rolü belirsizliği ile işyeri erteleme boyutları arasında anlamlı ve pozitif bir ilişki olduğu sonucunu belirlemiştir.

1.1.4.Sosyal Medya Kullanımı ve İş Erteleme

Turel ve Serenko (2012)'ya göre sosyal medya kullanımı bireyde haz duygusu vermektedir, bu duygu ise bireyi daha fazla sosyal medya kullanımına yönlendirmekte ve bireyde belirli bir zaman sonra sosyal medyaya karşı bağımlı olma hissi oluşmaktadır.
Savcı ve Aysan (2017) sosyal medya kullanımını; "aşırı bağımlılık, kullanma isteğini karşılayamamak, aşırı kullanım yüzünden işlerini boşlamak, fazla kullanımın sosyal bağlantılara negatif yansıması, olumsuz duygu ve düşüncelerden kaçış aracı olarak kullanmak," şeklinde tanımlamaktadır. Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Tekin, O. (2019) Öğretmenlerin sosyal medya bağımlılık seviyeleri ile genel erteleme davranışı eğilimleri arasında pozitif yönde güçlü bir ilişki olduğu ortaya konmuştur. Erkek öğretmenlerin genel erteleme davranışı eğilimleri ve sosyal medya bağımlılık seviyeleri kadınlara göre yüksek olsa da cinsiyetlerine göre istatistiksel olarak anlamlı bir farklılık göstermemektedir.

1.1.5. Beş Büyük Kişilik ve İş Erteleme

Kişilik, insanların duygu, düşünce, tutum ve diğer hareketlerine şekil veren bireysel süreçler veya bireyin tüm karakteristik özelliklerini barındıran belirli bir zaman süreci içinde gelişen yapı olarak tanımlanır(Alport, 1937; 1961; Mount, Barrick,Scullen ve Rounds, 2005).

Farklı psikologlara göre kişilik karakterleri beş alanda organize edilebilir. Beş büyük kişilik özelliği olarak ifade edilen bu karakterler; deneyime açık olmak, sorumluluk, dışadönüklük, uyumluluk ve duygusal dengeyi içermektedir (Benford ve Swami, 2014: 454).

Beş büyük kişilik özelliğinde bulunan her bir özellik bir kişinin hislerinin, fikirlerinin veya tutumlarının devamlılığına veya yoğunluğuna değinir (Limont ve diğerleri, 2014: 199).

Özer (2012), öğretmen adaylarında yapmış olduğu çalışmada beş büyük kişilik özelliğinden biri olan duygusal denge ile erteleme davranışları arasında pozitif yönde olumlu ilişki belirlemiştir.

Endişe, kaygı, olumsuz duygusallık, düşük benlik algısı ve kontrol eksikliği gibi nevrotik özellikleri taşıyan kişilerin daha yüksek düzeyde erteleme eğilimi içinde olması yapılan araştırma ile göstermektedir(Gawali, 2012; Hess, Sherman ve Goodman, 2000; Johnson ve Bloom, 1995; Ferrari ve Pychyl, 2012; McCann, 2011; Al Otaibi, 2012; Sava ve Popa, 2011; Vreeke ve Muris, 2012; Zheng ve Zheng, 2011).

1.2. İŞ ERTELEMENİN SONUÇLARI

Bu araştırmada iş erteleme faaliyetlerini etkileyen sonuçlar arasında iş-yaşam dengesi ve karar verme stilleri ile sınırlandırılmıştır

.

1.2.1. İş-Yaşam Dengesi ve İş Erteleme

İş yaşam dengesi son zamanlarda dünya genelinde önem kazanan bir kavramdır. Bu kavram, iş ve yaşam arasındaki zaman ve emeğin ayarlanmasına bağlı politika görüşmelerinde kullanılmıştır (Gümüş ve Türkyılmaz, 67).

İş ve yaşam arasındaki denge kavramında denge eşitliği belirtmektedir. Diğer ifadeyle iş ve yaşam arasındaki gereksinimde eşitliğin sağlanmasıdır. Bu kavram temelinde çalışma hayatında gösterilen başarının sosyal yaşamdaki eğlence ile garanti edilmesidir(Pekdemir ve Koçoğlu Sazkaya, 2014, 315).

Literatürde bu konu hakkında çok fazla araştırma olmamakla birlikte yer alan bazı araştırma sonuçları aşağıda özetlenmiştir.

Kara, H., (2021). Yapmış olduğu araştırmada çalışanların genel erteleme davranışlarının iş yaşam dengeleri üzerine anlamlı bir etkisinin olduğu sonucuna ulaşılmıştır.

1.2.1. Karar Verme Stilleri ve İş Erteleme

Erteleme eğiliminde olduğu gibi karar verme stilleri açısından kişiden kişiye farklılık gösterir. Karar verme süreci ilk etapta karmaşık olarak görülmese de, yapılan çalışmalar çoğu bireyin karar vermede düşündüklerinden daha zayıf olduklarını göstermiştir. Bireyler arasındaki kişisel ayrılıkların önemli sebeplerinden biri de karar verme stilleri açısından ayrışmalarıdır(Taşdelen, 2002).

Driver' e (1990) göre karar verme stili öğrenilmiş bir alışkanlıktır. Alternatiflerin açıklanması ve karar sırasında bilgiyi işleme stilleri karara ulaşılırken arasındaki ayrılıkların anahtarı olmaktadır.

Bireylerin karar verme stillerine yönelik birçok araştırma bulunmasına rağmen, erteleme eğilimi üzerindeki etkileri konusuna yönelik yok denecek sayıda az araştırma vardır.

Frost ve Shows (1993), Erteleme eğilimi ile karar verme konusunda yaptıkları araştırmada, kararsızlık düzeyi yüksek olan öğrencilerin erteleme eğilim düzeyleri açısından, kararsızlık düzeyi düşük olan öğrencilerden farklılıklaştıklarını ve anlamlı olduklarını rapor etmişlerdir.

Balkıs M., (2007) yapmış olduğu araştırma sonucunda, akademik görevleri erteleme eğiliminin, rasyonel karar verme stili ile anlamlı düzeyde negatif, kaçıngan ve anlık karar verme stili ile pozitif yönde ilişkili olduğu görülmüştür.

METODOLOJİ

Bu çalışmada kavramsal bir araştırma yöntemi kullanılmıştır. Çalışmanın temel problemi; İşletmelerde çalışan iş görenlerin iş ertelemesinin öncülleri ve sonuçları? Sorusudur.

BULGULAR

Araştırmada mevcut literatür taraması yapılmıştır. Yapılan literatür araştırmasında iş ertelemeyi etkileyen faktörler ile ilgili bilgiler toplanmış ve değerlendirilmiştir. İş ertelemenin öncüllerine ilişkin yapılan araştırmalara göre; demografik özelliklerden yaş, cinsiyet, öğrenim türü, iş yeri statüsü, kıdem işi erteleme üzerinde anlamlı bir etkiye sahip olmadığı tespit edilirken; iş yerinde çalışma saatinin iş erteleme üzerine negatif yönde etkilediği bildirilmiştir. Diğer bir öncül olan psikolojik sermayenin iş erteleme üzerine etkilerinin incelendiği çalışma bulgularında psikolojik sermaye boyutlarının iş erteleme üzerine anlamlı bir etkisinin olmadığı bildirilmiştir. Ancak

psikolojik dayanıklılığın akademik iş ertelemeyi negatif yönde anlamlı etkilendiği görülmektedir. İş rolü belirsizliğinin ise iş erteleme üzerine pozitif yönlü etkisi olduğu araştırma bulguları arasındadır. Benzer şekilde sosyal medya bağımlılığı artması ile iş erteleme davranışları arasında pozitif yönlü ilişki olduğu yapılan çalışma bulgularında ortaya konmaktadır. Diğer bir öncül olan beş büyük kişilik özelliğinin iş erteleme üzerinde anlamlı bir etkisinin olduğu bildirilmiştir.

SONUÇ

Bu çalışmada işletmelerde çalışan iş görenlerin iş ertelemesine sebep olan demografik özellikler, psikolojik sermeye, iş rolü belirsizliği, sosyal medya kullanımı, beş büyük kişilik özelliği gibi birçok faktör olduğu görülmüştür. İş ertelemenin öncüllerine ilişkin yapılan araştırmalara göre; demografik özelliklerden yaş, iş yeri statüsü gibi değişkenlerin işi erteleme üzerinde anlamlı bir etkiye sahip olmadığı tespit edilirken; iş yerinde çalışma saatinin iş erteleme üzerine negatif yönde etkilediği bildirilmiştir. Ayrıca cinsiyet, medeni durum, mesleki kıdem ve öğrenim düzeyin gibi değişkenlerin iş erteleme arasında anlamlı bir farklılık tespit etmiştir. Diğer bir öncül olan psikolojik sermayenin iş erteleme üzerine etkilerinin incelendiği çalışma bulgularında psikolojik sermaye boyutlarının iş erteleme üzerine anlamlı bir etkisinin olmadığı bildirilmiştir. İş rolü belirsizliğinin ise iş erteleme üzerine pozitif yönlü etkisi olduğu araştırma bulguları arasındadır. Benzer şekilde sosyal medya bağımlılığı artması ile iş erteleme davranışları arasında pozitif yönlü ilişki olduğu yapılan çalışma bulgularında ortaya konmaktadır. Diğer bir öncül olan beş büyük kişilik özelliğinin iş erteleme üzerinde anlamlı bir etkisinin olduğu bildirilmiştir.

Ayrıca bu faktörlerin iş erteleme davranışını arttırması ile iş-yaşam dengesi ve karar verme stillerini de etkilediği saptanmıştır. Bu çalışmanın sonuçları ışığında iş görenler üzerine iş erteleme öncüllerinin belirlenmesi gerekmektedir.

Bu araştırmanın temel kısıtlayıcısı literatürde iş erteleme kavramı ve iş erteleme davranışını etkileyen faktörler ile ilgili ulusal ve uluslararası literatürde araştırmaların az olmasıdır. Dolayısıyla yapılacak olan değerlendirmelerin sonuçları ve araştırma bulgularının ileride iş erteleme öncülleri ve sonuçları üzerinde araştırma yapacak araştırmacılara yol gösterici bulgular sunabilir ve sunulacak öneriler ile literatüre ve uygulayıcılara katkı sağlayacaktır.

Demografik özellikler, psikolojik sermeye, iş rolü belirsizliği, sosyal medya kullanımı, beş büyük kişilik özelliği iş erteleme davranışını etkileyen diğer öncüller ya da kişisel ve örgütsel nedenlerden kaynaklanan faktörlerin sonuçları araştırma konusu olarak ele alınabilir.

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Does Sustainability Performances of Companies in BIST Sustainability Index Matter During Covid-19 Pandemic Period?

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Abstract

This study was carried out in order to determine the effect of corporate sustainability practices of companies on their financial performance in crisis times. 73 non-financial companies included in the Borsa Istanbul 100 index were selected as a sample. The Covid-19 pandemic was selected as a crisis and the analysis period was divided into two parts as pre-crisis (2018-2019) and crisis period (2020-2021). The financial performances of companies that are included in and those that are not in the Borsa Istanbul Sustainability Index (BIST SE) were compared with the help of statistical tests in the pre-crisis and crisis period. While return on asset, return on equity and return on sales ratios were used as accounting-based financial performance indicators, stock returns and volatility of returns were used as market-based performance indicators. As a result of the T-Test, a statistically significant difference was obtained between the volatility of the returns of the companies included in and not in the BIST SE, for the pre-Covid-19 period. However, no statistically significant difference was observed in other ratios. For the Covid-19 period, no statistically significant difference was found between the ratios of companies in the BIST SE and those that are not. On the other hand, according to the non-parametric Mann Whitney U test results, for pre-crisis period statistically significant differences were found between the volatility and net profit margins of the companies that are in the BIST SE and those that are not. Finally, it was found that there were no statistically significant differences for any ratio in the Covid-19 period. These results have been interpreted as the sustainability performances of companies in BIST SE do not make a significant difference during Covid-19 period.

Keywords: Borsa Istanbul, Corporate Sustainability, Financial Performance.

BİST Sürdürülebilirlik Endeksinde Yer Alan Şirketlerin Sürdürülebilirlik Performansları Kovid-19 Pandemi Döneminde Önemli midir?

Özet

Kriz dönemlerinde şirketlerin kurumsal sürdürülebilirlik uygulamalarının finansal performansları üzerindeki etkisini tespit etmek amacıyla gerçekleştirilmiş olan bu çalışmada Borsa İstanbul 100 endeksi içerisinde yer alan ve finansal olmayan 73 şirket örneklem olarak seçilmiştir. Kovid-19 salgını kriz olarak ele alınmış ve analiz dönemi kriz öncesi (2018-2019) ve kriz dönemi (2020-2021) şeklinde ikiye ayrılmıştır. Borsa İstanbul Sürdürülebilirlik Endeksi (BIST SE) içerisinde yer alan şirketler ile yer almayan şirketlerin finansal performansları kriz öncesi dönemde ve kriz döneminde istatistik testler yardımı ile karşılaştırılmıştır. Muhasebe bazlı finansal performans göstergeleri olarak toplam varlık karlılığı, özkaynak karlılığı ve satışların karlılığı oranları kullanılırken piyasa bazlı performans göstergeleri olarak hisse senedi getirisi ve getirilerin oynaklığı kullanılmıştır. T-Test sonuçları neticesinde Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin getirilerinin oynaklıkları arasında istatistiksel olarak anlamlı farklılık elde edilirken, diğer oranlar için istatistiksel olarak anlamlı bir farklılık bulunmamıştır. Kovid-19 dönemi için BIST SE'de yer alan şirketler ile yer almayan şirketlerin oranları arasında istatistiksel olarak anlamlı bir fark tespit edilmemiştir. Öte yandan parametrik olmayan Mann Whitney U testi sonuçlarına göre Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin oynaklıkları ve sarışların karlılıkları arasında istatistiksel olarak anlamlı farklılıklar bulunurken, Kovid-19 döneminde hiçbir oran için istatistiksel olarak anlamlı farklılıklar olmadığı bulgusuna ulaşılmıştır. Bu sonuçlar BIST SE´de yer alan şirketlerin sürdürülebilirlik performanslarının Kovid-19 salgını döneminde önemli fark yaratmadığı şeklinde yorumlanmıştır.

Anahtar Kelimeler: Borsa İstanbul, Kurumsal Sürdürülebilirlik, Finansal Performans.

1. GİRİŞ

Sürdürülebilirlik kavram olarak; ekonomik kalkınma, sosyal kalkınma ve çevrenin korunması temalarını içerisinde barındırır. Ağırlıklı olarak ekonomik kalkınmayı çağrıştırması; sürdürülebilirliğin aslında ekonomik karar birimlerinin faaliyetleriyle doğrudan ilişkili olmasıyla alakalıdır (Kuşat, 2012).

Aksoy ve ark. (2020) göre iş dünyasının etik ve sosyal yönleri, özellikle paydaşların beklentilerindeki değişkenlikle ilişkili olarak, şirketlerin sürdürülebilir büyümesinde giderek daha önemli bir rol oynamaktadır. Şirketler gittikçe daha rekabetçi hale gelen bir iş ortamında sürdürülebilir kalabilmek için ekonomik, sosyal ve yönetimsel (ESY) performanslarını düzgün bir şekilde yönetmek zorundadır. Son yıllarda şirketler kendilerini giderek daha fazla sürdürülebilir ilan etmekte ve yıllık raporlarıyla birlikte sürdürülebilirlik raporları yayınlamaktadır. Nitekim ilk adım, 2012 yılında düzenlenen ve Nasdaq, Borsa İstanbul, BOVESPA, Johannesburg Menkul Kıymetler Borsası ve Mısır Borsası olmak üzere beş borsanın Sürdürülebilir Menkul Kıymetler Borsaları Girişimi'ne öncülük eden bir anlaşma imzaladığı Rio+20

zirvesinde atılmıştır. O dönemden bu yana, bu girişimde yer alan borsaların sayısı hızla artarak 2018 yılında 78'e ulaşmıştır.

Türkiye'de ve özellikle Borsa İstanbul (BIST) şirketleri arasında sürdürülebilirlik konusundaki anlayış, bilgi ve uygulamaların artması amacıyla BIST'de işlem gören ve kurumsal sürdürülebilirlik performansları üst seviyede olan şirketlerin paylarının yer alacağı Borsa İstanbul Sürdürülebilirlik Endeksi (BIST SE) oluşturulmuştur (Taşcı, 2020).

BIST SE, kurumsal sürdürülebilirlik konusunda yüksek performans gösteren şirketler için bir referans noktası sağlamakta ve Türkiye'de sürdürülebilirlik bilincini, bilgisini ve uygulamasını arttırmaktadır (Aksoy ve ark., 2020). Ayrıca, kurumsal yatırımcıların kurumsal sosyal sorumluluk konularını yüksek performansla yöneten şirketlere bağlılıklarını gösterebilecekleri bir platformdur. Bu amaç doğrultusunda 2013 yılında BIST, üçüncü bir taraf olan Ethical Investment Research Services Limited (EIRIS) ile BIST SE' nin oluşturulması için bir iş birliği anlaşması imzalamıştır. Bu anlaşma ile EIRIS, şirket taraması yapmakta ve BIST'te işlem gören şirketleri uluslararası sürdürülebilirlik kriterlerine göre değerlendirmektedir. BIST SE 2014 yılında faaliyete geçmiştir. Her kurucu şirketin nispi ağırlığı yüzde 15 ile sınırlandırılmıştır. BIST SE için Kasım-Ekim olmak üzere bir endeks dönemi bulunmaktadır. EIRIS, 2014 yılından bu yana BIST 30 Endeksi'ni oluşturan şirketleri ve 2015 yılından günümüze BIST 50 Endeksi'ni oluşturan şirketleri değerlendirmektedir. 2016 yılından itibaren ise, hem BIST 50 Endeksi'ne dahil olan şirketleri hem de BIST 100 Endeksi'ndeki gönüllü şirketleri değerlendirmektedir.

İşletmeler için sürdürülebilirlik kavramı "kurumsal sürdürülebilirlik" şeklinde yeni bir boyut kazanmaktadır (Kuşat, 2012). Kurumsal sürdürülebilirlik, sürdürülebilir kalkınmanın sadece bir bölümünü içine alan -özellikle de üretimden sorumlu ekonomik karar birimleri olan- ticari işletmelerin devamlılığını ifade eden bir kavramdır.

Literatür incelendiğinde işletmelerin finansal kriz dönemlerinde uyguladıkları kurumsal sürdürülebilirlik faaliyetlerinin işletmeler üzerindeki etkilerini inceleyen çeşitli çalışmalar mevcuttur. Bu çalışma, Kovid-19 pandemisinin yarattığı finansal kriz etkisi baz alınarak oluşturulmuştur.

Kovid-19 virüsü, ilk olarak 2019 yılının son aylarında Çin'in Hubei eyaleti Wuhan kentinde ortaya çıkmıştır. O tarihten itibaren hızla yayılarak 11 Mart 2020 tarihinde Dünya Sağlık Örgütü (DSÖ) tarafından pandemi olarak duyurulmuştur. Kovid-19 pandemisi dünya çapında sadece sağlık alanında değil ekonomik anlamda da olumsuz etkilere sebep olmuş ve olmaya devam etmektedir. Günümüz itibariyle hala ciddi bir sağlık sorunu olarak etkisini devam ettiren Kovid-19 pandemisi, küresel ekonomik etkileri de beraberinde getirmiştir. Dolayısıyla bu çalışma da Kovid-19 kriz döneminde şirketlerin kurumsal sürdürülebilirlik uygulamalarının finansal performansları üzerindeki etkisini tespit etmek amacıyla gerçekleştirilmiştir. Çalışma kapsamında BIST SE içerisinde yer alan şirketler ile yer almayan şirketlerin finansal performansları kriz öncesi dönemde ve kriz döneminde istatistik testler yardımı ile karşılaştırılmıştır. Muhasebe bazlı finansal performans göstergeleri olarak toplam varlık karlılığı, özkaynak karlılığı ve satışların karlılığı oranları kullanılırken piyasa bazlı performans göstergeleri olarak hisse senedi getirisi ve getirilerin oynaklığı kullanılmıştır.

2. LİTERATÜR İNCELEMESİ

Konu ile ilgili literatür incelendiğinde kriz dönemlerinde şirketlerin sürdürülebilirlik performansının önemli olup olmadığıyla ilgili birçok çalışma yapılmıştır. Manninen & Huiskonen, (2022), Yoo ve ark., (2021) ve Santis ve ark., (2016) tarafından farklı borsalar ve farklı örneklem sayıları kapsamında gerçekleştirilen çeşitli çalışmalarda şirketlerin sürdürülebilirlik performansları ile finansal performansları arasında anlamlı bir sonuca ulaşamazken, yine Yoo ve ark., (2021), Hwang ve ark., (2021) ve Broadstock ve ark., (2020)

çeşitli çalışmalarda sürdürülebilirlik performansının işletmelerin finansal risklerini azalttığı bulgusuna ulaşmışlardır. Engelhardt ve ark., (2021), Tlemçani Mhandez & Ouchen, (2021) ve Gillan, Koch, & Starks, (2020) çevresel, sosyal ve yönetim (ESG) faaliyetlerini benimseyen işletmelerin kriz dönemlerinde diğer firmalara göre daha yüksek işletme performansına sahip olduğunu ve daha yüksek getiri elde ettiği bulgusuna ulaşmışlardır. Özet olarak, literatür incelendiğinde şirketlerin kriz dönemlerinde sürdürülebilirlik performanslarının önemli olup olmadığıyla ilgili kesin bir sonuca ulaşılamadığı görülmüştür.

Santis ve ark., (2016), 2009-2013 yılları arasında Brezilya borsasında yer alan aynı zamanda Kurumsal Sürdürülebilirlik Endeksi (ISE) portföyünün bir parçası olan şirketlerin getirileri ile Sao Paulo Stock Exchange (BOVESPO)'de faaliyet gösteren şirketlerin getirilerini karşılaştırmıştır. Araştırmacıların kârlılık ve likidite oranlarına ilişkin hesaplamaların ekonomik ve finansal sonuçları, kullanılan istatistiksel yöntemler ve zaman dilimi dikkate alındığında, Brezilya borsasında yer alan aynı zamanda ISE portföyünde yer alan şirketler ile BOVESPO'da yer alan şirketler arasında anlamlı bir fark bulunmamıştır. Araştırmacılar, daha sürdürülebilir olan şirketlerin, bu kimliğe sahip olmayan şirketlerden daha üstün finansal performansa sahip olmadıklarını belirtmektedir.

Manninen & Huiskonen, (2022), sürdürülebilirlik ilkelerini bir şirkete entegre ederek çevresel ve sosyal kaygıları strateji, faaliyet ve iş operasyonlarına dönüştürdüğünü belirtmiş, şirketlerin ve toplumun ekonomik ve sürdürülebilir kalkınmasına da katkıda bulunduğunu ifade etmişlerdir. Yine Manninen & Huiskonen, (2022) birçok kurumsal sürdürülebilirlik yeniliklerinin ve stratejisinin tam potansiyellerine ulaşmadığını belirtmiş bu nedenle bunların sürdürülebilir kalkınmaya etkin bir şekilde katkıda bulunmadığını ifade etmiştir. Bunun yerine şirketler, kendisine fayda sağlayan dahili ve kademeli iyileştirmelere odaklanma eğilimindedir ve sürdürülebilir kalkınmanın makro düzeydeki gereksinimlerini ihmal ettiğini belirtmektedir.

Yoo ve ark., (2021), işletmelerin ESG performansları ile hisse senedi fiyatları arasındaki ilişkiyi incelemişler ve literatür taramalarında ESG performansının artırılmasının hisse senedi fiyatının artmasına yol açtığı argümanının desteklendiğini buna rağmen finansal krizler esnasında ESG performansının rolünün keşfedilemediğinden söz etmişlerdir. Aynı araştırmacılar sonuçlarında, daha önce yapılan çalışmaların bulgularına ek olarak 2008-2009 küresel finansal krizi sırasında ESG faaliyetlerinin finansal performansları üzerindeki genel etkisini inceleyen diğer çalışmalar ile benzer minvalde daha yüksek ESG performansının finansal krizler esnasında finansal riski azalttığı sonucunu desteklemektedir.

Lopatta & Kaspereit, (2014), Lehman Brothers'ın Eylül 2008 Finansal krizindeki iflasından sonra sermaye piyasalarının kurumsal sürdürülebilirliğe yönelik tutumlarının olumlu yönde değiştiğini belirtmiştir. Ayrıca araştırmacılar bir sektör ne kadar yüksek çevresel ve sosyal risklere sahipse, kurumsal sürdürülebilirlik kavramının o sektörler için daha önemli olduğunu belirtmişlerdir. Yine çalışmalarında, finansal krizin tetiklediği kurumsal ortamda sektörlerdeki yöneticilerin, hisselerin pazar değerini artırmak için firmalarının kurumsal sürdürülebilirliğe olan bağlılığını artırmaları gerektiğini belirtmişlerdir.

Engelhardt ve ark., (2021) Kovid-19 krizi sırasında ESG derecelendirmeleri ile hisse senedi performansı arasındaki ilişkiyi araştırdıkları çalışmalarında 16 farklı Avrupa ülkesinden 1452 firmadan oluşan bir örneklem ile çalışmış ve firmalar arasından daha iyi ESG performansına sahip olanların 2020'nin başında daha yüksek kümülatif anormal getirilere sahip olduğunu ve daha düşük sistematik olmayan riske sahip olduğunu iddia etmişlerdir.

Hwang ve ark., (2021), ESG performanslarının, firmaları Kovid-19 salgını nedeniyle finansal performans bakımından keskin bir düşüşten koruduğunu belirtmiştir. Kore sermaye piyasasında işlem gören firmaların aktif karlılık oranları, 2020'nin ilk çeyreğinde Kovid-19 pandemisinin nedeniyle sert biçimde düşmüştür. Bununla birlikte, bu düşüşün daha yüksek ESG performansı gösteren firmalar için daha hafif geçtiğini dile getirmiştir. Ayrıca, ESG performanslarının sadece kârlılığı artırmada değil, aynı zamanda Kovid-19 salgını sırasında kazanç volatilitesini azaltmada da etkisi olduğu sonucuna varmıştır.

Miralles- Quirós ve ark., (2019), 2008 finansal krizinin dünyanın en gelişmiş finansal sistemlerini etkilediğini ve buna bağlı olarak finansal sektörün itibarını ciddi bir şekilde şüpheye düşürdüğünü ve itibarsızlaştırdığını ifade etmiş bu kriz neticesinde finansal sistemlerin sürdürülebilir olması gerektiğini belirtmiştir. Araştırmacıların bulgularına göre çevre ve kurumsal yönetim performansı bankaların hisse fiyatları ile pozitif ve anlamlı bir şekilde ilişkiliyken sosyal performans ile negatif ve anlamlı biçimde olduğu bulgusuna ulaşılmıştır.

Broadstock ve ark., (2020), Kovid-19 salgını sırasında global olarak hisse senedi değerlerindeki düşüşün, yatırımcılar arasında olumsuz bir his yansıttığını belirterek bu olumsuz duygunun ayrım gözetmeksizin ESG performansının kriz zamanlarında sistematik olarak olumsuz riskten uzaklaşmak için değerli bir gösterge olarak hareket edip etmediğini sorgulamıştır. Araştırmacılar, ESG performansının Kovid-19 krizi sırasında Şangay Menkul Kıymetler Borsası (CSI300) hisse senetlerinin kısa vadeli kümülatif getirileriyle olumlu bir şekilde ilişkili olduğunu göstermektedir. Ayrıca çalışma, yüksek ESG performansına sahip portföyleri genellikle düşük ESG performansına sahip portföylerinden daha iyi performans gösterdiğini, ESG performanslarının finansal kriz sırasında finansal riski azalttığını, ESG performanslarının rolünün normal zamanlarda yani kriz zamanları dışında zayıfladığını, kriz dönemlerinde öneminin arttığını ortaya koymuştur.

Tlemçani Mhandez & Ouchen, (2021), tüm dünyayı hazırlıksız yakalayan Kovid-19 pandemisinin yönetim ve işletmeleri etkilediğini ve etkili hareket etmelerini sağlayan kriterlerden mahrum bıraktığını belirtmiştir. Bu etkileri en aza indirmek açısında şirket içindeki ESG uygulamalarına önem verilmesinin elzem olduğunu belirtmiş, buna ek olarak kurumsal yönetimin ön plana çıkarılması gerektiğinden bahsetmektedir. ESG uygulamalarının şirketlere en iyi yeteneklere sahip çalışanları işletmelere çekmek, uzun vadeli finansal performansı iyileştirmek gibi faydaları bulunduğunu belirtmiştir.

Gillan, Koch, & Starks, (2020), kurumlara duyulan güvenin düşük olduğu kriz dönemlerinde ESG firmalarının performansını incelemiştir. ESG faaliyetlerini benimseyen firmaların düşük güven dönemlerinde diğer firmalara göre daha yüksek işletme performansına sahip olduğunu ve daha yüksek getiri elde ettiğini bulgusuna ulaşmışlardır.

3. YÖNTEM

Kriz dönemlerinde şirketlerin kurumsal sürdürülebilirlik uygulamalarının finansal performansları üzerindeki etkisini tespit etmek amacıyla gerçekleştirilmiş olan bu çalışmada Borsa İstanbul 100 endeksi içerisinde yer alan ve finansal olmayan 73 şirket örneklem olarak seçilmiştir. Kovid-19 salgını kriz olarak ele alınmış ve analiz dönemi kriz öncesi (2018-2019) ve kriz dönemi (2020-2021) şeklinde ikiye ayrılmıştır. BIST SE içerisinde yer alan şirketler ile yer almayan şirketlerin finansal performansları kriz öncesi dönemde ve kriz döneminde istatistik testler yardımı ile karşılaştırılmıştır. Muhasebe bazlı finansal performans göstergeleri olarak toplam varlık karlılığı (ROA), özkaynak karlılığı (ROE) ve satışların karlılık

oranları (ROS) kullanılırken piyasa bazlı performans göstergeleri olarak hisse senedi getirisi (R) ve getirilerin oynaklığı (STDEV) kullanılmıştır. SPSS programı kullanılarak parametrik T-test ve parametrik olmayan Mann Whitney U testi kullanılarak araştırmanın bulguları elde edilmiştir.

4. BULGULAR

Çalışmada Borsa İstanbul 100 (BIST100) endeksi içerisinde 2018-2021 yılları arasında yer alan ve finansal olmayan 73 şirket örneklem olarak seçilmiştir. Tablo 1.de örneklem olarak seçilen 73 şirketin sektörel dağılımı gösterilmektedir.

Tablo 1. 2018-2021 BIST 100 Endeksinde Yer alan ve Almayan Finansal Olmayan Şirketlerin Sektörel Dağılımı

Sektör	Firma Sayısı	Yüzde
Ev Eşyaları ve Ev İnşaatı	2	2,74%
Havacılık ve Savunma	1	1,37%
Otomotiv ve Otomotiv Parçaları	7	9,59%
Meşrubat	2	2,74%
Kimya	3	4,11%
İnşaat ve İnşaat Malzemeler	3	4,11%
Elektrik	9	12,33%
Sabit Hat Telekomünikasyon	2	2,74%
Gıda ve İlaç Perakende	3	4,11%
Gıda Üretim	1	1,37%
Sanayi	4	5,48%
Perakende	3	4,11%
Endüstriyel Mühendislik	1	1,37%
Endüstriye Metal ve Maden	4	5,48%
Endüstriyel Ulaşım	1	1,37%
Eğlence	2	2,74%
Madencilik	1	1,37%
Petrol ve Gaz Üreticileri	2	2,74%
İlaç ve Biyoteknoloji	4	5,48%
Yazılım ve Bilgisayar Hizmetleri	1	1,37%
Teknoloji Donanım ve Ekipmanları	1	1,37%
Seyahat	3	4,11%
Diğer	13	17,81%
Total	73	100%

Tablo 2´de değişkenler arasındaki ikili korelasyon değerleri ve tanımlayıcı istatistikler yer almaktadır. Korelasyon değerleri +1 ile -1 değerleri arasında yer almaktadır. +1 ve -1 uç noktalar olmakla beraber bu değerlere yaklaşan değişken ilişkileri arasında kuvvetli bir ilişkinin olduğunu göstermektedir. Değişkenler arasındaki ilişkinin +1 olması bu değişkenler arasında kuvvetli bir ilişki olduğunu göstermekte, yine değişkenler arasındaki ilişkinin -1 olması kuvvetli fakat ters yönlü bir ilişki olduğunu göstermektedir. Korelasyon katsayısının 0 olması değişkenler arasında anlamlı bir ilişkinin olmadığını göstermektedir.

Tablo 2. Tanımlayıcı İstatistik ve Korelasyon Tablosu

	Ortalama	Standart Sapma	R	STDEV	ROA	ROE	ROS
R	0,104	0,166	1,000				
STDEV	2,454	0,814	0,629*	1,000			
ROA	0,075	0,059	0,202*	0,217*	1,000		
ROE	0,170	0,699	0,024	0,013	0,081	1,000	
ROS	0,165	0,415	0,181*	0,182*	0,320*	0,035	1,000

Değişkenler arasındaki korelasyon değerleri incelendiğinde Tablo 2.de 0.629'dan yüksek korelasyon değerinin olmadığı ve korelasyon değerlerinin pozitif olduğu görülmektedir. 0.629 ile şirket getirileri ve toplam risk arasında yüksek korelasyon olduğu söylenebilir. Şirket getirisinin diğer değişkenler ile arasında zayıf korelasyon olduğu ortaya çıkmaktadır. Aktif karlılık oranı ile şirket getirisi, toplam risk ve satışların karlılıkları arasında zayıf korelasyon tespit edilmiştir. Bunun yanı sıra Özkaynak karlılığı ile diğer değişkenler arasında çok zayıf korelasyon yani anlamsız ilişki söz konusudur. Net kâr marjı oranının, özkaynak karlılık oranı haricindeki tüm değişkenler ile arasında zayıf korelasyon tespit edilmiştir. Özetle değişkenler arasında zayıf bir korelasyon ilişkisi mevcuttur. Tablo 3.te T-test ve Mann Whitney U Test sonuçları gösterilmektedir.

Tablo 3. T-Test ve Mann Whitney U Test Sonuçları

Finansal Performans	**Kovid-19 Pandemisi Öncesi**				**Kovid-19 Dönemi**			
	BIST SE	**Diğer**	**Test istatistikleri (p-value) t-test**	**Test istatistikleri (p-value) Mann Whitney-U**	**BIST SE**	**Diğer**	**Test istatistikleri (p-value) t-test**	**Test istatistikleri (p-value) Mann Whitney-U**
Aktif Karlılık Oranı (ROA)	0,088	0,068	-0,472 (0,638)	-1,447 (0,148)	0,088	0,061	-1,817 (0,173)	-0,459 (0,650)
Özkaynak Karlılığı Oranı (ROE)	0,218	0,149	0,554 (0,594)	-0,375 (0,721)	0,046	0,280	-0,277 (0,524)	-0,569 (0,583)

Satışların Karlılığı Oranı (ROS)	0,177	0,169	-0,472 (0,520)	-2,418 (0,016)**	0,254	0,086	-1,734 (0,121)	-0,708 (0,512)
Şirket Getirisi (R)	0,283	0,057	-1,323 (0,193)	-2,441 (0,151)	0,120	0,012	-1,003 (0,243)	-1,582 (0,283)
Toplam Risk (STDEV)	2,267	2,387	2,136 (0,038)*	-4,434 (0,000)***	2,657	3,531	-2,938 (0,141)	-0,546 (0,624)

SPSS programı kullanılarak uygulanan T-test analizi neticesinde Kovid-19 öncesi dönem için Borsa getirileri (R) kapsamında BIST SE de yer alan şirketlerin ortalama getirileri 0,283 olurken, diğer şirketlerin ortalama getirileri 0,057 olarak bulunmuştur. Ancak getiriler arasında istatistiksel olarak anlamlı bir farklılık elde edilememiştir (p (0,193)>0.10). Kovid-19 öncesi dönem için, BIST SE de yer alan şirketlerin ortalama aktif karlılık oranı 0,088 olurken, diğer şirketlerin ortalama aktif karlılık oranı 0,068 olarak bulunmuştur. Ortalama aktif karlılık oranları arasında istatistiksel olarak anlamlı farklılık yoktur (p (0,638)>0.10). Kovid-19 öncesi dönem için, BIST SE de yer alan şirketlerin ortalama özkaynak karlılık oranı 0,218, diğer şirketlerde ise 0,149 olarak elde edilmiştir. Ortalama özkaynak karlılık oranları arasında anlamlı farklılık tespit edilememiştir. (p (0,594)>0.10). Kovid-19 öncesi dönem için, BIST SE de yer alan şirketlerin ortalama satışların karlılık oranı 0,177 olurken, diğer şirketlerin ortalama satışların karlılık oranı 0,169 olarak bulunmuştur. Verilere göre ortalama satışların karlılık oranları arasında anlamlı farklılık tespit edilememiştir (p (0,520)>0.10). Kovid-19 öncesi dönem için, BIST SE de yer alan şirketlerin ortalama toplam riskleri 2,267 olurken, diğer şirketlerin ortalama toplam riskleri 2,387 olarak elde edilmiştir. Bulgular neticesinde ortalama toplam riskleri arasında anlamlı farklılık tespit edilmiştir (p (0,038) <0.10).

Kovid-19 dönemi bulgularına göre BIST SE de yer alan şirketlerin ortalama aktif karlılık oranı 0,088 olurken, diğer şirketlerin ortalama aktif karlılık oranı 0,061 olarak bulunmuştur. Verilere göre ortalama aktif karlılık oranları arasında anlamlı farklılık yoktur (p (0,173)>0.10). Kovid-19 dönemi için, BIST SE de yer alan şirketlerin ortalama özkaynak karlılık oranı 0,046, diğer şirketlerde ise 0,280 olarak elde edilmiştir. Ortalama özkaynak karlılık oranları arasında anlamlı farklılık tespit edilememiştir (p (0,524)>0.10). Kovid-19 dönemi için, BIST SE de yer alan şirketlerin ortalama satışların karlılık oranı 0,254 olurken, diğer şirketlerin ortalama satışların karlılık oranı 0,086 olarak bulunmuştur. Benzer şekilde ortalama satışların karlılık oranları arasında anlamlı farklılık bulunamamıştır (p (0,121)>0.10). Kovid-19 dönemi için, BIST SE de yer alan şirketlerin ortalama getirileri 0,120 olurken, diğer şirketlerin ortalama getirileri 0,012 olarak elde edilmiştir. Verilere göre ortalama satış karlılık oranları arasında anlamlı farklılık tespit edilememiştir (p (0,243)>0.10). Kovid-19 dönemi için, BIST SE de yer alan şirketlerin ortalama toplam riskleri 2,657 olurken, diğer şirketlerin ortalama toplam riskleri 3,531 olarak bulunmuştur. Verilere göre ortalama toplam riskleri arasında anlamlı farklılık yoktur (p (0,141)>0.10).

Mann-Whitney U testi, bağımsız örneklem t testine alternatif olan parametrik olmayan bir testtir. Bu test, benzer popülasyondan gelen iki bağımsız grup arasında ortalama farkına bakmak ve gruplar arasında fark ya da eşitliği belirlemek için kullanılır. Mann-Whitney U testi genellikle t-test için gerekli varsayımların

sağlanmadığı durumlarda kullanılır (Arslan, 2018). Bu çalışmada SPSS programı kullanılarak uygulanan parametrik olmayan Mann Whitney U testi ile Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin aktif karlılık oranları, özkaynak karlılık oranları, satışların karlılık oranları , şirketlerin getirisi , ve toplam riskleri arasında istatistiksel olarak anlamlı farklılıklar tespit edilmeye çalışılmıştır. Analiz sonuçlarına göre Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama getirileri (R) arasında istatistiksel olarak bir farklılık bulunamamıştır (p (0,151)>0.10). Öte yandan Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama toplam riskleri (STDEV) arasında istatistiksel olarak anlamlı farklılık tespit edilmiştir (p (0,000) <0.10). Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama aktif karlılık oranları (ROA) arasında istatistiksel olarak anlamlı farklılık bulunamamıştır (p (0,148)>0.10). Şirketlerin ortalama özkaynak karlılıkları (ROE) arasında istatistiksel olarak anlamlı bir farklılık bulunamamıştır (p (0,721)>0.10). Son olarak satışların karlılık oranları (ROS) arasında istatistiksel olarak anlamlı bir farklılık bulunmuştur (p (0,016) <0.10).

Analiz sonuçlarına göre Kovid-19 dönemi için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama getirileri (R) arasında istatistiksel olarak bir farklılık bulunamamıştır (p (0,283)>0.10). Kovid-19 dönemi için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama toplam riskleri (STDEV) arasında istatistiksel olarak anlamlı farklılık bulanamamıştır (p (0,624)>0.10). Kovid-19 dönemi için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama aktif karlılık oranları (ROA) arasında istatistiksel olarak anlamlı farklılık bulunamamıştır (p (0,650)>0.10). Şirketlerin ortalama özkaynak karlılıkları (ROE) arasında istatistiksel olarak anlamlı bir farklılık bulunamamıştır. (p (0,583)>0.10). Satışların karlılık oranları (ROS) arasında istatistiksel olarak anlamlı bir farklılık bulunamamıştır. (p (0,512)>0.10).

5. SONUÇLAR

Kurumsal Sürdürülebilirlik, iş stratejileri oluştururken sosyal, ekonomik, kültürel ve en önemlisi çevreci kavramları göz önünde bulundurarak işletmelerin ömrünü sürdürülebilir kılmayı amaçlayan kavramdır. Kriz dönemlerinde şirketlerin kurumsal sürdürülebilirlik uygulamalarının finansal performansları üzerindeki etkisini tespit etmek amacıyla gerçekleştirilmiş olan bu çalışmada Borsa İstanbul 100 endeksi içerisinde yer alan ve finansal olmayan 73 şirket örneklem olarak seçilmiştir. Kovid-19 salgını kriz olarak ele alınmış ve analiz dönemi kriz öncesi (2018-2019) ve kriz dönemi (2020-2021) şeklinde ikiye ayrılmıştır. BIST SE içerisinde yer alan şirketler ile yer almayan şirketlerin finansal performansları kriz öncesi dönemde ve kriz döneminde istatistik testler yardımı ile karşılaştırılmıştır. Elde edilen veriler neticesinde ilk olarak parametrik T-Test kullanılarak iki grup verilerinin istatistiki açıdan farklarının anlamlı olup olmadığı test edilmiştir.

T-Test sonuçları neticesinde Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama toplam riskleri arasında istatistiksel olarak anlamlı farklılık elde edilirken, ortalama şirket getirileri, aktif karlılıkları, özkaynak karlılıkları ve satışların karlılıkları arasında istatistiksel olarak anlamlı bir farklılık tespit edilmemiştir. T-Test sonuçları neticesinde Kovid-19 dönemi için BIST SE'de yer alan şirketler ile yer almayan şirketlerin, ortalama toplam riskleri, şirket getirileri, aktif karlılıkları, özkaynak karlılıkları ve net kâr marjları arasında istatistiksel olarak anlamlı farklılık tespit edilmemiştir.

Öte yandan parametrik olmayan Mann Whitney U testi sonuçlarına göre Kovid-19 öncesi dönem için BIST SE'de yer alan şirketler ile yer almayan şirketlerin ortalama toplam riskler ve ortalama net kâr marjı

arasında istatistiksel olarak anlamlı bir farklılıklar bulunurken ortalama şirket getirileri, aktif karlılıkları ve özkaynak karlılıkları arasında istatistiksel olarak anlamlı farklılıklar tespit edilememiştir. Kovid-19 döneminde şirketlerin ortalama toplam riskleri, şirket getirileri, aktif karlılıkları, özkaynak karlılıkları ve net kâr marjları arasında istatistiksel olarak anlamlı farklılıklar olmadığı bulgusuna ulaşılmıştır. Bu sonuçlar BIST SE´de yer alan şirketlerin sürdürülebilirlik performanslarının Kovid-19 salgını dönemlerinde önemli fark yaratmadığı şeklinde yorumlanmıştır.

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The Effect of Organizatıonal Cossip on Perceived Organizational Exclusion: A Study on Beauty Centers Employees

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Abstract

The purpose of this research is to analyze the effect of gossip on perceived organizational exclusion in organizations. The sample of the research consists of 86 employees in beauty centers operating in the city center of Nevşehir. According to the results of the regression analysis; It has been determined that the having knowledge which is a sub-dimension of organizational gossip has a negative and significant effect on organizational exclusion. On the other hand, it has been revealed that the organizational harm which is a sub-dimension of organizational gossip has a positive and significant effect on organizational exclusion. However, it was determined that the development relation which is a sub-dimension of organizational gossip did not have a statistically significant effect on organizational exclusion.

Keywords: *Organizational cossip, Organizational exclusion, Beauty shops employees.*

Örgütlerde Dedikodunun Algılanan Örgütsel Dışlanma Üzerindeki Etkisi: Güzellik Merkezleri Çalışanları Üzerine Bir Araştırma

Özet

Bu araştırmanın amacı, örgütlerde dedikodunun algılanan örgütsel dışlanma üzerindeki etkisini analiz etmektir. Araştırmanın örneklemini Nevşehir il merkezinde faaliyet gösteren güzellik merkezlerindeki 86 çalışan oluşturmaktadır. Regresyon analizi sonuçlarına göre; örgütsel dedikodunun bilgi sahibi olma alt boyutunun örgütsel dışlanma üzerinde negatif yönlü ve anlamlı bir etkiye sahip olduğu tespit edilmiştir. Diğer yandan örgütsel dedikodunun örgütsel zarar alt boyutunun örgütsel dışlanma üzerinde pozitif yönlü ve anlamlı bir etkiye sahip olduğu ortaya konulmuştur. Ancak, örgütsel dedikodunun ilişkileri geliştirme alt boyutunun örgütsel dışlanma üzerinde istatistiksel olarak anlamlı bir etkiye sahip olmadığı tespit edilmiştir.

Anahtar Kelimeler: *Örgütsel dedikodu, Örgütsel dışlanma, Güzellik merkezleri çalışanları*

GİRİŞ

Emek-yoğun özellik gösteren hizmetler sektöründe rekabet üstünlüğü sağlamada insan unsurunun önemi her geçen gün artmaktadır. Bu bağlamda, işletmelerin insan kaynaklarını en etkin ve verimli bir şekilde kullanabilmesi, verimliliği azaltıcı davranışları azaltacak önlemler alması önemli bir rol oynayabilir. Verimliliği azaltıcı farklı davranışlar söz konusu olmakla birlikte bu çalışma, algılanan örgütsel dışlanma üzerinde etkili olduğu varsayılan örgütsel dedikodu ile sınırlandırılmıştır.

İşyeri dedikodusunun doğasını açıklamak, örgütlerdeki informal iletişimi anlamaya yardımcı olabilir. İşyeri dedikodusu, işyerinde olmayan diğer bireyler ile ilgili kişisel bilgi ve yargılayıcı düşüncelerin paylaşımı olarak tanımlanır. Sosyal etkileşim sürecinin bir parçası olarak işyeri dedikodusu, çalışanların işten kaçmalarına neden olabilir (Kuo vd., 2013: 44). İşyeri dedikodusu, bir örgütte, o anda işyerinde olmayanlar hakkında, genellikle birkaç kişiden fazla olmayan kişiler arasında yapılan, resmi olmayan ve değerlendirici konuşmalar olarak tanımlanabilir. Literatürde çok yaygın olarak bu tanımın iki önemli etkisi bulunmaktadır. Birincisi, dedikodu, pozitif veya negatif olabilecek değerlendirmelerdir. İkincisi ise, hakkında dedikodu yapılan kişi, doğrudan dedikoduya dahil olmamasına rağmen, dedikodunun önemli bir parçası olmasıdır (Ellwardt vd., 2012: 193; Papay, 2020: 20). Bu çerçevede araştırmanın amacı, örgütsel dedikodunun algılanan örgütsel dışlanma üzerindeki etkisini analiz etmektir.

1. ÖRGÜTSEL DEDİKODU

İletişim sürecinin resmi olmayan boyutunu ifade eden *söylenti ve dedikodu*, Dünyanın en eski medyası olarak ifade dilebilir (Bacaksız ve Yıldırım, 2015: 114). Dubrin (2000: 293) *dedikodu*yu "insanların informal iletişim kanalıyla birbirlerine aktardıkları boş ve tatlı çekiştirmeler" olarak tanımlanmaktadır. Hiçbir temeli olmayan *söylenti* ise, sözlük anlamı olarak, ağızdan ağıza dolaşan, kesinlik kazanmayan haber, rivayet olarak ifade edilebilir (akt.: Özveren ve Büte, 2019: 1139). İnsanların doğrudan içinde bulunmadıkları durumu ifade eden söylentiler, güncel olaylar hakkında genel olarak doğrulanmamış bilgi olarak tanımlanabilir (Yavuz ve Levent, 2021: 46).

Usta vd. (2018: 5-6), örgütsel dedikodunun; yeterli bilgilendirmenin olmaması, güven ve adalet algısının azalması, çelişkiler, gerekçesi işgören ya da kişi tarafından bilinmeyen durumların konuşulmak istenmesi, yönetimin kasıtlı olarak yıpratılmak istenmesi, hesaplaşma duygusu, örgüt içinde gereksiz iletişime mahal veren aşırı boş zaman varlığı gibi nedenlerden kaynaklanabileceğini ifade etmişlerdir. İşyeri dedikodusu, pozitif ve negatif olmak üzere ikiye ayrılmış olsa da; güvenilir bilgileri kapsaması ve bu durumun daha cazip olması nedeniyle, çalışanlar genellikle negatif dedikoduya, pozitif içerikli dedikoduya göre daha fazla ilgi gösterirler (Sürücü, 2022: 1023).

Örgütlerde dedikodunun olumsuz etkilerinin yanı sıra olumlu etkilerinin de olduğu ifade edilebilir. Sosyal bir sistem olan örgütlerde, yöneticilerin dedikoduyu engellemeleri veya tamamen ortadan kaldırmaları mümkün değildir. Bu bağlamda, yöneticilerin dedikodu sürecini örgütsel amaçlara

ulaşma noktasında örgüt yararına yönetmeleri faydalı olabilir. Dedikodu, çalışanlarını moralini düzeltme, sosyalleşmeyi sağlama, çalışanların problemlerini ifade etmeleri ve grup normlarına rehberlik etmek gibi örgütler açısından bir dizi yararlı sonuçlar doğurabilir (Bektaş ve Erdem, 2015: 131).

Çalışanlar arasında dedikodular örgütsel yaşamda önemli bir faktör olarak düşünülebilir. Dedikoduların örgütsel işlevleri; organizasyonda neler olup bittiği hakkında bilgi edinme, organizasyon çalışanları arasında ilişkilerin geliştirilmesi ve güçlendirilmesi, organizasyon içinde sosyal normların oluşturulması ve sürdürülmesi, bir organizasyonda çalışanlar arasında eğlence ve organizasyonun işleyişine zararlı etkileri olması şeklinde sıralanabilir (Han ve Dağlı, 2018: 830). Çalışanlar dedikodu yoluyla örgütteki diğer kişiler hakkında bilgi alabilir ve meslektaşları ile birlikte yorumlayabilirler. Bu da çalışanlar arasında samimiyeti artırmakta ve sosyal bir grup olmalarını sağlamaktadır. İnformal iletişim yolları iyi kullanılabildiğinde bilgi alışverişini kolaylaştırır ve çalışanların kurum içindeki iletişimini artırır. Ancak informal iletişim iyi kullanılmadığında özellikle kırılgan örgütlerde çalışanlar birbirlerine karşı nefret duyguları geliştirebilmekte ve bu da olumsuz bir iklim yaratmaktadır (Şafak ve Kahveci, 2021: 2773).

Literatürde örgütsel dedikodu boyutları ile ilgili farklı sınıflamalara rastlamak mümkündür. Kuo vd. (2015: 2298) tarafından geliştirilen 20 ifadeden oluşan ölçeği iş ile ilgili dedikodu ve iş ile ilgili olmayan dedikodu olmak üzere iki temel boyuttan oluşmaktadır. Han ve Dağlı (2018)'nın örgütsel dedikodu ölçeğinde ise 24 madde ve 3 boyut bulunmaktadır. Bu çalışmada Han ve Dağlı (2018)'nın bilgi sahibi olma (Having Information), ilişkileri geliştirme (Developing Relations) ve örgütsel zarar (Organizational Harm) olmak üzere 3 boyuttan oluşan örgütsel dedikodu ölçeği kullanılmıştır. Boyutlar kısaca şöyle açıklanmıştır;

Bilgi Sahibi Olma; Formal iletişim yöntemlerinin her zaman yeterince işlemediği ve bazı bilgilere ulaşmanın zor olduğu durumlarda informal iletişim araçlarının kullanıldığı görülmektedir. Bilgi sahibi olma, insanların sosyal ihtiyaçlarını dedikodu yoluyla bir araya gelerek karşılamalarına ve gruplar oluşturarak yakınlıklarını artırmaları anlamına gelmektedir (Şafak ve Kahveci, 2021: 2781).

İlişkileri Geliştirme; bireylerin ilişkilerine etki ederek bireyler arasında sosyal ağ oluşturmaya yardımcı olmaktadır. Bireylerin birbirlerine daha yakın olmalarına etki eder. Paylaşılan dedikodu, bireylerin başkaları tarafından kabul edildiği izlenimini oluşturur. Böylece bireyler arasında dostluklar ve ittifaklar oluşmasını sağlar (DiFonzo ve Bordia, 2007: 26).

Örgütsel Zarar; dedikodu, bireylerin iş yerindeki performanslarını olumsuz yönde etkileyebilir ve verimin düşmesine neden olabilir. Dedikodu iletişim sürecini de etkileyerek iletişim kopukluklarına sebep olabilir (Bektaş ve Erdem, 2015: 131).

2. ÖRGÜTSEL DIŞLANMA

İnsanlar sağlıkları, esenlikleri, rahatlıkları ve diğer olumlu sonuçları için grup yaşamına güvenirler. Bu nedenle, bir sosyal gruba kabul edilmek, insan çabasının bir hedefi haline gelmiştir. Reddedilen insanların saldırgan davranma olasılığı diğerlerinden daha fazladır (Baumeister vd., 2005: 589). Bir bireyin diğerleri tarafından görmezden gelinmesi veya dahil edilmemesi (Anjum

vd., 2019: 3) olarak tanımlanan dışlanma kavramı, sosyal hayvanlar ve tarih boyunca insanlarda görülmüştür. İnsanlar dinleri, toplumları ve kurumları içinde resmi olarak dışlanmışlardır (Williams, 2009: 276).

Williams (1997) dışlanma kavramını "bireyin bir başka birey veya grup tarafından genellikle herhangi bir açıklama getirilmeden grup dışında tutularak göz ardı edilmesi, yok sayılması, soyutlanması" şeklinde ifade etmektedir. Bireylerin grup dışında tutulma durumlarına yönelik; *sosyal dışlanma, sosyal reddedilme ve psikolojik dışlanma* olmak üzere üç farklı dışlanma türünün kullanıldığı ifade edilebilir (Abaslı ve Özdemir, 2019: 266-267).

Örgütsel dışlanma sadece bir algı meselesi olmayıp hak ve fırsatlardan mahrum kalma, görmezden gelinme, faaliyetlere davet edilmeme gibi somut göstergeleri vardır. Dışlanma, bir çalışanı ve bazen bir grubu görmezden gelme, dışlanan haklara erişimi engelleme, onlar hakkında zararlı ayrımcılık yapma, örgütsel ve sosyal süreçlerden dışlama davranışıdır. Dışlanma, bilgisizlik, duyarsız ve soğuk davranışlar, kaçınma, habersiz olma, gruptan dışlanma, yalnızlığa yol açma, işten atılma, susturulma gibi birçok şekilde ortaya çıkabilir. Dışlanmaya verilen tepkiler üç şekilde gösterilmektedir. Birincisi olumsuz tepki, ikincisi sessiz kalmak ve üçüncüsü olumlu tepki vermek. Saldırgan davranışlar, işten çıkarılma, devamsızlık veya istifa şeklinde olumsuz tepkiler yaşanabilir. Dışlanma, içe kapanma, yalnızlık ve geri çekilme algısında artış yaratabilir. Üçüncü tepki biçimi, dışlananların kendilerini dışlanma ve mağduriyet durumlarına karşı, kendi yetenekleriyle daha fazla kullanarak, daha rasyonel hareket ederek mevcudiyette kendilerini daha donanımlı hale getirmeleri şeklinde olabilir. Örgütsel dışlanma, bireylerin haklarına ulaşmasını engelleyerek, bazen ayrımcılık yaparak onları örgütsel fırsatlardan mahrum bırakarak, yalnızlığa iterek, insanlara zarar veren bir yabancılaşma sürecidir (Tutar vd., 2021: 332-333).

Bireylerin psikolojik olarak acı çekmesine ve stres yaşamalarına neden olabilen örgütsel dışlanma, yabancılaşma, hayal kırıklığı ve öfke gibi duyguları ortaya çıkararak, bireylerin iş performanslarının azalmasına neden olabilmektedir (Çalışkan ve Pekkan, 2019: 881).

3. LİTERATÜR TARAMASI

Yapılan literatür taramasında örgütsel dedikodu ile örgütsel dışlanma arasındaki ilişkiyi inceleyen araştırmaya rastlanılamamıştır. Ancak örgütsel dedikodu ve örgütsel dışlanma değişkenlerinin farklı öncüller ve sonuçları ile ilişkilendirildiği araştırmalara rastlamak mümkündür. Bu araştırmalardan bazılarının sonuçları aşağıda açıklanmıştır.

Sürücü (2022), Bursa'da sanayi ve hizmet sektörü çalışanları üzerinde yapmış olduğu araştırmada, olumsuz iş yeri dedikodusu ile örgütsel vatandaşlık davranışı arasında negatif yönlü ve anlamlı, işten ayrılma niyeti ile pozitif yönlü ve anlamlı bir ilişki olduğunu tespit etmiştir.

Al Hasnawi ve Abbas (2020), Bağdat'da tekstil ve deri endüstri örnekleminde yapmış oldukları araştırmada, paradoksal liderliğin örgütsel dışlanma üzerinde anlamlı bir etkiye sahip olduğunu, benzer şekilde örgütsel dışlanmanın da örgütsel eylemsizlik üzerinde anlamlı bir etkiye sahip olduğunu tespit etmişlerdir.

Bilginoğlu ve Yozgat (2020) İstanbul'da özel sektörde üretim alanında faaliyet gösteren işletmelerde çalışanlar üzerinde yapmış oldukları araştırmada, örgütlerde dedikodunun hem işyeri

morali hem de çalışan eforu üzerinde negatif etkiye sahip olduğu, ayrıca işyeri moralinin örgütlerde dedikodu ve çalışma eforu arasındaki ilişkide düzenleyici etkisi ortaya koymuşlardır.
Artar vd. (2019), hizmet sektöründe yoğun olarak çalışmakta olan beyaz yakalılar üzerinde yapmış oldukları araştırmada, örgütsel dışlanma ile iş tatmini arasında negatif yönlü bir ilişki olduğunu ortaya koymuşlardır.
Akduru ve Semercioöz (2017), Uşak Belediyesi çalışanları üzerinde yapmış oldukları araştırmada, örgütsel dedikodunun işyeri yalnızlığının sosyal arkadaşlık alt boyutu üzerinde pozitif yönlü ve anlamlı bir etkiye sahip olduğunu, benzer şekilde duygusal yoksunluk üzerinde de pozitif yönlü ve anlamlı bir etkiye sahip olduğunu ortaya koymuşlardır.
Bacaksız ve Yıldırım (2015), hemşireler üzerinde yapmış olduğu araştırmada, örgütsel dedikodu değişkenini, tanılama, nedenler, etkilenme ve tepkiler olmak üzere dört alt boyutta incelemiş ve araştırma bulgularına göre, katılımcıların dedikodu ve söylentileri olumsuz bir durum olarak ifade ettiklerini ortaya koymuşlardır.

4. METODOLOJİ

4.1.Örneklem

Araştırmanın örneklemini, Nevşehir il merkezinde faaliyet gösteren güzellik merkezlerindeki çalışanlar oluşturmaktadır. Nevşehir Ticaret ve Sanayi Odasından alınan verilere göre, araştırmanın yapıldığı dönemde Nevşehir il merkezinde faaliyet gösteren 10 adet güzellik merkezi bulunmaktadır. Güzellik merkezi yöneticileri ile yapılan görüşmeler neticesinde çalışan personel sayısının yaklaşık 100 olduğu tespit edilmiştir. Bu bağlamda, tam sayım yöntemi esas alınmış olup tüm çalışanlara anket formu dağıtılmıştır. Geri dönen anket sayısı 86'dır. Anketlerin geri dönüş oranı %86'dır.

Ölçekler

Araştırmada veri toplamam aracı olarak anket tekniği kullanılmıştır. Anket, üç bölümden oluşmaktadır.
Anketin birinci bölümünde *örgütsel dedikodu* ölçeği yer almaktadır.

> ***Örgütsel Dedikodu Ölçeği*:** Han ve Dağlı (2018: 845) tarafından geliştirilen örgütsel dedikodu ölçeği kullanılmıştır. Bu ölçek, haberdar olma (7 madde), ilişkileri geliştirme (7 madde) ve örgütsel zarar (10 madde) olmak üzere 3 boyut ve toplam 24 maddeden oluşmaktadır. 5'li likert tipi ölçek kullanılmıştır (*1= Tamamen katılmıyorum, ...5= Tamamen katılıyorum*). Cronbach Alpha (Güvenirlik) katsayıları; Haberdar olma: 0, 98; İlişkileri geliştirme: 0,81 ve Örgütsel zarar:0,90'dır.

Anketin ikinci bölümünde *örgütsel dışlanma* ölçeği yer almaktadır.

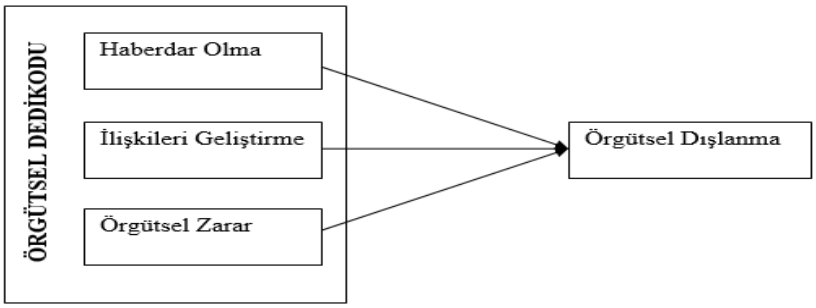
> ***Örgütsel Dışlanma Ölçeği:*** Ferris vd. (2008) tarafından geliştirilen örgütsel dışlanma ölçeği kullanılmıştır. Bu ölçek her ne kadar 13 maddeden oluşmuş olsa da, son 3 ifadenin ölçeğin son halinde dahil olmadığı ifade edilmiştir (Ferris vd., 2008: 1366). Bu nedenle bu ölçek tek boyut ve toplam 10 maddeden oluşmaktadır. 5'li likert tipi ölçek kullanılmıştır (*1= Hiçbir zaman, ...5= Her zaman*). Örgütsel dışlanma ölçeğinin Cronbach Alpha (güvenirlik) katsayısı; 0,68'dir.

Anketin üçüncü bölümünde ise, katılımcıların cinsiyet, medeni durum, yaş, eğitim durumu ve iş deneyimi gibi demografik özelliklerini belirlemeye yönelik sorular yer almaktadır.

4.2.Araştırma Modeli ve Hipotezler

Araştırmanın amacı doğrultusunda, araştırmanın modeli ve hipotezleri aşağıda belirtilmiştir.

Şekil 1: Araştırma Modeli



Araştırmanın Hipotezleri:

Hipotez 1: Örgütsel dedikodunun **haberdar olma boyutu** algılanan örgütsel dışlanma üzerinde negatif etkiye sahiptir.

Hipotez 2: Örgütsel dedikodunun **ilişkileri geliştirme boyutu** algılanan örgütsel dışlanma üzerinde negatif etkiye sahiptir.

Hipotez 3: Örgütsel dedikodunun **örgütsel zarar boyutu** algılanan örgütsel dışlanma üzerinde pozitif etkiye sahiptir.

5. ARAŞTIRMA BULGULARI

5.1.Demografik Özelliklere İlişkin Bulgular

Katılımcıların demografik özelliklerine ilişkin bulgular aşağıdaki tabloda verilmiştir.

Tablo 1. Katılımcıların Demografik Özellikleri

Demografik Özellikler	f	%	Demografik Özellikler	f	%
Cinsiyet			**Medeni Durum**		
Erkek	-	-	Evli	32	37,2
Kadın	86	100,0	Bekâr	54	62,8
Eğitim Durumu			**Yaş**		
İlköğretim	2	2,3	18-22 arası	6	7,0
Lise	34	39,5	23-27 yaş arası	17	19,8
Önlisans	30	34,9	28-32 yaş arası	21	24,4
Lisans	17	19,8	33-37 yaş arası	35	40,7
Yüksek Lisans/Doktora	3	3,5	38 ve daha fazla	7	8,1
Çalışma Yılı			**Konum**		
1 yıldan az	5	5,8	Yönetici	7	8,1
1-3 yıl	30	34,9	İşgören	75	87,2
4-6 yıl	39	45,3	Diğer	4	4,7
7-9 yıl	10	11,6			
10 yıl ve üzeri	2	2,3	**Çalıştığınız Departman**		
			Resepsiyon	14	16,3
			Estetisyen	27	31,4
			Halkla İlişkiler	20	23,3
			Muhasebe	10	11,6
			Diğer	15	17,4

Demografik özelliklere ilişkin bulgular incelendiğinde; ankete cevap verenlerin tamamının kadın olduğu tespit edilmiştir. Katılımcıların tamamı kadın, %37,2'si evli, %62,8'i bekârdır.

Ankete katılanların %2,3'ünün ilköğretim, %39,5'inin lise, %34,9'unun ön lisans, %19,8'inin lisans ve %3,5'inin yüksek lisans / doktora eğitim düzeyine sahip olduğu tespit edilmiştir.

Çalışanların yaş aralığı dağılımı açısından incelendiğinde ise; %7,0'si 18-22 yaş arası, %19,8'inin 23-27 yaş arası, %24,4'ünün 28-32 yaş arası, %40,7'sinin 33-37 yaş arası ve %8,1'inin 38 ve daha fazla yaş aralığında olduğu görülmektedir. Çalışma yılı açısından bakıldığında ise, %5,8'inin 1 yıldan az, %34,9'unun 1-3 yıl arası, %45,3'ünün'inin 4-6 yıl arası, %11,6'sının 7-9 yıl arası ve %2,3'ünün ise 10 yıl ve üzeri iş deneyimine sahip olduğu görülmektedir. Katılımcıların %8,1'i yönetici, %87,2'si işgören ve %4,7'si ise diğer konumlarda çalışmaktadır. Çalışılan departman açısından bakıldığında ise; %16,3'ü resepsiyon, %31,4'ü estetisyen, %23,3'ü halkla ilişkiler, %11,6'sı muhasebe ve %17,4'ü ise diğer departmanlarda çalıştığı tespit edilmiştir.

5.2.Korelasyon Analizi Sonuçları

Değişkenler arasındaki ilişkiyi belirlemek amacıyla yapılan korelasyon analizi sonuçları Tablo 2'de sunulmuştur.

Tablo 2. Tanımlayıcı İstatistikler ve Değişkenler Arasındaki Korelasyonlar

	Art. Ort.	**Std. Sapma**	**1**	**2**	**3**	**4**
1. Örgütsel Dedikodu **Bilgi Sahibi Olma Boyutu**	2,87	1,19	***1***			
2. Örgütsel Dedikodu **İlişkileri Geliştirme Boyutu**	2,42	0,75	,469**	***1***		
3. Örgütsel Dedikodu **Örgütsel Zarar Boyutu**	4,32	0,54	-,164	-,432**	***1***	
4. Örgütsel Dışlanma	1,41	0,30	-,459**	-,189	,294**	***1***

** p< 0.01düzeyinde anlamlıdır. (2-tailed)

Tablo 2'deki verilere göre; örgütsel dedikodunun haberdar olma boyutu ile örgütsel dışlanma arasında negatif yönlü ve anlamlı (r= -0,459; Sig.< 0,01) bir ilişki olduğu tespit edilmiştir. Diğer yandan örgütsel dedikodunun örgütsel zarar boyutu ile örgütsel dışlanma arasında pozitif yönlü ve anlamlı (r= 0,294; Sig.< 0,01) bir ilişki olduğu ortaya konulmuştur. Ancak örgütsel dedikodunun ilişkileri geliştirme boyutu ile örgütsel dışlanma arasında istatistiksel olarak anlamlı bir ilişki olmadığı (r= -0,189; Sig. > 0,05)tespit edilmiştir.

5.3.Regresyon Analizi Sonuçları

Örgütsel Dedikodunun Alt Boyutlarının Örgütsel Dışlanma Üzerindeki Etkisine Yönelik Çoklu Regresyon Analizi Sonuçları Tablo 3'de verilmiştir.

Tablo 3. Örgütsel Dedikodunun Alt Boyutlarının Örgütsel Dışlanma Üzerindeki Etkisine Yönelik Çoklu Regresyon Analizi Sonuçları

Bağımsız Değişkenler	Stn. Edilmemiş Beta	Stn.Sapma	Stn.Edilmiş Beta	***Sig.***	R^2	Düz. R^2	D-W	Tolerans	VIF
$F_{(3-82)}$= 10,498				**0,000****	0,277	0,251	1,746		
Sabit	0,911	0,312		0,005					
1. Bilgi Sahibi Olma	-0,124	0,027	-0,489	0,000**				0,778	1,286
2.İlişkileri Geliştirme	0,066	0,047	0,164	*0,162*				0,650	1,538
3.Örgütsel Zarar	0,160	0,059	0,285	0,008**				0,811	1,233

* p<0,05; ** p<0,01

Bağımlı Değişken: **Örgütsel Dışlanma**

Tablo 3 incelendiğinde; tolerans değerleri 0.10'dan büyük, VIF (varyans etkileme faktörü) değerleri ise 10'dan küçüktür. Bu sonuçlara göre modelde çoklu bağıntı problemi olmadığı ifade edilebilir.

Örgütsel dedikodunun alt boyutları (bilgi sahibi olma, ilişkileri geliştirme ve örgütsel zarar) bağımsız değişken ve örgütsel dışlanma ise bağımlı değişken olarak modele girildiğinde; modelin bir bütün olarak 0,01 anlamlılık düzeyinde anlamlı olduğu ifade edilebilir ($F_{(3-82)}$= 10,498; Sig.=0,000 < 0,01). Analiz sonuçlarına göre; örgütsel dedikodunun alt boyutlarının örgütsel dışlanmadaki değişimin % 27,7'sinin (R^2= ,277) açıkladığı tespit edilmiştir.

Araştırma bulgularına göre, örgütsel dedikodunun bilgi sahibi olma alt boyutunun (β = -0,124; Sig. = 0,000< 0,01) örgütsel dışlanma üzerinde negatif yönlü ve anlamlı bir etkiye sahip olduğu tespit edilmiştir. Bu sonuçlara göre **Hipotez 1 desteklenmiştir.**

Diğer yandan örgütsel dedikodunun örgütsel zarar alt boyutunun (β = 0,160; Sig. = 0,008< 0,01) örgütsel dışlanma üzerinde pozitif yönlü ve anlamlı bir etkiye sahip olduğu ortaya konulmuştur. Bu sonuçlara göre **Hipotez 3 desteklenmiştir.**

Ancak, örgütsel dedikodunun ilişkileri geliştirme alt boyutunun (β = 0,066; Sig. = 0,162>0,05) örgütsel dışlanma üzerinde istatistiksel olarak anlamlı bir etkiye sahip olmadığı tespit edilmiştir. Bu bulgulara göre **Hipotez 2 desteklenmemiştir.**

SONUÇ

Bu çalışmada, Nevşehir ilindeki güzellik merkezleri çalışanları örnekleminde, örgütsel dedikodunun örgütsel dışlanma üzerindeki etkisi anket tekniği ile elde edilen verilerden hareketle analiz edilmiştir.

Araştırma sonuçlarına göre; örgütsel dedikodunun örgütsel dedikodunun bilgi sahibi olma alt boyutunun örgütsel dışlanma üzerinde negatif yönlü ve anlamlı bir etkiye sahip olduğu, diğer yandan örgütsel dedikodunun örgütsel zarar alt boyutunun örgütsel dışlanma üzerinde pozitif yönlü ve anlamlı bir etkiye sahip olduğu ortaya konulmuştur. Ancak, örgütsel dedikodunun ilişkileri geliştirme alt boyutunun örgütsel dışlanma üzerinde istatistiksel olarak anlamlı bir etkiye sahip olmadığı tespit edilmiştir.

Araştırma bulguları doğrultusunda; örgüt veya çalışanlarla ilgili konulardaki gelişmelerden tüm çalışanların doğru zamanda ve iletişimi engelleyecek veya bozabilecek unsurlardan arındırılarak resmi ve etkin bir iletişim sisteminin kurulması önerilebilir.

Diğer yandan, örgüt içerisinde kutuplaşmaları önleyecek, çalışanlar arasında güven ortamını sağlayacak, çalışanların moral ve motivasyonlarını arttıracak ve önyargıları ortadan kaldıracak bir örgüt iklimi oluşturulması önerilebilir.

Örgütsel dedikodu ve örgütsel dışlanma değişkenlerinin anketi cevaplayanların algılamalarına dayalı olarak ölçülmüş olması, ayrıca araştırmanın Nevşehir ilinde güzellik merkezleri çalışanları üzerinde yapılmış olması, bu araştırmanın temel sınırlılıkları olarak ifade edilebilir. Bu çerçevede, yapılacak değerlendirmelerde bu kısıtların dikkate alınması göz önünde bulundurulmalıdır. Genelleme yapabilmek için benzer araştırmaların farklı sektörlerde, kültürlerde ve ülkelerde

yapılmasına ihtiyaç olduğu vurgulanmalıdır. Gelecekteki araştırmalarda, örgütsel dedikodu ve örgütsel dışlanma değişkenlerinin farklı değişkenler üzerindeki etkileri yeni araştırma konuları olabilir.

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A Literature Review on Consequences of Psyhological Capital

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Abstract

The aim of this study is to analyze the consequences of psychological capital theoretically. As a method in the research, the current research results in the literature were determined. As a result of the literature review, as a independent variable psychological capital; It has been revealed that there is a significant relationship with variables such as job satisfaction, psychological well-being, organizational commitment, job satisfaction, organizational citizenship behavior, job procrastination, job performance and organizational silence. Based on the results of this research, suggestions are presented for business owners and managers. In addition, suggestions are presented for future research and researchers.

Keywords: Psychological capital, Positive organizational behavior, Consequences of psyhological capital.

Psikolojik Sermayenin Sonuçlarına İlişkin Bir Literatür Taraması

Özet

Bu çalışmanın amacı, psikolojik sermayenin sonuçlarını teorik olarak analiz etmektir. Araştırmada yöntem olarak, alan yazınındaki mevcut araştırtma sonuçları tespit edilmiştir. Yapılan literatür taraması sonucunda, psikolojik sermaye kavramının; iş tatmini, psikolojik iyi oluş, örgütsel bağlılık, örgütsel vatandaşlık davranışı, iş erteleme, iş performansı ve örgütsel sessizlik gibi değişkenler ile anlamlı bir ilişki içerisinde olduğu ortaya konulmuştur. Bu araştırma sonuçlarından hareketle, işletme sahiplerine ve yöneticilere yönelik öneriler sunulmuştur. Ayrıca gelecekteki araştırma ve araştırmacılara yönelik de öneriler sunulmuştur.

Anahtar Sözcükler: Psikolojik sermaye, Pozitif örgütsel davranış, Psikolojik sermayenin sonuçları.

GİRİŞ

Bu çalışmanın konusu literatüre bağlı olarak psikolojik sermaye kavramını, boyutlarını, etkilerini tartışarak ortaya koymaktır. Bu çalışmanın amacı, psikolojik sermayenin sonuçlarını teorik olarak analiz etmektir.

Bu çalışmada bu alanda yapılmış önemli araştırmalar gözden geçirilerek ilgili kavramlara ilişkin literatürün bakış açısı ortaya konmuştur.

Bu çalışma bundan sonra yapılacak ampirik çalışmalar için yol gösterici niteliğinde olduğundan önemlidir.

LİTERATÜR

1. PSİKOLOJİK SERMAYE KAVRAMI

Psikolojik sermaye kavramının tanımı; "bireyin olumlu psikolojik gelişim durumu" olarak tanımlanır (Fred Luthans, vd., 2007). Psikolojik sermayenin boyutları; umut, dayanıklılık, iyimserlik ve öz yeterlilik unsurlardan oluşur.

Umut; değerli amaçlar belirleyebilme (istenç) ve bu amaçları elde etmede kişinin engellerin üstesinden gelebilme inancını (başarma gücü) kapsayan motivasyonel bir durumdur (Çetin ve Basım, 2012).

Dayanıklılık; bireyin önemli bir değişim, sıkıntı veya risk ile karşılaşması halinde başarılı ve sorunsuz bir şekilde bu durumla başa çıkma kabiliyeti olarak tanımlanır (Kaplan Ve Göker, 2020).

İyimserlik; olumlu bir geleceğe umut ve güven ile karakterize edilen zihinsel bir tutumdur (Abbas ve Raja, 2015).

Öz Yeterlilik; kişinin karşısına çıkan belirli bir problemi sahip olduğu yeteneklere ve bilişsel kaynaklara güvenerek çözebileceğine olan inancıdır (Çoban, 2013).

2. İŞ TATMİNİ KAVRAMI

Önemi Ve Bireysel-Örgütsel-Toplumsal Sonuçları İş tatmini; "çalışanların işlerine ilgili tutumları, işe karşı psikolojik olarak biriktirdikleri ve çalışma alanında kendilerini nasıl hissettikleri gibi birçok davranış ve duyguyu" (Schultz and Schultz: 1990: 334), " kişinin işini ve iş tecrübesini değerlendirmesi sonucu meydana gelen zevkli veya olumlu hisleri" (Locke, 1976:, 1297-1349), "işten elde edilen maddi çıkarlar ile işçinin beraberce çalışmaktan zevk aldığı iş arkadaşları ve eser meydana getirmenin sağladığı mutluluğu" (Bingöl, 1997, s. 270), "bireyin işine karşı geliştirdiği olumlu tutumları ve genel olarak bireyin işinden elde ettiği doyumu" (Özkalp ve Kırel, 2005: 142) ifade eder.

3. PSİKOLOJİK İYİ OLUŞ

Anlam ve kendini gerçekleştirme üzerine odaklanmış ve kişinin bütün olarak fonksiyonda bulunma ile ilgili iyi oluş tanımlamalarıdır (Ryan ve Deci, 2001). Psikolojik iyi oluş kişinin yaşam amaçlarına sahip olup olmadığını, potansiyellerini gerçekleştirip gerçekleştirmediğini, diğer insanlar ile ilişkilerinin niteliğini ve kişinin kendi yaşamı ile ilgili sorumluluk hissetmesini içerir (Ryff ve Keyes, 1995).

4. ÖRGÜTSEL BAĞLILIK

Bireyin içinde bulunduğu örgütün amaç ve değerlerini kabul etmesi, bu doğrultuda çaba sarf etmesi ve örgütte kalma arzusu duyması" (Porter, Steers, Mowday and Boulian 1974:604) olarak tanımlanabilir. Örgütsel bağlılık örgüte karşı psikolojik bir aidiyettir.

5. ÖRGÜTSEL VATANDAŞLIK DAVRANIŞI

Formal iş tanımlarının ötesinde, belirlenmiş rol gereklerini ve beklentilerini aşan, iş görenlerin örgüte katkıda bulunmak için istekli olarak gösterdikleri rol fazlası davranışları ifade eder. (Karaman ve Aylan, 2012:36)

6. İŞ PERFORMANSI

Performans, "belirlenen koşullara göre bir işin yerine getirilme düzeyi veya işgörenin davranış biçimi" olarak tanımlanabilir (Bingöl, 2003: 273).

7. İŞ ERTELEME

Bireyin işyerinde tamamlanması gereken önemli görevlerini yapmayı ertelediği bir olgu olarak tanımlanmaktadır (Özüdoğru ve Görener, 2022:65).

8. ÖRGÜTSEL SESSİZLİK

Yapılan yazın taramasında birçok araştırmacı tarafından (Bogosian ve Stefanchin, 2013; Dedahanov, Kim ve Rhee, 2015; Kahveci ve Demirtaş, 2013; Morrison ve Milliken, 2000; Pinder ve Harlos, 2001; Van Dyne, Ang ve Botero, 2003) örgütsel sessizlik kavramının, kişilerin örgütün durumuyla ilgili zihinsel, davranışsal ve duygusal ifadelerini söz konusu problem ya da durumu düzeltebilecek yetenekteki kişi ya da kişilerden bilinçli olarak saklaması olarak tanımlandığı görülmektedir (Yalçınsoy, 2017:3).

METODOLOJİ

Çalışmada literatür taraması yapılmıştır. Çalışma kapsamında;
Türkiye'deki literatürde 'Psikolojik sermaye, Pozitif örgütsel davranış, Psikolojik sermayenin sonuçları' anahtar terimleri üzerinde tarama yapılmıştır.

BULGULAR

Araştırmada mevcut literatür taraması yapılmıştır. Yapılan literatür araştırmasında psikolojik sermaye ve boyutları ile ilgili bilgiler toplanmıştır. Psikolojik sermayeye ilişkin yapılan araştırmalara göre; psikolojik sermeyenin iş tatmini, psikolojik iyi oluş, örgütsel bağlılık ve örgütsel vatandaşlık davranışı üzerinde anlamlı ve pozitif bir etkiye sahip iken; psikolojik sermayenin alt boyutları olan öz yeterlilik ve iyimserliğin iş performansı üzerinde pozitif ve anlamlı bir etkiye sahip olduğu, fakat umut ve dayanıklılığın iş performansı üzerinde anlamlı bir etkiye sahip olmadığı görülmüştür. Psikolojik sermayenin iş erteleme üzerinde anlamlı bir etkiye sahip olmadığı belirtilirken, örgütsel sessizlik üzerinde negatif ve anlamlı bir etkiye sahip olduğu belirtilmiştir.

SONUÇ

Literatüre bakıldığında psikolojik sermayenin alt boyutları ile anlamlı ve pozitif yönde bir ilişkinin olduğunu ortaya koyan çok sayıda çalışma mevcutken yukarıda özetlendiği üzere bunun tersi yönünde sonuçlar açıklayan çalışmalarda söz konusudur.

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Expectations of Female and Male Employees from Management while Living with Organizational Stress: The Case of Aksaray AFAD

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Abstract

Every employee in the business sectors in our country has different expectations from the workplace. Generally, when we look at the expectations, we come across a comfortable and reliable working environment. Personnel working in the Provincial Directorate of Disaster and Emergency are likely to encounter high stress due to heavy working conditions, traumatic events and high workload in a long period of time. Moreover; work conditions and working environment are the main causes of organizational stress. Literature; While there is sufficient knowledge about the causes and consequences of organizational stress, there is not enough information about the expectations of the personnel in the process of coping with stress.

The study necessary analyzes were made by applying semi-structured interview technique to male and female personnel working in the Provincial Directorate of Disaster and Emergency.In addition, the data obtained were analyzed and interpreted in different tables for men and women.
Keywords: AFAD, Employees, Organizational stress, Stress, Strategies for Coping with Stress

Kadın ve Erkek Çalışanların Örgütsel Stresle Başa Çıkma Sürecinde Yönetimden Beklentileri: Aksaray AFAD Örneği

Özet

Ülkemizdeki iş sektörlerinde yer alan her çalışanın işyerinden farklı beklentileri mevcuttur. Genellikle beklentilere bakıldığında rahat ve güvenilir bir çalışma ortamı karşımıza çıkmaktadır. İl Afet ve Acil Durum Müdürlüğünde görev yapan personellerde uzun zaman diliminde ağır çalışma şartları, travmatik olaylar ve iş yükünün fazla olması nedeniyle yüksek stresle karşılaşma

ihtimali fazladır . Ayrıca; iş koşulları ve çalışma ortamı örgütsel stresin ana sebeplerindendir.Literatür; örgütsel stresin nedenleri ve sonuçları hakkında yeterli bilgi birikimine sahipken, personellerin stresle başa çıkma sürecinde ki beklentilerine yönelik yeterli bilgi mevcut değildir.

Bu çalışmada literatürde bulunan örgütsel stratejiler ele alınarak, personellerin stresle başa çıkma sürecinde örgütlerinden genel olarak beklentileri Aksaray İl Afet ve Acil Durum Müdürlüğünde görev yapan kadın ve erkek personellere yarı yapılandırılmış görüşme tekniği uygulanarak gerekli analizler yapılmıştır. Ayrıca, elde edilen veriler kadın ve erkek olmak üzere farklı tablolar halinde analizlenerek yorumlanmıştır.

Anahtar Kelimeler: AFAD, Personeller, Örgütsel stres, Stres, Stresle Baş Etme Stratejileri

Giriş

Stres günümüz yaşamının kaçınılmaz bir sorunu haline gelerek, hayattan bir parça olarak kabul edilmiş ve normalleşmiş bir durum olarak görülmüştür. Kişinin özel hayatındaki strese sebep olan problemler bireysel stresi ortaya çıkarmıştır. Örgütte stres yaratan sorunlarda örgütsel stres kavramını ortaya çıkarmaktadır. Kurumlarda çeşitli birimlerde görev alan çalışanların yaşadığı stres, kurumun başarısını ve verimliliğini olumsuz yönde etkiler (Senemoğlu, P. 2017: 2).

Belli bir noktaya kadar güdüleyici bir sistem oluşturan stres kavramı, modern iş ortamının rekabetle çalışma şekli çalışanlarda fiziksel ve psikolojik olumsuz etki oluşturan önemli bir durum haline gelmiştir. Çoğunlukla aşırı stresle çalışan personellerin kendi düzeylerinde stresle baş edebilmeye çalıştıkları gözlemlenmiştir. Çalışan bireylerin stres yönetimini geliştirmeleri kadar, görev yaptıkları örgütün mevcut stresle mücadele için bireylere destek olarak, uygun bir işyeri ortamı sağlamaları önemlidir. Buna örnek vermek gerekirse;örgüt içerisinde fazla iş yükü sebebiyle oluşan stres ve bu duruma maruz kalan personel için stres kaynaklı sorunlara psikolojik desteğin yanı sıra sorunun temel nedeni olan çalışan birey üzerindeki fazla iş yükü de örgüt tarafından hafifletilmesi gerekmektedir(YAMUÇ, V. A., & TÜRKER, D. (2014))

Örgütsel boyutta stresle mücadele aşamasında, örgüt yönetimi büyük bir rol almaktadır.İyi bir yönetici, kendisinin ve astlarının maruz kaldığı stresi, çatışmaların yanı sıra örgütün ayakta kalmasına ve gelişmesine katkı sağlayacak şekilde yönetebilmelidir (Koçel, 2005: 663). Örneğin, öncelikle görevleriyle ilgili zorlukları azaltmak veya bunlarla başa çıkmak için gerekli becerileri geliştirmeli, ardından çalışanlarının stresini azaltmak veya yardımcı olmak için gerekmekte olan stratejiler uygulamalıdır (Garipoğlu, 2007). : 36). Öte yandan çalışma ortamında iyileştirme yapmak, rol belirsizliği ve çatışmalarından kaçınmak, iş yükünü eşitlemek vb. gibi strese sebep olan faktörlerin örgütsel düzeyde uygulanması yine yönetimin görevidir (Güney, 2006: 3 6).

Tüm dünyada acil yardım çalışanlarının yapmakta oldukları iş gereğince ağır ve ya travmatik kazalar, hızla gelişmekte olan sağlık problemleri, yaralanmış insanlarla ya da çoklu ölümler gibi olumsuzluklarla sıklıkla karşılaşmaktadırlar (Hyman, 2004; Jonsson, Segesten ve Mattson, 2003; Yavuzyılmaz, Topbaş, Çan, Çan ve Özgün, 2007). Ülkemizde arama-kurtarma ve acil bakım sağlama sorumluluğunda olan yardım çalışanları, çok stresli bir çalışma sistemi sürecinde zor koşullarda hasta ve hasta yakınlarına yardım etmektedir. Ancak yönetimlerde zor durumlarda çalışanlar için alabilecekleri psikolojik destek birimi bulunmamaktadır. Travma eğitimi alsalar bile teoride öğrendikleri başa çıkma stratejilerini olaylarla karşılaştıklarında uygulamaya koymak kolay olmayabilir. Bununla birlikte, araştırmacılar sıklıkla bu tür olaylara sürekli olarak tanık olan yardım çalışanlarının periyodik olarak benzer olumsuz durumlarda strese eğilimli olduğunu belirtmektedir(örn., Bennett, Williams, Page, Hood ve Woolard, 2005; Brough, 2005; Jonsson, Segesten ve Mattsson, 2003; Regehr, Goldberg ve Hughes, 2002; Saijo, Ueno ve Hashimoto, 2012; Van der Ploeg ve Klober,2003).

AFAD kurumunda çalışanların yaşadığı stres, diğer çalışma sektörlerinde yaşanan strese göre daha önemlidir. Afet veya acil durum anında herhangi bir canlı sağlığın geri dönüşünün olmaması, yorucu çalışma saatleri ve iş yükünün fazla olası sebebiyle kişi üzerindeki sorumluluk duygusu nedeniyle personellerin yaşadığı stres diğer çalışma sektörlerine göre daha fazladır. Strese neden olan faktörler en aza indirgenerek yeterli personele, eğitim verilerek ve düzenli çalışma saatlerini ayarlayarak örgütteki stres çözümlenebilmektir. Kurumda çalışanların arasında uygun bir iletişim ortamı oluşturulması için sunulan hizmetlerin kalite standartlarına uyması, yeterli ve verimli personellerin olması gerekmektedir (Pala,İ. T., TOPAL, M. H., & DEMİRBAĞ,O. , 2019 : 292-306)

Bu çalışmada birinci bölümde stres ve örgütsel stres kavramı ele alınmıştır. İkinci bölümde yardım kuruluşlarında örgütsel strese değinilmiş; üçüncü bölümde ise araştırmanın amacı, kısıtları, yöntemi, demografik değişkenlerle örgütsel stresle başa çıkma sürecinde genel olarak yönetimden beklentilerine değinilmiştir.

1. Kavramsal ve Kuramsal Çerçeve

1.1 Stres Kavramı

Stres kavramını tanımlanırken tek bir tanımdan söz edilemez. Genellikle gerilim ve memnuniyetsizlikle ilişkilendirilen stresin genel tanımı; organizma ve başta dış ortamdan olmak üzere belirli faktörlere verilen fiziksel tepkilere stres denilebilir(Vasconcelos vd., 2008: 37-38).

Stres kelimesinin kökenine bakıldığında Latince "estrica" , eski Fransızcada ise "estrece" kelimesinden gelmektedir. Bu terim 17. yüzyılda afet, bela, acı, keder ve nusübet anlamında kullanılmıştır.18. ve 19. yüzyıllarda terimin anlamı değişmeye başlamış ve cisim, kişi, organ veya zihinsel yapı için uygulanan kuvvet, baskı, ağırlık gibi anlamlarda kullanılmıştır. Böylece, bu tür kuvvetlerin etkisi altında nesne ve kişi deformasyonuna ve deformasyona karşı direnç olarak kullanılmıştır.(Baltaş ve Baltaş, 2004: 304; Erdoğan vd., 2009: 1-2; Weinberg vd., 2010: 53-55).

Stres kavramı, sağlık araştırmalarında uzun ve geniş çapta tartışılan bir geçmişe sahiptir. Stresin pek çok tanımı vardır, ancak çoğunlukla her tanımın içeriğinde zayıf psikoloji ve fizyoloji ele alınarak ile ilişkilidir. Genel olarak stresi; , bir organizmayı etkileyen çevresel olaylar veya koşullar olarak tanımlanabilmektedir(Segerstrom ve O'Connor, 2012: 128).

Stres kelimesi; gerilim, depresyon, bunalım, şiddet ve zorlama gibi anlamlar içermektedir. Daha genel bakarsak stres kavramı etki tepki olayından ibarettir. İnsan yaşamında bulunan şartlar ve etkenler nedeniyle denge durumunun bozulduğu anki yaşanılan olay bütünüdür. Stres, kişilerinlerin psikolojik ve fizyolojik durumları üzerinde baskı yapan, bireyin davranışını, iş verimliliğini ayrıca insanlarla olan ilişkilerini olumsuz yönde etkileyecek psikolojik bir kavramdır(Can vd., 2011:1-2).

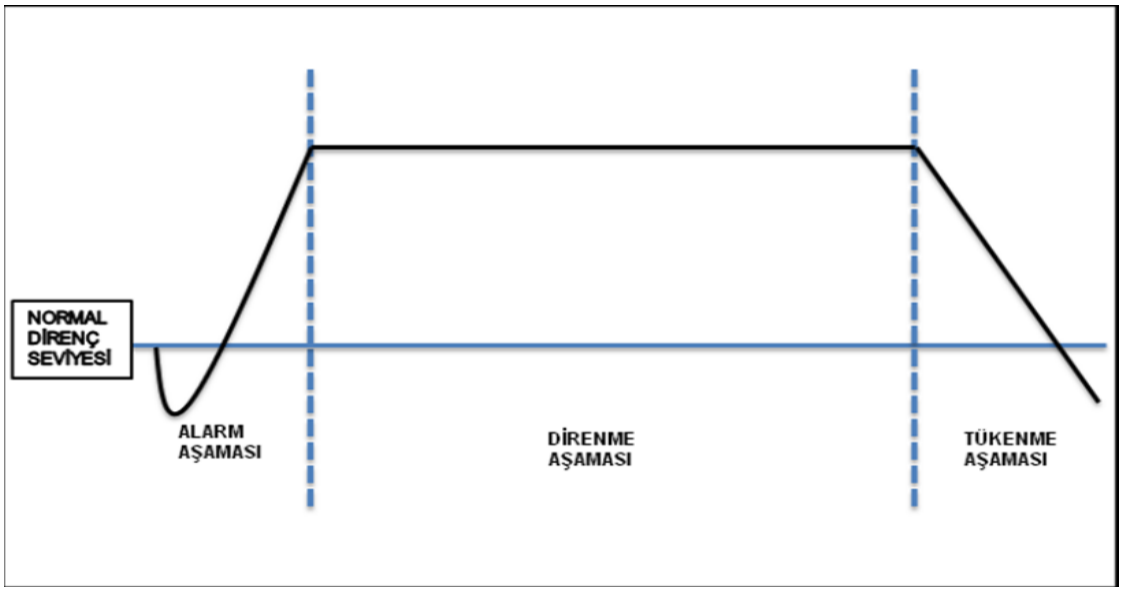
Stres kavramı, insanlarda meydana gelen fizyolojik ve psikolojik değişikliği ifade etmek için kullanılmaktadır. Birçok formda farklı bireylerde, farklı semptomlarla ortaya çıktığı için genel bir tanım yapmak zordur. Stres 'in etki düzeyi, kişinin stresin nasıl yorumladığına bağlıdır.Bu yüzden stres bazen zararlı bazen de faydalı sonuçlar doğurmaktadır . Yani her stres türü zararlı değildir(Selye, 1978: 221; Braham, 2002: 47; Rosenthal, 2002: Xİİİ; Losyk, 2005: 9; Aytürk, 2010: 333; Yazdani vd., 2010: 208-209; Mannarini ve Talo, 2011: 2; Segerstrom ve O'Connor, 2012: 3-4).

1.2.Stresin Aşamaları

Hans Selye, vücudun stres reaksiyonunun belirli bir süre boyunca gerçekleştiğini belirterek, tüm fizyolojik değişiklikleri kapsayan mekanizmaya Genel uyum sendromu (General Adaptation Syndrome) adını vermiştir(Akt: Eroğlu, 2000; 301).Selye'ye göre genel uyum sendromu , stresi ve stresle başa çıkma sürecini incelemenin bir yoludur ve üç aşamadan oluşmaktadır(Akt: McShane ve Glinow, 2003; 1999).

Bunlar;

- Alarm Tepkisi (The Alarm Reaction)
- Direnç Aşaması (The Resistance Stage)
- Tükenme Aşaması (The Exhaustion Stage)



Şekil 1: Selye'nin Genel Uyum Sendromu (GUS) ve Stresin Üç Aşaması.
Kaynak: Selye, H. 1978: 111.

Selye GUS kuramında neden "genel" diye nitelendirdiğini şöyle açıklıyor:

"Bu sendromu genel diye adlandırdım, çünkü vücudun geniş bir alanında bazı etmenlerin de etkisiyle genel bir etki ile oluşur. Uyumluluk ile ilişkilendirdim, çünkü bir savunma mekanizması harekete geçer ve toparlanma ve iyileşme için bir uyum süreci başlar. Sendrom dedim, çünkü her bir etken ve etkilenen olgular birbiri ile koordineli ve kısmen bağlantılıdır."

Selye'nin (1978: 36–38) tanımında bulunan GUS kuramına göre organizmaların yaşadığı ve şekil 1'e göre verilen aşamalar ve kavramları şu şekildedir;

1. Alarm tepkisinde; organizmaların dış etkenlerine karşı tetikte olduğunu ve savunmaya hazırlandığı ilk aşamadır. Bu noktada vücutta bulunan tüm savunmalar sistematik bir şekilde hazırlanmaya başlamaktadır.Fakat alarm için yanıt tam yanıt olmamaktadır. Selye farelerle yapmış olduğu araştırmalara bakıldığında, etkin zararlı faktörler yok olmadığı sürece, alarm seviyesi hızlıca aşılabilir ve sonrasında direnciyle birlikte tükenme aşamalarını takip etmektedir.

2. Direnç aşaması; bu aşamanın tepkileri ilk aşamadan çokça farklıdır, hatta birçok yönden zıt tepkiler meydana gelmektedir. Örneğin; vücut alarm evresi sırasında, kanda adrenal korteks içine mikroskopik olarak görülebilen hormonlar salgılar. Alarm evresi sırasında, kan yoğunlaştığından dolayı kilo kaybı söz konu olabilmektedir.Öte yandan, direnç fazında ise kan sulanarak kilo faktörü normale dönmektedir. Stres, şekil 1'e göre gösterildiğinde istenilen orta noktada tutulabilirse pozitif kabul edilebilir ve verimin artmasına neden olabilir.

3. Tükenme aşaması; vücudun artık alarm aşamasında olduğu gibi benzer tepkiler vermekte olduğu aşamadır. Bu durum uzun süreli stres altındaki bir yaşam formunun son aşamasıdır . Bu aşamada vücut oldukça yıpranabilmektedir. Sebebi, vücudun tüm savunma sistemine rağmen olumlu sonuç alınamamış ve tükenerek yok olma tehlikesiyle karşılaşmıştır. Dışarıdan desteğe ihtiyaç duyulmaktadır.

Günümüzde bulunan çalışma alanlarında artmakta olan yeni iş olanakları, küreselleşerek, liberal ve özelleştiilen sistemler sonucunda, personellerin kısa sürede çeşitli işleri yapmaları beklenmektedir. Bu gibi durumlarda çalışanlar, rol farklılıkları, çalışma ortamındaki belirsizlik ve farklı uyaranlar nedeniyle yüksek baskı yaşayabilirler. Bu gerilim, kaygı ve baskının yaygın olarak bilinen bir diğer adı da strestir(Malhotra ve Chadha, 2012: 1–2).

Çoğunlukla tüm meslek grubunda bulunan alanlarına göre çeşitli stresli geçen zamanlar vardır. Boğucu ve uzun toplantı, iş tanımında olmayan sorumluluklar, güç rekabetleri, fazla çalışma saatleri ya da iş yetersizliği, iletişimde eksiklikler ve çalışma ortamında oluşan yersiz çatışmalar stres yaratacak yeterli alt yapıyı hazırlamakta olan faktörlerdir(Iqbal ve Waseem, 2012: 54).İnsanlar kısmen stresörlerle baş edebilirler ve bazen de stresli durumlarda yaşanan olumsuzluklardan dolayı bitkinlik, yenilgi, yıldırma, yalnızlık ve tükenmişlik hissederler(Rosenthal, 2002: X; Ice ve James, 2007: 13).

1.3 Örgütsel Stres

Profesyonel çalışma ortamında rekabet ve hırsın birleşimi, insanları her zaman rekabete sokmuştur ve bu nedenle yükselen stres olgusunu birey yöneterek, stresle baş edebilme durumunda kalmıştır.Ayrıca bazı çalışma gruplarında kişilerarası ilişkiler daha önemli olduğu için çalışanın sorumluluğu artmakta ve buna bağlı olarak stresin etkisi de artmaktadır.Yaşanılan stresler karşısında verilen tepki davranışın stresten uzaklaşmaya çalışmaktan çok stres ile baş edebilmeye yönelik çalışmaların olması oldukça önemlidir (YAMUÇ, V. A., & TÜRKER, D. , 2014)

"Mesleki stres; bireyinin sorumluluklarını yerine getirmekteyken, işin kendine has boyutundan kaynaklanan ve bireyin benliğindenden kaynaklanmakta olan bir uyumsuzluk durumuna karşı vereceği tepki olarak adlandırılabilir". Sürekli değişime uğrayan çalışma ortamı, örgütte yaşanılacak belirsizliklerin ve ekonomik krizlerin çalışanlar için, stres oluşturan sebeplerin başında gelmektedir(Erdoğan vd., 2009, s.449).

Örgütsel stresin iki önemli faktörü vardır. Birincisi, iş stresi, direk insanların sağlığını olumsuz yönde etkiler. Birçok araştırmaya göre işyeri ve mesleki faktörler kişinin ruh sağlığı sorunları ile yakından ilişkilidir. İkincisi, örgütsel stresle baş etme yöntemlerinde eksiklikler bulunmaktadır ve çalışanların bu yöntemlere ihtiyacı vardır. Personeller; hayatındaki bu hızlı değişimleree ayak uydurmak için zorunda

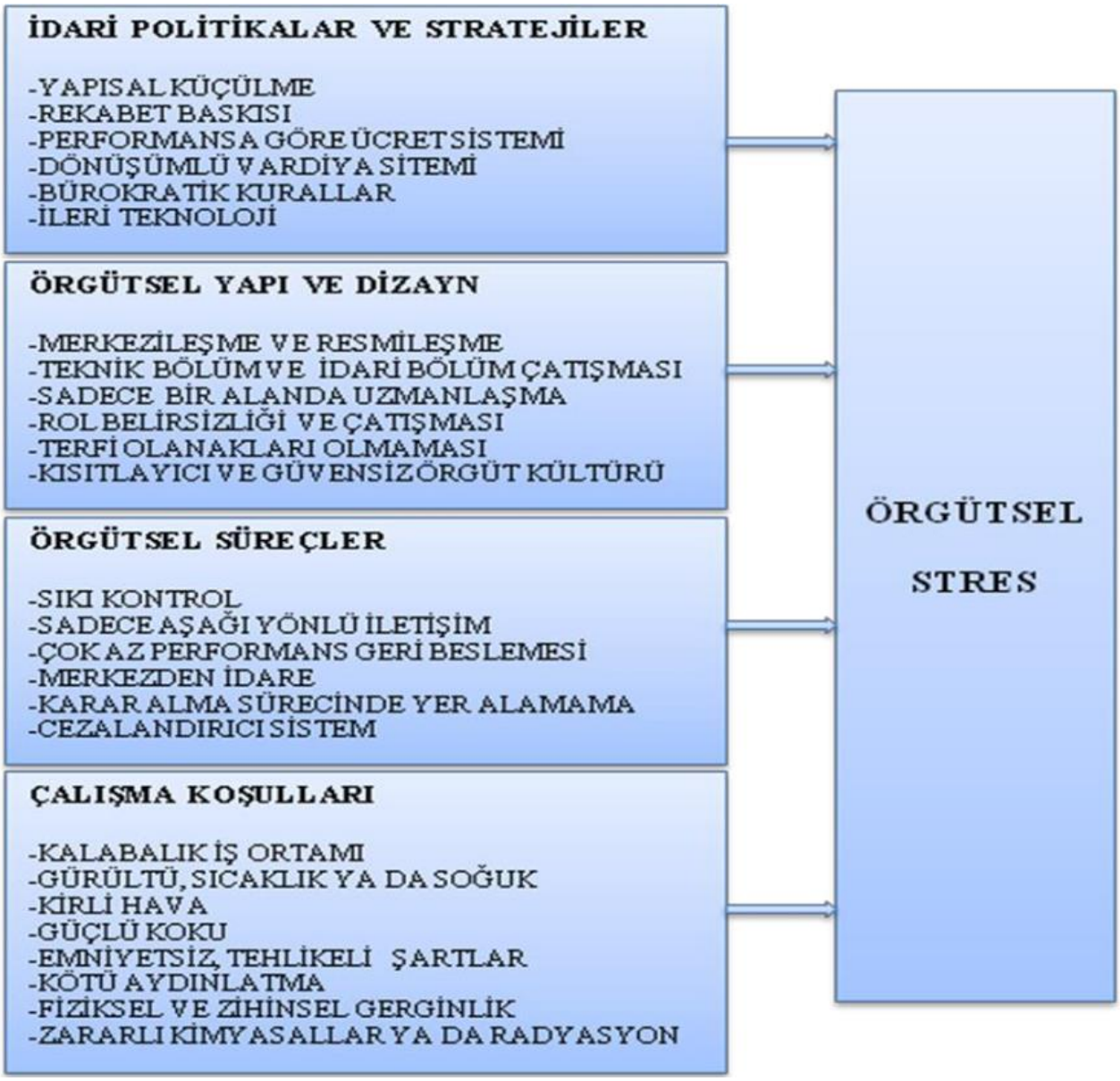
kaldıklarını hissederler.Belirli bir süre sonra gereğinden fazla sorumluluğu omuzlarında hissederek ve kendilerini duygusal olarak bitkin, zorlanmış ve yorgun halde bulurlar. Kişi, hem kurum içinde hem de dışında zamanı etkin bir biçimde kullanabilmektedir(Ertekin, 1993, s.7-18).

Voltaire'nin bakış açısına göre; yapılması gereken iş zorlaştığında kişide meydana gelen can sıkıntıları ve kötü alışkanlıklar gelişmektedir. Marx da ise; çalışma ortamı koşulları yorucu bir biçimde olduğunda, bu durumun insanı genel olarak mutsuz ettiğinden ve zihnen tükettiğinden bahsetmiştir. Beden ve ruh sağlığını zayıflatan unsurlar ortadan kaldırılmalı ve kişinin beden ve ruh olarak kendisine uygun işler yapması gerekmektedir. Böylece örgütün stresi bir nebze olsun azalır(Köknel, 1998, s.249-250).

1.4 Stres Kaynakları

Günümüzde yaşanılan teknolojik gelişmeler, hızlı yaşam temposu, büyük şehir hayatı vb. pek çok strese neden olabilecek faktörlerdir. İnsanlar günlük işlerinde ve evde bu stresli etkiyi pek fark etmeyebilirler. Bazen eğitim işleri, trafik, toplantılar, büyük ve beklenmedik değişiklikler, bazen de ailevi sorunlar gibi sebeplerle stres yaşanabilir. Çevremizdeki insanlara stres nedenlerini sorduğumuzda herkesten farklı cevaplar alınmaktadır.Bu durumun sebebi; her insan için stres farklı yaşanmaktadır. İnsanların yaşadıkları olaylara bakış açısı çoğunlukla farklı olabilmektedir(Braham, 2002: 17).

Günümüzde yaşanılmakta olan olumsuzluklar stresle birlikte bireyleri, aileleri, örgütleri ve toplumları negatif yönde etkileyerek, sağlıksız bir hal almıştır. Gelişmiş olan uluslarda, genellikle AB ülkeleri incelendiğinde her dört çalışandan muhakkak birinin strese dayalı kaygı yaşadığı ve muhakkak beş kişi arasında birinin genellikle tükenmişlik sendromu yaşamakta olduğu bildirilmiştir(Kompier ve Cooper, 2003: 1–4).



Şekil 2: Selye'nin Genel Uyum Sendromu (GUS) ve Stresin Üç Aşaması.Kaynak: Selye, H. 1978: 111.

Luthans (2011) ın örgütsel stres kaynakları; yönetim politikaları ve stratejileri, organizasyon yapısı ve tasarımı, organizasyonel süreçlerinde ve çalışma koşulları doğrultusunda yapılan çalışmalar incelenmiştir. Yönetim politika ve stratejilerinden bahsetmek, yapısal olarak küçülme, rekabet baskısı gibi faktörleri içermektedir.Çalışan performansına göre uygulanmakta olan ücret sistemleri, vardiya sistemiyle çalışma ve ileri teknolojiyle bütünleşmiştir. Bir diğeri ise stresli organizasyonel faktör de organizasyon yapısı ve tasarımıdır.

İnsanın yalnız kendi yaşantısı stres faktörü değildir. Stresin ana kaynağı kişinin kendisi olmakla birlikte çevresel ve mesleki stresörler de önemlidir. Kurumsal yaşam, maaş , sosyal güvenlik ve tanımlanmış bir amaç gibi bazı sosyal faydaları beraberinde getirse de, iş stresi gibi olumsuz sağlık etkilerini de beraberinde getirir. Küresel krizler, çalışma süresinya yaşanan durgunluk, iş boyutunda yaşanan kayıplar ve buna benzer olumsuz olaylar kaçınılmazdır (Bhui vd., 2012: 1-2).

Hızlı değişime uğramakta olan dünya, beraberinde teknoloji, yoğunlaşarak artış gösteren rekabet, hızlı bir biçimde tükenen kaynaklar ve hızlı değişime neden olan etkenler önemli derecede belirlenen örgütsel stresin kaynaklarıdır. İşyerinde çoğunlukla her çalışanın normal olarak şikayette bulunduğu stresörler ; kişiler arası maaş tutarsızlıkları, rollerin belirsizliği, çatışma, çalışanlar arasındayaşanan iletişimsizlik, olumsuzluklar doğrultusunda yaşanan başarısızlık korkuları, zaman ve iş baskısı,gereğinden fazla veya gereğinden azçalışma, belirsiz beklentiler ve yetersiz ilişkilerdir (Braham, 2002: 37–38; Baba, 2012: 209; Kıral, 2012: 97).

1.5 Stres Faktörlerinin Bireysel ve Örgütsel Doğurduğu Sonuçlar

Birçok uluslararası veya ulusal kuruluşun stresle başa çıkabilmek için gerekli eğitimlerle birlikte programların düzenlendiği örgütsel boyutta ve bireysel yaşanan olumsuz derecede stres, yalnız bireyler üzerinde değil, kuruluşlarla birlikte ülkeler üzerinde olumsuz çeşitli etkiler yaratabilmektedir. Stres, genellikle her bireyde aynı etkiye etkilediği söylenemez. Ancak herkes farklı zamanlarda farklı stres biçimleri yaşayabilir. Herkes tüm stres faktörlerini aynı şekilde değerlendirmez veya algılayamaz (Malek, 2010: 9-10; Ali vd., 2011: 3).

Çalışanların çalıştığı örgütte yaşamakta olduğu stresle, çatışma ortamında örgütsel performansları direk olarak etkilebilmektedir. Bazı durumlarda biraz stres ve çatışma koşulları performans üzerinde olumlu yönde etki yapabilme ihtimali vardır. Örneğin; kuruma yeni bir yöneticinin yerleşmesi ve ya terfi alarak göreve başlaması iş alanı hakkında yeni bilgilerin öğrenilmesi isteğini güçlendirebilmektedir.Her çalışan için olmasa da bazı personeller için stres, çalışma isteğini ve iş alanında verimliliği arttıran bir etken olabilirr(Luthans, 2011: 293). Ayrıca iş stresi ile tükenmişlik arasında önemli bir bağlantı vardır . İngilizce'de "burn-out" kelimesiyle ifade edilmekte olan sendrom, son zamanlarda farklı bir çalışma konusu olabilmesi gündeme gelmiştir. Aşırı olumsuz stresin bireysel tükenmişliğe yol açan bir faktör olabileceği düşünüldüğünde , günümüzün örgüt sorunlarının önemi daha da ortaya çıkmaktadır . Tükenmişlikle baş etmek ve başa çıkmak da çok zor bir süreç olabilmektedir(Kim ve Stoner, 2008: 5–6) .Stres kişiyi psikolojik boyutta, fiziksel boyutta ve duygusal boyutta negatif olarak etkilemektedir. Stresin çoğunlukla yalnız bir amacı olmamakla birlikte, her stresli durum ve ya aktivite vücut içerisinde bir tepkiye neden olur, bu engellenemez bir doğal tepkidir(Araoz, 1998: 11–12).

2. Yardım Kuruluşlarında Örgütsel Stres ve Örgütsel Stresle Başa Çıkma Yolları

2.1 Yardım Kuruluşlarında Örgütsel Stres

Ülkemiz coğrafi potansiyeli ve konumu nedeniyle sıklıkla doğal afetlerle karşı karşıya kalmakla birlikte jeopolitik konumu nedeniyle Kimyasal Biyolojik Radyolojik ve Nükleer kazalar (KBRN) ve insan kaynaklı afet boyutunda ki göçlede mücadele eden bir ülkedir. Kişilerin ve toplumların potansiyel olarak yetersiz kalmakta olduğu afetler sonrasında kısa bir sürede normal hayata dönen farklı kamu kurumları aktif rol oynamaktadır. Bu durumda araştırmanın ana değeri olan AFAD, kısa bir zaman dilimi içerisinde enkazda kalan yaralı, bitkin ve yorgun insanları kurtarmaya gidecektir. Böyle bir durum içerisinde, enkaz altındaki afetzedelerle iletişim kurmasını olumsuz yönde etkiler ve mağdurları sakinleştirmek gibi işin önemli bir bölümünü yapamaz hale gelebilme ihtimalleri vardır. İş doyumu yüksek olan çalışanlar, örgütün yararı için özverili bir şekilde çalışırlar, aksi halde çalışan kendini bitkin hissetmekle kalmaz, diğer iş arkadaşlarını ve hizmet verilen toplumu olumsuz etkiler. Böyle bir durum kurum işleyişinde kesintilere neden olmakla birlikte kamu hizmetlerinde yaygın kesintilere neden olacaktır.

Kamu kuruluşlarının kaliteli hizmet ile çalışabilmesi için yeniliklere açık olmasına ve çeşitli teknolojik gelişmelerden haberdar olmasına bağlıdır. Yaşanan mevcut değişiklikler kurumları maddi ve manevi zorluklara sokabilme ihtimali vardır. Bu değişimlerle ve zorluklarla başa çıkmak için büyük ölçüde insan kaynaklarına ihtiyaç vardır.Yöneticiler, kurumundaki çalışanlarının motivasyonunun üzerinde durmalarının farkında olmalıdır. Afetlerle ilgilenen kamu kurumları arasında en önemlisi Afet ve Acil Durum Yönetimi Başkanlığı (AFAD)'dır. AFAD'ın başarısının ardında etkili ekip çalışmaları yer almaktadır. Çeşitli afet türlerine tanık olmak çoğu insan üzerinde olumsuz bir etkiye sahip olsa da, bu afetlere müdahalede aktif bir katılımcı olmak yardım çalışanları için çok önemli bir manevi alanda doyum kaynaklarıdır. Çoğunlukla birey yaptığı işten tatmin olmak ister. Bu da insan kaynaklarının verimli kullanılması, çalışan mutluluğunun ve verimliliğinin artırılması ile mümkündür (Pala,İ. T., TOPAL, M. H., & DEMİRBAĞ,O. , 2019 : 292-306).

Afet ve acil durum alanı, hem ciddi stres yaşayan insanlara hizmet vermesi hem de çalışanın sıklıkla stresli durumlara maruz kalması sebebiyle diğer çalışma ortamlarına oranla daha fazla mesleki stres yaşayan bir ortam olarak kabul edilir. Olumsuz çalışma şartları, kaçınılmaz olarak üretimin nitelik ve niceliğinde azalmaya yol açmaktadır (Tel ve ark. 2003).

Ülkemizde yardım çalışanlarındaki stres, problemler ve iş tatminine yönelik yapılan çalışmalarda, çalışanların yaşadığı problemler, stres ve memnuniyetsizlik sebepleri şu şekilde sıralanmıştır: uygun olmayan fiziksel ortam, iş hayatından beklentiler, iş arkadaşları, işin bireyden beklentileri, çalışma koşulları ve maaş eksikliğidir. Yardım çalışanları, çalışma koşullarındaki farklılıklar sebebiyle iş ortamında daha çok baskı altındadır ve daha fazla stres yaşamaktadır (Tel ve ark. 2003).

Günümüz yardım çalışanlarının stresi ve tükenmişliği hemşireliğin geleceğini tehlikeye atmaktadır. Bu nedenle çalışma koşulları stres ve memnuniyet açısından iyi anlaşılmalıdır. Yüksek stres ve tükenmişliğin bedensel bozukluklara, işten ayrılmaya, işe karşı ilgisizliğe, işe karşı sürekli yakınmalara, mesleğin geleceğine dair umutsuzluğa ve intihar girişimlerine neden olabileceği saptanmıştır (Karadağ ve ark. 2002, Mansfield ve ark. 1989).Çalışma ortamından duyulan memnuniyet, çalışanların sadece fiziksel ve ruhsal durumlarını değil, beraberinde kişisel, fizyolojik ve ruhsal durumlarını da olumlu etkiler. iş memnuniyeti; Maaş, yükselme olanakları, çalışma koşullarının uygun olması, işin boyutu, iş yeri arkadaşları - üstleri ile ilişkilerden etkilenir. Uzun (1996) tarafından yapılan bir araştırma, meslektaşları ile iyi ilişkiler içinde olan yardım çalışanının iş doyumlarının yüksek olduğunu bulmuştur. Bu bulgular, çalışan için ekip çalışmasının en önemli motivasyon kaynağı olduğu görüşünü desteklemektedir. İş tatmini her meslekte önemlidir. Özellikle yardım çalışanlarının düzensiz ve zor çalışma şartları, uykusuzluk, yorgunluk, yetki ve sorumlulukların yetersiz tanımlanması iş doyumlarını olumsuz yönde etkilemektedir (Baykal ve Serezli 1990).

2.2 Örgütsel Stresle Başa Çıkma Sürecinde Örgütsel Yöntemler

Katılımlı Yönetim: İnsanlara herhangi bir sorunla neler yapacaklarını sonrasında nasıl çözeceklerini belirterek müdahale etmek yerine, farklı çözümler bulmak için personellerle birlikte çalışmalılar. Günümüz iş dünyasında etkili bir liderlik ve yönetim anlayışı, iş doyumlarını sağlamak ve verimliliklerini artırmak için yönetimde çalışan istihdamının ön koşulu haline gelmiştir(Çelik, 2010, s.289).Çalışanlar kendilerini ilgilendiren herhangi bir konu hakkında konuşarak, fikirlerini söylemek isteyebilirler. Kendi kararları sorulduğunda kendilerini değerli ve iyi hissetmektedirler. Böyle bir durum örgütün etkinliğini ve verimliliğini artırır (Balcı, 2014, s.67).

Çalışma Şartlarının İyileştirilmesi: Tüm çalışma ortamında iyi koşullar; ülkelerden ülkeye veya toplumlardan topluma da farklılık gösterdiği için kişiden kişiye farklılık gösterebilmektedir. Çalışma koşullarında; yaş, cinsiyet, eğitim düzeyi ve kariyer geçmişi de etkileyen kriterlerdir. Çalışma koşulları teknik ve sosyal olarak iki farklı alana ayrılmıştır. Teknik şartlar, ısı, aydınlatma ve temizlik gibi çevresel faktörler olmasına rağmen; sosyal koşullar, örgüt iklimi, örgüt içi iletişim gibi faktörlerdir (Bingöl, 1990, s.173).

Örgütsel ve Duygusal İklim Kontrolü: Örgütlerdeki değişimler çoğunlukla bir stres etkenidir. Çalışanların organizasyondaki değişikliklere ayak uydurması zor olabilir. Onları desteklemek ve değişimi kabullenmek, yöneticilerin temel görevlerinden biridir. Yönetim biriminde ki bireyler ve çalışanlar arasındaki iletişim, değişimi benimsemek için çok önemlidir. Organizasyonda yapılan değişiklikler. Çalışana açık ve net bir şekilde anlatılarak fikirleri alınır. Bu sayede stres azaltılabilir , çalışan kendini iyi hisseder, örgüt ortamından yabancılaşma olayı yaşanmayacaktır (Özkalp vd., 2013, s.161; Albrecht, 1979, s.145).

Çatışmaları Azaltmak ve Önlemek: Kuruluşlardaki yüksek stres nedeniyle kişinin kalp rahatsızlıkları ve felç gibi hastalık çeşitlerine maruz kaldığını ayrıca erken ölüm riskinin yüksek olduğunu gösterebilir. Stres insan vücudunda çeşitli hastalıklara ve ayrıca fiziksel çöküntüye neden olur . Örgütlerin liderleri; Sadece yapılan ve yapılacak işi değil, çalışan bireylerin fiziksel ve ruh sağlığını da düşünmek mecburiyetinde olduklarından daha çok stres hissedebiliyorlar. İlk olarak, yöneticiler genellikle yapmakta olduğu sorumluluklarını bastırırlar. İkincisi; Çalışanlar strese maruz kaldıklarında kaygılanırlar, verimlilikleri ve performansları düşer, zaman zaman çatışmalar ortaya çıktığında durumu iyileştirmek için çaba sarf edilmelidir. Bu anlamda örgütte çalışan tüm kişiler, ortaya çıkan çatışmaları azaltarak ve önlemler geliştirmek için düşünmeli ve çözümler bulmalıdır. İnsanlar çoğunlukla örgütsel stresden ve çatışmalardan kaçınarak, işi stres boyutunda görmemeyi öğrenmelidir. Ayrıca organizasyonları ve görevleri onları tatmin edecek ve memnun edecek şekilde tasarlamak, iş stresini azaltarak ve zihinsel olarak rahatlamaya yardımcı olur (Gümüş, 1995, s.321-323).

Ekip Çalışması ve Sosyal Destek: Genellikle örgütlerde belirli olan görevleri yaparak, işveren ve çalışanlar ortak bir çalışma hayatı oluşturmaktadır.Böylelikle çalışma hayatında aralarında bir ilişki kurulmakta ve bu ilişkiler örgütün verimliliğinin kazanılması ile yakından ilişkilidir. Ekip çalışmasında iş ilişkileri; işbirlikçi olmalı, psikolojik ve sosyal tatmin sağlamalı, karşılıklı demokratik ilişkileri içermelidir. Grup çalışmalarında birbirleriyle ilgilenmeli, bireysel farklılıkları kabullenmeli ve bunun yerine değiştirmeye çalışmadan ortak bir çözüm üretmeli, küçük düşürücü davranışlardan kaçınmalıdırlar (Bilen, 2009, s.203-206).

Meslek ve Stres Danışmanlığı: Çalışanlar yapılan işin kendilerine uygun halde olmadığını düşünürlerse onlara yardımcı olan uzmanlar profesyonel danışmanlardır. Meslek danışmanları, beceri ve yeteneklerinizi değerlendirerek size en uygun mesleği veya görevi söyler. Bu nedenle aynı organizasyonda başka bir göreve alınabilirler veya duruma göre iş değiştirebilirler. Bir organizasyonda çalışanların stresle yaşamayı öğrenmesi kolay değildir. Bu gibi durumlarda numaralı bir uzmanın yardımı durumu kolaylaştırır. Psikologlar ve rehber kuruluşlarda danışman; onları dinleyebilir ve çözüm bulmak amacıyla belirli seminerlerin yanı sıra yaratıcı oyunlar ya da toplantılar düzenleyebilirler. Bu yöntemlerin, daha da verimli halde olmalarına ve örgütsel stresi yönetmelerine yardımcı olur (Palaz, 2015, s.41-42).

Örgütsel Rolleri Belirlemek ve Çatışmaları Azaltmak: Rol belirsizlikleri ve çatışma durumu örgütsel yaşamda gerginliğe neden olacak faktörler başında gelmektedir. Reknesss ve diğerleri, (2013) tarafından rol teorisine dayalı bir çalışmada, rol belirsizlikleri ve rol çatışmaları gibi rolle ilgili gerilimlerin olduğu ortamda çalışan bireylerin olumsuz olma olasılığı daha fazladır. İşyeri zorbalığı gibi davranışlar bazı sektörlerde dış kaynak kullanımının yaygınlaşması, dış kaynak çalışanlarını rol belirsizliği ve müşteri ile ana şirket arasındaki çatışmalar nedeniyle stres altına sokmaktadır(Hodari vd., 2014). Bu stresi önlemek için kişinin sorumluluğunun sınırlarını, görevlerini ve kişiden ne beklendiğini net bir şekilde tanımlamalı ve bu durum gerekli kişilere iletilmelidir(Garipoğlu, 2007: 62).Hem hizmet içi hem de iş başında eğitim, açık iş tanımları ve işbölümü, değerlendirme adaleti ve yetkinliğin ana kriter olarak alınması , erken ve beklenmedik bilgi taleplerini önlemeye yönelik hükümler rol belirsizliğini ve kişilerarası çatışmaları önemli

ölçüde azaltır. Bu düzenlemelerin işletmenin yapısı, çalışan ve yöneticinin beklentileri ile tutarlı olması ve amaca uygun olarak uygulanması önemlidir (Güçlü, 2001: 103)

3. Araştırma

3.1Çalışmanın Önemi ve Amacı

Stres terimi Türk çalışma mevzuatında önemli bir durum haline gelmesi özellikle de 21. yüzyıl itibariyle literatürün bu konu üzerinde yoğunlaşarak mevcut ilgisinde artışlar gözlenmektedir. Türk literatürüne bakıldığında stresin meydana geliş sebepleri (Bekçi ve ark., 2007; Gökdeniz, 2005; Koçyiğit ve diğerleri, 2008; Örücü ve Demir, 1999; Soysal, 2009; Yılmaz ve Ekici; Gülmaz ve Ekici; Yozgat ve ark. , 2013), iş tatmini (Karadal, 2001; Demirel, 2013; Erşan vd., 2013), örgütsel bağlılığın , örgütsel bağlılığın -sebep sonuç ilişkileri ve üzerindeki etkileri (Uzun 1996,Aşık 2005) - yaygın olarak çalışılmıştır.Ancak Türkçe literatüründe genel olarak çalışanların stresle başa çıkma sürecinde yönetimden beklentileri konusu üzerine az sayıda ampirik çalışmalar olduğu gözlemlenmiştir. Neden-sonuç ilişkisi çalışmasının bir sonraki adımı olan stresle baş etme konusunda kaynakların yetersiz olduğu incelenmiştir (Akova ve Işık, 2008; Okutan ve Tengili- moğlu, 2002). Bu sebeple, bu çalışma konularını bireysel boyutta stresle başa çıkma noktasında odaklanılmış ve örgütsel seviyede çözümlerin neler olabileceğine bakıldığında ampirik olarak incelenmediği gözlemlenmiştir.Bu sebepten dolayı, çalışanların stresle başa çıkma sürecinde yönetimden beklentilerine ilişkin görüşleri inceleyen bu çalışmanın literatürde bulunan bir boşluğu doldurması açısından önemli görülmektedir.

Araştırmanın amacı; literatürde genel olarak nispeten daha az çalışılmış olan personellein iş ortamında yaşamakta olduğu veya yapılan iş kaynaklı stresle başa çıkmasında, yönetimden ne beklediklerini belirlemek, ayrıntılı bir şekilde araştırmaktır. Bu doğrultuda, literatürde ağırlıklı çıkmakta olan ve örgütsel stresle mücadele sürecinde uygulanacak stratejiler genel olarak ele alınmıştır.Ardından belirlenmiş olan önemli stratejilerin çalışanların hangi ölçüde beklendiği, nitel bir araştırma biçimiyle incelenmiştir.

Çalışma, kadın ve erkek çalışanların örgütsel stresle başa çıkma sürecinde yönetimden beklentilerinin incelenmesidir. Bu amaç doğrultusunda "Çalışanların örgütsel stresle başa çıkma sürecinde yönetimden beklentileri nelerdir?" sorusuna yanıt aranmıştır. Benzer konulu çalışmalara destek olarak ve yönetici konumunda bulunan bireyler içinde çalışanların demografik özelliklerinin değişkenliğini göz ardı etmeden bazı değerlendirmelerde bulunmaları sırasında destek olmak amacını da taşımaktadır. Bu stresörlerinin farklı potansiyele sahip kişiler üzerindeki farklı etkileri gözlemleyerek ve elde edilen sonuçlar için örgütsel stres ile baş etme konusunun etkinliğini sağlayıp, çalışan bireylerin etkinlik ve verimlilikleri artırabilen önerilerin ortaya koyularak çalışma ortamındaki yöneticilerin de işlerini kolaylaştıracağı düşünülmektedir.

3.2 Araştırmanın Yöntemi ve Kısıtlar

Araştırma; Aksaray İl Afet ve Acil Durum Müdürlüğünde çeşitli alanlarda görev yapmakta olan 20 kadın, 23 erkek toplamda 43 AFAD çalışanı ile gerçekleştirilmiştir. Nitel araştırmanın bir parçası olan "yarı yapılandırılmış görüşme tekniği" yöntemi kullanılarak, katılım sağlayan çalışanların literatür çerçevesinde belirlenmiş örgütsel stratejileri hangi ölçüde beklediklerini araştırılmıştır. Araştırmada, sonuçların niceliksel boyutta desteklenebilmesi için veriler araştırmacı tarafından hazırlanan Kişisel Bilgi Formu ve Örgütsel Stres Yönetim Stratejileri Ölçeğinden (YAMUÇ, V. A., & TÜRKER, D. (2014). Kadın ve erkek çalışanların stresle baş etme sürecinde yönetimden beklentilerine ilişkin nitel bir araştırma. Eskişehir Osmangazi Üniversitesi İktisadi ve İdari Bilimler Dergisi, 9(1)) oluşan bir anket ile toplanmıştır.Cevaplanan açık uçlu soruların analizi, yorumlama ve Voyant Tools programı ile içerik analizi şeklinde yapılmıştır.

Literatür taraması sonucunda ortaya çıkan görüşme sorularının geçerlik ve güvenirlik analizleri, çalışmanın zaman ve mali kısıtlamaları nedeniyle görüşmeler yalnızca belirli sayıda çalışanla yapıldığından istatistiksel biçimde sorgulanamamıştır. Öte yandan, tüm görüşmeler aynı sistematik yaklaşımla yürütülmesini sağlamak ve sürecin geçerlik ve güvenirliğini arttırmak amacıyla katılımcılardan görüşmeleri kayıt altına alınması yönünde izinleri talep edilerek çalışmalar yapılmıştır.

3.3 Araştırmaya İlişkin Bulgu Değerlendirmeleri

Araştırma için katılım sağlayan AFAD çalışanların genel demografik özelliklerinin sıklıkları ve genel yüzdelik analizi sonucu Tablo 1 oluşturulmuştur.

Tablo-2: Katılımcıların Demografik Özellikleri

Demografik Özellikler	F (Sıklık)	% (Yüzde)
Cinsiyet		
Kadın	**20**	**46,5**
Erkek	**23**	**53,5**
Yaş		
20-30 Yaş	**11**	**25,6**
30-40 Yaş	**14**	**32,6**
40-50 Yaş	**15**	**34,9**
50 ve üzeri	**3**	**7,0**
Medeni Durum		
Evli	**30**	**69,8**
Bekar	**13**	**30,2**
Eğitim		
Ortaöğretim	**1**	**2,3**
Lise	**3**	**7,0**
Önlisans	**4**	**9,3**
Lisans	**30**	**69,8**
Yükseklisans	**5**	**11,6**
İş Deneyim Tecrübesi		
0-5 yıl	**11**	**25,6**
6-10 yıl	**5**	**11,6**
11-15 yıl	**16**	**37,2**
16-20 yıl	**1**	**2,3**
20 yıl ve üzeri	**10**	**23,3**

Tablı-1'e göre araştırmada bulunan anket sonuçlarına göre katılımcıların demografik özellikleri incelendiğinde erkek katılımcı sayısının daha fazla olduğu gözlenmiştir.Genel olarak demografik özelliklerde ise 30-40 ve 40-50 yaş aralığının, evli ve lisans mezunu çalışanların daha ağır bastığı incelenmiştir.

Tablo-2. Çalışanların Stresle Baş Edebilmek İçin Yönetimden Beklentileri

Sorular	Rollerin Belirlenmesi		Teşvik Edici İş Ortamı		Adil Ücret Sistemi		Danışmanlık Hizmeti Uyg.		Sosyal Destek Sağlanması		Etkili Zaman Yönetimi		Fiziksel Şartların İyileştirilmesi		Stres Yönetimi Eğitimi		İş Rotasyonu Uygulanması	
	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%	F	%
Kesinlikle Katiliyorum	27	62,8	25	58,1	23	53,5	27	62,8	30	69,8	23	53,5	22	51,2	24	37,2	16	37,2
Katiliyorum	12	27,9	15	34,9	15	34,9	10	23,3	10	23,3	13	30,2	7	16,3	12	27,9	9	20,9
Kismen Katiliyorum	3	7,0	3	7,0	2	4,7	6	14,0	2	4,7	4	9,3	10	23,3	6	14,0	9	20,9
Katilmiyorum	0	0	0	00	2	4,7	0	0	1	2,3	3	7,0	3	7,0	1	2,3	5	11,6
Kesinlikle Katilmiyorum	1	2,3	0	0	1	2,3	0	0	0	0	0	0	1	2,3	0	0	4	9,3

Tablo-22'de anket değerlendirmesine katılan çalışanların stresle başa çıkma sürecinde yönetimden beklentilerinin analiz tablosu incelendiğinde; sırasıyla %37,2'yle iş rotasyonu uygulanması ve stres yönetimi eğitimi verilmesi, %51,2'yle fiziksel şartların iyileştirilmesi, %53,5 ile etkili zaman yönetimi ve adil ücret sisteminin uygulanması, %58,1 ile teşvik edici iş ortamının sağlanması, %62,8 ile rollerin belirlenmesi ve danışmanlık hizmetinin verilmesi, %69,8 ile sosyal destek verilmesi olduğu sonucuna varılmıştır.

Görüşmeler sırasında katılımcıların doldurulmaları istenilen anket formunda, genel olarak literatür taraması sonucu elde edilmiş 10 adet bulunan örgütsel stres yönetimi stratejisine yer verilerek, katılımcıların bu stratejilerin gerçekleşmesini ne ölçüde beklemekte olduğunu 5-li Likert ölçek sistemiyle sorulmuştur. Frekanslar ve yüzde analizi yapılmış, çalışanların beklenti boyutları incelenmiştir.

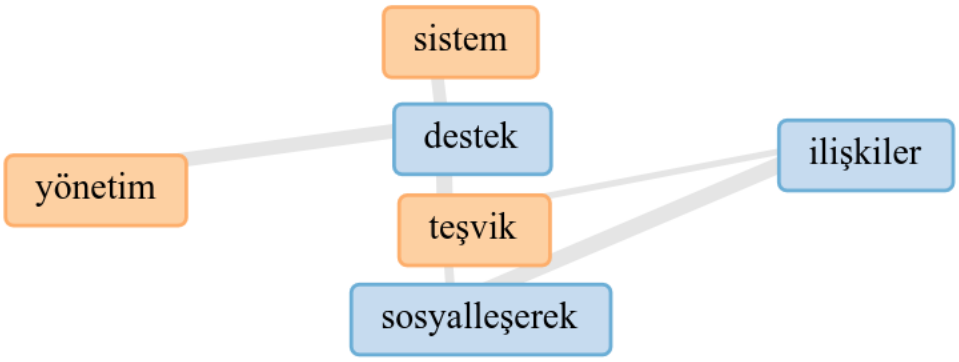
Araştırmada çalışanların stresle baş etme sürecinde yönetimden beklentilerinin tanımlayıcı istatistikleri incelendiğinde, kadın ve erkek çalışanların beklentilerinin, birbirine benzer ve orta düzeyde olduğu görülmektedir. Yönetimden beklentileri içerisinde "İş rotasyonu uygulanması" değişkeni 16 kişinin (kesinlikle katılıyorum) tercih etmesiyle ve 37,2 yüzdesiyle diğer beklentilere göre en düşük seviyede olduğu gözlemlenmiştir. Dolayısıyla çalışanların, iş rotasyonu ile ilgili sorun yaşamadıkları söylenebilir. Araştırmanın uygulamasının nispeten AFAD görevlileri ile yapıldığı dikkate alındığında, ekip çalışması gerektiren süreçlerde çalışanlar arasında rotasyonda herhangi bir sorun yaşanmadığı ve hemen hemen hiçbir stres etkisi oluşturmadığı ifade edilebilir.

Tablo 2'te verilen çalışanların stresle baş etme sürecinde yönetimden beklentileri içerisinde "Sosyal destek sağlanması" değişkeni 30 kişinin (kesinlikle katılıyorum) tercih etmesiyle diğer beklentilere göre en yüksek seviyededir. Çalışanların iş arkadaşlarıyla kurum içerisinde olmakla beraber kurum dışında da bir araya gelerek çeşitli sosyal etkinlikler planlanması ve uygulanması gerektiği söylenebilir.



Şekil-3

Çalışanların en fazla yönetimden beklentileri arasında 62,8 yüzdesiyle ikinci faktör olarak ifade ettikleri "çalışanlar arası rollerin belirlenmesi" ve "danışmanlık hizmetlerinin uygulanması" sonucunda Şekil-3'de belirtilen Voyant Tools proramında ve anket analizleriyle önemli bir stres faktörü olduğu saptanmıştır.Bu durumun ortadan kaldırılması yönünde yapılabilecek, gerek yerel gerekse merkezi çalışmalarla çalışanların bu faktörü bir örgütsel stres etkeni olarak görmeleri önlenebilir.



Şekil-4

Araştırma kapsamında çalışmaya katılan 43 kişinin sorulara verdikleri yanıt ile şekil-4 de yer alan Voyant Tools programı ve anket analizi sonucu ağırlıklı olarak %58,1 teşvik edici ortamın sağlanması, %53,5 ile adil ücret sistemi ve etkili zaman yönetimi, %51,2 fiziksel şartların iyileştirilmesi kavramlarıyla karşılaşılmıştır. Genel olarak yönetim ve sistemden kaynaklı stresörler dikkate alınmalıdır. İş yerinde çalışanların huzurlu ortamda çalışarak, işlevselliği arttırmak örgütsel olarak önem arz etmektedir.

4. Sonuç

Stres terimi, insanlık tarihinde çok eskilere dayanmasına rağmen, günümüz yaşantısında bile strese neden olabilecek etkenler ve doğurabileceği sonuçlar birçok çalışmada incelenen konuların başında yer almaktadır. Gelişen teknoloji sonucunda liberal sistem, özelleştirmeler ve küreselleşme kavramları meydana gelmiştir.Böylelikle; yeni iş imkanlarının oluşması, çalışma ortamında çalışanlar ve yönetim için hızla değişen durumlarda kaçınılmaz bir hal almaktadır. Bu durumda insanlığın yer edindiği yerde stres de olası bir durum haline gelmektedir.

Çalışanın çalışma hayatında bulunan stres olgusuyla, bireysel olarak çözümlerle uğraştığı varsayılırsa, uzun vadede hem kişiye hem de örgüte ciddi zararlar verebilmektedir. Bu nedenle örgütsel yönetim sistemlerinden kaynaklanan stres problemlerini çözme ihtiyacı hem örgütsel hem de bireysel seviyede ortaya çıkmaktadır. Bu çalışma, Aksaray AFAD çalışanlarından her birimden çalışanla yarı yapılandırılmış bir görüşme gerçekleştirmiş ve çalışanların stresle karşılaşma sürecinde genel olarak yönetimden neler beklediklerini bulmaya çalışmıştır . Çalışmanın sonuçları, çalışanların sosyal destek sağlanmasını, işle ilgili rollerin ve sorumlulukların kişi bazlı belirlenmesi, her birim için danışmanlık hizmetinin sağlanmasını, fiziksel şartların iyileştirilmesini ve teşvik edici bir çalışma ortamının oluşturulmasının yönetimden ağırlı olarak beklediği sonucuna varılmıştır.

Yapılan analizler sonucunda, katılımcıların cinsiyet, yaş, eğitim ve tecrüberini, yönetimden beklentileri üzerinde değerlendirildiğinde arasında istatistiksel yönden anlamlı bir bağlantı bulunamamıştır. Bu doğrultuda araştırmadan elde edilmiş beklenti sonuçlarına göre yapılabilecek bazı öneriler şunlardır:

Çalışanların en fazla yönetimden beklentileri arasında 69,8 yüzdesiyle birinci faktör olarak ifade ettikleri “sosyal destek sağlanması” kavramı şekil-3’de Voyant Tools programında ve anket analizi sonuçlarında incelenmiştir. En yüksek beklentiye sahip bu sorunun ortadan kaldırılması yönünde yapılabilecek bazı özel programlar geliştirilebilir. Genel olarak çalışanların destekleme programları (Employee Assistance Programme- EAP) çalışanların problemlerinin çözülmesinde stresle başa çıkmada önemli bir faktör olabilmektedir.

Genellikle dünyada çoğunlukla karşılaşılan sorun , sürekli olarak aynı işin yapılmasıyla meydana gelen tekbiçim iş ve yaşam şeklidir. Çalışan kesime göre monotonluk stres yaratmakta olan önemli bir faktör olmuştur. Monotoluktan ötürü ortaya çıkabilme ihtimali olan iş körlüğü için önleyici tedbirler alınması gerekmektedir. Çalışanların nitelikleri incelenerek uygun oldukları takdirde kurum içerisinde yer veya görev değişikliklerinin iş rotasyonuna katkı sağlayacağı düşünülmektedir.

Kamu kurumlarında stresle baş etme sürecinde ve ya stres yönetim uygulamalrının üzerinde özellikle durulmalı ve etkin bir stres yönetim eğitimi tasarlanmalıdır. Stresin genel olarak etkileri özel sektör ya da kamu kuruluşları olarak ayrılmamaktadır.Fakat kamu kurumlarında mevzuat gereklilikleri dışında karar alınması pek mümkün olmadığından dolayı birimlerdeki yöneticilerin mümkün mertebe de sıkı yönetim için gerekli tedbirleri uygulayarak çalışmalıdır.Ayrıca çalışanlarla arasındaki ilişkiler de olumlu tutumlara özellikle dikkat etmelidir.

Araştırmanın kısıtları göz önüne alındığında, çalışmanın sonuçları daha genel olarak değerlendirildiğinde, çalışanların stresle başa çıkmada örgütlerine yönelik önemli beklentilerinin olduğunu ve bunların kurum yönetmeliğinde temel çalışma prensipleri içerisinde değerlendirilebilecek istekler olduğu görülmektedir.Bu konu üzerine yapılacak araştırmaların hem literatürü geliştireceği hem de yöneticilerin bu konudaki duyarlılığını artıracağı düşünülmektedir.

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Investigation of the Relationship Between Perceived Social Support and Anxiety in the Pandemic Process: A Study for University Students

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Abstract

The COVID-19 pandemic, which affected the whole world, was not only a health problem, but also disrupted the lives of individuals by affecting their economic, social and psychological well-being. Although every segment of the society has been affected by the negative conditions created by the pandemic, university students, most of whom are far from their families, have also been one of the most affected by this uncertainty process. This study aims to investigate the relationship between students' perceived social support and the anxiety they experience during the covid-19 process. The data of the research were obtained from 560 students studying at different universities in Turkey. The data were analyzed using the SPSS package program. The results of the analysis show that each of the dimensions of perceived social support, family support, friend support and a special person support, has a negative and low level relationship with anxiety. Therefore, it was concluded that as the perceived social support level of university students increased during the pandemic process, there was a decrease in the level of anxiety**.**

Keywords: Covid-19, Pandemic, Perceived Social Support, Anxiety, University students.

Pandemi Sürecinde Algılanan Sosyal Destek ile Anksiyete Arasındaki İlişkinin İncelenmesi: Üniversite Öğrencilerine Yönelik Bir Araştırma

Özet

Bütün dünyayı etkisi altına alan COVID-19 pandemisi bir sağlık sorunu olmakla kalmamış bireylerin ekonomik, sosyal ve psikolojik iyi oluş durumlarını da etkileyerek hayatlarını sekteye uğratmıştır. Pandeminin oluşturduğu olumsuz koşullardan toplumun her kesimi etkilenmiş olsa da çoğunluğu ailesinden uzakta olan üniversite öğrencileri de bu belirsizlik sürecinden en çok etkilenenlerden biri olmuştur. Bu çalışma, covid-19 sürecinde öğrencilerin algıladıkları sosyal destek ile yaşadıkları anksiyete arasında ilişkinin araştırmayı amaçlamaktadır. Araştırmanın

verileri farklı üniversitelerde öğrenim gören 560 öğrenciden elde edilmiştir. Veriler SPSS paket programı kullanılarak analiz edilmiştir. Analiz sonuçları algılanan sosyal destek boyutlarından aile desteği, arkadaş desteği ve özel bir insan desteği boyutlarının her birinin anksiyete ile arasında negatif ve düşük düzeyde bir ilişki olduğunu göstermektedir. Dolayısıyla pandemi sürecinde üniversite öğrencilerinin algıladıkları sosyal destek seviyesi arttıkça anksiyete düzeyinde bir azalma meydana geldiği sonucuna ulaşılmıştır.

Anahtar kelimeler: Covid-19, Pandemi, Algılanan Sosyal Destek, Anksiyete, Üniversite öğrencileri.

GİRİŞ

İnsan hayatını tahammül edilemeyecek derecede etkilemiş olan Covid-19 virüsü, rutin hayatı sekteye uğratarak hedeflerin ve planların ertelenmesine sebep olmuştur. Bu durum ise kişilerde anksiyete, korku, belirsizlik, depresyon hali, öfke kontrol bozukluğu gibi duyguların ortaya çıkmasına neden olmuştur. Kişilerin bu olumsuz duyguları yakın çevre ile paylaşması, içinde bulunduğu depresif ruh halinden daha kolay çıkmasına neden olmaktadır. Kişilerin duygusal bağ içerisinde bulunduğu bireylerle iletişim halinde olması ve bu kişilerle olumsuz duyguları paylaşması zihinsel sağlığına olumlu etki yapmaktadır (Elli,2020). Sosyal destek algısının önemi bilhassa stresli yaşama maruz kalan kişilerde fiziksel ve psikolojik sağlığın korunması için vurgulanmaktadır (Özdemir, 2013). Sosyal destek algısı kişilerin çevresi ile ilişkisinde psikolojik ve sosyal olarak aldığı desteği vurgulamaktadır (Yıldırım,1997). Cohen ve Syme'a (1985) göre, kişilerin kaygıya neden olacak olaylarla olan mücadelesinde sosyal destek almak oldukça önem arz etmektedir. Kişinin zorlu koşullarda aile ve arkadaş desteğinin olduğunu bilmesi bu zorluklarla mücadelesinde başarılı olması ile sonuçlanabilmektedir. Dolayısıyla kişinin algıladığı sosyal destek ağlarının varlığı anksiyete ve stresi azaltıcı etki yapmaktadır. Genel olarak, sosyal destek algısının yüksek oluşu kişilerde oluşan yalnızlık hissiyatını, ruhsal çöküntüyü ve fiziksel sağlık problemlerini azaltarak kişinin fiziksel sağlık durumunu ve psikolojik iyi oluşunu arttırdığı ifade edilmektedir (Polat ve Bayrak Kahraman, 2013). Dolayısıyla bu çalışmada pandemi sürecinin yarattığı olumsuz koşullardan etkilenen üniversite öğrencilerinin sosyal destek algısı ile anksiyete arasındaki ilişkinin test edilmesi amaçlanmıştır.

METODOLOJİ

Araştırmanın Hipotezleri

H1: Üniversite öğrencilerin sosyal destek algıları alt boyutları (arkadaş desteği, aile desteği, özel bir insan desteği) ile anksiyete durumları arasında anlamlı bir ilişki vardır.

H2: Üniversite öğrencilerinin sosyal destek algıları (arkadaş desteği, aile desteği, özel bir insan desteği) ve anksiyete düzeyleri cinsiyet değişkenine göre farklılık göstermektedir.

Veri Toplama Araçları

Veri toplama yöntemi olarak anket yönteminden yararlanılmıştır. Google Forms üzerinden düzenlenen anket formunda, Çok Boyutlu Algılanan Sosyal Destek Ölçeği, Yaygın Anksiyete Bozukluğu-7 (Yab-7) Envanteri ve demografik bilgi soruları yer almaktadır. Çok boyutlu algılanan sosyal destek ölçeğinin Türkçeye uyarlanması Eker ve diğerleri (2001) tarafından yapılmıştır. Yaygın Anksiyete Bozukluğu-7 (Yab-7) Envanterinin Türkçe geçerlilik ve güvenirlik çalışması Konkan ve diğerleri (2013) tarafından yapılmıştır. Katılımcıların demografik özelliklerini tespit edebilmek için yaş, cinsiyet, yaşadığınız yer tanımı, pandemi sürecini ebevenyleri ile birlikte geçirip geçirmedikleri ve salgında yakınını kaybetme ya da enfekte olan tanıdıkları olup olmadıkları sorulmuştur.

Evren ve Örneklem

Araştırmanın hedef kitlesini üniversite öğrencileri oluşturmaktadır. Bu kapsamda Marmara bölgesinde eğitim gören 560 öğrenci çalışmanın örneklemini oluşturmaktadır. Katılımcıların %58,2'si kadın, %41,8'si erkektir. Kadın katılımcılar, örneklemin çoğunluğunu oluşturmaktadır. Katılımcıların yaş grupları incelendiğinde büyük çoğunluğun 18-25 yaş arası %86,3 olduğu ve 26-30 yaş arası %8, 31 yaş ve üzeri %5,7 katılımcı bulunduğu görülmektedir. Katılımcıların yaşadıkları yerin dağılımına bakıldığında büyük şehirde yaşayanlar %73,3 iken şehirde yaşayanlar %25,7'dir. Covid-19 sürecini aileleri ile birlikte geçirenlerin oranı %83 iken bu süreci ailelerinden uzakta geçirenlerin oranı %17'dir. Büyükşehirde yaşayan katılımcılar örneklemin çoğunluğunu oluşturmaktadır. Covid-19 sürecinde enfekte olmuş ya da yakınını kaybetmiş katılımcılardan hayır cevabını verenlerin oranı %86,3 iken bu soruya evet cevabını verenlerin oranı %13,8'dir.

ANALİZ VE BULGULAR

Algılanan Sosyal Destek Ölçeğinin ve Ankiyete Ölçeğinin Geçerlilik ve Güvenirlilik Analizi Sonuçları

Algılanan sosyal destek ölçeğine yapılan faktör analizinde (KMO) ve Bartlett's Küresellik testine bakılmıştır. Bu çalışmada algılanan sosyal destek ölçeğinin KMO değeri 0,890 olarak hesaplanmıştır. Açıklayıcı faktör analizi sonuçlarına göre Sosyal Destek ölçeğin maddeleri üç faktörden oluşmaktadır. Sosyal destek ölçeğinin boyutlarından Özel insan desteği Cronbach's Alpha değeri 0,923; Aile desteği Cronbach's Alpha değeri 0,897; Arkadaş desteği Cronbach's Alpha değeri 0,937 bulunmuştur. Anksiyete ölçeğin maddeleri tek faktörden oluşmakta ve KMO değeri 0,915 olarak hesaplanmış olup, Cronbach's Alpha değeri ise 0,899 bulunmuştur.

Değişkenler Arası Korelayon Analizi Sonuçları

Değişkenler arasında yapılan korelasyon analizi sonucuna göre sosyal destek alt boyutlarından özel insan desteği algısı ile anksiyete arasında 0,01 anlamlılık düzeyinde negatif yönlü düşük düzeyde bir ilişki (r= -,161**), arkadaş desteği algısı ile anksiyete arasında 0,01 anlamlılık düzeyinde negatif yönlü düşük düzeyde bir ilişki (r= -,147**), aile desteği algısı ile anksiyete arasında arasında 0,01 anlamlılık düzeyinde negatif yönlü düşük düzeyde bir ilişki (r= -,234**) bulunmuştur. "H1: Üniversite öğrencilerin sosyal destek algıları alt boyutları ile anksiyete durumları arasında anlamlı bir ilişki vardır" hipotezi kabul edilmiştir. Kısaca araştırmaya katılan

üniversite öğrencilerinin pandemi sürecinde algıladıkları sosyal destek seviyesi arttıkça anksiyete seviyelerinde bir azalma meydana geldiği sonucuna ulaşılmıştır.

Cinsiyet Değişkenine Göre t-Testi Sonuçları

Cinsiyet değişkenine göre sosyal destek algısının alt boyutlarının (aile desteği, arkadaş desteği, özel bir insan desteği) kadın ve erkekler arasında fark oluşturup oluşturmadığını test etmek için t-testi yapılmıştır. Buna göre kadınların algıladıkları arkadaş desteği (X=5.39) erkeklerin algıladıkları arkadaş desteğinden (X=4.91) daha yüksektir ($p<0.05$). Aynı şekilde kadınların algıladıkları aile desteği (X=5.31) erkeklerin algıladıkları aile desteğinden (X=4.91) daha yüksek bulunmuştur ($p<0.05$). Sosyal destek algısı alt boyutlarından özel insan desteği algısında ise kadın ve erkekler arasında anlamlı bir farklılık bulunmamıştır ($p>0.05$).

Cinsiyete göre anksiyete arasında anlamı bir farkın bulunup bulunulmadığı incelendiğinde ise kadın ve erkekler arasında anksiyete durumları anlamlı bir farklılık bulunduğu tespit edilmiştir ($p<0.05$). Bu farklılık kadınlarda (X=1.36) erkeklerden (X=1.07) daha yüksek bulunmuş olup, kadınlar erkeklere göre daha fazla anksiyete yaşadığı yorumu yapılabilmektedir.

TARTIŞMA ve SONUÇ

Sosyal destek kişilerin hayatında her zaman önemli bir yer tutmakla birlikte özellikle küresel kriz zamanlarında kişilerin sosyal desteğe olan ihtiyaçları artmaktadır. Olumsuz durumlarla karşılaşan kişilerin çevresinde değer görmesini algılayış düzeyi olarak da ifade edilen sosyal destek ihtiyaç duyulan anlarda hayatının kolaylaşmasına ve sorunların çözümüne katkı sağlamaktadır. Dolayısıyla yeterli düzeyde sosyal destek alamayan kişiler karşılaşmış oldukları sorunlar ile mücadele etmekte zorlanabilmektedir. Depresyon ve anksiyetenin aşırı ve patolojik etkileri nedeniyle etkili başa çıkma ve sosyal destek gibi koruyucu faktörlerin rolünün belirlenmesi önemlidir.

Bu çalışmada tüm dünyada büyük yankı uyandıran Covid-19 pandemisi sırasında öğrencilerin algıladıkları sosyal destek alt boyutları ile anksiyete durumları arasındaki ilişki incelenmiştir. Analiz neticesinde öğrencilerinin algıladıkları sosyal destek alt boyutlarından "*aile desteği", "arkadaş desteği"* ve *"özel bir insan desteği"* ile "*anksiyete"* arasında düşük düzeyde negatif ve anlamlı bir ilişki olduğu tespit edilmiştir. Bu sonuç üniversite öğrencilerinin ailelerinden, arkadaşlarından ve özel bir insandan gördükleri sosyal desteğin artması ile anksiyete düzeylerinin azalacağını ifade etmektedir. Mevcut çalışmanın sonuçlarının alan yazında yer alan diğer çalışmalarla büyük ölçüde paralellik gösterdiği görülmektedir. Çetinkaya ve korkmaz, 2019; Çelik ve Avşar, 2022; Özmete ve Pak, 2020; Öztürk ve diğerleri, 2021, yapmış oldukları çalışmalarda algılanan sosyal destek arttıkça anksiyete ve kaygı düzeyinin azaldığını bulmuşlardır. Çelik ve diğerleri (2021) ise yapmış oldukları çalışmada aileden ve arkadaşlardan algılanan destek kaygı ile negatif ilişkiliyken, diğer özel kişilerden algılanan destek, örneğin sevgili veya nişanlının desteğinin kaygı ile ilişkisi olmadığını sonucunu ortaya koymuşlardır.

Öte yandan Covid-19 pandemisinde kadın ve erkeklerin sosyal destek algılarının farklılaşıp farklılaşmadığının test edilmiştir. Yapılan analizler neticesinde kadınların erkeklere oranla aile desteği ve arkadaş desteği algılarının daha fazla olduğu tespit edilmiştir. Özel bir insan desteği

algısında ise kadın ve erkekler arasında anlamlı düzeyde farklılaşma bulunamamıştır. Cinsiyete göre anksiyete düzeylerinde ise kadın ve erkekler arasında anlamlı bir farklılaşma tespit edilmiş olup bu anlamlı farklılığın kadınlarda daha yüksek olduğu sonucuna ulaşılmıştır. Dolayısıyla pandemi sürecinde kadın öğrenciler erkek öğrencilere göre daha fazla anksiyete hissettiklerini bildirmişlerdir. Mevcut çalışmanın bulguları alanyazında yer alan (Örgev ve diğerleri, 2020; Guo ve diğerleri, 2020; Barros and Sacau-Fontenla, 2021) bazı çalışmalar ile paralellik göstermektedir. Bu çalışmalara göre kadınların erkeklerden daha fazla sosyal destek algıladıkları ve sosyal desteğin azlığı durumunda anksiyete düzeylerinde yükselme meydana geldiği ifade edilmektedir. Bu çalışmada sosyal desteğin anksiyete ile olan ilişkisi üniversite öğrencileri bağlamında ele alınmıştır. Kriz dönemlerinde kişilerin sosyal destek algısını yüksek hissetmesinin anksiyeteyi düşürücü etkisinin önemi ortaya konulmuştur. Çalışmanın verileri vaka sayılarında ve ölüm oranlarında artışın olduğu dönemde toplanmış olup aynı örneklem grubu üzerinde çalışmanın tekrarlanması ile kriz döneminin nispeten atlatıldığı dönemde sonuçların karşılaştırmalı analizi gelecekteki çalışmalar için öneri olabilir.

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İşkur's Role in Female Labor Market Participation Example of TRB1 Region

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Abstract

Turkish Employment Agency works as the implementer of active and passive policies in terms of labor force supply in our country. The general policies implemented by İŞKUR may require different practices that require regional implementation and support. In the policies developed and to be developed, emphasis should be placed on the components for women, vocational training courses on the basis of employability, different practices, ensuring the necessary gains on the basis of employability of the female workforce, and the contribution of İŞKUR.

Regardless of the regional development level, İŞKUR serves the purpose of increasing and developing employment and raising the level of employability with Active Labor Policies (job and vocational counseling services, TYP, IEP, MEK) that it implements, and provides citizens with various services to the material, moral job search and unemployment process tries to contribute.

In this study, the role of İŞKUR for the TRB1 region and the effect of active policies on women's participation in the labor market are emphasized. Particularly in the TRB1 region, where the regional development level is different, the participation of the female workforce in the labor market, the policies followed at the point of employability, and the contribution of İŞKUR in the preparation of the female workforce to the labor market have been emphasized and services suitable for the regional development situation have been emphasized. It has been concluded that diversification can be achieved.

Key words: İŞKUR, Female Labor Force, Labor Market, TRB1 Region**.**

Kadın İşgücünün İşgücü Piyasasına Katılımında İşkur'un Rolü TRB1 Bölgesi Örneği

Özet

Türkiye İş Kurumu, ülkemizde işgücü ihtiyacı temini noktasında, aktif ve pasif politikaların uygulayıcısı olarak çalışmaktadır. İŞKUR'un uyguladığı genel politikalar, bölgesel olarak uygulama ve destek gerektiren farklı uygulamaları gerektirebilir. Geliştirilen ve geliştirilecek olan politikalarda kadınlara yönelik bileşenler, istihdam edilebilirlik temelinde

mesleki eğitim kursları, farklı uygulamalar, kadın işgücünün istihdam edilebilirlik temelinde gerekli kazanımların sağlanması ve İŞKUR'un katkısı konusuna ağırlık verilmelidir.

İŞKUR, bölgesel kalkınmışlık düzeyi fark etmeksizin uyguladığı Aktif İşgücü Politikaları (İş ve Meslek Danışmanlığı Hizmetleri, TYP, İEP, MEK) ile istidamın arttırılması, geliştirilmesi ve istihdam edilebilirlik seviyesinin yükseltilmesi amacına hizmet etmekte ve vatandaşların maddi manevi iş arama ve işsizlik sürecine çeşitli hizmetleriyle katkı sunmaya çalışmaktadır.

Bu çalışmada, kadınların işgücü piyasasına katılımında İŞKUR'un TRB1 bölgesi için üstlendiği roller ve uygulanan aktif politikaların etkisi üzerinde durulmuştur. Özellikle bölgesel gelişmişlik düzeyi farklı olan TRB1 bölgesinde, kadın işgücünün işgücü piyasasına katılımında, istihdam edilebilirlik noktasında izlenen politikalar ve kadın istihdamına, kadın işgücünün işgücü piyasasına hazırlanması noktasında İŞKUR'un katkısı üzerinde durulmuş ve bölgesel kalkınmışlık durumuna uygun hizmetlerin çeşitlendirilebileceği sonucuna varılmıştır.
Anahtar kelimeler: İŞKUR, Kadın İşgücü, İşgücü Piyasası, TRB1 Bölgesi.

GİRİŞ

Ülkemizde işgücü piyasalarında toplumsal cinsiyet eşitliği kavramının güçlendirilebilmesi eğitim seviyesinin yükseltilmesi ve kişinin niteliklerini zenginleştiren, mesleki deneyim ve bilgisini arttıran ve yeni istidam alanları yaratacak mesleki eğitim yapısını oluşturacak aktif istihdam tedbirlerine ihtiyaç duyulmaktadır (Öksüz, 2010).

Türkiye İş Kurumu, ülkemizde işgücü ihtiyacı temini noktasında, aktif ve pasif politikaların uygulayıcısı olarak çalışmaktadır. İŞKUR'un uyguladığı genel politikalar, bölgesel olarak uygulama ve destek gerektiren farklı uygulamaları gerektirebilir. Geliştirilen ve geliştirilecek olan politikalarda kadınlara yönelik bileşenler, istihdam edilebilirlik temelinde mesleki eğitim kursları, farklı uygulamalar, kadın işgücünün istihdam edilebilirlik temelinde gerekli kazanımların sağlanması ve İŞKUR'un katkısı konusuna ağırlık verilmelidir. İŞKUR'un uyguladığı aktif işgücü hizmetleriyle özel politika gerektiren gruplar içinde yer alan kadın işgücü, çalışma hayatına dahil edilmek istenmekte ve istihdam imkânından faydalanma durumunun kolaylaştırılması hedeflenmektedir (Biçerli, 2005). Çalışmada bölgesel kalkınma açısından önemli bir unsur olan kadın işgücünün TRB1 Bölgesindeki mevcut emek piyasasına katılımında Türkiye İş Kurumu'nun katkısı üzerinde durulmuştur. Araştırmanın amacı; TRB1 (Malatya, Elazığ, Bingöl, Tunceli) bölgesinde yaşayan kadın işgücünün, Türkiye İş Kurumu bünyesinde yürütülen aktif işgücü hizmetlerinden ne ölçüde faydalandıkları hususunda bilgi edinmektir. Araştırmanın örneklemini 2018-2020 döneminde Çalışma ve İş Kurumu Bingöl İl Müdürlüğü, Çalışma ve İş Kurumu Elazığ İl Müdürlüğü, Çalışma ve İş Kurumu Malatya İl Müdürlüğü ve Çalışma ve İş Kurumu Tunceli İl Müdürlüğünde uygulanan faaliyetlerden yararlanan kadın işgücü oluşturmaktadır. Araştırma kapsamında veri toplama metotlarından kaynak taraması yöntemine başvurulmuş ve İŞKUR sisteminden çekilen istatistiki veriler tablo ve şekiller aracılığıyla sunularak yorumlanmıştır. Sunulan hizmetlerden hem genel yararlanma sayıları, hem de kadın bireylerin yararlanma sayıları karşılaştırmalı olarak verilmiştir. Bu çalışmada TRB1 bölgesi olarak bilinen ve Tunceli, Elazığ, Malatya, Bingöl olmak üzere 4 İlimizi ilgilendiren kadın işgücü rakamlarının kullanılacağı ve son 3 yıllık verileri içereceği aynı zamanda İŞKUR veri tabanından ve yıllar itibariyle

gerçekleşen kadın işgücü ve genel işgücü bazında gerçekleşen net istihdam rakamlarından, kursiyer verilerinden, istatistik raporlarından, uygulanan program verilerinden, TUİK verilerinden, literatür incelemesi verilerinden, çeşitli mevzuat kaynaklarından ve istatistik raporlarından yararlanılmıştır. Çalışmanın nicel araştırma tekniğine uygun olarak hazırlanacağından gerçekleşen veriler çözümlenip, en tarafsız şekilde yorumlanacaktır.

2. LİTERATÜR TARAMASI

2.1. KADIN İŞGÜCÜ VE KADIN İŞGÜCÜNE YÖNELİK POLİTİKALAR

Bu bölümde, kadın işgücünün tanımı ve kadın işgücünün işgücü piyasasındaki konumu Türkiye' de kadın işgücün durumu ve kadın işgücünün kalkındırılması ve işgücü piyasasına katılımının sağlanmasına yönelik politikalar ve sonuçlarını ortaya koyan alan yazın taranarak, özetlenmiştir.

2.1.1. Kadın İşgücü ve İlgili Kavramlar

2.1.1.1. İşgücünün Tanımı

Bir ülkede veya işletmede belirli bir zaman diliminde üretime katkı sağlayan üretici konumundaki insan emeğinin tümü olarak tanımlanır. İstatistik terimi olarak ise işgücü genellikle 14 yaşının üstü ve 65 yaşını aşmayan ve kazanç getirici bir işte çalışan kesimin toplamını ifade etmektedir. İşgücü denince akla gelen nüfus gruplarıysa: İşverenler, ücretliler, kendi hesabına çalışanlar, yardımcı aile efradı ve işsizlerdir (URL-1, 2021).

2.1.1.2. İşgücüne Katılım Oranı

Ekonomik olarak değerlendirildiğinde, aktif nüfus (yani çalışmakta olanlar ve iş arayanların toplamının), çalışabilecek yaşta olan toplam nüfusa oranıdır (Kılıç ve Öztürk, 2014).

2.1.1.3 Kadın İşgücünün Tanımı

Kadın işgücü, istihdamdaki kadın bireyleri ve işsiz olup iş arayan çalışmaya hazır kadınları, ifade eder (Aytaç Güner, 2010: 11).

Ülkemiz açısından değerlendirildiğinde kadın ve erkek arasındaki cinsiyet eşitsizliği kavramı, toplumun kadına ve erkeğe yüklediği sorumluluklar ve bu sorumlulukların bir kültür meselesi haline dönüşmesiyle ilgilidir. Toplumsal cinsiyet ayrımı ise birçok alanda olduğu gibi ekonomik anlamda da kadın işgücünün işgücü piyasasına girişinin önünde engel teşkil etmiştir. Toplumun biçmiş olduğu roller özellikle kadın bireylere yapılan kültürel dayatmalar ve biçilen roller işgücü piyasasına yabancı, kendine güvenmeyen, aynı zamanda ucuz işgücü olarak görülen bir kesimin oluşmasına katkı sunmaktadır (Dublen, 2014).

2.2. İŞGÜCÜ PİYASASI TANIMI

İşgücü piyasasının genel olarak, emek arz edenlerle emek talep edenleri buluşturan, emeğin fiyatının ve bu fiyat üzerinden ne kadar emek arz edileceğinin belirlendiği piyasadır. İşgücü piyasası kavramı ise bu etkileşimi açıklar (Görücü, 2006).

İşgücü piyasası aktif ve pasif işgücü politikaları aracılığı ile yürütülmektedir. Türkiye İş Kurumu (İŞKUR), Türkiye'de aktif işgücü piyasası programlarını yürütmekle görevli kurumdur. İşgücü piyasasıyla

ilgili aktif politikalar doğrudan ve dolaylı olarak istihdam edilebilirlik performansını arttırmayı, işçilerin niteliklerinin geliştirilmesine katkı sağlamayı, işsizlerin iş bulabilmesi ve işe yerleştirilmesini kolaylaştırmayı hedeflemektedir (Kapar, 2006).

Aktif işgücü politikalarının istihdama yönelik teşvikleri ise, iş bulma hizmetlerine ilişkin yasal ve kurumsal düzenlemeler, mesleki eğitim kursu ve çeşitli programlar ile dezavantajlı grupta yer alan (gençler, kadınlar özürlüler, göçmenler gibi) yönelik önlem ve programları kapsamaktadır (Kapar, 2006) İkinci grupta yer alan pasif politikalar ise, işsizlik sigortası kısa çalışma ödeneği, ücret garanti fonu uygulaması ve diğer ödemeleri ve yardımları kapsayan ödemelerdir. Bunlar, işsizliğin sebep olduğu gelir kayıplarını en aza indirmeyi amaçlayan ve bu durumdan etkilenen kesimin gelir ve ödeme sıkıntısı yaşadığı döneminde, işsiz bireye gelir güvencesi sağlayan ve diğer taraftan işgücü piyasasını düzenleyen uygulamalardır. İşsizlik ödemeleri diğer ülkelerde olduğu gibi ülkemiz içinde sosyal refah devleti anlayışının bir sonucudur ve aktif bir kamu müdahalesini gerektirir (Sapancalı, 2007).

2.3. TÜRKİYE'DE KADIN İŞGÜCÜNE YÖNELİK POLİTİKA VE PROGRAMLAR

2.3.1. Kadının Statüsünü Geliştirme Müdürlüğü (KSGM)

Sürdürülebilir dengeli kapsayıcı ve güçlü bir kalkınmanın gerçekleştirilebilmesi kadın işgücünün işgücü piyasasında aktif yer alması ve üretim dâhil çeşitli alanlarda hak ettiği konumda olmasına bağlıdır. Kadının iş hayatında yer alması hem kendine olan güvenin artmasına hem de toplumun her alanına elinin değmesine aynı zamanda aile ekonomisine katkı sağlarken aile içindeki konumunun değişip, gelişmesine neden olmaktadır (KSGM, 2018).

Bu amaçları kendine hedef edinen aynı zamanda kadınların haklarının korunmasına geliştirilmesine, yönelik çalışmalar gerçekleştirmek, ekonomik, siyasi, kültürel hayattaki durumlarını iyileştirmek, geliştirmek ve fırsat, hak eşitliğini sağlamak amacıyla 1990 yılında başbakanlığa bağlı olarak kadının statüsü genel müdürlüğü (KSGM) kurulmuştur. Aynı zamanda KSGM, kadınların eğitim durumlarını yükseltmek ve geliştirmek, konuyla ilgili çeşitli programlar, planlar ve stratejiler belirleyerek temel konunun netleşmesine destek olur. (Kaplan, 2011).

2.3.2.Aktif İşgücü Piyasası Politikaları (AİPP)

Aktif işgücü piyasası politikaları ülkemizde İŞKUR tarafından yürütülmektedir. Uygulanacak politikalar özellikle iş bulma şansı az olan dezavantajlı grupları; kadınları, engellileri ve diğer grupları kapsamaktadır. Aktif işgücü politikalarının amacı özellikle dezavantajlı gruptaki bireylerin istihdam edilebilirlik durumunu arttırmak emeğin niteliğini geliştirmek, iş yaşamına kişileri hazırlamak, işsizliğin yoğun olduğu bölgelerde işverenlere mali destekte bulunmak ve girişimcilik ruhunu güçlendirici ve teşvik edici adımlar atmaktır (Bozdağlıoğlu Uyar, 2008) İŞKUR tarafından yürütülen aktif işgücü politikaları özellikle uzun süreli işsizliğin önlemesinde de etkilidir.

Aktif işgücü politikaların uygulanmasında amaç; uzun süre işgücü piyasasından uzak kalmış ve iş bulma ve arama konusunda eksik, nitelik anlamında yetersiz hisseden işsiz bireyleri kaybettikleri özgüveni geri kazandıracak adımlar atarak nitelik ve becerilerini geliştirici hizmetler sunmak ve iş arama sürecinde iş ve meslek danışmanlığı hizmetleri ile işgücü piyasasına kazandırılmasıdır. Nitelik geliştirme konusunda

işgücü yetiştirme kursları aracılığıyla, özellikle toplumda dezavantajlı konumda bulunan kadınlar, gençler, eski hükümlüler, uzun süreli işsizler, engelliler ve işsizlik sigortası kapsamındaki işsiz bireylerin işgücü piyasasının ihtiyaç duyduğu alanlarda eğitilerek istihdam edilebilirlik seviyesinin arttırılması amaçlanır. İŞKUR bu amacı gerçekleştirme noktasında düzenli olarak çeşitli kurs ve eğitimler düzenlemektedir. Bu kurslardan birkaçı: "İstihdam Garantili İşgücü Yetiştirme Kursları", "Meslek Geliştirme Kursları", "Engellilere Yönelik Mesleki Eğitim ve Rehabilitasyon Faaliyetleri" vb. faaliyetlerdir (Alabaş, 2007).

3. TÜRKİYE İŞ KURUMU KURULUŞU, YAPISI VE GÖREVLERİ

Bu bölümde Türkiye'de bir istihdam kurumu olarak görev yapan Türkiye İş Kurumu'nun kuruluşundan yapısı ve görevleriyle ilgili literatür taranarak özetlenmiştir. İŞKUR'un kadın işgücü ile ilgili faaliyetlerine vurgu yapılmıştır.

3.1.Türkiye İş Kurumu'nun Kuruluşu

Türkiye İş Kurumu'nun kuruluş temelleri 1936 yılında 3008 sayılı İş Kanunu ile atılmıştır. Bu tarih sonrasındaki ilk girişim 4837 sayılı Kanuna dayanır ve 1946 yılındaki ismiyle İş ve İşçi Bulma Kurumu (İİBK) olarak bilinir. O dönemlerde ve günümüzde de ortak görevlerin yürütülmesinden sorumludur. Bu görevlerden kasıt "iş arayanlara niteliklerine uygun işler bulmak ve işverenlere de işlerine uygun nitelikteki işçileri bulmak" yani iş ve işçi bulmaya aracılık olarak tanımlamıştır. Bu görevinin dışında değişen ve gelişen işgücü piyasasının ihtiyaçları doğrultusunda yeni birçok görevi bulunmaktadır (İŞKUR , 2011).

3.2. Türkiye İş Kurumu'nun Uyguladığı İşgücü Piyasası Politikaları

3.2.1. Aktif İşgücü Piyasası Politikaları

Aktif İşgücü Politikalarının ilk ortaya çıkışı ikinci dünya savaşı sonrasına rastlamaktadır. Uygulayan ilk ülke de İsveç olmuştur (Kapar, 2006) İkinci Dünya savaşı sonrası, İsveç'te savaşın ekonomide yarattığı olumsuz sonuçları özellikle enflasyonu kontrol altına almak ve tam istihdamı sağlama hedeflerine uygun demokrat politikaların geliştirilmesi aşamasında, önemli İsveçli iktisatçıların aktif işgücü piyasası politikalarını "tam istihdam amacını gerçekleştirirken enflasyonu kontrol altında tutan sosyal demokrat bir strateji" olarak tanımladığı bilinmektedir (Biçerli, 2004) Aktif İşgücü Politikaları kişilere işgücü piyasasına girişte fırsat eşitliği sağlayarak işgücü verimliliğini artırmayı hedefleyen bir dizi önlemi kapsamaktadır. Aktif işgücü politikaları işgücü piyasasına işlerlik kazandırma, nitelikli ve piyasadaki aksaklıkları azaltacak uygulamalar yapmayı hedeflemektedir (Cevher, 2016) Aktif işgücü politikalarının bir diğer amacı emek piyasasında fırsat eşitliği sağlamaktır. Emek piyasasında bazı işçiler kolayca iş bulabilirken bazıları piyasa koşullarının elverişsizliği, önyargılı tutumlar, kurumsal müdahaleler, işgücünden kaynaklı bilgi eksikliği gibi konular sebebiyle iş bulamamaktadır. Örneğin dezavantajlı grup dediğimiz uzun süreli işsizler, kadınlar, engelliler, eski hükümlüler, ne istihdamda ne eğitimde olan gençler Aktif işgücü politikaları ile emek piyasasında istihdam imkânından faydalandırılabilmektedir. Aktif politikalar bu yönüyle sosyal eşitliğinde sağlanması noktasında da önem arz etmektedir (Biçerli, 2005).

Aktif işgücü politikalarının uygulama alanı bulduğu çeşitli hizmetler bulunmaktadır. Bu hizmetleri aşağıda belirtildiği şekliyle sıralayabiliriz.

3.2.1.1. İş ve Meslek Danışmanlığı Hizmetleri

İş ve meslek danışmanlığı hizmeti, Uluslararası Çalışma Örgütü (ILO) ile imzalanan sözleşmeyle hayat bulmuştur (Yıldız ve Yörükbulut, 2017) İş ve meslek danışmanlığı hizmetinde amaç çalışma hayatından herhangi bir sebeple uzaklaşmış olan uzun süreli işsiz, kadınlar, engelliler, eski hükümlüler, genç işsizler, işyerinin kapanması, ekonomik durgunluk veya özelleştirme sebebiyle işinden ayrılmak zorunda kalan bireyler, işsizlik ödeneğinden faydalanan bireyler, emek piyasasına girebilmek için becerilerini geliştirmek isteyen veya mesleğini değiştirmek isteyen bireyler, iş arama ve bulma konusunda zorluk yaşayan bireyler, kendi işini kurmak isteyen bireylere ücretsiz danışmanlık imkânı sunarak yeniden emek piyasasına katılımını sağlamaktır (URL-3).

3.2.1.2. İşbaşı Eğitim Programları

İşbaşı eğitim programları İŞKUR tarafından yürütülen bir program olup, kuruma kayıtlı işsiz bireyleri yine kuruma kayıtlı özel sektör işyerlerinde tecrübe kazanma ve istihdam edilebilme becerisi kazandırabilme amaçlarını gütmektedir (URL-3, 2021). 2009 yılından beri uygulama alanı bulan işbaşı eğitim programlarında amaç işsizlerin işyerlerinde işbaşı eğitim faaliyetlerine katılarak istihdam edilebilirliklerinin arttırılmasıdır (Şahin ve Sevimli, 2013) İşbaşı eğitim programlarıyla çalışanlar hiç tecrübesi olmadan işyerinde çalışarak işi öğrenebilmekte, işverenlerse aradığı nitelikli elemanı yetiştirme ve seçme şansı elde etmekle birlikte yüksek işçi maliyetlerine katlanmak zorunda kalmamaktadır (Acar ve Kazancı Yabanova, 2017).

3.2.1.3. Toplum Yararına Çalışma Programı

Toplum Yararına Çalışma programı ilk olarak 1990'lı yıllarda özelleştirme ile birlikte uygulanan Dünya Bankası Finansmanlı programı, ikinci olarak 1999 depreminin sonrasında uygulanan program ve üçüncü olarak 2008 krizi sonrasında kaynak olarak işsizlik sigortası fonunun kullanıldığı toplum yararına çalışma program olarak sınıflandırılabilir (Erikli ve Bayat, 2016) Toplum yararına çalışma programı genellikle işsizliğin çok yoğun olduğu dönemler de veya doğal afet, ekonomik kriz gibi durumlarda topluma fayda sağlayacak bir hizmetin gerçekleştirilmesinde aynı zamanda programa katılanlara geçici süre iş ve gelir imkânı sağlayan programlardır (İŞKUR, 2020).

3.2.1.4. Mesleki Eğitim Kursları

1988 yılından beri İŞKUR'un faaliyetleri arasında yer almaya başlayan mesleki eğitim kurslarının temel amacı vasıfsız bireylere meslek öğretilmesi, mesleki gelişim ve yeni mesleklerin kazandırılmasıdır (İŞKUR, 2011) Mesleki eğitim kursları işgücü eğitim planında yer alan ve gelen talepler doğrultusunda belirlenen yerelde İl İstihdam ve Mesleki Eğitim Kurulunun onayı ile hazırlanarak Türkiye İş Kurumu tarafından ilana çıkılmaktadır (Akbulut, 2016) Mesleki eğitim kursları işgücü piyasasının ihtiyaç duyduğu mesleki nitelik ve donanıma katkı sunarak işsizlerin istihdam edilebilirlik imkânını arttırmayı

amaçlamaktadır. İşverenin ihtiyaç duyduğu ve talep ettiği alanda düzenlenen mesleki eğitim kursuna katılacak işgücünün, kuruma kayıtlı 15 yaşını tamamlamış, mesleğin gereklerine uygun olma şartları taşımak, aynı meslekte kurumun açtığı başka bir kursu tamamlamamış olmak, iş ve meslek danışmanlığı hizmetlerinden faydalanarak danışmanın uygun görüşünü almak, emekli olmamak, kurslara katılamama yönünde kurumca bir yaptırımı olmamak gibi şartlara sahip işsizler kurslardan faydalanabilmekte kazandıkları iş tecrübesiyle yeni iş imkanlarını değerlendirebilmektedir (Çoban, 2014-2015).

3.2.2. Pasif İşgücü Piyasası Politikaları

Bilindiği gibi kamu istihdam kurumu olarak İŞKUR aktif ve pasif işgücü piyasası politikalarının uygulayıcısı olarak hizmet vermektedir. Aktif işgücü piyasası politikalarının hedefi istihdamı arttırmak iken pasif işgücü piyasası politikalarının amacı bireyin işsiz kaldığı dönemde ekonomik destek sağlanmasıdır (Kocabaş ve Canbey Özgüler, 2019).

Pasif işgücü piyasası politikalarında amaç işsizleri ekonomik olarak destekleyerek işsizlik durumunun yaratacağı kişisel ve toplumsal sorunları en aza indirmektir (Biçerli, 2009) Pasif işgücü piyasası politikaları işsizlik sigortası, ücret garanti fonu, kısa çalışma ödeneği, iş kaybı tazminatı, yarım çalışma ödeneği olarak ayrılır (URL-3).

3.2.2.1. İşsizlik Sigortası

Pasif istihdam politikaları kapsamında yer alan İşsizlik Sigortası Hizmetleri, 8 Eylül 1999 tarihinde yayımlanan 4447 sayılı İşsizlik Sigortası Kanunu'nda yer alan hükümler çerçevesinde uygulanmaktadır (Nebi, 2020) İşsizlik sigortasında amaç işsiz kalan kişiye, işsiz kaldığı için yasalarla belirlenen süre ile sınırlı olmak üzere ve herhangi bir kaynaktan gelirinin olmaması halinde belli bir süre güvence sağlamaktır. Amaç işsizliğin önlenmesi veya azaltılması değil işsizliğin meydana getirdiği sıkıntıları bir süre hafifletmek ve belli bir süre kişinin kendisinin ve bakmakla yükümlü olduğu kişilerin hayatlarını kolaylaştırmaktır ((Görücü vd., 2012).

Tablo 3.1. İşsizlik Sigortası İstatistikleri

Kaynak: İŞKUR (2020).

Tablo 3.1. incelendiğinde 2015 yılından 2020 yılına işsizlik ödeneği için başvuranların sayısı 1milyon sınırının üstünde olduğu buna karşılık hak eden kişi sayısı yalnızca 2019 yılında 1 milyonun üzerinde gerçekleşmiştir. Genellikle işsizlik ödeneği hak eden kişi sayısı başvuran kişi sayısının altında seyretmektedir.

3.2.2.2. Kısa Çalışma Ödeneği (KÇÖ)

Kısa çalışma ödeneği kavramının İŞKUR mevzuatına ilk girişi 2003 yılında 4857 sayılı İş Kanunu ile olmuştur. 2003 yılından beri kesintisiz uygulanan KÇÖ yıllar içinde değişiklik yapılmış kapsamı genişletilmiştir (Dörtlemez, 2016).

Tablo 3. 2. Yıllar itibariyle kısa çalışma uygulamasından yararlanan kişi sayısı (İŞKUR, 2019)

Yıllar	Ödeme Yapılan Kişi (Hak Eden)	Ödeme Miktarı
2015	115	0,3 (Milyon TL)
2016	733	1,3 (Milyon TL
2017	494	0,8 (Milyon TL
2018	1.393	3,1 (Milyon TL
2019	76.017	137,4 (Milyon TL)
2020	3.743.473*	29.515.374.990**(milyar TL)

* *"Kısa Çalışma Ödeneği için ay içerisinde birden fazla ödeme yapıldığından ilgili ayların ödeme yapılan kişi sayısı ve ödeme miktarında güncelleme nedeniyle değişiklik olmaktadır. ** Ödeme miktarına, kişiler adına ödenen GSS primleri, Damga Vergisi ve işlem giderleri dâhildir"* (İŞKUR, 2021)

2020 yılındaki artışın en önemli sebebi Çin'de ortaya çıkan ve birçok ülke ile birlikte ülkemizi de etkisi altına Covid-19 salgınıdır. Bu salgının etkisini azaltmak ve istihdamı korumak için Kısa Çalışma Uygulaması kapsamında tam sayı bilinmemekle birlikte yaklaşık 3.743.473* kişi hak sahibi olmuş ve yaklaşık 29.515.374.900** Milyar TL ödeme yapılmıştır (İŞKUR, 2021).

Yıllar	Başvuran	Hak Eden
2015	1.086.293	589.888
2016	1.520.282	799.847
2017	1.326.967	695.967
2018	1.635.11	841.847
2019	1.955.041	1.013.056
2020	1.510.856	509.538

3.2.2.3. Nakdi Ücret Desteği Uygulaması (NÜD)

17 Nisan 2020 tarihinde yürürlüğe giren 7244 sayılı Yeni Tip Coronavirüs (Covid-19) Salgınının Ekonomik ve Sosyal Hayata Etkilerinin Azaltılması Hakkında Kanun ile hayata geçirilen Nakdi Ücret Desteği bu zorlu dönemde birçok kişiye gelir desteği sunan bir uygulama olarak yerini almıştır amaçlanan husussa fiilen çalışmayan işçilerin gelir kayıplarının karşılanmasıdır. Nisan-Kasım 2020 dönemlerinde 2 milyon 164 bin 688 kişi Nakdi Ücret Desteği almaya hak kazanmış olup bu kapsamda yaklaşık 6 milyar 478 milyon TL ödeme gerçekleştirilmiştir (Günal, 2020).

3.2.2.4. Yarım Çalışma Ödeneği

Günümüzde kadınlar daha fazla çalışma hayatının içinde yer almaktadırlar. Çalışan kadınların çekirdek ailelerindeki sayı arttıkça çalışma hayatında olan kadınlar için ev-iş dengesini sağlanması güçleşmektedir. Ailevi yükümlülükler ve iş hayatının getirdiği sorumluluklar bazı kadın çalışanların ebeveyn ve çocuk bakımı için işlerine ve kariyer durumlarına ara vermek istemelerine neden olmaktadır. İşlerine ara veren ebeveynlerin bir kısmı çocukların en az okul çağına gelene kadar bakımını üstlenirken bir diğer kısmı çalışmaya ara vermeden çalışma saatlerini azaltmayı tercih edebilmektedir. Fakat çalışma saatlerinin düşmesine bağlı olarak haneye giren gelir miktarı düşmektedir (Görmezöz, 2020).

Tablo 3. 3. Yıllar itibariyle yarım çalışma ödeneği (URL-3, 2021)

Yıllar	Başvuran Kişi Sayısı	Hak Eden Kişi Sayısı
2016	4.467	4.188
2017	7.855	7.462
2018	7.734	7.205
2019	7.640	7.135
2020	5.092	4.698
Toplam	32.788	30.688

(*) 30.11.2020 tarihi itibariyle

Yıllar itibariyle yarım çalışma ödeneğine başvuran kişi sayısı ve hak eden kişi sayısı yukarıdaki tabloda belirtilmiştir.

3.2.2.5. Ücret Garanti Fonu (ÜGF)

Ücret Garanti Fonu işverenin ödeme güçlüğüne düşmesi (fonun kullanımı, iflas, iflas erteleme, konkordato ve aciz vesikası alınması halleri ilave en fazla üç aylık temel ücret (net çıplak ücret) ödemesi ile sınırlıdır) ve işsizlik sigortası kapsamında bulunan kişilerin hizmet akdine göre çalıştırması halinde, iş ilişkisinden kaynaklı işçilerin ödenmeyen ücret alacaklarını karşılamak amacıyla oluşturulmuş bir fondur (Demirci, 2020).

Tablo 3. 4. ÜGF Hak Eden ve Ödeme İstatistikleri

Yıllar	Hak Eden Kişi Sayısı	Yapılan Ödeme (TL)
2015	5.547	16.081.304
2016	4.591	15.663.000
2017	5.809	25.848.000
2018	20.865	81.027.000
2019	41.535	156.954.353
2020	10.436	48.665.282
Toplam	88.783	344.238.939

Kaynak: Demirci, 2020.

2015 yılından 2020 yılına kadar ücret garanti fonu ödemesini hak eden kişi sayısı ve yapılan ödemeler tablodaki gibidir. 2018 ve 2019 yıllarında yılındaki gözle görülür artışın sebebi ise 7101 sayılı Kanunda 2018 yılında yapılan değişiklik sonucunda konkordato müessesinin etkinleştirilmesi ile geçici mühlet, kesin mühletin sonuçlarını doğurur hükmünün gereği hem geçici mühlet hem de kesin mühlet kararı işverenin ödeme güçlüğüne düşme gerekçesi sayılmasının etkisiyle gerçeklemiştir (Demirci, 2020).

3.2.2.6. İş Kaybı Tazminatı

İş kaybı tazminatı, özelleştirme kapsamına alınan kuruluşların (iştirakler hariç) geçerli sebeplerle; özelleştirmeye hazırlama, özelleştirme, küçülmeye gitme veya faaliyetlerini kısmen veya tamamen durdurma, süreli süresiz kapanma, tasfiye gibi, bu kuruluşlarda iş sözleşmesine bağlı olarak ücret karşılığı çalışan personelden iş sözleşmeleri tâbi oldukları iş kanunları ve toplu iş sözleşmeleri gereğince tazminata hak kazanacak şekilde ayrılanlara, kanunlardan ve yürürlükteki toplu iş sözleşmelerinden doğan tazminatları dışında, gelir ve sosyal güvenliklerinin devamlılığı sağlamak için belirli bir süre ilave olarak iş sözleşmesine hak kazanacak şekilde sona ermiş olanlara, ödenen tazminattır (URL-3, 2021). Ödeme miktarı günlük net asgari ücretin iki katı kadardır. Engelli vatandaşlarımız için ödeme miktarı günlük net asgari ücretin dört katı olarak belirlenmiş ve 2020 yılı için; aylık iş kaybı tazminatı miktarı 4.207,94 TL, engelliler için 8.415,88 TL kadardır (İŞKUR, 2021).

3.3. Türkiye İş Kurumu'nun Kadın İşgücünün İşgücü Piyasasına Katılımındaki Rolü

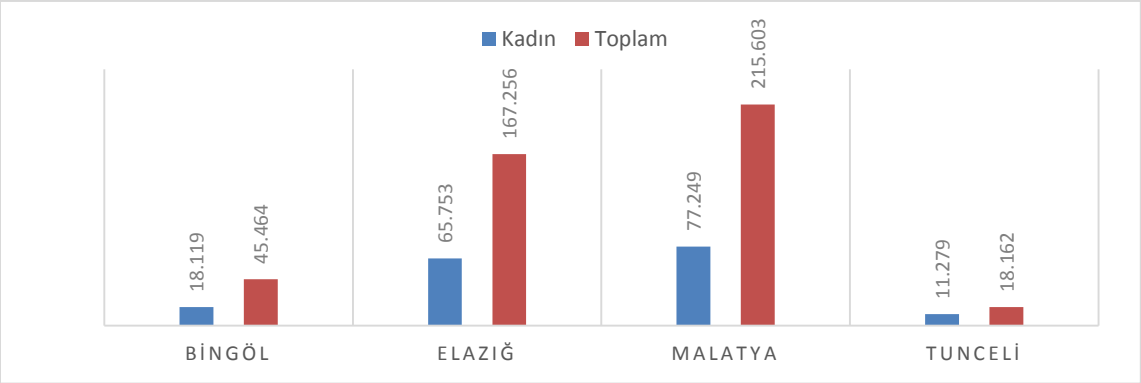
Birçok ülke için 1990 sonrasında yaşanan yüksek seviyeli yapısal işsizlik olgusu, aktif işgücü politikalarının uygulama gerekliliğini beraberinde getirmiştir. Türkiye de ise aktif- pasif politikaların uygulayıcısı olarak İŞKUR görev yapmaktadır. Özellikle işsizliği önleme amaçlı oluşturulan aktif işgücü hizmetlerine ayrılan kamu kaynaklarının artması bu yöndeki politikaların çeşitlenmesine ve uygulanma sayısının artışına sebep olmuştur (Şahin vd, 2019) Kadın işgücü ve istihdamı konusunda İŞKUR'un önemli bir yeri olduğu bilinmektedir. Birçok ülkeye göre çok düşük olan kadın işgücüne katılım oranı ve kadın istihdam oranı verilerinin yükseltilmesinde, İŞKUR önemli bir rol üstlenmektedir. Yine istihdam paketleri kapsamında üretilen teşvikler kadın istihdamı için önemli imkânlar oluşturmuştur (Gökdere, 2012).

4. TRB1 BÖLGESİ İŞKUR İL MÜDÜRLÜKLERİNDE YAPILAN BİR ALAN ARAŞTIRMASI

4.1. Araştırmanın Amacı, Kapsamı, Yöntemi

Araştırma TRB1(Malatya, Elazığ, Bingöl, Tunceli) bölgesinin kapsadığı illerde yaşayan kadın işgücünün işgücü piyasasına katılımında Türkiye İş Kurumu'nun etkisinin araştırılması amaçlanmıştır. Bölge illerindeki İŞKUR İl Müdürlüklerinden 2018- 2020 yılları arasında uygulanan ve kadın istihdamına katkısı olan faaliyetler ve çeşitli programlar incelenmiş, araştırma kapsamında veri toplama metotlarından kaynak taraması yönteminden yararlanılmış ve İŞKUR sisteminden çekilen istatistiki veriler tabloya işlenerek yorumlanmıştır. Sunulan hizmetlerden TRB1 bölgesinde yaşayan İŞKUR'a kayıtlı kadın işgücü ile toplam işgücü yararlanma sayıları karşılaştırmalı olarak sunulmuştur.

4.2. Bulgular

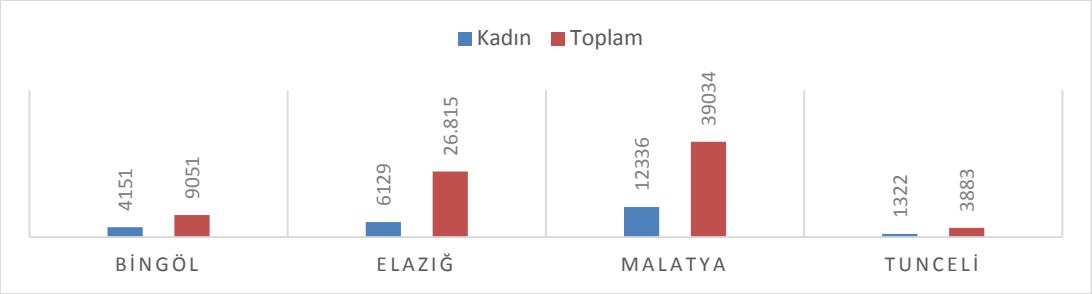


Şekil 4.1: 2018-2020 Yılı TRB1 Bölgesi İllerinde İŞKUR İl Müdürlüklerinde Danışmanlık Kapsamında Yapılan Görüşmeler (İş ve Meslek Danışmanlığı Hizmetleri)

Bireysel danışmanlık hizmeti ile; iş ve meslek danışmanı ve danışan arasında, portföy yönetimi ve kişilerin özellikleri, mesleklerin ve işin gerektirdiği niteliklerin karşılaştırılması, bireyin istek ve durumuna uygun iş ve mesleğe yönlendirilmesi, işe yerleştirme hizmeti ve işe uyumunun sağlanması noktasında olası sorunların çözümüne ilişkin destek sağlanmaktadır (URL-3).

TRB1 Bölgesi il müdürlüklerinde 2018-2020 yılları arasında yapılan toplam bireysel görüşme sayıları incelendiğinde: Kadın bireylerle yapılan en yüksek görüşme oranın %64,5 ile Tunceli ili takiben de, %41,4 oranı ile Elazığ, %40,4 ile Bingöl ve son olarak %36,1 oranı ile Malatya ili olduğu görülmektedir.

Bireysel görüşme danışanla danışman arasında kişinin özellikleri ve ihtiyaç durumunun tespiti anlamında önemli bir hizmettir. Bireysel görüşme iş arama sürecinde danışanın çalışma hayatında kararsız ve ne istediğini bilmeyen durumundan uzaklaştırarak, her işi yapabilirim ama iş bulamıyorum düşüncesindeki eksik noktaları kişiye gösterebilmek ve doğru alanlara yönlendirerek eksik niteliklerini tamamlayıcı unsurların kazandırılmasına yardımcı olmayı amaçlayan bir destek hizmetidir.

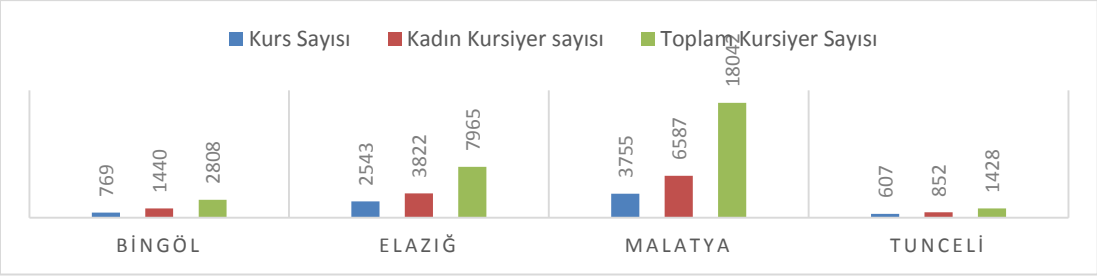


Şekil 4.2. 2018-2020 Yılı TRB1 Bölgesi İllerinde İŞKUR İl Müdürlüklerinde Gerçekleşen Toplam Özel Sektör İşe Yerleştirme Sayıları

Bir kamu istihdam kurumu olan İŞKUR'un en önemli faaliyetlerinin başında işe yerleştirme, istihdam hizmeti gelmektedir. İşe yerleştirme işlemi doğrudan ve dolaylı olarak gerçekleştirilmektedir. Doğrudan işe yerleştirme kuruma kayıtlı iş arayan bireylerin, mesleki özellikleri, deneyimleri ve nitelikleri göz önünde bulundurularak, kurumdan işgücü talebi olan işverenin talep koşullarına uygun iş arayanın yönlendirilesi suretiyle olmaktadır. Bu şekilde bir işe yerleştirme gerçekleşirse doğrudan işe yerleştirme işlemi yapılmış olur. Dolaylı işe yerleştirme hizmeti ise; işgücü piyasasının ihtiyaçları doğrultusunda çeşitli hizmetlerle nitelikli eleman temini, işsizlere istihdam edilebilir nitelik kazandırmak, iş kurma amacında olan vatandaşlara destek olmak, meslek değiştirme ve geliştirme eğitimi vermek gibi hizmetler sonucu işe yerleştirilmiş grubu kapsar. Özel politika gerektiren gruplar içerisine yer alan kadınlar, engelliler, gençler, eski hükümlüler gibi grupların istihdam edilebilirliğini kolaylaştırıcı mesleki eğitim ve mesleki rehabilitasyon hizmetlerinin verilmesi ve toplum yararına çalışma programları ve diğer işgücü uyum programlarıyla bu grubun istihdamının desteklenmesi de dolaylı istihdama örnek verilebilir (Öksüz , 2007).

TRB1 Bölgesi İl müdürlüğü verileri 2018-2020 İŞKUR istatistik yıllığı verilerinden faydalanılarak hesaplanmış ve özel sektör kadın işe yerleştirme oranı en yüksek il % 45,8 ile Bingöl ilinde gerçekleşmiştir. Diğer illerde İŞKUR aracılığıyla işe yerleştirme oranı ise %22,8 ile Elazığ, %31,6 ile Malatya ve %34 oranı ile Tunceli ilidir.

2017, 2018 yıllarında uygulamaya konan istihdam teşviklerinden yararlanma şartı olarak kuruma kayıtlı işsiz olma şartının getirilmesi ve işçinin kurum üzerinden alınması halinde teşvikten yararlanılmasının mümkün olması sebebiyle, işverenlerin işgücü temini için kurumdan faydalanma potansiyeli artmıştır.

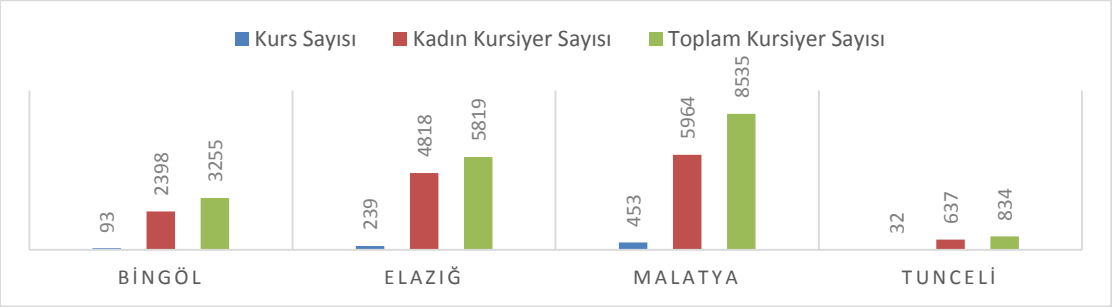


Şekil 4.3. 2018-2020 Yılı TRB1 Bölgesi İllerinde İŞKUR İl Müdürlüklerinde Gerçekleşen Toplam İşbaşı Eğitim Programları

İşbaşı eğitim programları bilindiği üzere; kuruma kayıtlı işsiz, işinden memnun olmayan veya farklı bir meslek edinme çabasında olan bireylere gerekli nitelik ve tecrübe kazandırmayı amaçlarken, işveren açısından da kursiyeri iş başında görme, yetiştirme ve bunları yaparken herhangi bir maliyete (iş kazası, meslek hastalığı ve genel sağlık sigortası primleri İŞKUR tarafından karşılanıyor) katlanmama durumunu ifade eden bir programdır. Program süresince herhangi bir maliyete katlanılmadığı gibi program bitiminde işverenin taahhüt ettiği istihdam oranı kadar katılımcıyı zorunlu istihdam süresince işyerinde veya başka bir işyerinde istihdam etmekle yükümlüdür.

2018-2020 Yılları arasında TRB1 bölgesinde yer alan illerdeki İŞKUR İl Müdürlüklerinde gerçekleşen toplam İşbaşı Eğitim Programı kurs sayısı ve kadın kursiyer sayısı ile toplam kursiyer sayısı verileri karşılaştırmalı olarak verilmiştir. Bu programlardan 2018-2020 yılları arasında Bingöl ili için toplamda 769 program açılmış ve toplam kursiyer sayısının % 51,2'sini kadın kursiyerler oluşturmuştur.

Elazığ ili için aynı yıllar arasında uygulanan toplam kurs sayısı 2543 iken, toplam kursiyer sayısının % 47,9'unu kadın kursiyerler oluşturmaktadır. Malatya İl müdürlüğünde 2018-2020 yılları arasında uygulanan toplam işbaşı eğitim programı kurs sayısı 3755 iken, toplam kursiyer sayısının % 36,5'ni kadın kursiyerle oluşturmaktadır. Aynı yıllar arasında Tunceli İşkur İl Müdürlüğü'nde uygulanan İEP kurs sayısı 607 iken, kadın kursiyer sayısı toplam kursiyer sayısının % 59,6'sına tekabül etmektedir. Bölgedeki İller arasında istatistiksel oran olarak kadın kursiyer sayısı oranı en yüksek olan İl Müdürlüğü, Tunceli İşkur İl Müdürlüğü'dür.



Şekil 4.4. 2018-2020 Yılı TRB1 Bölgesi İllerinde İŞKUR İl Müdürlüklerinde Gerçekleşen Toplam Mesleki Edindirme Kursu Verileri

İŞKUR'un İstatistik yıllığında belirtilen Mesleki Eğitim Kurs sayılarında esas olarak belirtilmesi gereken, İstihdam Garantili Mesleki Eğitim Kursu, İstihdam Garantisiz Mesleki Eğitim Kursu ve Özel Politika Mesleki Eğitim Kursu'nun Mesleki Eğitim Kursu (MEK)'in toplam sayılarını oluşturmasıdır. Şekil 4.4'te belirtilen İllerden İŞKUR Bingöl İl Müdürlüğüne ait verileri incelersek 2018-2020 yılları arasında gerçekleştirilen mesleki eğitim kursunu tamamlamış toplam katılımcı sayısı 3255 iken kadın kursiyer sayısı 2398'dir. Şekilde belirtilmese de bu sayınının 1804'nü İstihdam Garantili Kurslardaki kadın kursiyerler, 526'sını İstihdam garantisiz kurslarda katılımcı olan kadınlar ve 68'ni Özel politika mesleki eğitim kurslarından faydalanan kadın kursiyerler oluşturmaktadır. Elazığ İl Müdürlüğü'ne ait 2018-2020 verileri incelendiğinde toplam katılımcı sayısı 5819 ve kadın kursiyer sayısı 4818'dir. Kadın kursiyer sayısının 2019'nu, istihdam garantili kurslarda katılımcı olan kadın kursiyerler, 1045'ni istihdam garantisiz kurslardaki kadın katılımcılar ve özel politika mesleki eğitim kurslarında ise 1754 kadın katılımcılar oluşturmaktadır. Malatya İl Müdürlüğü'ne ait 2018-2020 verileri incelendiğinde toplam kursiyer sayısı

8535 ve kadın kursiyer sayısı olan 5964'dür. Kadın kursiyerin 1711 'ini istihdam garantili kurslardaki kadın kursiyerler, 1575'ni İstihdam garantisiz mesleki eğitim kursun faydalanan kadın kursiyerler ve 2678 kadın kursiyerlerde özel politika mesleki eğitim kursu katılımcılarını oluşturmaktadır. Tunceli İŞKUR İl Müdürlüğü'nde 2018-2020 yıllarında uygulanan mesleki eğitim kurslarında kadın-erkek toplamda 834 kişi faydalanmış ve 637 si kadın kursiyerlerden oluşmuştur. Kadın kursiyerlerin, 403'ü istihdam garantili mesleki eğitim kurslarından, 122'si istihdam garantisiz mesleki eğitim kurslarından ve 112'si özel politika mesleki eğitim kurslarından olmak üzere toplamda 637 kadın kursiyer bu kurslardan faydalanmıştır.

Tablo 4.1. 2019-2020 Yılı Bingöl İl Müdürlüğünde En Çok Açılan Mesleki Eğitim Kurslarına Ait Meslekler (URL-3 Bingöl İl İstihdam Mesleki Eğitim Kurul Raporları 2019-2020)

Yıllar	**2019**			**2020**		
Meslekler	**Erkek**	**Kadın**	**Toplam**	**Erkek**	**Kadın**	**Toplam**
Saça Geçici ve Kalıcı Şekil Verme Uygulayıcısı	0	20	20	0	20	20
Ceviz Yetiştiricisi	24	20	44	20	24	44
Çoban/Sürü Yönetim Elemanı (Küçükbaş Hayvan)	74	2	76	74	2	76
Ev Tekstili Ürünleri Hazırlama Elemanı	0	21	21	0	21	21
Dokuma Konfeksiyon (Makineci)	173	694	867	0	965	965
Ayakkabı İmalatçısı (Sayacı)	13	39	52	0	25	25
Toplam	284	796	1.080	94	1057	1.151

Bingöl İşkur İl Müdürlüğünce açılan MEK'e ait ve en çok talep edilen 6 mesleğin kursiyer sayıları Tablo 4.1.'de verilmiştir. 2018 yılında bu mesleklerle ilgili bir kurs bilgisi olmadığından tabloya eklenmemiştir. 2019 ve 2020 yılları arasında açılan 6 mesleğin kursiyer sayılarında görüldüğü gibi İl de Ev Tekstili Ürünleri Hazırlama Elemanı, Dokuma Konfeksiyon (Makineci), Ayakkabı İmalatçısı (Sayacı), Saça Geçici ve Kalıcı Şekil Verme Uygulayıcısı gibi mesleklerde kadın kursiyer sayısı erkek kursiyer sayısından fazladır. Bölgede İŞKUR'a kayıtlı kadın işgücünün eğitim seviyesinin genellikle düşük olması kurslara başvurunun öncelikli sebepleri arasındadır aynı zamanda bölgenin iş imkânlarının kısıtlı olması bir diğer etkendir.

Tablo 4.2. 2019-2020 yılı Elazığ İl Müdürlüğünde En Kurs Çok Açılan Meslekler (URL-3 Elazığ il istihdam mesleki eğitim kurul raporları 2019-2020

Yıllar	**2019**			**2020**		
Meslekler	**Kadın**	**Erkek**	**Toplam**	**Kadın**	**Erkek**	**Toplam**
Kadın Giyim Modelist Yardımcısı	161	19	180	-	-	-
Kesimci(Konfeksiyon)	84	12	96	-	-	-
İç Giyim Konfeksiyon Makineci	64	11	75	-	-	-
Dokuma Konfeksiyon Makineci	82	28	110	-	-	-
Konfeksiyon İşçisi	58	14	72	-	-	-
Çocuk Giyim Modelisti	43	7	50	-	-	-
Ev Tekstil Ürünleri Hazırlama Elemanı	-	-	-	204	-	204
Yüzey Süslemecisi	-	-	-	51	-	51
Hereke /İpek Halı Dokumacısı	-	-	-	69	-	69
Bakır İşleme Ve Süslemecisi	-	-	-	58	-	58
Takı İmalatçısı	-	-	-	38	-	38
Uzatma Ağ-File Örücüsü	-	-	-	41	-	41
Toplam	**492**	**91**	**583**	**461**		**461**

Tablo 4.2. incelendiğinde Elazığ İl Müdürlüğünde 2019-2020 yıllarında en fazla ihtiyaç duyulan mesleklerde açılmış mesleki eğitim kurslarına ait bilgiler yer almaktadır. 2019 yılında en fazla katılımcı imalat sektöründe yer alan tekstil faaliyeti yürüten işyerleri ile kadın giyim modelist yardımcısı mesleğinde gerçekleşirken, kadın kursiyer sayısı 161, erkek kursiyer sayısı 19 kişidir. 2020 yılında ise en çok ihtiyaç duyulan meslek Ev Tekstil Ürünleri Hazırlama Elemanıdır ve bu meslekte kursiyerlerin tamamını 204 kişi ile kadın kursiyerler oluşturmaktadır. Her iki yılda da genellikle tekstil ile ilgili mesleklerde program açılmış olup, kursiyerlerin büyük çoğunluğunu kadın kursiyerler oluşturmaktadır. 2019-2020 yılları arasında en çok ihtiyaç duyulan 12 meslekte açılan Mesleki Eğitim Kurslarında kadın kursiyerlerin toplam içindeki oranı %91,28'dir. Bu oranın yüksek olması Elazığ ilinde kadın işgücünün piyasaya hazırlanması noktasında ilgili mesleklerde gerekli eğitimin verilmesi ve istihdam imkânı bulmasını kolaylaştırmaktadır.

Tablo 4.3. 2019-2020 yılı Malatya İl Müdürlüğünde En Çok Kurs Açılan Meslekler (URL-3 Malatya il istihdam mesleki eğitim kurul raporları 2019-2020)

Meslekler	**2019**			**Meslekler**	**2020**		
	Erkek	**Kadın**	**Toplam**		**Erkek**	**Kadın**	**Toplam**
Düz Dikiş Makineci	292	194	486	Düz Dikiş Makineci	354	196	550
Dokuma Konfeksiyon Makineci	458	311	769	Çağrı Merkezi Müşteri Temsilcisi	59	33	92
Garson (Servis Elemanı)	143	40	183	Makineci (Dikiş)	22	15	37
Satış Elemanı (Perakende)	82	137	219	Dokuma Konfeksiyon Makineci	457	510	987
Konfeksiyon İşçisi	785	1260	2045	Konfeksiyon İşçisi	811	391	1202
Büro Memuru (Genel)	78	139	217	Dokuma Makineleri Operatörü / Dokumacı	22	80	102
Overlok Makinesi Operatörü (Overlokçu)	97	55	152	Örgü Makinası Operatörü	34	0	34
İplik Eğirme Operatörü (Ring/Vater/Vargel)	84	0	84	Satış Danışmanı / Uzmanı	16	17	33
İşletmeci	322	440	762	Gaz altı (Mıg-Mag) Kaynakçısı	11	0	11
Toplam	**2.341**	**2.576**	**4.917**		**1806**	**1242**	**3028**

2019-2020 Yıllarında Malatya İl Müdürlüğü'nde İşgücü piyasa araştırma anketi sonuçlarına göre bölgede en çok ihtiyaç duyulan mesleklerde açılmış işgücü yetiştirme kurslarına ait bilgiler tablo 4.3.'deki gibidir. Bu bilgiler dâhilinde 2019 yılında açılan ve kadın kursiyerin daha fazla tercih edildiği meslekler Düz Dikiş Makineci, Konfeksiyon İşçisi, İşletmeci, Overlok Makinesi Operatörü (Overlokçu) iken 2020 yılında en çok kadın katılımcının yer aldığı kurslar Dokuma Konfeksiyon Makineci, Konfeksiyon İşçisi, Dokuma

Makineleri Operatörü / Dokumacı, Düz Dikiş Makineci mesleklerinde olmuştur. 2019 yılında işgücü yetiştirme kurslarından faydalanan kadın katılımcı sayısı 2.576'dir. Kadın kursiyer sayısı toplam kursiyer sayısının %' 52.3 'ü kadardır. 2020 yılında işgücü yetiştirme kurslarından faydalanan kadın kursiyer sayısı 1242'dir. Kadın kursiyer sayısının toplam kursiyer sayısı içindeki oranı ise %' 41.1'dir.

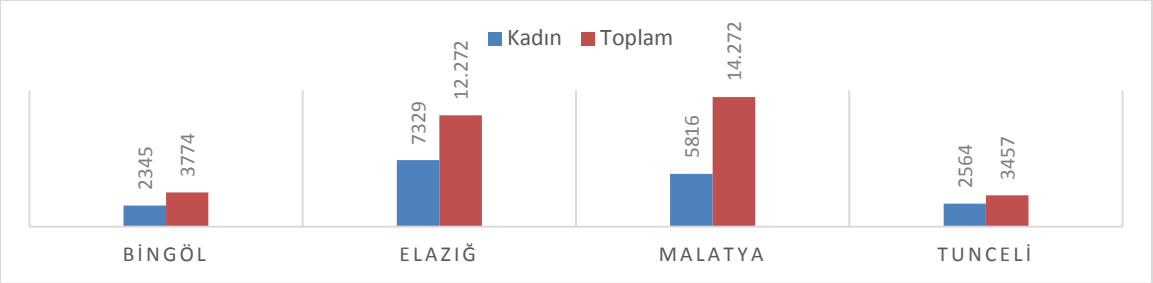
Tablo 4.4. 2019-2020 yılı Tunceli İl Müdürlüğünde En Çok Kurs Açılan Meslekler (URL-3 Tunceli il istihdam mesleki eğitim kurul raporları 2019-2020)

Yıllar	**2019**				**2020**		
Meslekler	Erkek	Kadın	Toplam	**Meslekler**	Kadın	Erkek	Toplam
Müşteri Temsilcisi	2	3	5	Ev Tekstili Ürünleri Hazırlama Eleman	89	15	104
Kadın giyim modelist yardımcısı	5	15	20	Su Şişeleme Makinesi Operatörü	13	2	15
Ağaç oymacısı/Ahşap oymacısı	-	14	14	Kadın Giysileri Dikim Elemanı (Düz Dar Etek- Kadın Pantolonu-Bluz- Elbise Fantezi Elbise	35	13	48
Girişimcilik	32	44	76	Girişimcilik	-	-	-
Ev tekstil ürünleri hazırlama elemanı	27	44	71	-	-	-	-
Kalite kontrolcü	7	12	19				
Staj(işbaşı eğitim programı)	220	356	576	Staj (İşbaşı Eğitimi)	200	145	345
TOPLAM	**293**	**488**	**781**		**337**	**175**	**512**

2019-2020 yılları arasında Tunceli İşkur İl Müdürlüğünde açılan işgücü yetiştirme kursları tablo 4.4.'te verilmiştir. Tabloya göre 2019 yılında açılan kurslar arasında en fazla kadın katılımcının yer aldığı program İşbaşı Eğitim Programları olmuştur. Fakat program dışında mesleki eğitim kursları arasında en fazla tekstil sektöründe "Ev Tekstil Ürünleri Hazırlama Elemanı" olarak katılımcı faydalandırılmıştır. Katılımcıların çoğunluğunu kadın kursiyerler oluşturmaktadır. 2019 yılı için tabloda yer alan 718 katılımcının % 62,4'nü kadın katılımcılar oluşturmaktadır. 2020 yılı için kadın kursiyer sayısının en fazla olduğu program yine İEP iken, mesleki eğitim kursları bünyesinde tekstil sektöründe Ev Tekstil Ürünleri Hazırlama Elemanı olarak 89 kadın kursiyer ve Kadın Giysileri Dikim Elemanı (Düz Dar Etek- Kadın Pantolonu-Bluz- Elbise Fantezi Elbise) mesleğinde 35 kadın kursiyer kurstan faydalanmıştır. Tablodaki verilere göre 2020 yılında kurslardan faydalanan toplam kursiyerlerin % 65,8'ni kadın kursiyerler oluşturmaktadır. Bölgesel

kalkınmışlık seviyelerine göre her bölgenin çalışma hayatına katılması planlanan kadın işgücünün iş arama süreci ve iş arayan profili farklıdır.

Şekil 4.5. 2018-2020 Yılı TRB1 Bölgesi İllerinde İŞKUR İl Müdürlüklerinde Gerçekleşen Toplum Yararına Çalışma Programı Toplam Verileri (URL-3, 2021)



Aktif işgücü politikaları içerisinde yer alan Toplum Yararına Çalışma Programı (TYP) işsizliğin yoğun olduğu, ekonomik kriz, doğal afetler gibi zorlayıcı sebeplerin yaşandığı dönemlerde İŞKUR'a kayıtlı işsiz bireylere 1 yıl içinde en fazla 9 ay faydalanma ve geçici istihdam imkanı sağlayarak iş deneyimi kazandırma ve uzun dönemli çalışma alışkanlığı ve disiplini sağlamayı amaçlayan bir programdır (İŞKUR, 2021).

Toplum yararına çalışma programlarında dezavantajlı grupta yer alan kadınlar öncelikli 1.listede yer almaktadır. TYP kapsamda 2018-2020 yılları arasında her bir TRB1 bölgesi İl Müdürlüğü için uygulanan programdan faydalanan toplam katılımcı sayısı şekil 4.5'de sunulmuştur. İl verileri toplamına göre il il kadın bireylerin faydalanma durumları değişmektedir. Bingöl İl Müdürlüğü'nde kadın katılımcıların toplam içindeki oranı % 62,1, Elazığ İl Müdürlüğü'nde %59,7, Malatya İl Müdürlüğü'nde % 40,75 ve Tunceli İl Müdürlüğü'nde %74.16'dır.

SONUÇ

Günümüzde kadın işgücünün işgücü piyasasında yeterli düzeyde yer almamasının önemli nedenleri arasında bireyin işgücü piyasasının ihtiyaç duyduğu; yeterli bilgi, beceri, donanım ve eğitime sahip olmaması gelmektedir. Bu noktada Türkiye İş Kurumu 81 ilde dezavantajlı grupta kabul edilen kadın işgücü için çeşitli program ve kurslar düzenleyerek kadın işgücünü nitelikli hale getirmeyi ve istihdam edilebilirlik seviyesini yükseltmeyi amaçlamaktadır. Özellikle ne eğitimde, ne istihdamda yer almayan grup olarak bilinen ve NEET (Not in Education, Employment, or Training) olarak adlandırılan grup içinde yer alan gençlere ve genç kadınlara yönelik rakamların yüksek çıkması kadın işgücünün iş hayatından uzak kaldığının bir göstergesidir (Arslan, 2019).

Bu durumun değiştirilebilmesi uygulanabilir istihdam politikalarının geliştirilmesi ile mümkün olabilir. Kadın istihdamı ve istihdam edilebilirlik çalışmalarına İŞKUR'un bölgesel düzeyde ve Türkiye çapında olumlu katkı sunduğu bilinmektedir. Bu noktadan hareketle İŞKUR'un 10. Olağan Genel Kurul Kararlarında özellikle 11, 14, 22, 34 ve 44. maddelerinde kadınlara yer verilmesinde, kurum olarak kadınlara yönelik politika ve kararların olduğu ve bu konunun İŞKUR'un önemli başlıklarından olduğu

sonucuna varılmaktadır. Bölgesel kalkınmışlık durumlarına paralel olarak TRB1 bölgesi için İŞKUR'un faaliyet alanı Türkiye geneli uygulanan politika ve uygulamalarla aynıdır. Genel olarak kadınlar için verilen hizmet başlıkları tablo halinde sunulmuştur. Kurum hizmetlerinden faydalanan ve İŞKUR'un TRB1 bölgesinde kadın işgücü üzerindeki olumlu katkısının göstergesi olarak kabul edilen veriler özellikle 4. Bölümde sunulmuştur. 2018-2020 yılları arasında TRB1 bölgesinde toplam 446.485 kişiye bireysel danışmanlık hizmeti verilmiş ve 172.400'ünü kadın bireyler oluşturmuştur. TRB1 bölgesinde yine aynı yıllar aralığında İşbaşı Eğitim Programından faydalanan toplam sayı 30.243 olmuş ve 12.701 kişiyi kadın kursiyerler oluşturmuştur. Meslek edindirme kurslarında toplamda 18.443 kişi eğitimden faydalanmış ve 13.817'sini kadın katılımcılar oluşturmuştur. Toplum Yararına Çalışma Programından faydalanan TRB1 Bölgesi toplam kursiyer sayısı 33.775 kişi olup,18.054'ünü kadın kursiyerler oluşturuştur. Tüm bu kurs, eğitimler ve bireysel görüşmeler ile işgücü piyasasında özel politika gerektiren gruplardan olan kadınlar mesleki eğitim kursları, TYP hariç diğer kalemlerde erkek işgücünün gerisinde kalmaktadır. Kadın kursiyerlerin özellikle bu bölge için erkek işgücünün gerisinde kalmasında birçok faktör etkili olabilir genellikle kadın bireylerin mesleki eğitim kurslarında yoğunlaşması eğitim ve mesleksizlik faktörünü ön plana çıkarmaktadır. İstihdam noktasında ise durum biraz değişebilmektedir. 2018-2020 yılları arasında özel sektör işe yerleştirme verilerini incelediğimizde bölgede toplam 78.783 kişi İŞKUR tarafından işe yerleştirilmiş ve bu sayının 23.938'ini kadın işgücü oluşturmuştur. Oransal olarak değerlendirildiğinde kadın işgücünün yerleştirilme oranı % 30.3 seviyelerinde gerçekleştirilmiştir. Bu oranın düşük olmasının birçok sebebi olabilir. Kurs istihdamlarda, kişinin istihdamı kabul etmemesi, ailevi sorumluluklar, kadın bireyin bakmakla yükümlü olduğu çocuk veya yaşlı bulunması veya eş ve aile ile ilgili engellemeler olabilir. Diğer taraftan işveren tarafından da belli taahhüt oranlarıyla kurs istihdamın olması istihdam edilen kişi sayısını etkileyebilmektedir. İşverenin kurs bitimi istihdamda erkek bireyleri tercih etmesi sonucu cinsiyet ayrımcılığı problemi de karşımıza çıkarabilmektedir. Bununla ilgili gerek kurslar bazında gerekse doğrudan özel sektör işe yerleştirme konusunda kadın istihdamını arttırıcı politikalar arttırılabilir veya kadın bireylerin çalışma hayatına katılmasını teşvik edici unsurlar geliştirilebilir. İlaveten kadın işgücünün cinsiyet ayrımcılığı problemini önleyici politikalar geliştirilebilir, yine bölgenin birçok bölgeye göre dezavantajlı bir coğrafyada bulunması istihdamı arttırıcı yatırımları geliştirici unsurların gerekliliğini de beraberinde getirmektedir. İŞKUR, bölgesel kalkınmışlık düzeyi fark etmeksizin uyguladığı Aktif İşgücü Politikaları (İş ve Meslek Danışmanlığı Hizmetleri, TYP, İEP, MEK) ile istidamın arttırılması, geliştirilmesi ve istihdam edilebilirlik seviyesinin yükseltilmesi amacına hizmet etmekte ve vatandaşların maddi manevi iş arama ve işsizlik sürecine çeşitli hizmetleriyle katkı sunmaya çalışmaktadır. TRB1 bölgesinde mevcut imkânlar düşünüldüğünde İŞKUR'un kadın işgünün mesleki gelişim ve dönüşümüne önemli katkı sunduğu ve temel amaç olan istihdamın geliştirilmesi amacına uygun politikalar izlediği fakat uygulanacak politikaların bölgelerin işgücü özelliklerine göre çeşitlendirilebilmesinin faydalı olabileceği sonucuna varılmıştır.

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Organizational Performance Evaluation of Flour Manufacturers: A Case Study of Hidiroğlu Flour Mills

Un Üreticilerinde Örgütsel Performans Değerlendirme: Hıdıroğlu Un Üreticisi Örneği

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Abstract

This study aims to examine how flour producers implement Organizational Theory Principles to their process and to define which organizational environmental and structural factors, culture and systems are appropriate for flour companies in order to improve companies' success and entreprenuerial skills. For this purpose, this study analyzes a flour company and provides implications of the findings and limitations for the organization, its members, environment and stakeholders.

In this study, while examining on flour companies, a clear hierarchy in the organizations is observed in general. The flour producer HIDIROĞLU FLOUR MILLS taken as an example in the study gives importance to measurement, documentation and information systems management. The control mechanism is improved and the stability can be observed in every stages on the organizational structure. High standardization is a main feature of the company.

As a result of analyses of the flour producer taken as an example, the study come up with the idea: "it is crucial for flour producers to set standards and procedures, and have clear task definition in a plain hierarchy to achieve constant success". On the other hand, the system boundary for this study is among Organizational Theory Principles whether Internal Process Model or Rational Goal Model is more suitable for flour producers and their entrepreneurial facilities.

Key Words: Organizational Culture, Organizational Theory, Flour Producers, Organizational Structure, Organizational Factors

Özet

Bu çalışma, un üreticilerinin Örgütsel Teori Kuramlarını kendi süreçlerine nasıl uyarladıklarını ve un üreticilerinin rakipleriyle rekabet edebilmesi için hangi örgütsel çevresel ve yapısal faktörlerden yararlanması gerektiğini, hangi örgüt kültürüne sahip olması ve hangi örgütsel sistemlerin uygulaması gerektiğini belirlemeyi amaçlamaktadır. Bu amaçla, bu çalışma açık ve kesin

verilerine ulaşılabilen bir un üreticisini analiz etmekte ve çalışma üreticinin kuruluşu, üyeleri, çevresi ve paydaşları için önemli bulgular sunmaktadır. Ayrıca çalışma örnek un üreticisi HIDIROĞLU UN SANAYİ üreticisinin analizlerinden yararlanarak, hangi örgütsel yapının ve uygulamanın bir un üreticisinin faaliyetlerinde başarılı olabilmesi için daha uygun olacağı hakkında değerlendirilme yapılmasına olanak sağlamaktadır.

Bu çalışmada, örnek un üreticisi üzerinde analizler yapılırken; üreticinin örgüt yapısının açık bir hiyerarşiye sahip olduğu gözlenmiştir. Örgüt, ölçüm, dokümantasyon ve bilgi yönetimine önem vermektedir. Kontrol mekanizması iyileştirilmiş ve şirket yapısındaki her aşamada istikrar gözlenmiştir. Yüksek standardizasyon örgütün temel özelliğidir.

Gözlem yapılan un üreticisinin analizlerinin bir neticesi olarak, "un üreticilerinin standartlar ve prosedürler belirlemesi ve sürekli bir başarı elde etmek için sade bir hiyerarşi ile çalışanlar için açık bir görev tanımına sahip olması oldukça önemlidir" fikrine ulaşılmıştır. Öte yandan, bu çalışmanın sınırlılığı olarak, Örgütsel Teori Kuramlarından İç Süreç Modeli'nden ya da Akılcı Hedef Modeli'nden hangisinin un üreticileri için daha uygun olup olmadığı hakkında net bir sonuca varılamamasıdır.

Anahtar Kelimeler: Örgüt Kültürü, Örgütsel Teori, Un Üreticileri, Örgüt Yapısı, Örgütsel Faktörler

INTRODUCTION

Organizations are social entities that are goal directed, are designed as deliberately structured and coordinated activity systems and are linked to the external environment. Boundaries between departments as well as those between organizations are becoming more flexible and diffuse as companies face the need to respond the changes in the external environment more rapidly. An organization cannot exist without interacting with customers, suppliers, competitors and other elements of the external environment. Organizational theory is a way of thinking about organizations and a way to see and analyze organizations more accurately and deeply than one otherwise could (Acker, 1992).

This study examines how flour producers adapt Organizational Theories to their own processes. To compete with their rivals how flour producers should benefit from environmental and structural factors and which applications the organizations require in their organizational systems will be defined. Organizational cultural dynamics will be also determined.

To reach relaible conclusion, this study analyzes a flour producer which has clear and precise data. The company analysis presents important findings for the flour producers about ideal organizational environment. In addition, the study analyzes the sample flour producer to evaluate which organizational structure and application would be more appropriate for a flour producer to be successful in its facilities.

1.THE COMPANY PROFILE

HIDIROĞLU FLOUR MILLS has founded in 1988, is a producer and exporter of Multipurpose Wheat Flour, Wheat Flour for bread, Home Use, Biscuits, Sweet Pastry, Noodle, Soft Noodle, Chapati, Feed, Cake and Our factory far 5 Km from International Mersin Port/Turkey. Our daily production capacity is 450 mt. We have 50.000 mt silos capacity for wheat and we can also produce wheat flour according to our client technical specifications. We are exporting wheat flour all over the world particularly to UNRWA (United Nations Food Program) WFP (World Food Program),FAO(Food Agriculture Organization) ,UAE, Syria, Iraq, Jordan, Israel, Palestine, Oman, Philippines, Sri Lanka, all Europe and all Africa.

High standardization is the main feature of the company; HIDIROĞLU FLOUR MILLS. Every employee has well-defined roles and people are expected to follow rules. The company provides many rewards and gives importance to security issues for its employees. The system of the organization functions best when task to be done and well understood. Managers are primarily expected to monitor and coordinate the work environment, employees and tasks that are required to be achieved. The main topic is strongly related with earning profit. The organization uses planning techniques, sets its goals in an understandable and achievable manner. There is competition from outside of the company. The idea of the organization is not creativity but the managers just want to attain the target that they set.

The system boundary for the purpose of this project is between Open Systems Model and Rational Goal Model. There is a clear hierarchy in the organization. The company gives importance to measurement, documentation and information management. The control mechanism is improved and the stability can be observed in every level in the company. In other words, the company does not want to things deviate. Same process should happen over and over.

1.1.System Mission

The flour producer is paying more attention to the quality of products. The mission of flour producer is “having speed up production nonstop”. The current mission is shared with employees to increase their performance. The employees feel themselves as a part of the organization. The producer has third-party linkage mechanism as an inter organizational strategy for managing competitive interdependency. The flour producer has low uncertainty and almost high control over the environment. The producer is the member of TUSIAD as a mediator. Third party is used for balancing competitive interdependency. The producers in same sector are linked together and shared their information in this platform. The organizational strıcture is close to the formal organization therefore it loses its flexibility which means the organization is not manageble in internally, but the company manages its environment successfully.

1.2.Structural Dimensions

Structural dimensions provide labels to describe the internal characteristics of an organization. There is a medium level formalization in the organization. The company has procedures, regulations written documentation but no policy manuals and job descriptions. There is a medium level specialization in the company. The company has wide range of tasks so there is division of labor. There is a low standardization; the work content is not described in detail. There is a high level of hierarchy of authority. The span of control is wide so the hierarchy tends to be short. There is a low level of complexity. There exist small number of job titles and departments are structured horizontally in the organization. There is no spatial complexity. There is a high level of centralization. Decison making is kept at top level; therefore, the company is centralized. There is a high level of professionalism. There is high level of formal education and training. There is a medium level of personnel ratio. Dividing the number of employees in a classification by the total number of employees is a medium level.

1.3. Contexual Dimensions

Contextual dimensions characterize the whole organization, including its size, technology, environment and goals. The number of employees is 49 so compared to market conditions the size is small. There is a high level of organizational technology. Modern assembly line technology is used in the company. There is a complex environment. There are many other organizations, customers, suppliers and so on. Goals include employees, clients and competitors. The firm has shared values and its own understanding.

2. THE COMPANY PERFORMANCE

2.1. Productivty

The company provides high level of productivity by using production functions (Benner and Tushman, 2003). The managers manage and improve the efficiency of the company's conversion processes therefore more value is created. The company equipped with the latest model of technology with the automation system which does not allow any mistakes on production. Because, it alerts the foreman to interfere on time if the smallest mistake occurs during the production. By this way, productivity and stability is provided easily.

2.2. Market

The company exports 50,000 tons wheat flour yearly and the goal of the company is to increase the sales up to 100,000 mt. wheat flour yearly. The amount of sales is fluctuating in whole year according to seasonal changes. To facilitate the company's control of its relations with its environment, the managers use support functions because support functions include purchasing, sales and marketing. The company's high performance will continue on the market either interior and exterior, end of outcome, the company sells its wheat flour to the biggest market of Sri Lanka, Iraq, Palestine, Jordan, Lebanon, Syria, Egypt, Indonesia, Singapore as well West African Countries. Additionally, a lot of shipments have been done by the means of United nation world food program (WFP). The company also has already gained most customers' confidences in

everywhere of Turkey and it has proved itself in the region of Mediterranean, since it has long year experience and largest fan of products.

2.3. Innovation and Quality

The flour producer will never compensate from its quality. The company produces high quality products by following recent technology. Therefore, the wheat is held through processing of quality. In this respect, the last model laboratory equipments are being used which have been approved and accepted by the specialist of the world such as Brabender, Choin, Perten, Sartorius (Ktenioudaki, Butler, Gonzales-Barron, Mc Carthy, & Gallagher, 2009). Nevertheless, the laboratory room is managed by adequate and qualified staffs. The mechanism of the industry is summarized stage by stage such as measuring the moisture of the wheat, measuring the gluten, measuring the index.

After analyzing of wheat which is stored with the actual worth interval by doing classification after placing in to the silos nevertheless, commences mixing (as percent age) in order to be manufactured for flour. After producing of flour is compulsory passed through the following analyses respectively. Since the company's first policy is quality. To produce best quality flour, he company makes sensorial analysis which analyzes moisture, gluten, and index, a falling number, on fine sieve, sedimentation, farinograft, extensograft, ash content. The analysis also includes baking bread to ensure the quality of the flour. After these stages, the whole controls and results are updated and filed. There is a possibility to trace and clarify the information towards the back.

If the date and number of party are obtained from the label of wheat flour, this facility allows to keep the company advised with the history as from the raw material. The factory gives more importance to research and develop day by day. Research and development of the study is done to increase of the finished goods' present quality as much as possible. In addition, the certificates of production were given upon inspections of the ministry of agriculture the ministry of health and Turkish Standards Institute, approving that the company's products are in a sound condition after passing through the following tests which are in many types such as stipulation of manufacture, physical, chemistry, and microbiological. The controls of the (Turkish Standards Institute) will continue to control the company's processes and its products' quality by intervals as per the necessity of law; so that a periodic test of the microbiology may be performed by the ministry of agriculture if requires. To conclude, comparing its competitors inside and outside the country, technology the company uses is better, policies and rules are suitable to TQM model which covers certain quality standards for production, work standards are better; employees are more skilled and qualified (experienced). Therefore the actual outputs are almost the same as desired outputs.

2.4. Employee Development

There is a low level of absenteeism in the organization because each employee has high level of job satisfaction. The bonuses and promotions are enough to motivate them to come to work regularly. In addition, the work environment is also friendly. There is a successful coordination between workers; they have an effective communication between other employees and their employers. Both the internal and external environment of the company support to keep low level of turnover rate among employees. Since, there is high level of competition among new comers. To decrease the turnover rate, the company gives one month training before applicants are accepted for work.

The company has stable task relationships that allow its members to work together to create value, solve problems and accomplish organizational objectives. Job satisfaction of workers is at high level. Organizational structure and culture are designed to help ensure the organization's survival. Reducing cost, speeding work processes and increasing efficiency. Salaries are distributed according to skills and expertise of employees. There is an opportunity to get wages, promotions and bonuses and also to be stable employee in the company. Workers get their salaries and bonuses according to their power and status.

3. PORTER'S COMPETITIVE STRATEGIES

Porter illustrates roles of company clusters, suppliers, shareholders, industries and institutions on pursuit competitiveness and prosperity and defines which business strategy is most suitable for which industiries and firms (Porter, 2011).

3.1. Low-Cost Leadership

The company gives importance to strong central authority and tight cost control. There are standard operating procedures and easy-to-use manufacturing technologies. Also, there are close supervision and limited employee empowerment in the company. Frequent and detailed control reports are highly important for the company.

3.2. Differentiation

The company has strong marketing abilities and strong coordination among departments. There are corporate reputation for quality and technological leadership. There are values and rewards flexibility and customer intimacy in the organization. The company measures cost of providing service and maintaining customer loyalty.

4. EXTERNAL ENVIRONMENT

4.1. Specific Environment

The customers of the producer are bread factories, other flour companies, international institutions (WFP) can be given as examples of customers. The competitors are other flour factories. The suppliers are wheat suppliers, gasoline seller firms, machine suppliers are major suppliers. Toprak Mahsulleri Ofisi has highest impact on the company considering other government institutions. The company is a member of Un Sanayicileri Derneği and Akdeniz İhracatçılar Birliği.

4.2. General Environment

Technological Forces: The company catches up new innovations to produce best quality flour and uses recent technology to minimize defects.

Demographic, Cultural and Social Forces: The company has wide customer range from different countries.

Economic Forces: In the past, there is a strong effect of economic crisis on the company due to the fact that it has an open system. Exchange rates are unpredictable and these rates are so effective on the company. It is difficult to control flow of resources to protect and enlarge the domains.

Uncertainty Factors: All of these general forces cause uncertainty for the company. Considering environmental factors, the company has low to moderate uncertainty (Courtney, 2011). It becomes more difficult for managers to control flow of resources to protect and enlarge their domains. Because the environment is not always rich, the company is interested in complexity. There is a high level of complexity because the company has many suppliers and competitors. On the other hand, there is a medium level of dynamism since the company has changing environment. Seasonality is also dynamism for the company but it's not unpredictable. The medium level of environmental richness is observed in terms of availability of resources (Peck and Sinding, 2003). Usually the amount of resources available to support the organization's domain. The organization engages in transactions with all outside stakeholders to obtain resources to survive. The company has to exert influence over other organizations so that it can obtain resources. It must respond to the needs and demands of the other organizations in its environment.

Interdependencies and Linkages: The company has informal symbiotic interdependencies with its customers and suppliers (Hong, 2002). It is developing good reputation. The company prefers long term contracts because it creates stability and it is more informal and independent type of strategic alliances. The company also has informal competitive interdependencies. It prefers third party linkage mechanisms which is a regulatory body that allows organizations to share information and regulate the way they compete.

4.3. Environmental Sensitivity

Opportunities: The company has distinctive name and good reputation. There is also brand loyalty regarding high quality products

Threats: Government regulations, changing environment, decreasing consumer income level relative to crisis and lots of competitors are major threats for the company.

Feedback: data that is collected about the environment is mostly composed of customer feedback because it helps the company to measure customer satisfaction, to analyze its products quality and whether the quality of its product meet the demand or not. Additionally, the company can decide its efficient and effective response time based on this data. This feedback is processed one week later from shipment. Marketing and international trade departments call back the customers and they ask them their complaints or suggesstions about their products. If there is considerable amount of complaints about the products, leaders of each departments come together and try to solve the problem and respond the complaints about the products.

Differentiation and Integration: Instead of R & D Department the company gives importance to Purchasing Department to cope with environment uncertainty. However, the company has similar characteristic both in manufacturing and sales departments such as short time horizon, high formality of structure.

Organic Versus Mechanistic Management Process: The organization is positioned in the middle of Organic and Mechanistic Management Process (Iqbal, Ahmad and Halim, 2020). Employees contribute to the common task of the department. Tasks are adjusted and redefined through employee work. There is strict hierarchy of authority and control but there are few rules. Knowledge and control of the tasks are centralized at the top of organization. However, considering some cases it can be shown that knowledge and control of tasks are located anywhere in the organization. Communication is vertical; but, sometimes it can be horizontal.

5. TECHNICAL SYSTEM ANALYSIS

In terms of Woodward's Technical Complexity Theory, the company has large batch and mass production technology which involves producing a steady stream of output (Woodward, 1958). Technical complexity is medium level. Production of components in large batches subsequently assembled diversely. There is an assembly line. Whole thing happens in a large plant. People who are assembling cannot be seen, and there is integrated systems mechanism (Schmiedbauer and Biedermann, 2020). The company has a few labor pool while it has many managers.

Based on Perrow's Task Variability & Analyzability Theory the company has routine manufacturing which is characterized by low task variability and high task analyzability (Perrow, 1967). But regarding hierarchy there is no tall hierarchy in the company which is opposed to routine manufacturing characteristics (Haerem, 2002). There are centralized and mechanistic structure, high standardization and high formalization in the company. Employees perform clearly defined tasks. Work process is programmed and standardized.

According to Thompson's Task Interdependence &Technology Theory the company has sequential (assembly line) form of interdependence (Thompson, 2017). The company demands on

medium communication and there is medium level decision making across units. Considering type of coordination required, plans, schedules and feedback play highly important role for the company (Goodhue and Thompson, 1995). Locating units close together has medium level priority. In other words, each part of the organization can contribute together to get better performance from whole organization units.

6. ORGANIZATION STRUCTURE AND DESIGN

Formalization: The company promotes more formal and impersonal modes of behavior. There is standardization in the company which allows reducing need for levels of management in the organizational structure since the rules substitute for direct supervision (Gupta and Chin, 1994).

Centralization: Top managers direct many people and decisions are made mostly by top managers. Managerial supervision is necessary for the organization participants. Authority is not delegated to the lower levels.

Increased Complexity of Span of Control: There are many exponentially relationships in the organization.

Organizational Life Cycle: The company is in the Formalization Stage. It shows bureaucratic characteristics. As structural characteristics, it has formal procedures, division of labor, new specialties added (Lester, Parnell and Carraher, 2003). Considering products, there is a line of products. As a reward and control systems, there are impersonal and formalized systems. The company's goals are internal stability and market expansion. Top management style is charismatic and direction giving. Because of this last characteristic, it can be said that the company shows collectivity stage characteristics (Walsh and Dewar, 1987).

7. ORGANIZATIONAL CULTURE ANALYSIS

There are three levels that affect organizational culture. These are selection, top management, and socialization. At the stage of selection, the top managers who are the founders of the company choose the candidates who fit well into positions according to their experience and education. At the socialization stage, employees are trained in terms of behavior and they learn spontaneously through experiences. The company has institutionalized orientation which makes it collective, formal, sequential, fixed, serial, divestiture. In terms of organizational rites, the company has no activities in both rite of integration and rite of enhancement stages. However, the company has one activity at rite of passage stage. The company gives one month training to its employees before they fire and to its applicants before they are accepted to the job.

CONCLUSION

To sum up, after analyzing the sample flour company it can be concluded that restructuring the organization design as a horizontal design could create better customer value by improving

internal coordination for flour companies. Restructuring the organization design as a horizontal design can create better customer value by improving internal coordination for the flour companies.

Flour companies also could increase coordination and motivation of their employees and could reduce number of defects by using EFQM Excellence Model. By adapting this model to their organizational structure and design; flour companies could reduce their production cost and delivery time to customer. Besides, they could shorten the decision making process. If flour companies could take more risk in their decision making process they could benefit from environmental changes simultaneously. Additionally, a flour company should give importance to manage its shareholders and competitors on its external environment and make realistic market research in order to have market opportunity among its rivals.

On the other hand, one of the limitations of this study is that among organizational theories; it is not clear whether Internal Process Model or Rational Target Model is more suitable for flour producers to reach success.

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Sanal Kaytarma Davranışını Etkileyen Faktörler

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Abstract

The aim of the study is to analyze the factors arising from personal and organizational reasons that affect the cyberloafing behavior of employees working in businesses. In the literature research, information about the factors affecting cyberloafing behavior was collected and evaluated. According to research on the antecedents of cyberloafing; job satisfaction, organizational commitment, organizational justice and organizational climate have been found to affect cyberloafing negatively. On the other hand, it was determined that job performance had a significant effect on cyberloafing behaviors; It is seen that alienation from work also affects cyberloafing behaviors positively. Suggestions were made for further research. It is thought that the findings of the study will contribute to the literature.
Keywords: Cyber-loafing, Behaviour, Antecedents of cyberloafing.

Özet

Bu çalışmada, işletmelerde çalışan iş görenlerin sanal kaytarma davranışını etkileyen kişisel ve örgütsel nedenlerden kaynaklanan faktörlerin analiz edilmesi amaçlanmıştır. Araştırmada mevcut literatür taraması yapılmıştır. Yapılan literatür araştırmasında sanal kaytarma davranışını etkileyen faktörler ile ilgili bilgiler toplanmış ve değerlendirilmiştir. Sanal kaytarmanın öncüllerine ilişkin yapılan araştırmalara göre; iş tatmini, örgütsel bağlılık, örgütsel adalet ve örgüt ikliminin sanal kaytarmayı negatif yönde etkilediği saptanmıştır. Diğer yandan, iş performansının sanal kaytarma davranışları üzerinde anlamlı bir etkiye sahip olduğu tespit edilirken; işe yabancılaşmanın da, sanal kaytarma davranışlarını pozitif yönde etkilediği görülmektedir. Yapılacak araştırmalar için önerilerde bulunulmuştur. Araştırmanın bulgularının literatüre katkı sağlayacağı düşünülmektedir.
Anahtar Sözcükler: Sanal kaytarma, Davranış, Sanal kaytarmanın öncülleri

GİRİŞ

İşletmelerde çalışan iş görenlerin verimli çalışmalarını etkileyen sanal kaytarma davranışının kişisel ve örgütsel nedenlerden kaynaklanan faktörlerin başında gelen teknoloji kullanımı ile hem işletmeler hem de iş görenler açısından maliyetler azalmakta ve etkili bir rekabet ortamı oluşmaktadır. Fakat amacı dışında kullanılan teknoloji, işletmeler açısından iş görenlerin ve işletme kaynaklarının verimli kullanılamamasının yanında ekonomik kayıplara da neden olabilmektedir.

Teknolojik olanakların yaygınlaşması ile iş görenlerin sanal kaytarma davranışında bulunmaları bazı öncüllerden kaynaklanmaktadır. Bu öncüllere ilişkin yapılan araştırmalara göre; iş tatmini, örgütsel bağlılık, örgütsel adalet, örgüt iklimi, iş performansı ve işe yabancılaşma olgularının yer aldığı araştırmada öne çıkmaktadır. Bu bağlamda, çalışanların sanal kaytarma davranışını etkileyen faktörler ile bilgiler toplanılıp değerlendirilmiştir. Sanal kaytarma kavramı ve sanal kaytarma davranışını etkileyen faktörler ile ilgili ulusal ve uluslararası literatürde araştırmaların az olmasından dolayı, araştırma bulgularının ileride

sanal kaytarma öncülleri ve sonuçları üzerinde araştırma yapacak araştırmacılara kılavuzluk ederek ve sunulacak fikirler ile literatüre ve uygulamacılara yararda bulunacağı öngörülmektedir.

Araştırmanın sorusu; İşletmelerdeki iş görenlerin sanal kaytarma davranışını etkileyen faktörler nelerdir? Bu çerçevede araştırmanın amacı, yapılan literatür araştırmasında iş görenlerin sanal kaytarma davranışında bulunmalarına neden olan öncüllerin neler olduğunu belirlemek ve bu öncüllerin iş görenlerin sanal kaytarma davranışında bulunmalarında etki düzeyini tespit ederek, sanal kaytarma davranışını hangi yönde etkilediğini belirlemek amaçlanmaktadır. Bu bağlamda, sanal kaytarma davranışını etkileyen faktörler incelenerek iş görenlere ve işverenlere öneriler sunulmuştur.

LİTERATÜR

1. SANAL KAYTARMA

Sanal kaytarma, işletmenin internet erişiminin çalışanlar tarafından mesai saatleri içerisinde şahsi amaçlar doğrultusunda kullanılması davranışı olarak tanımlanmaktadır (Lim, 2002: 675;Anandarajan ve Simmers, 2004:19; Lim ve Teo, 2005: 1081; Blanchard ve Henle, 2008: 1068; Ahmadi vd., 2011: 105; Liberman vd., 2011: 2192).

Sanal kaytarma, iş görenlerin çalışma alanı içerisinde ve mesai saatleri dahilinde, kasıtlı olarak kurumların imkanlarından faydalanarak, yapmaları gereken iş faaliyetleri dışındaki "online web" faaliyetleridir (Anandarajan ve Simmers, 2004: 19). Diğer tanımıyla sanal kaytarma, iş görenlerin çalışma alanı içerisinde kurumların sağlamış olduğu internet ve e-posta olanaklarını şahsi amaçları için kullanmasıdır (Bock ve Ho, 2009: 124).

Sanal kaytarma (cyberslacking/cyberloafing) çalışma saatleri dahilinde örgütün sunduğu internet ve iletişim teknolojilerinin iş amaçları dışında kullanımını dile getirmektedir (Özkalp vd., 2012; Keklik vd., 2014; Yıldız, Yıldız, 2014; Kaplan, Çetinkaya, 2013; Blanchard, Henle, 2008; Lim, 2002; Keklik vd., 2015).

Örgütsel hedeflere ulaşmak için örgüt tarafından doğrudan kendilerine sunulan internet teknolojisini, iş görenlerin kendi istekleriyle mesai saatleri içerisinde kişisel işlerini yapmak için kullanmalarıdır (Lim, 2002: 677).

Lim (2002: 675)'e göre iş görenin, örgütteki internet bağlantısını ve teknolojik imkanlarını çalışma saatleri içerisinde ve kişisel ihtiyaçlarına yönelik olarak kullanması sanal kaytarmadır. Vitak ve arkadaşlarının (2011: 3) ise, mesai saatlerinde iş dışı internet kullanımı, sanal dengesizlik, iş te şahsi internet kullanımı, internetin amaç dışı kullanımı, işyerinde internette eğlence amaçlı dolaşma ve fazla bilgisayar kullanımı sanal kaytarma olarak tanımlanmaktadır. Kişiye yaratıcılık, esneklik, farklı bakış açıları ve öğrenme alanı sağladığı için tamamen zararlı kabul edilemeyeceği de iddia edilmektedir. Tanımların ortak adı; sanal kaytarma, internetin örgüt içerisinde ve amaç dışı ilgili olmayan konularda ve şahsi amaçlar için kullanılıyor olmasıdır (Blanchard ve Henle, 2008: 1069).

Sanal kaytarma tanımı için; uluslararası literatürde "cy-berslacking", "cyber deviance", "cyberloafing", ve "cyberbludging" gibi ifadelerde kullanılmaktadır (Yıldız vd., 2015:56). Sanal kaytarma, mesai saatlerinde iş dışı internet kullanımı, siber dengesizlik, örgütte kişisel teknoloji kullanımı, teknolojiyi kötüye kullanma, örgütte internette hobi amaçlı gezinme ve amaç dışı bilgisayar kullanımı olarak adlandırılmaktadır (Phillips ve Reddie 2007: 2414; Blanchard ve Henle, 2008: 1069; Ugrin vd. 2007: 76;Blanchard ve Henle, 2008: 1069; Vitak vd., 2011: 1751;).

Uluslararası literatürde sanal kaytarma cyberloafing, cyberslacking, cyberbludging ve cyberdeviancy (Block, 2001; Lavoie ve Pychyl, 2001; Lim, 2002; Blanchard ve Henle, 2008; Kim ve Byrne 2011: 2271; Lim ve Chen, 2012; Askew vd. 2014: 510) gibi isimlerle anılırken, Türkçe yazında sanal kaytarma, siber kaytarma ve siber aylaklık (Kaplan ve Öğüt, 2012; Örücü ve Yıldız, 2014: 100) gibi kavramlarla tanımlanmaktadır.

Sanal kaytarma davranışı ile ilgili yazında farklı sınıflamalar yapılmaktadır. Blanchard ve Henle (2008) sanal kaytarmayı önemsiz ve ciddi sanal kaytarma şeklinde iki türde ele almışlardır. Buna göre önemsiz sanal kaytarma faaliyetleri içerisinde şahsi ileti almak ve yollamak, haber, ekonomi ve spor sayfalarını ziyaret etmek gibi faaliyetler yer alırken; ciddi sanal kaytarma faaliyetleri içerisinde online bahis oynamak, müzik yüklemek ve yetişkin içerikli siteleri gezmek gibi faaliyetler bulunmaktadır (Blanchard ve Henle, 2008: 1070). Mastrangelo vd. (2006) ise sanal kaytarma tiplerini, üretken olmayan/üretkenlik karşıtı ve zarar verici/yıkıcı sanal kaytarma olarak iki şekilde ele almıştır. Sanal kaytarma ile ilgili yapılan farklı sınıflandırmalardan birini Lim (2002) yapmış ve Lim, sanal kaytarma davranışını internette gezinti aktiviteleri ve ileti aktiviteleri şeklinde sınıflandırmıştır. Lim internette gezinti aktiviteleri içerisinde; spor, yatırım ve eğlence sitelerinin gezilmesi gibi faaliyetlerin yer aldığını belirtmiştir. İleti aktiviteleri içerisinde ise iş dışı amaçlı iletilerin kontrol edilmesi, alınması ve gönderilmesi gibi faaliyetlerin bulunduğunu belirtmiştir (Lim, 2002: 685). Anandarajan ile arkadaşları (2004) sanal kaytarmayı; yıkıcı sanal kaytarma, dinlenme veya eğlence amaçlı sanal kaytarma, şahsi öğrenme amaçlı sanal kaytarma ve belirli olmayan sanal kaytarma olmak üzere dört şekilde sınıflandırmıştır. Anandarajan ve arkadaşları yıkıcı sanal kaytarma aktiviteleri içerisinde online bahis oynamak, yetişkin sitelerini ziyaret etmek ve müzik yüklemek gibi faaliyetlerin yer aldığını belirtmişler ve bu faaliyetlerin hem örgütler hem de iş görenler için birçok olumsuz sonuca neden olacağını ifade etmişlerdir. Dinlenme veya eğlence amaçlı sanal kaytarma aktiviteleri içerisinde ise internette amaç dışı gezinmek, hafta sonu için aktiviteler aramak ve satın almak istenilen ürünler hakkında bilgi aramak gibi faaliyetlerin bulunduğunu belirtmişlerdir. Bu tarz sanal kaytarmanın faydasından daha çok risk taşıdığını ileri sürmüşlerdir. Kişisel öğrenme amaçlı sanal kaytarma aktiviteleri içerisinde ise örgüt hakkında bilgi aramak, eğitim/öğretim sınıfları hakkında bilgi almak, meslek örgütlerinin internet sitelerini ziyaret etmek ve güncel olaylar hakkında araştırma yapmak gibi faaliyetlerin olduğunu belirtmişlerdir. Diğer yandan bu tarz sanal kaytarmanın iş görenlerin öğrenme sürecine yardımcı olabileceğini ve verimliliklerine katkı sağlayabileceğini belirtmişlerdir. Son olarak ise belirsiz sanal kaytarma türünün varlığını belirtmişler ve bu sanal kaytarma aktiviteleri içerisinde sohbet odalarında iş görenin şirketini tartışması ve diğer şirketler hakkında bilgi toplaması ve devlete ait internet sitelerine göz atması şeklinde üç tür davranışın olduğunu belirtmişlerdir. Bunun yanında iş görenlerin sohbet odalarında şirketle ilgili yapacağı açıklamaların şirkete zarar verebileceğini dile getirmişlerdir. Yanı sıra bu sanal kaytarmanın rakipler hakkında bilgi kazanılmasında fayda sağlayabileceğini ifade etmişlerdir (Anandarajan vd., 2004: 69-71).

1.1.Sanal Kaytarma Davranışını Etkileyen Faktörler

Literatürdeki araştırma sonuçlarına göre sanal kaytarmanın öncülleri içerisinde birçok faktör bulunmaktadır. Genellikle kişisel ve örgütsel faktörler şeklinde sınıflandırılabilir. Bu bağlamda literatür araştırmaları sanal kaytarma üzerinde etki oluşturan kişisel faktörler içerisinde öz saygının, kontrol odağının, kişilik özelliklerinin ve demografik faktörlerin önemli bir yere sahip olduğu sonucuna ulaşmışlardır (Renaud vd., 2006; Garrett ve Danziger, 2008; Lim ve Teo, 2009; Vitak vd., 2011; Shamsudin vd., 2012: 24; Jia vd., 2013).

Örgütsel değişkenler içerisinde, örgütsel adalet, örgütsel yaptırımlar, iş görenlerin yakından takip edilmesi, stres, işin anlamlılığı, internet kullanım politikası, örgüte bağlılık, örgüte adanmışlık, iş tatmini, iç güdüsel

bağlılık, teknoloji kullanımı konusunda yönetimin katkısı, mesai arkadaşlarının sanal kaytardığı algısı, psikolojik sözleşme gibi faktörlerin belirleyici olduğunu açıklamışlardır (Lim, 2002; Vorobyov, 2005; Zoghbi-Manrique-de-Lara, 2007; Henle ve Blanchard, 2008; Liberman vd., 2011; Kaplan ve Öğüt, 2012; Jia vd., 2013; Kutanis vd., 2014; Ulukapı vd., 2014; Yıldız vd., 2016; Çavuşoğlu ve Palamutçuoğlu, 2017). Bu araştırmada sanal kaytarma faaliyetlerini etkileyen öncüller arasında örgütsel adalet, örgütsel bağlılık, iş tatmini, iş performansı, işe yabancılaşma ve örgüt iklimi ile sınırlandırılmıştır.

1.1.1. Örgütsel Adalet ile Sanal Kaytarma Arasındaki İlişki

Örgütsel adalet, örgüt ile ilişkili adaletin iş görenler açısından nasıl algılandığı ve bu bağlamda iş görenlerin nasıl reaksiyon gösterdiğine dair bir kavramdır (Greenberg, 1990).

Sınıfsal içerikte örgütsel adalet; dağıtım adaleti, işlemsel adalet ve etkileşim adaleti olmak üzere üç şekilde incelenmektedir (Niehoff ve Moorman, 1993). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Kaplan ve Öğüt (2012) Konya şehrinde faaliyet gösteren iki üniversite hastanesinde çalışanlar üzerinde yapmış oldukları araştırmada dağıtım adaleti, işlemsel adalet ve etkileşim adaleti ile önemsiz sanal kaytarma faaliyetleri arasında negatif yönlü ilişki olduğu tespit edilmiştir. Diğer taraftan, işlemsel adalet ve etkileşim adaleti ile önemli sanal kaytarma eylemleri arasında anlamlı bir ilişki olmadığı ortaya konmuştur.

Ahmadi vd. (2011) Tahran şehrinde otomobil departmanında ki iş görenler üzerinde yapmış oldukları araştırmada, dağıtım adaleti ve işlemsel adalet algılamaları ile sanal kaytarma arasında negatif yönlü ilişki olduğunu, bunun yanı sıra etkileşim adaleti ile sanal kaytarma arasında anlamlı bir ilişki olmadığını ortaya çıkarmışlardır. Öbür taraftan dağıtım adaleti, işlemsel adalet ve etkileşim adaletinin sanal kaytarmayı negatif yönlü etkilediği tespit edilmiştir.

Zoghbi (2009) İspanya'da eyalet üniversitesinde iş görenler üzerinde yaptığı araştırmada işlemsel adalet ile sanal kaytarma faaliyeti arasında negatif yönlü ve anlamlı bir ilişki olduğu sonucuna ulaşmıştır.

Blau ve diğerlerinin (2006) tıbbi teknoloji uzmanları üzerinde yapılan araştırmada elde ettikleri bulgular da, teknoloji uzmanlarının adaletsizlik algıladıklarında daha fazla sanal kaytarmada bulundukları tespit edilmiştir.

1.1.2. Örgütsel Bağlılık ile Sanal Kaytarma Arasındaki İlişki

Örgüte bağlılık terimi ilk kez Kahn (1990) tarafından öne sürülmüştür. Örgüte bağlılık, iş görenlerin işlerini yaptıkları sırada kendilerini duygusal ve fiziksel olarak işlerine odaklamalarıdır (Kahn, 1990: 694). Diğer bir tanıma göre örgüte bağlılık çalışanların örgüt amaçları doğrultusunda işleriyle ilgili faaliyetleri etkili ve verimli bir şekilde yerine getirebilmeleri olarak ifade edilmektedir (Schaufeli vd., 2002). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Öztürk ve Çuhadar (2021) Antalya ili merkezinde faaliyet gösteren A grubu seyahat acentesi iş görenleri üzerinde yapılan çalışmada, örgütsel bağlılık algıları ve sanal kaytarma davranışları arasında anlamlı ve negatif yönlü bir ilişki olduğu tespit edilmiştir.

Rahayuningsih ve Putra (2018) tarafından yapılan araştırmada, Endonezya'daki bir üniversitede görev yapan öğretim görevlilerinin örgüte bağlılıklarının sanal kaytarma davranışını negatif yönde etkilediği bulgusuna ulaşılmıştır.

Niaei vd (2014) Kuveyt'te çevre departmanında çalışanlar üzerinde yapılan araştırmada, sanal kaytarma davranışı ile örgütsel bağlılığın bütün boyutları arasında anlamlı bir ilişki olduğu sonucuna ulaşmışlar ve bu ilişkinin negatif yönlü olduğunu belirtmişlerdir.

1.1.3. İş Tatmini ile Sanal Kaytarma Arasındaki İlişki

Latince kökenli "tatmin" kavramı ilk kez 13.yüzyıl'da kullanılmaya başlanmıştır ve "yeterli" anlamındadır (Parker ve Mathews, 2001). Günümüz sanayi anlayışı çerçevesinde ise iş tatmini ifadesi ilk kez 1930 yılında kullanılmaya başlanmıştır. Bu tarih itibariyle de çeşitli araştırmalar yapılmış ve konuyla ilgili yazına yeni ifadeler eklenmiştir (Sevimli ve İşcan, 2005). İş görenler iş yaşamı boyunca, yaptığı işle, çalıştığı örgütle ve çalışma ortamıyla ilgili pek çok tecrübe edinmektedir. Bu tecrübelerde, iş görenlerin gördükleri, yaşadıkları, kazandıkları, sevinçleri ve tasaları bulunmaktadır. Tüm bu deneyim ve duyguların sonucunda çalışanların yaptığı işe ya da çalıştığı örgüte karşı tutumları ortaya çıkmaktadır. İş tatmini bu tutumların genelidir. İş görenin fiziksel ve ruhsal açıdan iyi durumda olmasıdır (Oshagbemi, 2000 akt. Taş, 2011: 120-121). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Cook (2017) yılında Ohio eyaletinde büro çalışanları üzerinde gerçekleştirdiği doktora tezi araştırmasında iş tatmini ve sanal kaytarma davranışı arasındaki ilişkide negatif ve anlamlı bir ilişki tespit etmiştir.

Aghaz ve Sheikh (2016) yılında İran'da bilgi yoğun işletmelerde yaptıkları araştırmalarda iş tatmini (tükenmişliğin) tüm alt boyutları ile sanal kaytarma davranışı arasında güçlü, anlamlı ve olumlu ilişkiler bulmuşlardır. Bunun yanında iş tatmini (tükenmişliğin) sanal kaytarma davranışını artırıcı bir etkisi bulunmaktadır.

1.1.4. Örgüt İklimi ile Sanal Kaytarma Arasındaki İlişki

Örgüt iklimi; "bireylerin tecrübeledikleri olaylara, politikalara, uygulamalara ve süreçlere bağlı olarak paylaştıkları anlamları ve ödüllendirilen, desteklenen ve beklenen davranışları" ifade etmektedir (Ehrhart, Schneider ve Macey, 2013). Bir işletmeyi diğer işletmelerden farklı kılan süreçle birlikte süreklilik sağlayan işletmedeki iş görenlerin davranışlarını etkileyen özellikler dizilimidir (Griffin, 2001:220). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Özkan (2021) yılında İstanbul'da perakende sektöründe faaliyet gösteren bir tekstil firmasının genel müdürlüğüne bağlı çalışanları üzerinde yaptığı araştırmada çalışanların örgüt iklimine dair algılarının, sanal kaytarma davranışları ile ilişkili olması; özellikle örgüt iklimi boyutlarından kısıtlayıcı yönetici davranışına dair algısı yüksek olan çalışanların, önemli sanal kaytarma davranışına başvurmaları negatif bir ilişki tespit edilmiştir.

Bayramoğlu ve Palabıyık (2018) yılında kamuda-özel sektörde üzerinde yaptığı araştırmada özel sektördeki örgüt ikliminin örgüt yapısı, sorumluluk ve örgütsel destek boyutlarının önemli sanal kaytarma davranışını negatif yönde etkilediği bulgusuna ulaşılmıştır.

1.1.5. İş Performansı ile Sanal Kaytarma Arasındaki İlişki

İş performansı, işletmenin amaçlarıyla ilgili tüm fiil ve davranışları kapsamakta (Campbell, 1990) ve hedeflenen amacın gerçekleştirilme derecesi olarak adlandırılmaktadır. İşgörenin iş performansı; görev tanımında bulunan görev ve sorumluluklarının uygunluğu değerlendirilmektedir (Griffin vd., 2007). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Çetin ve Akyelli (2020) yılında İzmir ili ve çevresinde yaşayan ve çalışan bireyler üzerinde yaptığı araştırma da sanal kaytarma ile iş doyumu arasında anlamlı ve pozitif yönlü bir ilişki olduğu bulgusuna varılmıştır.

Özüdoğru ve Yıldırım (2019) yılında Balıkesir ilinde kamu da görevli sağlık çalışanları üzerinde yaptığı araştırmada, iş gören performansı ile sanal kaytarma arasında pozitif ve anlamlı ilişki olduğu tespit edilmiştir.

Kahya (2018) yılında Bayburt Üniversitesinde çalışan öğretim görevlileri üzerinde yaptığı araştırma da sanal kaytarma davranışı ve iş performansı arasındaki bağlantı üzerindeki etkisine bakıldığında ise, önemli sanal kaytarma davranışının iş performansı üzerinde anlamlı bir etkisinin olduğu görülürken, önemsiz sanal

kaytarma davranışının ise iş performansı üzerinde sayısal olarak anlamlı bir etkiye sahip olmadığı görülmüştür.

1.1.6. İşe Yabancılaşma ile Sanal Kaytarma Arasındaki İlişki

İşe yabancılaşma, yapılan örgüt ya da örgüt ortamının genel özelliklerinden kaynaklanan sebeplerle iş görenin yapmış olduğu işe karşı bilinç dışı geliştirdiği ilgisizlik hali olarak tanımlanabilir (Hirschfeld ve Feild, 2000; Michaels vd., 1988). Literatürde bu konu hakkında yer alan bazı araştırmaların sonuçları aşağıda özetlenmiştir.

Altınışık ve Onağ (2021) yılında Ege Bölgesinde yer alan Gençlik Hizmetleri ve Spor İl Müdürlüğüne bağlı olarak çalışanlar üzerinde yapılan araştırma da, sanal kaytarma davranışının işe yabancılaşma davranışı üzerinde pozitif yönde anlamlı bir etkisinin olduğu sonucuna ulaşılmıştır.

Seçkin (2019) yılında Malatya iline bağlı merkez ve bir ilçe belediyesinde idari birimlerde çalışan personel üzerinde yapılan araştırma da, işe yabancılaşmanın önemli sanal kaytarma davranışlarını pozitif yönde etkilediği tespit edilmiştir.

Babadağ (2018) yılında örgüt çalışanları üzerinde yaptığı araştırmalarda işe yabancılaşmanın sanal kaytarmayı pozitif yönde ve anlamlı olarak etkilediği belirlenmiştir.

METODOLOJİ

Bu çalışmada kavramsal bir araştırma yöntemi kullanılmıştır. Çalışmanın temel problemi; İşletmelerde çalışan iş görenlerin sanal kaytarma davranışını etkileyen faktörler nelerdir? sorusudur.

BULGULAR

Araştırmada mevcut literatür taraması yapılmıştır. Yapılan literatür araştırmasında sanal kaytarma davranışını etkileyen faktörler ile ilgili bilgiler toplanmış ve değerlendirilmiştir. Sanal kaytarmanın öncüllerine ilişkin yapılan araştırmalara göre; iş tatmini, örgütsel bağlılık, örgütsel adalet ve örgüt ikliminin sanal kaytarmayı negatif yönde etkilediği saptanmıştır. Diğer yandan, iş performansının sanal kaytarma davranışları üzerinde anlamlı bir etkiye sahip olduğu görülürken; işe yabancılaşmanın da, sanal kaytarma davranışlarını pozitif yönde etkilediği görülmektedir. Benzer şekilde iş görenlerin işe yabancılaşma düzeyi arttıkça, sanal kaytarma davranışlarında da artış olduğu da araştırma sonuçları arasındadır.

SONUÇ

Bu çalışmada sanal kaytarma ve sanal kaytarma davranışını etkileyen faktörler ile ilgili bilgiler toplanmış ve kavramsal çerçeve ile analiz edilmiştir. Araştırma sonuçlarına göre; iş tatmini, örgütsel bağlılık, örgütsel adalet ve örgüt ikliminin sanal kaytarmayı negatif yönde etkilediği saptanmıştır. Yani çalışanların iş tatmini, örgütsel bağlılığı, örgütsel adalet algılamaları ve olumlu örgüt iklimi arttıkça, sanal kaytarma faaliyetlerinin azalacağı ifade edilebilir. Diğer yandan, iş performansının sanal kaytarma davranışları üzerinde anlamlı bir etkiye sahip olduğu görülürken; işe yabancılaşmanın da, sanal kaytarma davranışlarını pozitif yönde etkilediği görülmektedir.

Bu sonuçlardan hareketle örgüt çalışanlarının sanal kaytarma faaliyetlerini azaltmak için örgüt idarecilerinin uygulamalarında objektif ve tarafsız olmaları, eşit bir terfi düzeni oluşturmaları, işbirlikçi yönetim tarzını benimsemeleri ve teknoloji politikalarını geliştirmeleri önerilebilir.

Bu araştırmanın temel sınırlayıcısı literatürde sanal kaytarma kavramı ve sanal kaytarma davranışını etkileyen faktörler ile ilgili ulusal ve uluslararası literatürde araştırmaların az olmasıdır. Dolayısıyla yapılacak olan değerlendirmelerin sonuçları ve araştırma bulgularının ileride sanal kaytarma öncülleri ve neticeleri üzerinde araştırma yapacak araştırmacılara kılavuzluk edecek bulgular sunabilir ve sunulacak fikirler ile literatüre ve uygulayıcılara katkı sağlayacaktır.

İleride bu tür çalışmaların örgütlerin farklı kültürlerde gelişme endeksi tamamlanmış ülkelerde de ele alınarak incelenmesinde yarar bulunmaktadır. Ayrıca iş tatmini, örgütsel bağlılık, örgütsel adalet, örgüt iklimi, iş performansı ve işe yabancılaşma dışındaki sanal kaytarma davranışını etkileyen diğer öncüller ya da kişisel ve örgütsel nedenlerden kaynaklanan faktörlerin sonuçları araştırma konusu olarak ele alınabilir.

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Corporate Sustainability from Employees' Perspective: An Empirical Study in The Turkish Clothing Industry

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Abstract

This study aims to analyze the direct effects of corporate sustainability understanding of enterprises on corporate sustainability performance and indirect effects on variable organizational commitment. In order to collect the data needed within the scope of the quantitative research design, the target audience was determined as the employees of the businesses operating in the fashion and textile sector, where the understanding and practices of sustainable business management are gaining importance with increasing momentum. It is expected that the findings to be obtained as a result of the analyzes will contribute to corporate sustainability as well as provide practical contributions to sustainability practices, which are critical for businesses today.

Keywords: Corporate sustainability, organizational commitment, Corporate Sustainability Performance

Çalışanlar Perspektifinden Kurumsal Sürdürülebilirlik: Türk Giyim Sektöründe Ampirik Bir Çalışma

Özet

Bu çalışma işletmelerin sahip oldukları kurumsal sürdürülebilirlik anlayışının, kurumsal sürdürülebilirlik performansı üzerindeki doğrudan etkisinin yanı sıra örgütsel bağlılık üzerinden dolaylı etkileri de dikkate alarak analizler yapmayı hedeflemektedir. Nicel araştırma tasarımı kapsamında ihtiyaç duyulan verilerin toplanması için hedef kitlesi, sürdürülebilir işletme yönetimi anlayışının ve uygulamalarının artan bir ivme ile önem kazandığı moda ve tekstil sektöründe faaliyet gösteren işletmelerin çalışanları olarak belirlenmiştir. Analizler sonucunda elde edilen bulguların kurumsal sürdürülebilirlik literatürüne katkı

sağlaması yanında, günümüzde işletmeler için kritik önemde olan sürdürülebilirlik uygulamalarına yönelik pratik katkılar sağlaması beklenmektedir.

Anahtar Kelimeler: Kurumsal sürdürülebilirlik, örgütsel bağlılık, Kurumsal Sürdürülebilirlik Performansı

GİRİŞ

Günümüzde her alanda karşımıza çıkan sürdürülebilirlik 1987 yılında Birleşmiş Milletler Brundtland Komisyonu tarafından "var olan ihtiyaçların gelecek nesillerin kendi ihtiyaçlarını karşılamasını engellemeyecek şekilde karşılanması olarak tanımlamıştır." Sürdürülebilirlik konusu hem bireyler hem de şirketler için her geçen gün daha önemli olgu haline gelmektedir (Vatanartıran, 2022). Çünkü küresel boyuttaki sorunlar, doğal kaynakların hızla tükenmesi, yaşam alanlarının geri dönüştürülemez etkiler altında kalması sürdürülebilirliğe bakış açısının ve bu konu hakkındaki duyarlılığının gelişmesine katkı sağlamış, sanayileşmenin yapı taşı olan işletmeleri de çevre ve ekolojik yapıya daha duyarlı hale getirmiştir.

Özellikle çevreye ve ekolojik sisteme zarar veren, doğal kaynaklar üzerinde yıpratıcı etkiye sahip sektörler arasında yer alan moda sektörü üretim aşamasında aşırı su tüketimi ve zararlı kimyasalların kullanılması sebebiyle ön plana çıkmaktadır. Bu sebeple Moda sektöründe sürdürülebilirlik için yapılan çalışmaların ayrı bir önemi bulunmaktadır. Bu sebeple bu konuda yapılan çalışmaların etkisi sürdürülebilirliğin ötesinde firma performansını da etkilemektedir.

Moda sektöründe sürdürülebilirliği artırmak için çok farklı alanlarda çalışmalar yapılmaktadır. Çalışma alanları atıl durumdaki ürünlerin tekrar kullanıma sokulmasından tedarik zincirinde şeffaflığın artırılmasına kadar değişen geniş bir yelpazeyi kapsamaktadır (Moorhouse, 2020). Öne çıkan çalışma alanlarından bir tanesi de moda şirketlerinin kendilerine bağlı çalışanlarla koyduğu sürdürülebilir hedeflere ulaşmasının incelenmesidir (Lorincová ve diğ. 2019). Bu konun ön plana çıkmasının iki önemli sebebi vardır. Birincisi, insan faktörü günümüzde şirketlerin hedeflerini tutturmasındaki en önemli kaynaklardan biridir ve dolayısı ile önemli bir stratejik konu olarak kabul edilmektedir (Amberg ve McGaughey, 2019). Ayrıca, şirket yönetimin çalışanlar üzerindeki etkisi ile pozitif yönde bir gelişme yakalayacağı gerçeği konuya hassasiyeti artırmaktadır. Başka bir deyişle, çalışanların bir işletmenin stratejik, finansal ve sürdürülebilirlik hedeflerinin tutturulmasında önemli bir faktör olduğunu ön plana çıkarmaktadır. İkinci olarak, çalışanların şirkete bağlılıklarının şirket performansı ve hedeflerinin tutturulmasında olumlu bir etkiye sahip olabileceğinin bilinmesidir. Bu kapsamda moda şirketleri sürdürülebilir hedefler koyarsa ve çalışanları örgüte bağlı ise, şirketlerin bu hedeflere ulaşma ihtimali artmaktadır (Paille ve Valeau, 2020).

Kurumsal sürdürülebilirlik uygulamalarının çalışanlar tarafından algılanışı ve çalışanların işletmelerinin kurumsal performansını değerlendirme süreci üzerine sınırlı bir literatür olması bu çalışmanın yürütülmesinin temel motivasyonlarından biridir. Bu çalışmanın amacı işletmelerin sahip oldukları kurumsal sürdürülebilirlik anlayışının, kurumsal sürdürülebilirlik performansı üzerindeki doğrudan etkisinin yanı sıra örgütsel bağlılık üzerinden dolaylı etkisini çalışanlar perspektifinden değerlendirmektir. Çalışanlar perspektifinden iki araştırma sorusunu ele alınmıştır: (1) kurumsal sürdürülebilirlik uygulamaları yürüten moda ve tekstil işletmelerinin çalışanları, işletmelerinin kurumsal sürdürülebilirlik performansını nasıl değerlendirmektedir ve (2) çalışanların örgütsel bağlılık algıları bu değerlendirmede aracılık rolü oynamakta mıdır? Araştırma soruları kapsamında bir model tasarlanmış ve modelde belirtilen değişkenler arası etkiler nicel araştırma tasarımı kapsamında analiz edilmiştir. Analizler için ihtiyaç duyulan veriler,

Türkiye merkezli ayrıca uluslararası pazarda da faaliyet gösteren büyük bir kadın moda ve tekstil markasının çalışanlarının katılımı ile elde edilmiştir. Bu kapsamda çalışmanın bulgularının, kurumsal sürdürülebilirlik uygulamaları ve kurumsal performans arasındaki bağlantıya ışık tutması beklenmektedir.

LİTERATÜR İNCELEMESİ ve HİPOTEZLER

Çevre koruma, adalet ve sosyal adalet konuları hükümetler ve işletme yöneticileri için gün geçtikçe baskısı artan sosyal öncelikler haline gelmektedir (Howard- Grenville, Buckle, Hoskins, ve George, 2014). İşletmeler ekonomik hedeflerinin yanı sıra çevresel ve sosyal hedefler belirlemek ve bunlara ulaşmak üzere örgütsel değişiklikler yapmak üzere çaba harcamaktadır (Roome, 1994). Kurumsal sürdürülebilirlik üzerine yapılan araştırmalar, sürdürülebilirlik stratejilerinin uzun vadeli etkililiğini sağlamada çalışanların destekleyici davranışlarının kritik önemde olduğunu göstermektedir (Daily ve Huang, 2001; del Brío, Fernández ve Junquera, 2007).

Davranışsal bir bakış açısıyla, çevresel ve sosyal hedefleri somutlaştıran kurumsal politikalar ve yönetim uygulamaları, bireysel ve kurumsal beklentileri ve değerleri ilişkilendirip örgütsel bağlılığı motive ederse, çalışanların desteğinin artması beklenir (Aguilera, Rupp, Williams ve Ganapathi, 2007). Bununla birlikte, az sayıda çalışma (Cantor ve diğ. 2012; Raineri ve Paillè, 2016) kurumsal sürdürülebilirlik uygulamalarının çalışanların bağlılığına ve algılarına etkilerini ele almıştır. Perakende sektörü özelinde değerlendirildiğinde yaklaşık son yirmi yıldır, sektör oyuncularının hem tedarikçileri hem de müşterileri etkileyecek şekilde sürdürülebilirlik uygulamaları için örgütsel değişim çabası içinde oldukları görülmektedir. Perakendeciler; tedarikçiler ve tüketiciler arasında bağlantı kurarak sürdürülebilirlik bilincinin yayılması ve tüm değer zinciri boyunca sürdürülebilir uygulamaların benimsenmesine yardımcı olmaktadır. Bu bağlamda çalışanlar, hem ürün ve hizmetlerin sürdürülebilirlik standartlarının sağlanmasında tedarikçilerle işbirliği yaptıkları hem de müşteri deneyimlerini sürdürülebilirliği teşvik edecek şekilde şekillendirdikleri için kritik bir rol oynamaktadır (Lai ve diğ. 2010).

Çalışanların örgütleri ile özleşmesi, örgütlerine bağlılığı ve örgütsel amaçları benimsemesi örgütlerin sürdürülebilirliği açısından kritik bir konudur. Örgütler nitelikli personeli istihdam etme, onların mesleki anlamda gelişimlerini sağlama ve örgütte kalmaları için yoğun çaba sarf etmektedir. Böylelikle örgütler rakiplerine karşı rekabet avantajı elde etmekte ve temel amaçlarını gerçekleştirmeye hizmet etmektedir (Bernardin ve Russell, 2006). Çünkü çalışanların örgütlerine bağlılıklarının artması müşteri memnuniyeti (Setyaningrum, 2017), çalışan verimliliği (Bhatti ve Qureshi, 2007) ve iş tatmini (Eslami ve Gharakhani, 2012) gibi birçok kritik değişkeni pozitif yönde etkilemektedir.

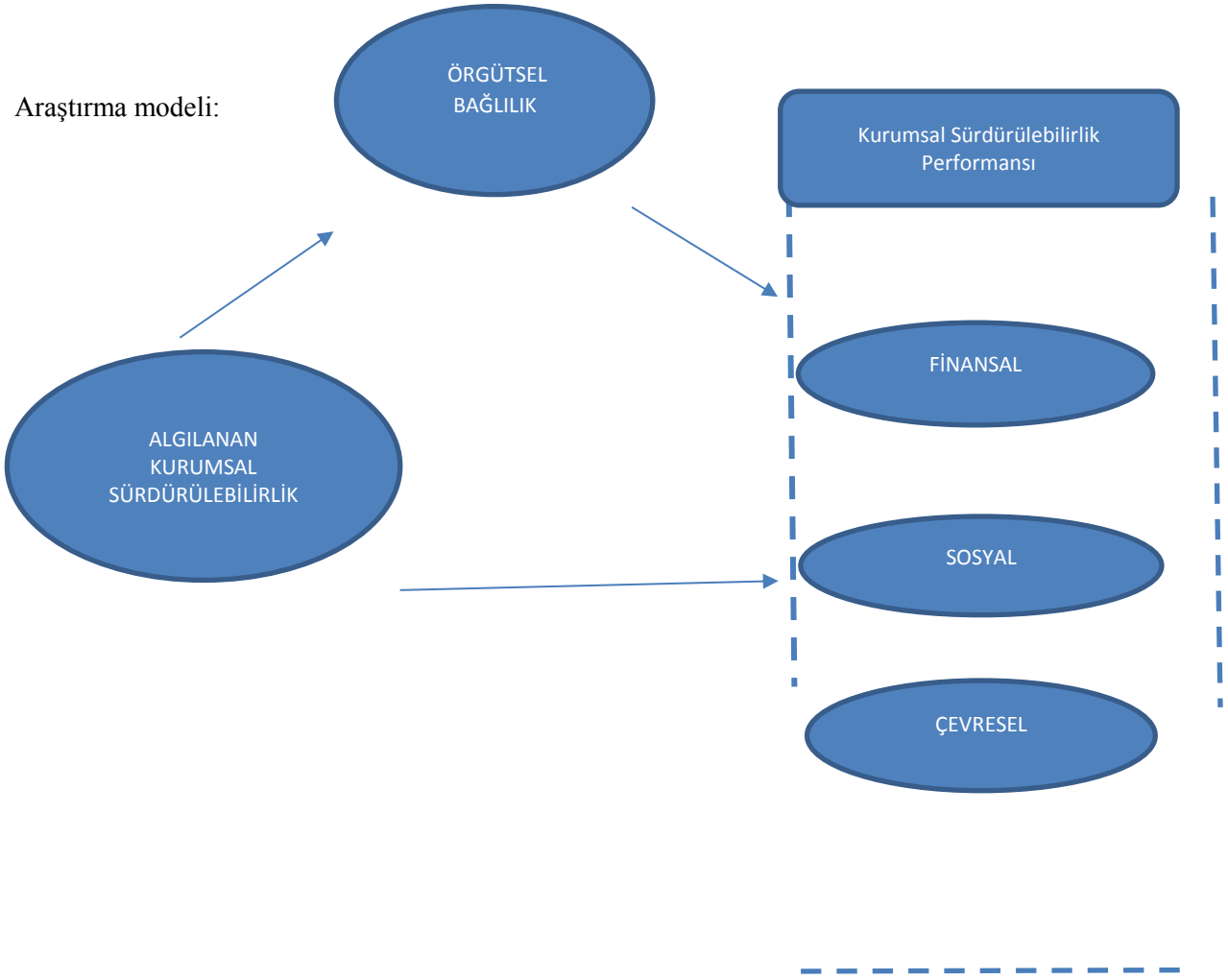
Örgütsel bağlılık uzun zamandır örgütsel psikoloji alanında popülerliğini sürdürmekte olan konulardan biridir. Bunun sebebi ise örgütü ile bütünleşmiş çalışanların örgüte sunduğu doğrudan ve dolaylı katkılardır (Karrasch, 2017). Bundan dolayı örgütlerde çalışanların bağlılıklarını artıcı birçok uygulamaya gidilmektedir (Morrow, 2011). En yalın haliyle örgütsel bağlılık, çalışanların örgütün amaç ve değerlerine inanması, örgütsel süreçlere ilgilenimlerinin artması ve örgütle psikolojik bağ oluşturmasını ifade etmektedir (O'Reilly, 1989). Sosyal kimlik teorisi, çalışanların kurumsal sorumluluk uygulamalarına ilişkin algıları ile örgütsel bağlılık arasında bazı teorik bağlantılar önermektedir (Ashforth ve Mael 1989; Le ve diğ. 2013). Sosyal kimlik teorisine göre, bireylerin görüşleri, çalıştıkları organizasyonlar da dahil olmak üzere sosyal organizasyonlara üyeliklerinden etkilenir. Bireyler, kendilerinin ve gruplarının özelliklerini diğer birey ve gruplarla karşılaştırarak olumlu benlik kavramlarını oluşturmaya veya geliştirmeye çalışırlar.

Olumlu karşılaştırmalar gelişmiş bir benlik kavramına yol açar. Bir kuruluş kurumsal sorumluluk faaliyetlerinde bulunmaya çaba harcarsa, çalışanları böyle bir kuruluşun üyesi olmaktan gurur duyabilir. Çalışanlar, kuruluşlarının bugünlerini ve geleceklerini önemsediğini hissetmeleri muhtemeldir. Çalışanların bir işletmenin etik ilkeleri, değerleri ve sosyal duyarlılığını olumlu yönde değerlendirmeleri durumunda, örgüte yönelik olumlu tutumlar geliştirmeleri beklenir. Bu nedenle, çalışan bağımlılığının şirketin hedeflerinin tutturulmasında önemli bir yeri olabilmektedir.

Örgütlerin kurumsal sosyal sorumluluk faaliyetlerine yer vermeleri tüm paydaşların kuruma yönelik tutumlarını olumlu yönde etkilemeye katkı sunmaktadır. Örgütlerin temel paydaşlarından olan çalışanların da parçası oldukları örgütlerin toplum menfaatini dikkate alan uygulamalarının varlıklarından olumlu yönde etkilenmeleri beklenmektedir. Bu durumda örgütler için kritik bir husus olan çalışan bağlılığının da artmasına hizmet etmesi beklenmektedir. Ayrıca örgütlerin sosyal sorumluluk faaliyetleri diğer paydaşların da kuruma olan algısını olumlu yönde etkilemesi beklenmektedir. Bu durum da örgütlerin kurumsal sürdürülebilirlik performansının artmasına zemin oluşturmaktadır. Sonuç olarak, örgütlerin kurumsal sürdürülebilirlik faaliyetlerinin çalışanların kuruma olan bağlılığını ve örgütsel bağlılıktaki artışın da kurumların sürdürülebilirlik performansını artırması beklenmektedir.

Yukarıda sunulan açıklamalar kapsamında geliştirilen araştırma modeli ve modelde yer alan değişkenler arası etkileri analiz eden hipotezler aşağıda sunulmuştur:

Araştırma modeli:



H1: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal sürdürülebilirlik performansını pozitif yönde etkilemektedir.

H1a: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri finansal sürdürülebilirlik performansını pozitif yönde etkilemektedir.

H1b: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal sosyal sürdürülebilirlik performansını pozitif yönde etkilemektedir.

H1c: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal çevresel sürdürülebilirlik performansını pozitif yönde etkilemektedir.

H2: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri örgütsel bağlılığı pozitif yönde etkilemektedir.

H3: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal sürdürülebilirlik performansı ilişkisinde örgütsel bağlılık aracılık rolü görmektedir.

H3a: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal finansal sürdürülebilirlik performansı ilişkisinde örgütsel bağlılık aracılık rolü görmektedir.

H3b: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal sosyal sürdürülebilirlik performansı ilişkisinde örgütsel bağlılık aracılık rolü görmektedir.

H3c: Çalışanlar tarafından algılanan kurumsal sürdürülebilirlik faaliyetleri kurumsal çevresel sürdürülebilirlik performansı ilişkisinde örgütsel bağlılık aracılık rolü görmektedir.

YÖNTEM, ANALİZ VE BULGULAR

Çalışmanın amacı çerçevesinde ortaya konan araştırma modelinde sunulan etkileri test etmek üzere geniş bir veri setine ihtiyaç duyulduğundan nicel araştırma türü tercih edilmiştir. Keşfedici araştırma tasarımı kapsamında belirlenen hipotezleri test etmek üzere gerekli verileri toplamak için anket formu kullanılmıştır. Anket formu online olarak tasarlanmış, soruların yer aldığı web adresi araştırmaya katılmaya gönüllü olan katılımcılarla paylaşılmıştır.

Çalışmanın genel evreni;Türkiye'de moda ve tekstil sektöründe faaliyet gösteren ve kurumsal sürdürülebilirlik anlayışı çerçevesinde faaliyetler yürüten işletmelerin çalışanları olarak tanımlanmıştır. Araştırma evrenini Türkiye'de ve yurtdışında mağazaları bulunan, kadın moda ve tekstil ürünleri üreticisi aynı zamanda perakende olarak satışı yapan tanınmış bir markanın çalışanları oluşturmaktadır.

Araştırma modelini test etmek ve ön bulguları değerlendirmek üzere küçük bir örneklem ile analizler yapılmıştır. Örnek büyüklüğü 82 katılımcıdan oluşmaktadır. Veri toplama süreci 2022 Ekim ayı boyunca devam etmiştir. Anket formunda yer alan ölçekler literatür incelemesi sonrasında araştırma modelinde yer alan değişkenler çerçevesinde belirlenmiştir. Anket formu iki bölümden oluşmaktadır. İlk bölümde araştırma değişkenlerini ölçmeye yönelik ifadeler, 5 noktalı Likert ölçeği ile sorulmuştur. İkinci bölümde sektör çalışanlarının demografik özellikleri ile ilgili sorular yer almaktadır. Katılımcıların "kurumsal sürdürülebilirlik" algılarını ölçmek üzere Yang ve Jang (2020) tarafından kullanılan ölçek, "örgütsel bağlılık" değişkenini ölçmek için, Raineri ve Paille (2016) kullandığı ölçek, araştırmanın bağımlı değişkenlerinden "kurumsal sürdürülebilirlik performansını" ölçmek üzere Lee ve Ha-Brookshire (2017)'nin kullandığı ölçek kullanılmıştır. Ölçeklerin çevirisinde çeviri-tersine çeviri yöntemi kullanılmıştır. Analizler SPSS programı kullanılarak uygulanmıştır.

Katılımcıların demografik özellikleri ile ilgili tanımlayıcı istatistikler aşağıda özetlenmiştir. Cinsiyet değişkeni incelendiğinde cevap verenlerin % 49'u kadın, % 51'ı erkeklerden oluşmaktadır. Katılımcıların % 35'i satın alma,% 25 pazarlama, % 21'ı üretim, % 19'u lojistik bölümlerinde görev almaktadır. İş deneyimleri açısından bakıldığında katılımcıların % 38'i 1-5 yıl arası, % 21'sı 5-10 yıl, % 15i ise 11 yıl ve üzeri deneyime sahiptir.

Analizler ve Bulgular

Araştırma hipotezlerini test etmek üzere elde edilen verilerin analizlere uygunluğunu görmek için parametrik testlere elverişli olup olmadıkları incelenmiştir. Bu kapsamda normal dağılıma uygunluk, basıklık çarpıklık değerleri ve değişkenler arasındaki korelasyonlar değerlendirilmiştir. Çarpıklık ve basıklık değerlerinin -1.5 ile +1.5 yer aldığı (Tabachnick and Fidell, 2013) ve VIF değerleri 10'dan küçük olduğu için değişkenler arasında çoklu bağıntı problemi olmadığı görülmüştür. Ayrıca ölçeklerin Cronbach alfa değerleri incelenerek güvenirlilik açısından durumu belirlenmiştir. İlgili değer ,088 ile ,90 arasında değiştiği için verilerin analizlere uygun olduğu anlaşılmıştır.

Araştırma modelinde yer alan doğrudan etkileri ve aracılık etkisini analiz etmek için Baron ve Kenny (1986) yaklaşımı benimsenmiştir. Baron ve Kenny'e (1986) göre; aracılık modeli olduğu öne sürülen bir model sırasıyla ve birbiri ardına belirlenmiş adımlarda yer alan koşulları karşılıyor ise aracı değişken olarak tanımlanmaktadır. Buna göre sırasıyla:

1. bağımsız değişken bağımlı değişkeni yordamalıdır (c yolu).

2. bağımsız değişken aracı değişkeni anlamlı olarak yordamalıdır

3. bağımsız ve aracı değişken birlikte analize dahil edildiğinde, aracı değişken bağımlı değişkeni yordamalıdır. Bağımsız değişken bağımlı değişkeni yordamıyorsa tam aracılık, bağımsız ve bağımlı değişken arasındaki ilişkide azalama varsa kısmi aracılık ilişkisi olduğu sonucuna varılır.

Yukarıdaki açıklamalar kapsamında öncelikle ölçeklerde yer alan ifadelerin aritmetik ortalamaları alınmış ardından, Baron ve Kenny'nin önerdiği süreç izlenerek ilgili regresyon analizleri yapılmıştır. Analiz sonuçlarını gösteren özet tablo aşağıda sunulmuştur:

Tablo 1. Aracılık Etkisi Regresyon Analizi Bulguları

	Modeller **Bağımlı Değişken:** Çevresel Performans	**Modeller** **Bağımlı Değişken:** Finansal Performans	**Modeller** **Bağımlı Değişken** Sosyal Performans
Bağımsız Değişken: Kurumsal Sürdürülebilirlik Algısı	,685*	,458*	-
R^2	,460*	,196*	-
	Bağımlı Değişken: Örgütsel Bağlılık		
Bağımsız Değişken: Kurumsal Sürdürülebilirlik Algısı	,322*		
R^2	,104		
	Bağımlı Değişken: Çevresel Performans	**Bağımlı Değişken:** Finansal Performans	**Bağımlı Değişken** Sosyal Performans
Bağımsız Değişkenler: Kurumsal Sürdürülebilirlik A Yeşil Örgütsel Bağlılık	 ,614* ,222*	 - -	 - -
R^2	,496		

*Not: *p<.05*

Analiz bulguları kapsamında araştırma hipotezlerinin sonuçları değerlendirildiğinde H1a, H1b ve H2 hipotezlerinin kabul edildiği görülmektedir. Çalışanların işletmenin kurumsal sürdürülebilirlik faaliyetlerine yönelik algıları işletmenin çevresel ve finansal performans değerlendirmesini olumlu yönde etkilemektedir (H1a ve H1B). Ayrıca çalışanların örgütsel bağlılıklarını da olumlu yönde etkilemektedir (H2). Aracılık testi ile ilgili olarak sadece H3a hipotezi kabul edilmiştir. Çalışanların kurumsal sürdürülebilirlik faaliyetlerine yönelik algılamaları ve çevresel performans ilişkisinde örgütsel bağlılık kısmi aracılık etkisine sahiptir (H3c).

TARTIŞMA VE SONUÇ

Sürdürülebilirlik, kurumların sadece sosyal ve çevresel sorumluluk almak için değil, aynı zamanda karlılıklarını başarılı bir şekilde artırmak için takip etmeleri gereken önemli bir olgu haline gelmiştir. Pazarlama kapsamında sürdürülebilirlik odaklı araştırmalar genellikle tüketicilerin işletmeler tarafından yürütülen belirli sürdürülebilirlik odaklı stratejik faaliyetlere veya ürünlere tepkilerini incelemektedir. Ancak işletmelerde sürdürülebilirlik faaliyetlerini yürütecek olan çalışanların bu konudaki algıları ve tutumları sürdürülebilirlik performansı üzerine doğrudan bir role sahiptir.

Moda ve tekstil sektöründe faaliyet gösteren işletmeler küresel iklim değişikliği ve çevresel olumsuz etkileri konusunda başrolde görünen bir konumda oldukları için çevre aktivistleri, tüketiciler ve kamu otoriteleri tarafından yoğun baskı altındadırlar. Söz konusu sektörde faaliyet gösteren işletmeler ve markalar çevresel sürdürülebilirliğe ve yeşil yönetime azami dikkat göstermelerini gerektiren sorumluluklarla

karşılaşmaktadır. İşletmelerin kurumsal sürdürülebilirlik faaliyetleri geliştirmeleri, pazarda varlıklarını korumaları açısından kaçınılmaz görünmektedir. İşletme çalışanları çevreci ve sosyal sorumlu faaliyetlerin hayata geçirilmesinde kilit bir role sahiptir. Bu kapsamda, çalışanların örgütün sürdürülebilirlik anlayışına uyumu ve desteğinin sağlanmasında aracılık rolü üstlenebilecek değişkenlerin neler olabileceği ile ilgili ampirik çalışmaların uygulamacılara ve literatüre katkı sağlaması beklenmektedir. Bu çalışmada, kurumsal sürdürülebilirlik faaliyetlerinde bulunan moda işletmelerinin çalışanlarının örgütsel bağlılıklarının kurumsal performans üzerindeki etkisi bir aracılık modeli ile analiz edilmiştir. Sürdürülebilir kurumsal performans çevresel, sosyal ve finansal performans olmak üzere üç boyutta detaylandırılarak analiz edilmiştir. Araştırmanın bulguları söz konusu üç alt boyuttan yalnızca çevresel performans boyutu bağlamında örgütsel bağlılığın aracı rolü üstlendiğini göstermektedir. Bu kapsamda yönetimin, çalışanların çevreci örgütsel bağlılığına yönelik çabalarının olumlu karşılık bulduğu ve bu tür faaliyetlerin arttırılmasının firma performansına olumlu yönde katkı sağladığı söylenebilir.

Bu çalışma keşfedici araştırma tasarımı kapsamında küçük bir örneklem ile yürütülmüştür. Veri toplama süreci devam etmektedir. Örneklem arzu edilen büyüklüğe ulaştığında daha detaylı analizlerle çalışmanın geliştirilmesi planlanmaktadır. Küresel iklim krizi kapsamında işletme dünyasının geleceği değerlendirildiğinde sürdürülebilirlik faaliyetlerinin ve bu alandaki araştırmaların önemi görülmektedir. Bu kapsamda çalışanların örgütün sürdürülebilirlik anlayışına uyumu ve desteğinin sağlanmasında etkisi olacak değişkenlerin neler olabileceği ile ilgili ampirik çalışmaların uygulamacılara ve literatüre katkı sağlaması beklenmektedir.

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The Impact of Lean Supply Chain, Green Logistics and Environmental Impacts on Organizational Performance

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Abstract

It is not enough for an industrial company to apply all the features of lean production in its own business. Especially in businesses where a significant part of product costs are taken from suppliers, the same methods and principles should be applied to suppliers. Otherwise, the expected gain and benefit from lean production will not be realized as expected. Green logistics, on the other hand, seeks ways to minimize the environmental damage of logistics. In this context, green logistics focuses on energy efficiency, reduction of emissions, recycling and reuse. The aim of all companies is to make money and attaches importance to the image of the company. The existence and continuous updating of this information is a must in order for businesses to evaluate the opportunities offered by the environment and to minimize the threats. The business environment is any factor that has the potential to affect some or all of the business activities. In this context, the effects of independent and intermediary variables on organizational performance in research logistics companies are examined. The research was carried out by collecting data from logistics companies located in Istanbul. Analyzes were made using the smartpls program. As a result of the analyzes, it is supported by hypotheses that lean supply chain, green logistics practices and environmental effects are effective on Organizational Performance.

Keywords: Lean supply chain, Green logistics practices, Environment impacts, Organizational performance

Özet

Bir şirketin kendi uygulamalarında sadece yalın tedarik zincirine önem vermesi yeterli olmamaktadır. Aynı zamanda tedarikçileri de doğru tercih etmesi gerekmektedir. Özellikle de tedarikçilerden alınan ürünlerin maliyetinin iyi hesaplanması ve kaliteden de ödün verilmemesi gerekmektedir. Yeşil lojistik ise, şirketlerin maruz kalabileceği çevresel etkenlerden kaynaklı zararları minimum seviyede tutmanın yollarını aramaktır. Tüm şirketlerin amacı imajlarını kuvvetlendirmek ve para kazanmak olduğundan dolayı geri dönüşüme ve yeniden kullanıma önem vermekle birlikte emisyon salanımı azaltmaya ve enerji verimliliğine de önem vermeleri gerekmektedir. İşletmelerin çevrenin sunduğu olanakları değerlendirmesi ve tehditleri en aza indirebilmesi için bu bilginin varlığı ve sürekli güncellenmesi bir zorunluluktur. İşletme çevresi işletme

faaliyetlerinin bir bölümünü ya da bütününü etkileme potansiyeline sahip tüm faktörlerdir. Bu kapsamda araştırma lojistik şirketlerinde örgürsel performans üzerindeki bağımsız ve aracı değişkenlerin etkileri incelenmektedir. Araştırma merkezleri İstanbul'da bulunan lojistik şirketlerinden veriler toplanarak yapılmıştır. Analizler SmartPLS 4 programı kullanarak gerçekleştirilmiştir. Analizler sonucunda yalın tedarik zinciri, yeşil lojistik uygulamaları ve çevresel etkilerin Örgütsel Performans üzerinde etkili olduğu hipotezlerle desteklenmektedir.

Anahtar Kelimeler: Yalın tedarik zinciri, Yeşil lojistik uygulamaları, Çevresel etkiler, Örgütsel performans.

Introduction

Changes in economic and social life areas have created an insatiable and fast consumption phenomenon. Environmental pollutants have increased and the whole world has entered into a new struggle with these pollutants. Green/environmentally friendly logistics focuses on low carbon emission activities for a sustainable economy as the logistics arm of the fight against pollution. In this context, green logistics plays a key role for a sustainable future. With the increase in the level of environmental awareness of consumers after 1980, attention was drawn to the negative traces of logistics activities on nature. In the mid-1980s, green logistics and related concepts began to be mentioned for the first time. Green logistics is considered as the whole of green product design, green procurement, green manufacturing, green packaging and green distribution activities (Seroka-Stolka & Ociepa-Kubicka, 2019). The way businesses shape their management understanding and business processes with a green perspective emerged in the 1990s and reached international dimensions in the 2000s. With the attention of environmental issues, conscious consumers have demanded green. All the developments experienced today have brought the concept of green consumer satisfaction. Green consumer satisfaction is the satisfaction obtained by eliminating the concerns of the customers about the environment and meeting their needs and wishes. Green customer loyalty, on the other hand, is expressed as the decision to maintain the relationship between the company and the customer, which has adopted green management, and the bond / determination to purchase the same product / service from the same place in the future (Dixit et al., 2019). Investments made by companies in green are perceived as cost-increasing in the short run, and in the long run, it has an increasing effect on the performance, competitiveness and profit of the business (Nai-Jen & Cher-Min, 2010). A business's implementation of green logistics activities by adopting a green perspective will ensure that it is in compliance with the law and will reduce its damage to the environment to a minimum, as well as reduce costs due to efficiency in resource use, and will provide competitive power as it will be in innovation by differentiating from its competitors. Every organization interacts with its environment. The environment in which the business operates not only presents the necessary conditions and opportunities for the existence of the enterprise, but also contains the elements that threaten the existence of the enterprise. For this reason, managers need information about the environment in which businesses are located and that this information is constantly updated. In this context, the research examines the effects of lean supply chain, environment impacts and green logistics practices on organizational performance in logistics companies.

Literature

Environment impacts

The general environment includes the conditions and factors that indirectly affect the activities of the enterprise and therefore its performance, while the business environment includes the conditions and elements that affect every process of the business activities. From this, it can be argued that the environment, in the context of business activities, has a function beyond simply the environment in which inputs are obtained and outputs are presented. On the other hand, the influence between the enterprise and the environment is not unidirectional; While the environment affects the business activities and outputs, the activities and outputs of the business also affect the environment. This means that causality is bidirectional (Ülgen & Mirze, 2010). The external environment can also be divided into the sectoral environment and the general environment in the context of the technical definition of the business activity and the product it produces. From here, the external environment can be defined as a kind of upper system that includes the environment outside the boundaries of the enterprise and includes various components that can directly or indirectly affect the enterprise (Analoui & Karami, 2002). The general environment of the enterprise has an indirect effect on the defined activities of the enterprise, but is binding in the sense that it determines the boundaries of the enterprise's activities. Thus, for businesses, the general environment constitutes the source of information outside of business information. For this reason, businesses collect information about their general environment in order to learn about their general environment and to monitor developments. The hypotheses tested in this context are:

H1: Environment impacts Organizational Performance in logistics companies.

H7: There is a mediation variable effect of Environment impacts between Lean supply chain and Organizational Performance in logistics companies.

Green Logistics Practices

While logistics is defined as a concept that expresses the transfer of goods and information and their distribution in this process, green logistics; It was emphasized that he expressed his opinion on how the environmental effects of the logistics process can be reduced and how to switch to greener transportation models (Agyabeng-Mensah & Tang, 2021). Green logistics activities aim to make money by keeping operating costs to a minimum and making use of environmentally friendly material options (Baah et al., 2020). According to Shrivastava (1996), one of the reasons for businesses to switch to green logistics is that consumers demand that their products and packaging be more environmentally friendly. It is stated that some consumers are willing to pay higher prices for environmentally friendly products and continue to be informed about concepts such as recycling, disposal of products (Sajid et al., 2021). The hypotheses tested in this context are:

H2: Green Logistics Practices affect Organizational Performance in logistics companies.

H6: There is a mediation effect of Green Logistics Practices between Lean supply chain and Organizational Performance in logistics companies.

Lean supply chain

Extending lean thinking across the supply chain is essential to establishing a successful value stream and enabling the analytical business cycle that supports continuous improvement (Núñez-Merino et al., 2020). Lean supply chain management is based on minimizing non-value-added activities within the supply chain process and minimizing or even eliminating waste. Although lean manufacturing focuses on the prevention

of waste and waste on a company basis, it is aimed to reduce costs and delivery times as well as reducing waste and waste for all members of the lean supply chain network (Reyes et al., 2021). Features such as lean supply chain, cooperation, coordination, future-oriented, bilateral supply networks, reduced costs and waste, more flexible production, minimized stocks bring simplicity to supply chain management and reveal their differences from the traditional supply chain (Nimeh et al., 2018).). The hypotheses tested in this context are:

H3: Lean supply chain affects Environment impacts in logistics companies.

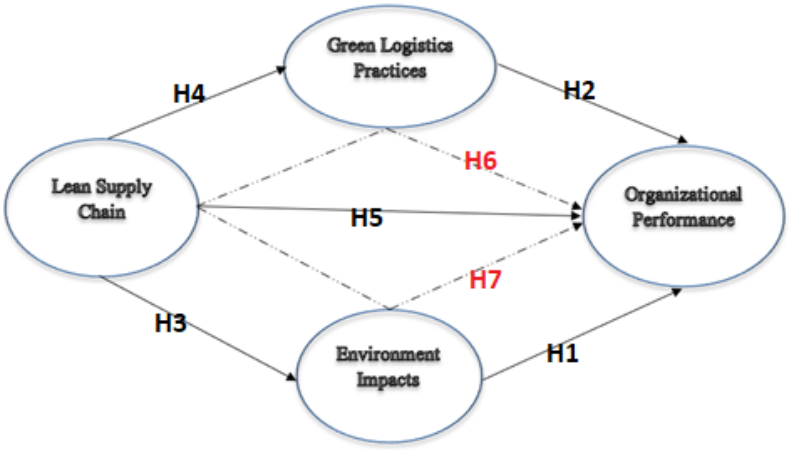
H4: Lean supply chain influences Green Logistics Practices in logistics companies.

H5: Lean supply chain affects Organizational Performance in logistics companies.

Organizational Performance

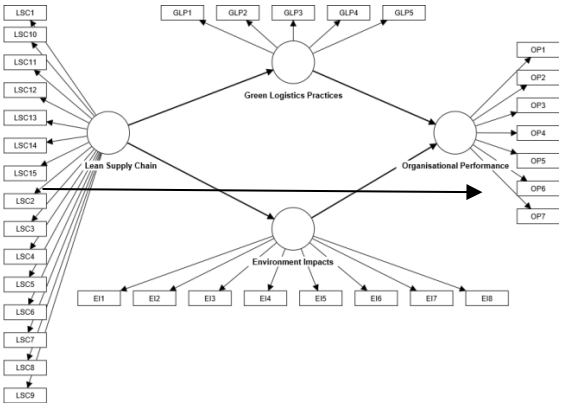
In general terms, performance is a concept that determines the point reached in line with the plans made for a certain purpose, in other words, what has been achieved in terms of quality and quantity (Lee & Choi, 2021). Organizational performance is; It is defined as the degree of fulfillment of the business purpose and tasks based on the results or outputs obtained at the end of a certain period (Gopal et al., 2019). organizational performance for a business; It is a criterion that shows the position of the enterprise, the extent to which the determined goals and objectives have been achieved, its position relative to its competitors, and how it will use its capabilities to increase performance (Khalil et al., 2019). The survival and development of the business; It depends on the evaluation it makes for its environmental, operational and financial performance and the feedback it receives as a result of this evaluation (Sheu & Lo, 2005). The concept of performance is at the center of organizational and managerial theories for businesses. In its simplest terms, organizational performance; refers to the ability of the organization to realize its goals by using its assets efficiently and effectively (Pokuaa-Duah & Nadarajah, 2021). Businesses are founded on the realization of certain goals. All assets, resources, opportunities and activities are directed towards this purpose. At the end of all business activities, certain outputs and results are obtained. The level of realization of the determined goal with the results obtained expresses the efficiency of the enterprise. Organizational performance comes into play at this point and functions as a measure of the effectiveness of the efforts made. In this context, the effects on organizational performance are examined in the research.

Methodology



Şekil 1. Conceptual Research Model

The conceptual model of the study is presented in Figure 1. According to this model, five (H1-H5) direct effect and two (H6-H7) mediation effect hypotheses will be tested. The positive effect is analyzed in all direct effects. For the study, the Lean Supply Chain variable is exogenous, the Green Logistics Practices, Environment Impacts and Organizational Performance variables are endogenous. The Outer model of the study is presented in Figure 2.



Şekil 2. Outer model

In the outer model of the research, the expression structures in the variables are shown. Accordingly, 15 expressions were used for the **Lean Supply Chain** variable and 4 expressions were removed because they showed appropriate factor loads. Five expressions in the **Green Logistics Practices** variable, 7 expressions in the **Organizational Performance** variable, and eight expressions in the **Environment Impacts** variable were included with appropriate factor loads. Statements of the study were taken from the following literature sources: **Lean supply chain (LSC)** scale Moyano-Fuentes et al. (2019) were used by making use of their research. **Green Logistics Practices (GLP)** scale Baah et al. (2020) were used by making use of their research. **Environment Impacts (EI)** scale Tseng et al. (2019) were used by making use of their research. The **Organizational Performance (OP)** scale was used by making use of the research conducted by Rao (2019) and Liu and Lee (2018).

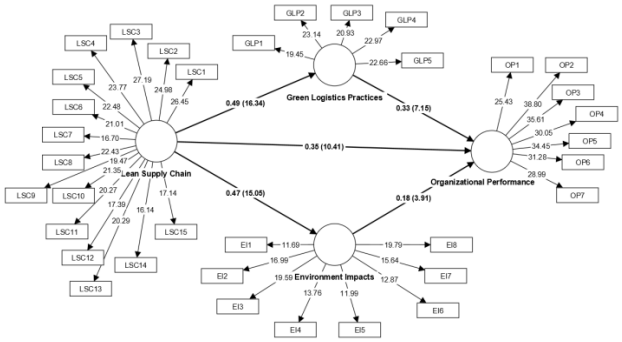
The scale prepared for data collection was used in testing the model. In this scale, there are Gender and Educational status, professional seniority and age questions, while expressions prepared with the Likert

scale (1 Strongly Disagree - 5 Strongly Agree) were used to measure the variables. The study was applied online to the expert employees in the administrative staff of logistics companies with their headquarters in Istanbul. The return rate for the forms sent was 54%, and a total of 852 participants were reached. This size is sufficient for factor analysis and structural equation modelling. The distribution of answers given by the participants to the demographic questions is given in Table 1.

Table 1. Demographic features

Variable	Category	Frequency	Ratio	Variable	Category	Frequency	Percent
Gender	Female	253	0,30	**Education**	Bachelor	698	0,82
	Male	599	0,70		Master	100	0,11
Levels of expertise	1-7 years	103	0,12		Phd	54	0,07
	8-14 years	356	0,42				
	15-21 years	244	0,29	**Age**	Between 25-30	153	0,18
	22 and above	149	0,17		Between 31-36	309	0,36
					Between 37-42	187	0,22
					43 and above	203	0,24

Participation was made on a voluntary basis during the collection of survey data. Thus, involuntary responses were prevented. By providing anonymity, giving sufficient response times and keeping the number of statements/questions asked at a low level, it has been tried to avoid the Common Method Bias problem. Scale statements were translated from English to Turkish and applied under expert control. For the analyses, first of all, the structural results of the scale, reliability and validity values will be presented, and then the hypotheses will be tested. Table 2 and Figure 3 show the load, weight and Variance Inflation Factor (VIF) values of the Factor expressions. At the same time, the values of agreement with the factors of the expressions (t stat.) are also given on both the table and the figure.



Şekil 3. Faktör analizi sonuçları

The values written in the arrows between the variables and the expressions on Figure 3 are the significance t-statistics of the factor loads of the expressions. All of these values are greater than the critical value of 0.05, which is the critical value of 1.96. Therefore, it can be said that the expressions are in a significant relationship with the factors. The values written on the arrows between the two variables are the path

coefficient values and the significance coefficients of these values. These are some of the values that will be used for calculations when presenting hypotheses.

Table 2. Outer Loading/Weight, Inner VIF and Outer Loadings Values

	Item	EI	GLP	LSC	OP		Item	EI	GLP	LSC	OP
Outer Loadings	Item1	0,69	0,66	0,79	0,72	Outer VIF Values	Item1	1,57	1,66	2,54	2,16
	Item2	0,78	0,73	0,71	0,82		Item2	1,41	1,75	2,07	2,83
	Item3	0,76	0,70	0,69	0,80		Item3	1,86	1,90	1,92	2,68
	Item4	0,77	0,71	0,61	0,76		Item4	1,91	1,80	2,25	2,79
	Item5	0,63	0,80	0,67	0,79		Item5	1,68	2,03	2,26	2,72
	Item6	0,66		0,57	0,80		Item6	2,01	1,58	1,90	2,83
	Item7	0,63		0,7	0,75		Item7	2,16		1,99	2,81
	Item8	0,78		0,79			Item8			2,62	
	Item9			0,8			Item9			2,38	
	Item10			0,73			Item10			2,51	
	Item11			0,71			Item11			2,37	
	Item12			0,69			Item12			2,25	
	Item13			0,7			Item13			1,73	
	Item14			0,72			Item14			2,15	
	Item15			0,66			Item15			2,11	
Outer Weights	Item1	0,15	0,23	0,11	0,16	Outer Loadings T Stat.	Item1	11,69	19,45	26,45	25,43
	Item2	0,21	0,26	0,10	0,19		Item2	16,99	23,14	21,35	38,80
	Item3	0,21	0,25	0,09	0,18		Item3	19,59	20,93	20,27	35,61
	Item4	0,17	0,25	0,08	0,17		Item4	13,76	22,97	17,39	30,05
	Item5	0,15	0,28	0,09	0,18		Item5	11,99	22,66	20,29	34,45
	Item6	0,15		0,08	0,18		Item6	12,87		16,14	31,28
	Item7	0,17		0,08	0,17		Item7	15,64		17,14	28,99
	Item8	0,20		0,11			Item8	19,79		24,98	
	Item9			0,11			Item9			27,19	
	Item10			0,10			Item10			23,77	
	Item11			0,10			Item11			22,48	
	Item12			0,09			Item12			21,01	
	Item13			0,08			Item13			16,70	
	Item14			0,10			Item14			22,43	
	Item15			0,09			Item15			19,47	

According to the ones given in Table 2, the EI variable consists of 8 expressions and these expressions have factor loads ranging from (0.63 to 0.78). The GLP variable has 5 expressions (0.66-0.80), the LSC variable

has 15 expressions (0.61-0.79), and the OP variable has 7 (0.72-0.82) expressions. In Table 1, the outer weight values of the expressions are also given. There should be no negative values in these values. Negative weight values indicate that there is a multicollinearity problem between the variables (Ringle & Sarstedt, 2016). When the table is examined, it can be seen that there is no negative weight value. VIF values below 5 indicate that there is no multicollinearity problem in the data set. All Outer VIF values obtained were below 5. Outer Loadings t Statistics values indicate whether expressions have a meaningful relationship with their variables. The fact that the results obtained are greater than 1.96, the two-way test critical value at the 0.05 significance level, indicates that there is a significant relationship between the variables of the expressions.

Reliability and Validity results obtained from the SmartPLS program are given in Table 3.

Table 3. Construct Reliability and Validity Values

	Cronbach's alpha	rho_A	Composite reliability	Average variance extracted (AVE)
EI	0,88	0,89	0,89	0,51
GLP	0,84	0,85	0,84	0,52
LSC	0,94	0,95	0,95	0,50
OP	0,91	0,92	0,91	0,60

Cronbach Alpha, rho_a, composite reliability and Average variance extracted were analyzed as reliability and validity values. Cronbach Alpha and rho_A coefficients above 0.70 are preferred and mean that the scale is a reliable scale. Another reliability value, RHO_A, which is thought to give better results than Cronbach Alpha and is based on factor loadings rather than observed correlations between variables, is interpreted like Cronbach Alpha (Sönmez Çakır, 2020). Composite Reliability (CR) is used for construct validity. Both AVE and CR values are calculated over outer loadings values. In order to argue that the scale is valid, CR values should be above 0.70 and AVE values above 0.50 (Chin, 2010). Also, the CR value of each variable must be greater than the AVE value. When Table 3 is examined, it can be seen that all the calculated values are within the reference ranges. The scale is a reliable and valid scale with these statements.

One of the result values that should be given regarding the structure of the scales is Discriminant validity values. These values show the relationship between the scale expressions and each other. The first compared value was Heterotrait-monotrait ratio (HTMT) values and the results are given in Table 4. HTMT values less than 0.90 indicate that discriminant validity is achieved (Gold et al., 2001). According to the Fornell-Larcker criterion, the numerical value obtained when a factor is compared with itself should be the largest value of the row and column in which it is found.

Table 4. Heterotrait-monotrait ratio and Fornell-Larcker Criterion Values

Heterotrait-monotrait ratio (HTMT)				**Fornell-Larcker Criterion**			
	EI	**GLP**	**LSC**	EI	GLP	LSC	OP
EI				**0,65**			
GLP	0,57			0,58	**0,72**		
LSC	0,46	0,49		0,47	0,49	**0,69**	
OP	0,52	0,60	0,59	0,53	0,61	0,60	**0,78**

The underlined and bold expressions in the Fornell-Larcker column give the value of the criterion. Colorless values of the same column are correlation coefficients between factors. Correlation coefficients were obtained at a reasonable level. High correlation coefficients have a negative effect on discriminant validity. All the analyzes made so far are about whether the data obtained from the scale can be used or not. As a result of the analysis, no problem was observed in the use of the data. The scale has all necessary validity and reliability values in reference intervals.

After this stage, the hypotheses given will be tested and the results will be presented. Path analysis results for H1-H5 hypotheses are given in Table 5. The analysis was made over 5000 units of bootstraping.

Table 5. Path Analysis Results

H	**Path**	**O**	**M**	**STDEV**	**T Stat.**	**P Values**	**Decission**
H1	**EI→OP**	0,18	0,18	0,04	3,91	0,00	**Accept**
H2	**GLP→OP**	0,33	0,33	0,05	7,15	0,00	**Accept**
H3	**LSC→EI**	0,47	0,47	0,03	15,05	0,00	**Accept**
H4	**LSC→ GLP**	0,49	0,49	0,03	16,34	0,00	**Accept**
H5	**LSC→OP**	0,35	0,35	0,03	10,41	0,00	**Accept**

Looking at Table 5, the original (O) Path Coefficient scores of the data and the scores (M) obtained as a result of Bootstrapping are given. When some descriptive statistics and p value values of the original values are examined, it can be seen that all P value values are less than 0.05 and all T statistics are greater than 1.96. Since the paths given with the hypotheses are significant, all hypotheses between H1-H5 were accepted. For the mediation effect, Indirect and Total effect values were checked. The obtained values are given in Table 6.

Table 6. Mediation Effect Results

H	**Path**	**Indirect Effect**	**Total Effect**	**VAF Value**	**T Stat.**	**P value**	**Decission**
H6	**LCS→GLP→OP**	0,16	0,51	0,31	4,31	0,000	**Accept**
H7	**LCS→EI→OP**	0,09	0,43	0,21	8,83	0,000	**Accept**

The mediation effect status of the SCS variable, which is between H6-H7 in Table 5, was tested. Indirect Effect and Total effect values taken from SmartPLS 4 program are given in the table. Considering the P value values, it was found that the effect values were significant at the 0.05 significance level. The Variance accounted for (VAF) value was calculated to measure the magnitude of the effect. This value gives information about the size of the mediation effect (Nitzl & Hirsch, 2016). If VAF value is below 20%, no mediation is mentioned, between 20% and 80% partial mediation and if it is greater than 80%, full mediaton effect is mentioned. Intermediate effect hypotheses have also been accepted.

Discussion and Conclusion

Xu et al. (2018) stated in their research that the choice of green logistics is a necessity of our age. In the content of their research, it is stated that the field evaluation indices for the green logistics area location selection, the factors and subject criteria affecting the logistics area selection are environmentally friendly and sustainable. He et al. (2017) considered sustainability in the logistics center location selection and grouped the criteria in environmental, social and economic dimensions. In this context, it is stated that environmental criteria focus on the impact on the ecological landscape, natural conditions and environmental protection levels. Expanding lean thinking throughout the supply chain is the most logical step towards establishing a successful value stream and enabling the analytics business cycle that supports continuous improvement. The approach aimed at reducing unnecessary costs during the lean process as well as preventing waste in the supply chain process is called the lean supply chain. Accordingly, due to the waste that may occur during the supply chain, the costs and the time spent increase unnecessarily and the quality of the services decreases. This causes the customer to pay more and the waste is billed to the customer (Mahajan & Vakharia, 2016). The lean production system, also known as the Toyota Production system, is a production approach that was first introduced by Taiichi Ohno in Japan and accepted the principle of systematically removing all processes and stages that do not have a value-added contribution (Chiarini et al., 2018). Organizational performance is often confused with concepts such as efficiency, productivity, quality, innovation, and profitability, but organizational performance is not any of these concepts, but a complex interrelationship between these concepts (Gorane & Kant, 2017). Organizational performance is an indicator and measure of how well a business achieves its goals (Lin & Kuo, 2007). The concept of organizational performance, which is the degree of realization of organizational goals, social goals and responsibilities; The structure of the organization, the strategies, the level of knowledge are affected by all organizational factors other than people. Organizational performance is the output of the business system in a given time period or the result of its work. The total performance of the organization towards its activities is expressed as organizational performance.

Appendix 1. Survey Questions

Green Logistics Practices
1. My company uses sustainable transportation methods to reduce CO2 emissions.
2. Reusable and recyclable materials are preferred in my company.
3. In my company, importance is given to the use of ecological materials for inner and outer packaging.
4. In the company I work for, we attach importance to improving the sharing of environmental information throughout our logistics network.
5. In the company where I work, importance is given to the monitoring and evaluation of environmental policies and practices.
Lean supply chain
6. Our supply chain selects suppliers based on their low cost and high quality performance.
7. Our supply chain maintains long, collaborative relationships with suppliers (including operations-level partnerships and joint ventures).
8. Our suppliers are directly involved in any new product development process.
9. Risks and profits are shared in the supply chain.
10. Our supply chain provides frequent feedback to suppliers on their quality and delivery performance.
11. Our supply chain makes joint decisions for cost savings.
12. Our supply chain reduces costs through mass production.
13. Our supply chain maintains a high average utilization rate.
14. Our supply chain uses lean manufacturing techniques (such as pull flow, kanban systems and reduced setup time).
15. Our processes and products are standardized.
16. Production planning studies for confirmed orders and reliable forecasts.
17. Our supply chain aims to shorten lead times without increasing costs.
18. Our supply chain generates high turnover and minimizes inventory.
19. Our supply chain delivers in small batches.
20. Our supply chain makes long-term forecasts of customer demands serving only current market segments.
Environment impact
21. In my company, reverse logistics is performed using Product recovery techniques.
22. In the company where I work, there is cooperation with the Suppliers.
23. In my company, importance is given to the Green packaging system.
24. In the company where I work, the effective use of by-products is given importance.
25. In the company where I work, environmental awareness education is given importance.
26. The concept of environmental protection is dominant in the company I work for.
27. In my company, importance is given to the Green storage system.
28. In my company, importance is given to Green product design.
Organizational Performance:
29. In my company, new market opportunities are given importance.
30. Profit margin is increasing in my company.
31. In the company where I work, importance is given to sales development.
32. The market share of the company I work for is increasing.
33. The on-time delivery rate in my company is quite good compared to the competitors.
34. In the company I work for, customer satisfaction is given importance.

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An Overview of Aviation Safety – An Updated Bibliometric Analysis

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Abstract

This paper aims to explore the existing literature on aviation safety by utilizing the bibliometric analysis method to detect the trajectory and dynamics of the literature. Nine hundred three documents were reached related to the topic from the Web of Science (WoS) database for 1981-2022. The results demonstrate that the nine hundred three papers from four hundred ninety-nine sources have 21231 references. Randall E. Bailey offers the highest contribution to the literature with 16 publications. The Civil Aviation University of China has the highest contribution with 31 papers. The findings also reveal that the Aviation, Space and Environmental Medicine journal has the most citation and h-index. The USA donates the most to the literature, with 546 studies regarding aviation safety.

Keywords: Aviation Safety, Bibliometric Analysis, Web of Science.

Özet

Bu çalışma, havacılık emniyeti literatürünün evrimini ve dinamiklerini tespit etmek için bibliyometrik analiz yöntemini kullanarak havacılık emniyeti ile ilgili mevcut literatürü keşfetmeyi amaçlamaktadır. 1981-2022 yılları için Web of Science (WoS) veri tabanından konuyla ilgili 903 çalışmaya ulaşılmıştır. Sonuçlar, 499 kaynaktaki 903 çalışmanın 21231 referansa sahip olduğunu göstermektedir. Literatüre en yüksek katkıyı 16 yayınla Randall E. Bailey sunmaktadır. Çin Sivil Havacılık Üniversitesi 31 makale ile en yüksek katkıyı sunan kurumdur. Bulgular ayrıca Havacılık, Uzay ve Çevre Tıbbı dergisinin en fazla atıf sayısına ve h-index değerine sahip olduğunu göstermektedir. ABD, havacılık emniyeti ile ilgili 546 çalışma ile literatüre en çok katkı yapan ülkedir.

Anahtar Kelimeler: Havacılık Emniyeti, Bibliyometrik Analiz, Web of Science

Giriş

Hava taşımacılığı 2020 yılında 22 milyon uçuşla 1,8 milyar yolcuya hizmet vermiştir. Pandemi öncesi dönem için 46,8 milyon uçuş ile 4,5 milyar yolcuya hizmet veren hava taşımacılığı sektörü ilgili dönemde dünya nüfusunun yaklaşık olarak %60'ına taşımacılık hizmeti sunmuştur (IATA, 2021). Tahminlere göre 2050 yılına gelindiğinde 10 milyar yolcu bu hizmetten yararlanacaktır (IATA, 2022). Bu rakamlar havacılık

sektörünün ne kadar büyük olduğunun kanıtıdır. Bu nedenle, önemsiz gibi görünen hataların telafisi mümkün olmayan zararlara yol açma potansiyeli olduğundan emniyet, havacılık endüstrisinde birincil önceliktir. Havacılık endüstrisinin tüm bileşenleri için temel bir endişe kaynağı olan emniyet, yalnızca havacılık operasyonları için değil aynı zamanda sağlıklı kalkınma ve sürdürülebilir bir küresel ekonomi için de gereklidir (Netjasov & Janic, 2008; Rios Insua vd., 2019). Ayrıca, bazı alanlarda emniyetle ilgili birçok makalede havacılık emniyetinden esinlenildiği görülmektedir (Stahel, 2008; Gilliland, 2019; Gogalniceanu vd., 2021). Bu bağlamda çalışma, ilgili literatürün gelişimini ve entelektüel iş birliklerini tespit etmek için bibliyometrik analiz yöntemini kullanarak havacılık emniyeti literatürünü keşfetmeyi amaçlamaktadır.

Literatür Taraması

Emniyet için tehdit edici bir rol oynayan insan hatası, birçok kaza ve olayda rol oynamaktadır (Javaux, 2002). Bu nedenle, insanların operasyonel durumlara tepkileri ve havacılık emniyetindeki yeni teknolojik gelişmelerle etkileşimleri gibi konular havacılıkta emniyet yaklaşımının birincil çabalarıdır (Sant'Anna & Hilal, 2021). Latorella & Prabhu (2000), bakım ve denetimde insan hatasını tanımlama, raporlama ve yönetmeye yönelik mevcut stratejileri incelemiştir (Latorella & Prabhu, 2000). Yazarlar, bakım ve sanal çevre sistemi simülasyonunun, insan merkezli eğitim ve otomasyonun geliştirilmesi gerektiğini öne sürmüşlerdir. Ochieng vd. (2003), GPS'in uçaklar için gerekli emniyet seviyesini karşılama yeteneğini incelemiştir (Ochieng vd., 2003). Yazarlar, GNSS1 ve GNSS2 sistemlerine dayalı gelişmiş yaklaşımlar sunmuşlardır. Ek olarak, GPS'in belirli zamanlarda tanınmaması ve bildirilmemesi durumunda emniyet üzerinde potansiyel etkileri olan farklı arızalara karşı hassas olduğunu ifade etmişlerdir. Ji vd. (2011), Çinli pilotların emniyet davranışlarının altında yatan mekanizmaları anlamak için sosyal bilişsel ve kişilik yaklaşımlarını araştırmıştır (Ji vd., 2011). Yaşları 22-46 arasında değişen 118 erkek pilotla anket yapmış ve risk toleransı, algı, tehlike tutumu ve emniyet operasyonu davranışlarını ölçmüşlerdir. Sonuçlar, risk toleransının tehlike tutumlarını etkileyerek dolaylı olarak emniyetli operasyon davranışını etkilediğini göstermektedir. Bununla birlikte, risk algısının risk toleransı ile emniyet arasındaki bağlantı üzerinde önemli ölçüde etkili olduğu belirtilmiştir.

Yöntem

Bibliyometrik analiz, bilimsel bir alandaki araştırma birimleri arasındaki ilişkileri gösteren nicel bir yöntemdir (Ding & Zeng, 2022). Yöntem, performans analizi ve bilim haritalama olmak üzere iki analizden oluşmaktadır. Performans analizi sonucunda, bir birimin üretkenliği ve etki düzeyi elde edilmektedir (Rasul vd., 2022). Bilim haritalama, entelektüel ilişkileri görsel bir şekilde ifade etmek için kullanılmaktadır (Blanco-Zaitegi vd., 2022). Performans analizi ve bilimsel haritalama için sırasıyla Biblioshiny ve VOSviewer yazılımları kullanılmıştır. Veriler, bibliyometrik çalışmalarda sıkça yararlanılan Web of Science Core Collection (WoS) veri tabanından elde edilmiştir. 15 Eylül 2022 tarihi itibariyle başlık (title), özet (abstract), yazarın anahtar kelimesi (author's keyword) ve anahtar kelimeler artı (keywords plus) bölümlerinden oluşan konu sekmesinde tanımlanan "havacılık emniyeti" anahtar kelimesi ile 1981-2022 dönemine ait 1775 makaleye ulaşılmıştır. Makalede sıkça kullanılan kelimeleri temsil eden anahtar kelimeler artı, WoS tarafından oluşturulmaktadır. Makale, bildiri ve kitap bölümü belge türü olarak filtrelenmiş ve 1669 yayına ulaşılmıştır. Konu ile ilgisi olmayan çalışmaların elenebilmesi için ulaşılan tüm çalışmaların başlık, özet ve sonuç kısımları incelenmiştir. Yalnızca İngilizce dilinde yazılmış yayınlar dahil edilmiş ve 903 çalışma ile analiz gerçekleştirilmiştir. En üretken yazarlar, kurumlar ve ülkeler ile en çok atıf sayısına sahip yazarlar, çalışmalar ve dergiler tespit edilmiştir. Performans göstergeleri olarak toplam

atıf sayısı, toplam yayın sayısı ve h-indeksi değerleri belirlenmiştir. Bilim haritalama ile ilgili olarak ortak atıf analizi ve ortak yazarlık analizi yapılmıştır. Ortak atıf analizi bir alanın entelektüel yapısını görselleştirmek için kullanılmaktadır (Tang, 2021). Ortak yazarlık analizi araştırma birimleri arasındaki etkileşimleri sunmaktadır (Jeris vd., 2022).

Sonuçlar

Performans analizi sonuçları

Analize konu olan çalışmalara ilişkin betimleyici istatistikler Tablo 1'de sunulmuştur. Betimleyici sonuçlara göre, 1981-2022 yılları arasında havacılık emniyeti ile ilgili olan 903 çalışmanın 2134 yazar tarafından kaleme alındığı görülmektedir. 499 kaynağın ev sahipliği yaptığı bu çalışmalara toplamda 7864 atıf yapılmıştır. Çalışma başına ortalama atıf sayısı ise 8.7 olarak bulunmuştur.

Tablo 1. Betimleyici istatistikler

Tanım	Değer
Zaman aralığı	1981-2022
Toplam çalışma sayısı	903
Toplam kaynak sayısı	499
Toplam atıf sayısı	7864
Çalışma başına ortalama atıf sayısı	8.7
Yazar sayısı	2134

Tablo 2'de literatüre çalışma sayısı anlamında en çok katkı sağlayan yazarlar derlenmiştir.

Tablo 2. En üretken yazarlar

Yazar	Çalışma sayısı
Bailey RE	16
Kramer LJ	16
Lalis A	15

Tablo 2'de görüldüğü üzere, havacılık emniyeti literatüründe en üretken yazarlar 16 yayın sayısı ile Randall E. Bailey (Bailey RE) ve Lynda J. Kramer (Kramer LJ) olarak belirlenmiştir. Andrej Lališ (Lalis A) 15 yayınla en üretken yazarları takip etmektedir. En üretken ülkeler ve kurumlar Tablo 3'te sunulmaktadır. Sonuçlar, Çin Sivil Havacılık Üniversitesi'nin (Civil Aviat Univ China) 31 çalışma ile en üretken üniversite olduğu göstermektedir. Johns Hopkins Üniversitesi (Johns Hopkins Univ) ve NASA Langley Araştırma

Merkezi (Langley Res Ctr) 27 çalışma ile ikinciliği paylaşmaktadır. Ülkelere ilişkin sonuçlar incelendiğinde 546 çalışma ile ABD ilk sırada iken, 245 yayın ile Çin, 87 yayın ile Avusturalya takip etmektedir.

Tablo 3. En üretken kurumlar ve ülkeler

Kurum	Çalışma sayısı	Ülke	Çalışma sayısı
Civil Aviat Univ China	31	ABD	546
Johns Hopkins Univ	27	Çin	245
Langley Res Ctr	27	Avusturalya	87

Tablo 4'te en çok atıf alan yazarlar ve çalışmalar derlenmiştir.

Table 4. En çok atıf alan yazarlar ve çalışmalar

Yazar	Atıf sayısı	Çalışma sayısı	Atıf sayısı
Wiegmann DA	436	Airline safety measurement using a hybrid model (Liou vd., 2007)	293
Chittaro L	366	Human error analysis of commercial aviation accidents: Application of the human factors analysis and classification system (HFACS) (Wiegmann & Shappell, 2001)	214
Tzeng GH	348	Human Error and Commercial Aviation Accidents: An Analysis Using the Human Factors Analysis and Classification System (Shappell vd., 2007)	203

Sonuçlar, 436 atıf sayısına sahip olan Douglas Wiegmann'ın (Wiegmann DA) en etkili yazar olduğunu göstermektedir. Luca Chittaro (Chittaro L) ise 366 atıf sayısı ile Douglas Wiegmann'dan sonra en etkili yazardır. Liou vd., (2007) tarafından yapılan "Airline safety measurement using a hybrid model" başlıklı çalışma 293 atıf ile havacılık emniyeti literatüründeki en etkili çalışmadır. Bu çalışmayı 214 atıf ile Wiegmann & Shappell (2001) tarafından yazılan "Human error analysis of commercial aviation accidents: Application of the human factors analysis and classification system (HFACS)" başlıklı çalışma takip etmektedir. Literatürdeki en etkili dergiler Tablo 5'te derlenmiştir. Sonuçlar, Havacılık, Uzay ve Çevre Tıbbı (Aviation, Space, and Environmental Medicine) dergisinin hem atıf sayısı hem de h-indeksi değeri anlamında en etkili kaynak olduğunu göstermektedir. Emniyet Bilimi (Safety Science) dergisi atıf sayısı bağlamında 2.sırada olsa da h-indeksi değeri incelendiğinde zirveyi paylaşmaktadır.

Tablo 5. En etkili kaynaklar

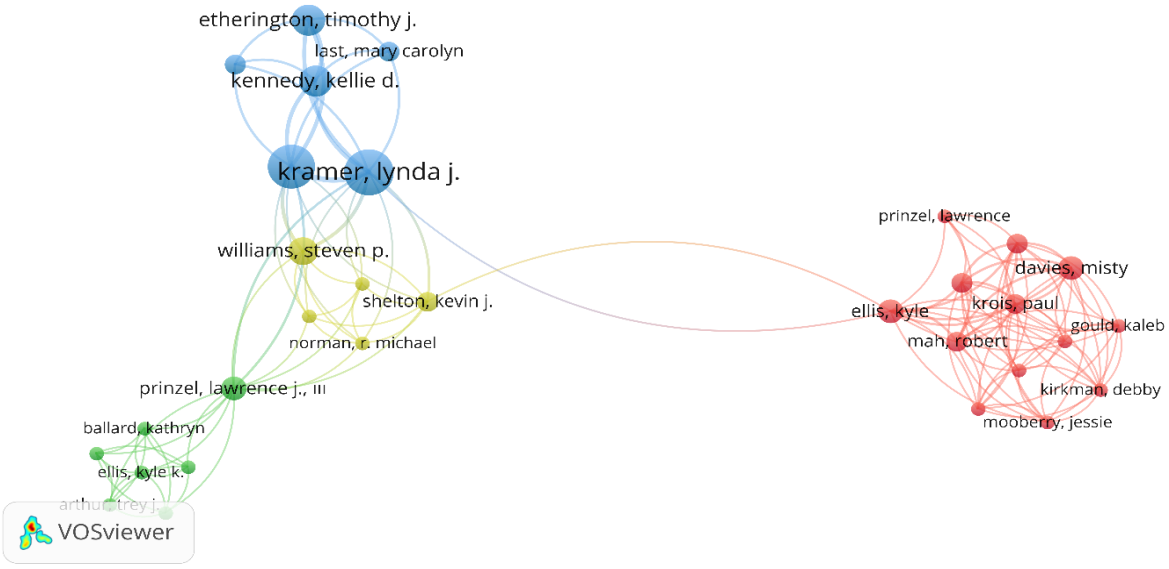
Kaynak	h-indeksi	Atıf sayısı
Aviation Space and Env Medicine*	16	756
Safety Science	16	749
Journal of Air Transport Management	8	493

*Aviation, Space and Environmental Medicine güncel olarak Aerospace Medicine and Human Performance ismiyle yayınlanmaktadır.

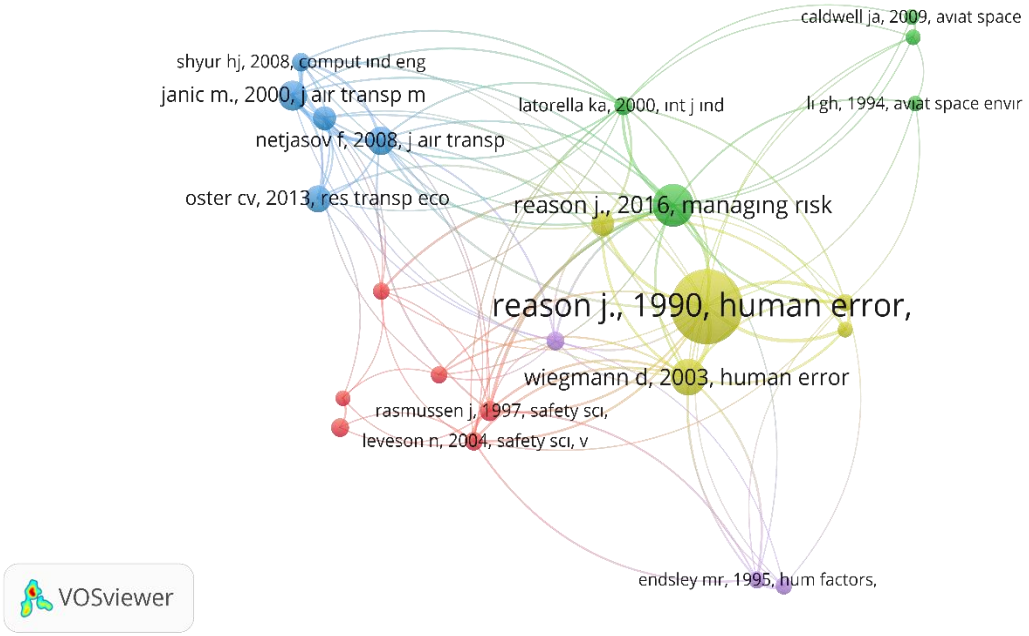
Bilim haritalama analizi sonuçları

Yazarlara ilişkin ortak yazarlık analizi, bir yazarın minimum çalışma sayısı eşik değeri 1 olacak şekilde gerçekleştirilmiştir. Birbiri ile ilişkili 31 yazara ilişkin analiz sonuçları Şekil 1'de sunulmuştur. VOSviewer 4 sınıf oluşturmuştur. 3.grupta bulunan Lynda J. Kramer, 11 yayın ile 4 grup arasında başı çekmektedir. Randall E. Bailey 10 çalışma ile Lynda J. Kramer'i takip etmektedir. 13 yazarı bünyesinde barındıran 1.grup en kalabalık sınıftır.

Şekil 1. Ortak yazarlık analizi



Ortak atıf analizi 10 eşik değeri ile gerçekleştirilmiştir. Bu değeri karşılayan 26 referans olduğu görülmüş ancak anonim olan 2 referans hariç tutulmuştur. 24 referansın oluşturduğu ortak yazarlık analizi sonuçları Şekil 2'de belirtilmiştir. Sonuçlar, Reason tarafından yazılan ve 1990



Şekil 2. Ortak atıf analizi

yılında yayınlanan "Human Error", isimli kitabın 47 atıf ile başı çektiğini göstermektedir. Bu kitabı 27 atıf ile yine James Reason tarafından kaleme alınan ve 2016 yılında yayınlanan "Managing the risks of organizational accidents" başlıklı kitap takip etmektedir.

Sonuç

Bu çalışmada, havacılık emniyeti literatüründeki dinamiklerin belirlenmesi amacıyla 1981-2022 yılları arasında yayınlanan 903 çalışmaya ilişkin bibliyometrik analiz gerçekleştirilmiştir. Randall E. Bailey literatüre en yüksek katkıyı sağlarken, en yüksek atıf Douglas Wiegmann'a aittir. "Airline safety measurement using a hybrid model" başlıklı makale ilgili literatürde en çok atıf alan çalışmadır. Havacılık, Uzay Tıbbı ve İnsan Performansı dergisi atıf sayısı en yüksek kaynaktır. Çin Sivil Havacılık Üniversitesi en üretken kurum olup ülke listesindeki muadili ABD'dir. Li & Guo (2015), "Knowledge Distribution and Text Mining of International Aviation Safety Research" başlıklı makalesinde 1990-2014 döneminde yapılan çalışmalara ilişkin yaptıkları makalede ilgili literatürdeki metin madenciliği konularına odaklanmışlardır (Li & Guo, 2015). Bu çalışmada Li & Guo (2015) tarafından kaleme alınan makaleye ek olarak ortak yazarlık ve ortak atıf analizleri de gerçekleştirilmiştir. Bu bağlamda havacılık emniyeti literatürüne genel bir bakış sunulmaktadır. Çalışmanın kısıtlılığı olarak uçakların yapısal bileşenlerine yönelik yapılan çalışmaların analize dahil edilmemesi söylenebilir. Türkçe alanyazında havacılık emniyetine ilişkin bir bibliyometrik analiz çalışmasına denk gelinmemiştir. Bu anlamda çalışmanın Türkçe

alanyazına ve havacılık emniyeti ile ilgili çalışma yapacak olan akademisyenlere faydalı olacağı düşünülmektedir.

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Determination of Entrepreneurship Tendencies of Students after TÜBİTAK 4004 "Aviation Girls Step into Entrepreneurship" Project

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Abstract

Entrepreneurs support the economic and social growth of countries by creating new jobs, promoting innovation, and increasing competition. The development of information technology have increased entrepreneurship opportunities in recent years and have led to the emergence of new entrepreneurship areas. However, women's access to entrepreneurship opportunities is not as easy as men's. Although there has been an increasing trend in women's entrepreneurship in the last decade, gender equality continues to be a problem in terms of entrepreneurship. Since it is known that entrepreneurship and questioning skills can be developed and learned, although at different levels in everyone, it is important to remove the obstacles in front of girls and to reveal their latent potentials. For this purpose, entrepreneurship training was given to female students studying at aviation high schools within the scope of TÜBİTAK 4004 Education in Nature and Science Camps/Schools Support Programme**.** Especially since the development of these skills at a young age is supported by research that give more effective results, female students studying at the high school were preferred as sample. For this purpose, 30 female students studying at the high school in the field of aviation in Eskisehir were surveyed to reveal the "entrepreneurship tendencies" before and after the TÜBİTAK 4004 project, which lasted for 4 days. When the post-test and pre-test scores of the participants' entrepreneurial tendencies were compared, it was seen that there was a significant difference.

Key Words: Aviation, Entrepreneurship, entrepreneurial tendencies, female students, TÜBİTAK 4004 project.

TÜBİTAK 4004 Havacı Kızlar Girişimciliğe Adım Atıyor Projesi Sonrası Öğrencilerin Girişimcilik Eğilimlerinin Belirlenmesi

Özet

Girişimciler, yeni işler yaratarak, inovasyonu teşvik ederek ve rekabeti artırarak ülkelerin ekonomik ve sosyal yönden büyümelerini desteklemektedir. Bilgi teknolojilerindeki gelişmeler de girişimcilik olanaklarını arttırarak, yeni girişimcilik alanlarının ortaya çıkmasını sağlamıştır. Bununla birlikte kadınların girişimcilik fırsatlarına erişimi erkekler kadar kolay olmamaktadır. Son on yılda kadın girişimciliğinde artan bir eğilim olmakla birlikte, girişimcilik açısından toplumsal cinsiyet eşitliği bir sorun olmaya devam etmektedir. Girişimcilik ve sorgulama becerileri her bireyde farklı düzeyde olmakla birlikte, geliştirilebilir ve öğrenilebilir olduğundan kız çocuklarının bu konuda desteklenmesi ve sahip oldukları gizil potansiyellerini ortaya çıkarmak önemlidir. Bu amaçla, TÜBİTAK 4004 Doğa ve Bilim Okulları Programı kapsamında havacılık lisesinde eğitim gören kız öğrencilerine girişimcilik eğitimleri verilmiştir. Özellikle küçük yaşlarda bu becerilerin geliştirilmesinin daha etkili sonuçlar verdiği araştırmalarda desteklendiğinden hedef kitle olarak lise düzeyinde öğrenim gören kız öğrenciler tercih edilmiştir. Bu amaçla Eskişehir'de havacılık alanında meslek lisesinde öğrenim gören 30 kız öğrenciye 4 günlük bir eğitim verilmiş ve "girişimcilik eğilimlerinin" ortaya çıkarılabilmesi için ön test-son test uygulanmıştır. Katılımcıların girişimcilik eğilimlerinin son test ve ön test puanları karşılaştırıldığında anlamlı bir farklılık olduğu görülmüştür.

Anahtar Kelimeler: Girişimcilik, girişimcilik eğilimleri, havacılık, kız öğrenciler, TÜBİTAK 4004 projesi.

GİRİŞ

Analitik düşünme, inovasyon, aktif öğrenme, problem çözme, analiz ve kritik düşünme becerilerinin yanı sıra girişimcilik de önemli bir 21. Yy becerisi olarak görülmektedir (WEF, 2020). Girişimcilikte üretim faktörlerinin (işgücü, sermaye, hammadde, bilgi vb.) bir araya getirilerek sistemli ve bilinçli olarak mal ve hizmet üretiminin gerçekleştirilmesi gerekmektedir. Toplumda girişimciliğin gelişebilmesi için girişimcilik ekosisteminin içerisine çocukları ve gençleri dahil etmek önemli olmaktadır. Bireylere küçük yaşlardan itibaren, toplumsal sorunlara çözümsel yaklaşımın, yaratıcı düşünmenin, bir iş fikrine sahip olmanın önemi, bir iş fikrini nasıl geliştirebilecekleri ve toplumsal bir gereksinimi karşılayarak bunu nasıl inovasyona dönüştürebilecekleri konusunda farkındalık kazandırılabilir. Bu amaçla bireylerin girişimciliğe yönelik farkındalıklarının erken yaşlarda artırılması, kendi yetkinliklerinin ve girişimcilik ve inovasyon için gerek ulusal gerekse uluslararası olanaklar hakkında bilgi sahibi olarak neler yapabileceklerini örneklerle görmeleri önemlidir. Günümüzde Z kuşağı olarak nitelenen yeni neslin diğer kuşaklara göre farklı özellikleri bulunmaktadır. Gençler gelişen sosyal ve dijital iletişim olanakları, kültürlerarası iletişim olanakları gibi faktörler nedeniyle toplumsal sorunlara duyarlı, bunları çözmek için pasif değil proaktif yaklaşım sergileme niyetinde olmaktadır. Girişimcilik her ne kadar finansal ve risk alma konularını öncelikle akla getirse de bir zihinsel hazır bulunuşluk gerektirir. "Girişimci zihin yapısı" (entrepreneurial mindset) ve "girişimci liderlik", yaratıcılık (McGrath & MacMillan 2000), içsel kontrol ve motivasyon, risk alma davranışı ve enerji seviyesi gibi birtakım yetkinlikler gerektirmektedir (Thomas, & Mueller, 2000). Girişimciliğin içgüdüsel olması öğrenilebilir olduğunu göstermektedir. Bu açıdan erken yaştaki bireylerin girişimciliğe karşı olumlu tutumların kazandırılması oldukça önemlidir. Girişimcilik eğitimi ile içsel

motivasyonu yüksek, kendi kendine iş yapabilme becerisine sahip, standart bilgilerle sınırlı kalmayıp kalıpların dışında düşünebilen, zor durumlarla başa çıkabilen, sorumluluk almaya hazır ve yenilikçi fikirler ortaya koyabilen bireyler yetiştirmek amaçlanmaktadır (Eroğlu, Deveci, & Bayır, 2020). Bu çalışmada kız öğrencilerin girişimcilik eğitimi sonrasında girişimcilik eğilimlerinin ortaya çıkarılması amaçlanmıştır. Tübitak 4004 Doğa ve Bilim Okulları Programı kapsamında meslek lisesi kız öğrencilerine eğitimler verilerek öğrencilerin girişimcilik eğilimleri öntest- son test yapılarak karşılaştırılmıştır.

GİRİŞİMCİLİK EĞİLİMLERİ

Birleşmiş Milletler Sürdürülebilir Kalkınma Amaçlarından beşincisi toplumsal cinsiyet eşitliğine ulaşmak ve kadınların ve kız çocuklarının güçlendirilmesini sağlamaktır. Bu amacın gerçekleştirilmesi için konulan hedef ve performans göstergelerinde ise kadının ekonomik statüsünün güçlendirilmesi ve her kademedeki kadın lider/yönetici sayısının artırılması bulunmaktadır (UN, 2022). Girişimcilik, kadının ekonomik statüsünün güçlendirilmesi ve kadın-erkek fırsat eşitliğine ulaşma açısından da temel araçlardan biridir (Soysal, 2010). Son on yılda kadın girişimciliğinde artan bir eğilim görülmekle birlikte, girişimcilik açısından toplumsal cinsiyet eşitliği bir sorun olmaya devam etmektedir (Shahin, Ilic, Gonsalvez & Whittle, 2021). Örneğin, 2018 yılında Avrupa Birliği'nde serbest meslek sahibi kadınların çalışma oranı %9,6 iken bu pay erkeklerde %16,9'dur. Toplumsal norm ve kalıp yargılar(stereotipler) özellikle kadın girişimciliğinin önünde engel yaratarak kadınların girişimcilik ekosistemine dahil olmalarını engelleyebilmektedir. Genç kadınlar hala kadın egemen meslekleri tercih etmeleri özellikle bilgi teknolojileri ve mühendislik gibi daha fen bilimleri ve teknoloji odaklı çalışma alanlarında güçlü bir cinsiyet ayrımını sürdürmektedir (OECD, 2017). Erkeklerle aynı alanlardan mezun olan kadınlar bile farklı meslek seçimleri yapmakta ve sonrasında farklı kariyer yolları izlemektedir (Schnittker & Ettl, 2021). Havacılıkta kabin hizmetleri ya da yolcu hizmetleri gibi alanlarda kadın sayısı yüksek olmakla birlikte pilotluk, teknisyenlik, yöneticilik gibi daha "erkek işi" olarak görülen mesleklerdeki kadın sayısı oldukça düşüktür. Aslında genel olarak havacılıkta kadın sayısında bir yükselme eğilimi olmakla birlikte, bu artış oldukça sınırlıdır (Mitchell, Kristovics & Bishop, 2010). Yönetim seviyelerinde ise kadınların yükselmelerinde 'cam tavan sendromu' etkili olmakta çok daha az hatta nadiren kadınlara rastlanmaktadır. Uluslararası Hava Taşımacılığı Birliği- IATA'nın verilerine göre küresel havayolu üst düzey yöneticilerinin (CEO) yalnızca %5'ten azı kadınken, bu oran %9'a yaklaşmaktadır (IATA, 2022). Diğer yandan, havacılık, yatırım gereksiniminin yüksekliği düşünüldüğünde kadınların genellikle daha baskın olduğu mikro girişimcilik faaliyetlerine olanak sağlayan bir sektör değildir. Bu nedenle kadınların aynı zamanda finansal okuryazarlıklarının artırılması ve fon kaynaklara ulaşım alternatifleri konusunda da bilgilendirilmeleri, endüstri yapısını tanıyarak girişimcilik fırsatlarının farkına varabilmeleri önem arz etmektedir. Girişimcilik; uygun bireysel ve toplumsal değerler sistemi ile iş teknikleri konusunda yaratıcı ve yenilikçi kaynakların yanında üretim faktörlerini de bir araya getirme konusunda bir istek ve kararlılıkla ortaya çıkan bir yetkinlik olarak ele alınabilir (Soysal, 2010).

Bu açıdan girişimcilikle ilgili eğitimleri ile özellikle kız öğrencilerin girişimcilik konusundaki niyet, algı, tutum ve davranışlarını etkileme potansiyelinin yüksek olduğu düşünülmektedir. Bu kapsamda TÜBİTAK 4004 Doğa ve Bilim Okulları Programı kapsamında Eskişehir'de havacılık lisesinde eğitim gören 10. ve 11. Sınıf. kız öğrencilerine girişimcilik eğitimleri verilmiştir. Dört gün süren eğitim boyunca uygulamalı etkinliklerle kız çocuklarının bilime ve girişimciliğe ilişkin merak duygusu kazanmaları, aynı zamanda mesleki ve teknik becerilerle donanmalarının yanı sıra 21. Yüzyılın gerektirdiği liderlik, girişimcilik, takım çalışması, iletişim gibi becerilerini geliştirerek sosyal bilimler ile doğa bilimlerinin arasındaki ilişkileri fark etmeleri ve girişimcilik alanında kendi yetkinliklerinin farkına vararak olumlu

tutum geliştirmeleri amaçlanmıştır. Etkinlik öncesi ve sonrasında "girişimcilik eğilimleri" nin ortaya çıkarılması için Yılmaz ve Sünbül (2009) tarafından geliştirilen "Girişimcilik Eğilimleri Ölçeği kullanılmıştır.

YÖNTEM

Bu çalışmada nicel araştırma yöntemlerinden anket tekniğinden yararlanılmıştır. Ölçek olarak Yılmaz ve Sünbül (2009) tarafından geliştirilmiş "girişimcilik eğilimlerini belirleme ölçeği" kullanılmıştır. Çalışmada tek örneklem t testi kullanılmıştır. Tek örneklem t testi, bir grubun ortalamasını önceden belirlenen bir kriter değer ile karşılaştırmak amacıyla kullanılır (Akbulut, 2010). Çalışma her ne kadar zayıf deneysel desene örnek olsa da yapılan işlemler projede temel alınan öğrenme yönteminin etkililiğini artırmaya yöneliktir. Bu proje öğrencilerin 21. yüzyılın gerektirdiği becerileri kazanmaları açısından ve bu eğitim sonrasında yaşadıkları yerlerde bir farkındalık oluşturarak girişimcilik becerilerini geliştirecek faaliyetleri devam ettirmeleri açısından önemlidir. Bu çalışmada katılımcıların eğitim öncesi girişimcilik eğilimleri ölçeğinden aldıkları ortalama puanlar elde edilmiştir. Bu husus eğitimin katılımcıların girişimcilik eğilimlerini belirlemek açısından son testte kullanılacak kriter değer niteliğindedir.

Çalışma grubu

Katılımcılar Eskişehir ilinde Sabiha Gökçen Mesleki ve Teknik Anadolu Lisesi'nde öğrenim gören toplam 30 kız öğrenciden oluşmaktadır. Çalışmada sadece belirli bir cinsiyette katılımcıların olması; proje ürünü olan bu çalışmanın özgün değeri ve amacı ile ilişkilidir. Buna göre, çalışma kapsamında belirlenen ve Sivil Havacılık Genel Müdürlüğü (SHGM) tarafından tanınan yetkilendirilmiş eğitim kuruluşu olan okul ile işbirlikli olarak hazırlanan gönüllü katılım formunu dolduran 30 öğrenci çalışma grubunu oluşturmaktadır. Çalışmada evrene ilişkin bir parametre değeri için ise Sabiha Gökçen Mesleki ve Teknik Anadolu Lisesi'nde öğrenim gören toplam 96 öğrenciye ulaşılmıştır.

Verilerin Toplanması ve Analizi

Verilerin toplanması iki şekilde gerçekleştirilmiştir. Birinci grup veriler (N=96) evren parametre değerinin belirlenmesi amacıyla çevrimiçi toplanmıştır. İkinci grup verilerin toplanmasında (N=30) katılımcıların proje için belirlenen günlerde Eskişehir Teknik Üniversitesi Havacılık Fakültesinde fiziki olarak bulunması ile yüz yüze toplanmıştır. Verilerin toplanması yaklaşık 20-25 dakika sürmüştür. Verilerin analizinde betimsel istatistikler ile tek örneklem t testi kullanılmıştır. Tek örneklem t-testi için gerekli olan ortalama karşılaştırma kriteri evren parametresi ve ön test ile belirlenmiştir. Buna göre, katılımcıların girişimcilik eğilimlerine ilişkin ortalama değer 96 kişiden çevrimiçi elde edilen parametre değeri ve ön test ile belirlenmiştir. Elde edilen evren parametre ve ön test değeri kriter değer olarak belirlenmiş olup; eğitimin etkililiğini belirlemeye yönelik son test ile de karşılaştırılmıştır.

BULGULAR

Çalışma kapsamında elde edilen ortalama kriter değerin evren parametre değeri ile 89,55 ve ön test parametre değeri ile 96,25 olduğu görülmektedir.

Tablo 1. Betimsel istatistikler

	N	Ort.	Standart Sapma	Std. Hata Ort.	Min.	Mak.	Skew.		Kurts.		p
							Statistic	Std.Error	Statistic	Std.Error	
GE Ort. Değer (Evren Parametresi)	96	89,55	12,04	1,22	63,00	120,00	,385	,246	-,183	,488	,102
GE Ort. Değer (Ön test)	30	96,26	13,05	2,38	68,00	121,00	-,031	,427	-,679	833	0,572
GE (Son test)	30	103,50	14,78	2,69	77,00	125,00	-,314	427	-1,154	833	0,06

Bununla birlikte, eğitim sonrasında elde edilen son test puan ortalaması 103,50'dir. Evrene ilişkin veri setinden elde edilen puanların en düşüğü 63,00; en yükseği 120 iken; ön test puanlarına ilişkin en düşük değer 68,00 ve en yüksek değer ise 121,00'dir. Son test ortalama puanları incelendiğinde ise; en düşük değerin 77,00; en yüksek değerin ise 125 olduğu görülmektedir. Bununla birlikte, veri setinin basıklık-çarpıklık değerleri incelendiğinde; evrenden elde edilen ortalama puanlarının ,385 ve-,183; ön test ortalama puanlarının-,031 ve -,679 olduğu; son test ortalama puanlarının ise -,314 ve -1,154 ile doğrusal olup olmadığı incelenmiştir (-2,5 ve +2,5). Son olarak elde edilen p değeri de veri setinin homojen olduğuna ve parametrik testlerin yapılabileceğine ilişkin kanıt sunmaktadır (>,05). Çalışmada eğitim sonrası elde edilen değerin bilinen önceki ortalama değerler ile (evren değeri ve ön test değeri) ne derecede farklılaştığını görebilmek açısından yapılan tek örneklem t testine ait bulgular aşağıda Tablo 2 ve Tablo 3'te yer almaktadır. Tablo 2'de yer alan değerler evrenden alınan parametre ile karşılaştırılmakta iken; Tablo 3'te yer alan veriler eğitime katılanların ön test değerleri ile karşılaştırılmıştır.

Tablo 2. Girişimcilik Eğilimleri Tek Örneklem T-Testi (Evren parametresi)

Ortalama değer = 89,55						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
GE (Evren)	5,168	29	,000	13,95	8,4291	19,4709

Tablo 2'de yer alan değerler incelendiğinde; t değerinin 5,168, serbestlik derecesinin 29 ve p anlamlılık değerinin ise ,000 olduğu görülmektedir. Buna göre, katılımcıların girişimcilik eğilimlerinin hesaplandığı son test puanlarının; evrenden alınan ortalama ile karşılaştırıldığında anlamlı bir farklılık olduğu söylememiz mümkündür.

Tablo 3. Girişimcilik Eğilimleri Tek Örneklem T-Testi (Ön test parametresi)

Ortalama değer = 96,26						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
GE (Son test)	2,682	29	,012	7,24	1,7191	12,7609

Tablo 3'te yer alan değerler incelendiğinde; t değerinin 2,682, serbestlik derecesinin 29 ve p anlamlılık değerinin ise ,012 olduğu görülmektedir. Buna göre, katılımcıların girişimcilik eğilimlerinin hesaplandığı son test puanlarının; ön test ortalaması ile karşılaştırıldığında anlamlı bir farklılık olduğu söylememiz mümkündür.

SONUÇ

Girişimcilik her ne kadar finansal ve risk alma konularını öncelikle akla getirse de bir zihinsel hazır bulunuşluk gerektirmektedir. Erken yaştaki bireylerin girişimciliğe karşı olumlu tutumların kazandırılmasının toplumsal girişimciliğin gelişmesine katkı sağlayacağı düşünülmektedir. Girişimcilik eğitimleri ile bireylerin içsel motivasyonlarının artması, kendi kendine iş yapabilme becerilerinin geliştirilmesi ve kalıpların dışına çıkabilmeleri amaçlanmaktadır. Bu proje kapsamında gerçekleştirilen çalışmada ise kız öğrencilerin özellikle erken yaşta bu eğitimleri alabilmeleri ve girişimcilik eğilimlerinin artmaları hedeflenmiştir. TÜBİTAK 4004 Doğa ve Bilim Okulları Programı kapsamında "Havacı Kızlar Girişimciliğe Adım Atıyor" projesi kapsamında Eskişehir'deki meslek lisesi kız öğrencilerine eğitimler verilmesiyle öğrencilerin girişimcilik eğilimlerinin artırıldığı görülmüştür. Hedef kitlenin sadece kız öğrencilerden oluşması ve sadece 30 öğrenci ile sınırlı olması bu çalışmanın sınırlılıkları arasında yer almaktadır.

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Freedom of Contract and Obligation to Contract

Sözleşme Özgürlüğü ve Sözleşme Yapma Zorunluluğu

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ABSTRACT

People have had to live together in the modern world where the global relations we are in have intensified and the city life has become widespread.

Needs and alternative presentations have increased and living conditions have sometimes become easier, and sometimes they have turned into a complete mess. On the one hand, a community that has all the means, on the other hand, the silent majority that cannot be heard. At this point, the legal order comes into play and aims to realize justice and liberate people by providing order, trust, peace, equality and social needs in the society. The ultimate aim of law is to liberate people by providing equality and justice.

In this study, we will examine the freedom of contract and the obligation to make a contract in the Law of Obligations, which provides our needs from birth to death and regulates our debt relations, in terms of meeting our needs and ensuring social order within the framework of our new Law of Obligations.

This study is within the scope of literature review and aims to present the reflections of freedom of contract in real life and the necessity of contracting within the scope of academic knowledge.

Keywords: Social Life, Freedom of Contract, Obligation to Make a Contract, Law of Obligations

ÖZET

İnsanlar içinde bulunduğumuz küresel ilişkilerin yoğunlaştığı şehir hayatının yaygınlaştığı modern dünyada birlikte bir arada yaşamak zorunda kalmıştır.
İhtiyaçlar ve alternatif sunumlar çoğalmış yaşam koşulları bazen kolaylaşırken, bazen de tam bir karmaşaya dönüşmüştür. Bir tarafta bütün imkanları elinde bulunduran bir topluluk, diğer tarafta sesini duyuramayan sessiz çoğunluk. İşte tam bu noktada hukuk düzeni devreye girip, toplumdaki düzeni, güveni, barışı, eşitliği ve toplumsal ihtiyaçları sağlayarak adaleti gerçekleştirip insanları özgürleştirmeyi hedeflemektedir. Hukukun nihai amacı eşitlik ve adaleti sağlayarak insanları özgürleştirmektir.
Biz bu çalışmamızda doğumdan ölüme kadar ihtiyaçlarımızı sağlayan ve borç ilişkilerimizi düzenleyen Borçlar Hukukunda ki sözleşme serbestisi ve sözleşme yapma zorunluluğunu yeni Borçlar Kanunumuz çerçevesinde ihtiyaçlarımızın karşılanması ve toplum düzeninin sağlanması açısından inceleyeceğiz.
Çalışmamız literatür çalışması kapsamında olup, sözleşme serbestisinin gerçek hayattaki yansımaları ile sözleşme yapma zorunluluğunun gerekliliğini akademik bilgi kapsamında sunmayı amaçlamaktadır.

Anahtar kelimeler: Toplum yaşamı, Sözleşme Özgürlüğü, Sözleşme Yapma Zorunluluğu, Borçlar Hukuku

GİRİŞ

1-Toplumsal Yaşam ve Hukuk

İnsanlar gerek güvenlik, gerek ihtiyaçlar zincirinin sağlanması gerekse sağlık ve toplumdaki işbölümünün zorlaması ile bir arada yaşamak zorundadırlar. toplumsal yaşamda, normal yaşam koşullarına sahip insanların yanında, daha zor şartlarda yaşayan ihtiyaçlarını dile getiremeyen insanlar ve de tam tersi; kısa zamanda haksız kazanç sağlayıp her türlü güçlerini kullanarak diğer insan topluluklarını ezip, sömürüp tehdit ve şantajla haksız kazançlar elde etmek isteyen insanlar da var olmaktadır.

Hukuk önceleri kişileri devletin zorbalığından korumak için var olurken şimdiyse çoğunlukla acımasız sınır tanımayan kuralsız insanlara ve devletin baskılarından korunmak için vardır.

Hukuk toplumu düzenleyen ve kamu gücü ile desteklenen kurallar bütünüdür (Kayıhan, v.d, 2017, 2). Hukuk toplumsal düzen kuralları içinde kamu gücü ile desteklenen tek kural olup toplumun ortak iyisidir.

Hukuk kuralları ve kavramlarının oluşturduğu düzene hukuk düzeni denir(Sümer, 2017, 6).

Hukuk düzeni; toplumda düzeni, güveni barışı eşitliği ve toplumsal ihtiyaçları karşılayarak adaleti sağlayıp insanları özgürleştirmeyi amaçlar. Bu amacı gerçekleştirdikçe hukuk başarılı olmuştur.

2-Toplumsal İhtiyaçların Karşılanması ve Borçlar Hukuku

İnsanlar içinde bulundurduğumuz modern çağda kendi ihtiyaçlarını karşılayamamaktadırlar. İhtiyaçlar listesi çoğalmış ve toplumda işbölümü oluşup uzmanlaşma ve pazara hakim olma durumu oluşmuştur. Tam bu esnada devreye borç ilişkilerini düzenleyen Borçlar hukuku girmekte ve borç ilişkilerini adalet ve eşitlik çerçevesinde düzenlemektedir. Borçlar Hukuku, Özel Hukukun kişiler arasındaki borç ilişkileri düzenleyen bölümüdür.(Gözler, 2017, 59) Modern çağda ihtiyaçlarımız çoğalmış, üretici veya hizmet verenler sayesinde de ihtiyaçlar karşılanır olmuştur.

İnsanların karşılıklı istem ve arzuları ile borç ilişkilerini sağlayan hukuki araç sözleşmedir(Aybay,2011,22). İnsanları özgürleştirmeyi amaçlayan hukuk düzeni sözleşme özgürlüğünü de yanında getirmiştir.

Sözleşme özgürlüğünün bir uzantısı da sözleşmenin karşı tarafını seçebilmedir. Seçilen taraf sizinle sözleşme yapmam derse ne olacaktır? İşte burada sözleşme yapma zorunluluğu devreye girmektedir.

A.Sözleşme Yapma Zorunluluğu

Hakim durumu kötüye kullanmaması ve dürüstlük kurallarının gereği kamu tüzel kişileri ve özel hukuk gerçek kişileri ile özel hukuk tüzel kişilerine hukuk düzeni sözleşme yapma zorunluluğu getirerek oluşabilecek mağduriyetleri önlemiştir(Kayıhan, v.d, 2020, 35).

Sözleşme iki tarafın karşılıklı ve birbirine uyan irade açıklamaları ile oluşur. Borcun kaynağı olan sözleşmeler uygulamada akit, mukavele, protokol, kontrat şeklinde karşımıza çıkar .

Sözleşmenin kurulması için gerekli olan irade açıklamalarını taraflar her zaman açık olarak belirtmeyip, örtülü olarak da bildirebilirler. Tarafların açıklamış oldukları iradelerinden sözleşme kurmayı hiçbir şüpheye yer vermeden kurmak istedikleri anlaşılıyorsa sözleşme kurulur.

Sözleşmenin kurulması, kurulacak sözleşmenin içeriği ve tarafların aynı yerde olmaları veya farklı uzak yerlerde olmalarına göre bir anda gerçekleşmeyip, belirli bir uzlaşma zemininin oluşması ve iradelerinin birbirlerine ulaşması için uzayabilir.

Sözleşmenin kurulması karşılıklı ve birbirine uyan irade beyanlarının açıklanması ile gerçekleşir. Bu irade ve sözleşmenin esaslı unsurlarını içeren, karşı tarafa varması gereken irade açıklamasına icap-öneri denir. Yine sözleşmenin kurulması için zaman bakımından öneriden sonra açıklanan, öneri ile tam uyum sağlayan ve önerene varması gereken irade açıklamasına kabul denir .

Sözleşmeyi kuracak olan irade açıklamaları karşılıklı yapılıyorsa; öneriden sonra verilen kabul cevabı ile sözleşme kurulur. Şayet sözleşmeyi kuracak taraflar karşılıklı olarak irade beyanlarında bulunamıyor, uzak mesafede olup doğrudan iletişimde sağlanmıyorsa, kabul cevabı önerene varınca sözleşme kurulmuş olur.
Sözleşmenin kurulması için zaman bakımından ilk olarak açıklanan irade beyanı sözleşmenin esaslı unsurlarını taşımıyorsa; bu irade beyanı öneri olmayıp, öneriye davettir. “Gel birlikte yüzyüze görüşelim anlaşırsak sözleşme yaparız” anlamını taşır.

3-Türk Borçlar Kanunu‘ndaki Sözleşme Özgürlüğü

Anayasanın 12/1 maddesi “ herkesin kişiliğine bağlı dokunulmaz, devrilmez, vazgeçilmez temel hak ve hürriyetlere sahip olduğunu ve de bu hak ve hürriyetlerin özlerine dokunulmaksızın yalnızca anayasanın ilgili maddelerinde belirtilen sebeplere bağlı olarak sadece kanunla sınırlanabileceğini Anayasa 13/1’de bildirmiştir.

Anayasanın bu hükümleri bize; hukuk sistemimizin kişilerin irade özgürlüğüne sahip olduklarının kabulünün temel ilkelerden olduğunu göstermektedir. İrade özgürlüğünün konumuz açısından yansıması ise sözleşme özgürlüğüdür.

Kanun koyucu sözleşme özgürlüğünün sınırların Borçlar kanunu 27’de ayrıntılı olarak düzenlenmiştir. Kişiler kanunun çizdiği sınırlar dahilinde sözleşme özgürlüğüne sahiptir ler. Kanunun belirlediği sınırlarının aşılması durumunda yaptırım uygulanır. Kanun koyucu emredici hükümlere, ahlaka, kamu düzenine, kişilik haklarına aykırı olmama ve sözleşmenin konusunun imkansız olmamasını istemektedir.

Borçlar hukukunda temel prensip olarak var olan irade serbestisinin uygulamada görünüm biçimi sözleşme özgürlüğü veya diğer bir söylemle sözleşme serbestisidir. Bu da borç ilişkilerini taraf iradelerinin belirleyeceği anlamını taşır.

Borç ilişkilerinde taraflar karşılıklı olarak ortak iradeleri ile emredici nitelikte olmayan hususlarda kanundaki belirtilen düzenlemelere bağlı kalmaksızın farklı belirlemelerde buluna bilmektedirler. Bu irade serbestisinin günümüzde sözleşme özgürlüğü olarak ifade edilmekte olup; herhangi bir sözleşme yapıp yapmama özgürlüğü, sözleşmenin diğer tarafını belirleme özgürlüğü, sözleşmenin

içeriğini belirleme özgürlüğü, sözleşmenin tipini-şeklini belirleme özgürlüğü sözleşmeyi değiştirme ve sözleşmeyi sona erdirme şeklinde karşımıza çıkar.

4-Sözleşme Özgürlüğünün Görünüm Şekilleri

A-Sözleşme Yapıp Yapmama Özgürlüğü

Kişiler kanunun çizdiği sınırlar dahilinde özgürdürler (Kayıhan, v.d, 2020, 40).

Kişiler sözleşme yapıp yapmama hususunda genel olarak serbesttirler. Kişiler istemediği sözleşmeyi yapmaya zorlanamaz. Oluşan şartlar kişinin çıkarlarına uygun değilse, kişi böyle bir sözleşme yapmayı reddedebilir.

Genel prensip kişilerin sözleşmeyi yapıp yapmamakta özgür olmaları ise de; kanun ya da dürüstlük kurallarından kaynaklanan "sözleşme yapma zorunluluğu" da mevcuttur.

Kişiler sözleşme yapıp yapmama konusunda özgürdürler. Kişi istemediği bir sözleşme yapması için zorlanamaz. Yine kişinin yapmak istediği bir sözleşmenin yapılmasına da engel olunamaz. Anayasanın 48. maddesi "herkes dilediği alanda çalışma ve sözleşme hürriyeti ne sahiptir. Özel teşebbüsler kurmak serbesttir." hükmü ile bu hususu açıkça belirtmektedir

Tabii ki, sözleşme yapıp yapmama özgürlüğü mutlak olmayıp, hukuk düzeninde değişik sebeplerden bu özgürlüğe bir takım sınırlamalar getirilmiştir. Aksi düşünüldüğünde toplumsal yaşamda aksamalar ve keyfilikler baş gösterecektir. Hukuk düzeninin oluşturmak istediği toplum düzeni bozulacak ve keyfi uygulamalara sebebiyet verecektir.

B-Sözleşmenin Diğer Tarafını Belirleme Özgürlüğü

Kişiler istedikleri kimse veya kimselerle sözleşme kurabilirler(Kayıhan, v.d, 2020,39). Kendilerine daha uygun şartları sunan karşı tarafla sözleşme yapma zorunluluğunda olmayıp, özgür iradesi ile isterse daha az uygun koşulları sunan tarafla sözleşme yapabilirler. Bu konuda önceden kararlaştırılan bağlayıcı bir durum olmadıkça, karşı tarafın kim olacağına birey kendisi karar verir.

Sözleşme özgürlüğünün bu görünümü, sözleşme yapacak kişinin özgür iradesince sözleşme yapacağı karşı tarafı seçebilme özgürlüğüdür. Özel hukuk ilişkilerinde genel kural irade serbestisi-özgürlüğüdür.
Kamu hukuku işlemlerinde var olan kamunun iradesi karşısında özel hukuk kişilerinin uyma zorunluluğu özel hukuk işlemlerinde geçerli değildir.
Bu sebeple kişiler sözleşme yapacağı karşı tarafı özgürce seçebilmektedir. Sözleşmenin karşı tarafını seçebilme özgürlüğünü tanımadan sözleşme özgürlüğünün var olması mümkün olmaz.

Genel kural sözleşmenin diğer tarafını belirleme özgürlüğü olsa da istisnai olarak hukuk düzeni bu özgürlüğe kısıtlamalar getirebilmek.

C-Sözleşmenin İçeriğini Belirleme Özgürlüğü

Kişiler kanunun belirlediği sınırlamalara uymak koşulu ile istedikleri içerik-konuda sözleşme yapabilirler.

Yine taraflar, emredici hükümlere aykırı olmamak kaydıyla sözleşmenin geçerliliğini ya da bazı haklardan yararlanmayı belirli bir şekle bağlayabilirler(Kayıhan, v.d, 2020,39).

Sözleşmenin içeriğinin belirlenmesi yapılan sözleşme çerçevesinde anlaşmaya varılan her husus sözleşmenin içeriğini belirtir. Tarafların kararlaştırdıkları karşılıklı borç veya borçlar, bu borçların nerede, nasıl, ne zaman yerine getirileceği varsa yan edim-yükümlülükler, yapılacak sözleşmenin şekli, yine sözleşmenin tarafların yapacakları, ihbar ve ihtarın şekli, tarafların yapacakları ve yapmayacakları davranış ve filler ile gerektiğinde sözleşmeye konulabilecek hususlar sözleşmenin içeriği kapsamındadır. Tarafların uzlaştıkları ortak amaçları da sözleşmenin içeriğini dâhildir.

Borçlar kanunumuz 26. maddesi sözleşmenin içeriğini belirleme özgürlüğünü sadece bir tarafa tanımayıp, tüm taraflara tanımıştır. Sözleşmenin bir tarafı sözleşmeye bir hususun eklenmesini isterse, bunun gerçekleşmesi karşı tarafın kabulü ile sözleşme içeriğine girer.

D-Sözleşmenin Tipini Belirleme Özgürlüğü

Kişiler isterlerse Yasada belirlenen sözleşme tiplerini kullanabilirler. Dilerse kendileri farklı sözleşme tiplerini de kararlaştırabilirler.

Yasada düzenlenen sözleşmeler tipik sözleşmeler olarak isimlendirilmekte olup yasada da belirtilmeyen sözleşme tiplerine atipik veya isimsiz sözleşmeler olarak isimlendirilmektedirler.

İsimsiz sözleşmelerde; karma sözleşmeler, birleşik sözleşmeler ve nevi şahsına mün hasır-kendine özgü sözleşmeler olarak üçe ayrılırlar.

Yasada düzenlenen veya düzenlenmeyen sözleşme tiplerine ait unsurların istemleri doğrultusunda bir araya getirilmesi ile oluşan sözleşmeler karma sözleşmeler olarak isimlendirilir. Bileşik sözleşmeler ise; sözleşmenin taraflarını birbirinden ayrı ve bağımsız olan sözleşmeleri birbirine bağlı hale getirerek oluşturdukları sözleşmelerdir. Nev-i şahsına özgü-kendine özgü sözleşmelerde; yasada düzenlenen sözleşmelerin taşıdığı unsurları kısmen veya tamamen içermeyip, kendine özgü unsurlar taşıyan sözleşmelerdir.

E-Sözleşmeyi Değiştirme ve Sona Erdirme Özgürlüğü

Kişiler nasıl ki bir sözleşmeyi yoktan oluşturabiliyorlar ise var olan bir sözleşmeyi de karşılıklı irade uyuşması ile değiştirebilirler(Kayıhan, v.d, 2020,39). Yeni bir sözleşmeye dönüştürebilirler.

Yine kişiler karşılıklı uygun irade açıklamaları ile bozma-ikale anlaşması ile var olan aralarındaki sözleşmeyi isterlerse tamamen, isterlerse kısmen ortadan kaldırabilirler.

Borç ilişkisinin taraflarına sözleşmenin içeriğini belirleme özgürlüğü tanındığı gibi, yaptıkları sözleşmenin içeriğini değiştirebilme veya sözleşmeyi tamamen sona erdirme hususunda da özgürlük tanınmıştır. Tabii ki taraflar bu özgürlüğü tek taraflı olmayıp, her iki tarafın istemi ile gerçekleştirebilecektir. Kanun koyucu bu kurala birtakım istisnalar getirmektedir. Örneğin Vekâlet sözleşmesinde "vekâlet veren vekil her zaman için sözleşmeyi tek başına sona erdirebilir" (TBK 512).

Bazen kanun koyucu sözleşmenin içeriğini değiştirme özgürlüğünü ortadan kaldırmıştır (T.B.K m 343 ve 4735 sayılı KİK m.15).

Bazı hallerde de sözleşmenin içeriğinin değiştirilmesi bir takım koşullara bağlanmıştır(TBK m.344/1). Yine bazı durumlarda sözleşme içeriğinde yapılması istenen değişiklikler taraflardan birinin müracaatı ile ancak hâkim kararı ile yapılabilmektedir(TBK m 344/2)

5-Sözleşme Yapma Zorunluluğu

Kural kişilerin istemedikleri sözleşmeleri yapmaya zorlanmamaları ise de bazı durumlarda toplumsal yaşam gereği sözleşme yapma zorunluluğu kabul edilmiştir. Bu zorunluluk bazen kamu hukukundan kaynaklanmakta, bazen de özel hukuktan kaynaklanmaktadır.

Çağdaş hukuk sistemleri sözleşme özgürlüğünü temel bir ilke olarak benimsemiş olsalar da içinde yaşadığımız 21. yüzyılda yaşanan savaşlar ve tabii afet ve salgınlar devletlerin toplum düzenini sağlamak için ekonomik ve sosyal hayata müdahale etmeleri zorunluluğunu gerektirmiştir. Bu sebeplerle kanun koyucu sözleşme özgürlüğüne gereken sınırlamalar getirmiştir. Bu sınırlamalar ortak yaşam için gereken sınırlamalardır. Şöyle ki taraflar sözleşme özgürlüğüne sahip olmalarına rağmen, pazara hâkimiyeti ve ekonomik gücü sebebiyle tek taraflı hazırlamış olduğu sözleşmeleri, karşı tarafın acil ihtiyaçları ve başka seçeneği olmaması sebebiyle şartsız kabul ettiren kötü niyetli kişilerin hedefindekilerin korunabilmesi için kanun koyucular bu problemleri çözmek için düzenlemeler yapmak zorunda kalmışlardır.

A-Kamu Hukukundan Kaynaklanan Sözleşme Yapma Zorunluluğu

Toplumsal yaşam gereği, devlet eliyle kamu kurum ve kuruluşları veya imtiyaz usulü-verilen lisansla özel hukuk kişileri tarafından gerçekleştirilen bazı hizmetler ile zorunlu ihtiyaç maddelerini sağlayan kuruluşlar kendilerine müracaat eden kişilerle sözleşme yapmak zorundadırlar.

Örnek olarak; THY, DDY, Belediye işletmeleri, su, doğalgaz ve elektrik vb gibi mal veya hizmetleri sunarlar. Kendilerini ilan edilen tarifeye uygun olarak müracaat edenlerle sözleşme yapmak zorundadırlar(Kayıhan, v.d, 2020,35).

B-Özel Hukuktan Kaynaklanan Sözleşme Yapma Zorunluluğu

Özel hukuktan kaynaklanan sözleşme yapma zorunluluğu sınırlı olarak düzenlenmiştir. Medeni kanunda 642. Madde mirasın, 698. Madde paylı mülkiyetin paylaşılması yükümlülüğünü düzenlemektedir. Mirasçılar mirası paylaşmaktan kaçınamazlar, aynı şekilde paylı mülkiyete son verilmesini paydaşlar biri istediğinde diğerleri engel olamaz. Kanun koyucu paydaşlardan biri veya birkaçı istediğinde paylı mülkiyete son verileceğini amir olarak bildirmektedir. Yine Medeni Kanun 747 ve 761. Maddelerde belirtilen gayrimenkul komşuları için zorunlu geçit hakkı ve kaynak hakkı ile ilgili sözleşme yapma zorunluluğunu getirmiştir.

Yine Rekabetin Korunması Hakkındaki Kanun hükümleri de; kanunda belirtilen durumlar sebebiyle hâkim durumun kötüye kullanılması sebebiyle bazı durumlarda teşebbüsler için sözleşme yapma zorunluluğu doğabileceğini belirtmektedir.

a)Kanundan Kaynaklanan Sözleşme Yapma Zoruna

Bu hususta tüketicinin korunması hakkındaki kanun altıncı madde birinci fıkra "vitrinde, rafta, elektronik ortamda veya açıkça gezilebilir herhangi bir yerde teşhir edilen malın, satılık olmadığı belirtilen bir ibare yer verilmedikçe satışından kaçınılamaz". İkinci fıkra "hizmet sağlamaktan haklı bir sebep olmaksızın kaçınılamaz". Hükümlerini içermektedir

b) Dürüstlük Kuralından Kaynaklanan Sözleşme Yapma Zorunluluğu

Medeni kanunun ikinci madde gereği tekel durumundaki olan bazı mal ve hizmetleri sunan kişilerin ilan edilen tarifeye uygun olarak müracaat eden kişilerle sözleşme yapma zorunluluğunda olduğu kabul edilmektedir şöyle ki: bir eczacı doktor fırıncı veya bilgisayarcı haklı bir sebebe dayanmadan tekel olarak faaliyet gösteriyorsa ilan edilen tarifeye uygun olarak müracaat eden kişilerle sözleşme yapmaktan kaçınmaları dürüstlük kuralına aykırı olduğu için sözleşme yapmak zorundadırlar. Ama daha önceden aldığı malın veya hizmetin bedelini ödemeyen olursa haklı sebeple sözleşme yapmayabilirler.

Restoran, sinema, tiyatro vs. gibi umuma açık yerlerde, haklı bir sebep olmadıkça, bu yerleri işletenlerin dürüstlük kuralından doğan sözleşme yapma zorunluluğu bulunduğu kabul edilir.

c) Ön sözleşme Yapmadan Kaynaklanan Sözleşme Yapma Zorunluluğu

Ön sözleşme yaparak sözleşme yapmayı taahhüt edenlerin yapmış olduğu ön sözleşme gereği taahhüdünü yerine getirmesi zorunludur. Kişiler bir ön sözleşme ile yapmayı taahhüt ettiği asıl sözleşmeyi yapmaktan kaçınırsa kaçınan kişiye karşı sözleşmenin diğer tarafı taahhüdünü yerine

getirmesi için dava açabilir. Bu halde hâkimin davacı lehine vereceği hüküm davalının irade beyanı yerine geçer (Şenol, 2016:. 715-717). Hakimin bu kararıyla sözleşme yapılmış sayılarak ön sözleşme ile amaçlanan sonuç elde edilir.

SONUÇ

Kanun koyucu sözleşme yapma özgürlüğü yanında sözleşme yapma zorunluluğunu da getirerek, insanların keyfi davranışı ve imkanları sınırlı olanların zorda kalmasını önlemek istemiştir. Özgürlük demek her istediğini yapabilmek olmayıp hukuk düzeninin çizmiş olduğu sınırlar dahilinde temel hak ve özgürlüklerin diğer sayısal düzen kuralları olan din kuralları, ahlak kuralları, örf adet kuralları ve görgü kurallarına bağlılık derecesine göre kullanılmasıdır. Şu hususta unutulmamalıdır ki ahlak kurallarına aykırı sözleşmeler geçersizdir. Hukuk kuralları koyarken toplumun canlı olduğunu ve gelişen teknoloji ve toplumsal değişime göre insanları özgürleştirerek toplumsal yaşamı olumsuz etkilerden korumayı amaçlamaktadır.

Hukukun çizmiş olduğu sınırlar dâhilinde özgürlüklerimizi toplumsal yaşamın güvenliği için bize ayrılan alanda yaşar ve yükümlülüklerimizi yerine getirirsek özgür toplumlar oluruz.
Özgür ve barış içerisinde ihtiyaçlarını rahatça karşılayan bir dünya dileklerimizle.

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Government Systems in France and Türkiye

Fransa ve Türkiye'de Hükümet Sistemleri

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Abstract

Communities formed by human communities who want to live together in order to exercise their sovereignty in a certain geography are called "State". Being a state and maintaining its existence is shaped by the government system of the state.

The continuation of the existence of the established states and the way they achieve their founding goals depend on the success of the government systems they have chosen. The existing system of government that was successfully implemented in another state; In practice, it may not give the same expectations in another state. For this reason, countries can change their government systems when necessary.

In this study, we will examine the government systems in our country and France, make a comparison with the last way of implementation, and present our suggestions to meet the expectations and make them successful.

This study will be based on literature research and doctrinal views.

Key words: Government system, Semi-presidential system, Presidential system, Türkiye

Özet

Birlikte yaşama arzusu içinde olan insan topluluklarının belirli bir coğrafyada egemenlik hakkını kullanmak üzere oluşturdukları topluluklara “Devlet” denir. Devlet olmak ve varlığını devam ettirmek, devletin hükümet sistemi ile şekillenmektedir.

Kurulan devletlerin varlığının devamı ve kuruluş amaçlarını gerçekleştirmelerinin yolu seçtikleri hükümet sistemlerinin başarısına bağlıdır. Var olan, daha önce başka bir devlette başarı ile uygulanan hükümet sistemi; uygulamada diğer bir devlette aynı beklenenleri vermeyebilir. Bu sebeple ülkeler gerektiğinde hükümet sistemlerini değiştirebilmektedirler.
Biz bu çalışmamızda ülkemizdeki ve Fransa’daki hükümet sistemlerini inceleyip, son uygulanış şekli ile mukayese yapıp, bizce daha beklenenin karşılanması-başarılı olabilmesi için önerilerimizi sunacağız.

Çalışmamız literatür araştırması ve doktriner görüşlere dayanacaktır.

Anahtar Kelimeler: Hükümet sistemi, Yarı başkanlık Sistemi, Başkanlık sistemi, Türkiye

GİRİŞ

1. **Devlet'in Tanımı Ve Unsurları**
2. **Devlet**

Devletin varlık koşulları üç kurucu unsurla tanımlanır; ülke, nüfus ve egemenlik. Devlet, önce kara, deniz ve hava olmak üzere doğal ve suni sınırlarla çevrili bir yeryüzü parçasında örgütlenmeyi ifade eder. Sonra devlet, vatandaşlardan ve yabancılardan oluşan insan topluluğunu içeriğine alır. Nihayet, hukuki değerlendirmede devlet bir tüzel kişidir (Kaboğlu, 2006:51). Diğer bir ifade ile devlet; birlikte yaşama amacıyla belirli bir coğrafya – ülke de egemenlik hakkını kullanabilen insan topluluğu olarak ifade edilmektedir.

2.1 Devletin Unsurları

Devletin var olabilmesi için gerekli olan unsurları; öncelikle birlikte yaşama arzusunda olan nüfusa-insan topluluğana, egemenlik ve ülkeye ihtiyaç vardır.

a) Nüfus: Devletin var olabilmesi için öncelikle birlikte yaşama arzusu içinde olan bir topluluğa ihtiyaç vardır. Aynı ırk, aynı dil ve aynı dinden oluşan topluluğa millet denir. Bu topluluk, farklı ırk, farklı dil ve farklı inançtan oluşursa "ulus" olarak adlandırılır.

Bir devletin var olabilmesi ilk olmazsa olmaz koşul birlikte yaşama arzusunda olan insan topluluğudur.

b) Egemenlik: Egemenlik, devletin vatandaşları ve ülkesinin yönetiminde kendi ihtiyacı olan kuralları koyabilmesi, koyduğu kuralları uygulayabilmesi yani ülke içinde tek söz sahibi gücü "hükmetme gücü iktidarı" kendisinin kullanabilmesi ve oluşabilecek dış tehdit ve saldırılar karşısında başkalarından izin almadan kendisini savunabilme gücünü belirler.

c) Ülke: Ülke, üzerinde yaşanabilecek toprak parçası, arazi-coğrafi unsur olarak tanımlanabilir. Etrafı, denizler, göller, ırmaklar veya dağlarla çevrili olabilir. Ülkenin kara, deniz ve hava sınırları mevcuttur.

Bu üç unsur birlikte olunca devlet tam olarak varlığını tamamlamış olur; bunun bir uzantısı olarak uluslararası arenada da tanınmak devletin egemenliğini tam olarak kullanabilmesi için aranan koşullardandır.

Bu üç unsurdan ülke unsuru olmadan da devletler ilan edilebilmekte ve uluslararası arenada kabul görmektedir. Örnek olarak, Cezayir'de Filistin Kurtuluş Örgütü (FKÖ) başkanı Yasser Arafat 15 Kasım 1988'de Filistin Devleti'nin kuruluşunu ilan etmiştir. Türkiye'de 15 Kasım 1988'de sürgünde ilan edilen Filistin devletini ilk gün tanıyan ülkeler arasında yer almıştır.

3. Egemenliği kullanılış biçimleri

Devleti diğer topluluklardan ayıran en önemli unsur egemenlik hakkıdır. Devlette egemenlik kullanılış biçimine göre sınıflandırılmaktadır. Bu sınıflandırmayı Marx Weber geleneksel, karizmatik ve rasyonel egemenlik olarak üçe ayırmaktadır.

a) Geleneksel Egemenlik: Egemenliğin belirli kişilere veya gücü elinde bulunduran ailelere ait olduğu dolayısıyla babadan oğula geçtiği yönetim şeklidir. Bu şekliyle egemenliğin toplumun sahip olduğu örf ve adet kuralları, görgü kuralları ve var olan inançları belirler. Monarşiler, krallıklar ve şeyhlikler bu tür egemenliklere örnek gösterilebilir.

b) Karizmatik Egemenlik: Liderin kendisinde var olduğu kabul edilen üstün özelliklerinden dolayı sahip olduğu egemenlik biçimidir. Yönetilenler herhangi bir yasa veya gelenek gereği olmayıp kendileri inanıp güvendikleri için egemene itaat ederler. Yönetici, yapmış olduğu başarılı ve olumlu çalışmalarından yönetme gücünü elinde bulundurur.

c) Rasyonel-yasal Egemenlik: Egemenliğin önceden var olan hukuk kurallarına dayandırıldığı gücü ifade eder. Var olan hukuk kuralları hem yöneticiler hem de yönetilenler için vardır. Hukuk egemenliğin kullanımına sınır getirir. Güç sınırsız değildir. Uygulamada kuvvetler ayrılığı olarak gücün farklı kullanımıyla gerçekleştirilmektedir (Ömer, 2019)

4. Egemenliğin Farklı Ayrımları

Marx Weber egemenliği Meşru otoriteyi elinde bulunduran organı ifade eden soyut bir kavram olarak niteler. Devlet gerektiğinde zor kullanma tekeline sahip örgütlenmiş bir iktidardır. Böyle bir yetkiye sadece devletin sahip olması sebebiyle zor kullanabilme tekeline de devlet sahiptir. Bu yetkinin kapsamı üç aşamalı yetkiler zincirini oluşturur:

- Hukuk kurallarını koyma,
- Ona saygıyı gerekirse zor kullanarak sağlama,
- Bunu resmi olarak örgütlü biçimde yapma

Zor kullanma yetkisi içte kolluk güçleriyle temsil edilir. Dışa karşı ise ordu ile kullanılır. Birincisi egemenlik kavramı ile; ikincisi ise bağımsızlık kavramı ile ifade edilir (Kaboğlu, 2006: 73).

5. Egemenlik Kuramları

Egemenlik kuramları ile iktidarın meşruluk kaynakları arasında doğrudan bir ilişki kurulmak istenmektedir. Egemenliği bir yetki olarak kabul edersek bu yetkinin kaynağı nereden gelmektedir? İşte bu kaynak bulma sorunu farklı egemenlik kavramlarının oluşmasına sebebiyet vermiştir. En çok kabul gören egemenlik anlayışları teokratik egemenlik ve demokratik egemenlik kuramlarıdır (Kaboğlu, 2006: 75).

A. Teokratik Egemenlik Kuramı: Bu kurama göre egemenlik Tanrı'ya aittir. Bütün iktidarlar tanrıdan gelir. Tanrı bu egemenliği bizzat kullanamayacağına göre bu egemenliği kullanacak olan kullanıcıların kim olacağı hususunda iki farklı görüş mevcuttur (Kaboğlu, 2006: 74).

aa. Tabiat Üstü İlahi Hukuk Kuramı: Bu kurama göre tanrı toplum düzenini ve onun korunması amacıyla iktidarı yaratırken, aynı zamanda bu iktidarı kullanacakları da belirler. Bu görüşe göre, belli bir ülkede iktidar, " Tanrı'nın seçtiği" hükümdar ya da hanedana verilmiştir (Teziç, 1986: 84).

bb. Providonsiyel İlahi Hukuk Kuramı: Bu kurama göre iktidarın kaynağı ilahidir. Bir farklılıkla iktidarı kullanan hükümdür ya da hanedan doğrudan Tanrı tarafından seçilmemiştir. Tanrı, tabii ve insani olayları, üstün iradesi ile yönlendirir. İktidarın meşruluğu onu kullanan hükümdarın Tanrı'nın eliyle seçilmiş olmasından değil, Tanrı'nın eseri olan toplum düzeninin, tabii ve temel kanunlarına dayanmasındandır (Teziç, 1986: 85).

B. Demokratik Egemenlik Kuramı: Bu kurama göre egemenlik Tanrı'ya değil insanlara aittir. Demokratik egemenlik kuramları da kendi aralarında "milli egemenlik kuramı" ve " halk egemenliği kuramı" olmak üzere ikiye ayrılır.

aa. Milli Egemenlik Kuramı: Bu kurama göre egemenlik "millet"e aittir. "Millet" ise kendisini oluşturan bireylerden ayrı ve onlar üzerinde yer alan manevi bir varlıktır. Millet ülkede belirli bir zaman diliminde yaşayan bireyleri değil, aynı zamanda geçmişte yaşamış olanları ve gelecekte doğacak olanları da kapsayan kavramdır. Bunun sonucu olarak, egemenlik tek tek vatandaşlara değil; millete, yani geçmişte yaşamış ve gelecekte doğacaklara da aittir (Gözler, 2017: 43).

bb Halk Egemenliği: Bu kurama göre egemenlik halka aittir. Halk belirli bir zaman diliminde ülkede hayatta olan – yaşayan vatandaşlar topluluğudur. Halk egemenliği kuramına göre egemenlik halka, yani halkı oluşturan tek tek her bireye aittir. Bu nedenle egemenlik bölünebilir. Herkes oransal olarak egemenliğin bir miktarına sahiptir (Gözler, 2017: 43).

6. Fransa ve Türkiye'de hükümet sistemleri

6.1 Devletin işleyişi ve anayasa

Devletin yapısını, şeklini, işleyişini, kişi temel hak ve özgürlüklerini içeren ve diğer yasalardan farklı olarak yapılan adına anayasa denilen hukuk kurallarına Anayasa denir.

Ülkelerin toplumsal yapıları ve tercihlerine göre anayasalar; ya sözlü ya da yazılı olarak uygulamada yer alır. Rejimi vatandaşlarınca topluca kabul gören ülkelerde anayasaların uzun uzadıya yazılı olmaları gerekmemektedir. Nasıl ki bir toplum tarafından ahlak kuralları içselleştirilip ortak kabul görüyorsa, hukuk kuralları ve de hukuk kurallarının esası olan

anayasaların da ahlak kuralları gibi yazılı olmalarına gerek yoktur. Sözlü anayasalarda İngiltere'de olduğu gibi mevcuttur.

Devletin işleyişini belirten kurallar anayasalarda mevcuttur inceleme konumuz olan Fransa ve Türkiye'deki hükümet sistemleri devletin işleyiş biçimini oluşturmakta olup anayasalarda bu hususta bağlayıcı hükümler bulunmaktadır.

6.1.2 Fransa'da hükümet sistemi

Fransa, Avrupa'da var olan düşünce akımlarından etkilenen ve düşünce akımlarını etkileyen bir ülkedir. Siyasal hayatı, düşünce akımları yönünden çok hareketli geçmiştir. Rönesans sonrası 1789 Fransız ihtilali ile birlikte ulus devlet olarak Avrupa'da önemli bir konuma sahiptir. Fransa, siyasal ve anayasal kurumların işletilmesinde çok istikrarlı görünmemiş ise de siyasal ve anayasal teorilerin sistemleştirilmesinde öneme sahip ayrıcalıklı ve diğer ülkeleri etkileyici bir rol üstlenmiştir(Dereli, 2001:13-17)

Türkiye'de de Fransa'nın çok etkili tesiri ile batılılaşma faaliyetleri başlamış ve cumhuriyetin kurulmasıyla uluslaşma süreci gelişmeye ve de olgunlaşmaya başlamıştır (Berkes,2008:440-470).

Fransa'da temel hak ve özgürlüklere dayalı bir devlet kurulmadan önce toplumda ulusal birlik anlayışı mevcuttu Türkiye'de ise II. Meşrutiyetle birlikte ulus devlet anlayışı kabul görmüş ve bu görüş Cumhuriyet ile olgunlaşmıştır.
Hem Fransa, hem de Türkiye'de rejim değişikliği olsa da, egemenliğin kullanımında, devletin faaliyet alanlarının sınırlandırılması ve egemenliğin parçalanmadan merkezde tutulması eğilimi devam etmektedir (Dereli,2001:20).
Bu ortak özellikler ve 1926 Kanunlaştırma, Hukuk İnkılabı ile Türkiye anayasa tercihi Fransa lehine kullanıp, Fransa etkisi toplumsal yaşam ve gelişmemize yön vermiştir.

7. Hükümet sistemleri

Hükümet sistemleri ülkelerdeki var olan yasama yürütme ve yargı kuvvetlerinin kullanış biçimine göre; kuvvetler ayrılığı ve kuvvetler birliği olarak vasıflandırır. Yasama ve yürütme kuvvetleri arasındaki ilişki hükümet sistemlerini belirler. Yargı kuvveti genelde bağımsız kabul edilir.

7.1 Kuvvetler birliği

Kuvvetler birliği yaşama ve yürütme kuvvetlerinin tek elde birleştiği sistemdir. Bu birleşme ya yasama veya yürütme organında gerçekleşir. Yürütme organında birleşirse; mutlak monarşi veya diktatörlük olarak uygulama alanı bulur. Yasama organında birleşirse, meclis hükümeti olarak karşımıza çıkar.

7.2 Kuvvetler ayrılığı

Kuvvetler ayrılığı, yasama ve yürütme kuvvetlerinin ayrı organlar eliyle kullanıldığı hükümet sistemidir. Kuvvetler ayrılığı sistemi de kendi arasında sert kuvvetler ayrılığı ve yumuşak kuvvetler ayrılığı olarak ikiye ayrılır. Sert kuvvetler ayrılığının tipik uygulaması başkanlık sistemi; yumuşak kuvvetler ayrılığının tipik uygulaması "parlamenter sistemdir".

8. Yarı-başkanlık sistemi

Yarı-başkanlık sistemi: cumhurbaşkanının halk tarafından seçildiği bir parlamenter sisteme verilen isimdir. Bu tür uygulamada parlamenter sistem zayıflatılmaktadır. Doktrinde Gözler "aslında bu sisteme 'yarı parlamenter sistem' denilmemelidir" der (Gözler 2018:90).

Yarı başkanlık sisteminde yürütme iki başlı olup, Cumhurbaşkanı parlamenter sistemin sembolik cumhurbaşkanı olmaktan çıkıp, halk tarafından seçildiği ve hükümetten daha çok oyu-desteği olduğu için gücü elinde bulundurmaktadır. Bakanlar kurulu-Hükümet Cumhurbaşkanının yönlendirmesine göre hareket etmekte, yasama da aynı şekilde güçlü Cumhurbaşkanı ile ters düşmeyip, Cumhurbaşkanından gelecek yönlendirmeye göre hareket etmektedir. Böylece görünüşte yürütme iki başlığı gözükse de cumhurbaşkanı gücü elinde bulunduran ve yürütmeyi elinde tutandır.

Fransa 1958 Anayasası ile üzerinde uzlaşma sağlanamayan kurumsal sistemin, yani parlamenter rejimin bazı temel ilkelerinin bir kenara bırakıldığı bir sistemi getirmiştir (Dereli, 2001: 27-28). Buda Fransa'da uzlaşmanın hiçbir zaman gerçekleşmemesi ve egemenliği merkezde temsil edecek seçimle gelecek Cumhurbaşkanını olan ihtiyacın kanıtı olmuştur. Nedeni ise karşıt düşünce rejimlerinin varlığını sürdürmesidir.
Yaşanan siyasi krizlerin çözümü, hakemlik yetkisini kullanarak; kamu güçlerinin düzenli çalışmasını sağlayan ve devlet devamlılığını temsil eden güçlü cumhurbaşkanı olarak bulunmuştur.

9. Türkiye'de Hükümet Sistemi

1982 anayasası ile daha önce var olan parlamenter sisteme bir takım kısıtlamalar getirilerek, parlamenter sistemde var olmayan güçlü bir cumhurbaşkanlığı makamı oluşturulmuştur. Meclis kendi seçtiği cumhurbaşkanına sistemde olmayan ve bağdaşmayan yetkiler vermiştir. Bu sebeple 1982 Anayasası sistemi parlamentarizm atenu-zayıflatılmış parlamentarizm olarak kabul görürken, doktrinde 1982 Anayasası için diğer bir doktriner görüş çift anayasa kavramını kullanmıştır. 2002 sonrası güçlü bir parlamentoya sahip olunması ve ülkenin beklenen sorunların çözüm yolu için önce Cumhurbaşkanının Fransa'da olduğu gibi halk tarafından seçimi, daha sonra da "Cumhurbaşkanı Başkanlık Sistemi" kabul edilmiştir.
Türkiye'de uygulanan başkanlık sistemi nevi şahsına uygun Türk tipi başkanlık sistemidir.

Amerikan başkanlık sisteminden ayrılmaktadır. Ülkemizde yaşanan Siyasal gelişmelerin çözümünde başarılı olduğu en son "Karabağ'ın Kurtuluşunda" Türkiye'nin tutumu ile tescillenmiştir.

Amerikan Başkanlık Sisteminden farklı bir Cumhurbaşkanı Başkanlık Sistemi anayasamızla getirilmiştir. Her ne kadar Fransa'dan etkilenip örnek alınsa da Yarı-Başkanlık Sistemi alınmayıp Türkiye bir adım daha atıp sistemini Cumhurbaşkanı Başkanlık Sistemi olarak tercih etmiştir.

10. Sonuç

Fransa'da uygulanan yarı başkanlık sistemi başarısını bir asker olan General Dequelle'nin Cumhurbaşkanı olması ile karizması ve arkasındaki askeri gücü ile başarılı olup halk tarafından genel tasvip-kabul görmüştür.

Türkiye'de ise başlangıçta 1982 Anayasası'nda var olan güçlü Cumhurbaşkanı ve karizmatik liderin varlığı ile ülkenin içinde bulunduğu iç ve dış sorunların çözümü için muhalefetten MHP'nin desteği ile Cumhurbaşkanlığı Başkanlık Sistemine geçilmiştir.

Büyük çoğunluk isabetli ve başarılı görse de; ülkemizde parlamenter sisteme dönüş yönünde de muhalefette görüşler gelişmiştir.

Uygulamada geçiş dönemi olduğu için eleştiri ve övgüler mevcut olup; kesin hüküm vermek için henüz erkendir.

Temennimiz iç ve dış problemlerini çözen ve barış içinde sağlık ve huzur içinde yaşayan bir dünya ve Türkiye dileklerimizle.

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The Increase In Health Misinformation Online And Solutions For How To Cope With It

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Abstract

People are motivated to understand the problems that they are experiencing when it comes to health because either they are dealing with a sudden ache, or a breakthrough pain, and in order to make an inference about their problems, they have an inclination of looking at the Internet first because it is more convenient. In our era, Internet is so fast and quick and it is full of health information, which might seem advantageous at first glance. Even though, search engines such as Google presents a huge amount of information related with diverse health topics; the boundary between healthy and unhealthy information on there isn't certain. So many information is presented to the public on different websites and social media pages and channels, yet who provides this information isn't stated and the sources are unknown most of the times. People who are providing this information aren't always people who received a health education and they maybe composed of people who want to get high ratings by getting clicks. Thus, the health myths, which are created on these websites or social media channels, can become viral easily. However, misleading information often creates undesired results because uneducated people or people who have low education levels trust in this wrong information and apply them to their daily life. Human health is a significant matter because one cannot change the results of a wrong treatment easily and a wrong treatment often creates unwanted and undesirable results. So, in order to differentiate between false and true health information, people should increase their health literacy to a high level. Often times, people who have low health literacy levels encounter with false information and embody them. Thus, the aim of this paper is to show how people can make a differentiation between wrong and right information online by applying certain tips. This paper provides a guideline about how to increase health literacy and how to deal with wrong and misleading information on the Internet. The researcher used literature review as the method and found out that people should use trustable sources such as Medline Plus or they should use a fact-checking organization in order to make sure about a certain health information on the Internet.

Keywords: searching for health information, the Internet, Dr. Google, misinformation, low health literacy, and patients

Introduction:

In the U.S, patients have a high tendency for seeking health information from the Internet. The ratio of people who use the Internet has reached to 93% all over the U.S. (Pew Research Center, 2021). Whereas in Turkey, 92% of the people have Internet connection and the ratio of people who search information online from websites is 45% and from social media pages is 37% (Tuik, 2021 & 365 gun, 2020). When two genders are compared in terms of their preferences to search online and use online information, it is found out that women do that more often than men (Eysenbach, 2021).

Patients search online on a variety of topics ranging from how to cope with diseases, which amounts of medications to take, how to have a healthy diet by taking vitamins, how to exercise during the day, how to maintain a balanced life psychologically and how to lead a healthy lifestyle (Stern, et al., 2012, p. 1326).

Other reasons why people depend on Internet search are learning about what to do when being diagnosed with a certain disease, to understand how to become healthier and seeking out the most beneficial health insurance which covers the treatments (a-Network of the National Library of Medicine, 2019).

Some people search the Internet to get knowledge about surgery procedures before consulting to a doctor, they might want to know alternative treatments, they might be curious about the content of a certain medicine that they use and they want to know about the side effects (RCSI, 2013).

Method:

However, there are considerable information about diseases, treatments, medicines and cures on search engines such as Dr. Google, on websites and social media channels, which might not always be true, they in fact include health myths and they may create fear in people who read them all of a sudden and make them become anxious.

Therefore, this paper aims to draw attention whether patients can trust to online health information on the Internet comfortably. This paper will indicate how patients can make a difference between true and false health information on the Internet by providing a guideline about it.

This paper also highlights the points which misleadingly make patients pursue wrong health information online and it aims to discuss the ways how patients can cope with misinformation on the Internet. It will further discuss the problems that especially patients with low health literacy encounter and will offer suggestions in how to increase health literacy to a much better level.

The researcher used literature review as the method and searched a variety of sources ranging from books to articles on journals, and from websites to YouTube videos in order to find an answer to

her research question (Fink, 2020, p.7). She first looked at the recent publications by using keywords and by using advanced search (Büyüköztürk, 2011, p.51). While doing that she applied the technique of screening and included only the relevant ones (Fink, 2020, p.7).

This enabled the researcher to criticize the previous works and discussions done regarding this issue and bring a new perspective about it after an evaluation by concising and synthesizing them (Ekiz, 2015, p.212). Also, using literature review as a method helped the researcher to indicate the strenghts and weaknesses in the topic that she has based her research problem and this way she created an awareness towards that topic (Jesson and Lacey, 2006, p.140).

Results and Discussion:

1.1. Social Media Influencers Create Fake Contents to Reach Higher Ratings on YouTube

YouTube is a popular platform where people share information about curing diseases fast with certain food and herbs and this way, they suggest alternative ways for treatment. These people present miraculous solutions to other people by giving them hope by using exaggeration, yet they can mislead people instead. Indeed, 68% of health news related with treatments include the word miracle in it and it shows this word as if it was true by giving hope especially in the fields of leading a healthy life, finding a cure to a disease, and having a high nutritious diet (Erdem, Bostan and Yılmaz, 2020, p.124).



Photo 1: Some Examples of Miracle Treatments and Cures on the Internet

There are so many recipes about cancer-free drinks including mixture of rare fruits and herbs on YouTube, and they claim that they are a great detox for the body. They give the promise of weight-loss in a short amount of time. Nevertheless, they come up with unreliable headlines such as “you won’t believe the change when you drink this mixture because you will reborn”. Furthermore, sometimes one kind of medicine is shown as the only solution for curing a disease such as cancer and such news shouldn’t be made on the news and health news should abstain from using words such as “the only one” or “the first” by showing something as the absolute (Bilişli, 2018, p.76).



Photo 2: There isn't only one pill for a certain kind of treatment and thus patients shouldn't be pessimistic.

Also, YouTube videos promote being skinny as something fashionable and influencers give suggestions for how to turn beautiful by having an ideal body image by telling what they eat in a day, and they motivate young teenagers to have a low-calorie diet and to lose fat fast, yet these diets which lack the control of a nutritionist prepares a basis for illnesses (Wang, et.al, 2019, p.5).

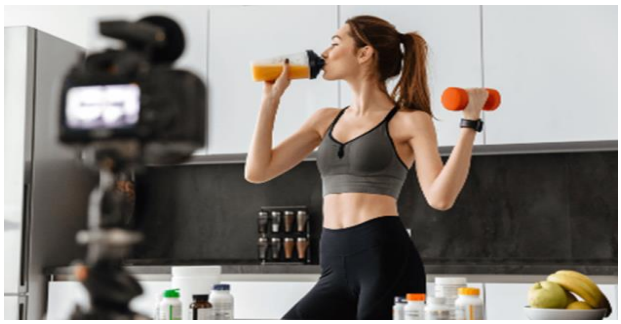

Photo 3: Influencers who want to be popular are mostly interested in reaching more fans, and thus they exaggerate things and misguide people.

These people, who are creating these type of news, are called social media influencers and their aim is to draw the attention of a wide range of people by getting more clicks and they want to get high ratings (Erdem, Bostan and Yılmaz, 2020, p.126). Furthermore, media companies prepare news in order to reach a considerable amount of people therefore they give priority to gaining profits and they choose topics which sell and while creating health news they are under the influence of people who give advertisements (Demir, 2010, p.18-20).

1.2. Low health literacy is a major problem in distinguishing between true and false information

Indeed, there are some factors which influence the trust towards misleading news; and the age, gender, educational level, political view of the individual and how much she is health and media literate are significant aspects (Doctors for Change, 2021). People who have low health literacy often get misinformation or incorrect information from the Internet because they can't access to reliable sources as their reading levels are low (Center for Advanced Studies in Child Welfare, 2018). A research analyzed the web pages of 100 health websites and came to the conclusion that health websites should include easy-to-grasp materials instead of harder to understand materials because the ratio of websites which are difficult to comprehend is 80% (Meppelink, et. al., 2017, p. 2016).

The articles on reputable newspapers and journals are hard to read and grasp, therefore people choose the easy to read and view social media contents on platforms such as YouTube, Facebook and Instagram, which in fact can include fake news (Doctors for Change, 2021). Misinformation means an opinion which isn't approved by an expert in the field, it is simply uncertain, it doesn't include verifications, and it instead includes contradictions within itself, and it aims to manipulate people's thought systems (Bode and Vraga, 2018, p. 1131).



Photo 4: Fake information on health issues is provided on diverse social media channels and thus people should be aware of them.

In order for the information to be credible and usable on a website, it has to be trustworthy and scientific based; in other words, it shouldn't include speculation about health topics and it shouldn't include any made-up information that cannot be proved (MPH Library, 2021). Thus, the website shouldn't include opinions, and the reader needs to make sure about the qualifications of the source (Bentley University Library, 2022).

Furthermore, the information provided on the website shouldn't be difficult to read, the information should be correct, more images that are informing the patient should be used, active voice sentences should be used instead of passive voice and sentences should be short instead of being complex (Meppelink, et. al., 2017, p. 2017).

Fake information goes around the world faster than accurate information and people might share this misinformation without realizing that it is harmful (Bupa, 2021). Neverthless, governments decline using the word fake news, instead they prefer using misinformation or disinformation in order to draw attention to that issue (Wang et al., 2019, 2). Especially after the Covid-19, the amount of information about infectious diseases, cancer treatments and vaccinations on the web have increased tremendously and it is found out that the ratio of correct information is less than the ratio of inaccurate information related to these topics (Wang et al., 2019, p.7).

1.3. There are ways to make sure that the health website includes correct information

The individual, who seeks information, needs to understand for which purposes the health website has been created whether its purpose is to entertain the reader while having a good time, to teach some facts to the reader, to inform them about medical procedures, to persuade them to choose between different treatment alternatives or to sell them some medical products or medicines (Ohio State University Comprehensive Cancer Center, 2018). Sometimes websites want their users to

register to that their site to gather their personal information and these websites might be created by medical companies which might thinking about increasing their profits by spreading particular health product advertisements (RCSI, 2013).

According to Mayo Clinic (2020), there are some simple ways to learn whether the information taking place on the website is correct. First the reader should learn who is the creator of the website by looking at the contact information and then try to understand the message that they are conveying. The people who usually create fake information on the Internet doesn't belong to an institution and they don't have an affiliation and all they want is to blur the minds of readers by giving them wrong information (Wang et al., 2019, p.7).

Then, the information on the website should avoid medical jargons and spelling mistakes in order to be easily understood. (Bupa, 2021). Thus, the language used on the website should be simple and easy to understand and the patient can easily navigate the website in terms of its design (Ohio State University Comprehensive Cancer Center, 2018).



Photo 5: An example of a health website in terms of its design.

If they are using words such as miracle or breakthrough, the reader should have some doubts because either what they are promising is so good or they are even dramatizing certain things and giving useless promises (Mayo Clinic, 2020). Thus, the main purpose of the foundation of a health website changes between commercial purposes to educational purposes and the patient needs to understand the difference (Ohio State University Comprehensive Cancer Center, 2018). In order to check whether the website includes scientific information, the reader can get help from edu., org., or gov. websites and can double check the information by looking for evidence (Mayo Clinic, 2020).

1.4. The Patients Should Look for Current and Up-to-Date Information to Get Healthy Results

Also, some people are not satisfied with what their doctors have told them and they might want to search online in order to satisfy their curiosity. People who rely on the information on the web are mostly young people because older adults value the information that they get from their physicians and they look at the Internet sources with more doubt (Miller and Bell, 2012, p.527).

It is found out that cancer patients who seek information online are mostly young and educated, and they have a computer, they can reach to the Internet easily (Bylund, et al., 2010, p.128).

Nevertheless, in order to get the best results while searching for information, patients need to pay attention to some points. For instance, if they are having three symptoms, they should type all these symptoms in sequence and they should indicate their age and gender and this way they will acquire the best results (b-Network of the National Library of Medicine, 2021). In other words, this way they will not deal with too many unrelated information online.

On the other hand, searching for health information is a part of self-education of the patient and it gives her some topics to discuss with her doctor and she might understand the medical problem better in return (Ohio State University Comprehensive Cancer Center, 2018). However, discussing online information with doctors sometimes can be challenging and it can influence the relationship in a negative direction because the information online may include biased information and patients can become more confused after the conversation with their doctors (Bylund, 2010, p.129). Unreliable information on the Internet can damage the patient and doctor relationship because it brings an issue of trust. Therefore, the reader should look for when the health news was put on the website because it might include outdated information and the reader needs to make sure that the website is updated regularly (Mayo Clinic, 2020).

Also, as a search engine Google is problematic because when a patient writes a certain type of disease, she might come across with irrelevant results. For instance, when she types upper respiratory infection, she comes across with the website of a university because of the initials and she can't access to the information that she is looking for (b-Network of the National Library of Medicine, 2019). Google doesn't bring the most relevant results at first try. Thus, people should learn how to concise their search by using keywords.

Another problem is that the content put on sources such as Wikipedia includes health information dating back to a decade and it might not been up-dated whereas modern medicine grows with new developments every day and thus the information on that site won't be beneficial (c-Network of the National Library of Medicine, 2020). Thus, the reader needs to make sure that the wikis and websites should include current and up-to-date information about the topics they discuss (Bentley University Library, 2022).



Photo 6: A disadvantage of Wikipedia is that it can contain out-dated information about health topics.

The reliability of online information is also questioned because it may contain ambiguous, misleading and expired information, which can create conflict (Huisman, et al., 2020, p.999). Therefore, people need to be health literate in order to differentiate between what is false and true

information. The information online should be unbiased without including prejudices and it should base its arguments on scientific facts which includes evidences that are proved related with health topics (Ohio State University Comprehensive Cancer Center, 2018).

If the website includes high quality sources it should present them to the audience in the references part as a list (Bupa, 2021). Instead of searching on Dr. Google immediately, people should use websites such as Medline Plus which is a reliable health source lacking advertisements, or they should use a fact checking organization before consuming health news from social media platforms such as Facebook (RCSI, 2013 & d-Network of the National Library of Medicine, 2021).



Photo 7: Google is full of health myths which can mislead people, and thus people should depend on reliable sources such as Medline Plus, instead.

Furthermore, people who are low health literate are usually composed of immigrants who have low education levels (Kickbusch, et.al., 2013, p.7). Hispanic immigrants, who are a low health literate group in the U.S, have an inclination to trust to the information that is taking place in social media groups of their communities such as Facebook groups because they don't know the primary language of US that is English well enough, and they can't check the primary health websites in English, and thus often times they are constantly sent with unreliable health information from their community (e-Network of the National Library of Medicine, 2021). Nevertheless, websites such as Medline Plus include translations in other languages and it provides the most accurate information that a patient needs to know about a certain disease, and its treatment (RCSI, 2013).



Photo 8: Low health literacy is a major problem for immigrant people and the unproficiency in English language is a problem, yet there is a solution which is Medline Plus.

1.5. The Struggles that Patients with Low Health Literacy Experience

In order to increase health literacy, doctors should prepare health materials in which they use plain language and they should pay attention to some points such as they should use easy-to understand basic sentences by explaining what certain medical terms mean and most importantly, they should address to the literacy level of their audience (Grene, et. al., 2017, p.386).

People who are low health literate cannot give the right decisions regarding their health, they cannot manage their health in an effective way, they take health actions which are comparatively riskier, they usually suffer from deteriorated health conditions and they often find themselves taking care in the hospital rooms (Kickbusch, et al., 2013, p.1).

A person who is high health literate can understand the instructions on medicines, can comprehend what her doctor is explaining to her and she doesn't have any difficulty in reading health brochures or consent forms and she has an idea about what her test results mean (f-Network of the National Library of Medicine, 2021).



Photo 9: Patients with low health literacy have difficulty in using the right medicine at the right time, and they confuse their medicines.

Patients who have low health literacy levels struggle in giving decisions related to their health and they abstain from asking for help, they cannot follow the treatments that are prescribed by their doctors completely, and they tend to stay in the hospital longer (Center for Advanced Studies in Child Welfare, 2018).

Due to low health literacy, the quality of individuals' lives diminishes because people who are low health literate usually have higher smoking levels, and they cannot cope with their chronic diseases (Kickbusch, et. al., 2013, p.7). People who are low health literate tend to use the emergency service more, they can't take their medicines on time, they can't read the labels on medicines properly, they don't have their vaccinations completely, and in terms of gender-based women often forget to have their mammography screening and elderly people usually suffer from poorer health conditions (Berkman, et. al., 2011).

Conclusion:

This paper has showed that patients who have low health literacy tend to rely on misinformation easily; whereas, patients who have the skills of analytical thinking and who are more educated about health issues and who have higher health literacy don't accept fake news (Nan et al., 2022,

p.2). Especially, when patients are more afraid or have some doubts about an health issue, they incline to trust to misinformation more and it becomes harder to clarify that afterwards (Wang et al., 2019, p.7).

Thus, reporters working in the media should pay attention to some points while preparing a particular health news. The reporters should check the correction of the information that they are going to share from diverse sources, they should make sure that the information is correct, they should cite the souce that they are using, they shouldn't create panic, and they should use a plain language (Demir, 2015, p.157).

In addition, sources such as Medline Plus should provide translations in other languages such as Turkish for the minority Turkish population living in the U.S.A. Consequently, Türkiye should also prepare a national health website just like Medline Plus and should provide all the health information that society needs related with diseases, vaccinations, medicines, tests and treatments from there. This way, patients won't consult to Dr. Google or Wikipedia instantly and will be provided with trustable and reliable health information from a national health website and will lead a healthy life.

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Dijitalleşmenin Ekonomik Büyümeye Etkisi: Panel Veri Analizi

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ÖZET

İnsanlık toplumsal gelişme süreçleri içinde bugüne kadarki en girift ve hızlı devrini yaşıyor. Bilgi toplumundan dijital topluma geçiş süreci yeni bir aşamayı ifade etmekte olup, bu yeni aşama da dijital çağ olarak ifade edilmektedir. Bu süreçte, bir yandan toplumsal ilişkiler, bir yandan toplumla-devlet arasındaki ilişkiler ve bir yandan da tüm alanlarda hizmet sunum süreçleri derinden etkilenmiş ve dönüşmüştür. Bu merhale henüz sonuçlanmamış olup, aksine farklı veçheleriyle sürekli ve dinamik bir şekilde işlemeye devam etmektedir.

Dijital çağın en önemli etkilerinin başında merkezi ve yerel otoritelerin kurumsal yapılarında yarattığı değişim ve dönüşüm gelmektedir. Bu değişim ve dönüşümün ileri bir adım olduğu düşünülmekte ve özellikle etkinliği, verimliliği, zaman ve kaynak tasarrufunu mümkün kılan bir nitelik taşıdığı ve iktisaden büyümeyi olumlu etkilediği kabulü yapılmaktadır. Ülkelerin ve toplumların bu değişim ve dönüşüm sürecinin dışında kalması, yoğun rekabet ortamında servet, gelir ve refah kaybına neden olacaktır. Küresel ölçekte yaşanan bu rekabet mücadelesi içinde ülkelerin dijital süreçlere teknolojilere azami düzeyde uyum sağlaması, bu uyumu mümkün kılan harcama ve yatırımlara ağırlık vermesi gerekmektedir.

Bu çalışmada dijitalleşmenin ve e-devlet uygulamalarının belirli bir kalite ve düzeye eriştiği Avrupa'nın üst gelir ve üst orta gelir grubunda yer alan toplam 27 ülke için GDP, kamu sektörü ar-ge harcamaları ve bireylerin e-devlet uygulamasına erişim-kullanım düzeyleri arasındaki ilişkiler analiz edilmiştir. Analiz dönemi için 2009-2020 dönemi verileri kullanılmıştır. Elde edilen bulgular, e-devlet uygulamalarının artmasının iktisadi yaşama etkilerini olumlu yönde gören teorik ve uygulamalı çalışmalarla uyumludur.

Anahtar Kelimeler: Dijital Çağ, E-Devlet, Panel Veri Analizi, Ar-Ge Harcamaları, İktisadi Büyüme.

Effect Of Digitalization on Economic Growth: Panel Data Analysis

ABSTRACT

Humanity is in the most intricate and rapid period of social development processes to date. The transition from the information society to the digital society is a new phase; on the one hand İt has profoundly affected and transformed the opening of the digital era and the social relations , on the one hand the relations between society and the state , and on the other hand the service delivery processes in all fields. This stage has not yet concluded, on the contrary, it continues to operate in a continuous and dynamic way with its different aspects.

One of the most important effects of the digital age is the change and transformation created by central and local authorities in their institutional structures. This change and transformation is considered to be a step forward and it is accepted that it has a quality that enables efficiency, productivity, time and resource savings and positively affects economic growth. Keeping countries and societies out of this change and transformation process will cause loss of wealth, income and welfare in an intense competitive environment. In this struggle for competition on a global scale, countries need to adapt to digital processes and technologies at the maximum level and focus on expenditures and investments that make this harmony possible.

In this study, the relations between GDP, public sector R&D expenditures and use levels to e-government application for a total of 27 countries in the upper income and upper middle income group of Europe where digitalization and e-government applications have reached a certain quality and level analyzed. For the analysis period, 2009-2020 period data were used. The findings are compatible with theoretical and applied studies that see the positive effects of the increase in e-government applications on economic life.

Keywords: Digital Era, E-Government, Panel Data Analysis, R&D Expenditures, Economic Growth.

1. GİRİŞ

Toplum ve devlet, devlet ve birey ilişkisi; yaşayan, sürekli devinim içinde olan ve her zaman ileri bir aşamaya taşınması gereken bir konudur. Kuşkusuz bireylerden müteşekkil topluluk ve toplumların idamesinin en kritik unsuru, yine toplumlar tarafından hayata geçirilen devlet kurumudur. Bu kurumun örgütsel araçlarının aksiyon becerisi, bunun sürdürülebilirliği, kalitesi ve hızı ise toplumla devlet, devletle birey arasında tesis edilen hassas dengelerin ana unsurları olarak görülmelidir.

Uygarlık tarihi göstermiştir ki, insanın ve onun vücuda geçirdiği toplumların gelişme merhaleleri dönem dönem ortak ilişki biçimlerimizi etkiler ve dönüştürür. Bilhassa Fransız Devrimi ve Sanayi Devrimi sonrasında kentlerin iktisadi aktivitelerin merkezine dönüşmesi, kitlesel üretimin artması, ticaretin sınır ötesine doğru ivmelenmesi, teknolojik yeniliklerin hızlanması gibi birçok gelişme,

toplumları birbirine yakınlaştırmış ve karşılıklı bağımlılığı da artırmıştır. Aslında biz bu süreci küreselleşmenin çağdaş dönemi olarak ifade ediyoruz. Olumlu ve olumsuz etkileriyle küreselleşme toplum-devlet; birey-devlet ilişkilerini de etkilemiş, devletin hizmet sunum süreçlerini yeni baştan ele almasını, maliyet ve zaman etkin/tasarruf yöntemlerin kullanılmasını zorunlu kılmıştır.

20. ve 21. yy.'da kentlerin ilgi odağı haline gelmesi, kent ekosisteminin de korunması ve idamesi sorununu gündeme taşımaktadır. Hem kalkınma hem de iktisadi büyüme ve gelişme için vatandaşların kaynaklara hızlı ve adil erişimi, daha özgür, hızlı, güvenilir ve nitelikli hizmetlere erişimi, özellikle kamu hizmetlerinde dijitalleşme hamlesini zorunlu hale getirmektedir.

Günümüzde devlet kurumları ile yerel yönetimler kullandıkları ve kontrollerinde olan iktisadi kaynaklarla makroekonomik parametreler üzerinde doğrudan etkili olmaktadır. Bu manâda iktisadi kalkınma, büyüme ve istihdam açısından kullanılan kamusal kaynakların hacmi ve niteliği belirleyici olmaktadır.

Kamuda (merkezi ve yerel yönetimler) bir yandan ar-ge harcamaları ve yatırımlarının artışı bir yandan da bununla ilişkili olarak dijitalleşme ve e-devlet uygulamalarının yaygınlaşmasıyla birlikte orta ve uzun vadede ekonomik büyümenin olumlu etkilenmesi, kaynak tasarrufu sağlanması ve makro ekonomik göstergelerde bir iyileşme etkisi yaşanması varsayılmaktadır.

Söz konusu varsayım, bu çalışmada hem teorik kapsamda hem de bir panel veri analizi ile ele alınarak, test edilmiştir. Bu kapsamda dijitalleşmenin ve e-devlet uygulamalarının belirli bir kalite ve düzeye eriştiği Avrupa'nın üst gelir ve üst orta gelir grubunda yer alan toplam 27 ülke için GDP, kamu sektörü ar-ge harcamaları ve bireylerin e-devlet uygulamasına erişim-kullanım düzeyleri arasındaki ilişkiler analiz edilmiştir. Analiz dönemi için 2009-2020 dönemi verileri kullanılmıştır. Elde edilen bulgular, e-devlet uygulamalarının artmasının iktisadi yaşama etkilerini olumlu yönde gören teorik ve uygulamalı çalışmalarla uyumludur.

2. TEORİK ÇERÇEVE VE LİTERATÜR TARAMASI

E-devlet uygulamaları ülke kalkınması için önemli bir araç olmasının yanı sıra şu anda ve gelecekte dijital ekonomiyi tesis etme ve Dünya ile bu anlamda entegre olabilmek için bir ön koşul olarak karşımıza çıkmaktadır. Ancak e-devlet uygulamalarının sorunsuz bir şekilde kurulması, işlemesi ve geliştirilmesi, karmaşık, çok yönlü ve maliyetli ve üstelik riskli bir süreçtir.

Kuşkusuz bilgi ve iletişim teknolojilerinin gelişimi, devlet kurumları için çeşitli fırsatlar sunmaktadır.

Literatürde, e-devlet uygulamaları esas olarak konunun teorik ve metodolojik temellerin incelenmesi, e-devletin uygulanmasının ve geliştirilmesinin idari ve yasal yönleri bağlamında ele alınmaktadır.

R. Katz, P. Koutroumpis ve F. Martin Callorda'nın çalışmalarında dijitalleşme süreçlerinin ekonomik göstergeler üzerindeki etkisi analiz edilmiştir. Yazarlar, dijitalleşme ile bilgi üreten, bunu işleyen ve aktaran dijital teknolojilerin kitlesel olarak benimsenmesinin toplumsal dönüşümü ortaya çıkardığını, ekonomik aktiviteleri güçlendirdiğini ve büyümeyi yükselttiğini tespit etmişlerdir. Bu kapsamda bilgi iletişim teknolojileri altyapısı göstergesi geliştirerek, bu gösterge üzerinden özellikle gelişmekte olan ülkelerde e-devlet uygulamalarının sonuçlarını etkileyen koşulları belirlemeye çalışmışlardır (Kotenok vd., 2020).

E-devlet, yerel bilgi sistemleri ve küresel bilgi ağının bölümleri aracılığıyla hükümetin etkinliğini ve şeffaflığını artırmanın yanı sıra vatandaşlara hizmet sağlamak ve yeni bilgi ve iletişim teknolojilerinin kullanımı yoluyla demokratik süreçleri geliştirmek için önem arz eden bir devlet yönetişim modelidir. E-devletin bilgi ve iletişim teknolojilerinin kamu yönetiminin mekanik bir bileşimi olmadığı, tamamen yeni bir kamu teknolojisi olduğu değerlendirmesi yapılmaktadır.

E-Devlet ve dijital dönüşüm süreci, devlet, iş dünyası ve vatandaşlar arasında şeffaf ve etkili bir etkileşim kurmak için bilgi kaynaklarının ve sistemlerinin tek bir bilgi alanına entegre edilmesiyle hayat bulur.

Literatürde E-Devlet araştırmaları yöntemsel olarak farklı yaklaşımların kullanılmasını içermektedir. Örneğin, Birleşmiş Milletler sistematik olarak e-devletin etkinliğini analiz eder ve dünyadaki e-devlet eğilimlerini belirler. Aynı zamanda gelişmişlik düzeyini değerlendirmek için 2 temel gösterge kullanılmaktadır: E-Devlet Gelişmişlik Endeksi ve Elektronik Katılım Endeksi.

E-Devlet Gelişmişlik Endeksi 3 alt endeksin aritmetik ortalaması olarak tanımlanmaktadır: Çevrimiçi Hizmet Dizini; Telekomünikasyon Altyapı Endeksi; İnsan Sermayesi Endeksi.

E-Katılım Endeksi ise vatandaşları karar alma süreçlerine dahil etmede e-devlet hizmetlerinin etkinliğini ve yararlılığını gösterir. Bu indeks de üç parametreye dayanmaktadır: Siyasi ve ekonomik programlar hakkında hükümet web siteleri tarafından sağlanan bilgilerin eksiksizliğini yansıtan e-bilgiler; Devlet danışma araçlarının devlet web sitelerinde ne kadar eksiksiz olduğunu gösteren E-Danışma (aynı zamanda vatandaşlara bu toplantılara katılma veya görüş bildirme fırsatı verilmektedir); E-karar alma, hükümetin vatandaşlara karar verme sürecine erişimini ve karar almayı etkilemek için bir mekanizmanın kullanımını ne ölçüde sağladığını belirler.

Yukarıdaki endeksler, e-devletin etkinliğinin incelenmesine, ülke ve dinamiklere göre karşılaştırmalı analiz yapılmasına olanak sağlamakta, ancak e-devletin ekonomi üzerindeki etkisini yansıtmamaktadır. E-devletin etkisinin özellikle inovasyon üzerinde olduğu ve onu tetikleyebileceği ve hatta teknoloji nedeniyle ekonominin nasıl dönüştüğünü anlamada önemli bir bileşen olabileceği sonucuna da varabiliriz.

Ekonomik büyüme 1600'lü yıllardan beri tartışılan çok eski bir problematiktir. Bu mesele, insanlığın refahı üzerinde yaygın sonuçları olan bir konudur. Ekonomik büyüme yazınında bilim insanları, sermaye stoğunun, beşeri sermayenin, dış ticaretin, teknolojik ilerleme ve politik istikrar gibi birçok faktörün etkilerini araştırmışlardır. Son dönemde ise e-devlet uygulamalarının yarattığı

doğrudan ve dolaylı etkilerin, milletlerin iktisadi refahını artırmalarının kilit bir unsuru olduğu düşünülmeye başlanmıştır.

Bhatnagar (2003)'e göre e-devlet, bir ülkede hesap verebilirlik ve şeffaflık sağlayarak ekonomik kalkınmayı destekleyen önemli bir araç olarak tanımlanabilmektedir. Chen vd. (2009)'a göre ise insanlara doğru bilgi ve daha iyi hizmet sunmak ve bunları paylaşmak maksadıyla bilgi ve iletişim teknolojilerinin hükümet tarafından kullanılması şeklinde ifade edilmiştir. Dünya Bankası, e-devleti yönetişimde bilgi ve iletişim teknolojilerinin fikir ve kavramlarını uygulama ve kamuyu oluşturan unsurları güçlendirme, hizmet sunumunu iyileştirme, şeffaflığı ve hesap verebilirliği artırma ve kamu sektörünün verimliliğini artırma alanı olarak tanımlamaktadır.

Srivastava (2011)'e göre e-devlet formülasyonu üç boyutta sınıflandırılmaktadır. Bunlar; gelişme, uyum ve uygulama ile paydaşlar üzerindeki etkiler şeklinde ifade edilebilir. Sıklıkla gelişme, uyum ve uygulama boyutları ele alınmış ve incelemelere konu edilmiştir. Oysa son boyut yani paydaşlara etkiler göreceli olarak daha az incelenen bir alandır.

Çok farklı sosyo-ekonomik ve politik faktörlerden etkilenen e-devlet uygulamaları ile ilgili Titah ve Barki (2006) siyasi durum, idari ve kurumsal yapılar ile toplumsal ve iktisadi yapıların, hükümetlerin bilgi iletişim teknolojileri çalışmalarını ve uygulamalarını belirleyen ana faktörler olduğunu belirtmektedir. Özellikle şeffaflık ve hesap verilebilirliği güçlendiren bu uygulamalar, yolsuzlukla mücadeleyi politik eksenine alan siyasetçiler açısından önemli ve yararlı bir araç konumunu almaktadır (Majeed ve Malik, 2016a).

E-devletin toplumsal ve iktisadi yapıya olumlu katkılarını ele alan ve bunları inceleyen bir çok çalışma söz konusudur. Al Kibsi vd (2001); West (2004); Majeed ve Malik, (2016b); Majeed ve Khan (2018); Von Haldenwang (2004)'e göre e-devletin yaygın kullanımı, kamu sektörü hizmetlerinin kalitesini ve verimliliğini artırmakta, hukukun üstünlüğünü ve demokratik normları ise güçlendirmektedir. Aynı zamanda yanlış uygulamaları ve yolsuzluğu azalttığı ifade edilmektedir (Mishra, 2006; Haigh ve Griffith, 2008).

Konuyla ilgili yazın, e-devlet uygulamalarının hayata geçirilebilmesi maksadıyla yapılan idari reformlar kanalıyla, ülkenin iktisadi refahını ve gelişimini de olumlu etkilemektedir (Majeed ve Malik, 2016c; Majeed ve Shah, 2018).

Yönetime ilişkin reform hareketlerini tetikleyen e-devlet uygulamaları ile hükümetin-siyasetçilerin idarenin eylemlerine daha yakından bakabilmesi mümkün hale gelmektedir. Aynı zamanda kamuoyunun hükümet politikalarına ve stratejilerine olan güven düzeyi de artmaktadır. Bunun da ötesinde e-devlet uygulamalarının hayata geçirilebilmesi vatandaş-devlet, vatandaş-idare ve devlet-idare ilişkilerinin yönetişim esaslı bir şekilde tesisi ile mümkün olacağı için, bu organlar arasındaki işbirliği ve güven düzeyi yükselecektir. Tolbert ve Mossberger (2006)'ya göre e-devletin halka verimli hizmet sunumu yoluyla güvenilirliğini, vatandaşların güvenini ve vatandaşların hükümet hakkındaki düşüncelerini iyileştirebileceği ifade edilmiştir.

Welch, Hinnant ve Moon (2005); Teo, Srivastava ve Jiang (2008)'e göre vatandaşların devlet organlarına yönelik memnuniyet düzeylerinin ve güvenin artmasında dijitalleşmenin ve web ortamına taşınan e-devlet uygulamalarının büyük rolü bulunmaktadır. Devlet politikalarına duyulan güven aslında e-devlete duyulan güvenin itici gücüdür, e-devlet uygulamaları devlete duyulan güvenin itici gücü değildir.

Bhuiyan (2010)'ın Kazakistan özelinde yaptığı ve hükümet tarafından bilgi iletişim teknolojileri kullanımının gelişim sonuçlarının incelendiği bir çalışmada, e-devlet uygulamalarının bu ülkede şeffaflık, hesap verebilirlik ve ekonomik kalkınmayı sağlama noktasında işlev gösterdiği sonucuna ulaşılmıştır. E-devletin, bürokrasi maliyetlerini, yolsuzluğu, gizli işsizliği, hükümetin yönetim maliyetlerini ve kamu görevlilerinin maliyetlerini daha rahat izlemeye olanak sağlayarak, sorunların çözülmesine yardımcı olduğu ortaya konulmaktadır. E-devlet uygulamaları ve sistemleri, bürokrasi, ulusal iş çevreleri ve uluslararası dünya arasındaki ilişkileri geliştirerek, ekonomik büyümeyi teşvik etmekte ve toplumsal uyumu güçlendirerek ekonominin işleyişini geliştirmektedir.

E-devlet ile ekonomik performans ilişkisini açıklayan bazı çalışmaların sonuçları aşağıda özetlenmektedir.

Krishnan, Teo ve Lim (2013)'e göre e-devletin yolsuzluk uygulamalarını azaltarak ve çevresel kaliteyi iyileştirerek büyümeyi artırdığı savunulmakta olup, 2004-2008 döneminde105 ülkenin verilerini kullanarak yaptıkları çalışmada e-devletin uygulamalarının iktisadi büyümeyi olumlu etkilediği sonucuna ulaşılmaktadır.

Choi ve Yi (2009) tarafından 1991-2000 dönemi verileri kullanılarak 217 ülke üzerinden yapılan bir çalışmada internetin ekonomik performansa katkısı ampirik olarak araştırılmıştır. Analiz sonuçlarına göre, internet aboneliğindeki %1'lik artışın, bilgi ve enformasyonun yayılması nedeniyle büyümeyi %0,05 artırdığı görülmüştür.

Czernich vd. (2011), 1996-2007 döneminde geniş bant aboneliklerinin OECD ekonomilerinin büyümesi üzerindeki etkisini araştırmış olup, geniş bant aboneliklerinin büyüme üzerindeki olumlu etkisini doğrulamışlardır.

Andrianaivo ve Kpodar (2011), mobil ve sabit telefon gibi iletişim teknolojisi araçlarının dağılımının ulusların ekonomik refahında merkezi bir rol oynadığını göstermiştir. Bilgi ve iletişim teknolojilerinin büyümeye katkısına ise sermaye birikimi, finansal kapsayıcılık, kırsal kalkınma ve piyasa etkinliği tarafından aracılık edildiğini belirtmişlerdir. Ulaştıkları sonuç, bilgi ve iletişim teknolojilerinin 1988-2007 döneminde 44 Afrika ekonomisinin büyümesi üzerinde olumlu etkisi olduğu yönündedir.

Majeed ve Ayub (2018) ise 1980-2015 döneminde 149 ülke üzerinden yaptıkları çalışmada bilgi iletişim teknolojilerinin ekonomik büyüme üzerindeki etkisini tahmin etmişlerdir. Bulguları, bilgi iletişim teknolojilerinin ekonomik büyüme üzerinde olumlu etkisi olduğu yönündedir. Yazarlara göre gelişmekte olan ülkeler bilgi iletişim teknolojilerinden daha fazla yararlanmaktadır.

3. VERİ VE MODEL

Hizmet sunum süreçlerinde artan ölçüde dijitalleşmenin ve bu eğilimin somut örneklerinden biri olan e-devlet uygulamalarının ve ayrıca tüm gelişmeleri besleyen ar-ge harcamalarının, kamusal ve/veya özel organizasyonların çıktı-üretim performansı açısından olumlu katkı yapacağı hem teorik hem de uygulama örnekleri üzerinden görülebilmektedir. Ancak, etkinin yönü ve gücünün ampirik olarak test edilmesi gereklidir.

Bu bağlamda dijitalleşme, kaynak ve çıktı olarak ifade edilebilecek iki parametre üzerinden ele alınmıştır: Kaynak olarak kamunun ar-ge harcamaları ile bir çıktı göstergesi olarak bireylerin e-devlet uygulamalarına erişim düzeylerinin kişi başına düşen milli geliri nasıl etkilediği hususu ortaya konulmaya çalışılmıştır.

Ülkelerin dijital dönüşüm süreçleri hemen hemen bütünüyle, merkezi ve yerel yönetimlerin başı çektiği, merkezinde kamu kurum ve kuruluşları ile kamu otoritesinin bulunduğu bir özellik taşımaktadır. Yüksek maliyet, mevzuat değişiklikleri, üst düzeyde koordinasyon ve güvenlik boyutlarıyla dijital dönüşümün başarısı, etkinliği ve yaygınlığı, bir takım ekonomik parametrelerle (göstergeler, değişkenler) ilişki içerisinde olmak durumundadır.

Çalışmanın bu bölümünde söz konusu ilişki 2009-2020 dönemi verileri kullanılarak seçilmiş 27 ülke üzerinde test edilmiştir. Veriler, Eurostat'dan çekilmiştir. Bağımlı değişken olarak Kişi Başına Düşen Milli Gelir Euro cinsinden, bağımsız değişkenler olarak da Ar-Ge değişkeni; %GDP ve E-Devlet değişkeni % Nüfus olarak belirlenmiştir. Kurulan modelde yer alan değişkenler Tablo 1'de verilmiştir.

Tablo 1. Değişkenlere İlişkin Açıklama Tablosu

Değişken Adı	**Notasyon**	**Açıklama**	**Kaynak**
Kişi Başına Düşen Milli Gelir	ln_kbgdp	Logartimik dönüşüm yapılmıştır	EUROSTAT (2022)
E-Devlet İndeksi	ln_edevlet	Logartimik dönüşüm yapılmıştır	EUROSTAT (2022)
Ar-Ge Harcamaları	ln_arge	Logartimik dönüşüm yapılmıştır	EUROSTAT (2022)

3. METODOLOJİ VE ANALİZ BULGULARI

[2009-2020] dönemi yıllık veriler üzerinden, seçilmiş 27 Avrupa ülkesi için Kişi Başına Düşen Milli Gelir üzerinde e-devlet ve ar-ge harcamalarının etkisinin belirlenmesine yönelik panel regresyon analizi (panel LS) uygulanacaktır. İlk aşamada kurulan model için homojenlik (Peseran Yamagata 2008) ve yatay kesit bağımsızlığı test (Peseran 2004 LM CD Testi) edilmiştir. Daha sonra ikinci nesil durağanlık testlerinden Pesaran Panel Unit Root Test – CIPS testi uygulanmıştır. Diğer aşamada, F Testi, Breush-Pagan LM Testi ve Hausman Testi yardımıyla panel regresyon için uygun algoritma belirlenmiş, regresyon tahmin sonuçları sunulmuştur.

Tablo 2. Homojenlik Testi Sonuçları (Pesaran-Yamagata 2008)

Test	**Delta**	**P-Değeri**
	6.325	0.000
adj.		

Tablodaki sonuçlar dikkate alındığında Ho: Paneli oluşturan birimler homojendir hipotezi reddedilmektedir. Panel heterojen özelliğe sahiptir. Tablo 2'de hesaplanan testlerin p değerleri 0.05'ten küçük olduğu için H_0 reddedilmiş ve eğim katsayılarının heterojen olduğuna karar verilmiştir. Analizde elde edilen heterojen panel sonuçları nedeniyle homojenlik varsayımına dayanan birinci nesil birim kök testleri yerine ikinci nesil birim kök testleri kullanılabilecektir.

Tablo 3. Yatay Kesit Bağımlılığı Test Sonuçları: Pesaran CD Test

Pesaran CD Test		
Değişken	**İstatistik**	**P-Değeri**
ln_kbgdp	88.96882	0.0000***
ln_edevlet	75.74733	0.0000***
ln_arge	26.86193	0.0000***

Not : *** % 1, ** %5 ve * %10 anlamlılık düzeyini ifade etmektedir.

Tablo 3'deki sonuçlar dikkate alındığında Ho: Yatay kesit bağımlılığı yoktur hipotezi güçlü bir şekilde reddedilmektedir.

Tablo 4. Birim Kök Testi Sonuçları (İkinci Nesil Birim Kök Testler)

	Düzey	**1. Fark**
Değişken	**CIPS**	**CIPS**
ln_kbgdp	-17.90559***	-
ln_edevlet	-2.37247**	-
ln_arge	-5.63673***	-

Not : *** % 1, ** %5 ve * %10 anlamlılık düzeyini ifade etmektedir.

Tablo 4 için hesaplanan CIPS istatistiği tüm parametreler için tablo kritik değerinden büyük olduğu için, H_0 kabul edilmiş ve paneli oluşturan serilerde düzeyde birim kök olmadığına karar verilmiştir.

Panel veri analizlerinde havuzlanan data setlerinin yatay kesit (N) ve zaman (T) boyutları ihmal edilirek, En Küçük Kareler (Ordinary Least Squares – OLS) modeli kullanılabilmektedir. Bu yöntem kullanılırken tahmine konu gösterge sayısının değerlendirilen gözlem sayısını aşabilmesi hususu dikkate alınmak durumundadır. Bu ise model tahmininde bazı güçlükler yaşanabilmesine sebep olmaktadır. Bu gibi güçlüklerin aşılabilmesi adına hata terimlerinin özellik ve katsayılarının değiştirilebilirliği ile ilgili olarak farklı varsayımlarda bulunulmakta ve ayrıca farklı modeller elde edilebilmektedir.

Panel veri analizinde sabit ve tesadüfi etkilere dayanan model tahmin yöntemleri seçilebilmektedir. Sabit etkilere dayanan tahmin yaklaşımında sabit katsayı her kesit sayısına itibarıyla değişiklik gösterebilmektedir. Tesadüfi etkilerde ise sabit katsayı rastsal biçimde kesitten kesite değişiklik gösterebildiği için ana odak noktası değişken katsayılarında yoğunlaşmaktadır. Bu kapsamda kurulan modeller çerçevesinde her iki etkiye da dayalı tahmin yaklaşımları aynı anda uygulanarak, elde edilen katsayıları karşılaştırılmış ve uygun tahmin yöntemi seçimi için F testi, Breush-Pagan (BP) testi ve Hausman testi yapılmıştır. Test sonuçlarına göre sabit etkiler tahmin yöntemi tespit edilmiştir.

Kişi başına düşen milli gelirin bağımlı, e-devlet ve ar-ge harcamalarının bağımsız değişken olarak yer aldığı modele ilişkin Panel LS Testi sonuçları Tablo 4'de raporlanmıştır.

F-statistic değeri ile buna ilişkin p değeri ile Durbin-Watson değeri kurulan modelin tutarlı ve anlamlı olduğunu göstermektedir. Panel LS Fixed Effect Testi sonuçlarına göre e-devlet uygulamalarının Kullanım düzeyi arttıkça kişi başına düşen milli gelir bundan olumlu şekilde etkilenmektedir. E-devlet Kullanım düzeyi %1 arttığında kişi başına düşen milli gelirde %0,1 düzeyinde bir artış yaşanmaktadır. P değeri <0,05 olup (0,000) istatistiksel olarak anlamlıdır. Kamunun ar-ge harcamaları ile kişi başına düşen milli gelir arasında ise negative yönlü bir ilişki görülmüştür. Ar-Ge harcamaları %1 arttığında kişi başına düşen milli gelirde %0,02 düzeyinde küçük bir düşüş yaşanmaktadır. P değeri <0,05 olup (0,008) istatistiksel olarak anlamlıdır.

Tablo 6. Panel LS Testi Sonucu

Bağımlı Değişken (ln_kbgdp)	**Model** (r-sq=0,98) **Panel LS - Fixed-effects**
ln_edevlet	(0,099624) 0.000***
ln_ar_ge	(-0,024776) 0.0084***
c	(4.131753) 0.000***
F-statistic	1440.141
Prob(F-statistic)	0.000000
Durbin-Watson stat	0.372345

*, ** ve *** sırasıyla % 10, % 5 ve % 1 düzeyinde istatistiksel anlamlılığı göstermektedir. Parantez içindeki değerler ise Coef. değerlerini ifade etmektedir.

Ulaşılan sonuçlar e-devlet uygulamalarının yaygınlaşmasının toplumsal ve ekonomik hayata olan katkılarının pozitif yönde olduğunu ifade eden teorik açıklamalar ve uygulamalı çalışmalarla uyumludur. Fakat ar-ge harcamalarının etkilerinin uzun erimli olduğu gerçeği düşünüldüğünde daha geniş bir veri seti ile ilişki yönünün pozitif yönlü değişebileceği değerlendirilmektedir.

Dijitalleşme oldukça maliyetli bir süreçtir. Aynı zamanda güçlü bir devlet yapısı, güçlü kurumlar ve güçlü hukuk kuralları gerektirir. Bu yönüyle iktisaden büyük ve güçlü ülkelerde dijital dönüşüm de oldukça güçlü ve başarılıdır. Dijitalleşme göstergelerinden iktisadi büyümeye, milli gelire doğru güçlü etkiler, dijitalleşme sürecinin tamamlanması ve uzun vadede sonuçlarının alınması ile çok daha belirgin hale gelebilecektir. Bununla birlikte ar-ge harcamalarının orta ve uzun vadeli sonuçlarının edevlet uygulamalarının ve dijital teknolojilerin gelişmesine katkı sağlayarak, dolaylı şekilde büyümeyi olumlu etkileyebileceği değerlendirilmektedir.

5. SONUÇ VE ÖNERİLER

Dijital çağın ortaya çıkardığı dijital toplum, birçok geleneksel yapının dönüşmesine neden olmaktadır. Kurumlar, sektörler, iş yapış şekilleri, toplumsal ve ekonomik ilişkiler farklı boyutlara taşınmaktadır. Özellikle vatandaş ile devlet kurumları arasındaki ilişkiler çok farklı bir boyuta girmiştir. Bu boyutu en güzel şekilde tarif eden araç ise e-devlet.

E-devlet uygulamalarının yaygınlaşması ile birlikte bürokratik işlemlerden tasarruf edilebilmekte, zaman israfı engellenmekte, toplumsal ve ekonomik-ticari ilişkiler hızlanmakta, farklı bireyler, topluluklar ve örgütler arasında işbirliği ağları olarak ifade edebileceğimiz sosyal ağlar kurulmakta ve nihayetinde ülkelerin sosyal sermaye birikimleri zenginleşmektedir.

Dünya'da büyük bir gelir uçurumu problemi yaşanmaktadır. Çok sert bir rekabet ortamı söz konusu olup, kıt kaynaklara sahip ülkelerin kaynakları etkin ve verimli metotlarla kullanmaları yönünde büyük bir basınç yaratılmıştır. Tam da bu noktada dijital çözümler ve bunun neticesinde yaygınlaşan e-devlet uygulamalarının rekabet ve basınç altındaki ülkeler için önemli ve bir o kadar da yararlı bir araç olarak görülmesini sağlamıştır.

Son dönemde özellikle e-devlet uygulamalarının üzerinden belirli bir dönem geçtikten sonra, bu yararlı aracın makro ekonomik etkilerinin çözümlenmesi ve incelenmesi yönünde çalışmalar yapılmaya başlanmıştır. Genel olarak değerlendirildiğinde e-devlet uygulamalarının yaygınlaşmasının makro ekonomik parametreler ve bu bağlamda büyüme-gelir düzeyi üzerinde olumlu etkilerinin olduğu görülmektedir.

Bu çalışmada da bilhassa e-devlet uygulamalarında önemli mesafeler katetmiş olan Avrupa'nın gelir düzeyi yüksek ülkelerinde e-devlet araçlarının yaygın kullanımı ve ar-ge harcamaları ile kişi başına düşen milli gelir arasındaki ilişkiler ampirik olarak ortaya konulmaya çalışılmıştır. Elde edilen bulgular, e-devlet uygulamalarının artmasının iktisadi yaşama etkilerini olumlu yönde gören teorik ve uygulamalı çalışmalarla uyumludur.

Dijitalleşmenin maliyetli bir süreç olması ve güçlü kurumsal yapılar ve hukuk normları gerektirmesi, iktisaden büyük ve güçlü toplumlarda dijital dönüşümün ve bu kapsamda e-devlet uygulamalarının daha başarılı olmasına neden olmaktadır.

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Döngüsel Gida Tedarik Zinciri İçin Blokzincir Kullanimi

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Özet

Sürdürülebilir gıda tedariği, iklim krizi, pandemi ve savaşlar nedeniyle insanoğlunun en hayati sorunu haline gelmiştir. Tarladan sofraya ürünün her süreci tüketici tarafından izlenmek ve bilinmek istenmektedir. Dolayısıyla, şeffaflık, güvenilir gıdaya erişim, gıda kaynaklı zehirlenmelerin önlenmesi gibi konular ön plana çıkmaktadır. Gıda tedarik zincirindeki stratejik faaliyetlerin bütünleştirilmesi, takip edilmesi, şeffaflığının sağlanması için işletmeler dijital teknolojilerden faydalanmaktadır. Bu teknolojiler kullanılarak gıda ürünleri hammaddelerinin, uygulanan işlemler esnasında ortaya çıkan atıkların tekrar kullanımı, geri dönüşümü, çözündürülmesi ya da yeniden üretime kazandırılması ile zincir döngüsel hale getirilebilir. Döngüsel gıda zinciri ile, yeni hammadde üretiminden tasarruf edildiği gibi atıkların azaltılarak çevreye verilen zararın da önüne geçilebilir. Dağıtık bir veri tabanı işlevi gören blokzincir teknolojisi de söz konusu döngüselliğe optimum bir çözüm sunabilir. Birçok uluslararası gıda şirketi güvenilir, şeffaf ve bütünleşik bir zincir için farklı aşamalarda blokzincirden faydalanmaktadır. Gıda zincirinin her aşamasında ortaya çıkan verilerin kaydedilmesi, analiz edilmesi ve paylaşılması, tedarik zincirindeki döngüselliği ve sürdürülebilirliği garanti altına alacaktır. Çalışmanın amacı, hayati öneme sahip gıda tedarik zincirlerinin sürdürülebilir ve döngüsel hale gelebilmesi için blokzincir teknolojilerinden nasıl yararlanacağını, insanlara daha sağlıklı, şeffaf, güvenilir gıdaların tarladan sofraya nasıl ulaştırılacağını gösteren bir sistem sunmaktır.

Anahtar Kelimeler: Gıda zinciri, döngüsel tedarik zinciri, blokzincir, izlenebilirlik

Abstract

Sustainable food supply has become humankind's most vital issue due to the climate crisis, pandemics and wars. Every process of the product from farm to fork is desired to be monitored and known by the consumer. Therefore, issues such as transparency, access to safe food, and prevention of foodborne poisoning come to the fore. Businesses benefit from digital technologies to integrate, monitor and ensure transparency of strategic activities in the food supply chain. By using these technologies, the chain can be made circular by reusing, recycling, decomposing or re-producing the raw materials of food products and the wastes generated during the processes applied. With a circular food chain, the production of new raw materials can be saved and environmental damage can be prevented by reducing waste. Blockchain technology, which functions as a distributed database, can also offer an optimal solution to this circularity. Many international food companies utilize blockchain at different stages for a reliable, transparent and

integrated chain. Recording, analyzing and sharing the data generated at each stage of the food chain will guarantee circularity and sustainability in the supply chain. The aim of the study is to present a system that shows how to utilize blockchain technologies to make vital food supply chains sustainable and circular, and how to deliver healthier, transparent and reliable food to people from farm to fork.

Key Words: Food Chain, circular supply chain, blockchain, traceability

GİRİŞ

Gıda zehirlenmeleri, yasadışı içerik kullanımları, gıda atıkları vb durumlar, gıda zincirinde şeffaflığı hayati hale getirmiştir. Müşteriler aldıkları gıdanın nereden geldiği, hangi işlemlerden geçtiği ve içeriğinde ne kullanıldığını bilmek istemektedir. Bunun yanında, işletmeler ve yetkili kurumlar da gıda ürününün kaynağını, geçirdiği işlemleri araştırabilme imkanına sahip olmalıdırlar.

Müşteri memnuniyetini sağlamak ve finansal hedeflere ulaşmak için güvenilir, bütünleşmiş, koordine olmuş bir tedarik zinciri ağı gereklidir. Tarladan sofraya uzanan gıda zincirleri, her aşamasında ortaya çıkan veriyi kaydedip güvenilir bir şekilde saklar ve şaffaf olarak paylaşıma açarsa, görülen sorunların kaynağına daha rahat ve hızlı ulaşılabilir, gerekli önlemler alınabilir.

Amerika'da gıda kaynaklı hastalıklar nedeniyle yılda yaklaşık 48 milyon insan hastalanmakta ve bunlardan 3.000'i ölmektedir. ABD Gıda ve İlaç İdaresi'ne göre 2018'de raporlanan 1.935 gıda geri çağırma vakalarının çoğunluğu kontaminasyon, yanlış etiketleme, beyan edilmemiş içerik, biyolojik nedenler vb. dahil olmak üzere operasyonel hatalardan kaynaklanmaktadır. (Duan vd., 2020)

Gıda sektöründe döngüsel ekonomiye ulaşmak da mümkündür. FAO tarafından yürütülen bir araştırmaya göre gıda israfının, sera gazı emisyonlarının, aşırı toprak ve su kullanımının azaltılması aynı zamanda tedarikçilerin kârları ve tüketicilerin refahı üzerinde olumlu bir etkiye sahiptir. Örneğin çiftçiler, işleyiciler, nakliyeciler, perakendeciler ve gıda hizmeti sağlayıcıları gibi gıda tedarikçileri, gıda kaybını ve israfını azaltarak üretkenliklerini artırabilir ve ayrıca çevre yönetimi konusundaki itibarlarını iyileştirebilir. (Esposito vd, 2020)

Gıda zincirlerinde at eti skandalı, fıstık ezmesi salmonella salgını vb. gibi güvenlik skandalları yaşanmıştır. Tükettikleri gıdanın güvenli olduğundan ve gerçek kaynaklardan elde edildiğinden emin olamayan müşteriler, başka gıda markalarına eğilim gösterecektir. (Kayikci vd., 2020) Gıda sektöründe yaşanan müşteri güveni ve satış kayıpları uzun vadede zincirdeki birçok işletmeyi ortadan kaldırma tehdidi yaratacaktır. Dolayısıyla, kullanılacak teknolojilerle söz konusu eksikliklerin gideerilmesi ve döngüsel bir zincir oluşturulması gerekmektedir.

Bu çalışmanın amacı, hayati öneme sahip gıda tedarik zincirlerinin sürdürülebilir ve döngüsel hale gelebilmesi için blokzincir teknolojilerinden nasıl yararlanacağını, insanlara daha sağlıklı, şeffaf, güvenilir gıdaların tarladan sofraya nasıl ulaştırılacağını gösteren bir sitem sunmaktır.

1. BLOKZİNCİR VE DÖNGÜSEL EKONOMİ

Dijitalleşme, tedarik zincirlerinin koordineli, bütünleşik bir şekilde yönetilebilmesi için yeni imkanlar sunmaktadır. Endüstri 4.0 devrimi ile birlikte nesnelerin interneti, sensörlerin kullanımı, büyük veri depolama olanakları, yapay zeka uygulamaları ve blokzincir teknolojileri işletmelerin sorun yaşadığı izlenebilirlik, şeffaflık, sürdürülebilirlik, güvenilirlik, veri depolama gibi birçok konuda çözüm getirerek zincir performansını, kârları, müşteri tatminini artırmaya başlamıştır.

Endüstri 4.0 teknolojilerinden biri olan Blokzincir, işlemleri blok adı verilen birimlerde kaydeden dağıtılmış bir elektronik defterden oluşur. Her blok, eşler arası bir ağda birden çok sunucuda saklanarak dışarıdan bozulmasına engel olur. Her yeni işlem gerçekleştiğinde yeni bir blok oluşturulur, mevcut bloklara eklenir. (Rodrigue, 2018) Blokzincir teknolojisi, iş süreçlerini ve tedarik zinciri sorunlarına fayda sağlayabilecek şeffaflık-izlenebilirlik, güvenilirlik-güvenlik, akıllı yürütme ve finansal teşvik gibi çözümler getiri. (Kouhizade vd., 2020 Akıllı sözleşmeler sayesinde döngüsel ekonomi alanındaki sahtecilik, veri güvenliği ve gizliliği, işletme maliyetleri ve bürokratik engellerle ilgili sorunlarla başa çıkmak daha kolay olmaktadır. Döngüsel tedarik zincirinde blokzincir kullanımı üç önemli etki yaratır: güven, izlenebilirlik ve şeffaflık. Üyeler arasındaki güven süreci, dairesel bir blok zinciri teknolojisinin kullanılması ile gelişir. Uygulama, verimli ve etkili kararlar için verilerin zamanında ve otomatik olarak güncellenmesine izin veren eşsiz ve gerçek zamanlı bir izleme sistemi sağlar. Merkezi otoriteleri ortadan kaldırmak, döngüsel tedarik zinciri üyelerinin işbirliğini etkileyen şeffaflığı artırır. Sahteciliğe karşı koruma sağlayarak da daha yüksek şeffaflık elde edilebilir. (Centobelli vd., 2022)

Dağıtılmış bir defter teknolojisi (DLT), blokzincirin işleyişini sağlayan dijital bir veri tabanıdır. Kriptografiyi kullanarak işlemleri veya veri girişlerini birbirine bağlar, güvence altına alır. Ayrıca, işlem geçmişini ve bilgilerini doğrulamak ve depolamak için kullanılan üyeler arası dağıtılmış bir bilgisayar ağı ile veri işleme ve veri depolamayı ortadan kaldırır. Günümüzde teknoloji şirketleri, yiyecek ve içecek endüstrisi liderleri ve hatta bazı hükümetler, gıda ve tarım sektöründeki olanaklarını ve sınırlamalarını belirlemek için konseptler ve uygulamalar geliştirmekte ve test etmektedir. Gıda ve tarım için DLT'lerin tam potansiyelini gerçekleştirmek için, teknolojinin sunabileceği faydaları elde etmesini sağlamak için teknik, kurumsal, altyapı ve kapasite geliştirme zorluklarının ele alınması gerekir. (Tripoli ve Schmidhuber, 2018)

Blokzincir teknolojisi, işlem maliyetlerini düşürmeye, tedarik zinciri boyunca performansı ve iletişimi geliştirmeye, insan haklarının korunmasını sağlamaya, sağlık hizmeti veren hastaların gizliliğini ve refahını artırmaya ve karbon ayak izini azaltmaya yardımcı olarak döngüsel ekonomiye katkıda bulunabilir. Döngüsel ekonomi bağlamında, blok zinciri bir sosyal teknoloji veya koordinasyon aracı olabilir. (Upadhyay vd., 2021)

Bir döngüsel ekonomi modelinde izlenebilirlik sistemleri önem kazandığında, işletmeden işletmeye (B2B) değer zincirindeki zorlukların üstesinden gelebilecek en iyi teknolojilerden biri blokzincirdir. Uyumluluk, şeffaflık, izleme, hata azaltma, ödeme işleme ve diğer birçok fayda

sağlayan blokzincirin benimsenmesi, önemli verilerin güvenli bir şekilde kaydedilmesine imkan verir. Blokzincir teknolojisi, tarım ve gıda dahil birçok alanda izlenebilirliği sağlamak için kullanılmaktadır. (Alves vd., 2021)

Blokzincir malzeme yönetimi, kalite kontrol ve üretim planlama süreçlerinde izlenebilirlik sağlar, ayrıca otomasyona geçişi hızlandırır. Makineler arasındaki bilgi merkezi olmayan bir iletişim moduyla işlenebildiği için süreç esnekliği ve sosyal sürdürülebilirlik artar. Değer zinciri boyunca karbon alış verişinde ve çevre yönetiminde şaffaflık sağlar. Sürdürülebilir kaynaklardan sağlanan enerjinin blokzincir teknolojisi ile dağıtımı yapılabilir. Böylelikle, temiz enerji dağıtımı ve elde edilir, karbon salınımı da azaltılmış olur. (Akar, 2021)

2. GIDA TZ'DE BLOKZİNCİR KULLANIMI

Yoğun tarımsal ve endüstriyel üretimin çevreye verdiği zarar iklim değişikliğinin en önemli nedenlerindendir. Gıda endüstrisi de yoğun ve verimsiz su kullanımı, ürünlerin fosil yakıtlı araçlarla taşınması, atıkların yeniden kullanılamaması gibi faktörler sebebiyle ekosisteme sürekli daha fazla zarar vermektedir. Gıda güvenliğini sağlamak, gıda kaynaklı zehirlenme ve hastalıkları önlemek, gıda tedariği risklerini azaltmak amacıyla gıdalar tarladan sofraya kadar izlenebilmelidir.

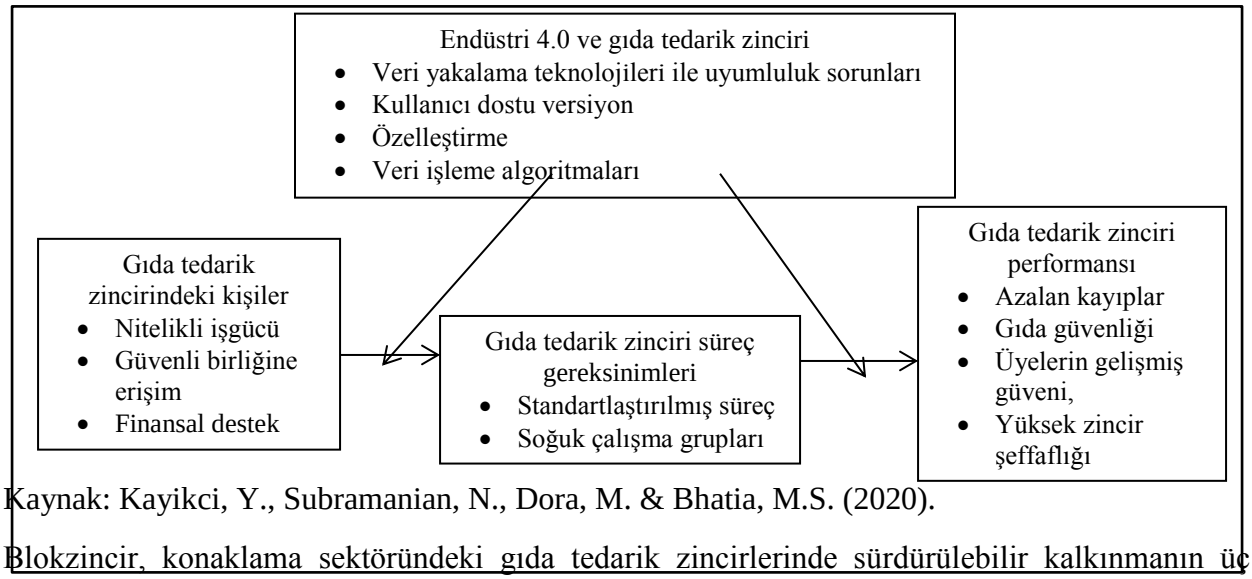
Geleneksel tedarik zincirlerinde bir uçtan bir uca görünürlük eksikliği, ani değişiklikler karşısında esnek olamama, üyeler arası güven sorunu, etkin olmayan tedarik zinciri risk yönetimi ve gelişmiş teknolojilerden yoksunluk gibi sorunlar mevcuttur. Buna karşılık, nesnelerin interneti ve blokzincir teknolojilerinin tedarik zincirlerine verebileceği katkılar şu şekilde sıralanabilir: (Aich vd., 2019)

a) Bilginin sürekliliği ve izlenebilirliği,
b) Bilgiye şeffaf bir şekilde erişim,
c) Bilgi ve malzeme akışı arasında bağlantı,
d) Davranış kuralları ihlali ve dolandırıcılıkta azalma.

Gıda izlenebilirliğini artırmak ve tarımsal gıdaların kalitesini, güvenliğini ve sürdürülebilirliğini doğrulamak için blokzincir güvenilir bir mekanizma sunar. Bilgi asimetrisini azaltarak gıda değer zincirindeki üyeler arasında güveni artırır, veri kullanımını iyileştirir. Böylece arz-talep dengesizlikleri azalır, gıda kayıplarının önlenmesine yardımcı olur. Ancak bu teknoloji, enerji tüketimi ve ölçeklenebilirlik gibi teknik engellerin üstesinden gelmek zorundadır. Tarımsal gıda tedarik zincirlerini döngüsel bir ekonomiye dönüştürmek için de henüz hazır değildir. (Pakseresht, 2022)

Blokzincir teknolojisi uygulaması, pahalı bir çözüm olan ERP uygulamasına ve işletmenin ihtiyaçlarına göre özelleştirilmelidir. Ancak bu, farklı ürün türleri ve aynı ütrün için farklı kalite gereksinimleri olabileceğinden gıda zincirinde zorluk yaratabilir. Her ürün gereksinimine göre özel sipariş işleme modülleri olmalıdır. Ayrıca, zincirde geriye ve ileriye dönük parti izlenebilirliğini sağlamak da başka bir zorluktur. (Kayikci vd., 2020)

Şekil 1. Blokzincir Tabanlı Gıda Tedarik Zinciri Modeli



Kaynak: Kayikci, Y., Subramanian, N., Dora, M. & Bhatia, M.S. (2020).

Blokzincir, konaklama sektöründeki gıda tedarik zincirlerinde sürdürülebilir kalkınmanın üç boyutu için de katkıda bulunabilir. (Stroumpoulis vd., 2021)

1. Sosyal boyut: Blokzincir bilgi bütünlüğünü sağlayarak yetkili ortakların onayı olmadan hiçbir aşamada bilgilerin değiştirilemeyeceği garantisini verir. Şeffaflık ve izlenebilirlik sayesinde, konaklama şirketleri tedarik zincirinin tüm aşamalarında gıda ürünlerinin durumunu izleyebilir, gıda güvenliği sağlanabilir.
2. Çevresel boyut: Blokzincir, işlemlerin ve ürünlerin ayrıntılı olarak takibini sağlar, yeniden üretmeyi ve geri çağırmayı azaltır, sonuç olarak enerji tüketiminin ve çevre kirliliğinin azalmasına yol açar.
3. Ekonomik boyut: Blokzincir, gıda tedarik zincirlerini daha düşük işlem maliyetleri, daha az gecikme ve daha iyi kontrol ile daha küçük zincirlere böler. Ayrıca, daha fazla masrafı önleyen işlemlerin güvenliğinin artmasına da katkıda bulunabilir.

Tablo 1. Gıda Zincirinde Blokzincir Teknolojisi Gelişmeleri

TOPLUM	Şeffaflık – İzlenebilirlik – Gıda güvenliği
ÇEVRE	Gıda atıklarında azalma – Tekrar işlemede düşüş
EKONOMİ	İşlem maliyetlerinde düşüş – Daha az gecikme – İşlem güvenliği – Ortakların seçimi

Kaynak: Stroumpoulis, A., Kopanaki, E., & Oikonomou, M. (2022).

3. GIDA SEKTÖRÜNDE BLOKZİNCİR UYGULAMALARI

Gıda sektöründe birçok farklı alanda tedarik zincirinin izlenebilirliği ve güvenliği için blokzincir teknolojisinden faydalanılmıştır.

Bir blok zinciri kullanarak yiyecekleri izlemeye yönelik ilk pilot uygulama, Provenance adlı bir girişim tarafından gerçekleştirilmiştir. Sarı yüzgeçli ve ton balıkları, balıkçılardan dağıtımcılara ve perakendecilere kadar tüm tedarik zinciri boyunca izlendi. Balıklara ait dijital kayıtlar, bir QR kodu veya RFID etiketine veya herhangi bir donanım teknolojisine sahip olan herkesin erişebileceği blokzincirinde tutulur. Son kullanıcılar bir akıllı telefon yardımıyla ton balıklı sandviçlerinin tüm yolculuğunu izleyebilmekte, üreticiler, tedarikçiler ve ilgili tüm prosedürler hakkında bilgi edinebilmektedşrler. (Kayikci vd., 2020)

Feng vd. (2020) blokzincir kullanımına örnek olarak, bitki üretim sürecinde tohum alımından ekime, yetiştirmeden tüketime kadar tüm üretim bilgilerini kaydedebilen akıllı sözleşmeyi ele almışlardır. Bu yöntemde RFID ve IoT cihazları ile çevre ve kalite bilgileri izlenir, sonra bilgi blokzincire yüklenir. Bitkinin tohumlama kalitesi, üretim koşulları, gübreleme ve pestisit durumu, yetiştirme verileri, soğuk depolama ortamı ve satış bilgisi zincir içinde yer alır. Tüketiciler, barkodları tarayarak üretim süreci boyunca şeffaf ve güvenilir bilgiyi zincirden çekebilirler.

IBM, blokzincir teknolojisini tedarik zincirine uygulayarak üyeler arasında güven, şeffaflık ve konsensus sağlayan bir sistem oluşturmaktadır. İşletmelere en alt kademeden en üste blokzincir sistemi kuran 2000'in üzerinde teknik uzman ile, sistemi yönetebilme, iş değeri sağlama ve teknoloji altyapısı sunmaktadır. Bu sayede bloke olmuş ve red edilmiş faturaların oranı yüzde 10'dan yüzde 0.5'e inmiş, fatura başına maliyetler de yüzde 50 düşmüştür. (IBM, 2020) IBM, Walmart ile 2016 yılında blok zinciri tabanlı izlenebilirlik sistemine ilişkin bir pilot çalışma gerçekleştirerek markette satılan mango meyvelerini çiftliğe doğru izlemek için birlikte çalışmıştır. Mevcut izlenebilirlik sistemiyle, mango hareketlerinin tüm bilgilerinin toplanması yedi gün sürerken, blokzincir sayesinde, diğer paydaşlarla iletişime geçme ve yanıt bekleme süresi ortadan kaldırılabilmektedir. Tedarik zincirindeki her üye mangoların hareketlerini kaydeder ve her an kontrol edebilir. (Duan vd., 2020) Dünya çapında gıda kontaminasyonu skandallarına yanıt olarak Walmart, blokzincir teknolojisini kullanarak tedarik zincirinde gıda güvenliği ile mücadele etmektedir. 2016 yılında Pekin'de Walmart Gıda Güvenliği İşbirliği Merkezi'ni kurmuştur ve küresel gıda güvenliğini araştırmak için beş yıl içinde 25 milyon dolar yatırım yapmayı planlamaktadır. (Kamath, 2018)

Carrefour, tüketicilerin akıllı telefonları ile organik tavuklar, portakallar ve limonlar gibi ürünlerle ilgili bilgilere erişmek için etiketindeki QR Kodunu taramalarına olanak tanır. Barilla, pesto için İtalyan taze fesleğenin kökenini ve kalitesini garanti etmek için blokzincir teknolojisini kullanmaktadır. Nestlé, sahte ürün risklerini ele almak için çikolatalarının ihracat akışlarını takip etmektedir. Aynı amaçla, dev Alibaba, Tmall Global'in (Alibaba'nın sahip olduğu pazar yeri) Çinli müşterilerinin Avustralya ve Yeni Zelanda'dan gelen gıda sevkiyatlarını izlemesine olanak tanıyan "Gıda Güven Çerçevesi" adlı bir girişim başlatmıştır. (Fortuna ve Risso, 2019) Maersk ve IBM, ticari iş akışlarını ve uçtan uca sevkiyat takibini dijitalleştirmek için küresel bir blok zinciri tabanlı sistem kurmak için bir girişim başlatmıştır (Allison 2017; DHL 2018).

2017'de Bumble Bee Foods sarı yüzgeçli orkinosları başlangıç noktasından son satış noktasına kadar takip etmek için blokzincir uygulamasını kullanmıştır. Tüketiciler ve perakendeciler, ürün

paketindeki hızlı yanıt (QR) kodunu tarayarak Bumble Bee Foods'un sarı yüzgeçli orkinosunun tam yolculuğuna ve işleme geçmişine erişebilir; gıdanın orijinalliği, tazeliği, güvenlik durumu garanti edilir. (Kouhizade vd., 2020)

SONUÇ

Gıda tedarik zincirinde ortaya çıkan zehirlenme gibi sorunların orijinine inememe, bilgi paylaşımındaki zorluklar ve güvensizlikler, gıda içeriklerinde sahtecilik, dolandırıcılık gibi meseleler çözüm beklemektedir. Gıda arzı yetersizlikleri, gıda kaybı, gıda atıkları ve gıda israfı da dünya nüfusu için kıtlığa giden bir sonu hazırlamaktadır. Dolayısıyla dünya, gıda tedarikini güvene almak, zinciri şeffaf hale getirmek, sürdürülebilir ve döngüsel bir gıda terdarik zinciri oluşturmak zorundadır.

Blokzincir teknolojisini gıda tedarik zincirlerinde uygulayan işletmeler, söz konusu zorlukları ve sorunları en aza indirmeyi başarmaktadır. Bir yandan kayıplar ve maliyetler azalırken, diğer yandan daha şeffaf, izlenebilir, koordine olmuş, güvenilir ve verimli bir tedarik ağı ortaya çıkmaktadır. Özellikle sağlam bir bilgi sistemi altyapısına dayanarak RFID, QR kod ve nesnelerin interneti teknolojileri ile birlikte kullanılan blokzincir, gıda tedarik zincirlerinin performansını artırıcı etki yapmaktadır. Tarıma dayalı gıda sektöründe doğal kaynakların verimli kullanılması da önem arz etmektedir. Gıda atıklarının ve kayıplarının azaltılması, geri dönüşümün ve yeniden üretimin gerçekleştirilmesi ile gıda zincirleri döngüsel hale getirilmeye çalışılmıştır.

Tablo 2. Gıda Zinciri, Blokzincir ve Döngüsellik Kavramlarının Özellikleri

GIDA ZİNCİRİ	BLOKZİNCİR	DÖNGÜSELLİK
ZEHİRLENME	ŞEFFAFLIK	YENİDEN KULLANIM
SAHTECİLİK	GÜVENİLİR VERİ TABANI	SÜRDÜRÜLEBİLİRLİK
GIDA ATIKLARI	GERİ DÖNÜŞÜM SÜREÇLERİNİ	ATIKLARIN AZALTILMASI
GIDA TASARRUFU	VERİM ARTIŞI, İSRAF ÖNLEME	DOĞAL KAYNAKLARIN KORUNMASI

Literatüre dayalı bu çalışma, söz konusu kavramları açıklayarak birbirileri ile ilişkisini, eksiklerini tamamlayan yönlerini ön plana çıkarmaktadır. Bu ilişkileri test eden akademik çalışmalar gerçekleştirilebilir. Gıda tedarik zinciri için belli bir gıda ürünü seçilerek, blokzincir uygulamasının performansa etkileri ölçülebilir.

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Green Innovation In Smes: A Focused Review of The Research Literature

Kobi'lerde Yeşil İnovasyon: Araştirma Literatürü Odakli Bir İnceleme

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Abstract

In an intense competitive environment, businesses have a sustainable competitive advantage to the extent that they can meet various expectations. Recently, the expectations of all stakeholders regarding environmental sensitivity have been increasing and even this situation has become a necessity with legal regulations. Unfortunately, it is stated that SMEs cause more damage to the environment compared to other large enterprises when it comes to the provision of products and services within an environmentally sensitive approach. Therefore, it is important to examine the relationship between green innovation and SMEs, which is defined as an environmentally friendly product and service delivery, for a sustainable business performance and meeting stakeholder expectations. In this context, it is aimed to examine green innovation in SMEs in detail in this study. In accordance with the main purpose of the study, studies that examine the concept of green innovation in SMEs and present empirical results from publications in various indexes (Ulakbim, Scopus, WebofScience and Proquest) have been identified. Identified studies were classified within the framework of *"author", "date of publication", "type of research", "sample" and "variables"*. Actual results of empirical studies on Green innovation carried out specifically for SMEs are shared. It is considered that the results of the study will make significant contributions to the literature in terms of presenting all empirical studies on Green Innovation in particular for SMEs, while raising awareness about the impact of Green Innovation, which is the delivery of environmentally friendly and sustainable products and services, on SMEs.

Keywords: Green Innovation, SMEs, Literature Review, Antecedents,Consequences

Özet

Yoğun rekabet ortamında işletmeler çeşitli beklentileri karşılayabildiği ölçüde sürdürülebilir rekabet avantajına sahip olmaktadır. Son dönemde tüm paydaşların çevresel duyarlılığa yönelik beklentileri artmakta ve hatta bu durumun kanuni düzenlemelerle bir zorunluluk haline gelmektedir. Söz konusu çevreye duyarlı bir yaklaşım içerisinde ürün ve hizmet sunumu olduğunda, maalesef KOBİ'lerin görece diğer büyük işletmelere oranla çevreye daha fazla zarar verdikleri ifade edilmektedir. Dolayısıyla bir işletmenin çevreye duyarlı bir şekilde ürün ve hizmet sunumu gerçekleştirmesi olarak tanımlanan Green Innovation (Yeşil İnovasyon) ve KOBİ'ler arasındaki ilişkinin incelenmesi, sürdürülebilir bir işletme performansı ve paydaş beklentilerinin karşılanması adına önemlidir. Bu kapsamda çalışmada KOBİ'lerde Yeşil İnovasyonun ayrıntılı bir şekilde incelenmesi amaçlanmıştır. Çalışmanın ana amacına uygun olarak çeşitli indekslerde yer alan (Ulakbim, Scopus, WebofScience ve Proquest) yayınlardan yeşil inovasyon (green innovation) kavramını KOBİ'lerde inceleyen ve ampirik sonuçlar sunan çalışmalar tespit edilmiştir. Tespit edilen çalışmalar *"yazarı", "yayınlanma tarihi", "araştırmanın türü", "örneklemi" ve "incelediği değişkenler"* çerçevesinde sınıflandırılmıştır. KOBİ'ler özelinde yürütülen Yeşil İnovasyon'a yönelik ampirik çalışmaların önemli sonuçları paylaşılmıştır. Çalışmanın sonuçlarının çevreye duyarlı ve sürdürülebilir ürün ve hizmet sunumu olan Yeşil İnovasyon'un KOBi'ler üzerindeki etkisine yönelik farkındalığı arttırırken, KOBİ'ler özelinde Yeşil İnovasyon'u konu alan tüm ampirik çalışmaları toplu bir şekilde sunması yönüyle literatüre önemli katkılarının olacağı değerlendirilmektedir.

Anahtar Kelimeler: Yeşil İnovasyon, KOBİ, Literatür İncelemesi, Öncüller, Sonuçlar

Introductıon

In an industry environment where the dynamics of competition are changing rapidly, businesses have a competitive advantage to the extent that they can respond to customer expectations that vary widely. This process requires focusing on the expectations of internal and external stakeholders and offering appropriate products and services with an agile approach. Especially in the last period, the main expectation of the stakeholders is more socially responsible businesses and products with a "green" perspective. This situation pushes businesses to review their existing service and product offerings and to exhibit more environmentally friendly and socially responsible "green innovative performance". Green innovation is the development of an innovative approach that protects the environment and reduces damage in the "product, process, and system or management" elements (Gupta & Barua, 2018; Xie et al., 2019). It is also an organizational change process and an approach that offers marketing solutions for the effective and efficient use of natural resources (Ghisetti et al., 2017). In this process, businesses have a great responsibility in the *business-environment-customer* relationship. Businesses are seen as the leading actor in the

process and the main base of green change. When enterprises are classified as large enterprises and SMEs, SMEs constitute close to 70% of enterprises on a global scale and are also the enterprises that cause the most damage to the environment (Hillary, 2004). To respond to market expectations, to have a sustainable competitive advantage, and at the same time to exhibit environmentally friendly green innovative performance, SMEs appear as an actor that should be emphasized. Despite their importance, it is stated that they lag in the green innovation process due to their limited resources (Zhu et al., 2012; Yan, Chen & Miao, 2022). In this context, "green innovation", which offers essential consequences in terms of financial performance, sustainable development, and effective management practice, has been explicitly handled for SMEs. The study aims to determine the studies that deal with green innovation in the context of SMEs and to reveal the antecedents and consequences. In this context, the publications in various indexes were examined and the results were presented. It is evaluated that the results of the study will contribute significantly to the literature in terms of presenting the extant literature on green innovation, which is a newly developing concept, and to the practice with recommendations and determinations to improve green innovation performance in SMEs.

2.Theoretical and Conceptual Framework

2.1.Green Innovation and SMEs

Industry environments in which businesses are located have intense competition conditions. Sustainable performance in these competitive conditions is mostly possible by developing the right response to social, environmental, and consumer-based pressures and demands. A "green" oriented understanding and the expectation of transformation are at the top of the agenda of all stakeholders, both on a global and local scale. Both regulatory agencies and consumers promote businesses and products that are sensitive to nature and the environment and are also social citizens. This green and sustainable expectation brings a paradigm shift on a global scale, both in the field of production and management. In this context, green innovation comes to the fore as a very important issue.

Bringing an important framework in the field of innovation, OECD Oslo Manual defines green innovation as: " *the creation or implementation of new or significantly improved, products (goods and services), processes, marketing methods, organizational structures and institutional arrangements which – with or without intent – lead to environmental improvements compared to relevant alternatives"* (OECD, 2009:5). In addition, in the last version OECD Oslo Manual (2018: 148), it is stated that some social and environmental elements are important enough to determine the policies of the companies in the interaction of the enterprises with their environment and that green innovation is important as the type of innovation adopted to reduce the negative impact of businesses and products on nature and stressed its necessity.

The Society 5.0 approach also emerges as a factor that triggers a sustainable and green-oriented innovation approach in businesses. Society 5.0 is defined as *"a society that is capable of providing the necessary goods and services to the people who need them at the required time and in just the right amount; a society that is able to respond precisely to a wide variety of social needs ; a society*

in which all kinds of people can readily obtain high-quality services, overcome differences of age, gender, region, and language, and live vigorous and comfortable lives" (Government of Japan, 2016). Society 5.0 vision brings a diversity-based perspective to active participation, innovation, and the whole process and management approach and focuses on sustainable innovative solutions, products, and services (Yıkılmaz, 2020). Society 5.0 is the use of the technological infrastructure offered by Industry 4.0 in solving both environmental and social problems on a global scale. In addition, when the 17 Sustainable Development Goals (SDGs), which are aimed to be exceeded on a global scale, are examined, it is seen that they depend on green and sustainable innovation performance too. These targets are as follows:

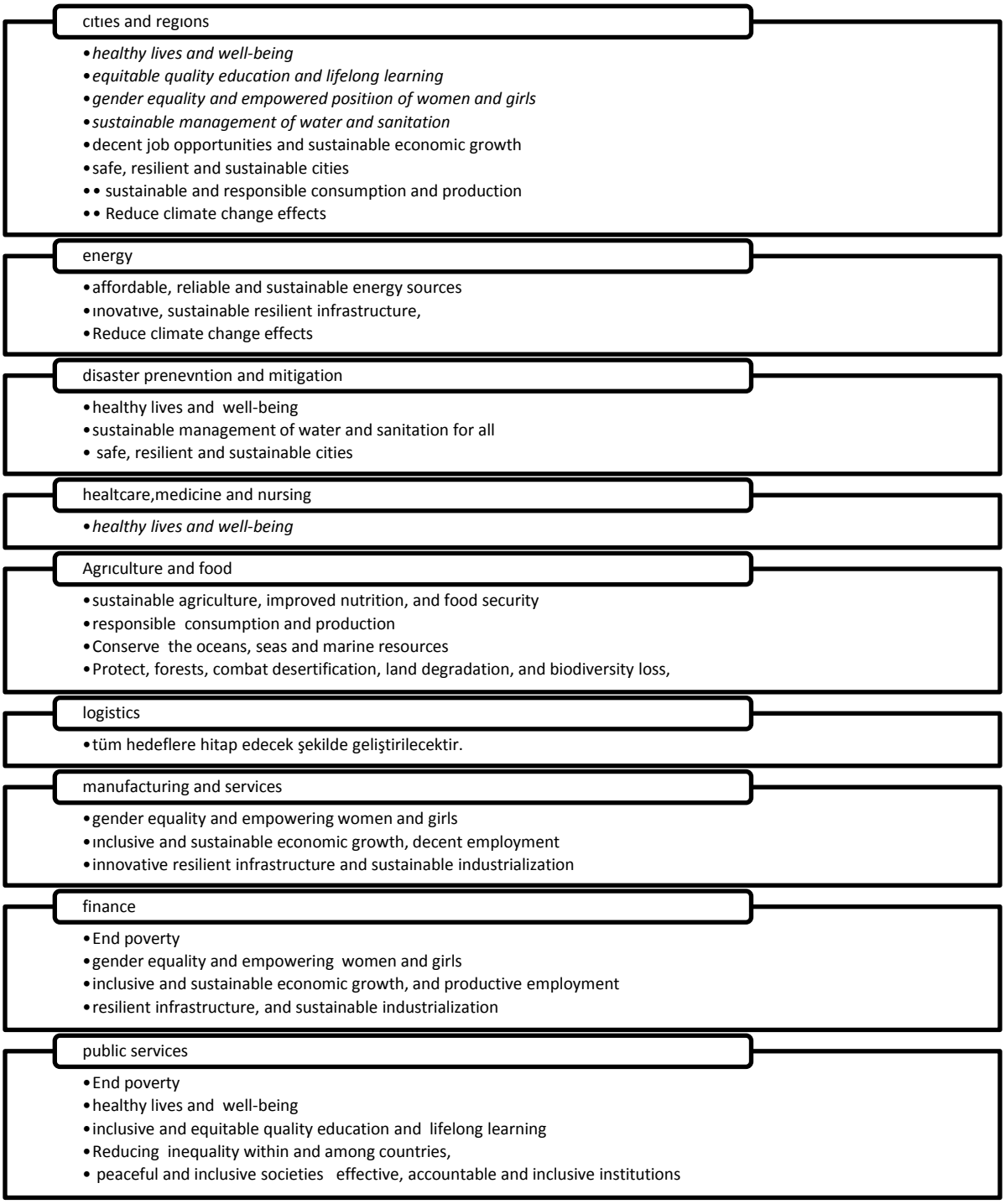

Figure 1: The Title Of The Society5.0 Solution Proposal And The Targeted SDG Items Source: It is adapted by authors from "Society 5.0: Co-creating the future"(Keidenaren, 2018)

When Figure 1 is examined in detail, the goals of the 2030 and Society 5.0 vision on a global scale once again reveal the importance of green and sustainable innovations. Green innovation appears

as the key element of the solution in providing products and services that meet the needs and expectations of all parties, from an environmentally friendly transportation system to reducing hunger and waste, saving energy and resources. In addition to these, "Society 5.0 with Carbon Neutral" has been determined as a vision put forward by Japan Prime Minister Suga, which is planned to be achieved in 2050. On a global scale, the vision and projects supporting this approach continue to be announced. Carbon Neutrality by 2050 focuses on green innovation and solutions too (Keidanren, 2020). With all these aspects, green innovation emerges as a subject and production philosophy that should be emphasized.

Within the vision of green innovation and a sustainable future, an important transformative role in the business-environment-customer triad belongs to businesses. In this context, especially large enterprises continue their efforts for green innovation in light of global expectations and practices. However, SMEs, which constitute an important part of enterprises, lag behind this green progress (Zhu et al., 2012; Yan, Chen & Miao, 2022). SMEs account for 90% of all businesses globally (The World Bank, 2022). In addition, SMEs' lack of resources that large enterprises have cause them to adopt a product or service delivery model causing more harm to nature. This causes SMEs to have a share of up to 70% in environmental and industrial pollution on a global scale (OECD, 2018). The fact that both their numbers and production models relatively behind indicate that SMEs should be emphasized in green innovation and green vision.

Green innovation offers important consequences for SMEs. Green innovation contributes significantly to the increase of financial performance needed by businesses, the effective and efficient use of resources, and the capacity for sustainable innovation (Afum, Zhang, Agyabeng-Mensah, & Sun, 2021; Aryanto, Wismantoro, & Widyatmoko, 2020; Achi, Adeola & Achi, 2022; Bag, Dhamija, Bryde, & Singh, 2022; Arfi, Hikkerova, & Sahut, 2018; Kiranantawat, & Ahmad, 2022).

Although green innovation for SMEs may seem like a cost at first, it is an approach that has significant positive effects on organizational outcomes. In some studies, SMEs reveal a significant effect in reducing costs in the production and service delivery processes and offer significant opportunities in presenting new markets and products (Koirala, 2018:14). Despite these positive contributions, it is emphasized that SMEs encounter some barriers and that these issues should be overcome. It is stated that there is an environment of uncertainty regarding the green innovation and transformation process, green innovation creates a significant financial burden on SMEs, and there are difficulties in providing and keeping human resources in business (Koirala, 2018:14-17). In addition, lack of information (Marin et al.,2015; Pinget et al.,2015), poor external partnership (Abdullah et al.,2016) internal funding (Cecere et al.,2016; Ghisetti et al.,2017) are among the main barriers.

As emphasized in various studies and reports, SMEs are an important actor in green innovation and green vision, and at the same time, the success of SMEs is in a very decisive position for green vision. Considering that they are lagging in the green innovation process compared to large enterprises, it is important to take measures to address their current situation and increase their

green innovation performance. In this context, the studies dealing with the green innovation process in SMEs will be discussed in detail in the next part of the study.

3.Methodology

The main purpose of the research is to identify the studies that deal with the green innovation in SMEs and to make suggestions by sharing the results of the studies. The studies were determined by the systematic review method. A certain steps are followed to identify and select some research and present the results in accordance with the purpose of the study in the systematic review (Littell, Corcoran & Pillai, 2008). The inclusion criteria of being an empirical study (conducted qualitatively or quantitatively) published at any time, examining the issues of green innovation in SMEs, were taken as a basis. The search was conducted in the electronic databases of *"Ulakbim, Scopus, Web of Science, and Proquest"*. "Green innovation", "SMEs", "Yeşil İnovasyon" ve "KOBİ" were used as keywords. In this framework, 116 studies were reached at the first stage. Studies that did not meet the inclusion criteria and repeated ones were excluded, and the study was continued with 51 studies. These 51 selected studies include all available studies that offer empirical results. The publications were classified according to the titles of "*author", "date of publication", "sample" and "variables".* After this classification, the findings and results of the studies were shared in detail.

4.Findings

The descriptive information of 51 studies reached by considering the inclusion criteria and main purpose of the study are presented in Table 1.

Table 1: Descriptive Information of Empirical Studies Conducted on Green Innovation in SMEs

	Author/s	Title	Sample	Variables
1	Achi, Adeola & Achi, (2022)	CSR and green process innovation as antecedents of micro, small, and medium enterprise performance: Moderating role of perceived environmental volatility	176 MSMEs operating in a major sub-Saharan African economy	CSR Green process innovation Enterprise performance Perceived environmental volatility
2	Afum, Zhang, Agyabeng-Mensah, & Sun, (2021).	Sustainability excellence: the interactions of lean production, internal green practices and green product innovation	209 manufacturing SMEs in Ghana	lean production Internal green practices Green product innovation
3	Agyabeng-Mensah, Afum, and Baah,(2022)	Green corporate reputation and innovation: the role of non-supply chain learning and green supply chain knowledge	208 small and medium enterprises (SMEs)	Green corporate reputation Innovation green supply chain knowledge
4	Ahmad, Shafique, Qammar, & Ercek, Kalyar, (2022)	Prompting green product and process innovation: examining the effects of green transformational leadership and dynamic capabilities	401 CEO or owners of SMEs	Green transformational leadership (TL) Green product and process innovation Dynamic capabilities
5	Albloushi,Alharmoodi,Jabeen, Mehmood, & Farouk, (2022).	Total quality management practices and corporate sustainable development in manufacturing companies: the mediating role of green innovation	438 respondents from manufacturing SMEs	Total quality management Corporate sustainable development Green innovation
6	Albort Morant, Leal-Millán, & Cepeda Carrión, (2016)	The antecedents of green innovation performance: A model of learning and capabilities	112 firms from the Spanish automotive components' manufacturing sector	Green innovation performance Learning and capabilities
7	Ali et al., (2021)	Does green intellectual capital matter for green innovation adoption? Evidence from the manufacturing SMEs of Pakistan	235 SMEs, in Pakistan including: textile, chemical, pharmaceutical and steel	Green intellectual capital Green innovation adoption
8	Al- Swidi, Al Hakimi, Gelaidan, & Al- Temimi, (2022)	How does consumer pressure affect green innovation of manufacturing SMEs in the presence of green human resource management and green values? A moderated mediation analysis	257 manufacturing SMEs in India	Consumer pressure Green innovation Green human resource management and green values
9	Aryanto, Wismantoro, & Widyatmoko, (2020)	Implementing Eco-Innovation by Utilizing the Internet to Enhance Firm's Marketing Performance: Study of Green Batik Small and Medium Enterprises in Indonesia	189 batik SMEs in Indonesia	The adoption of ICT Eco-innovation Marketing Performance

10	Azam,Songjiang, Jamil,Naseem, & Mohsin, (2022).	Measuring green innovation through total quality management and corporate social responsibility within SMEs: green theory under the lens	355 SMEs working in Pakistan	TQM Green innovation Corporate social responsibility
11	Bag, Dhamija, & Bryde, Singh, (2022).	Effect of eco-innovation on green supply chain management, circular economy capability, and performance of small and medium enterprises	240 respondents in manufacturing SMEs in South Africa	Eco-innovation Green supply chain management Performance
12	Arfi, Hikkerova, & Sahut, (2018).	External knowledge sources, green innovation and performance	Case studies within the French SMEs (six green innovation projects)	External knowledge sources Green innovation Performance
13	Cancela, Coelho, & Duarte Neves, (2022).	Greening the business: How ambidextrous companies succeed in green innovation through to sustainable development	336 industrial SMEs in Portugal.	Ambidexterity Green innovation Sustainable development
14	Chang, & Chen, (2013).	Green organizational identity and green innovation	138 CEOs or managers of R&D departments in the Taiwanese manufacturing SMEs	Green organizational identity Green innovation performance
15	Chen, & Liu (2020).	Customer participation, and green product innovation in SMEs: The mediating role of opportunity recognition and exploitation	195 SMEs in China	Customer participation Green product innovation
16	Chen, (2008).	The driver of green innovation and green image - Green core competence	136 CEOs or the managers of environmental protection, marketing, or R&D departments in SMEs	Green innovation Green image Green core competence
17	Ebrahimi, & Mirbargkar, (2017).	Green entrepreneurship and green innovation for SME development in market turbulence	112 senior managers of SMEs in the Rasht industrial city	Green entrepreneurship Green innovation Market turbulence
18	Effendi,Widjanarko, & Sugandini, (2021).	Green Supply Chain Integration and Technology Innovation Performance in SMEs: A Case Study in Indonesia	200 SMEs that have implemented green supply chain management practices	Green Supply Chain Integration Technology Innovation Performance
19	Frey, Iraldo, & Testa, (2013).	The determinants of innovation in green supply chains: evidence from an Italian sectoral study	300 enterprises operating within the eight defined green sectors	Green supply chains Innovation

20	Jun, Ali, Bhutto, Hussain, & Khan, (2019)	Examining the determinants of green innovation adoption in SMEs: a PLS-SEM approach	288 SMEs in Pakistan.	Green innovation adoption
21	Khan, Du, Malik, Anuar., & Pradana, & Yaacob, (2022).	Green innovation practices and consumer resistance to green innovation products: Moderating role of environmental knowledge and pro-environmental behavior	750 SMEs employees	Green innovation practices Consumer resistance Green innovation products Environmental knowledge and pro-environmental behavior
22	Kumar, (2015),	Green marketing innovations in small Indian firms	57 marketing managers in SMEs	Green marketing innovation
23	Mady, Abdul Halim, Omar, Abdelkareem, & Battour, (2022).	Institutional pressure and eco-innovation: The mediating role of green absorptive capacity and strategically environmental orientation among manufacturing SMEs in Egypt	176 managers and owners manufacturing SMEs in Egypt	Institutional pressure Eco-innovation Green absorptive capacity Environmental orientation
24	Yarief, (2021)	The role of market uncertainty in fostering innovation and green supply chain management on the performance of tourism SMEs	150 SMEs owners	Market uncertainty Green supply chain management Performance
25	Narueatharadhol, Srisathan, Gebsombut, & Ketkaew, (2021).	Towards the open eco-innovation mode: A model of open innovation and green management practices	636 smes	Open innovation Green management practices
26	Noci, & Verganti, (1999).	Managing 'green' product innovation in small firms	Case studies with four SMEs	Green product innovation
27	Nuryakin & Maryati, (2022).	Do green innovation and green competitive advantage mediate the effect of green marketing orientation on SMEs' green marketing performance?	223 samples of Batik SMEs in Yogyakarta, Indonesia	Green innovation Green competitive advantage Green marketing orientation Green marketing performance
28	Nuryakin & Maryati, (2020).	Green product competitiveness and green product success. Why and how does mediating affect green innovation performance?	223 respondents consisting of Batik SMEs' owners/ managers in Yogyakarta	Green product competitiveness Green product success Green innovation performance
29	Pakura,(2020).	Open innovation as a driver for new organisations: a qualitative analysis of green-tech start-ups	semi-structured expert interviews	Open innovation Green-tech start-ups
30	Polas, Tabash, Bhattacharjee& Dávila, (2021),	Knowledge management practices and green innovation in SMES: the role of environmental awareness towards environmental sustainability	194 SMEs in Abu Dhabi, UAE	Knowledge management practices Green innovation Environmental awareness Environmental sustainability

31	Rezai, Sumin, Mohamed, Shamsudin, & Sharifuddin, (2016).	Implementing Green Practices as Sustainable Innovation Among Herbal-Based SME Entrepreneurs	256 herbal based entrepreneurs (SMEs)	Green Practices Sustainable Innovation
32	Roper, & Tapinos, (2016)	Taking risks in the face of uncertainty: An exploratory analysis of green innovation	Cross-sectional survey of UK food companies undertaken in 2008	Uncertainty Green innovation
33	Singh, Del Giudice, & Chierici, Graziano, (2020).	Green innovation and environmental performance: The role of green transformational leadership and green human resource management	309 manufacturing sector small and medium-sized enterprises (SMEs	Green innovation Environmental performance: Green transformational leadership Green human resource management
34	Singh, Del Giudice, Chiappetta Jabbour, & Latan, Sohal, (2022).	Stakeholder pressure, green innovation, and performance in small and medium-sized enterprises: The role of green dynamic capabilities	248 SMEs in the manufacturing sector	Stakeholder pressure, Green innovation, Performance Green dynamic capabilities
35	Sunarjo, Setyanto, & Suroso, (2022).	Motives And Green Innovation Performance in Indonesian Small and Medium Enterprises (Sme's) Batik - A Qualitative Case Study	7 batik SMEs	Motives Green Innovation Performance
36	Syafri, Prabowo, Nur, & Muafi, (2021).	The Impact of Workplace Green Behavior and Green Innovation on Green Performance of SMEs: A Case Study in Indonesia	180 culinary SMEs employees	green human resource management (GHRM), workplace green behavior (WGB Green behavior Firm performance, Green innovation
37	Thomas, Scandurra, & Carfora, (2022),	Adoption of green innovations by SMEs: an investigation about the influence of stakeholders	222 innovative Italian SMEs	Green innovation
38	Ming-Horng, & Chieh-Yu, (2011).	Determinants of green innovation adoption for small and medium-size enterprises (SMES)	244 respondents in SMEs	Green innovation adoption
39	Yu, Jiang, & Wang, (2022).	The impact of green innovation on manufacturing small and medium enterprises corporate social responsibility fulfillment: The moderating role of regional environmental regulation	269 manufacturing SMEs	Green innovation Corporate social responsibility Environmental regulation
40	Zhang, & Walton, (2017).	Eco-innovation and business performance: the moderating effects of environmental orientation and resource commitment in green-oriented SMEs	83 green-oriented SMEs in New Zealand	Eco-innovation Business performance

41	Aboelmaged, & Hashem, (2019).	Absorptive capacity and green innovation adoption in SMEs: The mediating effects of sustainable organisational capabilities"	193 owners and managers of small and medium-sized enterprises (SMEs) in an emerging economy	Absorptive capacity Green innovation adoption Sustainable organisational capabilities
42	Nasrollahi, Fathi, & Hassani,. (2020).	Eco-innovation and cleaner production as sustainable competitive advantage antecedents: The mediating role of green performance	196 Iranian SMEs	Eco-innovation Cleaner production Sustainable competitive advantage Green performance
43	Anik, & Sulistyo, (2021).	The role of green intellectual capital and green innovation on competitive advantage of SMEs	100 SMEs in Indonesia	Green intellectual capital Green innovation Competitive advantage
44	Bhatti, Alyahya, Akhtiha, Aldossary, Juhari, & Saat, (2022).	Sme's Sustaınabılıty And Success Performance: The Role Of Green Management Practıces, Technology Innovatıon, Human Capıtal And Value Proposıtıon	182 Saudi Arabian Small and Medium-Sized Enterprises (SME)	Green management practices, human capital, technological innovation
45	Cuerva, Triguero-Cano, & Córcoles, (2014).	Drivers of green and non-green innovation: Empirical evidence in Low-Tech SMEs	301 SMEs	Green and non-green innovation
46	Fernando, Shaharuddin, & Wahid, (2016).	Eco-innovation practices: a case study of green furniture manufacturers in Indonesia	4 smes	Eco-innovation practices
47	Gupta, & Barua, (2017	Supplier selection among SMEs on the basis of their green innovation ability using BWM and fuzzy TOPSIS	A leading automobile company	Supplier selection green innovation ability
48	Hansen, & Klewitz, (2012).	The role of an SME's green strategy in public-private eco-innovation initiatives: The case of ecoprofit	seven public-private partnership	Green strategy Eco-innovation initiatives
49	Le, Vo, & Venkatesh,. (2022).	Role of green innovation and supply chain management in driving sustainable corporate performance	486 primary responses covering middle and senior managers,	Green innovation Supply chain management Corporate performance
50	Le,. (2022).	How do corporate social responsibility and green innovation transform corporate green strategy into sustainable firm performance?	469 smes managers	Corporate social responsibility Green innovation Corporate green strategy Firm performance

51	Najib, Fahma, Abror, & Suhartanto, (2022).	Organizational Capability, Market Perspective, and Green Innovation Adoption: Insight From Indonesian Food Processing Small and Medium-Sized Enterprises	245 respondents, who were owners or managers in their respective SMEs	Organizational Capability, Green Innovation Adoption:

The distribution of the studies in Table 1 by years is presented in Figure 2.

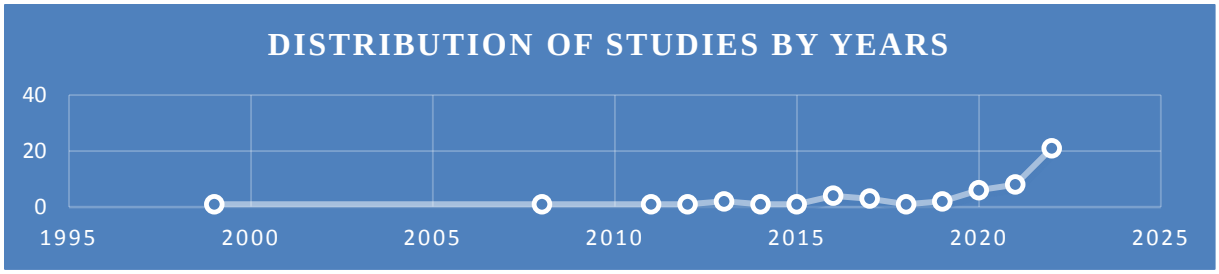

Figure 2: Distribution of Studies By Years

It is seen that the studies reached the highest level especially in 2022. This shows that the interest in green innovation has increased even more.

The results obtained in the study are classified as the antecedents and consequences of green innovation in SMEs. The results are presented in detail in Figure 3.

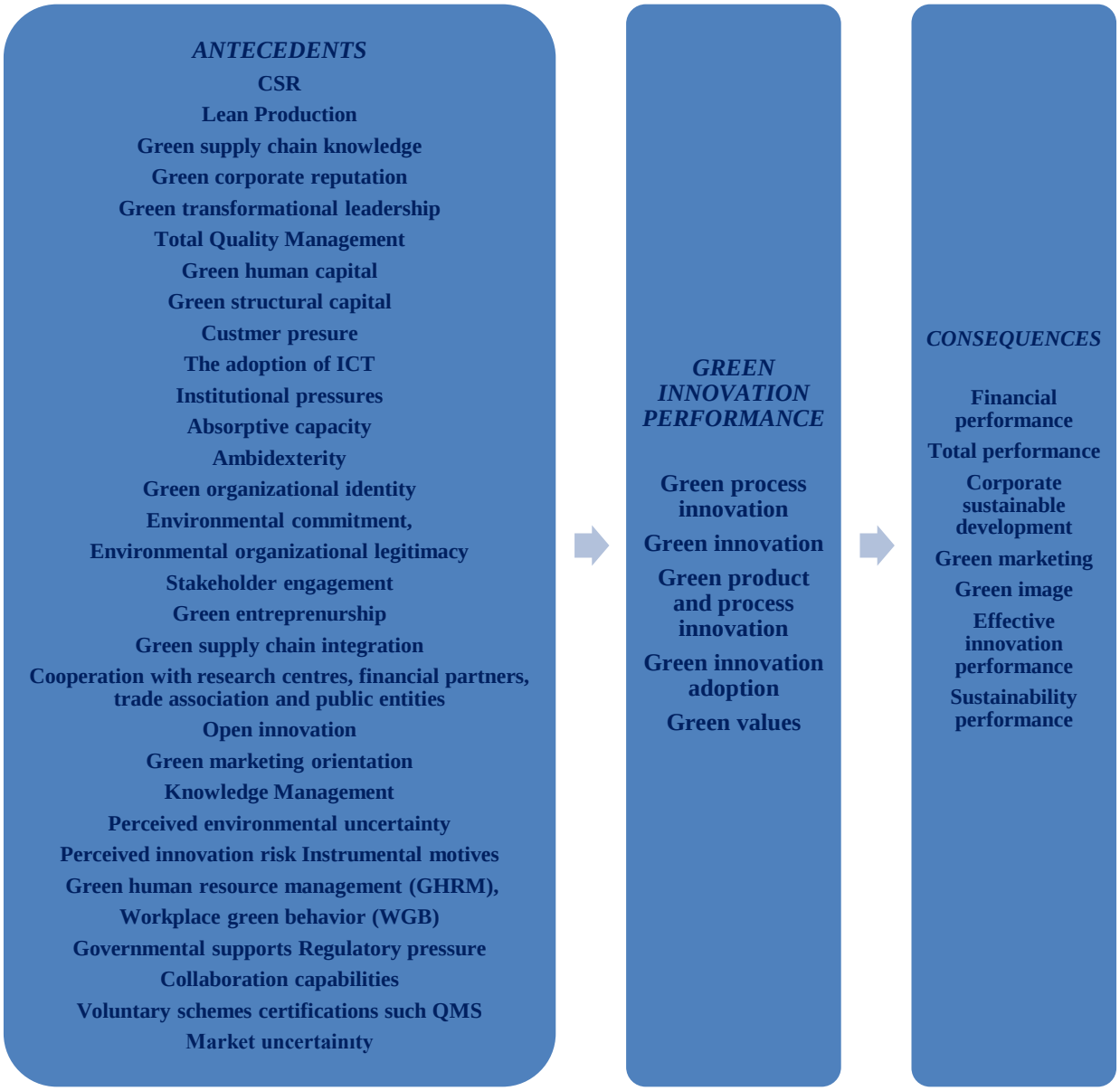

Figure 3: The Antecedents and Consequences of Green Innovation

4.1.The Antecedents of Green Innovation

Within the scope of the studies, it would be appropriate to focus on the following antecedents in order to increase the green innovation performance in SMEs.

- The internal dynamics of SMEs significantly affect their Green Innovations. Green human capital comes first among the internal dynamics. Green human capital is related to the fact that its employees, who are an important strategic resource of enterprises, are sensitive to environmental factors and socially responsible. This awareness and the collective consciousness of human resource positively affects Green Innovation (GI) (Ali et al., 2021; Najib, Fahma, Abror, & Suhartanto, 2022). Green human resource management (GHRM) and workplace green behavior (WGB) practices followed in the business regarding human

resources, which are strategic resources, improve environmental awareness and sustainable understanding in the business and enable GI performance to be increased (Al- Swidi, Al Hakimi, Gelaidan, & Al- Temimi, 2022; Syafrı, Prabowo, Nur, & Muafı, 2021)

- "Knowledge", which is a very important asset for businesses today, has a very decisive effect in terms of the effectiveness of GI performance. Businesses need information for green innovation, to be able to accurately read the expectations of internal and external stakeholders, and to develop green-sensitive products and services. In this process, the ability of the enterprise to accurately obtain the information and integrate it into the processes of the enterprise defined as the absorptive capacity has a significant impact on GI performance (Arfi, Hikkerova, & Sahut, 2018; Mady, Abdul Halim, Omar, Abdelkareem, & Battour, 2022; Aboelmaged, & Hashem, 2019; Najib, Fahma, Abror, & Suhartanto, 2022). In addition, knowledge management (knowledge acquisition, knowledge dissemination, and knowledge responsiveness), which is the ability to produce and recreate knowledge in the business environment and use it properly when and where needed, also positively affects GI performance. The integration of technological opportunities in knowledge management and business processes, namely the adoption of ICT (Internet & Communication Technology), also paves the way for increasing GI (Aryanto, Wismantoro, & Widyatmoko, 2020). Again, in terms of the processes of the enterprise, the creation of green supply chain knowledge in the organizational environment affects GI performance (Agyabeng-Mensah, Afum, & Baah, 2022).
- The structural elements of the enterprise also affect GI performance. Structural capital, as a component of intellectual capital, establishes the link between the formal and informal elements of the business. It refers to a procedure, knowledge, a common understanding, strategy, or a set of knowledge that persists in the workplace environment (Edvinsson & Malone, 2001; Bontis et al., 2000). It refers to the creative productive structures and processes that the business needs (Mertins et al., 2009). These aspects, it has a critical importance for businesses. In the studies carried out, especially the green structural capital of the enterprise and the green supply chain integration it adopts positively affect the GI in achieving the sustainable performance that the enterprise needs (Ali et al., 2021; Effendı,Wıdjanarko, & Sugandını, 2021).
- The Characteristic features of the business leave their traces in every field, from the way of doing business to the practice of management. These characteristics may also distinguish it from others and offer a strategic competitive advantage, or it may also cause businesses to fail. The reflection of the characteristics of the business as a common understanding and behavior in the organization expresses the organizational culture and climate. Leaders and employees are the main actors in the organizational climate. In this context, the attitude of the leader has a significant effect on the GI performance of the organization. In some studies, it has been determined that especially the leaders who adopt the green transformational leadership and green entrepreneurship leadership approach cause a significant increase on the GI performance of the enterprise (Ahmad, Shafique, Qammar, Ercek, & Kalyar, 2022; Singh, Del Giudice,

Chierici, & Graziano, 2020; Ebrahimi, & Mirbargkar, 2017). The attitude and basic understanding of the leader closely affect the subordinates and the climate of the organization, and the GI performance increases thanks to its effect on the formation of green marketing orientation and green organizational identity in the enterprise (Nuryakin, & Maryati, 2022; Chang, & Chen, 2013).

- Although the expectations of internal and external stakeholders are important for businesses, in some cases they may respond late to these expectations or legal and social pressures. The motivation for these tendencies is the resistance of the enterprise to change or the perception that it creates a decrease in profit that can be experienced during the implementation. However, these pressure elements have a significant impact on the enterprise's adoption of a green-themed organizational identity and understanding and, accordingly, on GI performance. In some studies, it has been empirically revealed that customer pressure, stakeholder engagement, regulatory pressure, and institutional pressure have a significant effect on GI performance (Ming-Horng, & Chieh-Yu, 2011;Chen, & Liu, 2020; Bag, Dhamija, Bryde, & Singh, 2022). Again, the risk and uncertainty perceptions related to the industry environment in which the enterprises are located also appear as another pressure factor (Roper & Tapinos, 2016, Y[arief, 2021]).
- CSR is about a business managing its business processes with social and environmental concerns and being a good social actor, citizen (Commission of the European Communities, 2006). It is emphasized that businesses have many positive effects such as high profits, employee satisfaction, customer loyalty, and cost reduction by appliying CSR policies (Ksiezak, 2017). In this context, it appears as an important issue that businesses should consider. Within the scope of CSR, the company acts with a more environmentalist and social citizen perspective within its activities and future strategies. Some studies have empirically demonstrated that CSR significantly affects GI performance (Achi, Adeola & Achi,2022; Azam,Songjiang, Jamil,Naseem, & Mohsin, 2022;Yu, Jiang, & Wang, 2022; Le, Vo, & Venkatesh, 2022). Again, It has been found that businesses that have made the CSR and green perspective a primary issue and have a high green corporate reputation among customers have a high level of GI performance (Agyabeng-Mensah, Afum, and Baah, 2022). Among the motives of the organization, especially instrumental motive affects GI performance positively (Sunarjo, Setyanto, & Suroso, 2022). Again, it has been empirically revealed that having an accountable and rational management approach created by the reflection of external standards to the internal processes of the enterprise, which has a high social responsibility, green sensitivity, and voluntarily has a Quality Management System (QMS) in the enterprise, increases the GI performance of SMEs ([Cuerva, Triguero-Cano, & Córcoles, 2014])
- The production and service delivery system adopted by the enterprise has a decisive influence on the formal and informal structure of the organization. As a more flexible and effective production model of the business, Total Quality Management significantly affects the GI performance with a customer-centered approach in the presentation of lean production and product/service understanding (Albloushi, Alharmoodi, Jabeen, Mehmood, & Farouk, 2022).

Among these managerial approaches, the innovative approach adopted by the enterprise significantly affects GI performance too. In a study, it was determined that the adoption of Ambidexterity (exploration and exploitation) and open innovation approaches in the innovation process of enterprises significantly increased GI performance (Cancela, Coelho, & Duarte Neves, 2022; Naruetharadhol, Srisathan, Gebsombut, & Ketkaew, 2021; Pakura, 2020). Ambidexterity (exploration and exploitation) offers an important strategic advantage in the success of the enterprise, especially in an industrial environment dominated by dynamic environmental conditions. Exploratory activities are concerned with the firm's pursuit of innovation, monitoring, risk-taking, and flexibility, while exploitative activities are concerned with the firm's selection, development, and implementation of the appropriate product or service (March, 1991:71). Again, Open innovation offers significant strategic advantages to businesses in industrial environments with varying customer expectations, uncertainty, and dynamic environmental conditions. Open innovation is the execution of the innovation process by considering all internal and external resources and stakeholders. It represents a holistic and collaborative innovation approach with all stakeholders in the value chain, especially customers and suppliers. In the studies, it has been determined that the GI performance of the enterprises that adopt the open innovation approach and receive support from various research centers and financial partners, and public institutions increases (Naruetharadhol, Srisathan, Gebsombut, & Ketkaew, 2021; Pakura, 2020). In addition, it has been empirically demonstrated that having high collaboration capabilities increase GI performance (Aboelmaged, & Hashem, 2019).

4.2.The Consequences of Green Innovation on SMEs

Green innovation (GI) has important consequences for businesses. Businesses are trying to continue their activities in a highly competitive and uncertain environment. In this environment, efficiency and productivity concerns increase, and businesses try to keep their performance at the highest level in every subject. The increase in their performance appears as an important indicator of achieving sustainable competition. In this context, first of all, financial performance is one of the most important indicators. Financial performance is related to how successfully the business converts its assets into revenue. In some studies conducted at this point, it has been determined that there is a significant effect between GI and financial performance (Afum, Zhang, Agyabeng-Mensah, & Sun, 2021). In addition, marketing performance for a business is closely related to how much of a balance it establishes between the stakeholders and their own goals in the product and service delivery expected from the business. Specifically, GI's effect on green marketing performance (Aryanto, Wismantoro, & Widyatmoko, 2020; Nuryakin, & Maryati, 2022; Najib, Fahma, Abror, & Suhartanto, 2022) and green image, which refers to the overall perception of the business in the customer (Chen,2008) have been shown to affect significantly. Another important strategic advantage for the business is producing innovative solutions by meeting the expectations at the right place and time with a continuous innovation approach. It is shared that GI improves the effective innovation performance of enterprises (Frey, Iraldo, & Testa, 2013). GI also makes

significant contributions to the overall performance of businesses and the sustainability of this performance (Achi, Adeola & Achi, 2022; Bag, Dhamija, Bryde, & Singh, 2022; Arfi, Hikkerova, & Sahut, 2018)

Conclusion and Recommendations

Changing competition conditions and diversifying demands cause businesses to continue their activities in a complex environment. In this complex environment, businesses have a sustainable competitive advantage to the extent that they can respond to the expectations of their stakeholders. Especially recently, both customers and other stakeholders (government, regulatory institutions, international organizations, etc.) expect a green-oriented production and management style to be adopted to prevent issues that cause significant problems on a global scale. This expectation is the adoption of green innovation by enterprises in the provision of products and services. Although large enterprises enter into a rapid transformation process in terms of their resources in responding to this expectation, SMEs, which are relatively more in number and damage to the environment, are progressing slowly. Therefore, for a more livable and sustainable future with a green vision, SMEs' adoption of green innovation in their understanding of production and management approach has a decisive effect. Although green innovation may seem like a financial burden at first, it is an element that contributes significantly to both the future of global welfare and the financial, innovation and total performance of the enterprise. In this context, first of all, the management of SMEs has important duties in the *business-environment-customer (stakeholder) triad*. ***To increase green innovation performance in SMEs; It is considered that it would be appropriate to give importance to the following points:***

- Developing green HRM practices to have environmentally sensitive and aware employees.
- Promoting Green-focused practices within the business
- By creating an effective Knowledge Management system and Absorptive dynamic capability, offering the information needed by green innovation to the organization
- Effective integration of ICT into business processes
- Adoption of a green transformational leadership understanding that pioneers and supports transformation and green innovation in top and middle level managers
- Developing an innovation process prone to open innovation and cooperation in the organization.
- Adopting a management approach that values stakeholder participation.
- Abandoning the old and environmentally insensitive production and service delivery models and to adopt a sustainable management approach.

In the triad of business-environment-customer (stakeholder), internal and external customers, that is, other stakeholders, also have important duties. In this context, ***It is considered that the following points will make important contributions:***

- Adoption of policies by regulatory agency and governments to further enhance university-business collaboration for lean manufacturing, open innovation, and collaboration

- Increasing the number of studies on the development of the concept of green innovation in academia, especially in SMEs, and examining its antecedents, consequences, and barriers.
- Designing digital web tools or portals that will provide mentorship and information support in the green innovation transformation process
- Adoption of a policy that offers positive discrimination in terms of support grants and tax deductions of the relevant institutions and offers support according to green innovation performance in a way to solve the resource problem of SMEs.
- Expressing the pressure and expectations of customers and regulatory agencies on behalf of businesses to implement a management and service delivery model that adopts more CSR-oriented and green innovation

Green innovation is an important issue in terms of green and sustainable future vision. It is important to raise awareness that this issue is not just a popular trend, but an understanding and expectation that serves the welfare of all stakeholders. Increasing the green innovation performance of SMEs is also vital for the formation of the green future vision. Expectations for green understanding, environmental awareness, and green innovation performance are possible by overcoming these barriers and problems of SMEs. SMEs are both the actor and the barrier in the vision of a green future, and the issue needs to be taken seriously. In this context, the implementation of the above-mentioned issues and the progress of this process within the framework of effective governance are considered important for a green future and sustainable prosperity.

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Serhat Kalkınma Ajansı'nın TRA2 Bölgesi Turizmi Üzerindeki Rolü

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Öz

Farklı bölgesel potansiyeller, her ülkede birkaç bölgede ekonomik faaliyet ve zenginliğin daha fazla yoğunlaşmasına ve ülkeler ve bölgelerarasında ekonomik farklılıkların artmasına yol açmaktadır. Bu durum bölgelerarası gelişmişlik farklılıklarının oluşmasında etkili olan bir unsurdur. Bölgelerarası dengesizliğin belirginlik kazanması ve giderek derinleşmesi nedeniyle önemi artan kalkınma çabaları kapsamında Kalkınma Ajanslarının kurulması son derece etkili olmuştur. Özellikle 2006-2009 yılları arasında farklı bölgelerde kurulan 26 adet kalkınma ajansı faaliyet gösterdikleri bölgelerde bölgesel kalkınmanın sağlanmasında önemli çalışmalarla katkı sağlamaktadırlar. Bu çalışmada TRA2 Bölgesi'nde faaliyet gösteren Serhat Kalkınma Ajansı'nın bölge potansiyelinin değerlendirilmesi doğrultusunda bölgesel kalkınmanın sağlanmasına katkı sağlamak amacıyla hazırladığı raporlar incelenmiştir. Çalışmanın temel çalışma alanını Serhat Kalkınma Ajansı'nın turizm alanında yaptığı çalışmalar ve bu çalışmaların bölgesel kalkınmaya olan etkisi oluşturmaktadır. Bölgenin stratejik ve coğrafi konumundan kaynaklanan zengin ve diğer bölgeler itibariyle farkındalığı olan turizm potansiyelinin geliştirilmesi yönündeki çalışmaların hala yeterli düzeyde olmadığı görülmektedir. Bu eksikliklerin siyasi, ekonomik ve sosyal yapıya bağlı farklı faktörlerden kaynaklanması turizm kaynaklarının değerlendirilmesini olumsuz yönde etkilemektedir. Çalışma neticesinde alternatif turizm faaliyetlerinin geliştirilerek bölgenin turizm kapasitesinden daha fazla faydalanılmasının bölgenin sosyoekonomik yönden kalkınmasında önemli bir rol üstleneceği sonucuna varılmıştır.

Anahtar Kelimeler: Bölgesel Kalkınma, Kalkınma Ajansları, Serhat Kalkınma Ajansı, TRA2 Bölgesi

The Role of Serhat Development Agency on TRA2 Region Tourism

Abstract

Different regional potentials lead to a greater concentration of economic activity and wealth in several regions in each country and to an increase in economic disparities between countries and regions. This situation is an effective factor in the formation of interregional development disparities. The establishment of Development Agencies within the scope of development efforts, whose importance has increased due to the increasing and deepening of the interregional imbalance, has been extremely effective. Especially between 2006-2009, 26 development agencies established in different regions contribute to the regional development in the regions where they operate. In this study, the reports prepared by the Serhat Development Agency operating in the TRA2 Region in order to contribute to the provision of regional development in line with the evaluation of the region's potential were examined. The main field of study of the study is the studies of the Serhat Development Agency in the field of tourism and the impact of these studies on regional development. It is seen that the studies on the development of the rich tourism potential arising from the strategic and geographical location of the region and which are aware of other regions are still not at a sufficient level. The fact that these deficiencies are caused by different factors depending on the political, economic and social structure negatively affects the evaluation of tourism resources. As a result of the study, it was concluded that the development of alternative tourism activities and making more use of the tourism capacity of the region will play an important role in the socio-economic development of the region.

Keywords: Regional Development, Development Agencies, Serhat Development Agency, TRA2 Region

Giriş

Keynesyen yaklaşımdan esinlenerek, Amerika Birleşik Devletleri'ndeki Tennessee Valley Authority (TVA) tarafından 1930'lu yıllarda Başkan Roosevelt'in "Yeniden Yapılanma" (New Deal) politikası kapsamında bölgesel kalkınma ajanslarının (BKA) kurulmasına öncülük edilmiştir (Pike, v.d., 2008: 76). TVA projesinden başarılı sonuçlar elde edilmesi üzerine 1940'lı yılların sonlarına doğru İngiltere'de Ajanslara benzer kurumsal yapılanmalar olmakla birlikte 1954 yılında Kalkınma Ajansları ve Kalkınma Komitelerinin bir kararname ile yasalaşmasıyla Ajansların Avrupa'daki ilk oluşumlarının temeli atılmıştır (Canzanelli, 2011: 3).

II. Dünya Savaşı sonrası ülkelerarası belirgin gelişmişlik farlılıklarının ortaya çıkması farklı bir dünya düzeninde çözüm arama gayretlerinin oluşmasına sebep olmuştur. ABD ve SSCB gibi iki süper gücün yanında savaşta güç kaybeden, yenilen ülkeler ve bağımsızlığını yeni kazanan

ülkeler şeklinde keskin sınırlar oluşmuştur. Bu durum sebebiyle oluşan bölgelerarası dengesizlik öncelikle kalkınma sorununu gündeme getirmiştir. Bölgelerarası dengesizlik sadece gelişmekte olan ülkelerin değil, gelişmiş ülkelerin de karşılaştığı bir sorundur (Muğan Ertuğral, 2018: 24-27).

Özellikle II. Dünya Savaşı sonrası başlayan kalkınma çabalarında kalkınma ajansları ve benzer amaçlarla hareket eden farklı isimlerdeki kurumların önemli etkisi olmuştur. 1990'lı yıllardan itibaren bölgesel kalkınma ajanslarının Avrupa Birliği ve diğer ülkelerde giderek yaygınlaşmaya başlaması bu kurumları bölgesel kalkınma politikalarının yeni aktörü haline getirmiştir (Kuran, 2022: 260; Bakır, 2010: 3).

Avrupa Bölgesel Kalkınma Ajansları Birliği (EURADA) kalkınma ajanslarını; sektörel ve genel kalkınma sorunlarını belirleyen, bu sorunların çözümü için farklı yöntemleri araştıran ve bu sorunların çözümünde maksimum faydanın elde edilmesini sağlayacak projeleri destekleyen kurumlar olarak tanımlamaktadır (EURADA, 1999: 16). Bu tanıma göre bölgesel kalkınma ajansları, faaliyet gösterdikleri bölgenin avantaj ve dezavantajlarını değerlendirerek yenilikçi fikirler ve projeler üzerinden bölgesel kalkınmanın sağlanmasına aracılık ve öncülük eden kurumlardır.

Bölgesel Kalkınma Ajansları'nın kurumsal yapılarını değişen yeni şartlara hızlı bir şekilde uyumlaştırabilme yeteneği ve kapasitesinde olmaları nedeniyle bölgesel kalkınmanın sağlanması ve bölgesel dengesizliklerin azaltılmasında yereli temsil eden güçlü bir yerel kalkınma kuruluşları olarak güncel bir araç olma vazifesini günümüzde halen muhafaza ettiklerini söylemek mümkündür (Kuran, 2022: 260). Ajansların ortak özelliği, faaliyet gösterdikleri coğrafi bölgenin içsel potansiyelinin geliştirilmesine ve bölgeye yabancı yatırımları çekmeye çalışmalarıdır (EURADA, 1999: 16).

Bölgesel Kalkınma Ajanslarına olan gereklilik; bölgesel stratejilerin uygulanması, yerel ve bölgesel girişimciliğin desteklenmesi, alt-yapı hizmetlerinin sağlanması, özel sektörün etkinliğinin oluşması için yerel-bölgesel çözümler oluşturma ve bölgesel taleplerin karşılanarak finansal teminatlar ve çözümler sağlanması şeklinde sıralanabilmektedir (Türkoğlu, 2015; 185). Bu kuruluşlar bir ülkenin belli bir coğrafi bölgesi içerisindeki özel ve kamuya ait tüm şirketler, yerel merkezi yönetimler ve sivil toplum kuruluşları arasında işbirliği ve koordinasyon sağlayarak, bölgenin ekonomik kalkınmasını hedefleyen ve yasal bir hükme dayanarak kurulmuşlardır (Koçberber, 2006: 37). Bu sebeple bölgenin sahip olduğu üstünlüklerin ve fırsatların değerlendirilmesi, dezavantajlarının ve tehditlerinin minimize edilerek avantajlı durum oluşturulması kalkınma ajanslarının çalışma alanları arasındadır. Bölgenin sahip olduğu üstünlüklerin değerlendirilmesi ve buna bağlı bazı sektörlere öncelik verilmesi ekonomik kaynak sorunun aşılmasında önemlidir. Zira bölgesel kalkınma sınırları belli bir coğrafik alanın sahip olduğu özgün değerler ile bölge kapasitesini arttırmak ve bölgede yaşayanların refahını ve aynı zamanda iktisadi beklentilerini arttırmak olarak ifade edilebilmektedir (Kıratoğlu ve İnan, 2022: 5). Özellikle sermaye yetersizliği, doğal kaynakların mekân içinde dağılımının adil olmaması ve

belirgin bölgesel gelişmişlik farklılıkları bölgeye özgü, bölgenin sahip olduğu kaynakların kullanımına ve daha çok emek-yoğun üretim tekniğine dayalı iş kolları ve sektörlerin teşvikini zorunlu kılmaktadır. Bu çerçevede doğal faktörlere bağlı olarak gelişen turizm sektörünün farklı coğrafi bölgelerde farklı turizm türlerine öncelik verilmesiyle önemli bir kalkınma unsuru olduğu görülmektedir.

Türkiye'de Devlet Planlama Teşkilatının 1961 yılında kurulması ile başlayan planlı kalkınma anlayışı ve orta vadeli 5 yıllık kalkınma planlarının ve Kalkınmada Öncelikli Yöreler adlı uygulamaların önemli kazanımları olmakla birlikte beklentiyi çok fazla karşılayamadığı görülmektedir[100]. Özellikle yaşanan bir takım siyasi, ekonomik ve toplumsal olaylar plan hedeflerinden sapmalara sebep olduğu gibi, hedeflenen kalkınma hızına da ulaşılmamıştır. Ancak Avrupa Birliği üyeliği süreci ile başlayan uyum çalışmaları bölgesel kalkınma ajanslarının kurulması konusundaki ilk adımın atılmasına sebep olmuştur.

Türkiye, bölgesel kalkınma ajanslarını ilk olarak 1999 Helsinki Zirvesi'ndeki aday üyeliğin tescili sonrasında değerlendirmiş ve 2002 yılında topluluk kurallarına uygun olarak hazırlanan ve İstatistiki Bölge Birimleri Sınıflandırması olarak tanımlanan NUTS sistemi kabul edilmiştir (Berber, 2005: 29). Bu gelişmeler ile bağlantılı olarak planlama çalışmalarını yürütmek amacıyla bölgesel düzeyde kurumsal bir yapı 2006 yılında 5449 sayılı "Kalkınma Ajanslarının Kuruluşu, Koordinasyonu ve Görevleri Hakkında Kanun'un yürürlüğe girmesiyle sağlanmıştır (Akpınar, 2017: 300). Avrupa Birliği'ne aday ülke olarak Türkiye'den gerekli idari reformları yasalaştırmasını istemesi ve sonuç olarak bu talebin Türkiye'de Bölgesel Kalkınma Ajanslarının kurulmasında Ajansların içsel bir teşvikle kurulmadığını göstermektedir (Sobacı, 2009: 59). Özellikle AB'ye adaylık statüsü nedeniyle bölgesel kalkınma politikaları, AB'nin yükümlülükleri arasında yer alan bölgesel kalkınma ajansları aracılığıyla daha organize hale gelmiştir (Toktaş vd. 2013: 671). BKA sisteminin kurulması bölgesel ekonomik kalkınmaya geçiş için önemli bir fırsat sağlamıştır. Ajanslar, Türkiye'deki bölgeselleşme ve kalkınma potansiyelini değerlendirmek için önemli bir fırsat sunmaktadır. Özellikle ulusal mevzuat tarafından zorunlu kılınan hesap verebilirlik mekanizmalarına ve merkezi hükümetin desteği sayesinde verimli proje geliştirme için yeterli kaynağa sahip olmaları bölgesel kalkınma noktasında önemli katkı sağlamaktadır (Young-Hyman, 2008: 375-379). Ülkemizde faaliyet gösteren 26 kalkınma ajansı yerel ve bölgesel kalkınma bağlamında, ulusal ve yerel ve bölgesel yönetimler için giderek daha önemli bir faaliyet haline gelmiştir.

Kamu kesimi, özel kesim ve sivil toplum kuruluşları arasındaki işbirliği ve koordinasyonu geliştirmek, kaynakların verimli kullanımını sağlamak ve yerelin taşıdığı potansiyeli harekete geçirmek suretiyle bölgesel gelişmeyi hızlandırmak, bölgesel gelişmenin sürdürülebilirliğini sağlamak, bölgeler arası ve bölge içi gelişmişlik farklarını azaltmak maksadıyla kurulmuş olan Kalkınma Ajansları öncü ve insan odaklı yaklaşımlara sahiptirler. Ağrı, Ardahan, Iğdır ve Kars

[100] Türkiye'de uygulanan kalkınma planlarının başarısız olma nedenlerine ilişkin detaylı bilgi için bkz. Kuran (2022).

illerinde faaliyet gösteren Serhat Kalkınma Ajansı (SERKA) da, yerel kalkınma sürecinin geliştirilmesi ve bölgesel kalkınmaya yön veren kuruluş olarak bölgesel kalkınmanın sağlanmasında amacıyla hareket etmektedir (https://www.serka.gov.tr/, E.T.: 24.10.2022).

Türkiye yedi coğrafi bölgeye ayrılmış olarak her bölgeye ait farklı doğal yapı ve iklim özelliklerine sahiptir. Bu farklılıklar doğal kaynakların dağılımı, sosyal yapı farklılıkları ve bu durumla ilişkili farklı gelişmişlik düzeyleri olarak yansımaktadır. Bölgenin sahip olduğu kaynakların değerlendirilmesi bölgesel kalkınmanın sağlanmasında dikkate alınması gereken en önemli unsurdur. Ağrı, Ardahan, Iğdır ve Kars illerinde faaliyet gösteren Serhat Kalkınma Ajansı (SERKA), bölgesel kalkınmanın sağlanmasında bölgesel değerleri dikkate alan kalkınma planları ve bu doğrultuda hibe destekleri ve diğer uygulamalı çalışmalarla katkıda bulunmaktadır. Sanayinin yeteri kadar gelişmediği ve istihdam imkânlarının son derece kısıtlı olduğu bölgenin kalkınmasında bölgenin coğrafi ve yerel değerlerinin ön plana çıkarılması ve bu sayede farklı iş kollarının geliştirilmesi son derece önemlidir. Turizm sektörünün geri kalmış bölgeler ve özellikle dezavantajlı grupların sosyo-ekonomik yönlerden güçlendirilmesinde bir araç olarak kullanılması bölgenin kalkınmasının sağlanması bakımından önemli olmaktadır. Bölgenin sahip olduğu doğal ve kültürel değerler turizm amaçlı ve kültürel amaçlı ele alınıp taşıdığı büyük potansiyel değerlendirildiğinde bölge genel olarak sosyo-ekonomik bakımdan önemli bir ivme kazanacaktır.

Bölge doğal güzellikleri, tarihi eserleri, önceki medeniyetlerden kalan eşsiz kültürel değerleri oluşturan tarihi yapıtları ile önemli turizm potansiyeline sahiptir (MEGEP, 2013: 50). Bölgenin tarihi ve kültürel değerlerinin genişliği ve zenginliği bölgesel kalkınmanın sağlanmasında turizm sektörünün kullanılmasını gerekli kılmaktadır. Bu çalışma ile SERKA'nın bölgenin turizm potansiyelinin geliştirilmesi amacıyla yaptığı faaliyetlerin Ajansın hazırladığı raporlarından elde edilen bilgilerle değerlendirilip analiz edilmesi amaçlanmıştır.

1. Turizmin Bölgesel Kalkınmaya Olan Etkisi

Sosyal devlet anlayışının bir gereği olarak günümüz toplumlarında ekonomik refahın bölgelerarasında eşit olarak dağıtılması ve bölgelerarası gelişmişlik farklılıklarının giderilmesi gerekmektedir. Turizm bölgeler arasındaki dengesizliklerin azaltılmasında önemli bir politika aracı olarak kullanılabilmektedir (Kıratoğlu, 2021: 333). Bu açıdan bakıldığında, bölgeye olan turistik talebin sürdürülebilir olması istihdam, bölgesel refah ve ülke içinde göçü azaltarak bölgelerarası gelişmişlik farklarının azalmasında etkili olacaktır (Kıratoğlu ve Dinçel, 2021).

1980'li yıllarda turizmin ekonomik kalkınmada öncelikli bir sektör olarak ele alınması ve buna bağlı olarak turizmin geliştirilmesi yönünde hukuki mevzuatta yapılan düzenlemeler ve verilen teşviklerin etkisiyle Türkiye'de turizm sektörü hızlı bir gelişme göstermiştir. Turizmin emek-yoğun bir sektör özelliğine sahip olması nedeniyle iş ve gelir yaratılması bakımından ekonomik gelişmeye olumlu katkıları bulunmaktadır. Aynı zamanda turizm sektörünün doğrudan, dolaylı ve uyarılmış etkileri de hızlandıran rolüyle ekonomik faaliyet hacminin artmasında olumlu katkı sağlamaktadır.

Turizm sektörü, küçük işletmeler ve girişimciler için yerel pazara nispeten kolay bir giriş sağlayarak istihdam ve gelir yaratma potansiyeline sahiptir. Ekonomik büyüme ve kalkınmanın sağlanması için turizmin geliştirilmesi lokomotif işlevi görmektedir (Meyer, 2021: 78). Bu sebeple turizm ve bölgesel kalkınma araştırmaları, öncelikle turizmin bölgesel kalkınmadaki rolüne ve turizmin dengeli mi dengesiz büyümeye mi yol açtığına odaklanmaktadır. Turizm ve bölgesel kalkınma alanındaki araştırmalar, bölgesel eşitsizliği azaltmaya ve daha fazla istihdam yaratmaya yönelik politikalara yoğunlaşmıştır (Vu, Turner, 2006; Zhou-Grundy ve Turner, 2014, Calero ve Turner, 2019: 7). Bu olumlu etkileri tespit etmeye yönelik literatürde yer alan çalışmalar bu görüşleri desteklemektedir.

Küreselleşme ile turizm sektörü, dünyanın en büyük ve en hızlı büyüyen sektörlerinden biri haline gelmiştir. Sektörün büyüklüğü göz önüne alındığında; ekonomik büyüme, çeşitlendirme ve ekonomilerin yapısal dönüşümünde sektörün önemli etkilere sahip olması beklenmektedir (Dünya Turizm Örgütü Raporu, 2007, akt. Tabash, 2017: 103). Turizm sektörünün; ödemeler bilançosunu daha dengeli hale getirmesi, milli gelirde katma değer yaratması, istihdam artışı, bölgeler arası dengeli kalkınmayı sağlaması, yatırımları teşvik etmesi ve diğer sektörler üzerinde olumlu ekonomik etkileri bulunmaktadır (Upchurch, Teivane, 2000; Ko, Stewart, 2002; Avcıkurt, 2003; Tosun vd., 2003; Wall ve Mathieson, 2006; Ardahaey, 2011; Ünlüönen vd., 2014; Usta, 2014; Çolak, 2017; Kozak vd., 2017, Enes, 2022; 1191). 2017'de 1,3 milyar gerçekleşen küresel turist hareketliliğinin 2030 yılına kadar her yıl ortalama olarak % 3,3 oranında artması beklenmektedir. Literatürde, yerel yönetimlerin turizm gelişimi yoluyla kamusal alanların atmosferini ve kültürel ve doğal kaynakların değerini geliştirdiği ve turizmin gelişmesinin olumlu sonuçları önemli yer tutmaktadır (Zhu, v.d., 2020: 67). Düşük ve orta gelirli ekonomilerde, turizm faaliyetleri demografik istikrar, tarımsal kalkınmanın teşvik edilmesi, gıda maddelerinin karlılığında artış, yerel el sanatlarının büyümesi ve sosyo-ekonomik yönden iyileşmenin sağlanmasına imkân vermesi gibi nedenlerle turizmin ekonomik kalkınma ile ilişkisi ortaya konmaktadır. Özellikle yerel işletmelerin gelişmesi ve markalaşması, gelir artışı, iş fırsatları, kadın istihdamı, hizmetlerin nicelik ve niteliklerinin yükseltilmesi, yaşam kalitesinin artması ve bölgede sürekli ikamet edenler için gelişmiş yaşam standartları sağlanmaktadır. Turizmin makro ölçekte en önemli etkilerinden biri de bölgelerarası gelişmişlik farklarını azaltarak sürdürülebilir kalkınmaya katkı sağlamasıdır (Ibanescu, v.d., 2018: 1). Bu olumlu etkileri ispatlayan ampirik çalışmalar sonucunda diğer sektörlerin gelişme imkanlarının sınırlı olduğu bölgelerde turizm az maliyetle ve doğal faktörlere bağlı olarak bölgesel gelişmeye imkan sağlamaktadır. Sonuç olarak, turizm sektörünün ekonomik kalkınma üzerindeki etkisi, farklı potansiyellere sahip ülkelerin kendi içinde sahip olduğu bölgesel farklılıklarda daha belirgin hale gelmektedir Özellikle sanayinin yeterince gelişmesinin mümkün olmadığı ve tarımsal üretimin bölgesel kalkınmaya katkı sağlayamadığı bölgelerde turizm sektörünün gelişmesine imkân sağlayacak düzenlemeler ve teşvikler önemli olacaktır.

2. Araştırmanın Amaç ve Kapsamı

Serhat Kalkınma Ajansı (SERKA) 25.07.2009 tarih ve 2009/15236 sayılı Bakanlar Kurulu Kararı ile kurulmuştur. SERKA faaliyete başladığı 2009 yılından beri bölge turizminin taşıdığı yerel potansiyeli harekete geçirmek suretiyle turizm alanında birçok çalışma gerçekleştirmiştir. Özellikle, bölgesel gelişmenin hızlandırılması, bölgelerarasında ve bölge içinde gelişmişlik farklarını azaltmak amacıyla Ağrı, Ardahan, Iğdır, Kars illerinde turizmi geliştirmeye yönelik çalışmalar yürütülmektedir. Çalışma SERKA'nın hazırladığı faaliyet raporlarının incelenerek bölge turizminin geliştirilmesi yönündeki faaliyetlerinin değerlendirilmesini amaçlamaktadır.

Araştırma yöntemleri olarak uygulamada nitel veri toplama yöntemleri olarak doküman çalışması, gözlemler, yarı yapılandırılmış görüşmeler ve odak grupları şeklindeki çalışmalar yaygın olarak kullanılmaktadır. Bu çalışma kapsamında doküman analizi, araştırmacı tarafından daha önceden hazırlanmış arşivler, faaliyet raporları, yıllık raporlar, kılavuzlar, politika belgeleri, günlükler gibi kişisel ve kişisel olmayan belgeler olan yazılı materyallerin (Russell, Gregory, 2003: 38) Serhat Kalkınma Ajansı'nın (SERKA) TRA2 Bölgesinde 2010-2021 yıllarında hazırlanan faaliyet raporlarında turizm ile ilgili yapılan faaliyetlerin incelenerek turizm konusundaki çalışmalar değerlendirilmiştir.

3. Bulgular ve Tartışma

Serhat Kalkınma Ajansı (SERKA) TRA2 Bölgesinde turizm potansiyelinin değerlendirilerek bölgede turizmin geliştirilmesi ve bölgesel kalkınmanın sağlanması amacıyla aşağıdaki dokümanlar hazırlanmıştır:

- 2010-2013 Bölge Planı
- 2014-2023 Bölge Planı
- Ağrı Turizm Keşif Rehberi
- Sarıkamış Yürüyüş Parkurları
- Ardahan Yürüyüş Parkurları
- Kars Turizm Keşif Rehberi
- Faaliyet Raporları (2010-2021)
- TRA2 Bölgesi (Ağrı, Ardahan, Iğdır Ve Kars) 2014 – 2023 Bölge Planı
- Türkiye Potansiyel Karavan Alanları Saha Tespit Çalışma Raporu
- 2022 Yılı Ara Faaliyet Raporu

SERKA'nın bölge turizmin geliştirilmesi için önemli çalışmalar yaptığı görülmektedir. Ancak Ajansın faaliyet raporları aşağıdaki gibi detaylı bir şekilde incelendiğinde bölgenin taşıdığı turizm potansiyeline nazaran yapılan çalışmaların yeterli olmadığı görülmektedir.

3.1. 2010-2022 Yıllarında Hazırlanan Serhat Kalkınma Ajansı Faaliyet Raporlarında Turizm ile İlgili Yapılan Faaliyetlerin Yıllar İtibariyle Değerlendirilmesi

2010 yılı itibariyle Serhat Kalkınma Ajansı, bölgenin kendi kaynakları ve potansiyeli ile kalkındırılması için Kültür ve turizm alt koordinatörlüğünü kurmuştur. 2010-2013 Bölge Planı hazırlıkları kapsamına Türkiye Turizm Stratejisi dokümanı incelenmiştir. Bu kapsamda Kültür ve

turizm sektörlerine yönelik veri toplama ve analiz çalışmalarına başlanmıştır. Küçük Ölçekli Altyapı (KÖA) Mali Destek Programı ve Küçük ve Orta Büyüklükteki İşletmeler (KOBİ) Mali Destek Programı ile turizm alanlarında faaliyet gösteren işletmelerin desteklenmesi kararı verilmiştir. UNDP, WTO ve Kültür ve Turizm Bakanlığı işbirliği ile Kars'ta yürütülen "Doğu Anadolu'da Kültür Turizmi için İttifaklar Projesi" için Ankara ve Kars'ta düzenlenen toplantılara katılım sağlanarak, bölgede projenin geliştirilmesi çalışmalarına başlanmıştır. Aynı zamanda UNDP'nin Kars'ta uyguladığı teklif çağrısına Ajans uzmanları teknik destek vermiştir. Ayrıca, bölge illerinin tanıtımı için Van Turizm Fuarında Ajansı stant kurmuştur ve Travel Turkey (İzmir) fuarına Ajans gözlemci olarak katılmış, stant açılmamıştır.

2011 yılında Ardahan'da turizmin gelişmesine katkı sağlayacağı düşünülen Ardahan-Kars Demiryolu hattının Ardahan-Kars bağlantısının Susuz ilçesi üzerinden kurulması için ilgili kurumlar nezdinde girişimler başlatılmış olması turizmin gelişmesi bakımından önemlidir. Bölgenin doğa turizmi potansiyelinden faydalanabilmek amacıyla bölge illerinde yürüyüş, bisiklet ve araçlı gezi rotalarının belirlenmesi için çalışmalar yapılmaya başlanmıştır. Bölgedeki paydaşlarla Damal Bebekleri ve obsidiyen taşından takı üretimi için görüşmelere başlanmıştır. Bu kapsamda Damal Bebeği ve takı üretim atölyelerine saha ziyaretleri yapılmıştır. Bölgenin el sanatları potansiyelinin geliştirilmesine yönelik olarak Milli Eğitim Bakanlığı Kız Teknik Okulları Ankara Olgunlaşma Enstitüsü ile görüşmeler yapılmıştır. Bölgenin yerel kalkınma dinamiklerini harekete geçirmek amacıyla düzenlenen "SERKA Sohbetleri" programı kapsamında bir il ve dört ilçenin girişimcileri ve sivil toplum kuruluşları temsilcileri ile toplantı yapılmıştır. Kalkınma Kurulu toplantısında Turizm ve Sosyal Sektörler alt çalışma grupları oluşturulmuştur. Almanya ve Avusturya'ya teknik inceleme gezisi yapılmıştır. Gezi kapsamında agro turizm tesisleri ve kış turizm merkezinde faaliyet gösteren oteller vb. yerler ziyaret edilmiştir. İktisadi Gelişme Mali Destek Programı-1 ve İktisadi Gelişme Mali Destek Programı-2 kapsamında başvurusu alınan turizm projelerinin uygulamasına başlanmıştır. Bu projelerle ilgili bölgedeki paydaşlarla çeşitli toplantılar yapılmıştır. Ajans tarafından Kültür ve Turizm Bakanlığı'na çalışma ziyaretinde bulunulmuştur. Aynı zamanda, AB'nin finanse ettiği ve Bilim, Teknoloji ve Sanayi Bakanlığı'nın yürütücüsü olduğu Bölgesel Rekabet Edebilirlik Operasyonel Programı'ndan bölgenin turizm potansiyelinden maksimum düzeyde faydalanabilme imkânını sağlamak üzere çeşitli proje önerileri geliştirilerek ilgili Bakanlığa sunulmuştur. UNDP'nin Kars'ta uyguladığı Kars Turizm İş Kümesi Projesi kapsamında yürütülen çalışmalar hakkında UNDP tarafından görevlendirilen uzman bilgilendirme yapmıştır. Dışişleri Bakanlığı, Kültür ve Turizm Bakanlığı ile Birleşmiş Milletlerin düzenlediği Sürdürülebilir Bir Gelişme ve Yoksulluğun Azaltılması İçin Turizmin Desteklenmesi konferansına ve KUDAKA İnovasyona Dayalı Turizm Konferansına katılım sağlanmıştır. Bölge illerinin tanıtımı için dört kitapçıktan oluşan tanıtım kiti yaptırılmıştır. Ayrıca, Ankara Turizm ve Tatil Günleri Fuarı, Travel Turkey (İzmir) 2011 Fuarı, Van Turizm Fuarı ve Leisure Moskova Fuarına katılım sağlanarak stant açılmıştır.

2012 yılında Ajans, Turizm Stratejisi Çalışması kapsamında Ağrı ili yürüyüş rotaları belirleme çalışmaları tamamlanarak Sarıkamış kış turizmi broşürü hazırlanmıştır. Ardahan ili için de yürüyüş rotaları ve eko turizm rehberi hazırlanmıştır.

Turizm Sektörü Koordinasyon Faaliyetleri kapsamında;

• "Marka Kent Kars" çalışması kapsamında Kars'taki kamu kurumları ile toplantı yapılmıştır.

• Bölgenin turizm potansiyellerinin değerlendirilmesi ve Bölgenin yabancılara tanıtımı için Bakü, Moskova, Tahran ve Kiev ataşelikleriyle toplantı yapılmıştır. Ayrıca Azerbaycan, Gürcistan, İran, Rusya ve Ukrayna'dan gelen gazeteci ve seyahat acentalarına Ajans tarafından bir tanıtım turu düzenlenmiştir.

• Kuzeydoğu Anadolu Kalkınma Ajansı (KUDAKA), Doğu Anadolu Kalkınma Ajansı (DOKA), Fırat Kalkınma Ajansları (FKA) ile SERKA turizm ve tanıtım faaliyetlerinde ortalaşa yapılacak çalışmalar hakkında görüş alış verişinde bulunmak için Turizm İşbirliği Müzakere Toplantısı gerçekleştirilmiştir.

• Bölge turizminin potansiyelinin belirlenmesi ve geliştirilmesi için çalışmalar yapmak maksadıyla paydaşlarla TRA2 Bölgesi Turizm Sektörü Toplantısı düzenlenmiştir

• Yurt içindeki seyahat acentaları, tur operatörleri ve medya temsilcileri davet edilerek Bölge'nin turizm potansiyeli olan sahaların tanıtımı için davetlilere Bölge Turistik Mekânları Tanıtım Gezisi yapılmıştır.

İktisadi Gelişme Mali Destek Programı-3 ve Kurumsal Kapasitenin ve Beşeri Sermayenin Geliştirilmesi Mali Destek Programı kapsamında bölgede yürütülen turizm projelerine destek verilmeye devam edilmiştir. Avrupa Birliği Bölgesel Rekabet Edebilirlik Operasyonel Programına yapılan "Tarihi Kimliği ile Kars Kenti Projesi" kabul edilmiştir.

Iğdır'da otel yatırımı için yatırımcının talebi doğrultusunda Kalkınma Bankası kredi başvurusunda kullanılmak üzere Otel Gereklilik Raporu hazırlanmıştır. Yatırımcının ayrıca teşvik belgesi alması sağlanmıştır. Bölgeyi tanıtmak için belgesel ve tanıtım filmi yaptırılmıştır. Ağrı'da gerçekleştirilen Türkiye-İran sınır illeri toplantısına iştirak edilmiştir. Kars Turizm Keşif Rehberi, Ardahan Yürüyüş Parkurları ve Ağrı Turizm Keşif Rehberleri hazırlanmıştır.

Turizm sektörü ile ilgili olan kalkınma kurulu üyeleri ile sektörde yer alan kanaat önderleriyle turizm sektörü toplantısı yapılmıştır. EMITT İstanbul, Intourmarket (ITM- Mart 2012) Moskova, Intourmarket (ITM-Eylül2012) Moskova, UITT Kiev (Nisan ve Ekim 2012), CTF Tiflis, AITF Bakü, CIS St. Petersburg, Travel Turkey, III. Van Turizm Fuarı, Moskova Leisure Turizm Fuarı ve Kiev Travel Market Turizm Fuarına katılım sağlanmıştır.

2013 yılı itibariyle Yönetim Kurulu üyeleri Fransa, Belçika ve Hollanda'ya teknik inceleme gezisi düzenlenmiştir. Doğrudan Faaliyet Desteği kapsamında başvurusu onaylanan projelere destek verilmeye başlanmıştır. Küçük Ölçekli Altyapı Mali Destek Programı ve Güdümlü Proje Desteği

kapsamında teklif çağrısına çıkılmıştır. Bölge illerini tanıtan TRA2 Seyahat ve Oteller Broşürü İngilizce ve Rusça dillerinde basılmıştır.

Türkiye'nin farklı illerinde bölge işadamları ile buluşma toplantıları gerçekleştirilmiştir. Kuzeydoğu Anadolu Kalkınma Ajansı ile Rusya ve Ukrayna'da faaliyet gösteren seyahat acenteleri ve turizm gazetecileri heyeti bölgede ağırlanmıştır. Ağrı Dağı Turizm Çalıştayı'na katılım sağlanmıştır. Turizm ve Kültür Kars İl Müdürlüğü tarafından düzenlenen Turizm İstişare Toplantısına katılım sağlanmıştır. Iğdır Turizm Keşif Rehberi ve Turizm Rotaları Kitabı ile broşürü basılmıştır. Iğdır Yatırım Tanıtım Broşürünün Hazırlanmıştır.

EMITT Fuarı, Otdykh Leisure Turizm Fuarı, Inwetex-CIS Travel Market Turizm Fuarı ve Kars Ardahan Iğdır Tanıtım Günleri etkinliklerinde bölgenin turizm potansiyeli tanıtılmıştır. Kültür ve Turizm Şurasına katılım sağlanmıştır. "Ağrı Tanıtım Günleri" koordinasyon toplantısına katılım sağlanmıştır.

2014 yılı, Antalya'da düzenlenen ANFEX Uluslararası Otel Ekipmanları Fuarı, EMITT Fuarı, INTOURMARKET Turizm Fuarı, Ukrayna Uluslararası Seyahat ve Turizm Fuarı (UITT) ve Arabian Travel Market Fuarı'na katılım sağlanmıştır. Moskova ve Birleşik Arap Emirlikleri'ne teknik inceleme gezisi düzenlenmiştir. Uluslararası Kars Kültür ve Turizm Festivali Ekonomi Paneli ve DAP Bölgesi Sınır İlçeleri Ekonomik ve Sosyal Kalkınma Programı, Program Tasarım Çalıştayı'na iştirak edilmiştir. Sarıkamış Kayak Tesisleri ve Konaklama Hizmetleri Memnuniyet Araştırması yapılmıştır. Bölgedeki turizm işletmelerinin durumlarının değerlendirilmesi, mevcut sorunların tespit edilmesi ve bu sorunlara çözüm önerilerinin getirilmesi amacıyla Mevcut Turizm Tesisleri Araştırması'na başlanmıştır. Doğrudan Faaliyet Destek Programı kapsamında proje destekleri verilmiştir. Kars'ta AVM ve otel yapmak isteyen Karslı bir yatırımcı için görüşmeler yapılmıştır. II. ve II. Foto Safari Programı kapsamında bölgenin tanıtımında faydası olacağı düşünülen basın mensupları misafir edilmiştir. Bölgeyi tanıtıcı kitap, broşür ve rehberlerin çeşitli dillerde basımı sağlanmıştır.

2015 yılında, bölgede turizmin bilinen rotalarının dışında yeni alanların keşfedilmesi ve eko turizmin yaygınlaştırılarak geliştirilmesi amacıyla "Serhat'ı Keşfet: Off Road" programını gerçekleştirmiştir. Bölgenin kış turizmi ve doğa/kültür turizmi açısından tanıtımı ve bölgede Mayıs-Haziran aylarında etkinliklerin düzenlenmesi amacıyla Antalya ve İstanbul'daki seyahat acentaları ile görüşmeler yapılmıştır. Kültür ve Turizm Bakanlığının düzenlediği Avrupa Seçkin Destinasyonlar Ağı (EDEN) Basın Turu programına Ajans ev sahipliği yaparak bölgenin tanıtımını yapmıştır. Çıldır Gölü ve çevresini turizme kazandırmak için Kars ve Ardahan Valiliği ile birlikte Çıldır Gölü için bir imar planı hazırlanması çalışmalarına başlanmıştır. Ardahan'ı tanıtmak amacıyla seyahat acentaları için bir organizasyon yapılmıştır. Avrupa Birliğinin finanse ettiği Tarihi Kimliğiyle Kars Kenti Projesi kapsamında Ajans toplantı düzenlemiştir. Kalkınma Kurulu üyeleri ile turizm konulu toplantı yapılmıştır. Akdeniz Uluslararası Turizm ve Seyahat Fuarı, 6. Doğu Anadolu Turizm ve Seyahat Fuarı, Uluslararası Seyahat ve Turizm Fuarı (Ukrayna), Jata

2015 Turizm Expo (Japonya), Varşova Turizm Fuarı (Polonya), IBT Berlin Fuarı, Moskova ITM ve MITT Fuarlarına (Rusya) ve YÖREX Yöresel Ürünler Fuarı'na katılım sağlanmıştır.

"Gelecek Turizmde" bilgilendirme toplantısı, IV. Uluslararası Türkiye-Azerbaycan-Gürcistan İş Forumu ve Anadolu Efes grubunun finanse ettiği "Gelecek Turizmde" temalı bilgilendirme toplantılarına katılım sağlanmıştır. Yeni Zelanda, Çek Cumhuriyeti, Azerbaycan ve Gürcistan'a teknik inceleme ziyareti yapılmıştır. İktisadi Gelişme Mali Destek Programı kapsamında yeni ve önceki yıldan devam eden projelere destek verilmeye devam etmiştir. Misafirlerin Gözünden TRA2 Turizmi, Ağrı, Ardahan, Kars ve Sarıkamış Turizm Rotaları tanıtım dokümanları hazırlanmıştır. Bir yatırımcının Patnos'ta yapacağı otel için teknik destek verilmiştir. Yeni yapılan iki otel için tefrişat desteği verilmiştir.

2016 yılında bölgenin turizm potansiyelini değerlendirmek amacıyla TRA2 Bölgesi Turizm Çalıştayı düzenlenmiştir. Bölgenin ekoturizm potansiyelini tanıtmak için Japonya Eko Turizm Topluluğuna (JES) TRA2 Tanıtım Turu düzenlenmiştir. Bölgedeki paydaşlarla birlikte Sarıkamış Kış Oyunları düzenlenmiştir. Çıldır Gölü medya kampı organizasyonu yapılmıştır. Doğrudan Faaliyet Destek Programı kapsamında 3 proje desteklenmiştir. Güdümlü proje desteği vermeye devam etmiştir.

Tarihi Kimliği ile Kars Kenti Projesi uygulanmaya devam etmiş, proje ile ilgili toplantılar yapılmıştır. Kış Turizm Merkezleri Platformu, Kars Kültür Turizm Tanıtım Konseyi, Turizm Sektöründe İşverenlerin ve Çalışanların Uyum Yeteneklerini Artırılması Projesi Yaygınlaştırma Semineri, Ardahan İl Stratejik Eylem Planı Çalıştayı, TÜRSAB İşbirliği Değerlendirme Toplantısı, Kış Koridoru Toplantısına katılım sağlanmıştır. Uluslararası Seyahat ve Turizm Fuarı (Ukrayna), Uluslararası Bakü Seyahat ve Turizm Fuarı, İran Uluslararası Turizm Fuarı, Caucasian Turizm Fuarı (Gürcistan), YÖREX Yöresel Ürünler Fuarı ve EMITT Fuarına katılım sağlanmıştır.

Kars iline özgü hediyelik eşya araştırması ve Sarıkamış spor turizmi tanıtım broşürü, TRA2 Bölgesi oteller ve restoranlar katalog çalışmaları dokümanları hazırlanmıştır. TRA2 Bölgesi Sanal Tur Organizasyonu yapılmıştır. Bölgeyi tanıtan çeşitli metaryellerin basımı yapılmıştır.

2017 yılında, Sarıkamış Kış Turizmi Çalıştayı ve Çıldır Gölü Medya Kampı düzenlenmiştir. Ajans ile TÜRSAB arasında TRA2 Bölgesinde turizm destinasyonlarının geliştirilmesi amacıyla imzalanan protokol kapsamında TÜRSAB ile toplantı yapılmıştır. Kış turizm koridoru projesi strateji, eylem planı ve yönlendirme komitesi toplantılarına iştirak edilmiştir. Kış turizm koridoru projesi Road Show etkinliklerine katılım sağlanmıştır. Erzurum'da düzenlenen kış turizm koridoru DAP toplantısı ve I. Uluslararası Kış ve Dağ Turizmi Kongresine katılım sağlanmıştır. Antalya'da düzenlenen Kış Turizm Koridoru Projesi toplantısına iştirak edilmiştir. EMİTT Fuarı, YÖREX Yöresel Ürünler Fuarı, Travel Turkey Fuarı ve Helâl Expo Fuarlarında stant açılarak bölgenin tanıtımı yapılmıştır. Kalkınma Bakanlığının Ankara'da düzenlediği Tecrübe Paylaşımı ve İstişare Toplantısına iştirak edilmiştir. DAP Bölge İdaresi Yatırım Programı Çalışmaları toplantısına katılım sağlanmıştır. İtalya, Fransa, Bulgaristan, Polonya ve Almanya'ya teknik inceleme gezisi yapılmıştır. JATA Tourism Expo Japan Fuarı ve Intersolar Europe Fuarlarına katılım sağlanmıştır.

Önceki dönem kabul edilen Güdümlü Proje desteklerine devam edilmiştir. Bölgeyi tanıtan bir filmin çekilmesi çalışmalara başlanmıştır.

2018 yılında SERKA'nın öncülüğünde, Bölge illerinde TSOP TRA2 İlleri Turizm Envanteri ve Turizm Stratejisi Paydaş Toplantıları yapılmıştır. Ajans merkezinde TSOP TRA2 İlleri Turizm Envanteri ve Turizm Stratejisi Sonuç Toplantısı yapılmıştır. Bölgedeki kış turizminin geliştirilmesi amacıyla iç ve dış paydaşlarla birlikte 2 adet odak grup toplantısı yapılmıştır. Kars'ta düzenlenen RCOP Turizm Projeleri Arasında Sinerji Oluşturulması Toplantısına iştirak edilmiştir. Ardahan'da düzenlenen TANAP Turizm Çalıştayı'na iştirak edilmiştir. AB'nin organize ettiği ve Kars'ta düzenlenen RCOP Turizm Projeleri Arasında Sinerji Oluşturulması Toplantısına iştirak edilmiştir. Kış Turizm Koridoru paydaş toplantısına katılım sağlanmıştır.

EMITT Fuarı, 9. Van Seyahat ve Turizm Fuarı, 4.Uluslararası Gastronomi Turizmi Kongresi, Travel Turkey İzmir Fuarı ve 4. Uluslararası Gastronomi Turizmi Kongresi ve Fuarında stant açılarak bölgenin tanıtımı yapılmıştır. Turizm Yatırımlarının Desteklenmesi Programı (TURDES) ve Küçük Ölçekli Altyapı Mali Destek Programı-04 proje teklif çağrısına çıkılmıştır. Önceki dönem kabul edilen Güdümlü Proje desteklerine devam edilmiştir.

2019 yılında, TRA2 İlleri Turizm Stratejisi Hazırlanması çalışmasına başlanmıştır. Aktaş ve Çıldır Gölü Çalıştayı kapsamında sunulan bildirilerin kitap olarak basımı için çalışmaya başlanmıştır. Ardahan Ticaret Sanayi Odası işbirliği ile birlikte Ardahan İli Turizm Çalıştayı düzenlenmiştir. Bölge içindeki ve dışındaki paydaşlarla birlikte kayak ve kızak yarışmaları düzenlenmiştir. Posof ilçesinin turizm potansiyelinin geliştirilmesi için Doğa Dostu Kent Posof Projesine başlanmıştır. Türkmenistan ve Rus medya temsilcilerine tanıtım turu düzenlemiştir. Uluslararası Turizm Fuarı (Tahran), Turizm ve Seyahat Fuarı (Ukrayna), Uluslararası Turizm ve Seyahat Fuarı (Azerbaycan), Arap Seyahat Fuarı, Interalpin 2019 Fuarı (Avusturya), 10. Uluslararası Van Turizm ve Seyahat Fuarına katılım sağlanarak bölgenin tanıtımı için stant açılmıştır. Teknik Destek Programı kapsamında uygun görülen projelere mali destek verilmiştir. TRA2 İlleri Turizm Strateji Raporu hazırlanmıştır. Nahçıvan Özerk Cumhuriyetine teknik inceleme ziyareti yapılmıştır. 2018 yılında başlatılan turizm yatırımlarının desteklenmesi (TURDES) programı kapsamında 11 turizm projesine destek verilmesi kararlaştırılmıştır. Önceki dönemlerden devam eden Güdümlü Projeler başarı ile tamamlanmıştır.

2020 yılında, 2018 yılında ilan edilen destek programlarının uygulama süreçleri takip edilmiştir. Ajans bünyesinde Turizm, Tanıtım ve Çevre Birimi kurulmuştur. Sarıkamış Kayak Merkezi'nin ihtiyaç analizi yapılmıştır. Bölgedeki paydaşlarla yapılması planlanan kış turizmi sezona hazırlık toplantıları COVID-19 salgını nedeniyle gerçekleştirilememiştir.

Turizmde alternatif enerji kaynaklarının yaygınlaştırılması için gerçekleştirilmesi planlanan eğitim ve danışmanlık faaliyetleri COVID-19 salgını nedeniyle gerçekleştirilememiştir. Ajans, bölgenin kış turizm değerlerini tanıtmak amacıyla sekiz instagram ve youtube fenomenini bölgeye davet etmiştir. TRA2 Bölgesi tanıtım filmi bitirilerek yayınlanmıştır. Pandemi nedeniyle fuarların iptal edilmesinden dolayı yalnızca Tahran Uluslararası Turizm Fuarına katılım sağlanmıştır.

Pandemiden dolayı herhangi bir teknik inceleme ziyaretleri gerçekleştirilememiştir. Önceki dönemlerden devam eden projelerin izleme çalışmaları devam etmiştir. AB tarafından desteklenen Tarihi Kimliğiyle Kars Kenti Projesinin yürütülmesi süreci devam etmiştir. Tasarruf tedbirleri sebebiyle sadece çevrimiçi olarak gerçekleşen Travel Turkey İzmir Fuarına katılım sağlanmıştır. Kars ve Ardahan illerinin eko turizm potansiyeli seyahat acentesi yetkililerine tanıtılmıştır. Bölgedeki paydaşlarla bölgenin turizm potansiyelinin geliştirilmesi ve sorunların tespit edilerek giderilmesi için toplantılar yapılmıştır. Bölge illerinin turizm konusundaki faaliyetleri güncel verilerle raporlamak amacıyla TSOP Sektör Analiz Raporu hazırlanmıştır.

Turizm Destinasyonlarının Geliştirilmesi ve Markalaşması Sonuç Odaklı Programı (TSOP) kapsamında destek vermek için yapılan hazırlıklar tamamlanarak proje başvuruları kabul edilmeye başlanmıştır. Ajans'ın katılım sağlaması planlanan 4 yurt içi turizm fuarından yalnızca 1 tanesine katılım sağlanmıştır. Ağrı Dağı ve Çevresi Turizm Master Planı ve Fizibilite çalışmasına başlanmıştır. AB tarafından desteklenen Tarihi Kimliğiyle Kars Kenti Projesinin yürütülmesi süreci devam etmiştir.

2021 yılı itibariyle ise, Tasarruf tedbirleri sebebiyle sadece çevrimiçi olarak gerçekleşen Travel Turkey İzmir Fuarına katılım sağlanmıştır. Kars ve Ardahan illerinin eko turizm potansiyeli seyahat acentesi yetkililerine tanıtılmıştır. Bölgedeki paydaşlarla bölgenin turizm potansiyelinin geliştirilmesi ve sorunların tespit edilerek giderilmesi için toplantılar yapılmıştır. Bölge illerinin turizm konusundaki faaliyetleri güncel verilerle raporlamak amacıyla TSOP Sektör Analiz Raporu hazırlanmıştır. Turizm Destinasyonlarının Geliştirilmesi ve Markalaşması Sonuç Odaklı Programı (TSOP) kapsamında destek vermek için yapılan hazırlıklar tamamlanarak proje başvuruları kabul edilmeye başlanmıştır. Ajans'ın katılım sağlaması planlanan 4 yurt içi turizm fuarından yalnızca 1 tanesine katılım sağlanmıştır. Ağrı Dağı ve Çevresi Turizm Master Planı ve Fizibilite çalışmasına başlanmıştır. AB tarafından desteklenen Tarihi Kimliğiyle Kars Kenti Projesinin yürütülmesi süreci devam etmiştir.

2022 yılı itibariyle devam eden SERKA'nın turizmin bölgedeki faaliyetlerini geliştirmeye yönelik çalışmaları, 2022 ara faaliyet raporları kapsamında değerlendirilmiştir. Bu kapsamda SERKA, Serhat'ı Keşfet sloganıyla; Çıldır Gölü Medya Kampı, Çıldır Gölü Altın At Kristal Buz Festivali, Ağrı Kar ve Buz Festivali, Sarıkamış Kış Oyunları Festivali gibi bölge potansiyelini öne çıkaran paydaşlarla tanıtım faaliyetleri gerçekleştirmiştir. Aynı zamanda bölgenin temel geçim kaynağı olan tarım, arıcılık ve hayvancılığın geliştirilerek, bu faaliyetlerden elde edilen gelirin ve kurumsal kapasitenin artırılması amacıyla 2022 yılının ilk altı ayında Ağrı ve Kars'ta bulunan arıcılara 2 gün boyunca arılıkların başında ilkbahar bakımı konusunda eğitimler verilmiştir. Özellikle Ardahan Ballı Bitki Florası Araştırması ile Ardahan ve Kars Tıbbi Bitkilerinin Araştırılması Çalışması sürdürülmektedir. Bu yöndeki çalışmaların "Arı Turizmi" faaliyetlerinin geliştirilmesi yönünde önemli katkıları yine SERKA'nın çalışma alanını kapsamaktadır. Aynı zamanda SERKA'nın hedefleri olarak turizmde bölgesel marka olunmasının benimsenmesi, kış, doğa ve kültür turizminden elde ettiği ekonomik değerin ülke ekonomisi içerisindeki payının artırılması, sektörü altyapısal eksikliklerinin giderilmesi ve insan kaynakları kapasitesinin güçlendirilmesi 2022 yılı

içinde öncelikli yer tutmaktadır. Ayrıca SERKA'nın 2022 turizmin geliştirilmesi amaçları yeni turizm destinasyonlarının oluşturulması ve bölgenin turizmden elde ettiği gelirlerin artırılması olarak belirlenmiştir. Sivil Toplum Kuruluşları ve özel sektör temsilcilerini içeren turizm paydaşları bölge illeri bazında yapılan toplantılarda fikir alışverişi sağlanmıştır. Kış turizminin önemli destinasyonlarından birisi olan Çıldır Gölünde 12.02.2022 tarihinde "Çıldır Kristal Göl Şöleni", Sarıkamış'ta 13.03.2022 tarihinde Sarıkamış Kristal Kar Festivali ve 25-26.02.2022 tarihinde ise, İkinci Ağrı Kar Festivali düzenlenmiştir. Turizmin bölgede geliştirilmesine yönelik "Türkiye Potansiyel Karavan Alanları Saha Tespit Çalışma Raporu"nda yer alan TRA2 Bölgesi 'nin durumu güncellenerek 10.06.2022 tarihinde Kuzey Anadolu Kalkınma Ajansı (KUZKA) ile paylaşılmıştır. 23 -24 Haziran 2022 tarihlerinde ise KUZKA tarafından düzenlenen "Karavan Turizmi Zirvesi"ne katılım sağlanmıştır. Bu çerçevede bölgede karavan turizminin geliştirilmesi ve transit taşımacılık için tır bekleme alanlarının oluşturulması yönünde çalışmalar devam etmektedir.

Doğu Anadolu Bölgesi önemli uygarlıklara ev sahipliği yaptığından dolayı son derece zengin kültürel değerlere sahiptir. Türkiye topraklarında yer alan bu mirasın ana kaynakları olan en eski köklerinde Hitit, Likya, Karya, Frig gibi eski Anadolu kültürleri, Miken, Hellen, Roma, Bizans gibi Akdeniz ve Ege kültürleri, Orta Asya, İran, Arap etkileri ile Selçuklu ve Osmanlı kültürleri bulunmaktadır" (Dağıstan Özdemir, 2005:20, aktaran Muğan Ertuğral, 2021, 5472). Özellikle bir geçiş güzergâhında bulunması, farklı kültürlerin ortak noktası olması ve coğrafi yapısının özellikleri sebebiyle bölge önemli turistik çekim merkezi olmaktadır. Bölgede sanayi sektörünün yeteri kadar gelişmemiş olması ve karasal iklimden dolayı tarımsal faaliyetlerin sınırlı olması sınırlı ekonomik faaliyetlerin yapılmasına sebep olmuştur. Halkın yeterli geçim kaynağına sahip olmaması bölgenin ekonomik bakımdan kalkınmasını olumsuz yönde etkilemektedir. Bu sebeple bölgenin, bölgesel kaynakların az maliyetli ve yüksek istihdam ve gelir kaynağı yaratabilecek özelliğe sahip turizm sektörünün geliştirilmesiyle kalkınması önemlidir. Özellikle bölge itibariyle kırsal kalkınmanın sağlanmasında turizm itici bir güç olmaktadır.

Son yıllarda yerel kaynakların değerlendirilmesi suretiyle gelir ve istihdam yaratılarak bölgenin refah düzeyinin yükseltilmesi, doğal ve kültürel varlıkların korunarak kırsal alanlardaki altyapının geliştirilmesi kırsal kalkınmanın temeli olarak önemli görülmektedir (Muğan Ertuğral, 2021: 5474). Bu sebeple bölgenin kalkınmasının sağlanması için bölgenin turizm potansiyelini değerlendirmek yönündeki faaliyetler önemi olmaktadır.

Kırsal alanlar, köyler ve köy benzeri çok küçük yerleşim yerleri ve köy yaşam kültürü turizm için önemli cazibe merkezleri olarak kabul edilmektedir. Bu ortamlar, seyahat süresinde ziyaretçilerin yerel yaşamın tüm yönleriyle nasıl olduğunu öğrenmelerine imkân tanımaktadır. Bu bağlamda, sıradanlaşmış bu ortam artık sıkıcı olarak görülmemektedir. Ahırlar, çitler ve tarlalar, kırsal okullar ve kiliseler, meskenler ve tarımsal kalıplar ve uygulamalar, insan geçmişine daha kapsamlı bir bakış sağlayan daha geniş bir anlatının parçalarıdır (Carr, 2008; Timothy, 2011). Bu ortamlar ve yerel değerler alternatif turizm türlerinin geliştirilmesi için çok önemli imkânlar sunmaktadır. Özellikle son yıllarda bölgesel özellikler ve yerel değerler turizmin geliştirilmesi

ve alternatif turizm türlerinin uygulanabilmesi açısından öne çıkarılmaktadır.

Ağrı, Ardahan, Iğdır, Kars illerini kapsayan bölgenin kış ve yayla turizmi, mağara ve kültür turizmi, doğa ve doğa yürüyüşleri, sportif olta balıkçılığı, kuş gözetleme, atlı doğa yürüyüşü, kampçılık, inanç turizmi, göl turizmi, agroturizm, ekoturizm ve gastronomi turizmi gibi alternatif turizm faaliyetlerinin gerçekleştirilmesi için son derece önemli bir potansiyeli bulunmaktadır. Özellikle son yıllarda dünyada doğaya bağlı ve çevre kirliliğine sebep olmayan turizm türlerine yönelik talebin kırsal alanlarda sağlıklı tatil yapma arzusuyla artma eğiliminde olması bölgenin önemini daha da arttırmaktadır. Aynı zamanda tarihi ve kültürel değerler bakımından önemli eserlerin varlığı kültür turizmi için önemli değerlerdir.

Doğu Anadolu Bölgesi, UNESCO Dünya Miras Listesinde asil listede 1 adet ve geçici listede 6 adet kültürel değerleri ile yer almaktadır. Özellikle Kars ilinin güneydoğusunda ve 42 kilometre mesafede Ocaklı Köyü sınırları içinde yer alan Ani Ören Yeri, önemli bir kültür mirası olarak bölgenin kültür turizminde önemli yer tutmaktadır. Birinci Derece Arkeolojik sit alanı olan Ani Ören Yeri'nde kilise, cami, manastır, kervansaray, hamam, köprü, değirmen gibi tarihi yapılardan oluşan 21 adet tescilli eser mevcuttur. Bu eserler ve yıkılarak toprak altında kalan diğer birçok sivil mimarlık örnekleri önemli turistik ve kültürel varlıklarıdır (http://www.kulturvarliklari.gov.tr/TR,108560/aninin-hedefi-unesco-dunyamiras- listesi, erişim 05.11.2022). Özellikle Ani Ören Yeri, Sarıkamış Kayak Merkezi ve Kars Kent Merkezi turistik hareketliliğin sağlanmasında önemli merkezlerdir. Ayrıca, İshakpaşa Sarayı (Ağrı) Kültür ve Turizm Bakanlığı tarafından 2000 yılında UNESCO Dünya Miras Listesi'ne önerilmiştir. Aynı zamanda Hz. Nuh'un gemisinin Ağrı dağında olduğuna ilişkin rivayete yönelik yoğun turistik talep bölgenin turizm potansiyeli olarak önemlilik arz etmektedir. Bölge özellikle inanç turizmi için önemli bir konumdadır. Büyük Ağrı'nın güneydoğu tarafından yükselen Küçük Ağrı Dağı da kayak ve dağcılık faaliyetleri için önemli turistik kaynaklardır. Iğdırın su kaynakları ve Tuzluca tuz mağaraları önemli turistik çekim unsurlarıdır. Ardahan il ve bölge geneli doğal, tarihi ve kültürel dokuya sahiptir. Bölge genelinde tarihi kale, kuleler, han, kervansaray, kümbetler, cami, kilise, manastır, müzeler, mağara, çeşme ve arkeolojik sit alanları ve doğal yapıdan kaynaklanan turistik çekim unsurları mevcuttur. Ağrı dağının tırmanma ve dağcılık yapan turistler için önemli çekim merkezi olduğu bilinmektedir. Ayrıca bölge genelinde geleneksel-sanatsal değerlerin de turistik potansiyel olarak önemli yeri vardır. Ardahan-Göle gümüş işçiliğinin geliştirilmesi ve bölge halkının ek gelir sağlayabilmesi turistik talebin artmasıyla önemli olacaktır.

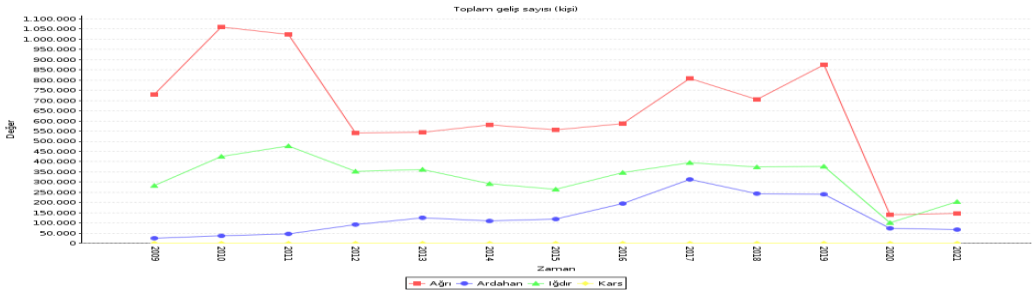
Doğu Anadolu Bölgesi geneli itibariyle; jeomorfolojik, klimatik, hidrografik ve floristik koşullar açısından sahip olduğu zengin doğa turizm potansiyeli sebebiyle kış sporlarının ve doğa turizm zengin olduğu bir bölgedir (Özgen, 2010; 1407). Özellikle küresel ısınmanın birçok kış turizmi merkezini olumsuz etkilediği son yıllarda bölge önemli bir kış turizmi merkezi olma potansiyeline sahiptir.

Serhat Kalkınma Ajansı (SERKA)'nın öncülük ettiği turizm sektöründe önemli yatırımlar

gerçekleştirilmiştir. Ajans Kars ilinde turizm gelirlerini artırmaya yönelik projeleri uygulamıştır. Özellikle; Sarıkamış Doğal Çim Futbol Sahaları ve Dağ Kızağı Projesi, Tarihi Dokunun Korunması Projesi, Sarıkamış ve Ardahan yürüyüş parkurları, Kış turizm koridoru projesi, Çıldır Gölünün Turizme Kazandırılması Projesi ve Sarıkamış Turizmi Canlandırma Projesi gibi faaliyetler bölgenin turizm yoluyla kalkınmasının sağlanması bakımından önemli faaliyetlerdir. Ayrıca komşu ülkelerle karşılıklı görüşmeler, tanıtım faaliyetleri ve farklı bölge ve ülkelerdeki tanıtım faaliyetlerine katılımın desteklenmesi tanıtım ve pazarlama faaliyetleri bakımından özellikle önemli çalışmalardır.

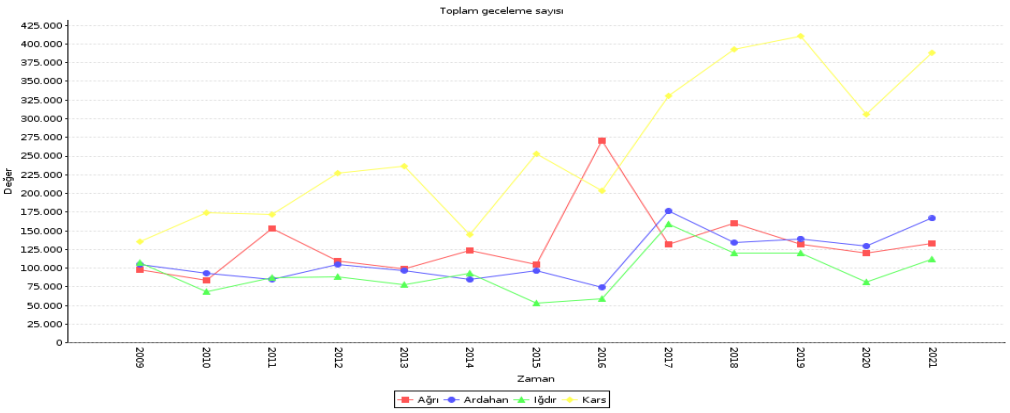
Faaliyet raporlarının incelenmesiyle görüldüğü Serhat Kalkınma Ajansı (SERKA)'nın faaliyet alanı olan bölge illerinin turizm potansiyelini geliştirilme çalışmalarının geniş kapsamlı olmadığı görülmektedir. Özellikle Ardahan-Göle telkâri gümüş işçiliğinin değerlendirilmediği ve bal üretimine dayalı sosyo-ekonomik yapının agroturizm kapsamında değerlendirilmemesi çalışmaların zayıf kaldığını göstermektedir. Ayrıca Ani ören yerine gelen yabancı ziyaretçiler Türkiye yerine Ermenistan ve Gürcistan yolunu kullanmaları bölgenin turizm geliri kaybına uğramasına neden olmaktadır. Bu şekilde gerçekleştirilen seyahatler genellikle konaklamasız günübirlik seyahatler olarak gerçekleştirilmektedir. Bu sebeple turizmin olumlu ekonomik etkileri yetersiz kalmaktadır. Bu olumsuz durumu düzeltecek bir dizi önlemin alınması son derece faydalı olacaktır. Ani ören yeri turistik talebin yoğun olduğu bölge turizmi ile özdeşleştiği bir tarihi ve kültürel değer olarak turistik talep için önemli çekim unsurudur. Aynı zamanda turizm talebinin sürdürülebilirliği üzerinde de önemli etki yapacaktır. Tüm turistik çekim unsurları bakımından değerlendirdiğimizde hepsinin bir bütün olarak değerlendirilmesi turistik konaklamanın ortalama kalış süresinin uzaması bakımından da önemlidir. Özellikle turistik potansiyelin değerlendirilmesiyle yıllar itibariyle bölgeye olan ziyaretlerin arttığı ve konaklama tesislerindeki gecelemelerinde uzadığı görülmektedir. Bu sebeple turizmin doğrudan, dolaylı ve uyarılmış etkileri bölgenin ekonomik bakımdan gelişmesini sağlamaktadır.

Grafik 1 TRA2 Bölgesinde İllere Göre Geliş Sayıları



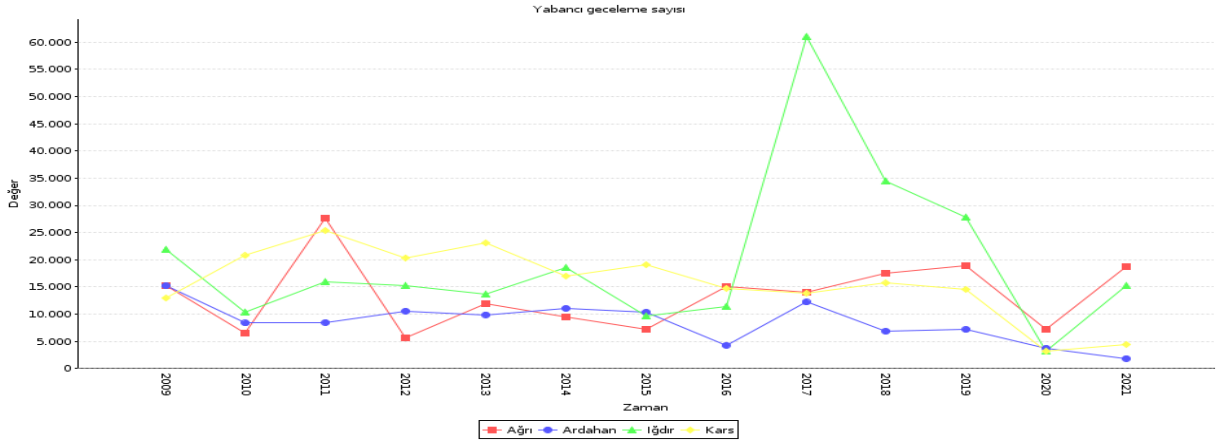
Kaynak: www.tuik.gov.tr, erişim 26.11.2022.

Grafik 1: TRA2 Bölgesinde Toplam Geceleme Sayıları



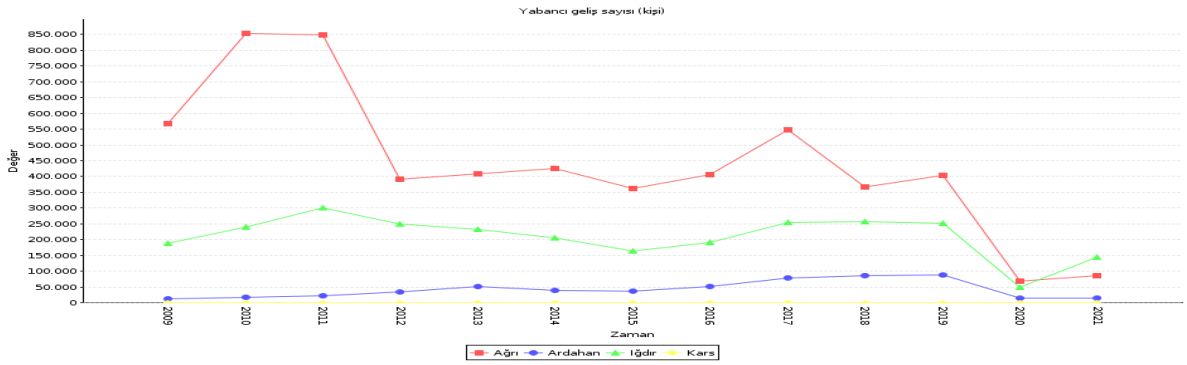
Kaynak: www.tuik.gov.tr, erişim 26.11.2022.

Grafik 3: TRA2 Bölgesinde Yabancı Geceleme Sayıları



Kaynak: www.tuik.gov.tr, erişim 26.11.2022.

Grafik 3: TRA2 Bölgesinde Yabancı Geliş Sayıları



Kaynak: www.tuik.gov.tr, erişim 26.11.2022.

Sarıkamış kayak merkezi haricinde bölgenin temelde ara istasyon olması yani Doğu Anadolu ve Karadeniz Bölgesini de içeren turlar kapsamında uğrak noktası olması dolayısıyla bölgede ortalama geceleme sayılarının çok düşük kalması önemli bir sorundur. Bölgede ortalama geceleme sayıları Ağrı için 1,5; Ardahan için 1,0; Iğdır için 1,3 ve Kars için 1,5 olarak tespit edilmiştir (https://www.serka.gov.tr/,). Oysa doğa, kültür ve kış turizmi kapsamında ortalama kalış süresinin 3-7 gün olması makul sayılan bir süre olması nedeniyle bu durum bölge için bir eksiklik olmaktadır.

Yukarıda yer alan grafiklerde görüldüğü gibi bölgeye gelen yerli ve yabancı turistlerin sayısı, konaklama sayıları ve konaklama yerlerinde ortalama kalış süreleri incelendiğinde turist sayısı itibariyle 2009 yılından itibaren 2011 yılında sert bir düşüş olmuştur. Ortalama kalış süresinde ise 2016 yılından itibaren artış olduğu görülmektedir. Ancak Covit19 pandemisi ve karantina uygulamaları sebebiyle gelen turist sayısında 2020 yılında düşüş yaşanmıştır. Bölgeye gelen yerli ve yabancı turistlerin ortalama geceleme süresinin de fazla değişmediği görülmektedir. TRA2 Bölgesinde turizm potansiyelinin geliştirilmesi ve turistik talebin sürdürülebilirliği için SERKA'nın turizm potansiyelini geliştirmeye yönelik faaliyetleri önemli olmaktadır. SERKA faaliyetlerinin kalkınma planlarında hedeflendiği gibi, nitelikli turistin çekilmesi, ortalama kalış süresinin artırılması, turizmin çeşitlendirilmesi, yeni pazarlara yönelme, imaj ve algı çalışmalarına ağırlık verilmesi şeklinde sürdürülmesi gerekmektedir (Can ve Emir, 2021:129). Bölgenin turistik çekim unsuru olan çevresel değerlerinin korunmasının ise bu çerçevede değerlendirilmesi sürdürülebilir turizmin gerçekleştirilmesi için önemlidir.

Ardahan ilinin arıcılık ve bal üretimindeki öneminin değerlendirilerek bölgede "Bal Tarlaları" projesi uygulamalarının kırsal kalkınmaya bir çözüm olacak girişimler olarak görülmesi gerekmektedir. Bu kapsamda "Bal Festivalleri" bölgenin sosyal ve ticari yaşamının canlanmasına ve turistik faaliyetlerin gelişmesinde önemli derece katkıda bulunmaktadır (Gedik, Muğan Ertuğral, 2015: 37). SERKA'nın hem agroturizm hem de gastronomi turizmi uygulamalarını değerlendirmesi turizm ve çevre ilişkileri bakımından da önemli olacaktır.

SONUÇ

SERKA'nın bölgesel kalkınmanın sağlanmasına yönelik yaptığı faaliyetlerin incelendiği çalışma sonucuna göre bölgenin potansiyeli dikkate alındığında SERKA'nın turizm alanında yaptığı çalışmaların zayıf kaldığı görülmektedir. Bölgenin sosyoekonomik gelişmişlik düzeyinin zayıf olması, sanayiinin gelişmemiş olması ve tarımsal üretim ve bölgenin asli geçim faaliyetinde büyük yer tutan hayvancılığın da zaman içinde gerilemesi alternatif iş ve geçim faaliyetlerine kaymayı zorunlu kılmaktadır. Tarihsel önemi ve medeniyetlerin geçiş ve yerleşim güzergâhında olması sebebiyle bölge, turizmin gelişimine imkân veren turistik çekicilik ve cazibe unsurlarına sahiptir. Bu sebeple turizm sektörünün bölgesel kalkınma bakımından taşıdığı önem daha belirgin olmaktadır. Özellikle yeni iş alanları ve faaliyet kollarının geliştirilmesi turizm sayesinde mümkün olabilmektedir. Bölgenin sahip olduğu turizm potansiyelini geliştirecek faaliyetlerin tasarlanması ve yürütülmesi için konusunda uzman kişilerin Ajans bünyesinde istihdam edilmesi

gerekli olmasına rağmen SERKA'da turizm alanında uzman bir personelin istihdam edilmediği görülmüştür. Bölgenin sahip olduğu turizm potansiyelinin değerlendirilmesi bakımından turizm konusunda uzman herhangi bir personelin istihdam edilmemesi son derece önemli bir eksikliktir. Özellikle bölgesel turistik planlama ve düzenlemenin yapılabilmesi bakımından turizm uzmanın istihdam edilmesi gerekmektedir.

Ajans bünyesinde kurulmuş olan Turizm, Tanıtım ve Çevre Biriminin turistik değerlerin planlanması ve bölgenin turizm değerlerinin geliştirilmesi bakımından yeterli olmadığı görülmektedir. Bölgenin turizm potansiyelinin il bazında tespiti ve bu yönde tanıtımın yapılması zayıf kalmaktadır. Yurtdışı teknik inceleme gezisi ve fuarlara daha çok yönetim kurulu üyelerinin katılımı şeklindeki uygulamaların da turizmin geliştirilmesi amacına uygun olmadığı açıktır. Bu gezilerde ajans uzmanlarının da katılımının sağlanması faydalı olacaktır. Özellikle turistik planlamada öncelikli alanlar ve uygulama şekillerinin değerlendirilmesi ve tanıtım faaliyetlerinin profesyonel açıdan ele alınması turizm uzmanlarının yurt dışı fuar ve teknik inceleme gezilere katılımını gerektirmektedir.

Bölgenin sosyo-ekonomik yapısı, çevre, ulaştırma ve altyapı konularında mevcut durumunun saptanması ve turizmin geliştirilmesi yönündeki hedefler bölgesel kalkınmada öncelikli hedefler olarak ele alınmalıdır. Bölge'de Kültür Turizmi İçin İttifaklar Projesi çalışması Birleşmiş Milletler Kalkınma Programı (UNDP) ve Dünya Turizm Örgütünün (WTO) Kültür ve Turizm Bakanlığı işbirliği ile Kars'ta sürdürdüğü "Doğu Anadolu'da Kültür Turizmi için İttifaklar Projesi" konularında çalışmaların bölge turizmine önemli katkıları olacaktır. Bu alandaki çalışmalarla ilgili koordinasyonun sürdürülmesi ve bunun bölge illerine yaygınlaştırılması turizmin gelişmesi açısından önemli olacaktır.

Ajansın bölgedeki paydaşlarla istişare etmesi bölgenin turizm potansiyelinin tespiti açısından önemlidir. Ancak bölgede paydaşlarla yapılan karşılıklı görüş alışverişi ve yurt içi ve yurt dışı fuar organizasyonlarına katılımda da süreklilik olmadığı ajansın faaliyetlerinin bu konuda da zayıf kaldığını göstermektedir. Turizminin geliştirilmesi için SERKA'nın bölgedeki paydaşlarla daha çok işbirliği yapması gerekmektedir.

SERKA'nın bölgenin tanıtımında daha aktif rol üstlenmesi ve turistik seyahatlerin bölgeye yönelik talebinin oluşmasında etkili faaliyette bulunması ayrıca faydalı olacaktır. Bölgenin zayıf ekonomik yapısı yerel kuruluşların ve yerel organizasyonların sınırlı bütçeleri sebebiyle tanıtım faaliyetlerinin sınırlı olmasına sebep olmaktadır. Bu sebeple SERKA'nın bölgenin turizm potansiyelini tespit etmek ve geliştirmek amacıyla uygulamada ve finansal destek alanlarında daha etkin olması önemli olmaktadır. Özellikle SERKA bölgesel değerlerin markalaşması ve sürdürülebilir olması konusunda aktif olmalı ve bölgedeki diğer paydaşları da bu misyonla hareket etmek için öncü bir rol üstlenmelidir.

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The Positions of NGO's on Issues of Global Environmental Problems and Climate Change

Sivil Toplum Kuruluşlarının Küresel Çevre Sorunları ve İklim Değişikliği Konularındaki Konumları

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Abstract

This study has been prepared to contribute to the discussions on how to take a global position against global warming and climate change, which have become an international problem, what kind of measures should be taken and put into practice, and how international policies should be shaped. The study aims to explain the work of supranational powers on climate change and the restructuring of the universe we live in in the face of this change. It aims to bring new proposals for the activities of NGOs by focusing on how non-governmental actors (NGOs) such as science, environment, culture and large industrial communities influence and should influence national policies in global forms related to climate change as opposed to governments. In addition, it aims to explain the views on the support that the media should give to NGOs in order to influence the policies of nation states and force cooperation in the international arena for climate change, and what the role they should play and should play in this regard. As a result, this study includes some analyzes to evaluate and explain the impact of NGOs on the course of global climate policies.

Keywords: NGOs, Climate Change, Civil Society, Globalisation.

Özet

Bu çalışma, uluslararası bir sorun haline gelen küresel ısınma ve iklim değişikliğine karşı küresel anlamda nasıl bir konum alınacağını, ne tür tedbirler alınıp uygulanmaya koyulması konusunda yapılan tartışmaları ve uluslararası politikaların nasıl şekillenmesi gerektiğine dair yapılan tartışmalara katkı yapmak için hazırlanmıştır. Çalışma, iklim değişikliği ve yaşadığımız evrenin bu değişim karşısında yeniden yapılandırılması konusunda ulusüstü güçlerin çalışmalarını açıklamayı hedeflemektedir. Bilim, çevre, kültür ve büyük endüstri toplulukları gibi hükümet dışı aktörlerin (STK) hükümetlerin aksine iklim değişikliği ile ilgili küresel formlarda ulusal politikaları nasıl etkilediklerini ve etkilemeleri gerektiğine odaklanarak STK'ların faaliyetlerine

yönelik yeni öneriler getirmeyi amaçlamaktadır. Bunun yanında iklim değişikliğine yönelik olarak ulus devletlerin politikalarını etkilemek ve uluslararası alanda iş birliğine zorlamak için STK'lara medyanın vermesi gereken desteği ve bu anlamda oynadığı ve oynaması gereken rolün ne olması gerektiği konusuna yönelik görüşleri açıklamayı hedeflemektedir. Sonuç olarak bu çalışma STK'larının küresel iklim politikalarının seyri konusundaki etkisini değerlendirmek ve açıklamak için birtakım analizleri içermektedir.

Anahtar Kelimeler: STK, İklim Değişikliği, Sivil Toplum, Küreselleşme.

Giriş

İklim değişikliği, özel sektör ve kamu kuruluşlarının günümüze kadar karşılaştıkları çoğu çevre sorunu ile karşılaştırıldığında olağandışı bir durumdur. Şöyle ki, iklim değişikliği varlığı kabul edilmekle birlikte, etkileri ve boyutları konusunda henüz üzerinde tam olarak fikir birliğinin oluşmadığı, kompleks ve çetrefil bir konudur. İklim değişikliğinin ekolojik sisteme etkisi, ekolojik sistemde yaptığı değişiklikler, deniz seviyesindeki değişim gibi etkileri gün geçtikçe ortaya çıkmaktadır. Alanında otorite kabul edilen birçok bilim adamı, hala iklim değişikliği konusunda elde edilen bulguların yetersiz olduğunu ve hiç beklenmeyen olumsuz sonuçların ortaya çıkabileceği uyarısında bulunmaktadır. İklim değişikliğine neden olan etkenler ve iklim değişikliğinin yıkıcı etkileri konusunda bilimsel bir fikir birliği olmasına rağmen bu yıkıcı etkileri nereye kadar gidebileceği konusunda tam bir fikir birliği yoktur. İklim değişikliğinin dünyanın sonunu getirebileceği iddialarının yanında bu etkilerin kontrol edilebilir; kısıtlı sonuçları olacağı konusunda daha makul iddialar da vardır. Tabii bu arada iklim değişikliğini inkâr eden finansal güç merkezlerinin olduğu da bir gerçektir. Bu inkâr merkezleri fosil yakıt işletmeleri, muhafazakâr bazı düşünce kuruluşları ve muhalif bilim adamları ile politikacılardan ibarettir. Sonuç olarak bilim adamlarının üzerinde anlaşmaya vardığı temel konu iklim değişikliğinin varlığı ve yeryüzünde meydana getireceği değişimin boyutlarıdır(Tein Vu ve diğ, 2021: 93).

İklim değişikliği, gelişmekte olan ülkelerde, gelişmiş ülkelere göre eşit olmayan etkilerde bulunmaktadır. Gelişmekte olan ülkelerin alması gereken tedbirler konusunda mali sıkıntılar da dikkate alındığında, oldukça zorlandıkları ortadadır. Tedbirleri almakta zorlandıkları için de sivil toplum aktörleri devreye girmekte ve çevreci hareketleri talep eden söylemler ortaya çıkmaktadır. İmkanların kısıtlılığından dolayı birçok bilim adamı ve siyaset insanının ortak görüşü bu sorunla ulus devletlerin tek başına mücadele edemeyeceği, uluslararası iş birliğinin ve eş güdümün sağlanmasının zorunlu olduğudur. Ayrıca bu sorunla mücadelede Sivil Toplum Kuruluşlarının (STK) önemli rol üstleneceği ve operasyonel anlamda önemli bir konumda olacağıdır.

Çevre sorunları konusunda küresel farkındalığın başladığı yirminci yüzyılın son çeyreğinden bu yana sivil toplum kuruluşları dünya gündeminin başlıca konularından biri olmuştur. Küreselleşen dünyada artık uluslararası kuruluşlar ve sivil toplum kuruluşları toplumsal kararların alınmasında seçilmişlerle birlikte rol almak istemektedirler. Bu gelişmenin ardında yatan nedenlerden belki de en önemlisi, artık insanların geleceklerini belirleyecek konuları, seçtikleri temsilcilere bırakmak istememeleri, doğrudan söz sahibi olmak istemeleridir. Bu da sivil

toplum kuruluşları aracılığıyla gelişen katılımcılığı beraberinde getirmiştir. Demokratik rejimle yönetilen ülkelerde sivil toplum siyasal toplum karşısında örgütlenmeye başlamıştır. Bu örgütlenme geçen yüzyılın son çeyreğinde öyle hızla gelişmiş ve yayılmıştır ki, tarihin bu evresini "sivil toplum kuruluşları evresi" olarak niteleyenler bile vardır (Belge, 2001: 23).

Bu çalışma, uluslararası bir sorun haline gelen küresel ısınma ve iklim değişikliğine karşı küresel anlamda nasıl bir konum alınacağını, ne tür tedbirler alınıp uygulanmaya koyulması gerektiği konusunda yapılan tartışmaları ve uluslararası politikaların nasıl şekillenmesi gerektiği konusunda yapılan tartışmalara katkı yapmak için hazırlanmıştır. İklim değişikliği ve yaşadığımız evrenin bu değişim karşısında yeniden yapılandırılması konusunda ulusüstü güçlerin çalışmalarını açıklamayı hedeflemektedir. Bilim, çevre, kültür ve büyük endüstri toplulukları gibi hükümet dışı ve gönüllülerden oluşan aktörlerin (STK) hükümetlerin aksine iklim değişikliği ile ilgili küresel formlarda ulusal politikaları nasıl etkilediklerini ve etkilemeleri gerektiğine odaklanarak STK'ların faaliyetlerine yönelik yeni öneriler getirmeyi amaçlamaktadır. Bunun yanında iklim değişikliğine yönelik olarak ulus devletlerin politikalarını etkilemek ve onları uluslararası alanda iş birliğine zorlamak için STK'ların oynadığı ve oynaması gereken rolün ne olması gerektiği konusuna yönelik görüşleri ve bu mücadelede STK'lara medyanın vermesi gereken desteğin ne olması gerektiğini açıklamayı hedeflemektedir. Sonuç olarak bu çalışma STK'larının küresel iklim politikalarının seyri konusunda etkisini değerlendirmek ve açıklamak için birtakım analizleri içermektedir.

2. Sivil Toplum Kuruluşları (STK)

Örgütlenme ve örgütlü davranış modern yaşantımızın, günümüz demokrasilerinin vazgeçilmez bir öğesidir. Günümüz toplumlarının demokratik gelişmişlik seviyesi, sivil toplumun örgütlenerek karar alma mekanizmalarına katılması ile ölçülmektedir. Sivil toplumun karar alma mekanizmasına katılımı da STK aracılığı ile olmaktadır.

İngilizcesi "NGOs" (Non-Governmental Organizations) hükümet dışı örgütler ya da "Voluntary Organizations" olan bu kuruluşlar, Türkçeye "Sivil Toplum Kuruluşları" olarak yerleşmiştir. Genel anlamda bir tanım yapılacak olursa STK'lar şöyle tanımlanabilir: "*Yurttaşların ortak bakış, ortak çıkar, ortak duyarlılık, ortak talep vb. temelinde gönüllü olarak bir araya gelerek; devletin hukuki, idari, üretici ve kültürel organlarının dışındaki alanda meydana getirdikleri; dernek, vakıf, sivil girişim, platform, ilişki ağı ve benzerlerinden oluşan yapılara ve etkinliklere sivil toplum kuruluşları denir*" (Akbal, 2017: 105).

Sivil toplum kuruluşları (STK), hükümet/devlet dışı örgütlerle (NGOs) özdeş bir kavramdır. Bu kavramla anlatılmak istenen, merkezi ya da yerel yönetimin denetiminde olmayan, gönüllü olarak kurulmuş dernekler, vakıflar, siyasal partiler, spor kulüpleri, sendikalar, meslek odaları ve benzerleridir. Ama bunlar merkezi hükümetin uzantıları olmamalıdır. Siyasal partiler ancak iktidar namzeti olmadıklarında STK kabul edilebilirler. Bu açıdan küçük partiler STK olmaya daha yakındır. Bu arada STK deyince akla sadece "İnsan Hakları Vakfı" gibi iddialı ve geniş kapsamlı amaçları olan örgütler gelmemelidir. "Kanarya Sevenler Derneği" gibi mütevazi amaçlı dernekler de STK' dır. Hatta, Türkiye'de cami yaptırma ve semt güzelleştirme dernekleri,

STK'nın büyük çoğunluğunu oluşturmaktadır. Sivil toplum kuruluşları demokratik sistemler içinde vazgeçilmez temel unsurlardan biridir.

Sosyal bilimler literatüründe NGOs'dan başka bir de QUANGO'lar vardır. Sivil toplum kuruluşlarının önemli bir bölümünü oluşturan devlet dışı kuruluşların (Non-Governmental Organizations) bazıları devletle ya da uluslararası kuruluşlarla doğrudan bağlantılı olmaları nedeniyle "gönüllülük" ve bağımsızlık ilklerine aykırı olması nedeniyle sivil toplum kuruluşları olarak kabul edilmemektedir. QUANGO'nın dışında sivil toplum kuruluşu kabul edilmeyen kuruluşlar Gongo (governmental- organized NGO) ve DONGO (donor-organized NGO)'dur. Bunlar diğer sivil toplum kuruluşları gibi özel nitelikli olmakla birlikte, tamamen ya da kısmen devletçe finanse edilmektedirler. Fakat bunların, gereksiz maliye ve meclis denetimlerinden sıyrılabilmeleri siyasal mekanizmalarla erişilemeyecek uzmanlardan yararlanabilmeleri ve devlet bürokrasisini şişirmeden iş görebilmeleri yadsınamayacak üstünlükleridir. Bu yüzden sivil toplum kuruluşları olarak kabul edilmemişlerdir. BBC gibi "public corporatıons"dan tutun da bakanlık kuruluşlarına doğrudan bağlı olmayan danışma niteliğindeki kuruluşlar da bu bağlamda değerlendirilmektedir. Türkiye'de yasal olarak biçimsellik kazanmış başlıca sivil toplum kuruluşları, işçi sendikaları, odalar ve barolar gibi serbest meslek kuruluşları, siyasal partiler, spor kulüpleri, çeşitli amaçlar güden vakıflar ve derneklerdir. Bunların dışında bazen "alternatif platform", "inisiyatif' (girişim) gibi adlar altında resmileşmemiş gruplar da olmakla birlikte bunların süreklilikleri daha azdır (Akbal, 2017: 106).

STK kavramı mali kazanç ya da kâr amacı gütmeyen ve devlet kesimine ait olmamak kriterini içeren, gönüllülük amaçlı faaliyet gösteren kuruluşları içermektedir (Cianciara, 2013: 69). Bu yüzden sivil toplum kuruluşları faaliyetlerinin niteliğine göre "kar amaçsız kuruluşlar veya gönüllü kuruluşlar" olarak da adlandırılmaktadırlar (Lewis, 1998: 510). Ancak bunlar sivil toplum kuruluşlarının ayırt edici özelliklerinin tespiti için yeterli değildir. Sivil toplum kuruluşlarının özellikleri maddeler halinde şöyle sıralanabilir:

1. Sivil toplum kuruluşları devlet aygıtının bir parçası değildir.
2. Kâr amacı gütmezler.
3. Formel ya da informel olarak örgütlenebilirler.
4. Sivil toplum kuruluşları hangi siyasi görüşe sahip olunursa olunsun, tüm insanların ortak ilkelerde buluşabilecekleri varsayımından hareket ederler.
5. Sivil toplum kuruluşlarında içsel hiyerarşi yoktur; yatay bir ilişki temelinde yapılanırlar.
6. Kendilerini yalnızca bir amaçla ya da bir sorunla sınırlarlar. Bu tek sorunu ya da amacı aşan genel bir dünya görüşü ya da genel bir siyasi program oluşturmaya çalışmazlar.
7. Siyasal partilerin aksine, sorunlar karşısında daha radikal, açık, net ve cesur tavır takınırlar. Bunun yanında siyasal iktidarı ele geçirmek amacını taşımazlar. Siyasal iktidarı dışarıdan etkileyerek, örgütsel çıkarları ya da görüşleri doğrultusunda kararlar alınmasını ve uygulamalar yapılmasını sağlamaya çalışırlar.

8. Sivil toplum kuruluşları devletin ortadan kalkmasını değil, müdahale alanlarının sınırlanmasını savunurlar. Etkili, saydam ve hesap verebilir bir devlet talebi söz konusudur (Belge 2001: 33).

9. Faaliyetlerin icrasında ve katılımda "Diğergâmlık ve gönüllülük" esası hâkimdir. Sivil toplum kuruluşlarına giren bireylerin gönüllü katılması, hiçbir baskıya maruz kalmaması, grup kimliğini özgürce ifade edebilmeleri gerekir. Diğergâmlık ise, aileniz ve yakın arkadaşlarınız için gönüllü olmanızın ötesinde bir kavramdır. Diğergâmlık dediğimiz şey, hiç tanımadığımız, bilmediğimiz belki de hiç göremeyeceğimiz insanlar için onlara yardım etmek için gönüllü olmayı içermektedir. Başka bir ifadeyle "bilinmeyene yardım etmektir" (Akbal, 2017: 116-117; İnsel 2004: 3).

Sivil toplum kuruluşları özgür düşünce ve özgür teşebbüsle beslenir. Bu yapılardan dolayı sivil bir gücü temsil etmekte ve üçüncü sektör olarak isimlendirilmektedir. Birinci sektör; yasa yönetmelik ve mevzuatla yönetim ve faaliyet içinde bulunan devlet sektörüdür. İkinci sektör ise kazancını maksimum kılacak anlayış içinde çalışan sermaye sahipleri, şirketler ve çalışanlardır. Üçüncü sektör ise her iki ortamda bulunan ve bulunmayan insanlardan oluşan, gönüllülerin bulunduğu sektördür. Bu sektör sivil kuruluşlardır. Bunlar üçüncü sektör olarak isimlendirilmektedir. Bu kuruluşlarda yasa, yönetmelik ve mevzuatlar devlet sektöründe olduğu gibi sınırlayıcı değildir. Kısaca bu sektördekiler gönüllü olarak hizmet eden, şirket ve sermaye kesiminde olduğu gibi kâr amacı taşımayan ve özgür düşünen, özgür hareket eden insanlardan meydana gelmektedir. Üçüncü sektör olarak sivil toplum kuruluşları diğer sektörlere göre daha kaliteli, daha özgün çalışmalar yaparak ulusal ve uluslararası alanda yerel ve merkezi yönetimlere katkı sağlamaktadırlar. Başka bir şekilde ifade etmek gerekirse üçüncü sektörün oluşumunun sebebi birinci ve ikinci sektörün (devlet ve piyasanın) başarısızlığı, sosyal bütünleşmeyi sağlamada ve sorunların çözümünde başarısız olması ve buradaki açıklığı STK'larının kapatacağı varsayımıdır. Bu varsayımı destekleyen sosyolojik araştırmalar sosyal bütünleşmenin sağlanması ve geliştirilmesi, sosyal sorunların ve görevlerin daha üst bir seviyeye taşınarak çözülmesi ve sivil toplumun inşası sürecinde STK'ların oynadığı önemli role dikkat çekmektedirler (Cianciara, 2013: 69-70).

Genel olarak STK'lara en sık yüklenen görevler ise şunlardır:

1. Bölgesel ihtiyaçların karşılanması, dayanışma ve dezavantajlı küçük grupların/bireylerin sosyal ihtiyaçlarının giderilmesi,
2. Yalnız, yoksun, temsil kabiliyeti sınırlı ve yoksul bireylere aktif vatandaşlığın benimsetilmesi,
3. Çoğulculuk ve toplumsal yaşamdaki çeşitliliğin desteklenmesi,
4. Hükümetin gözünde farklı olan ve ihmal edilen, bireysel ve toplumsal hedefleri olan sosyal sektörün gelişimi,
5. Modern toplumlarda sosyal politikalar oluşturulması ve uygulanması aşamasında sosyal katılım talebi (Cianciara, 2013: 69-71).

Sivil toplum kuruluşlarının kuruluş ve gelişiminde rol oynayan faktör, güven esasına dayanan organizasyonel temeller üzerinde kurulmuş olmalarıdır. Bu yüzden sivil toplum kuruluşları halkın vicdanı hatta uluslararası bir halk vicdanının görüntüsü olarak da görülmektedirler. Başka bir deyişle, sivil toplum kuruluşlarının insan hakları ve hümanizm temelinde değerlerle hareket eden, dünyanın bütün sorunlarına odaklanan, tüm ulusların ortak değer olarak kabul ettiği ayrımcılığa karşı çıkan, demokrasi savunuculuğu yapan ve çevre bilinci gibi sorunlara odaklanan bir yapısı vardır.

3. Küreselleşme ve Çevre Sorunları

Yirmi birinci yüzyılda gündelik hayatta en sık duyulan kavramlardan biri hiç kuşkusuz küreselleşmedir. "Küreselleşme" kavramı birçok değişik anlamlarda kullanılmaktadır. "Ulusların küresel bağımlılığı", "yeni bir dünya sisteminin gelişimi", "dünya ölçeğinde birikim", "küresel köy" ve benzeri daha pek çok kavram kullanılmaktadır. Sermaye birikimi, ticaret ve yatırımın artık ulus devletle sınırlı olmadığına ilişkin tezler sık sık dillendirilmektedir. En geniş anlamıyla küreselleşme mallar, yatırım, üretim ve teknolojinin ulus aşırı akışını ifade etmektedir. Küreselleşme, sermaye akışkanlığının boyutu ve derinliği oranında, küresel firmaların daha önce ulus-devletle özdeşleşmiş olan yapıların yerini alarak, kendine özgü kurumlara ve iktidar suretlerine sahip bir yeni dünya düzeni yaratmıştır (Petras&Veltmayer, 2001: 30-32)

Küreselleşmenin tanımı konusunda tam bir uzlaşma sağlanamamasına rağmen etkileri hızlı bir şekilde ortaya çıkmaktadır. Toplumsal yapının tüm alt sistemlerini etkileyen küreselleşme konusunda farklı tez ve görüşler mevcuttur. Kuşkusuz küreselleşme, paranın ve malların serbest dolaşımından daha fazla şeydir. Küreselleşme kavramı genel olarak değişim süreci ve uluslararası politika, ekonomi ve kültürel yapıdaki dönüşümü tanımlamak için kullanılmaktadır. Globalleşme/küreselleşme kavramının daha çok olumsuz yan etkileri üzerinden tanımlama çabaları ve analizler oldukça fazladır.

Küreselleşmenin yan etkileri konusunda en belirgin vurgu eşitsizlik yaratmasıdır. Açık bir ifadeyle küreselleşmenin dünyanın birçok ülkesinde eşitsizliğe yol açmakta olduğu iddiasıdır. Uluslararası ekonomi, kültür ve telekomünikasyon alanında önemli gelişmeler yaşanmakla birlikte bu gelişmelerin getirileri evrensel boyutta eşit dağıtılmamaktadır. Gelişmekte olan birçok ülke bu süreçte kenara atılmış ve yoksullaştırılmıştır. Bu durum küreselleşmenin zararlarından yalnızca birisidir. Son yıllarda yaşanan küreselleşme süreci kadın-erkek, yetişkin-çocuk ve değişik kültürlerden gelen insanlar arasında ve bunların değişen teknolojiyle ilişkilerini yeniden şekillendirmiştir. Bu durum çok sayıda insanın ekonomik, sosyal ve siyasi açıdan yıpratıldığı derin ve karmaşık bir süreçtir. Söz konusu ekonomik, sosyal ve siyasi etkiler gün geçtikçe inanılmaz derecede eşitsizlik ve güvensizliği de beraberinde getirmektedir.

Dünya nüfusunun hızlı bir şekilde artması sonucunda her geçen gün artan enerji kullanımı, hızlı endüstrileşme ve kentleşme eğilimi artmıştır. Elbette bunun sonucunda da artan hava ve çevre kirliliği küresel boyutta hissedilmeye başlanmıştır. Bu da bütün canlıları olumsuz bir şekilde etkilemektedir. Kısaca küreselleşmenin yarattığı en büyük küresel sorun çevre ve hava kirliliğidir.

Küresel gelişmelere paralel olarak sorunların da dünya genelinde yayıldığı bu dönemde dünyanın ortak sorunu sınır ötesi kirlenme ve çevre tahribatıdır.

Sınır ötesi kirlilik "bir ülke sınırları içerisinde ortaya çıkan çevre kirliliği faktörlerinin doğal yollarla başka bir ülkeye taşınması, zarar vermesi durumudur" (Kaplan, 2003: 36). İşte küreselleşme ile ortaya çıkan sınır ötesi kirlilik ortak alanlardaki çevre sorunlarının birçok ülkeyi ilgilendirdiğini göstermektedir. Siyasi anlamda çevre, sınır ötesi bağımlılığın, risklerin paylaşılmasının ve ortak zarar görme durumunun ifadesidir. Kısaca eko-sistemin belirlediği sınırlar ile ulusal sınırlar birbirinden farklıdır. Nehirler, denizler, okyanuslar, hava ve göçmen kuşlar gibi sınır ötesi ekolojik değerler ulusal sınırların dışına taşımakta ve sorunlar uluslararası bir boyut kazanmaktadır.

Genel olarak bugün karşılaştığımız çevre sorunları tüm dünyada artan aşırı tüketim ve üretim sürecinin dışa vurması olarak görülebilir. Kuşkusuz bu tutum insanlara doğal varlıkları zarara uğratma hatta yok etme hakkı vermemektedir. Tüm insanlığın ortak varlığı olan çevrenin korunması bilincinin oluşturulması gerekmektedir. Çevreyi koruma sorumluluğuna sahip olmak bilincini vatandaşlarına aşılamak tüm devletlerin doğal görevidir. Bu bilince sahip olan tüm ülkeler çevre sorunlarının ulaştığı kritik seviyeyi ve çevreyi korumanın önemini kavrayıp çevrenin korunmasına yönelik faaliyet yürüten her türlü kurum ve kuruluşu desteklemeye; hatta bizzat kuruluşları oluşturmaya yönelik çevre politikaları geliştirmektedirler. Başka bir ifadeyle devletler, çevrenin korunmasına yönelik araştırmalara öncelik vererek kendi çevre politikalarını tayin etmektedirler.

Devletler, merkezi yönetim ve yerel yönetimler eliyle çevrenin korunmasına yönelik tedbirler almaya başlamışlardır. Devletlerin çevrenin korunmasına yönelik olarak merkezi yönetiminin uyguladığı politikalarının tedbir başlıkları şunlar ibarettir:

- Geri dönüşümün özendirilmesi,
- Alternatif enerji politikalarının izlenmesi,
- Planlamada koruyucu politikalara öncelik verilmesi,
- Çevre korumaya yönelik eğitim politikalarının artırılması,
- Çevreye dönük araştırmaların ve teknolojilerin desteklenmesi

Merkezi yönetimin çevreyi korumaya yönelik politikalarının uygulanması için ciddi hukuki düzenlemeye, ekonomik teşvik ve cezalandırma sistemine ihtiyaç vardır. Hükümetlerin çevre politikalarını uygulayabilmesi için yasal düzenlemelere, cezai ve hukuki yaptırımlar ile ödül bağlamında ekonomik teşviklere ihtiyacı vardır. Bunun için günümüzde birçok devlet daha çok bakanlık düzeyinde olmak üzere örgütlenmeye gitmiştir.

Çevre sorunu ortaya çıktığı ülke tarafından giderilemiyor ya da o ülkenin çevre politikası sınır ötesi kirliliği ortadan kaldıramıyor ve çevreye verdiği zararı karşılamıyorsa, çevre zararının etkileri diğer ülkeler için devam ediyorsa uluslararası iş birliğine gitmek ve ortak çevre politikaları belirlemek zorunlu hale gelmiş demektir. Günümüzde Birleşmiş Milletler (BM) uluslararası çevre

politikalarının uluslararası iş birliği ve uluslararası denetimin sağlanmasından sorumlu en önemli örgüttür. Bu anlamda BM bünyesinde oluşturulan Birleşmiş Milletler Çevre Programı (UNEP) oluşturulmuştur. Ancak UNEP'in kaynaklarının sınırlı olması ve yürütme yetkisine sahip olmaması etkin rol oynamasını engellemektedir. BM'nin her alanda olduğu gibi çevrenin korunması konusundaki etkisizliği pasif bir görünüme sebep olmaktadır. Dolayısıyla çevre sorunlarının ulusal sınırların dışına taşınmış olması ulusal düzeyden çok uluslararası boyutta ele alınmasını zorunlu hale getirmiştir. Bu bağlamda küresel bazda etkin ve yetkin bir otoritenin olmaması BM gibi örgütlerin yetersizliği ve etkisizliği sorunun çözümünü engellemektedir. Uluslararası iş birliğinde en büyük finansal desteği sağlayacak örgüt BM ve onun Uyum Fonu'dur. Ancak bu fonu harekete geçirmek de kolay olmamıştır.

Uluslararası iş birliğine gitmek için bir başka neden de az gelişmiş ülkelerin yerel yönetimlerinin finansal ve teknolojik bakımdan yetersiz olmalarıdır. Çevre değerlerinin korunmasına yönelik politikaların uygulanması bakımından ülkelerin yerel yönetimleri etkin konumdadırlar. Yerel yönetim birimleri bu tür faaliyetlerinde ellerinde her türlü yetki olmasına rağmen personel ve teknoloji yetersizliği ile finansal destek ihtiyacından dolayı uluslararası kuruluşlarla iş birliği yapmak zorunda kalmışlardır.

Yerel düzeyden başlayarak ulusal düzeye taşınan oradan da küresel düzeye ulaşacak örgütlenmelere ve yönetim birimlerine ihtiyaç vardır. Çevrenin korunmasına yönelik planlama bu şekilde küçük ölçekten büyük ölçeğe doğru yapılmalıdır. Küresel düzeyde ülkeler bunu prensip olarak Johannesburg Zirvesi'nde karar altına almışlardır. Sürdürülebilir kalkınmanın zorluklarına karşı ülkeler belgeselden ulusala ulusaldan küresel düzeye doğru bir planlamanın yapılması konusunda anlaşmışlardır (Ulusal Çevre ve Kalkınma Programı, 2002)

4. İklim Değişikliği

Küresel çevre sorunları aynı zamanda küresel ısınmaya da neden olmaktadır. Çevre kirliliğine sebebiyet veren florakarbonlar ozan tabakasına zarar vermekte, incelmesine sebep olmakta ve küresel ısınmanın başlıca etkeni olmaktadırlar. Bu ısınma ile iklim değişikliği olarak kavramsallaştırılan sorun ortaya çıkmaktadır. İklim değişikliği veya küresel ısınma, sıcaklığı tutan gazların miktarının atmosferde artması ile oluşan ve atmosfere salınan sera gazlarının neden olduğu düşünülen sera etkisi yaratmasıyla, dünyadaki kara, deniz ve havada ölçülen ortalama sıcaklıkların artması sonucunda ikliminin değişmesidir. Küresel anlamda iklim değişikliği, fosil yakıtların tüketimi, endüstriyel ve tarımsal alanlardaki faaliyetlerinin sonucu olarak atmosferdeki miktarı ve yoğunluğu artan sera gazlarının neden olduğu küresel ısınma ve bunun neticesinde ortaya çıkan iklim değişiklikleridir. Bu iklim değişiklikleri orman yangını, kuraklık, çölleşme, yağışlardaki dengesizlik, sel baskınları, hortum, tayfun ve fırtına gibi meteorolojik olaylarda artışlar şeklinde kendini göstermektedir.

İklim değişikliğinin en önemli nedeni ozon tabakasının incelmesidir. Ozon tabakasındaki incelmeye sebebiyet veren maddelere "ozon tüketen maddeler" denilmektedir. Bunlar klor ve brom içeren maddelerdir ve yaydıkları ultraviyole radyasyon ile strasforik ozon tabakasına zarar vermektedirler. Ozon tüketen maddelerden karbondioksit (CO_2) emisyonu iklim değişikliğinin

önemli etkenlerinden birisidir. Küresel boyutta CO2 emisyonunun artması, enerji tüketimi, ulaşım, konulardaki yakıt tüketimi, endüstride kullanımı ve çimento üretimi gibi endüstriyel süreçlerden kaynaklanmaktadır. Elbette son yıllarda tarım ve orman alanlarındaki yangınlar da CO2 emisyonunu artırmıştır. Azot oksitler (NOx) daha çok petrol ürünlerinin yakılmasından kaynaklanmaktadır. Ayrıca mera ve orman yangınları da azot oksitlerin atmosferde artmasının bir diğer sebebidir. Bu tür madde kullanımının sınırlandırılması; hatta tamamen ortadan kaldırılması ile zamanla ozon tabakasında düzelme olacağı bilim adamları tarafından ifade edilmektedir.

İklim değişikliğinin yarattığı zararlar ülkelerin ekonomik durumlarını da derinden etkilemiştir. Ayrıca iklim değişikliğinin yarattığı olumsuz sonuçların ülkeler üzerindeki etkileri de eşit derecede değildir. Zengin gelişmiş ülkeler iklim değişikliğinden daha az etkilenirken gelişmekte olan ülkeler daha derinden etkilenmektedirler. Gelişmekte olan ülkelerdeki yoksul kesimler iklim değişikliğinin etkilerinden orantısız pay almaktadırlar. Bu ülkelerdeki tarım sektörü ele alındığında buradaki seracılık da iklim değişikliğine yönelik kısıtlamalardan oldukça fazla etkilenmektedir. Sadece tarım sektörü değil neredeyse bu ülkelerdeki sektörlerin yarısından fazlası başta kömür, petrol ve diğer fosil yakıtlardan faydalanmaktadırlar.

Gelişmekte olan ülkelerin kaynakları gelişmiş sanayileşmiş ülkeler tarafından sömürülmektedir. Zaten siyasal rejimleri de sıkıntılı olan bu ülkelerin ekonomileri her geçen gün zayıflamaktadır ve ekonomik krizler karşısında dışa bağımlı ve kırılgan bir yapı sergilemektedirler. Gelişmiş ülkelerdeki gibi güçlü bir sivil toplum da olmadığı için, siyasal rejimleri bu tür krizler karşısında koruyucu bir kabukla sarmalayacak sivil toplum yapısına sahip olmadıkları için, siyasal rejimler sık sık değişmekte ve istikrarsız bir ekonomik ve siyasal yapı ortaya çıkmaktadır. Sonuç olarak gelişmiş ülkelerin iklim değişikliğinin etkilerini hafifletmeye yönelik faaliyetleri ile gelişmekte olan ülkeler ülkelerin faaliyetleri ve adaptasyon süreleri uyuşmamaktadır.

Doğal kaynakların sömürülmesinin yanında iklim değişiklikleri de gelişmekte olan ülkeler için ek zorlukları beraberinde getirmiştir. Halihazırda devam edegelen yoksulluğu arttırmasının yanında temel ihtiyaçları gidermek için bile zorlanan gelişmekte olan ülkeler istikrarsız siyasal rejimler ile yönetilmektedirler. Ekonomik sorunların yanında ani şoklarla gelen iklim değişikliği gibi doğal sorunlara karşı savunmasız bir haldedirler. İklim değişikliğinin neden olduğu orman yangını, sel ve kuraklık gibi doğal afetlere karşı hazırlıksız ve savunmasızdırlar. Bu durum gıda güvenliği ve halk sağlığı için büyük riskler oluşturmaktadır. Kısaca iklim değişikliği, gelişmiş ülkeler için hafif ve daha az yıpratıcı; gelişmekte olan ülkeler için yıkıcı ve yok edici sonuçlar doğurmaktadır. Bu etkiler göz önüne alındığında çağımızın sorunlarından en büyüğünün iklim değişikliği olduğu görülebilir. Bu küresel sorunla başa çıkabilmek için tüm dünya insanları topluca hareket ekmek zorundadırlar. Yoksa yirmi birinci yüzyılın en büyük yıkıcı sorunu artık ekonomik krizler değil iklim değişikliği olarak kalacaktır.

5. Küresel Çevre Sorunları Karşısında STK'ların Konumu

1980'lerin sonlarında ve 1990'lı yılların başından çevre sorunları ile mücadele toplumsal bir sorun haline gelmiş, hükümetler harekete geçmiş ve bu konuda kamu politikaları geliştirilmesi

olgusu gündemde tutulmaya başlamıştır. İki binli yılların başından itibaren devletler, küresel çevre sorunlarından iklim değişikliğine odaklanmışlar ve topyekûn bir mücadele içine girmişlerdir. Fakat daha çok iklim değişikliğinin etkilerini hafifletme bağlamında çalışmalar başlatmışlar ve bu çalışmalarda daha çok sera gazı emisyonlarının azaltılması vurgulanmaktaydı. Ancak son yıllarda iklim adaleti konusu oldukça ilgi görmüştür. İklim değişikliği konusundaki tedbirlerin gelişmekte olan ülkelerde bireylerin geçim kaynaklarını etkilemesinden dolayı iklim adaleti herkesi yeni çalışmaların yapılması konusunda ikna etmiş ve bu konudaki çalışmaların da arttığı görülmüştür. Bu anlamda uluslararası tedbirler 1987 yılında Montreal Protokolü ile alınmış ve tedbirlerin arkası gelmiştir. 1988'de ki uluslararası iklim değişikliği panelini kurulması (IPCC) iklim değişikliği konusunda atılan ilk somut adımdı. Kyoto protokolünün habercisi olan İklim Değişikliği Çerçeve Protokolü'nün 1992'de imzalanması ile çalışmalar hızlanmıştır.

Her ne kadar birlikte hareket etmek konusunda istek var ise de uygulamada başarısız olunmaktadır. Devletlerin ve devlet üstü uluslararası üst kuruluşların çevre sorunları ile mücadelede birlikte çalışma konusunda başarısız olması sonucunda STK'lar devreye girmiştir. Daha açık bir ifadeyle, küreselleşmenin yan etkileri olan sınır ötesi kirlilik, global ticaret, kara para, yoksulluk, işsizlik, kitlesel mülteci hareketleri gibi 21. yüzyılın kollektif çevre ve sosyal politika problemlerinin çözümlenmesinde ülkelerin ve uluslararası iş birliğinin yetersiz kalması, dayanışma kurumlarına olan ihtiyacı zorunlu hale getirmektedir. Başka bir ifadeyle sivil toplum kuruluşları adı altında insanların bir araya gelmesini zorunlu kılmıştır. Sonuçta 21.yüzyıl, sivil toplum kuruluşlarının yüzyılı olamaya aday duruma gelmiştir.

Küresel çevre sorunlarını çözmekte ve bu konuda uluslararası iş birliğine gitmekte başarısız olunduğu bir gerçektir. Devletlerin çevre sorununu çözmekte uluslararası iş birliğine gitmekte başarısız olması ve ulusüstü otoritelerin onları herekte geçirmekte yetersiz kalması sonucu devreye hükümet dışı örgütler olan STK'ların girmesini sağlamıştır. Uluslararası boyutta doğayı korumaya yönelik bilinç yaratmak, çevreyi korumak ve ekolojik dengenin sağlanmasına yönelik küresel çevre politikalarının yapılması ve uygulanması için STK'lara önemli görevler düşmektedir.

Son yıllarda çevre sorunlarının dışsallaştırılarak uluslararasılaşmasına yönelik söylemler gün geçtikçe artmaktadır. Bu bağlamda özellikle sivil toplum kuruluşları uluslararası düzeyde ortak kamuoyu oluşturmak, azgelişmiş ülkelerde karşılaşılan sorunları gündeme getirmek ve çözüm bulma yönünde ciddi faaliyetlerde bulunmaktadırlar. Bu açıdan değerlendirildiğinde sivil toplum kuruluşlarının önemi ve etkinliği ortaya çıkmaktadır. Gerçekten küreselleşme ile ortaya çıkan küresel sorunların çözümü konusunda devletler oldukça zorlanacak gibi gözükmektedir. Çünkü ortaya çıkan yeni sorunlar devletin tek başına çözemeyeceği türden evrensel niteliği olan sorunlardır. Bu konuda ortaya çıkan arayışlarda ilk göze çarpan önemli sosyo-politik özelliği olan sivil toplum kuruluşları gelmektedir.

STK'lar iklim değişikliği konusunda ulus devletlerin dolduramadığı boşluğu doldurmada önemli bir rol üstlenmektedirler. STK'lar bilim adamlarının iklim değişikliği konusundaki uyarılarının halka duyurulması ve farkındalık yaratmak için yaptığı bilimsel toplantıların yanı sıra

medya araçları da dahil olmak üzere birçok iletişim araçlarını kullanmaktadır. Tabi bunu yapmaktan amaç, politika yapıcıların üzerinde kamuoyunun baskısını hissettirmektir. Böylece iklim değişikliği konusunda toplumsal bilinç yaratarak politika yapıcıların durum ve tutumlarını değiştirme konusunda etkili olmuşlardır.

Küreselleşme ile nasıl ticari firmalar ulusüstü bir konum aldıysa STK'lar da konumlarını uluslararasılaştırmışlar, kendi ülkelerindeki iklimsel sorunları dışsallaştırmışlar ve global bir sorun olarak sunmuşlardır. Örneğin Çin'deki sivil toplum kuruluşları iklim değişikliği tehdidini yalnızca kendi ülkelerini etkileyecek şekilde değil de uluslararası bir sorun olarak dışsallaştırmışlardır. Aynı şekilde Afrika'daki sivil toplum kuruluşları da iklim değişikliği mesajlarını dünyanın gerçeklerini yansıtacak şekilde uyarlamışlardır. Bu örnekler çoğaltılabilir (Tien Vu ve diğ, 2021: 94).

STK'lar, iklim değişikliğine yönelik politikaların yapımında, özellikle de küresel ölçekte politikaları etkileme bağlamında etkili rol oynamaktadırlar. Farklı ülkelerin halklarını, küresel ısınma ve bunun sonucunda değişen iklimsel koşullar bağlamında bilinçlendirmek, gerekli olan tedbirlerin alınması konusunda harekete geçirmek, hükümetleri uluslararası iş birliğine yönlendirmek, ulusal ve uluslararası kamuoyunu harekete geçirerek, uluslararası iş birliğine zorlamak için STK'ların oynadığı rol çok önemlidir. Kısaca, uluslararası STK'lar ile iş birliği yaparak iklim değişikliği konusunda uluslararası kamuoyunda da farkındalık yaratarak dünyanın dört bir yanındaki ülkelerde politika yapıcılara baskı yapmışlar ve devletlerin iş birliği yapmaları konusunda uluslararası kamuoyunu etkilemişlerdir. İki binli yıllarda uluslararası düzeyde çok sayıda STK kurulmuştur. Küresel anlamda STK'ların bu kadar yayılmasının nedenleri şunlardır:

1. Soğuk savaşın sona ermesi ve pek çok ülkede politik rejimlerin değişmesi,

2. Hızla gelişen teknolojiler, hızlı iletişime yol açmıştır ve ortak insani amaçlar ve çıkarlar için yeni küresel toplulukların meydana gelmesini teşvik etmiştir.

3. STK sektöründeki işlerin çeşitlenmesi, uzmanlaşmanın ve kaynakların artması,

4. Küresel medya sayesinde insanların küresel sorunların farkına varması (yoksulluk sağlık ve eğitim gibi),

5. Ekonomik ve siyasi ideolojilerdeki değişim, devletleri STK'lara yardım etmek ve faaliyetlerine esneklik tanımak bağlamında cesaretlendirmiştir.

6. STK'ların faaliyetlerinin ulusal ve uluslararası düzeyde kampanyalar sayesinde kendi kendilerine yardımdan (üyelerine yardımdan) daha geniş kitlelere yayılması sonucu uluslararası seviyeye ulaşmışlardır. STK'lar sağlık, eğitim, tarım, toplumsal cinsiyet ve endüstriyel sektörlerde çevreye verdiği zarar ve insan hakları ile ilişkili faaliyetleriyle küresel bazda daha iyi tanınırlığı artmıştır.

7. STK'ların toplumsal huzursuzluk dönemlerinde, sosyal gerilim veya iç savaş durumlarında devlet ya da yerel yönetimlerin yapamadığı hizmetleri sunmak konusunda vatandaşlara daha iyi hizmet verebilmeleri (Amagoh, 2015: 222).

8. İklim Değişikliği ile Mücadelede Daha Etkin ve Verimli STK Nasıl Olmalı?

STK'ların faaliyet alanlarının genişlemesi, ulusal sınırları aşıp uluslararasılaşması ile hesap verebilirliği, etkinliği ve verimliliği daha fazla sorgulanmaya başlanmıştır. Üçüncü sektörün bir parçası olarak STK'lar güvenilirlik ve hesap verebilirlik sorunlarıyla karşı karşıyadır. STK'nın aldıkları fonlar ve bunları daha etkin daha verimli nasıl kullandıkları konusunda performanslarına yönelik sorular her geçen gün artmaktadır. Ayrıca STK'ların ve üye kuruluşlarının bazı uygunsuz faaliyetleri ve harcamalar sonucu toplumsal güven azalmış ve STK'lar meşruiyet sorunları ile karşı karşıya kalmışlardır. Yani STK'ların finansal kaynaklarını nasıl kullandığı konusu ile meşruiyeti ve hesap verebilirliği daha bağlantılı hale gelmiştir. STK'nın meşruiyeti konusu da güvenilirlik duygusunu kazanmasına ve kamu yararı konusunda toplumsal inancı temin etmesine bağlıdır.

STK'ların daha etkin olmaları ve verimli faaliyet göstermeleri, takipçilerinin ortak değerleri ile örgütün hedefleri ve operasyon tarzı konusunda uzlaşmalarına bağlı olduğu söylenebilir. Başka bir ifadeyle insanlar STK'nın amacı, hedefi ve faaliyet tarzı konusunda hem fikir ise örgüt daha verimli ve daha etkin bir şekilde faaliyetlerini sürdürebilir. Ayrıca kamu yararını gözetlediği konusunda bir oydaşım var ise örgütün etkinliği de yüksek olacaktır (Amagoh, 2015: 222)

STK'ların güvenilirliği de büyük ölçüde şeffaflık ve hesap verebilirliğe bağlıdır (Amagoh, 2015: 222). STK'ların meşruiyeti ve güvenilirliği, sosyal hizmetlere ve toplumsal değerlere yönelik ayırt edici gönüllü vatandaş hizmetinde oynadığı aracı rollerine bağlıdır. Aynı zamanda STK'ların güvenilirliği çoğu zaman gelişme yönünde koyduğu hedeflerini ulaşma kabiliyeti ve yoksulluğa karşı mücadelesindeki başarısına bağlıdır. Etkenlik ve verimlilik açısından bakıldığında, STK'nın gelişmişliği, her geçen gün rollerinin artması, yoksulların ihtiyaçlarının karşılanmasına yönelik program sunmasına bağlıdır.

Böylece bir dizi faktörün STK'nın etkinliği ve verimliliği üzerinde etkisi olduğu ortaya koyulmuştur. Bu faktörler kısaca uzun dönem sürdürülebilirlik, temel işlevler, stratejik planlama, yönetişim ve imaj oluşturma, yönetim kurulları, finansman, performans yönetimi, insan kaynakları ve ortaklıklar oluşturmadır. Bunlar üzerinde kısaca durmak gerekmektedir.

a. Uzun Dönem Sürdürülebilirlik

Uzun dönem sürdürülebilirlik konusu STK'ların etkinliği ve verimliliğinin önemli bir göstergesidir. Uzun dönem sürdürülebilirlik, STK'ların etkinliği uzun vadeli projelerde edindikleri yer ile alakalıdır ve ona bağlıdır. Kısa vadeli, mekanik projelerde yer almak onları kısa vadeli planlamaya yöneltir ve etkinliğini azaltır.

STK'ların uzun vadeli sürdürülebilirliği uzun vadeli stratejik planlamayı gerektirir. Böylece bağışçılar bazında güven artırımı olur (Amagoh, 2015: 226). Uzun vadeli sürdürülebilirlik meselesi ile ilgili bir başka sorun da projelerin başka yerde uygulanabilirliği meselesidir. Gerçekten bir projenin başarılı olması mutlaka başka bir yerde de uygulanabileceği anlamına gelmez. Bunun nedeni bir projenin başarı durumunu etkileyen özel koşulların oluşmasıdır. Bu yüzden her proje her yerde uygulanamaz. STK'nın özel durum ve şartlara göre projeler yapması önemlidir. Örneğin bir ülkede ya da bölgede bir projenin başarısı STK'nın liderliği ve niteliğine,

yerel halkın duyarlılığına, yerel şartlara ve bir dizi başka faktöre bağlıdır. Eğer bu koşullar başka bir ülkede veya bölgede yoksa böyle bir projenin tekrarlanabilirliği ve uygulanabilirliği yoktur.

b. STK'nın Temel İşlevlerinde Çeşitlilik

STK'nın temel işlevlerinin meşruiyet ve etkinliği üzerinden bazı tartışmalı durumlar vardır. Farklı durumlara cevap verebilmek için STK'nın temel işlevlerinin tek ya da çok işlevli olması durumu tartışmanın odak noktasıdır. Bazı bilim adamları STK'ların misyon beyanlarındaki temel işlevlerine odaklanılması gerektiğini söylemektedirler. Kısaca STK'nın temel işlevlerine bağlılık onun meşruiyet kaynağı olduğu iddiasıdır. Buna karşın diğer bazı bilim adamları da farklı durumlara cevap verebilmesi bakımından STK'ların temel işlevlerde esnekliğe sahip olması gerektiğini, faaliyet çeşitliliğine gitmesini tavsiye etmektedirler (Amagoh, 2015: 227). Post modern çağda çok işlevlilik ve esneklik durumu hâkim olduğuna göre STK'ları da buna ayak uydurmalıdır.

c. Stratejik Planlama

Stratejik planlama, STK'larının rekabet avantajı sağlaması, hedeflerine ulaşması, uzun dönem sürdürülebilirliğini sağlaması, kaynak kullanımına rehberlik etmesi için hazırlanan, işletmenin uzun vadeli aksiyon planını ifade eden kapsamlı bir eylem planıdır. STK'nın vizyon ve hedeflerinin belirlenmesini ve bunların nasıl başarılabileceği bilgisini içerir. Kapsamlı bir stratejik planın organizasyonel hedeflerle uyumlu olması gerekir (Amagoh, 2015: 227). Stratejik planlama 4 aşamadan oluşur:

1. Farkındalık : Stratejik durumu anlamaktan ibarettir.
2. Strateji formülasyonu: Stratejilerin uygun şekilde hazırlanmasıdır.
3. Strateji uygulanması: Seçilen stratejinin uygulanması
4. Strateji kontrolü ve geliştirme: İyileştirme ve gelişim için değerlendirme yapmayı ve gelecek için dersler çıkarmayı ifade etmektedir(Amagoh, 2015: 227).

STK'ların etkinliğini artırmak için uygulamaları gereken yönetim sürecinde stratejik yönetimin anlayışının 5 ilkesini barındırmaları gereklidir. Bunlar:

1. Stratejik açıklık: Somut olarak net bir misyon ifadesidir. STK'nın nelerden sorumlu olduğu, neleri yapması gerektiği, neleri yapmaması gerektiğinin misyonda açık bir şekilde tanımlanmasıdır.
2. Birkaç anahtar kelime üzerinden stratejik açıklığa netlik kazandırmak: Bu daha çok üyelerin bağlılığını ve sadakatini artırmak için STK'nin uyguladığı bir yöntemdir.
3. Stratejiyi ifade etmede hassasiyet: STK'nın temel amaç ve hedefinin net ve basit bir şekilde ifadesidir.
4. Takım/ekip oluşturulması ve çalışması: Takım/ekip çalışması için o organizasyonel liderlik uygulaması.

5. İyi yönetim uygulaması: Örgüt yararına olacak şekilde iyi yönetimin uygulamasının anlaşılmasına yardımcı olmaktır. Değişen şartlar karşısında değişimin gerekliliği, bunun yanında örgütün güçlendirilmesi ve misyonunu sürdürme yeteneğinin artırılması için iyi yönetim uygulamasıdır (Amagoh, 2015: 228).

d. Yönetişim ve İmaj Oluşturma

Yönetişim, örgütsel temelleri belirleyen, üst düzey örgütsel performansa atıfta bulunan liderliğe ve yönetim modeline işaret etmektedir. Etkili kurumsal yönetim sistemlerinde yönetişim, yönetim kurullarının davranışlarına rehberlik eden ve kurumsal yönetimdeki eksiklikleri gideren pratik kurallardan ibarettir. Yönetim kurulları STK'ların politika üreten organıdır ve aynı zamanda üyelerin sorumluluğunu üstlenen, onlar adına karar alan organıdır (Amagoh, 2015: 230).

e. Finansman Kaynakları

Değişen sosyo-ekonomik ve politik ortamda kâr amacı gütmeyen bu kuruluşların finansman kaynaklarını çeşitlendirmesi gerekmektedir. Değişkenlik özelliği fazla olan finansman kaynakları devlet yardımları ve bağışlardan ibarettir. STK uzun vadeli projelerini sürdürülebilir kılmak için sadece devlet destekleri ve bağışlara güvenemezler. Sürdürülebilir olmayan bağış fonları yerine STK'lar finansman için farklı stratejiler izlemelidirler. Böylece uzun vadede varlıklarını devam ettirebilirler. Bunun için STK'larının uzun vadeli ve gelir getirici projeler üretmesi gerekmektedir.

f. Performans Yönetimi

STK'lar ya da üçüncü sektör kuruluşlarının performans sonuçlarında yaşadıkları sorunlara yönelik somut ve kademeli çözümler öneren performans yönetimine ihtiyacı vardır. Öncelikle performans ölçümüyle performans yönetiminin farklı olduğunu anlamak gerekir. Performans ölçümü verimlilik ile ilgili göstergelerin ölçümünü ifade eder. Performans yönetimi ise performansı artırmak için programlı bir şekilde hesap verebilir ve örgütsel karar verici yöntemleri kullanmaktır. Performans ölçümü önlemleri ve performans boyutlarını (sonuç, üretkenlik, çıktılar, verimlilik) karakterize etmektedir. Performans yönetimi fiili olarak performans ölçümlerinin kullanılmasını ifade eder. Performans ölçümü gereklidir; ama performans yönetimi için sadece performans ölçümü yeterli değildir. Performans ölçümü ve performans yönetimi sisteminin amaçları ve ana hedefleri şunlardır: Paydaşlarına açıkça, şeffaf bir şekilde hesap verebilirlik süreci sunmak ve bütün örgütsel seviyelerin performansını geliştirmek için iyimser sonuçlara ulaşmak (Amagoh, 2015: 231).

g. İnsan Kaynakları

STK'nın varlığını sürdürebilmesi için kapsamlı ve tutarlı insan kaynağı varlığına ihtiyacı vardır. Etkili bir insan kaynakları politikası ile bu kaynağı bünyesinde tutar. Ayrıca STK'nın adanmış personel ve gönüllülerden oluşan bir kültür inşa etmesi onun performansı için her şeyden önemlidir. Böylece STK yetkin ve kaliteli personel ile hedeflerine daha kolay ulaşabilir.

h. Ortaklıklar ve Paydaşlar

STK'ların etkinliği büyük ölçüde iş dünyası, hükümetler ve diğer STK'lar ile yapacağı iş birliğine bağlıdır. Bu iş birliği sosyal sorunlara karşı ortak cevaplar verebilmek adına çok önemlidir. Diğer sektörlerle iş birliği süreci, sorunun kabulü, çözümü ve sorumluluk paylaşımı bağlamında önem arz etmektedir. Böylece STK kendi başına çözemediği sorunu ortaklıklar aracılığıyla daha kolay çözebilmektedir.

STK 4 nedenden dolayı ortaklıklar oluşturabilir:

1. İş bölümü ve karşılaştırmalı üstünlükler yoluyla verimliliği artırmak için,
2. Ele alınan sorunların doğası gereği çok aktörlü ve birlikte çalışmanın gerekliliğinden dolayı,
3. Potansiyel kazan-kazan kuralı gereği kazanamayacağı bir durumla karşı karşıya kalmaktansa birden fazla aktörle olumsuz sonucun olumluya dönüştürülmesi ve herkesin kazanması için,
4. Kamu yararı adına açık bir şekilde karar alma süreçlerini genişletmek, karar alma süreçlerini herkese açmak ve katılımcı sayısını artırmak için.

Kurulan ortaklıklarda karşılıklı güvenilirlik esası üzerinden hareket edilmektedir. STK'ların sektörel iş birliğinde güveni artırmak için başvurduğu ilkeler şunlardır:

1. Karşılıklı anlayış ve anlamlı iletişim,
2. Ortakların çıkarlarını tatmin etmeye odaklanmak,
3. Sorunun çözümüne yönelik daha fazla bilgi elde etmek,
4. Tüm ortaklar için değer ifade eden bir anlaşma zemini yaratmak (Amagoh, 2015: 234).

İklim değişikliğine karşı STK'larının etkin ve verimli faaliyet göstermeleri için örgüt ve yönetim anlayışındaki değişimlere mücadele yöntemindeki değişimler eşlil etmiştir. Küreselleşme ile yaşanan teknolojik alanda meydana gelen gelişmeler sivil toplum kuruluşları açısından olumlu sonuçlar doğurmuş ve teknolojinin getirdiği yenilikleri mücadele yöntemlerine yansıtmıştır. Birçok sivil toplum örgütü iletişim teknolojisini kullanarak seslerini bütün dünyaya duyurma gibi bir olanağa da sahip olmaktadırlar. Çevre ve sosyal sorunlara karşı duyarlılık bu örgütlerde oldukça gelişmiştir. Özellikle kendi web sayfalarıyla dünyanın her tarafındaki sorunlardan haberdar olma ve baskı oluşturma faaliyetlerinde bulunmaktadırlar.

9. İklim Değişikliği ile Mücadelede STK'ların Kullandıkları Çağdaş Yöntemler: Dijital Teknolojiler ve Sosyal Medya Kullanımı

STK'ları son çeyrek yüzyıla kadar kullandıkları yöntemleri çeşitlendirerek yeni yöntem ve teknikleri kullanmaya başlamışlardır. Bunlardan en önemlisi de dijital teknolojilerdir. Dijital teknolojilerdeki gelişmeler, STK'lara daha geniş kitlelere ulaşmaları için daha etkili ve daha yaygın faaliyet imkanları sunmuştur. Dünya çapında dijital teknolojileri ya da sosyal medya araçlarını kullananların sayısı artmıştır. Bunun içindir ki STK'ları büyük kitlelere ulaşmak için

dijital teknolojileri benimsemiş ve bunları çok etkili kullanabilen uzmanları bünyesinde barındırmaya başlamışlardır. Çalışmanın bu kısmında küresel iklim değişikliği konusunda sosyal medya araçlarının kullanımının STK'ların stratejik faaliyetlerine etkileri ortaya koyulmaya çalışılacaktır.

Dijital teknolojilerin kullanımı denilince akla ilk gelen web siteleridir. Örgütsel web siteleri STK'lar için dünya çapında farklı kitlelere ve diğer paydaşlara ulaşma, farklı hizmetler ve diyalog kurma imkânı sağlamaktadır. Web, aynı zamanda farklı iletişim sürecinde daha eşitcil bir şekilde paydaşların konumlarını daha fazla ifade etme potansiyeli sunmaktadır. Bu nedenle web kullanımının kâr amacı gütmeyen STK'lar için özel avantajları olmaktadır.

Bazı araştırmacılar, web üzerinde uzun süreli ilişkilerin ve diyaloglarının oluşacağı konusuna vurgu yapmaktadırlar. Bu araştırmacılara göre eğer STK, özel prensipleri üzerinden diyalogları nasıl kuracağını dizayn ederse uzun vadeli bir bağ kurabilir. Yine birçok araştırmacı web üzerinden yapılan halkla ilişkiler faaliyetlerinde teknolojinin rolüne vurgu yapmaktadır. Bu araştırmacılar "siber köprüleme" olarak adlandırdıkları yöntem aracılığıyla STK'ların yönetimsel rolünün geliştirilebileceğini iddia etmektedirler. STK, siber köprüleme gerçekleştirmek için çevreci taraftarlığı, çevre sorunlarının takibi, ortak sorunlar üzerinden ilişki kurma ve elektronik anketler gibi yöntemler kullanmaktadır. Böylece STK'nın takipçileri üzerindeki baskın rolünün maksimize edilmesi söz konusu olmaktadır.

STK, hem yönetimsel etkinliğini artırmak hem de daha önce dolduramadığı bazı boşlukların üstesinden gelmek için interneti kullanabilmektedir. Bu boşluklar bilgi boşlukları, eşitlik boşlukları, zaman boşlukları, örgüt ile takipçileri arasındaki boşluklar ve simetri boşluklarıdır (Naude ve diğ, 2004: 88-89). Simetri boşluğu farklı dillerdeki konuşmacı rollerinin eksikliğini ifade etmek için kullanılan bir kavramdır. Geleneksel kitle iletişim araçlarının kapatmadığı bu boşluğu internet kapatabilmektedir. Bireyleri ve kitleleri birbirine daha yakın daha anlaşabilir kılabilmektedir. Ortak bir dil, ortak bir ses yaratıp bu boşluğu doldurmaktadır (Naude ve diğ, 2004: 89).

Sonuç olarak sınırlı mali kaynakları olan ve fazla finansal harcama yapmaktan yoksun olan bu kuruluşlar kendilerini daha geniş kitlelere duyurmak, daha görünür olmak potansiyel sponsorlarla iletişime geçmek için çok fazla para harcamadan daha güçlü hale gelebilmektedirler. STK, mali ve statüsel yönden zayıf olmasına rağmen, internet sayesinde hem kamu politikalarına yön vermek konusunda hem de hükümetin diğer uygulamalarına meydan okuyabilmektedir (Naude ve diğ, 2004: 88). Bu arada STK uzmanlarının pek çoğu web sitelerini medya programlarına entegre etmelerine rağmen, tam kapasite kullanımı konusunda neleri gerektirdiği ve nasıl sunacakları konusunda hâlâ kararsızdırlar.

STK'ların iklim değişikliği konusunda uluslararası kamuoyunun dikkatini çekmek, farkındalık yaratmak için yürüttüğü faaliyetlerinde medya ve sosyal medya kullanımının önemli bir yeri vardır. İklim değişikliği konusunda medyada geçen süreyi artırmak faaliyetlerin etkinliği bakımından önemlidir. Bu faaliyetler doğrudan devlet kurumlarını ve siyasi aktörleri hedef almakta, başta lobi faaliyetleri olmak üzere diğer baskı yöntemleri, özel olarak hazırlanmış sosyal

yardım kampanyaları, bilim grupları ile ortak projeler geliştirmek, konferans ve çalıştaylar düzenlemek ve eğitim materyallerinin dağıtımı gibi yöntemlerden ibarettir.

Son zamanlarda toplumun genelinde olduğu gibi STK'larda da sosyal medya kullanımının son derece arttığı görülmektedir. STK'lar sosyal medya aracılığıyla toplumsal sorunların çözümü konusundaki cazibelerini ve çekiciliklerini sürdürmek ve artırmak, halkın ilgisini çekmek ve daha fazla taraftar toplamak için sosyal medyayı etkin bir şekilde kullanmaya çalışmaktadırlar. Bununla birlikte sosyal medya kullanımının STK'ların örgütsel performansları üzerine etkilerine dair araştırmalarda yapılmaktadır. Bu araştırmalar, sosyal medya kullanımının örgütsel verimliliğe etkisinin olduğunu ortaya koymuştur (Njeri,ve Mberia, 2018: 169).

STK'ların sosyal medya kullanımında karşılaştıkları birtakım zorluklar vardır. Sosyal medya kullanan STK'ların karşılaştığı zorluklardan başlıcaları sınırlı internet erişimi, sosyal medya kullanımı konusunda teknik yetersizlik ve teknik eksiklik, medya ve bilgi akışının kontrol edilememesidir. STK'ların sosyal medya hesaplarını düzenli olarak güncellemeleri sosyal medyayı düzenli olarak kullanmaları ve geliştirmeleri gerekmektedir. Buna yönelik politikaları ve stratejilerin geliştirilmesi gerekmektedir. Böylece STK'lar farkındalık yaratacak ve kapasitelerini geliştireceklerdir. Bunun için devletler sosyal medyanın etkin kullanımı konusunda STK personeli için yeterli eğitimi ve teknoloji ağ altyapısını temin etmelidirler. STK'lar bilgiyi kontrol edebilmek için hem yazılım hem de teknik uzmanlığa ihtiyaç duymaktadırlar. Devletlerin bu konuda STK personelinin eğitimi için bütçe ayırmaları gerekmektedir. STK'ların iletişim araçlarının özellikle de sosyal medyanın etkin kullanımı için teknik yeterlilik oluşturmaya yönelik yatırımlara öncelik vermesi gerekmektedir (Njeri,ve Mberia, 2018: 169).

STK'ların iklim değişikliği konusunda halkın duyarlılığını artırmak ve uluslararası kamuoyunda farkındalık yaratmak için kullandığı araçlardan bir tanesi de karmaşık sosyal medya mesajlarıdır. Sivil toplum kuruluşlarının ulusal hükümetler üzerinde kamuoyu baskısı yaratmak için başvurdukları sosyal medya mesajlarındaki stratejisi, iklim değişikliği konusunu uluslararası düzeyde tanımlayan başarılı bir mesaj dağıtımı süreci geliştirmek üzerindedir. Ayrıca her geçen gün ısınan gezegen konusunda halkın adaptasyonunu sağlayan eğitici mesajlar da verilmektedir. Sosyal medya kullanımının yaygınlaşması ile endüstri kesiminin, sivil toplum kuruluşlarının, bilim adamları ve politikacıların sosyal medyayı aracılığıyla iklim değişikliğini kendi gündemlerine göre tanımladığı ve değerlendirdiği görülmektedir. Bu bağlamda STK da uluslararası kamuoyunu harekete geçirmek ve kollektif eylemlere teşvik etmeye yönelmiştir. STK'lar sosyal medya mesajlarında kollektif eylemleri teşvik edebilmek için üç temel çerçeve kategorisi kullanmaktadırlar. Bunlar tanısal, pragnotistik ve motivasyonel mesajlardır (Tien Vu ve diğ, :94)

Tanısal sosyal medya mesajları, bir olayın veya durumun teşhisi şeklinde tasarlanmış mesajlardır. Kullanılan temel tarz, toplumsal yaşamın sorunlu ve teşhise muhtaç olduğu yönündedir. Karbon kirliliğinin günlük yaşam kalitesini nasıl etkilediğini anlatan mesajlar buna örnek verilebilir. Pragnotistik mesajlar ise, teşhis edilen soruna yönelik önerileri, çözüm önerilerini içeren mesajlardır. Kısaca ne yapılması gerektiğini vurgulayan mesajlardır. Bu bağlamda sorunun çözümü için önerilen stratejiler ön plana çıkartılmaktadır. Motivasyonel

mesajlar ise mücadele araçlarına çağırıyı vurgulamakta ve takipçileri toplu bir eyleme katılmaya cesaretlendirerek kitlesel eylemlere katılmaya teşvike yöneliktir.

STK'lar ve iklim aktivistlerinin eylemlerinde kullandıkları sloganlara bakıldığında küresel adalet, sistem değişikliği ile yenilenebilir ve çevreye duyarlı enerji kavramlarının öne çıktığı görülebilir. Medya haberlerinde de aşağı yukarı aynı çerçevelerin ve sloganların kullanıldığı görülmektedir; ancak vurgu biraz daha makro faktörler üzerinde yoğunlaşmıştır: Ekonomik kalkınma, hükümetin konu üzerindeki hassasiyeti, iklimi şiddeti ve iklimsel adalet gibi.

STK'lar stratejik mesajları verirken 'ilgili olana anlam vermek ve yorumlamak' üzerine stratejileri benimsemişlerdir. Hangi bilgilerin hedef kitleler de yankı uyandıracağından hareketle mesajların içeriğini tayin etmektedirler. Bunun için de karmaşık bir bilimsel mesaj oluşturma süreci gerçekleştirilmektedir. Olaylar hakkında potansiyel taraftarları yönlendirmek ve bileşenleri harekete geçirmek, seyirci desteği sağlamak, politikacıların kararlarına etki etmek ve kısıtlılıkları bertaraf etmek için bireysel ilgi alanlarına değerler ve inançlar yükleyerek bunları mesajlarla ilişkilendirmeye çalışmaktadırlar. Mesajlardaki vurgular genellikle şiddetli hava koşulları, kuraklık ve ormansızlaştırma üzerinedir. Mesajlarda fazlaca kullanılan görseller ise su basmış banliyo evleri, orman yangınları, kutup ayısının buzda zıplayışı ve buzulların çözülüşüdür. Sosyal medya mesajlarında ne yapılması gerektiği konusundaki stratejiler de şu şekildedir: "Kararlılıkla hareket edersek deniz seviyesi yükselmez"; "iklim değişikliğinin önüne geçebiliriz"; "kıyılarda küçük ada devletleri kurulursa kıyılar kirlenmeyecek" vs. Bu arada mesajlarda korku vurgusu yapılırsa daha etkili olacağı sonucuna varılmıştır.

Sonuç

Yirminci yüzyılın son çeyreğine kadar doğaya duyarsız kalan insanlar ve hükümetler çevrenin ikazları sonucu sorunun farkına varmaya başlamışlar ve çevre sorunlarına karşı konum alıp mücadeleye girişmişlerdir. Çevre sorunlarıyla mücadele sadece gelişmiş ülkelerin değil, bütün devletlerin sorunudur. Artık çevre kirlenmesine karşı ekonomik anlamda daha fazla zarar görmesi muhtemel gelişmekte olan ülkeler de mücadeleye dahil edilmektedir. Gelişmekte olan ülkeler endüstriyel anlamda ekonomik büyümelerini kısıtlamak pahasına teknik ve hukuki tedbirler almaya zorlanmaktadır. Kısaca tüm dünyada sürdürülebilir kalkınmanın sağlanması ve ülkeler arasında gelişmişlik farklılıklarının azaltılması için ekolojik dengenin korunması ve doğal kaynakların daha az tüketilmesinin gerekliliğinin farkına varılmış ve birlikte hareket edilmenin zorunluluğu anlaşılmıştır. Kısaca devletlerin iklim değişikliği gibi küresel çevre sorunları ile mücadeleye yönelik yaklaşımlarının ulusal değil küresel bazda olmasını fark ettikleri bir sürece gelinmiş bulunulmaktadır. Günümüzde çevre kirlenmesi konusundaki hassasiyet ulus üstü bir nitelik kazanmıştır.

Uluslararası sivil toplum kuruluşları hem iklim değişikliği konusunda uyum politikalarını teşvik etmek hem de iklim değişikliğinden etkilenenlere yardım etmek için önemli görevler üstlenmişlerdir. Daha önce sadece ulusal sınırlar içerisinde çevre sorunlarına odaklanmış olan sivil toplum kuruluşları şimdi ise iklim değişikliğine uluslararası alanda odaklanmış durumdadırlar. İklim sözleşmelerinin yapılmasına yönelik adımların atılması için büyük çaba sarf etmektedirler.

İklim değişikliğinden etkilenenlere uluslararası yardım elinin uzatılması için BM'ye baskılarını arttırmışlar ve BM Uyum Fonu'nun onaylanmasını sağlamışlardır. Böylece iklim değişikliğinin etkileri ile başa çıkabilmek için yeterli kaynağa sahip olmayan gelişmekte olan ülkeler mücadelenin içine dahil edilebilmektedirler.

Ulus ötesi sivil toplum kuruluşlarının etkinliği artık eskisi gibi değildir; daha gelişmiş ve daha güçlülerdir. Hem iklim değişikliğinin etkilerini hafifletmeye hem de değişime uyum sağlamaya odaklanan kampanyalar ile sivil toplum kuruluşları kendilerinden söz ettirmeye başlamışlardır. Ancak hala çevre sorunları devam etmekte, dünya ısınmakta ve iklim değişikliğinin etkileri her geçen gün daha sert bir şekilde kendisini hissettirmektedir. Burada önemli olan, bu yeni yüzyılda beliren sorunların üstesinden gelme konusunda sivil toplum kuruluşlarının ne derecede başarılı olabilecekleridir. Başarı, STK'ların çağın mücadele yöntemlerine ayak uydurmasına, uzun dönem sürdürülebilirliği sağlamasına, dijital teknolojilerden maksimum fayda sağlamasına, etkenlik ve verimlilik açısından stratejik yönetim uygulamasına ve performans yönetimini uygulamasına bağlıdır. Artık STK'lar küreselleşerek ulusüstü faaliyetlerle temel işlevlerinde çeşitliliğe ve esnekliğe kavuşmalıdır.

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Üniversite Öğrencilerinin Dijital Teknolojiye İlgi Düzeyinin Ve Aldiği Girişimcilik Eğitiminin Dijital Girişimcilik Niyetlerine Etkisi

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ÖZET

Girişimcilik artan küreselleşme karşısında rekabet gücünü sürdürülebilir kılmak için kilit ekonomik kalkınma stratejilerinden biri olarak kabul görmektedir. İstihdam sağlaması, nitelikli mal ve hizmet üretimini artırması, sorunlara yönelik yaratıcı ve yenilikçi çözümler getirmesi, bölgeler arası kalkınmışlık farklarını azaltması gibi pek çok konuda girişimcilik, bir ülkenin ekonomik büyüme ve gelişmesini sağlamada önemli bir rol oynamaktadır. Günümüzde dijital teknolojilerin gelişmesi ve hızlı ilerlemesi, geleneksel iş yapma biçimlerini yıkarak iş stratejilerini, süreçlerini ve ürünleri temelden değiştirmiştir. Bu durum elektronik ticaret modellerine göre farklı iş alanlarında yeni girişimler yaratması için girişimcilere olağanüstü fırsatlar sunmuştur. Dijital teknolojilerin ve girişimciliğin kesiştiği noktada dijital girişimcilik yeni bir çağın başlangıcı olarak kabul görmüştür. Bu bağlamda dijital girişimciliğin özendirilerek bir girişimcilik kültürünün oluşturulmasına, girişimciliğe ilişkin farkındalığın artırılmasına gereksinim duyulmaktadır. Potansiyel birer girişimci adayı olan üniversite öğrencilerinin teknolojiye ilgi düzeyleri ve aldıkları girişimcilik eğitimleri, bu gereksinimin giderilmesi açısından önemli bir faktördür.

Bu araştırmanın amacı, üniversite öğrencilerinin girişimcilik niyetlerini arttırmada dijital teknolojiye ilgi düzeylerinin ve aldıkları girişimcilik eğitiminin etkisinin olup olmadığını incelemektir. Araştırmanın örneklemi, Kahramanmaraş Sütçü İmam Üniversitesi İktisadi ve İdari Bilimler Fakültesi bünyesindeki bölümlerde okuyan ve girişimcilik derslerini alan 3. Ve 4. Sınıf öğrencilerinden oluşmaktadır. Araştırmada "Teknolojiye İlgi" verileri Cabı (2015); "Girişimcilik Eğitimi" verileri Ahmad ve Xavier (2012); "Girişimcilik Niyeti" verileri de Linan ve Chen (2009) tarafından geliştirilen ölçekler aracılığıyla değerlendirilmektedir.

Analizler sonucunda, girişimcilik eğitimi, dijital teknolojiye ilgi ve dijital girişimcilik niyetinin arasında pozitif ve anlamlı ilişkiler olduğu; girişimcilik eğitiminin dijital girişimcilik niyetinin %14'ünü ve dijital teknolojiye ilginin ise %12,2'sini açıkladığı ve dijital teknolojik ilginin girişimcilik eğitimi ile dijital girişimcilik niyeti üzerinde kısmı aracılık rolünün olduğu bulgularına ulaşılmıştır.

Anahtar Kelimeler: Dijitalleşme, girişimcilik, girişimcilik eğitimi.

ABSTRACT

Entrepreneurship is accepted as one of the key economic development strategies to make sustainable competitiveness in the face of increasing globalization. Entrepreneurship plays an important role in ensuring the economic growth and development of a country in many areas such as providing employment, increasing the production of qualified goods and services, bringing creative and innovative solutions to problems, reducing the development differences between regions. Today, the development and rapid progress of digital technologies have fundamentally changed business strategies, processes and products by demolishing traditional ways of doing business. This situation has provided extraordinary opportunities for entrepreneurs to create new ventures in different business areas according to electronic commerce models. Digital entrepreneurship has been accepted as the beginning of a new era. In this context, there is a need to create an entrepreneurial culture by encouraging digital entrepreneurship and to increase awareness about entrepreneurship. In terms of meeting this need, entrepreneurship education and the level of interest in technology of university students, who are potential entrepreneur candidates, is an important factor.

The purpose of this research is to examine whether the level of interest in digital technology and the entrepreneurship education have an effect on increasing the entrepreneurial intentions of university students. The sample of the research consists of students studying at the departments of Kahramanmaraş Sütçü İmam University Faculty of Economics and Administrative Sciences and taking entrepreneurship courses. "Interest in Technology" data is evaluated by Cabı (2015); "Entrepreneurship Education" data is evaluated by Ahmad and Xavier (2012); "Entrepreneurial Intention" data is also evaluated through scales developed by Linan and Chen (2009).

As a result of the analysis, there is a positive and significant relationship between entrepreneurship education, interest in digital technology and digital entrepreneurship intention; It has been found that entrepreneurship education explains 14% of digital entrepreneurship intention and 12.2% of interest in digital technology, and that digital technological interest has a partial mediating role on entrepreneurship education and digital entrepreneurship intention.

Key Words: Digitalization, entrepreneurship, entrepreneurship education.

Giriş

Girişimcilik, her ülkenin ekonomik ilerlemesinin arkasındaki itici güç olarak değerlendirilmektedir (Ahmad ve Xavier, 2012). Yeni ve yaratıcı fikirler üretme, istihdam

sağlama, daha kaliteli mal ve hizmet üretme, sosyal sorunlara çözüm üretme, bölgesel kalkınmışlık farklarını azaltma, ekonomik büyüme ve gelişmeyi sağlama, sürdürülebilir rekabet gücü elde etme gibi pek çok konuda girişimcilik kilit bir rol oynamaktadır (Kuratko, 2005; Alamineh, 2020; Donani vd., 2021; Padi vd., 2022).

Dünyada her alanda her geçen zaman içerisinde değişim ve dönüşümler yaşanırken bu değişimlerden birisi de girişimcilik alanında gerçekleşmiştir. Dijital teknolojilerin gelişmesi ve hızlı ilerlemesi, modern iş yapma ve yönetme yöntemlerinde önemli değişikliklere neden olmuştur (Sotnyk vd., 2020: 95). Girişimciler de dijital ağ oluşturma yeteneklerinin kullanımı yoluyla dijital dönüşümün yarattığı fırsatların farkına varmışlardır (Antonizzi ve Smuts, 2020: 240). Dijital teknolojilerin ve girişimciliğin kesiştiği noktada dijital girişimcilik yeni bir çağın başlangıcı olarak kabul görmüştür (Nambisan, 2016: 1). Dijital girişimcilik, bir organizasyondaki fiziksel olarak yapılabilecek şeylerin bir bölümünün ya da tümünün dijital yöntemlerle yapılmasını sağlayan bir girişimcilik türüdür (Hull vd., 2007: 5). Girişimcilerin dijital medya ve diğer bilgi iletişim teknolojilerini kullanarak fırsatları araması ve değişen koşullar karşısında dijital çağın ihtiyaçlarına uyum sağlama girişimidir (Ballı, 2020). Dijital girişimciliğin günümüz iş dünyasındaki önemi giderek artmaktadır (Dheeriya, 2009: 276). Dijital girişimciler gelişmiş mobil iletişim teknolojileri, robotik teknolojiler, BlockChain uygulamaları, 3D yazıcılar, bulut hizmetleri, artırılmış ve sanal gerçeklik, yapay zeka gibi gelişmekte olan teknolojiler ile dijital iş modellerinden faydalanarak ekonomik kalkınmaya katkı sağlamaktadır. Bu bağlamda dijital girişimciliğin özendirilerek bir girişimcilik kültürünün oluşturulmasına, girişimciliğe ilişkin farkındalığın artırılmasına gereksinim duyulmaktadır. Potansiyel birer girişimci adayı olan üniversite öğrencilerinin teknolojiye ilgi düzeyleri ve aldıkları girişimcilik eğitimleri, bu gereksinimin giderilmesi açısından önemli bir faktördür.

Konuyla ilgili yapılan araştırmalar, bireysel düzeydeki faktörlerin kişinin girişimciliğe yönelik niyeti için önemli olduğunu göstermektedir. Planlı davranış teorisine dayalı olarak, kişinin tutumları, normları ve davranışları gibi kişisel faktörler birçok bilim insanı tarafından (Ajzen, 1991; Thompson, 2009; Usman ve Yennita, 2019; Hong vd., 2020) girişimci davranışları şekillendiren girişimci niyetin ana öncülleri olarak dikkate alınmıştır. Ayrıca, araştırmalar bu kişisel algıları şekillendirmede girişimci öğrenmenin, girişimcilik eğitiminin rolünü vurgulamıştır (Ahmad ve Xavier, 2012; Bae vd., 2014; Alamineh, 2020). Bu kapsamda bu araştırmada, üniversite öğrencilerinin girişimcilik niyetlerini arttırmada aldıkları girişimcilik eğitiminin etkisinin olup olmadığı incelenmektedir. Yine katılımcıların teknolojiye ilgi düzeylerinin de dijital girişimcilik niyetleri üzerinde bir etki oluşturup oluşturmadığı araştırmanın bir diğer amacıdır. Çünkü dijital girişimcilikte dijital teknolojilerin kullanımı son derece önemlidir. Dijital teknolojiye, uygulamalara ilgi duyan, dijital medya ile bütünleşmiş, dijital teknoloji kullanma yetkinliği yüksek bireylerin yeni istek ve ihtiyaçların dijital yollarla daha faydalı bir şekilde karşılanması, sorunların çözümünde teknolojiyi kullanarak geliri artırma, maliyetleri azaltma gibi pek çok konuda avantajlar sağlaması mümkündür. Dolayısıyla çalışmanın genel olarak girişimcilik araştırmalarına katkı sağlayacağına inanılmaktadır.

1. KAVRAMSAL ÇERÇEVE

1.1. Girişimcilik Niyeti

Ajzen (1991) niyeti, bir bireyin belirli bir şekilde davranmak veya belirli bir davranışı sergilemek için harcadığı çaba miktarı olarak tanımlamıştır. Niyet, bireyin gerçek davranışının en güçlü yordayıcısı olarak kabul edilmektedir (Kabir vd., 2017:11). Girişimcilik niyeti de Bird'e (1988 ve 1992) göre, bir bireyin girişimci davranış sergileme isteğidir (Akt. Alamineh, 2020: 74). Bir bireyin gelecekte bir girişimcilik faaliyetine başlama eğilimi ile ilgilidir. Thompson'a (2009: 676) göre girişimci niyet, bir bireyin, bireysel girişimcilik niyetine sahip olup olmadığına dair sorulan soruya basitçe evet veya hayır şeklinde cevap vermesinden öte yeni bir iş kurmaya yönelik kişisel bilinçli inanç ve planlaması olarak tanımlanmaktadır. Zhang vd. (2019) de benzer şekilde girişimcilik niyetinin bir iş kurmak için fiili başlangıç faaliyetine eşit olmasa da eylemin ön şartı olduğunu ve uygun bir sonucu temsil ettiğini ifade etmektedir. Girişimcilik niyeti, bireylerin geçmiş deneyim, eylem ve dikkatleri temelinde belirli bir iş hedefine ulaşmak için sahip oldukları zihniyettir (Hong vd., 2020: 80-81).

1.2. Dijital Teknolojiye İlgi Düzeyi ve Girişimcilik Niyeti

Teknoloji, hammaddelerin (verimlilik, karlılık, kalite açısından) istenilen sonuca dönüştürülmesinde kullanılan kaynak, araç, bilgi ve süreçler olarak tanımlanmaktadır (Donani vd., 2021: 2). Bilimsel bilginin yaşamı kolaylaştırmak veya iyileştirmek için ortaya koyduğu çözümlerdir. Dijital teknoloji de telefon, tablet, bilgisayar, internet, kamera, video, web teknolojileri gibi uygulamaları içeren, bilgileri elektronik olarak görüntüleyen, saklayan ve ileten uygulamalar olarak ifade edilmektedir (Cabı, 2016: 1230).

Değişen ve dijitalleşen dünyaya uyum sağlanması açısından bireylerin dijital teknolojiye yönelik ilgileri önemli bir husustur (Cabı, 2016: 1232). Teknolojiye meraklı, teknolojik araçlarla iç içe olan bireyler bilgiye hızlı erişebilmekte, olaylara farklı bakış açılarıyla bakabilmekte, farklı düşünebilmektedir. Girişimcilik sürecinin özünde fırsatların yaratılmasının yer aldığı düşünüldüğünde teknolojiye ilgili bireylerin girişimciliğe yatkınlıklarının yüksek olduğu ifade edilebilir. Bir fırsatı iş fikrine dönüştürürek kendi işlerini kurmak, girişimci çabalar göstermek teknolojiye ilgisi olan bireylerin eğilim göstereceği bir davranış olarak ele alınmaktadır (Cesur ve Köse, 2021: 253).

Bu kapsamda bu çalışmada "H1: *Üniversite öğrencilerinin dijital teknolojiye ilgi düzeyinin girişimcilik niyeti üzerinde etkisi vardır*" hipotezi geliştirilmiştir.

1.3. Girişimcilik Eğitimi ve Girişimcilik Niyeti

Girişimcilik, bir ulusun ekonomik büyümesini harekete geçirmenin güçlü bir aracı olduğundan, birçok sanayileşmiş ve gelişmekte olan ülke, girişimcilik faaliyetlerini teşvik etmek için adımlar atmaktadır (Ahmad ve Xavier, 2012: 51). Girişimciliğin özendirilerek bir girişimcilik kültürünün oluşturulmasına, girişimciliğe ilişkin farkındalığın artırılmasına önem vermektedir. Bu kapsamda üniversiteler bünyesinde okutulan girişimcilik dersleri, girişimciliğin geliştirilmesi konusunda bir

fırsat olarak görülmektedir. Girişimcilik eğitimi, bireylerde girişimcilik algısını yükseltecek ve güçlü bir girişimcilik niyetinin oluşmasına katkı sağlayacak bir unsurdur. Wu ve Wu (2008), girişimcilik eğitimi alan öğrencilerin girişimciliğe başlama için daha büyük bir niyet gösterdiğini doğrulamaktadır (Akt.Alamineh, 2020: 74). Yükseköğretim kurumlarının müfredatlarında girişimcilik eğitiminin bulunmaması mezunlar arasındaki yüksek işsizliğe önemli bir katkıda bulunan faktör olarak değerlendirilmektedir (Ibrahim vd., 2015). Girişimcilik eğitiminin girişimcilik faaliyetleri üzerinde olumlu bir etkisi vardır. Matlay'a (2008) göre girişimcilik eğitimiyle birçok mezun, sonunda güçlü şirketlere dönüşen kendi işyerlerini açmaya başlamaktadır. Eğitim, bireylerin yeni fırsatları keşfetme şansını arttırır ve girişimci eylemi daha uygulanabilir hale getirir (Kabir vd., 2017: 11).

Girişimcilik eğitimi, girişimcilerin, küresel refah ve kalkınmaya ekonomik katkısını artırmak için kullanılabilecek araçlardan biri olarak görülmektedir (Padi vd., 2022: 2). Bireylerin aldıkları eğitim, girişimcilik motivasyonu için kritik faktörlerden biridir. Öğrenciler aldıkları eğitim sonunda girişimci olamasalar bile en azından problem çözme, değişikliklere uyum sağlama, yaratıcı ve yenilikçi olma konularında girişimcilik eğitiminin faydasını göreceklerdir. Uygun eğitimle öğrenciler alışılmışın dışında düşünebilen ve onları girişimci olmaya yönlendirebilecek yeni ve yenilikçi fikirler üretebilen bireyler haline gelebilirler (Kabir vd., 2017: 10). Girişimcilik eğitiminin temel amacı farkındalık yaratmaktır. Donani vd. (2021) de girişimcilik eğitiminin, öğrencilerin girişimcilik hakkında genel bir anlayışa sahip olmasını sağlamayı amaçladığını belirtmektedir. Eğitim sistemi aracılığıyla beceri tabanı geliştirmek ve olumlu girişimci tutumları teşvik etmek mümkündür (Ahmad ve Xavier, 2012: 66).

Bu bilgiler ışığında bu çalışmada potansiyel birer girişimci adayı olan üniversite öğrencilerinin aldıkları girişimcilik eğitimlerinin, bireylerde girişimcilik niyeti oluşması ve girişimcilik faaliyetlerini desteklemesi açısından önemli bir faktör olduğunu ortaya çıkaracağı düşünülen "H2: *Üniversite öğrencilerinin aldıkları girişimcilik eğitiminin girişimcilik niyeti üzerinde etkisi vardır*" hipotezi geliştirilmiştir. Girişimcilik öğreniminin bireylerin girişimcilik niyetleri üzerinde tamamlayıcı bir rol oynadığının ortaya konulması amaçlanmıştır.

Son hipotez ise girişimcilik eğitiminin dijital girişimcilik niyeti arasındaki ilişkide bir aracılık rolünün olup olmadığını ortaya çıkartmak amacıyla "*H3: Girişimcilik eğitiminin dijital girişimcilik niyeti arasındaki ilişkide dijital teknolojiye ilginin aracılık etkisi vardır*" şeklinde geliştirilmiştir.

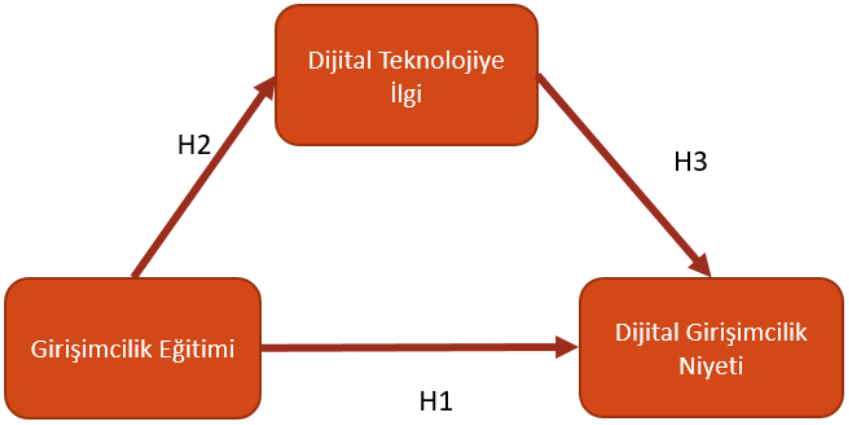
2. METODOLOJİ

2.1. Araştırmanın Amacı, Evreni ve Örneklemi

Bu araştırmada, lisans öğrencilerinin girişimcilik niyetlerini arttırmada dijital teknolojiye ilgi düzeylerinin ve aldıkları girişimcilik eğitiminin etkisinin olup olmadığını incelemektir. Üniversitelerin öğrencilerin kariyer seçimleri üzerinde önemli bir etkisinin olması ve girişimcilik için önemli tetikleyici ortamlar olarak görülmesinden ötürü araştırma evreni olarak Kahramanmaraş Sütçü İmam Üniversitesi İktisadi ve İdari Bilimler Fakültesi seçilmiştir. Araştırma örneklemi bu fakültede okuyan, girişimcilik eğitimi alan potansiyel girişimci

konumundaki 3.ve 4. sınıf öğrencilerinden oluşturmaktadır. Anket uygulaması 216 öğrenci ile gerçekleştirilmiştir.

2.2. Araştırmanın Modeli ve Kurgulanan Hipotezler



Şekil 1. Araştırmanın modeli

H1: Girişimcilik eğitiminin (GE) dijital girişimcilik niyeti (DGN) üzerinde anlamlı ve pozitif yönde bir etkisi vardır.

H2. Girişimcilik eğitiminin (GE) dijital teknolojiye ilgi (DTİ) üzerinde anlamlı ve pozitif yönde bir etkisi vardır.

H3: Girişimcilik eğitiminin (GE) dijital girişimcilik niyeti (DGN) arasındaki ilişkide dijital teknolojiye ilginin (DTİ) aracılık etkisi vardır.

2.3. Araştırmanın Ölçekleri

Araştırmada "Teknolojiye İlgi" verileri Cabı (2016); "Girişimcilik Eğitimi" verileri Ahmad ve Xavier (2012); "Girişimcilik Niyeti" verileri de Linan ve Chen (2009) tarafından geliştirilen ölçeklerin aracılığıyla değerlendirilmektedir. Girişimcilik Eğitimi ölçeği 6 önermeden oluşmaktadır. "Aldığım girişimcilik dersi piyasa ekonomisi ilkelerinde yeterli eğitimi sağlar", "Aldığım girişimcilik dersi, bir iş planı geliştirme becerilerimi geliştirir ve girişimcilik için yeterli ilgiyi sağlar", "Aldığım girişimcilik dersi, yeni firmalar kurmak ve büyütmek için iyi ve yeterli bir hazırlık sağlar" ifadeleri ölçekte yer alan önermelerden bazılarıdır. 6 önermeden oluşan Girişimcilik Niyeti ölçeği "Profesyonel hedefim girişimci olmak", "Kendi firmamı kurmak ve işletmek için her türlü çabayı göstereceğim", "Gelecekte bir firma kurmaya kararlıyım" gibi önermelerden oluşmaktadır. Dijital Teknolojiye ilgi ölçeğinde yer alan önermelerden bazıları ise "Yeni karşılaştığım dijital bir teknolojiyi öğrenmek için istekliyimdir", "Dijital teknolojiyi günlük yaşantımda kullanmak hoşuma gider", "Dijital teknoloji alanında yeni bilgiler öğrenmek hoşuma gider" şeklindedir.

3. BULGULAR

3.1. Demografik Değişkenler Bazında Bulgular

Katılımcıların %54,7'si kadın, %30,2'si 22 yaşında, %95,8'i bekardır. Bölümlerin dağılıma bakıldığında ise %30,2'si İşletme, %10,2'si İktisat, %6'sı Kamu Yönetimi, %13,5'i Uluslararası Ticaret ve Lojistik, %9,8'i Uluslararası İlişkiler, %11,2'si Sağlık Yönetimi ve %19,1'i Sosyal Hizmet bölümünden katılımcıların ankete yanıt verdikleri görülmektedir. Katılımcıların %80'i çalışmadığını ifade ederken, %67,9'u ise ailesinde girişimci kişiler olmadığını dile getirmiştir (Tablo 1).

Tablo 2. Demografik Değerleri

		Frekans	**%**
Cinsiyet	Kadın	117	54,7
	Erkek	97	45,3
Yaş	19	1	0,5
	20	14	6,5
	21	51	23,7
	22	65	30,2
	23	51	23,7
	24	17	7,9
	25	7	3,3
	26	4	1,9
	27	1	0,5
	28	1	0,5
	29	1	0,5
	32	1	0,5
	33	1	0,5
Medeni durum	Evli	9	4,2
	Bekar	204	95,8
Bölüm	İşletme	65	30,2
	İktisat	22	10,2
	Kamu Yönetimi	13	6
	Uluslararası Ticaret ve Lojistik	29	13,5
	Uluslararası İlişkiler	21	9,8
	Sağlık Yönetimi	24	11,2
	Sosyal Hizmet	41	19,1
Çalışma durumu	Evet	43	19,9
	Hayır	173	80,1
Ailenizde girişimci kişilerin varlığı	Evet	69	31,6
	Hayır	146	67,9

3.2. Değişkenler Arası İlişki Bazında Bulgular

3.2.1. Araştırmanın Geçerliliği ve Güvenilirliği

Ölçeklerin güvenirliğini ve geçerliliğini test etmeden önce grupların normal dağılıma sahip olup olmadığını incelemek için Kolmogorov-Smirnov testi yapılarak çarpıklık ve basıklık değerlerine

bakılmıştır. Çarpıklık değerleri -0,093 ile 1.110 arasında ve Basıklık değerleri ise -1,051 ile 1,054 arasında değişmektedir. Bu değerlerin -1,5 ile 1,5 arasında olması nedeniyle dağılım normal olarak kabul edilmektedir (Tabachnick vd., 2012).

Tablo 3. Çarpıklık ve Basıklık Değerleri

	Çarpıklık	**Basıklık**
B1	-0,680	-0,143
B2	-0,887	0,206
B3	-1,110	1,054
B4	-0,680	-0,347
B5	-0,593	-0,196
B6	-0,540	-0,603
B7	-0,392	-0,444
B8	-0,369	-0,595
B9	-0,289	-0,683
B10	-0,406	-0,163
B11	-0,450	-0,118
B12	-0,391	-0,577
B13	-0,093	-0,953
B14	-0,484	-0,693
B15	-0,267	-0,830
B16	-0,355	-1,051
B17	-0,357	-0,990

Ölçeklerin yapı geçerliliğini test etmek için açıklayıcı faktör analizi yapılmıştır. İlk olarak verilerin faktör analizi yapmaya uygun olup olmadığı Kaiser-Meyer-Olkin (KMO) örneklem yeterliliği ve Barlett's Küresellik testiyle incelenmiş ve Kaiser-Meyer-Olkin (KM0) örneklem yeterlilik değerleri ise sırasıyla 0,789, 0,841 ve 0,892 olarak bulunmuştur. KMO indeks değerinin en az 0.60 olması beklenmektedir. Bu değerlerin 0,60'dan büyük olması da örneklem büyüklüğünün yeterli olduğunu göstermektedir (Field, 2009:647). Bartlett Testi sonuçları ise sırasıyla 380,097; 721,716 ve 1284,243 ve p=0,00 olarak bulunmuştur. Bu sonuçlar aralarındaki korelasyonların AFA için yeterli olduğunu göstermektedir. Yapılan açıklayıcı faktör analizi sonucunda, Dijital Teknolojiye İlgi, Girişimcilik Eğitimi ve Dijital Girişimcilik Niyeti değişkenlerinin tek faktörden oluştukları görülmektedir (Tablo 3).

Tablo 4. Ölçeklerin Faktör Dağılımları

Dijital Teknolojiye İlgi	b3	0,811	56,473
	b1	0,786	
	b2	0,778	
	b5	0,773	
	b4	0,645	
	KMO değeri =0,789	*Bartlett küresellik testi X2(10)= 380,097 p=0,00*	
Girişimcilik Eğitimi	No	Faktör Yükü	Açıklanan Varyans
	b8	0,885	64,939
	b7	0,87	
	b9	0,855	
	b6	0,778	
	b11	0,738	
	b10	0,631	
	KMO değeri =0,841	*Bartlett küresellik testi X2 (15)= 721,716 p=0,00*	
Dijital Girişimcilik Niyeti	No	Faktör Yükü	Açıklanan Varyans
	b15	0,927	79,077
	b17	0,925	
	b16	0,904	
	b14	0,896	
	b13	0,839	
	b12	0,828	
	KMO değeri =0,892	*Bartlett küresellik testi X2 (15)= 1284,243 p=0,00*	

Cronbach Alpha katsayısı ile ölçülen ölçeklerin güvenilirlik değerleri Tablo 4'de sunulmaktadır. Ölçeklerin değerleri 0,80'den büyük oldukları için yüksek derecede güvenilirdir.

Tablo 5. Araştırmanın Güvenirlilik Değerleri

Ölçekler	**Önerme sayısı**	**Cronbach's alfa değerleri**
Dijital Teknolojiye İlgi	5	0,806
Girişimcilik Eğitimi	6	0,885
Dijital Girişimcilik Niyeti	6	0,946

3.2.4. Korelasyon Analizi Sonuçları

Değişkenlerin ortalama değerleri, standart sapmaları ve değişkenler arası korelasyon değerlerine Tablo 5'de yer verilmiştir. Tabloya göre dijital girişimcilik niyetinin en düşük ortalamaya sahip değişken olduğu bulgusuna ulaşılmıştır. Bu sonuçlar, katılımcıların dijital girişimcilik niyetleriyle

alakalı çoğunlukla kararsız kaldıklarını göstermektedir. En yüksek ortalamaya sahip değişkenin ise dijital teknolojiye ilgi olduğu ve katılımcıların ağırlıklı olarak katılıyorum diye cevaplar verdikleri anlaşılmıştır.

Yapılan korelasyon analizi sonucuna göre değişkenlerin arasında anlamlı, pozitif ve zayıf ilişkiler olduğu (r=0,355, r=0,442, r=0,380) görülmektedir.

Tablo 6. Korelasyon Analiz Değerleri

	Ortalama	Std.sapma	Dijital teknolojiye ilgi	Girişimcilik eğitimi	Dijital girişimcilik niyeti
Dijital teknolojiye ilgi	3,861	0,77732	1		
Girişimcilik eğitimi	3,384	0,89186	,355**	1	
Dijital girişimcilik niyeti	3,341	1,131	,442**	,380**	1

** Korelasyon 0.01 düzeyinde anlamlıdır (2-tailed).

3.2.5. Regresyon Analizi Sonuçları

Yapılan doğrusal regresyon analizi sonucunda, girişimcilik eğitiminin dijital girişimcilik niyetinin %14'ünü ve dijital teknolojiye ilginin ise %12,2'sini açıkladığı ve p<0,01 düzeyinde anlamlı (F=39,665; F=30,757) oldukları görülmektedir (Tablo 6).

Ayrıca dijital teknolojiye ilginin girişimcilik eğitimi ile dijital girişimcilik niyeti ilişkisinde bir aracılık rolünün bulunup bulunmadığı hiyerarşik regresyon analizleri ile test edilmiştir. İlk olarak girişimcilik eğitiminin dijital girişimcilik niyeti üzerindeki etkisine bakılmış ve (β=0,380, p<,001), onu anlamlı olarak etkilediği bulgusuna ulaşılmıştır. Daha sonra ise girişimcilik eğitiminin dijital teknolojiye ilgiye olan etkisine bakılmış ve (β=0,355, p<,001) onu da anlamlı olarak etkilediği bulgusuna ulaşılmıştır. En son aşamada ise girişimcilik eğitimi ile dijital teknolojiye ilgi birlikte analize dahil edilerek dijital girişimcilik niyeti üstündeki etkilerine bakılmıştır. Bu analiz sonucunda girişimcilik eğitimi ile dijital teknolojik ilginin dijital girişimcilik niyeti üzerindeki etkisinin azalarak devam ettiği (β=,261; β=,349) yani dijital teknolojiye ilginin aracılık rolünün bulunduğu belirlenmiştir. Ancak modelin anlamlılık düzeyinin p=0,00 olması nedeniyle bu aracılığın "Kısmı aracılık" olduğu bulgularına ulaşılmıştır. Bu sonuçlara göre H1, H2 ve H3 hipotezleri kabul edilmiştir.

Tablo 7. Regresyon Analiz Değerleri

Bağımsız Değişken	**Bağımlı Değişken**	**β**	**p**	**Düz R2**	**F**	**Hipotez**
Girişimcilik Eğitimi	Dijital Girişimcilik Niyeti	0,380	0,00	0,14	39,665	H1 Kabul
Girişimcilik Eğitimi	Dijital Teknolojiye İlgi	0,355	0,00	0,122	30,757	H2 Kabul
Girişimcilik Eğitimi/ Dijital Teknolojiye İlgi	Dijital Girişimcilik Niyeti	0,261	0,00	0,248	36,227	H3 Kabul
		0,349	0,00			

Sonuç

Çalışmada Kahramanmaraş Sütçü İmam Üniversitesi İktisadi ve İdari Bilimler fakültesinde eğitim gören 3. ve 4. sınıf öğrencilerinin dijital teknolojiye ilgilerinin ve girişimcilik eğitiminin dijital girişimcilik niyeti üzerindeki etkisinin belirlenmesi amaçlanmıştır.

Bu amaçla öğrencilerden anket yoluyla veriler toplanarak korelasyon ve regresyon analizleri yapılmıştır. Yapılan korelasyon analizinde sonucunda korelasyon analizi sonucuna göre değişkenlerin arasında anlamlı, pozitif ve zayıf ilişkiler olduğu (r=0,355, r=0,442, r=0,380) görülmektedir. Ardından yapılan regresyon analizi sonucunda girişimcilik eğitiminin dijital girişimcilik niyetinin %14'ünü ve dijital teknolojiye ilginin ise %12,2'sini açıkladığı ve $p<0,01$ düzeyinde anlamlı (F=39,665; F=30,757) oldukları görülmektedir. Analiz sonucunda elde edilen bir diğer bulgu da dijital teknolojik ilginin girişimcilik eğitimi ile dijital girişimcilik niyeti üzerinde (β=,261; β=,349; p=0,00) kısmı aracılık rolünün bulunmasıdır. Bu durumda H1,H2 ve H3 hipotezleri kabul edilmiştir.

Z kuşağının dijital teknolojiye yönelik tutumlarının girişimcilik niyeti üzerindeki etkisini araştıran Cesur ve Köse'nin (2021) çalışma bulgularıyla benzer bulgulara ulaşılmıştır. Her iki çalışma sonucunda dijital teknolojiye yönelik tutumun girişimcilik niyetini pozitif ve anlamlı yönde etkilediği bulgusu elde edilmiştir.

Girişimcilik eğitimi, öğrencileri mezun olduktan sonra küreselleşen dünyada acımasız bir hal alan rekabet ortamına hazırlamanın bir yolu olarak sayılabilir. Girişimciliği ve özelliklerini anlamada, girişimciliğin bireylere, topluma ve ülkeye sağladığı kazanımların farkına varmada verilen girişimcilik eğitiminin oldukça büyük katkısı vardır. Girişimcilik eğitimi, öğrencilerin girişimci ruhunu geliştirme, fırsatları öngörebilmelerini sağlama, iş fikirleri üretme ve etkili iş planı geliştirme konularında onlara bilgi ve beceriler kazandırmaktadır.

Padi vd. (2022) kız öğrenciler üzerinde gerçekleştirdikleri çalışmalarında, verilen girişimcilik eğitiminin, öğrencileri girişimcilik becerileri ile ilgili kavramlarla tanıştırdığını, öğrencilere girişimcilik niteliklerini ve becerilerini belirleme fırsatı verdiğini ve girişimcilik ve değerleri hakkında onlarda farkındalık yarattığını ortaya koymuşlardır. Çalışma bulguları, Padi vd.'nin (2022) çalışma bulgularıyla benzerlik göstermektedir. Çalışma bulguları, girişimcilik eğitiminin amaçlarından birinin katılımcıların girişimciliği anlamayı öğrenmelerine yardımcı olmak olduğunu savunan Alamineh'in (2020) çalışmasıyla da uyumludur. Öğrencilerin girişimciliğe yönelik ilgilerini olduğunu gösteren çalışma bulguları başka çalışmaların (Bae vd., 2014; Ibrahim vd., 2015, Zhang vd., 2019) bulgularıyla da paralellik taşımaktadır. Bu anlamda ülkelerin sosyo-ekonomik durumlarını geliştirmeye yardımcı olmak için girişimcilik eğitimine yatırım yapmaya devam etmeleri gerektiği ifade edilebilir. Girişimciliğin ekonomik büyümeye yönelik potansiyellerini geliştirmesine yardımcı olmak adına eğitim müfredatında girişimcilik derslerine yönelik iyileştirmeler yapılabilir.

Çalışmanın en önemli sınırlılığı çalışmada kullanılan verilerin yalnızca Kahramanmaraş Sütçü İmam Üniversitesi İktisadi ve İdari Bilimler Fakültesi 3. ve 4. sınıf öğrencilerinden toplanmasıdır. Bu sebeple genelleştirilmesi mümkün değildir. Daha genel sonuçlara ulaşabilmek adına çalışmanın farklı fakültelerde, farklı üniversitelerde ve farklı illerde yapılması faydalı olacaktır.

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Sustainability, District Municipalities and Corporate Websites: The Case of Konya

Sürdürülebilirlik, İlçe Belediyeleri ve Kurumsal Web Siteleri: Konya Örneği

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Abstract

The aim of the study is to determine the current situation regarding whether there are sustainability reports on the corporate websites of the district municipalities in Konya. In the study, the content analysis technique was used. The research, which was carried out on the corporate websites of Karatay Municipality, Meram Municipality and Selçuklu Municipality, was realized between 3-5 September 2022. As a result of the research, it was found that no poverty, zero hunger, good health and well-being, quality education, industry, innovation and infrastructure, sustainable cities and communities, reduced inequalities, climate action, life on land, peace, justice and strong institutions and partnerships for the goals activities were implemented by all municipalities. Gender equality and life below water practices were not brought to the agenda by any municipality in the sample. On the other hand, clean water and sanitation, affordable and clean energy, decent work and economic growth and responsible consumption and production are among the activities that are implemented within the body of only one institution/organization and are the least used.

Keywords: Sustainability, District Municipalities, Corporate Websites, Konya.

Özet

Çalışmanın amacı, Konya'daki ilçe belediyelerinin kurumsal web sitelerinde, sürdürülebilirlik raporlarının yer alıp almadığına ilişkin mevcut durumun tespit edilebilmesidir. Çalışmada, içerik analizi tekniğinden yararlanılmıştır. Karatay Belediyesi, Meram Belediyesi ve Selçuklu Belediyesi'nin kurumsal web siteleri üzerinden yürütülen araştırma, 3-5 Eylül 2022 tarihleri arasında gerçekleştirilmiştir. Yapılan araştırma neticesinde yoksulluğun bitirilmesi, açlığın sona erdirilmesi, sağlık ve kaliteli yaşam, kaliteli eğitim, sanayi, yenilik ve altyapı, sürdürülebilir şehirler ve toplumlar, eşitsizliklerin azaltılması, iklim aksiyonu, karada yaşam, barış, adalet ve güçlü kurumlar ve amaçlar için iş birliği faaliyetlerinin tüm belediyeler tarafından uygulandığı bulgusu elde edilmiştir. Cinsiyet eşitliği ve su altı yaşam uygulamaları, örneklemde yer alan hiçbir belediye tarafından gündeme getirilmemiştir. Bununla birlikte, temiz su, ekonomik

ve temiz enerji, insana yakışır iş ve ekonomik büyüme, sorumlu tüketim ve üretim ise sadece bir kurum/kuruluş bünyesinde hayata geçirilen ve en az başvurulan faaliyetler arasında bulunmaktadır.

Anahtar Kelimeler: Sürdürülebilirlik, İlçe Belediyeleri, Kurumsal Web Siteleri, Konya.

Giriş

En yalın ifadelerle sürdürülebilirlik, bir kuruluşun, sürdürülebilir kalkınmaya katkı sağlama noktasındaki taahhüdünü kapsamaktadır (Herbohn, Walker ve Loo, 2014: 422) ve kavramın önemini artırması, ekosistemle toplum arasında yeni bir denge bulma çabalarına dayanmaktadır (Karmasin ve Voci, 2021: 42). Bu bağlamda sürdürülebilirlik, sosyal ve çevresel kaygıların, hem ticari uygulamalara hem de hedef kitlelerle iletişim sürecine gönüllü bir şekilde dâhil edilmesini içermektedir (van Marrewijk, 2003: 102).

Sürdürülebilirliğe ilişkin konular, tipik olarak yüksek karmaşıklık ve belirsizlikle karakterize edilmekte ve iletişim, bu sorunlarla başa çıkmada oldukça mühim bir rol oynamaktadır (Newig vd., 2013: 2976). Bu durum, halkla ilişkilerin önemini, sürdürülebilirlik açısından da ortaya koymaktadır çünkü halkla ilişkiler uygulayıcıları, hem sürdürülebilirlik faaliyetlerini gündeme getirerek hem de bu faaliyetlerle ilgili bilgileri hedef kitlelere ileterek kuruluşla toplum arasında bir köprü vazifesi görmektedir (Şardağı, 2022: 202).

Günümüzde, toplum nezdinde ihtiva ettiği konulara yönelik farkındalığın artması nedeniyle, çeşitli sürdürülebilirlik faaliyetlerini hayata geçirmek, tüm kuruluşlar açısından bir gereklilik haline gelmiştir. Bu kuruluşlar arasında belediyeler, halkın doğrudan temasta olduğu yerel idare organları olarak ön plana çıkmaktadır. Sürdürülebilirlik faaliyetleri noktasında ise sürdürülebilirlik raporlarının paylaşılması, oldukça mühim bir görünüm sergilemektedir çünkü bu raporlar, hem sürdürülebilirlik yönetimine verilen önemi hem de bu alandaki performansı gözler önüne sermektedir (Boztepe Taşkıran, 2022: 33, 39).

Halkla ilişkilerin dijitalleşme süreci, elbette, sürdürülebilirlik raporlarının paylaşılması üzerinde de etkili olmaktadır. Bu sürecin en mühim basamağının ise ilk kontrollü kitle iletişim aracı olarak kabul edilen kurumsal web siteleri (White ve Raman, 1999: 406) olduğu ifade edilebilir. Bunun nedeni, kurumsal web sitelerinin, mesajların medya tarafından tahrif edilmesini önlemesi (Jo ve Jung, 2005: 25) ve arzu edilen biçimde ve zaman diliminde duyurulabilmesine yardımcı olmasıdır (Tarhan, 2007: 77).

Çalışmanın amacı, Konya'daki ilçe belediyelerinin kurumsal web sitelerinde, sürdürülebilirlik raporlarının yer alıp almadığına ilişkin mevcut durumun tespit edilebilmesidir. Bu amacın gerçekleştirilebilmesi için çalışmada, örnekleme dâhil edilen ilçe belediyelerinin kurumsal web siteleri, bir içerik analizine tabi tutulmuştur. Çalışma, sürdürülebilirlik raporlarına, ilçe belediyelerinin kurumsal web siteleri üzerinden odaklanmakta ve bu noktada bir ilk olma özelliği taşımasıyla önem göstermektedir.

1. Metodoloji

Çalışmada, kurumsal web siteleri üzerinden pek çok temanın incelenebilmesine yardımcı olan içerik analizi (McMillan, 2000: 80) tekniğinden yararlanılmıştır. İçerik analizi, "metinlerden (ya da diğer anlamlı içeriklerden) kullanım bağlamlarına ilişkin tekrarlanabilir ve geçerli çıkarımlar yapmak için" büyük bir avantaj sağlamaktadır (Krippendorff, 2004: 18). Berelson'un (aktaran Aziz, 2020: 121) "iletişimin açıklanan içeriğinin yansız, dizgeli (sistematik) sayısal tanımlarını yapan bir araştırma tekniği" olarak tanımladığı içerik analizi, ayrıca metinleri, konuyla daha alakalı ve yönetilebilir bir hale getirmektedir (Weber, 1990: 5). Çalışmanın örnekleminde yer alan kurumsal web sitelerinin değerlendirilmesi noktasında ise Boztepe Taşkıran'ın (2022) "Birleşmiş Milletler Kalkınma Programı tarafından 2030 vizyonu için ortaya konan sürdürülebilir gelişme amaçları" (yoksulluğun bitirilmesi, açlığın sona erdirilmesi, sağlık ve kaliteli yaşam, kaliteli eğitim, cinsiyet eşitliği, temiz su, ekonomik ve temiz enerji, insana yakışır iş ve ekonomik büyüme, sanayi, yenilik ve altyapı, sürdürülebilir şehirler ve toplumlar, eşitsizliklerin azaltılması, sorumlu tüketim ve üretim, iklim aksiyonu, su altı yaşam, karada yaşam, barış, adalet ve güçlü kurumlar ile amaçlar için iş birliği) temelinde oluşturduğu kodlama cetveli kullanılmıştır.

Tablo 1. Sürdürülebilir Gelişme Amaçları ve Belediye Uygulamaları (Kaynak: Boztepe Taşkıran, 2022: 44–45)

Sürdürülebilir Gelişme Amaçları	**Belediye Uygulamaları**
Yoksulluğun bitirilmesi	Belediye sınırlarındaki sakinlerin yoksunluklarının ve ihtiyaçlarının giderilmesine yönelik ayni ve nakdi yardımların gerçekleştirilmesi
Açlığın sona erdirilmesi	Belediye sınırlarındaki ihtiyaç sahibi sakinlere yönelik gıda desteği verilmesi, aşevlerinde ücretsiz yemek ikramlarının vb. yapılması
Sağlık ve kaliteli yaşam	Belediye tarafından çeşitli sağlık hizmetlerinin sunulması, kaliteli yaşamı teşvik etmeye yönelik sağlıklı beslenme, spor vb. aktivitelerin desteklenmesi
Kaliteli eğitim	Belediye sakinlerinin ihtiyaç duyduğu ve uzman eğitimciler tarafından yürütülen eğitimlerin gerçekleştirilmesi, toplumun eğitim taleplerinin karşılanması
Cinsiyet eşitliği	Toplum içindeki cinsiyet eşitliğini güçlendirecek faaliyetlerin gerçekleştirilmesi
Temiz su	Belediye sakinlerinin temiz suya erişmesi ve suların/su kaynaklarının temizlenmesine yönelik uygulamaların yapılması
Ekonomik ve temiz enerji	Güneş panellerinden, rüzgâr enerjisinden ve atıklardan elektrik üretilmesi gibi etkili, ekonomik ve temiz enerjiye ilişkin faaliyetlerin gerçekleştirilmesi
İnsana yakışır iş ve ekonomik büyüme	İstihdam olanaklarının geliştirilmesi, girişimcilerin desteklenmesi ve yerel bazda ekonomik büyüme ile kalkınmanın güçlendirilmesi
Sanayi, yenilik ve altyapı	Dijital uçurumun ortadan kalkması, bilgi ve iletişim teknolojilerine erişimin sağlanması, teknoloji ile bağlantılı yeni iş yapma biçimlerinin ve altyapı olanaklarının güçlendirilmesi

Sürdürülebilir şehirler ve toplumlar	Şehir nüfuslarının artmasına bağlı olarak sürdürülebilir şehirler ortaya koymak adına barınma ve ulaşım imkânlarının arttırılması, kamuya ait yeşil alanların geliştirilmesi
Eşitsizliklerin azaltılması	Toplum içinde yaş, engellilik, gelir durumu, ırk, göç vb. değişkenler nedeniyle ortaya çıkabilecek eşitsizliklerin azaltılması
Sorumlu tüketim ve üretim	Kıt kaynakların sürdürülebilirliğine ve gelecek nesillere aktarılmasına yönelik sorumlu bir üretim ve tüketim anlayışının benimsenmesi, yerel kaynakların korunması ve gelecek nesillere ulaştırılmasının sağlanması
İklim aksiyonu	Küresel ısınmaya, iklim değişikliğine, iklim değişikliği ile ilişkili afetleri önlemeye yönelik faaliyetlerin gerçekleştirilmesi
Su altı yaşam	Su altı yaşama verilen zararın azaltılması ve deniz kirliliğinin önlenmesi, su altı canlılarının ideal yaşam ortamına kavuşmasının sağlanması
Karada yaşam	İnsan yaşantısı için oldukça önem taşıyan orman ve bitkilere gereken önemin verilmesi, tarımsal faaliyetlerin desteklenmesi
Barış, adalet ve güçlü kurumlar	Barış, adalet, insan hakları ve etkili yönetişimin desteklenmesi, katılımcı yönetim anlayışıyla kurumların güçlendirilmesi
Amaçlar için iş birliği	Söz konusu amaçlara ulaşabilmek için iş birliklerinin ve paydaş ilişkilerinin geliştirilmesi

Çalışmanın evrenini, Konya'daki ilçe belediyeleri oluşturmaktadır. Örneklemin belirlenmesi aşamasında ise amaçlı örnekleme tercih edilmiştir. "Amaçlı örneklemde önceden tanımlanarak belirlenmiş amaca uygun birimler inceleme için seçilir" (Erdoğan, 2012, s. 210). Buna göre Konya'daki merkez ilçe belediyeleri olan Karatay Belediyesi (https://www.karatay.bel.tr/), Meram Belediyesi (https://www.meram.bel.tr/) ve Selçuklu Belediyesi (https://www.selcuklu.bel.tr/), çalışmaya dâhil edilmiştir.

2. Bulgular

Karatay Belediyesi, Meram Belediyesi ve Selçuklu Belediyesi'nin kurumsal web siteleri üzerinden yürütülen araştırma, 3-5 Eylül 2022 tarihleri arasında gerçekleştirilmiştir. Çalışmada, ilgili kurumsal web sitelerinin hiçbirinde, sürdürülebilirlik raporları bulunmadığı tespit edilmiştir. Bu noktadan hareketle Karatay Belediyesi, Meram Belediyesi ve Selçuklu Belediyesi tarafından paylaşılan 2021 yılı faaliyet raporları incelenmiş ve bu raporlarda yer verilen uygulamalar, Sürdürülebilir Gelişme Amaçları bağlamında analiz edilmiştir.

Tablo2. Sürdürülebilir Gelişme Amaçları ve Karatay Belediyesi

Sürdürülebilir Gelişme Amaçları	**Bulunma Durumu**
Yoksulluğun bitirilmesi	✓

Açlığın sona erdirilmesi	✓
Sağlık ve kaliteli yaşam	✓
Kaliteli eğitim	✓
Cinsiyet eşitliği	✗
Temiz su	✓
Ekonomik ve temiz enerji	✓
İnsana yakışır iş ve ekonomik büyüme	✗
Sanayi, yenilik ve altyapı	✓
Sürdürülebilir şehirler ve toplumlar	✓
Eşitsizliklerin azaltılması	✓
Sorumlu tüketim ve üretim	✗
İklim aksiyonu	✓
Su altı yaşam	✗
Karada yaşam	✓
Barış, adalet ve güçlü kurumlar	✓
Amaçlar için iş birliği	✓

2021 yılına ait rapora göre Karatay Belediyesi, yoksulluğun bitirilmesi, açlığın sona erdirilmesi, sağlık ve kaliteli yaşam, kaliteli eğitim, temiz su, ekonomik ve temiz enerji, sanayi, yenilik ve altyapı, sürdürülebilir şehirler ve toplumlar, eşitsizliklerin azaltılması, iklim aksiyonu, karada yaşam, barış, adalet ve güçlü kurumlar ve amaçlar için iş birliği kapsamında değerlendirilebilecek faaliyetler yürütmüş, cinsiyet eşitliği, insana yakışır iş ve ekonomik büyüme, sorumlu tüketim ve üretim ve su altı yaşam maddelerine ilişkin ise herhangi bir uygulamayı hayata geçirmemiştir.

Tablo3. Sürdürülebilir Gelişme Amaçları ve Meram Belediyesi

Sürdürülebilir Gelişme Amaçları	**Bulunma Durumu**
Yoksulluğun bitirilmesi	✓
Açlığın sona erdirilmesi	✓
Sağlık ve kaliteli yaşam	✓
Kaliteli eğitim	✓
Cinsiyet eşitliği	✗
Temiz su	✗
Ekonomik ve temiz enerji	✗
İnsana yakışır iş ve ekonomik büyüme	✗
Sanayi, yenilik ve altyapı	✓
Sürdürülebilir şehirler ve toplumlar	✓
Eşitsizliklerin azaltılması	✓
Sorumlu tüketim ve üretim	✓
İklim aksiyonu	✓
Su altı yaşam	✗
Karada yaşam	✓
Barış, adalet ve güçlü kurumlar	✓
Amaçlar için iş birliği	✓

2021 yılına ait rapora göre Meram Belediyesi, yoksulluğun bitirilmesi, açlığın sona erdirilmesi, sağlık ve kaliteli yaşam, kaliteli eğitim, sanayi, yenilik ve altyapı, sürdürülebilir şehirler ve toplumlar, eşitsizliklerin azaltılması, sorumlu tüketim ve üretim, iklim aksiyonu, karada

yaşam, barış, adalet ve güçlü kurumlar ve amaçlar için iş birliği kapsamında değerlendirilebilecek faaliyetler yürütmüş, cinsiyet eşitliği, temiz su, ekonomik ve temiz enerji, insana yakışır iş ve ekonomik büyüme ve su altı yaşam maddelerine ilişkin ise herhangi bir uygulamayı hayata geçirmemiştir.

Tablo4. Sürdürülebilir Gelişme Amaçları ve Selçuklu Belediyesi

Sürdürülebilir Gelişme Amaçları	Bulunma Durumu
Yoksulluğun bitirilmesi	✓
Açlığın sona erdirilmesi	✓
Sağlık ve kaliteli yaşam	✓
Kaliteli eğitim	✓
Cinsiyet eşitliği	✗
Temiz su	✗
Ekonomik ve temiz enerji	✗
İnsana yakışır iş ve ekonomik büyüme	✓
Sanayi, yenilik ve altyapı	✓
Sürdürülebilir şehirler ve toplumlar	✓
Eşitsizliklerin azaltılması	✓
Sorumlu tüketim ve üretim	✗
İklim aksiyonu	✓
Su altı yaşam	✗
Karada yaşam	✓
Barış, adalet ve güçlü kurumlar	✓
Amaçlar için iş birliği	✓

2021 yılına ait rapora göre Selçuklu Belediyesi, yoksulluğun bitirilmesi, açlığın sona erdirilmesi, sağlık ve kaliteli yaşam, kaliteli eğitim, insana yakışır iş ve ekonomik büyüme, sanayi, yenilik ve altyapı, sürdürülebilir şehirler ve toplumlar, eşitsizliklerin azaltılması, iklim aksiyonu, karada yaşam, barış, adalet ve güçlü kurumlar ve amaçlar için iş birliği kapsamında değerlendirilebilecek faaliyetler yürütmüş, cinsiyet eşitliği, temiz su, ekonomik ve temiz enerji, sorumlu tüketim ve üretim ve su altı yaşam maddelerine ilişkin ise herhangi bir uygulamayı hayata geçirmemiştir.

Sonuç

Çalışmada, Karatay Belediyesi'nin 2021 yılı içerisinde Sürdürülebilir Gelişme Amaçları arasında yer alan 17 uygulamadan 13 tanesiyle ilişkilendirilebilecek faaliyetler gerçekleştirdiği, bu sayının Meram Belediyesi ve Selçuklu Belediyesi'nde ise 12 olduğu sonucuna ulaşılmıştır.

Yapılan araştırma neticesinde yoksulluğun bitirilmesi, açlığın sona erdirilmesi, sağlık ve kaliteli yaşam, kaliteli eğitim, sanayi, yenilik ve altyapı, sürdürülebilir şehirler ve toplumlar, eşitsizliklerin azaltılması, iklim aksiyonu, karada yaşam, barış, adalet ve güçlü kurumlar ve amaçlar için iş birliği faaliyetlerinin tüm belediyeler tarafından uygulandığı bulgusu elde edilmiştir.

Cinsiyet eşitliği ve su altı yaşam uygulamaları, örneklemde yer alan hiçbir belediye tarafından gündeme getirilmemiştir. Bununla birlikte, temiz su, ekonomik ve temiz enerji, insana

yakışır iş ve ekonomik büyüme, sorumlu tüketim ve üretim ise sadece bir kurum/kuruluş bünyesinde hayata geçirilen ve en az başvurulan faaliyetler arasında bulunmaktadır.

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A Love Story: Competitive Experiences of Mother Entrepreneurs Who Are Restaurant Operators

Bir Aş(k) Hikayesi: Lokanta İşletmecisi Olan Anne Girişimcilerin Rekabet Deneyimleri

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Abstract

Mother entrepreneurs are a type of entrepreneurship that includes entrepreneurs who start entrepreneurial activities after becoming a mother in the summer and/or become mothers while continuing entrepreneurial activities. Restaurant businesses, on the other hand, are entrepreneurial activities in which mother entrepreneurs are most active and can exhibit their entrepreneurial characteristics effectively. This study focuses on the experiences of competition in restaurant management as a love story for mothers and then mother entrepreneurs. The research focuses on the competitive experiences of mother entrepreneurs who started their business activities with entrepreneurial support and continued their activities for a certain period of time and offers suggestions depending on the findings of the study.

Keywords: Mother Entrepreneurs, Restaurant Businesses, Competitive Experiences.

Özet

Anne girişimcileri yazında anne olduktan sonra girişimsel faaliyetlere başlayan ve/veya girişimsel faaliyetleri sürdürürken anne olan girişimcileri kapsayan bir girişimcilik türüdür. Lokanta işletmeleri ise anne girişimcilerin en fazla faaliyette bulunduğu ve girişimsel özelliklerini etkin bir şekilde sergileyebilecekleri girişimsel faaliyetlerdir. Bu çalışma önce anneler sonra da anne girişimciler için bir aş ve aşk hikayesi olarak lokanta işletmeciliğindeki rekabet deneyimlerine odaklanmaktadır. Araştırma girişimsel destek alarak işletmecilik faaliyetlerine başlayan ve faaliyetlerini belli bir süre devam ettiren anne girişimcilerin rekabet deneyimlerine odaklanmakta ve çalışma sonucunda ortaya çıkan bulgulara bağlı olarak öneriler sunmaktadır.

Anahtar Kelimeler: Anne Girişimciler, Lokanta İşletmeleri, Rekabet Deneyimleri.

1. GİRİŞ

Yemek ve/veya içmek insanlık tarihi kadar eski ve Maslow'a göre de en temel ve en gerçekçi ihtiyaçtır. İnsanlar eskilerde bu ihtiyaçlarını gidermek için kendileri çaba sarf etmekte ve çalışmakta iken şimdilerde kendi çabalarının yanına başka alışkanlıklar da eklemişlerdir. Bu alışkanlıklar yemeğin sosyolojisi üzerine yapılan tartışmaların ötesine geçmiş ve dev bir gıda sektörünün içine yerleşmiş bir yapı haline gelmiştir.

Özellikle hem dünyada hem de Türkiye'de yaşam biçimindeki değişimler, tüketicilerin yeni anlayışları, gelir değişimleri, gelirin paylaşımındaki önceliklerin değişmesi, alışkanlıkları yeniden yapılandırmış ve bireylerin/ailelerin evler dışında yemeye başka bir ifadeyle dışarda yeme tüketici kültürünü inşa etmiştir. Bu inşada tüketici nesnesi, süreçleri ve mekanları değişim göstermektedir. Her ne kadar yerel önlemler aktif hale getirilmeye çalışılsa da dışarda yeme kültürü kültürel bir bağlamda küresel güç hakimiyetinde genişlemekte ve devam etmektedir (Ritzer, 2011: 252-254; Rapaille, 2009: 145-159).

Bu çalışma lokanta sahibi anne girişimcilerin rekabet deneyimlerine odaklanmakta ve bu deneyimlere bağlı tespitler yapmakta ve öneriler sunmaktadır. Dolayısıyla çalışma önce kavramsal çerçeveyi sunarak bu yönde yapılan çalışmaları da ortaya koyacaktır. Sonrasında ise araştırma yöntem ve bulguları ortaya koyarak; tespit ve öneriler sunmaktadır.

2. KAVRAMSAL ÇERÇEVE

İtalyanca bir kökene (locanta) bağlı olan "lokanta" müşterilerin belirli bir ücret ödeyerek yiyip içtikleri yemek çıkaran yerler olarak ifade edilmektedir. Türk Dil Kurumuna göre de Fransızca (restaure) ile Osmanlıca (aşevi) sözcükleri ile ilişkilendirilmektedir.

Lokantaların ilk örneklerinden günümüze kadar olan gelişim seyrini ve temel örneklerini içeren Tablo 1 aşağıdadır. Günümüzdeki anlamıyla lokantalar ticari faaliyette bulunan kurumların ihtiyaçlarını dikkate alarak işletmelere yönelik "yemek hazırlama" faaliyeti ile ortaya çıkmıştır. 17. yüz yılın sonuna doğru ilk lokanta Paris'te açılmıştır. Aslında ilk açılan lokanta bir dönüm noktası olmuş ve tüm Avrupa'ya hızlıca yayılmıştır (Morgan, 2006: 21-22). Monsieur Bouglander tarafından Paris'te 1765 yılında bir çorbacının açılmasıyla ortaya çıkan lokantacılık esas anlamda ise Fransız aşçı Antoine Beauvilliers tarafından 1782 yılında "La Grande Taverne de Londres" ismi ile açılmıştır. Bu lokantada günümüzdeki gibi yemekler listelenmiş ve çeşitli zaman dilimlerinde servisler yapılmıştır (Bingöl, 2013: 24; Maviş, 2005: 31-32).

Tablo 1: Lokantaların Gelişimi

Lokantalar	Kuruluş Amaçları	Ne Zaman?
Hanlar ve Tavernalar	Yolculuk yapmakta olanlara hizmet etmek.	Eski Çağlar
Meyhaneler ve Sokak Satıcıları	Eğlence amaçlı olan kişilere hizmet etmek.	Antik Roma
Aşevleri ve İmaretler	Halka yemek hizmeti sunmak.	Osmanlı İmparatorluğu
Çorba Dükkanı	Çorba satmak.	1765-Paris
La Grande Taverne de Londres	Yemek satmak.	1782-Paris-Dünyanın İlk Lokantası
Delmonica's Restaurant	Fransız restaurantı olarak yemek satmak.	1837-New York-ABD'deki İlk Lokanta
Rules Restaurant	Yemek satmak.	1798-Londra-İngiltere'deki İlk Lokanta
Iffland's	Yemek satmak.	1867-Almanya-Almanya'daki İlk Lokanta

Kaynak: (Sürmen ve Bayraktar: 2018)'den yararlanılarak tablolaştırılmıştır.

Lokantaların gelişim seyrine bakıldığında Fransız İhtilali'nin (1789) etkisi görülmektedir. Fransız İhtilali ile "Aristokratların gücünün sona ermesi" ile yanlarında çalışan ünlü aşçılar işsiz kalmışlar ve bir kısmı Fransa'da kalarak lokanta açma yoluna gitmiştir. Bazı aşçılar ise özellikle ABD olmak üzere farklı ülkelere göç ederek lokanta açmışlardır. Böylelikle dünya genelinde bir lokanta işletmeciliği kültürü oluşmaya ve yerleşmeye başlamıştır (Walker ve Lundberg, 2001: 49-50). Fransız İhtilaline benzer şekilde Sanayi Devrimi'nin gerçekleşmesi de köyden kente göçe bağlı olarak şehirleşmeyi artırmış, sanayinin gelişimine bağlı olarak fabrika kavramının pekişmesini sağlamış ve insanlar yemek saatlerinde evlerinden uzakta kalmışlardır. Bu durum da lokantacılık işletmecilik kültürünün gelişimine yön vermiştir (Bingöl, 2005: 28).

Lokanta işletmeciliğine yönelik olarak yazında değişik düzeyde çalışmaların olduğu ifade edilmektedir. Bu çalışmalar ağırlıklı olarak tarihi lokantaları dikkate alan çalışmalardır. Sürmen ve Bayraktar (2018) çalışmalarında Trabzon'daki bir lokantayı ele alarak lokanta işletmeciliğini değerlendirmişlerdir. Çelik vd. (2020) çalışmalarında lokanta çeşidi olan esnaf lokantalarındaki otantikliği etnografik örnek olay yöntemi ile incelemişlerdir. Elde edilen veriler sonucunda ilgili örnek olayın otantiklik içerdiği tespit edilmiştir. Safi vd. (2020) çalışmalarında dışarıda yeme kültürünü Rize özelinde incelemişlerdir. Papatya vd. (2021) çalışmalarında Isparta kebapçı lokanta işletmelerinde temele yetenekleri araştırmışlar ve yapılan karma yöntem araştırması sonucunda Isparta lokanta işletmelerinin temel yeteneklerini geliştirerek sürdürülebilir rekabet için daha fazla çaba göstermesi sonucu çıkmıştır.

3. YÖNTEM ve BULGULAR

Araştırmada metodoloji olarak nitel yöntem tercih edilmiştir. Nitel yöntem; bir araştırmada gözlem, görüşme, yazılı belgelerin analizi gibi veri toplama yöntemlerinin kullanıldığı; katılımcıların algılarının ve olayların diğer yöntemlere göre daha doğal bir ortamda gerçekçi ve

bütüncül bir şekilde ortaya konulması için bilimsel bir sürecin takip edildiği araştırmadır (Sığrı, 2018: 64; Creswell ve Clark, 2015: 7-8). Nitel araştırmalar çevre ile ilgili sosyal, psikolojik ve kültürel bilgi vermesi, süreçlerle ilgili veriler üretmesi ve katılımcıların algılarının ortaya konulmasıyla ilgili etkin bir araştırma yöntemidir (Yıldırım ve Şimşek, 2011: 40). Bu araştırmada da nitel yöntemin tercih edilmesinin nedeni araştırmada yer alan katılımcıların bulunduğu çevre ile ilgili verilere ulaşmak, iş süreçlerinde yer alan verilere ulaşmak, bireylerin lokanta işletmeciliğinde karşılaştıkları rekabet pratiklerine yönelik bilgilere ulaşmaktır.

Araştırma örneklemi olarak lokanta işletmeciliği yapan girişimciler seçilmiştir. Ancak bu girişimciler içinden lokanta işletmeciliği yapan kadın girişimciler belirlenmiştir. Daha sonra kadın girişimciler içinden de "anne girişimci" olanlar seçilmiştir. Anne girişimci tanımlaması ise yazına bağlı olarak anne olduktan sonra girişimci olanlar seçilerek hareket edilmiştir. Böylelikle anne girişimci olan 8 katılımcıya ulaşılmıştır.

Araştırmada öncelikle katılımcılara yönelik demografik bilgilere ulaşmaya yönelik kapalı uçlu sorular sorulmuştur. Kapalı uçlu sorularda katılımcıların yaşı, eğitim düzeyi, medeni durumu, cinsiyeti, girişimcilik deneyimi süresi ve çocuk sayısı sorulmuştur. Bu soruların cevaplarına bağlı olarak aşağıdaki tablo katılımcıların demografik bilgilerini içermektedir.

Tablo 2: Demografik Bulgular

Katılımcılar	Yaşı	Eğitim Düzeyi	Medeni Durumu	Cinsiyet	Girişimcilik Deneyimi	Çocuk Sayısı
K1	37	İlkokul	Evli	Kadın	8	4
K2	38	İlkokul	Evli	Kadın	6	4
K3	34	Lise	Evli	Kadın	4	3
K4	33	Lise	Evli	Kadın	5	3
K5	33	Lisans	Bekar	Kadın	4	2
K6	27	Lise	Evli	Kadın	6	2
K7	29	Lise	Bekar	Kadın	7	3
K8	24	Lise	Evli	Kadın	5	2

Demografik bulguların yer aldığı Tablo 2'de görüldüğü gibi araştırma katılımcılarının (8 anne girişimci) yaş ortalaması (31.88) iken en küçük katılımcının yaşı 24 iken, en büyük katılımcının yaşı 38 olarak tespit edilmiştir. Katılımcıların anne girişimci olmasından dolayı yaş ortalamasının bu yönde olduğu ifade edilebilir. Katılımcıların eğitim düzeylerine bakıldığı zaman ağırlığın Lise düzeyinde 5 anne girişimci (%62.50) olduğu tespit edilmiştir. Katılımcılardan sadece 1 kişinin lisans eğitim düzeyine sahip olduğu görülmüştür. Katılımcıların girişimcilik deneyimlerine bakıldığı zaman (%5.62) oranında anne girişimcisi olarak çalıştıkları yıl ortaya çıkmakta; en fazla girişimcilik deneyimi 8 yıl iken en düşük girişimcilik deneyimi 4 yıldır. Katılımcı grubundan dolayı her katılımcı anne girişimci olduğu için tüm katılımcıların çocuk sahip olduğu ve ortalama çocuk sayısının (%2.88) olduğu tespit edilmiştir.

Araştırmada demografik bulguların tespitini içeren kapalı uçlu sorulardan sonra rekabet deneyimlerini ölçmeye yönelik açık uçlu sorulara geçilerek hareket edilmiştir. Bu yönde yazına bağlı olarak genelde işletmelerin özelde küçük işletmelerin rekabet deneyimlerini ölçmeye yönelik bağlamlardan ve sorulardan hareket edilmiştir. Bu bağlamda soruların kuruluş motivasyonlarını içermesi, rekabet deneyimlerine evrilmesi ve son olarak gelecek planlarını değerlendirmesi açısından 3 taraflı ve sıralı bir

şekilde sorular sorulmuş ve görüşmeci gelen yanıtlara bağlı olarak açıklayıcı ve bağlam arayıcı değerlendirmelerde bulunarak hareket etmiştir. Böylelikle aslında uyguladıkları ama ifade etmekte zorlanacakları unsurda keşfedilmeye çalışılmış ve bilimsel argüman ve kurallarına dışına çıkılmadan etik bağlama sadık kalınmıştır. Rekabet deneyimlerine yönelik sorular ve açıklamaları aşağıdaki tabloda ayrıntılı bir şekilde yer almaktadır.

Tablo 3: Rekabet Deneyimlerine Yönelik Sorular

Soru Biçimi	Sorulma Nedeni ve Bağlamı	Sorular
Kuruluş	Kuruluş motivasyonları merak edilmiş ve bu motivasyonlarla çalışırken rekabetle bağlantısı kurulmuş ve bu bağlam sorgulanmıştır.	Lokanta işletmecisi olarak kuruluş motivasyonlarınızı anlatınız.
Rekabet	Hangi düzeyde bir rekabet pratiğinin belirlenmesi için sorgulama yapılmıştır. Önce genel bir soru sonrasında ise soruya bağlamlı bir şekilde alt sorular sorulmuştur.	Lokanta işletmeciliğinde rekabet belirleyiciniz nedir? - Rekabette maliyet liderliğini stratejisi uygulamakta mısınız? Bu stratejilerden bahseder misiniz? - Rekabette farklılaşma stratejisi uygulamakta mısınız? Bu stratejilerden bahseder misiniz? - Rekabette odaklanma stratejisi uygulamakta mısınız? Bu stratejilerden bahseder misiniz?
Gelecek	İşletmenin gelecekten beklentisi sorgulanmaktadır.	Lokanta işletmecisi olarak gelecek planlarınızı anlatınız.

Lokanta işletmeciliği bağlı olduğu hizmet sektörünün içinde en fazla talep gören ve dolayısıyla en fazla rekabetin olduğu bir yapı içerisindedir. Bu sektörde talep yoğunluğunun olmasının en önemli nedenlerinden biri yüksek sürümün ve karlılığın yüksek olmasıdır (Sürmen ve Bayraktar, 2018: 57-58). Bu bağlamda bu çalışmanın lokanta işletmeciliği yapan anne girişimcilerin rekabet deneyimlerini keşfetme arayışı içinde ilk olarak "kuruluş motivasyonlarını" belirlemeye yönelik soru sorulmuştur. Katılımcıların anne girişimci olması ve bu yöndeki yazındaki çalışmaların kuruluş motivasyonuna önem vermesi (Kaplan, 2020; Kaplan ve Kaplan, 2021) rekabet deneyimlerini belirleyebilmeleri için önemli görülmüş ve öncelikle bu soru yöneltilmiştir.

Yöneltilen bu soruya yanıt veren anne girişimci katılımcılar kuruluş motivasyonlarını bildikleri iş ile aile bütçesine katkı sunmak, etrafındaki insanlara daha sıcak yemek sunmak ve çocuklarına daha iyi bir gelecek sunmak ve başka annelere örnek olmak olarak tanımlamışlardır. Yazında bu yöndeki çalışmalarda da benzer bir durum gözlemlenmektedir. Katılımcı özelinde lokanta işletmeciliğinde de bu durum tespiti değişmemiştir. Ekonomik katkı olarak aile bütçesine katkıda bulunmak her zaman önemli bir gösterge olarak kabul edilmiştir (Arat, 1993; Gürol, 2000; Kaplan ve Kaplan, 2021). Özellikle örneklem grubunun özelliği kadın olması, anne olması, çocuk

sahibi olması aile bütçesini diğer unsurlardan daha önemli hale getirmektedir. Bu da oranlara yansımaktadır (Kaplan, 2020). Aşağıda katılımcıların verdiği ifadeler bu durumu destekleyici niteliktedir.

"…Katılımcı 5; lokantayı kurma sebebim tamamen ekonomik unsurlar daha fazla aileme yardımda bulunmak…Katılımcı 3; lokanta demek aş demek yeni bütçeler oluşturmak demek…Katılımcı 7; lokantayı tamamen aileme parasal destek için kurdum ve işletiyorum…"

Rekabet deneyimlerini belirlemeye yönelik açık uçlu sorular önce genel anlamda rekabetin belirleyicilerini tanımlamaları sağlamalarına yönelik değerlendirilmiş sonrasında ise Porter (1996) jenerik stratejilerine bağlı olarak "maliyet, farklılaşma ve odaklanma" ile kategorize edilen açık uçlu sorularla derinlemesine bir keşif izlenmiştir. Görüşmelerde sorular önceden hazırlanmış olsa da araştırmacılar, görüşme yapılan kişinin açıklamalarına dayalı yeni sorular da sorarak görüşme sürecini aktif hale getirerek derinlemesine bilgilere/çıktılara ulaşmaya çalışmıştır. Yanıtlayan kişinin soruları detaylı biçimde açıklaması, araştırmacının katılımcıların verdikleri yoğun açıklamalardan yeni fikirler sahip olmasını sağlamıştır. Kaldı ki, bu tür bir yöntem/teknik derinlemesine bilgiye ulaşmayı amaçlamaktadır. Yarı yapılandırılmış görüşme tekniği soruların açık uçlu olduğundan görüşme yapılan kişilerin yanıtlarını çoğu zaman doğru oran veya rakamlarla hesaplamak zordur.

Katılımcıların rekabet deneyimlerini belirlemeye yönelik genel soru sorulduğunda katılımcılar öncelikle ağırlıklı olarak rekabetin belirleyiciliğinin giderlere dayandığını ifade etmişlerdir. Bu genel ifadeler Porter (1996) jenerik stratejileri ile açıldığında ise maliyet liderliği stratejisinin üstün olduğu görülmekle birlikte ilk genel soruda bahsetmedikleri ancak görüşmeler sonucunda ağırlık değişmese de odaklanma stratejisini de uyguladıklarını ifade etmişlerdir. Katılımcıların görüşleri aşağıdaki ifadelere yansımıştır.

"…Katılımcı 8;…rekabet tamamen giderlere yönelik giderler ne kadar artarsa ya da azalırsa o kadar para kalır bize…Katılımcı 5;…rekabet demek maliyet demek, maliyeti düşürürsek ama bunu yaparken gıda girdilerinin tazeliğini düşürmeden yapacağız…"

Görüşmenin devamında katılımcılardan bazıları maliyet liderliğinin yanında odaklanma stratejisini de uyguladıklarını ifade etmişlerdir. Odaklanarak belirli bir alanda ve/veya belirli yemek çeşitleriyle (sabitlendirilmiş ürün çeşitleri-çorba, pilav, kuru, fasulye, nohut, kadayıf vb.) faaliyette bulunduklarını ifade etmişlerdir. Katılımcıların görüşlerine yansıyan ifadeler aşağıda yer almaktadır.

"…Katılımcı 1;…belirli yemeklere odaklanıyoruz…Katılımcı 2;…bizim müşteri grubumuz belli bu müşteriler hep aynı yemekleri yemek istiyor, yemek çeşitlerimiz onların istediklerine göre olmaktadır…Katılımcı 7;…hep aynı gruba odaklanıyoruz hep aynı ürünler sunmaya çalışıyoruz…"

Rekabet deneyimlerinin gelecek bağlantısının kurulması odağında katılımcılara son olarak gelecek beklentilerine yönelik soru sorulmuştur. Böylelikle katılımcıların lokanta işletmeciliğinde kuruluş motivasyonları, rekabet ve son halka olarak gelecek beklentisiyle ortaya çıkan rekabet deneyimlerinin genel görüntüsü ortaya çıkarılmaya çalışılmıştır. Katılımcılar lokantacılık işletmeciliğinin genel sorununun hızlı yemek ürünleri olan (Ayaküstü döner, hamburger, ekmek arası ürünler vb.) işletmelerin ve online yemek platformlarının işlerini en çok etkileyen pratikler olduğunu ifade etmişlerdir. Genel anlamda beklentileri bu yönde evrileceğine yönelik tespitlerini de vurgulamışlardır. Aşağıda yer alan katılımcı ifadeleri bunları desteklemektedir.

"…Katılımcı 4;…gelecekteki en önemli öncelik hızlı yemek ürünlerine bizimde yer vermemiz olacaktır…Katılımcı 5;…sanal platformlarla anlaşmak ve onların uygulamalarına dahil olmak mevcut ürünlerimizin kalitesini nasıl etkiler bilemiyorum ama negatif bir durum oluşturacağı kesin…Katılımcı 8;…başka çare yok gibi görünüyor, gelecekte çok kısa bir zamanda online platformlara dönme eğilimi, hızlı ortaklık kurma başlayacak gibi ama bunlar nasıl olur yemeklerimizi ve hizmetlerimizi nasıl etkiler bilemiyorum…"

Yukarıda yer alan katılımcıların ifadelerinden de anlaşılacağı üzere lokanta işletmeciliği yapan anne girişimcilerin gelecek beklentileri ve tespitleri sektörün yayılımına bağlı olarak gerçekçi olmakla birlikte endişelerinin de haklılığı vurgulanabilmektedir.

4. SONUÇ VE ÖNERİLER

Bir aş(k) hikayesi olarak ele alınan bu çalışmada anne girişimcilerin "yemek yapma" ve "lokanta işletmeciliği" özelinde neler yaptıkları rekabet deneyimi bağlamında önce kuruluş motivasyonlarından başlayarak sonrasında rekabet pratikleri sorgulaması ile son olarak ise gelecek beklentileri etrafında şekillendirilmiştir. Bu bağlamda önce lokanta ve lokanta işletmeciliği kavramsal bir süreç içerisinde değerlendirilmiş ve anne girişimciliği pratiği içinde ortaya konulmuş sonrasında ise araştırma yöntem ve bulguları bağlamında çalışma gerçekleştirilmiştir. Lokanta işletmecisi olan anne girişimcilerin rekabet deneyimleri nitel araştırma yönteminde "yarı-yapılandırılmış görüşme tekniği" kullanılarak sorgulanmıştır.

Araştırmanın sonucunda katılımcıların demografi bilgilerine göre katılımcılarının (8 anne girişimci) yaş ortalaması (31.88) iken en küçük katılımcının yaşı 24 iken, en büyük katılımcının yaşı 38 olarak tespit edilmiştir. Katılımcıların anne girişimci olmasından dolayı yaş ortalamasının bu yönde olduğu ifade edilebilir. Katılımcıların eğitim düzeylerine bakıldığı zaman ağırlığın Lise düzeyinde 5 anne girişimci (%62.50) olduğu tespit edilmiştir. Katılımcılardan sadece 1 kişinin lisans eğitim düzeyine sahip olduğu görülmüştür. Katılımcıların girişimcilik deneyimlerine bakıldığı zaman (%5.62) oranında anne girişimcisi olarak çalıştıkları yıl ortaya çıkmakta; en fazla girişimcilik deneyimi 8 yıl iken en düşük girişimcilik deneyimi 4 yıldır. Katılımcı grubundan dolayı her katılımcı anne girişimci olduğu için tüm katılımcıların çocuk sahip olduğu ve ortalama çocuk sayısının (%2.88) olduğu tespit edilmiştir.

Bu araştırmanın en önemli kısıtı coğrafi kısıttır. Araştırma sadece belirli bir bölge içerisinde gerçekleştirilmiştir. Gelecek çalışmalar farklı coğrafyalarda ve karşılaştırmalı olarak gerçekleştirilebilir. Bir başka kısıt ise çalışma nitel araştırma olarak planlanmış ve yarı yapılandırılmış görüşme tekniği kullanılmıştır. Dolayısıyla bu araştırma yöntemi ve tekniği ile sınırlıdır. Başka çalışmalarda bu yöntem ve tekniğe ilave unsurlarla hem nicel yöntemle ve çeşitli araştırma teknikleri ile hem de nitel yöntemin çeşitli teknikleri ile karma araştırmalar yapılabilir. Araştırmanın son kısıtı ise örneklem kısıtıdır. Kar topu tekniğine bağlı olarak oluşturulan örneklemle araştırma kısıtlıdır ki bu araştırmada bir cinsiyet kısıtlılığı da görülmektedir. Katılımcıların görüşleri ile sınırlanan araştırma bu bağlamda yorumlanmaktadır. Araştırmanın kısıtlara bağlı önerilerinin dışında geliştirilebilecek öneriler de bulunmaktadır. Dolayısıyla gelecek araştırmalarda daha geniş bir coğrafyada, daha farklı demografik kategorilerde çalışmalar üretilebilir.

İşletmeler arası rekabet her zaman açık ve net olarak ifade edilebilecek olan farklılık ve benzersizlik üzerine kurulu strateji ve eylem planları içermektedir. Rekabette sadece belirli bir

alana odaklanmak yetmemektedir. Sadece rekabette dezavantaj üretici unsurları ortadan kaldırmak yetmemekte; avantajı dönüştürmek ve neler yapılabileceğini düşünmek ve eylem planları hazırlamak gerekmektedir. Bunun için lokanta girişimcisi olan anne girişimcilere yönelik sektörel destek noktasında şu öneriler sunulabilmektedir.

- Girişimciliği destekleyen kuruluşlar online-platformlarla işbirliği, hukuki süreç destekleri, yeni platform ortaklığı gelişimi, eğitim ve destekleri geliştirebilir.
- Sivil iş örgütleri (esnaf odaları ve ticaret odaları) mobil platform desteği verebilir.
- Yerel gastronomi bağlamlı gerçek projeler geliştirilebilir ve ilgili işletmeler bu projelerde belirginleştirilebilir.
- Kadın/anne girişimciliği destekleri bu sektörel yapıda alternatifleri artırılan pratiklerle zenginleştirilebilir.
- Lokanta işletmeciliğinde deneyimlere bağlı olarak rekabet repartuarları oluşturulabilir.

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Fotoğraf 1: La Grande Taverne de Londres-Paris (1782) (İlk Lokanta) (Paris-Fransa)



Fotoğraf 2: ABD'deki ilk Lokanta Delmonico's Restaurant (1837) (New York)



Fotoğraf 3: İstanbul'daki ilk lokanta Abdullah Efendi Lokantası (1888) (İstanbul)



Beyoğlu'ndaki Abdullah Efendi Beyoğlu'nun göbeğinde, Rumeli çarşısının büyük giriş kapısının sağında, yemek vitrinleri ile süslü Abdullah Efendi Lokantası

Kumandan gibi Baba Abdullah'ın damadı, **Hikmet Abdullahoğlu,** her zaman yaptığı gibi kıdemli aşçıları ile birlikte mutfakta pişirilen yemekleri gözden geçiriyor ve tadıyordu.

Evaluation of the Criteria Affecting the Financial and Operational Performances of Airline Companies with the Entropy Method

Havayolu İşletmelerinin Finansal ve Operasyonel Performanslarını Etkileyen Kriterlerin Entropi Yöntemi ile Değerlendirilmesi

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Abstract

The aviation sector is highly competitive; it is sensitive to economic, political and environmental factors. When performance analyses are not performed correctly in this capital-intensive industry, appropriate strategies cannot be determined. When the proper strategies are not implemented, the loss of sales may have a negative impact on the enterprise's profitability. As a result, performance analysis is essential for both operators and investors. Within the scope of this study, the factors influencing the financial and operational performances of 14 airlines are identified and ranked using the Entropy method based on data between the years 2017-2021. The 8 ratios used to measure financial performance are as follows: current ratio, cash ratio, financial leverage ratio, equity multiplier, asset turnover, equity turnover, return on equity and return on assets. The RPK, ASK, LF, RASK and CASK criteria are used to measure operational performance. Financial and operational criteria are evaluated separately. It is determined that the most important financial criterion is equity multiplier and the most important operational criterion is ASK.

Keywords: Airlines, Financial performance analysis, Operational performance analysis, Multi-criteria decision making, Entropy.

Özet

Havacılık sektörü yoğun rekabetin var olduğu; ekonomik, siyasi ve çevresel faktörlere duyarlı bir sektördür. Sermaye yoğun nitelik taşıyan bu sektörde performans analizleri doğru yapılamadığında uygun stratejiler belirlenemez. Doğru stratejilerin uygulamaya konulmadığı durumlarda yaşanılacak satış kayıpları işletmelerin karlılığını olumsuz yönde etkileyebilir. Bu nedenle performans analizi hem işletmeciler hem de yatırımcılar açısından büyük önem taşımaktadır. Bu çalışma kapsamında 2017-2021 yıllarını içeren döneme ait veriler esas alınarak 14 havayoluna ilişkin finansal ve operasyonel performansları etkileyen faktörler belirlenmiş ve Entropi yöntemi ile önem derecelerine göre sıralanmıştır. Finansal performans ölçümünde esas alınan 8 rasyo şunlardır: Cari oran, nakit oran, finansal kaldıraç oranı, özsermaye çarpanı,

aktif devir hızı, özsermaye devir hızı, özsermaye karlılığı ve aktif karlılık oranı. Operasyonel performans ölçümünde ise RPK, ASK, LF, RASK ve CASK ölçütleri esas alınmıştır. Finansal ve operasyonel ölçütler ayrı ayrı değerlendirilmiş olup finansal açıdan en çok önem arz eden kriterin öz sermaye çarpanı, operasyonel açıdan en çok önem arz eden kriterin ise ASK olduğu sonucuna ulaşılmıştır.
Anahtar Kelimeler: Havayolu işletmeleri, Finansal performans analizi, Operasyonel performans analizi, Çok kriterli karar verme, Entropi.

Giriş

Ülkelerin ekonomik ve sosyal açıdan kalkınmalarında havacılık sektörü önemli bir paya sahiptir. Havayolu işletmelerinin temel amacı kar elde etmektedir. Rekabetin yoğun olduğu havayolları pazarında, işlem süreci ve üretilen hizmet arasındaki ilişkinin doğru şekilde tespit edilmesi gerekmektedir (Zahra,1995). Bu bağlamda işletmecilerin zarar etmemesi için zaman zaman işletmelerinin performansını ölçümlemeleri gerekmektedir.

Havayolu işletmesinin işgücü, taşınan yolcu sayısı, doluluk oranları, birim maliyetleri ve birim gelirlerinin yanı sıra işletmenin bunları sağlayabilmesi için varlıklarını nasıl kullandığının doğru tespit edilmesi de işletmenin performansının doğru değerlendirilmesine katkı sağlayacaktır (Hendricks ve Singhal; 2001). İşletmenin varlıklarını nasıl finanse ettiğini finansal tablolardan görmek mümkündür. Finansal tablolarda yer alan kalemlerin rasyo yöntemi ile birbirine oranlanması sonucu elde edilen değerler ile işletmenin ilgili tarih aralığındaki mali başarısı veya başarısızlığı belirlenebilir. Bu sayede gerekli önlemler alınabilir (Akgüç, 1995).

Havayolu işletmelerinin genel yapısı incelendiğinde sadece finansal performans analizinin yeterli olmayacağı, sektöre has olan bazı göstergelerin de performans analizine dahil edilmesi ile işletmenin durumu ve rakipleri içerisindeki konumunu ölçmede daha objektif sonuçlar elde edileceği öngörülmektedir (Kiracı ve Bakır, 2019). Bu durumda ölçümün doğru sonuç vermesi ve işletmenin iyi stratejik kararlar verebilmesi için değerlendirilmesi gereken kriter sayısı da artmaktadır. Bu bağlamda çok sayıda kriterin birlikte değerlendirilmesi karar sürecini zorlaştırmaktadır. Karar vericilerin karşı karşıya kaldıkları bu tip karar problemlerinin çözümünde çok kriterli karar verme yöntemlerinin kullanılması daha etkin bir finansal yönetim anlayışını beraberinde getirecektir (Özbek ve Ghouchi, 2021).

Bu çalışma kapsamında çok kriterli karar verme yöntemlerinden biri olan Entropi yöntemi ile havayolu işletmelerinin finansal ve operasyonel performans değerlendiriminde kriterlerin önem derecesinin belirlenmesi amaçlanmaktadır. Çalışmanın ikinci bölümünde Entropi yönteminin kullanıldığı çalışmalar ile havayolu işletmelerinin performans analizlerini konu edinen çalışmaları içeren literatür araştırması yer almaktadır. Üçüncü bölümde çalışma kapsamında incelenen kriterler ve kullanılan yönteme dair açıklamalar sunulmuştur. Dördüncü bölümde analiz ve sonuçlara yer verilmiştir. Son bölümde ise analiz sonuçlarına ilişkin değerlendirmeler yapılmıştır.

Literatür Araştırması

Entropi yöntemi çok kriterli karar verme problemlerinde kriterler ağırlıklarının nesnel olarak belirlenmesinde sıklıkla kullanılan bir yöntemdir. Özgüner ve Ovalı (2022) bir lojistik firmasının araç seçimi probleminde, Göğebakan (2022) ülkelerin lojistik performansını karşılaştırmasında, Yılmaz ve Yakut (2021) bankacılık sektöründe finansal performans değerlendirmesinde, Yüksekyıldız (2021) konteyner limanlarının verimliliğinin değerlendirmesinde, Ulutaş (2019) personel seçim probleminde Entropi yönteminden faydalanmışlardır. Deste ve Şimşek (2019) havayolu şirketlerinin lojistik performanslarının değerlendirilmesinde, Bakır ve Atalık (2018) havayolu işletmelerinin hizmet kalitesini değerlendirirken Entropi yöntemini kullanmışlardır.

Havacılık sektörünü esas alan, finansal veya operasyonel performans ölçümüne dayalı pek çok çalışma mevcuttur. Yapılan çalışmalarda genellikle finansal rasyolar [Keleş ve Özulucan (2020), Kizil ve Aslan (2019), Gümüş ve Bolel (2017)], veri zarflama analizi [Battal (2020), Asker (2018)], toplam faktör verimliliği [Asker (2022), Şahin (2019)] gibi yöntemlerin kullanıldığı görülmüştür. Literatürde finansal ve operasyonel faktörlerin bir arada kullanıldığı çalışmaların sınırlı sayıda olduğu ve bu çalışmalarda sıklıkla veri zarflama analizi yönteminin kullanıldığı tespit edilmiştir.

Çok kriterli karar verme yöntemleri kullanılarak yapılan performans analizleri şu şekildedir;

Kurt (2022); çalışmasında Borsa İstanbul'da yer alan havayolu işletmelerinin Covid-19 öncesi ve sonrası finansal durumunu TOPSIS ve MABAC yöntemleri ile incelemiştir. Araştırma sonucunda salgın sürecinin finansal performans üzerindeki olumsuz etkisini ortaya koymuştur.

Keleş (2022); çalışmasında Türk Hava Yollarının 2016-2020 yıllarını içeren dönemde performans değerlendirmesini gerçekleştirmiştir. CRITIC ve MABAC yöntemleri ile yapılan analizde THY'nin en iyi performansının 2019'da, en düşük performansının ise 2016'da gerçekleştiği saptamıştır.

Köse (2021); çalışmasında 2014-2019 yıllarını kapsayan dönemde havacılığa özgü bazı spesifik oranları (RASK, CASK, RPK, ASK vb.) kullanarak Türk Hava Yolları ve Pegasus Havayollarını değerlendirmiştir. TOPSIS yönteminden faydalanılarak yapılan çalışmanın bulgularına göre ilgili dönemde THY finansal anlamda Pegasus'tan daha iyi bir performans sergilemiştir.

Dağlı (2021); çalışmasında 2019Q2-2019Q4-2020Q2 çeyreklik verilerinden yola çıkarak 7 havayolu işletmesinin Covid-19 öncesi ve sonrası finansal performans kıyasını-gerçekleştirmiştir. TOPSIS yöntemi ile elde edilen sıralamaya göre 2019 yılının 2. çeyreğinde Pegasus, 4.çeyreğinde Air France-KLM ve son olarak 2020 yılının 2.çeyreğinde Norweian Air ön plana çıkmıştır.

Özbek ve Ghouchi (2021); çalışmalarında 2009-2018 yılı verilerini esas alarak 5 havayolu şirketinin finansal performansını değerlendirmişlerdir. ENTROPİ, WASPAS ve EDAS yöntemlerinin kullanıldığı çalışmada en iyi performansı gösteren şirketin Rynair olduğu saptanmıştır.

Avcı ve Çınaroğlu (2018); çalışmalarında Avrupa'nın önde gelen 5 havayolu şirketinin 2012-2016 yıllarını içeren dönemdeki finansal performansları kıyaslanmışlardır. AHP ve TOPSIS yöntemlerinin kullanıldığı çalışmada ilgili dönemde finansal performans açısından ilk sırada Rynair'ın yer aldığı belirlenmiştir.

Kiracı ve Bakır (2018); çalışmalarında 2005-2012 yılları arası dönemi ele alarak 13 havayolu şirketinin küresel krizler çerçevesinde performanslarını incelemişlerdir. Araştırmacılar, havacılık sektörüne özgü olan 5 kriter (ASM, CASM, RASM, RPM, RRPM) kullanmışlardır. CRITIC ve EDAS yöntemi kullanılan çalışmanın bulgularına göre finansal krizin en fazla hissedildiği yılın 2010 yılı olduğu tespit edilmiştir.

Havacılık sektöründe finansal olmayan performans göstergelerinin finansal oranlara olan etkisine değinen çalışmalar mevcuttur [Behn ve Riley (1999), Liedtka vd. (2002)].

Behn ve Riley (1999); çalışmalarında müşteri memnuniyeti, doluluk oranı, pazar payı ve arz edilen koltuk kilometresinin, operasyonel gelir ve giderle ilişkili olduğunu tespit etmişlerdir.

Liedtka vd. (2002); çalışmalarında 1988-1998 yıllarını ele alarak 10 havayolu işletmesinin doluluk oranları ve ASK kriterlerinin de bulunduğu 19 farklı değişken ile faktör analizini yapmışlardır. Bulgulara göre doluluk oranı ve ASK gibi operasyonel oranların faktör yüklerinin çok olmasından dolayı finansal performansı açıklamada önemli birer parametre oldukları belirlenmiştir.

Metodoloji

Bu çalışma kapsamında 14 havayolu işletmesinin 2017-2021 yıllarını içeren döneme ait verilerinden faydalanılarak operasyonel ve finansal oranların birlikte kullanımı ile kriter ağırlıklandırması yapılmıştır. Finansal oranlar ve operasyonel göstergelere ilişkin esas alınan kriterlere ait bilgiler Tablo 1 ve Tablo 2'de yer almaktadır.

Tablo 1. Finansal Oranlara İlişkin Kriterler

Kriterler	Kod	Formüller
Cari Oran	CO	Dönen Varlıklar / Kısa Vadeli Borçlar
Nakit Oran	NO	Nakit ve Benzerleri / Kısa Vadeli Borçlar
Finansal Kaldıraç Oranı	FKO	Toplam Borç / Toplam Aktifler
Özsermaye Çarpanı	ÖÇ	Özsermaye / Toplam Borçlar
Aktif Devir Hızı	ADH	Satışlar / Toplam Aktifler
Özsermaye Devir Hızı	ÖDH	Satışlar / Özsermaye
Özsermaye Karlılığı	ÖK	Net Kar / Özsermaye
Aktif Karlılığı	AK	Net Kar / Toplam Aktifler

Tablo 2. Operasyonel Göstergelere İlişkin Kriterler

Kriterler	Kod	Formüller
Ücretli Yolcu km	RPK	Ücretli Yolcu x Uçuş Mesafesi
Arz Edilen Koltuk km	ASK	Koltuk Sayısı x Uçuş Mesafesi
Doluluk Oranı	LF	RPK / ASK
Arz Edilen Koltuk km Başına Gelir	RASK	Toplam Yolcu Geliri / Toplam ASK
Arz Edilen Koltuk km Başına Maliyet	CASK	Toplam Giderler / Toplam ASK

Kriter ağırlıklandırma için Entropi yöntemi tercih edilmiştir. Entropi, Shannon'un (1948) belirsizliğin ölçüsü üzerine tanımlanan bir yöntemdir. Teoride entropi; olasılık dağılımı ile ortaya çıkan belirsizliğin miktarını ifade etmeye yarayan bir kriterdir. Entropi değerinin yüksek olması veri dağılımının yüksek

belirsiz içerdiğini göstermektedir(Gold ve No, 1983; Jaynes, 1957). Verinin içerdiği bilgi miktarı, kriterlerin önem sıralamasını yani ağırlık derecelerini belirlemektedir (Hwang ve Yoon, 1981).

Entropi yönteminin adımları aşağıda verilmiştir (Erol ve Ferrel, 2009: 1196-1197; Wang ve Lee, 2009: 8982; Özdağoğlu vd., 2017: 346-347);

1. Adım: *Karar Matrisinin Oluşturulması:* İlk aşamada x_{ij} değerlerinden oluşan karar matrisi Eşitlik (1)'de olduğu gibi düzenlenir.

$$D = [X_{ij}]_{m\,x\,n} = \begin{bmatrix} x_{11} & x_{12} & \dots & x_{1n} \\ x_{21} & x_{22} & \dots & x_{2n} \\ \vdots & \vdots & \vdots & \vdots \\ x_{m1} & x_{m2} & \dots & x_{m3} \end{bmatrix} \quad (1)$$

Eşitlik (1)'de yer alan x_{ij} değerleri; j. değerlendirme kriterine göre i. alternatifin almış olduğu değerlerdir.
i= Karar alternatifi sayısı (i=1,2,3,...m)

j= Kriter sayısı (j=1,2,3,…n)

2. Adım: *Karar Matrisinin Normalizasyonu:* Farklı birimlere sahip kriterlerin Eşitlik (2)'den faydalanılarak [0,1] aralığında değerler alması sağlanmalıdır.

$$P_{ij} = \frac{x_{ij}}{\sum_{i=1}^{m} x_{ij}} \qquad \forall\, i, j \quad (2)$$

Eşitlik (2)'den elde edilen P_{ij} değeri; j.değerlendirme kriterine göre i. alternatifin aldığı normalizasyon değeridir.

3. Adım: *Kriterlerin Entropi Değerlerinin Hesaplanması:* Eşitlik (3)'e göre her bir kriterin entropi değeri (e_j) hesaplanır.

$$e_{ij} = -k \sum_{j=1}^{n} p_{ij}.\, In(p_{ij}) \qquad i = 1,2,\dots,m \text{ ve } j = 1,2,\dots,n \quad (3)$$

Eşitlik (3)'te yer alan k değeri sabit bir katsayıdır ve $k = (In(m))^{-1}$ şeklinde hesaplanır ve bu doğrultuda $0 \leq e_j \leq 1$ olacak şekilde değer alır. e_j değeri, j. kriterin belirsizlik ölçüsü veya diğer bir deyişle entropi değeri hesaplanmış olur.

4. Adım: *Kriter Ağırlıklarının Hesaplanması:* Yöntemin son adımında her bir kritere ilişkin entropi değerinden faydalanılarak, kriterlerin ağırlık değerleri (w_j) Eşitlik (4)'te gösterilen şekilde hesaplanır.

$$w_j = \frac{1-e_j}{\sum_{j=1}^{n}(1-e_j)} \quad (4)$$

Bulgular

Çalışmanın bu bölümünde analize dahil edilen havayolu işletmelerinin 2017-2021 yıllarını içeren döneme ait verilerinden yola çıkılarak Entropi yöntemi ile kriterlerin ağırlık hesaplamaları gerçekleştirilmiştir. Entropi yönteminin ilk adımında karar matrisleri oluşturulmuş, Tablo 3 ve Tablo 4'de sunulmuştur.

Tablo 3. Finansal Değerlendirme Karar Matrisi

	CO	NO	FKO	ÖÇ	ADH	ÖDH	ÖK	AK
Aegan	1,12607	0,68463	0,79509	0,33700	0,76420	2,71281	0,32671	0,09156
Air Canada	0,97235	1,40282	0,88824	1,39148	1,18126	1,96436	0,37924	0,19831
Air China	0,43556	0,15423	0,66500	0,52051	0,40675	1,18923	0,14470	0,04311
Air New Zealand	0,62561	0,35690	0,68561	0,40628	0,49365	2,17105	0,22518	0,04852
Lufthansa	0,67887	0,12495	0,74230	0,34896	0,52342	2,03348	0,16860	0,04192
SAS	0,72120	0,52586	0,81687	0,22770	0,09358	0,49043	0,21821	0,03580
THY	0,77818	0,35593	0,34107	2,48765	0,48475	0,89511	0,04490	0,02987
UNITED	0,79663	0,46157	0,83918	0,19780	0,63524	3,93308	0,45917	0,05980
Air France	0,77631	0,42408	1,00847	1,09472	0,76598	0,83805	0,05293	0,07556
Delta Air	0,60284	0,24450	0,71039	0,46774	0,57647	2,29485	0,35382	0,08236
Alaska Air	0,79206	0,12277	0,70315	0,42868	0,57287	1,86608	0,22808	0,06342
Finn Air	1,45787	0,36543	0,71766	0,37191	0,76490	2,83434	0,37835	0,07658
Qantas	0,49103	0,28818	0,85999	2,24629	0,76439	0,49176	0,04930	0,06719
Aeroflot	0,74967	0,21380	1,01979	0,73101	0,75255	2,31747	0,29948	0,05913

Tablo 4. Operasyonel Kriterlere İlişkin Karar Matrisi

	RPK	ASK	LF	RASK	CASK
Aegan	11191644	14103446	0,768200199	6,852	7,108
Air Canada	63178,8	79651,8	0,747342897	18,64	19,72
Air China	162307906	209451998	0,762944477	5,28	4,86
Air New Zealand	28979	35822,2	0,772771821	11,38	10,46
Lufthansa	200243	257349,2	0,739366303	7,72	7,42
SAS	28356,4	39597,4	0,671869672	6,46	6,94
THY	115850,4	149105,8	0,76316363	5,868	7,218
UNITED	177727,6	224827	0,764732698	14,174	14,512
Air France	189936,8	238433,4	0,756786174	6,586	7,15
Delta Air	177747,8	224376,4	0,762690991	13,228	15,956
Alaska Air	44428,4	56724	0,761777352	11,986	9,5
Finn Air	234543,8	303055,2	0,705053568	6,71	8,142
Qantas	97213,6	119085	0,7868743	8,774	9,422
Aeroflot	119560	147620	0,802872774	3,602	3,44

Karar matrisleri oluşturulurken ulaşılan verilerin ortalaması alınarak işlem yapılmıştır. Elde edilen karar matrisleri içerisinde finansal ve operasyonel kriterler ayrı ayrı değerlendirildiği için işlemlerin diğer adımlarına yer verilmemiştir. Verilerin farklı birimler içermesinin önüne geçilmesi amacıyla normalizasyon işlemi gerçekleştirilmiştir. Ulaşılan normalize edilmiş karar matrisi üzerinden Eşitlik 3'te gösterildiği şekilde entropi değerleri hesaplanmıştır. Yöntemin son adımı olan kriterlere ilişkin ağırlık katsayılarının saptanması için ise Eşitlik 4'ten yararlanılmıştır. Kriterlerin ağırlık katsayıları Tablo 5 ve Tablo 6'da yer almaktadır.

Tablo 5. Finansal Kriterlerin Ağırlık Derecesi

	CO	NO	FKO	ÖÇ	ADH	ÖDH	ÖK	AK
w_j	0,04131	0,20233	0,02091	0,28420	0,07005	0,12107	0,14773	0,11236

Tablo 6. Operasyonel Kriterlerin Ağırlık Derecesi

	RPK	ASK	LF	RASK	CASK
w_j	0,47985	0,48081	0,00018	0,01918	0,01996

Değerlendirilen havayolu işletmelerinin verilerinden elde edilen bulgulara göre finansal kriterler içerisinde en çok önem arz eden kriterin özsermaye çarpanı, en az önem arz eden kriterin ise finansal kaldıraç oranı olduğu saptanmıştır.

Operasyonel kriterler incelendiğinde ise en çok önem arz eden kriterin ASK yani arz edilen koltuk kilometresi olduğu, en az önem arz eden kriterin ise LF yani doluluk oranı olduğu sonucuna ulaşılmıştır.

Sonuç ve Değerlendirme

Havacılık sektörü, artan talep ile birlikte hızla gelişim göstermiş ve bu sayede dinamik bir sektör haline gelmiştir. Sektör içerisinde faaliyet gösteren işletmelerin, rekabetin yoğun olması nedeniyle finansal ve operasyonel açıdan sürdürülebilirliklerini sağlayabilmeleri büyük önem arz etmektedir. Bu bakımdan havayolu işletmelerinin gelir ve gider kalemleri ile operasyonel göstergelerinin önem derecesinin belirlenmesi hem işletme, hem de işletme hakkında daha doğru izlenimler edinebilme arzusu içerisinde olan yatırımcılar için gereklidir.

Bu çalışma kapsamında ele alınan havayollarına ilişkin performans kriterlerinin önem düzeylerinin Entropi yöntemi ile belirlenmesi amaçlanmıştır. Finansal kriterler olarak; nakit oran, cari oran, finansal kaldıraç oranı, aktif devir hızı, özsermaye devir hızı, özsermaye çarpanı, özsermaye karlılığı ve aktif karlılık oranı analize dahil edilmiştir. Operasyonel kriterler kapsamında ise RPK, ASK, LF, RASK ve CASK değerlendirilmiştir.

Elde edilen bulgulara göre finansal kriterlerin önem derecesine göre sıralaması şu şekildedir: Özsermaye çarpanı, nakit oran, özsermaye karlılığı, özsermaye devir hızı, aktif karlılık, aktif devir hızı, cari oran ve finansal kaldıraç oranıdır. Operasyonel kriterler bazında incelendiğinde ise kriterlerin önem derecesine göre sıralaması; ASK, RPK, CASK, RASK ve LF şeklindedir.

Finansal kriterler içerisinde ön plana çıkan özsermaye çarpanı, işletmenin varlıklarının ne kadarını öz kaynaklarından sağladığını ifade etmektedir. Yabancı kaynak ve öz sermaye dağılımını anlamak için yatırımcılar açısından önemli bir orandır. Bu oranın düşük olması beklenmektedir. Ancak bazı durumlarda borçlanma yoluyla işletmenin öz kaynak karlılığı artırabilir ve bu seçim işletme açısından daha az maliyetli olabilir.

Çalışma kapsamında ele alınan havayolların özsermaye çarpanı incelendiğinde UNITED Havayollarının diğer şirketlere göre daha az borçlanma yoluna gittiğini söylemek mümkündür. Türk Havayollarının özsermaye çarpanı değerinin diğer havayollarına göre daha yüksek olması, şirketin yüksek kaldıraç kullandığını yani daha çok borçlanma yoluna gittiğini ifade etmektedir.

Operasyonel kriterler içerisinde ön plana çıkan ASK ve RPK yani arz edilen koltuk km ve ücretli yolcu km değerleri işletmenin talep faktörünü ve ücretli olarak kaç yolcuya hizmet verdiğini ifade etmektedir. ASK değeri uçak içi kapasiteyi, RPK değeri ise kapasiteye olan talebi gösterdiğinden uçak kapasitesinin verimliliği açısından önemlidir. Özellikle RPK değeri operasyonel gelir ve verimlilik ile ilgili olduğundan işletme ve yatırımcılar açısından önem arz etmektedir. İki kriterin de önem düzeyinin yüksek çıkması çalışmanın güvenilirliğine işaret etmektedir.

Gelecekte yapılacak olan çalışmalarda objektif ve subjektif ağırlıklandırma yöntemleri kullanılarak kriterlerin önem dereceleri yeniden değerlendirilebilir. Farklı çok kriterli karar verme tekniklerinin analize dahil edilmesi ile işletme performanslarının kıyasını içeren sıralama çalışmaları konu edinilebilir.

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Creating Your Own Brand in Entrepreneurship? Buy Franchising?

Girişimcilikte Kendi Markanı Yaratmak mı? Franchising Almak mı?

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Abstract

In today's world, there are products, services, insurance, etc. that will meet the needs of people. Applications are activities that a business offers to its customers. In order for a business to come into existence, it needs an entrepreneur. Businesses have important purposes such as keeping the economies of their states alive and thus contributing to the level of welfare. They try to make this sustainable with the employment they provide and the economy plans they implement. In the changing conjuncture, traditional methods are now leaving their place to more dynamic and innovative paradigms. Entrepreneurs are now trying to take their place in the economic arena and protect these places with more practical, contemporary and innovative methods by adapting scientific achievements to their own fields of action. What the new generation entrepreneurs will offer us does not seem very uncertain in this space age. Metaverse glasses, technological gadgets suitable for various eras; these will reach people through entrepreneurs. The aim of this study is to seek an answer to this question, whether it is more profitable and satisfying by franchising or establishing a business with a brand new name. In this study, who is the entrepreneur, what is franchising, the concepts mixed with franchising, the sectoral view of franchising, what are the perspectives of people on franchising and a new brand or business, what kind of path should the entrepreneur follow in this period of giant brands? It has been tried to find answers to such questions by making use of the studies in the literature.

Keywords: Franchising, Entrepreneur, Creating your own brand.

Özet

Günümüz dünyasında insanların ihtiyacını karşılayacak ürün, hizmet, sigorta vb. uygulamalar bir işletmenin müşterilerine sunduğu aktivitelerdir. Bir işletmenin meydana gelebilmesi için bir girişimciye ihtiyacı vardır. İşletmeler devletlerinin ekonomilerini canlı tutma, böylelikle refah

düzeyine katkı sağlama gibi önemli amaçlara sahiptir. Bunu sağladığı istihdam ve uyguladığı ekonomi planlarıyla sürdürülebilir kılmaya çalışırlar. Değişen konjonktürde artık geleneksel yöntemler, yerlerini daha dinamik ve yenilikçi paradigmalara bırakmaktadır. Girişimciler, artık bilimsel kazanımları da kendi hareket sahalarına uyarlayarak daha pratik, çağın gereklerine uygun ve yenilikçi yöntemlerle ekonomik arenada yerlerini almaya ve bu yerleri korumaya çalışmaktadırlar. Yeni nesil girişimcilerin bizlere neyi sunacağı bu uzay çağında çok da belirsiz görünmemektedir. Metaverse gözlükleri, çeşitli çağa uygun teknolojik aletler; bunlar insanlara girişimciler sayesinde ulaşacaktır. Bu çalışmanın amacı, franchising alarak mı yoksa yepyeni bir isimle iş kurarak mı daha karlı ve tatmin edici olunur bu soruya cevap aramaktır. Bu çalışmada girişimci kimdir, franchising nedir, franchising ile karıştırılan kavramlar, franchisinge sektörel bakış, insanların franchisinge ve yeni bir markaya ya da işletmeye bakış açıları nelerdir, dev markaların bulunduğu bu dönemde girişimci nasıl bir yol izlemelidir? gibi sorulara literatürdeki çalışmalardan yararlanılarak yanıtlar aranmaya çalışılmıştır.

Anahtar Kelimeler: Franchising, Girişimci, Kendi markanı yaratmak.

GİRİŞ

Ortaçağın Çini, Roma'sı, Karanlık Çağın Avrupası ve diğer Ortaçağ kıtalarının, iktisadi zaman tünellerinde tarihsel olarak tüm toplumların birer girişimcilik faaliyetleri vardır. Fakat bu girişimcilik faaliyetleri dengesiz bir biçimde, verimsiz, verimli ve yıkıcı girişimcilik şeklinde dağılmıştır. Girişimcilikteki düşüşün ekonomik büyümenin yavaşlamasına yol açacağı düşünülmektedir (Göktaş vd., 2011). Buna binaen yıkıcı bir girişim, üretimde geleneklerin tümü ya da nispi bir şekilde değiştirilerek, yeni bir konsept geliştirilmesiyle yani inovasyonla gerçekleştirilecektir (Baumol, 1990:895).

İçinde bulunduğumuz toplum gelişen teknolojiyle oluşan platformlar sayesinde dünyayı küçük bir yer haline dönüştürmektedir. Kişiler ya da işletmeler tüm bu gelişmelerden dolayı birbirine bağlantılı ve rakip haline dönüşmektedir. Rekabetin olduğu bu ortamda farklılaşarak marka oluşturmak ve adlarını bu şekilde duyurmak bir zorunluluk olmuştur. Girişimci elindeki kısıtlı sermayesini en mantıklı yolu kullanarak değerlendirmek istemektedir.

Günümüzde büyük dev markaların gelişmiş ekonomilerin olduğu ülkelerden çıkmış olması, markaların mı ülkeyi gelişmişliğe taşıdığı yoksa ekonominin gelişmişliği mi markayı ortaya çıkardığı sorusunu ortaya koymaktadır. Yeni bir marka yaratmak, kişisel kazanımın yanında ülkeye de katkısı oldukça büyüktür. Franchising veren dev şirketler yeni kurulduklarında hepsi girişimcilerin oluşturduğu yeni markalardı. Bu çalışmanın amacı girişimci bu dev markaların arasında bulduğu bir icatla ya da farklılaşarak yeni bir marka mı oluşturmalı, yoksa franchising alma yolunu mu seçmeli? bu soruya cevap aranmaktadır. Bu amaç doğrultusunda çalışmada literatürden yararlanılarak kendi markasını oluşturan ve franchising alan girişimci tanımlanmış, girişimcinin inovasyon, patent ve Ar-ge ile ilişkisi açıklanmış, markalaşma, tüketicilerin marka

algısı, franchisingin gelişimi, franchisinge sektörel bakış, franchising ve yeni bir markanın olumlu olumsuz yönleri üzerinde durulmuştur.

1. KAVRAMSAL ÇERÇEVE

1.1.Girişimcilik

Girişimcilik bir fikri eyleme dönüştürürken bireyin yeteneklerini ne kadar kullanabildiğini ifade etmektedir. Literatürde girişimcilik kavramı birçok yazar tarafından tanımlanmıştır. İlk kez tanımlayan kişi İrlandalı ekonomist R. Cantillon'dur. Cantillon'a göre girişimci, henüz belirgin olmayan bir fiyatla satılmak üzere üretimin girdilerini ve hizmetlerini üreten ve satın alan kişidir. J. B. Say ise girişimciyi risk üstlenmek yerine üretim girdilerini örgütleyen ve yöneten kişi olarak tanımlamıştır. Shumpeter'e göre girişimci, dinamik ve yenilikçi olma özelliği ile vurgulanmıştır. Yani girişimci, toplumda değişimi oluşturacak kişi veya kurum olarak tanımlanmıştır. Literatürde girişimcilikle ilgili çalışmalar incelendiğinde girişimciliğin farklı sözcük gruplarıyla açıklanmaya çalışıldığı görülmektedir. Bu sözcük grupları (Başar, 2013); başlatma/ bulma/ yaratma, yeni işletme, yenilik/ yeni ürünler/ yeni pazar, fırsatların peşinde koşma, risk alma/ risk yönetimi/ belirsizlik, kar arzusu/ kişisel fayda, üretim yolları ve kaynaklar, yönetim, değer yaratma, büyüme arzusu, girişim, değişim yaratma, sahiplik, sorumluluk/ yetki, strateji oluşturma. Bu sözcük gruplarından da anlaşılacağı üzere girişimciliğe tek bir tanım anlam yüklemek doğru olmayacaktır. Bu da girişimciliğin sürekli değişen bir yapısı olduğunun göstergesidir.

Girişimciliğe dair yapılan tanımlamalar ışığında bir fikirden yola çıkarak başlayan girişimci yapacağı işin kaderinin nasıl ilerleyeceğini düşünür. Gireceği sektörde bir takım araştırmalar yapmak zorundadır. Çevresel koşullar, kendi sermaye yeterliliği, girdiği sektörün popülaritesi bunlar girişimci için olmazsa olmaz bilinmesi gereken olgulardır. Piyasada girişimcilerin yararlanabileceği seçeneklerden biri de franchising modeli girişimciliktir. Franchising, türkçe karşılığı 'imtiyaz' olan franchise kelimesinden ve fransızca 'affanchir' kelimesinden karşılığı 'imtiyaz verme' şeklinde çevrilebilen kelimelerden türemiştir (Cebeci, 2005). Bu doğrultuda tanımlaması; Birbirinden bağımsız iki taraf arasında sözleşmeye bağlı bir ilişkidir. Yani, hak sahibine verilen para karşılığında belirli sınai hakları ticari alanda kullanma izni şeklinde açıklanabilir. Franchising sözleşmesi bir hizmeti, bir markayı ya da bir ürünü kapsıyor olabilir (Cebeci, 2005).

Ulusal Franchising Derneği (UFRAD)'ın tanımı ise şöyledir; bir hizmetin ya da ürünün imtiyaz hakkına sahip olan tarafın, belli bir süre şartlar ve sınırlamalar dahilinde işin organizasyonuna ve yönetimine ilişkin bilgi ve destek sağlayarak imtiyaz hakkını ticari işler yapmak şartıyla karşı tarafa verdiği imtiyazdan ötürü sürekli ve uzun dönemli iş ilişkilerinin bütünüdür.

1.2. Girişimciliğin İnovasyon, Patent ve Ar-Ge İle İlişkisi

Yenilik kavramını en geniş manasıyla tanımlayan Schumpeter yenilik kavramına yeni bir boyut kazandırmıştır (Göktaş vd., 2011). Schumpeter yeniliğin başlıca unsurları olan yeni firmaların yaratıcı yıkım sonucunda oluştuğunu yenilik kavramının girişimciliğin temelinde bir olgu

olduğunu söylemektedir. Schumpeter'e göre girişimci, yeni malları ve hizmetleri üreten, yeni süreçler geliştiren, yeni ihracat pazarlarını bulan, yeni örgüt yapıları oluşturan yani işletme yönünden yeni bileşimler oluşturarak mevcuttaki ekonomik düzeni yıkan kişidir (Göktaş vd., 2011).

İnovasyon ise yeniliğin meydana çıkması ve bunun başarılı bir ticari faaliyete dönüşmesidir. İnovasyon yeni fikirlerin ticari bir yarar halini almasıdır. Yani yaratıcılığın ticaretle ilişkilendirilmesidir. İnovasyon denince akla ürün ve hizmetler gelmektedir; ancak dağıtım, süreç, marka, müşteri deneyimi, iş modeli gibi konularda da inovasyon yapılabilmektedir (Bursa Ticaret ve Sanayi Odası, 2007: 3).

Patentler; firmalar, bireyler ve kurumlar tarafından yapılan icatların korunması amacıyla birer araç ve icadın bir göstergesidir. Bir icadın inovasyona dönüşebilmesi için, icadın üretimi, gelişimi ve pazarlaması adına girişimci bir çaba gerekir (Göktaş vd., 2011). Literatürde inovasyon ile patent arasında çift yönlü bir ilişki mevcuttur. Patent sisteminin inovasyonu hangi yönde etkilediği tartışmalı bir konu olsa da patent sayıları ve inovasyon doğru orantılıdır. Bundan dolayı patentler inovasyon göstergesi olabilir. AR-GE ise işletmelerin yeni ürün ve hizmet üretme süreçlerine yönelik yaratıcı ve sistemli çalışma şekilleridir (Göktaş vd., 2011).

1.3. Markalaşma

Markalaşmanın tarihi ABD'nin batısında 1800'lerde çiftçilerin hırsızları engellemek adına kayıp hayvanlarının tespiti için üzerine semboller koymaları ile başlamıştır (Kotler ve Keller, 2018). Tüketici markalaşması ise 19. yüzyılın sonlarına doğru başlamış 1920-1970 yıllarında zirveyi yaşamıştır. Marka, tüketicilere birbirine benzemeyen avantajlara sahip ürünlerin ve bu ürünlerin birbirinden ayırt edilmesini sağlayan ismidir (Philbrick ve Cleveland, 2015). Amerikan Pazarlama Birliği markayı 'satıcı ya da bir grup satıcının mal ve hizmetlerini tanımlama ve bu mal ve hizmetlerin rakiplerinden ayırt edilmesini amaçlayan isim, terim, işaret, sembol ya da tasarım veya bunların bileşimi' olarak tanımlanır (Kotler ve Keller,2018). Bu tanıma binaen marka aynı ihtiyacı karşılayan fakat diğer mal ve hizmetlerden ayırt edici özelliğe sahip mal ve hizmettir. Bu ayırt edici özellikler rasyonel, fonksiyonel ve somut olabileceği gibi markanın soyut bir şekilde neyi temsil ettiğiyle ilgili duygusal, sembolik ve soyut da olabilmektedir. Markalaşma tüketicinin seçim hakkı olduğu her alanda pazarlamacılar tarafından uygulanabilir. Markalaşmayı Ford Focus otomobili ya da Lipitor kolestrol ilacı gibi somut mallar, Singapur havayolları ya da Blue Cross sağlık sigortası gibi hizmetler, Nordstorm gibi mağazalar, aktrist Angelina Jolie ya da tenisçi Roger Federer gibi kişiler, Sdyney şehri gibi yerler, U2 ya da Amerikan Otomobil Birliği gibi örgütler veyahut kürtaj hakları ya da serbest ticaret gibi fikirler şeklinde oluşturmak mümkündür (Thomson, 2006).

1.4. Markaların Tüketiciler İçin Rolü

Marka, tüketici ve firmanın arasında tüketicilerin beklentilerini karşılamak ve riskleri azaltmak için verilen bir sözdür. Firmalarda müşterinin sadakati karşılığında mal ve hizmetlerden beklenen iyi deneyimi veya arzulanan faydayı güvenli bir biçimde sunmayı vaat ederler (Kotler ve Keller,2018).

Tüketiciler, benzer ürünlerin nasıl markalaştığına bakarak farklı değerlendirmelerde bulunabilirler (Hoegg ve Alba, 2007). Tüketici bir markayı belli bir ürünle geçmiş deneyimine ve pazarlama programına dayandırarak hangi markanın ihtiyacını karşılayacağı konusunda görüş sahibi olur (Kotler ve Keller, 2018). Marka ayrıca tüketici için kişisel bir anlamı ifade edebilir ve kimliklerinin önemli parçası haline gelebilir (Ferraro vd., 2011). Marka tüketicinin kim olduğunu ya da kim olmak istediğini ifade edebilir (Kotler ve Keller, 2018).

Pazarlamanın çocuklar üzerinde tartışmaya yol açan araştırmaya göre okul öncesi öğrenciler birbirine benzeyen gıdaların (havuç, süt, elma suyu vb.) McDonald's ambalajı ile paketlendiğinde sade bir kâğıt ambalaja göre daha lezzetli olduğunu belirtmişlerdir.

1.5. Tüketicilerin Menşe Ülke Algılamaları

Bir ülkenin ekonomisinin büyüklüğü ya da itibarı birazda o ülkenin yabancı ülkelerdeki markalarının bilinirliğine bağlıdır. Bazı araştırmalara göre (Gürhan vd., 2002); insanların çoğu (az gelişmiş ülkelerin insanları hariç) etnomerkezcidir ve kendi ülkelerinin ürünlerini tercih ederler.

Üretildiği ülkenin imajı ne kadar olumlu ise made in … etiketi o kadar önem arz eder.

Menşei ülkenin etkisi ürünün tipine göre farklılık gösterebilir. Örneğin arabanın motor yağını tüketici nerede üretildiğini bilmek istemezken arabanın nerede üretildiğini bilmek ister.

Bazı ülkeler bazı ürünleriyle meşhurdur. Örneğin; Japonlar otomobili, Fransızlar şarapları ve parfümleri ile meşhurdur.

Bazen menşei ülke algısı ülkenin tüm ürünlerini etkileyebilir. Çin menşei ürünlerin ucuz olması algısı gibi.

2. DÜNYA'DA VE TÜRKİYE'DE FRANCHISING GELİŞİMİ

Abdullaev (2011)'in yaptığı araştırmalara göre franchising 1880'li yıllarda ABD'de kurulmaya başlamıştır. 1863'te Singer dikiş makineleri şirketi dağıyım yaparken uyguladığı sistem bugün franchising dediğimiz sisteme uyan ilk örnektir. Sanayinin gelişmesi, teknolojik ilerleme, kitle iletişim araçlarının gelişimi, taşımacılığın gelişimi kitle üretime geçmeye neden olmuştur. Sanayidekiler ürünlerini bölgesel pazarlara sunarak yani dağıtarak büyüyeceklerini anlamışlardır. Bölgesel pazarlardaki gelişmeleri merkezden denetim zor olacağından bölgesel işletmelere dağıtma hakkı vermişlerdir. Bu dönemde ticaret yapmak için farklı bir yöntem olan franchising girişimciliği geliştiren ve destekleyen bir rol oynamıştır. Girişimciliği uzmanlığa dönüştürmüştür. Tüm bu gelişmelerden sonra 1960'da franchising sektörünün ilk birliği Uluslararası Franchise Birliği (IFA) kurulmuştur. Sonrasında franchising giderek önemini arttırmıştır. 1990'lı yıllarda

franchising işletmesi 540 bin iken bugün 1 milyonu aşmıştır. Dünya giderek global bir ekonomiyi benimsemekte olduğundan franchising ülkeler arası etkileşime ve teknoloji transferlerine vesile oluyor. Çeşitli ülkelerde franchisinge dair sorunları çözmek ve franchisingi desteklemek adına dernekler mevcuttur. 24 Ocak 1980'de ki kararlar ile liberal iktisadi politikalar ve ticari serbestlik, dışarı açılma sayesinde yabancı yatırımcılara eşit olacak haklar verilmesiyle Türkiye'ye yurtdışında yaygın olan sistemlerin gelişi sağlanmıştır. İlk yerli franchising uygulamasını TURYAP gerçekleştirmiştir. Türkiye ilk yabancı franchising uygulamasını ise McDonald's ile tanımıştır. Türkiye'de 1991'de franchise veren bir yerli, dört yabancı marka bulunurken 2010 yılında bu durum bini geçmiştir. Alışveriş merkezlerinin hızla yayılmasının etkisi Türkiye'de franchise markası patlaması yaşatmıştır. Avrupa Franchise Federasyonu istatistiklerine göre; Türkiye franchise zinciri sayısında Avrupa 1. sidir. Türkiye'yi 1375 marka ile Fransa, 960 marka ile Almanya izliyor. Urfad franchising sisteminin Türk markalarının dışarı açılma yolu olarak görmektedir (https://www.dunya.com, 2022).

2.1. Franchising'e Sektörel Bakış

Franchising uygulaması ile çalışan yaklaşık 300 sektör vardır. Bunlar arasında; iş yardım konaklama, otomobil servis ürünleri, otomobil kiralama ve lokanta vb. sektörler bulunmaktadır. Hizmet sektöründe ise çeşit hızla artmaktadır (Ufrad, 2022). Danışmanlık, konaklama, bilişim, eğitim, gayrimenkul danışmanlığı, temizlik, spor/sağlık merkezi, güzellik ve eğlence, hizmet sektörü içinde franchising sisteminin yaygın olduğu alanlardır. Dünya'nın en büyük franchising şirketleri arasında 7 Eleven (63000 satış birimi), Subway (44780 satış birimi), McDonald's (36900 satış birimi), KFC (19955 satış birimi) ve Burger King (15740 satış birimi) yer almaktadır (Bulut, 2017). Görüldüğü gibi en yaygın franchising zincirine sahip şirketler fast-food sektöründe faaliyet göstermektedir. Hizmet işletmeler arasında ise Marriott, Wyndam, Hilton gibi konaklama işletmeleri ön plana çıkmaktadır. ABD'de, 2016 yılı itibariyle 801000'den fazla franchising şirketi bulunmaktadır (Bulut, 2017). Yaklaşık 9 milyon kişi franchising şirketlerinde çalışmaktadır ve 868 milyar dolar değerinde ekonomik çıktı yaratılmaktadır (Ifa, 2017).Türkiye'de ise 2016 yılı verilerine göre pazar büyüklüğü yaklaşık 43 milyar dolardır (Ekonomist, 2017).

3. FRANCHISING SİSTEMİ VE KENDİ MARKANI YARATMANIN AVANTAJ VE DEZAVANTAJLARI

3.1. Franchising Sistemin Avantajları (Ufrad, 2022);

- ✓ Daha önce tanınmış ve başarısı kanıtlanmış bir marka ile işletmeye ait teknikleri ve kuralları kullanmak mümkündür.
- ✓ Marka ile uluslarası ve ulusal standartlarda kaliteye ulaşılır.
- ✓ Marka ile markanın sağladığı iş yapabilme ve müşteri imkanı doğar.
- ✓ Franchise veren kişi alan kişiye eğitim ve uzman personel destği sağlamaktadır.
- ✓ Franchise veren ile ortak hareket edilip işletmenin karşılaşabildiği sorunlar minimize edilmektedir.
- ✓ Markanın Mali ve hukuki danışmanlarından faydalanılmaktadır.

- ✓ Markanın Arge çalışmalarından yararlanılmaktır.
- ✓ Tanıtım ve reklam giderlerinden tasarruf edilmektedir.

3.2. Franchısıng Sisteminin Dezavantajları (Ufrad, 2022);

- ✓ Yaratıcılık ortadan kalkmaktadır.
- ✓ Franchise veren şirketin koyduğu kurallara ve kısıtlara koymak zorunda olunmaktadır.
- ✓ Franchising sözleşmesinden doğan taraflar arasında sürtüşmeler ortaya çıkabilmektedir.
- ✓ Franchising alan tarafın markanın standartlarında davranmayıp markanın imajını zedeleyebilmektedir.

3.3. Kendi Markanı Yaratmanın Avantajları (Yatırımkulis, 2022);

- ✓ Markanın tamamen kendisine ait olan girişimci nasıl yöneteceğine kendisi karar verir ve kimsenin karışmasına müsaade etmez.
- ✓ İstediği başarıyı yakalarsa iş ortağı alabilir ya da markayı satabilir.
- ✓ İsterse alt şubeler açarak büyüyebilir ve bayilikler verebilir.
- ✓ Kendi dekorasyonunu kendisi yapar.
- ✓ Tedarikçilerini istediği yerden seçebilir ve dilediğiyle de değiştirebilir.

3.4. Kendi Markanı Kurmanın Dezavantajları (Yatırımkulis, 2022) ;

- ✓ Logo belirlemesi, ambalajı, kıyafet seçimi, mekan dekorasyonu franchising almakla karşılaştırıldığında yorucu ve zor bir iştir.
- ✓ Reklam ve tanıtım için bütçe ayırmak gerekmektedir.
  Sektörel deneyime ihtiyacı olacaktır. İşi çalışanlardan öğrenemezsiniz.
- ✓ Sorumluluk sahibi olmak gerekir yoksa başarısızlık oluşacaktır.
- ✓ Yoğun mesai gerekecek ve özel hayattan feragat etmek gerekebilir
- ✓ Ciddi bir sabır ve emek istemektedir.

ÖRNEK OLAY

Simit Sarayı ilk mağazasını 2002 yılında İstanbul-Mecidiyeköy'de belli bir sermaye ile açmıştır. Geleneksel sokak simidi, kapalı ve sabit bir mekanda, günün her saati bulunabilen, doyurucu ve bol seçenekli fast-food tarzı bir yiyeceğe dönüşmüştür (Ünsal, 2010:190). Her geçen yıl menüsünü zenginleştiren simit sarayı yurt içinde olduğu kadar yurtdışında da popüler hale gelmeye başlamıştır. İlk yurtdışı mağazasını Hollanda'da 2010 yılında açmıştır. Simit Sarayı simidin üretiminde fabrikasyon üretime geçen ilk firmadır. Firma kendi mağazasının yanında 2007 yılında franchise sistemini benimsemiş Simit Sarayı'nı bağımsız yatırımcıların kullanımına da vermiştir.

SONUÇ

İstatistiklere göre kendi olanaklarıyla işini sürdürmeye çalışan bir işletmecinin ilk 5 yılda başarı oranı %35 düzeylerinde kalırken, franchise sisteminin içinde yer alan bir işletmenin söz konusu

dönem içinde başarılı olma ihtimali %95'tir (Cebeci, 2005). Fortune dergisinin "Dünyanın en büyük 500 işletmesi" sıralamasında yer alan çok uluslu işletmelerin ortalama yaşam süresinin 40 ile 50 yıl arasında olduğu ifade edilmiştir. Japonya ve Avrupa'da Stratis grubu tarafından yapılan bir araştırmada küçük büyük ayrımı yapılmaksızın ortalama yaşam süresinin 12,5 yıl olduğu görülmüştür. Türkiye'de ortalama işletme ömrünün 17-20 yıl arasında değiştiği söylenebilir. Sadece Türkiye'de değil dünyada kurulan işletmelerin %70'i sonraki 7 yıl içinde kapanmaktadır (Ülgen ve Mirze, 2004:28).

Girişimci kişi gireceği sektör hakkında yeterli bilgiye sahip değilse onun için yeni bir işletme kurmak ve değişen koşullarda işletmesinin sürdürebilirliğini sağlaması çok güçtür. Girişimci günümüzde dev markaların arasında kendine yer bulabilmesi ancak yeni bir icat ya da farklılaşarak adını duyurması ile mümkün olabilmektedir.

Küreselleşme, teknolojideki ilerlemeler tüm dünyada ki girişimciler için etkili yatırımlar yapmalarına ve finansal yönetimleri güçlendirmelerine olanak vermektedir (Ene ve Yalçın, 2006). Mevcuttaki girişimlerin güçlenmesi yeni girişimlerin hayata geçirilmesi teknolojideki gelişim ve internet kullanımı sayesinde kolay ve hızlı olabilmektedir. İnternetin sayesinde bilginin hızlı yayılışı, maliyetlerin düşmesi, sistemli bir organizasyon yapısının oluşması yeni iş modelleri oluşturmuştur (Ene ve Yalçın, 2006). Yine internet sayesinde global dünyadaki girişimcilerin cesareti ve önü açılmıştır (Ene ve Yalçın, 2006). Yeni dünyanın sunduğu fırsatları değerlendiren girişimcinin bu elektronik ortamı doğru ve etkin bir şekilde kullanması, eski dönemlere nazaran kendi markasını yaratması daha kolay olabilecektir.

Ülkelerin kalkınması ve ekonomik büyüme oranı o ülkedeki girişimcilik faaliyetlerine bağlıdır. Çünkü girişimci yeni iş yaratır, birçok yeni ürünü ve servisi sağlar ve rekabeti artırır. Teknolojik değişimin sayesinde verimlilik artar ve kişilerin hayatlarını pozitif yönde etkiler (GEM, 2013). Girişimciler ülkenin ekonomik kaynaklarını en verimli sahalarda kullanarak üretim kaynaklarını ortaya koydukları yeni tarzlarla birleştirerek üretim faktörlerine dönüştürürler (Yalçıntaş, 2010). Bundan ötürü girişimciler yaşadıkları topluma karşı bir takım misyonlar üstlenirler (İraz, 2005). Az gelişmiş ülkelerin en önemli sorunu işsizliktir ve bu sorunu en iyi gidermenin yolu girişimcinin kendi işini kurup istihdam sağlamasıdır. Girişimci sayısını artırmak toplumsal refahı ve yaşam kalitesini artıracaktır. Girişimciler bilim ve teknolojiyi kullanırlarsa bilim ve teknolojinin gelişimine öncülük etmiş olurlar. Girişimciler yurtdışında kendi ülkelerinin reklamlarını yapmış olurlar. Girişimciler kullanmadıkları potansiyellerini kullanarak bu potansiyellerinin atıl kalmasını önlerler.

Dünya zamanla global ekonomiyi benimseyen bir köy haline dönüşmektedir. Frachising ülkeler arasındaki etkileşime ve teknoloji transferlerine vesile olmaktadır. 2000'lerin başında herkesin kullandığı bir cümle (Çelenk, 2017): 'Dünya global köydür'. Bugün iletişim araçları beyinlerimizi yakıyormuşçasına meşgul etmektedir ve bu ortamda insanlar dünyanın en bilinmeyen yerindeki bir olayı hemen öğrenebilmekte ve tepki gösterebilmektedir. Felsefeci Bakunin'in bir sözü vardır

(Çelenk,2017): 'Ben Afrika'da kanat çırpan kelebeğin, Kuzey Amerika'da oluşturduğu kasırgayı duymak isterim'. Bugün bunun farklı bir boyutu da olsa insanlar gerçek olduğunu görebilmektedir.

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The Relationship Between Entrepreneurship Supports and Employment in Turkey

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Abstract

The aim of this study is to analyze the relationship between entrepreneurship support and employment in Turkey and to reveal the effectiveness of entrepreneurship support in terms of employment increase. In the study, which was structured within the framework of the quantitative method by making use of secondary data, various levels of relationship chains were created between correlation and slope calculations and the number of entrepreneurship supports and employment. According to the research findings; A high positive (r:0,797) relationship was found between the support for the period after 2006, when data on entrepreneurship supports began to be shared, and total employment. When the employment increase index values calculated on a yearly basis are compared to the period before 2006, it has been determined that the employment increases experienced in the post-support period are higher. Despite that; A moderate positive (r:0.396) relationship was found between entrepreneurship supports for women and women's employment, and it was determined that the women's employment increase index values calculated on a yearly basis increased less than the period before the support. A positive relationship was determined for all sectors between the support given according to the economic activity areas (Nace Rev-2) and the number of enterprises. Water supply, sewerage, waste management and improvement sector (r:0.934), construction sector (r:0.887), and vocational, scientific, and technical activities sector (r:0.834) were determined as the top 3 sectors with the strongest positive relationship. It has been determined that entrepreneurship supports an increase in the number of enterprises with no employees and 1-9 employees for most sectors. This study is unique in that it shows that entrepreneurship support, which is considered an active employment policy, does not reflect the increase in employment in women and in all sectors at the same level in a developing country where the micro-enterprise scale is common in the total entrepreneur profile.

Keywords: Entrepreneurship, employment, start-up, public entrepreneurship supports, correlation.

Introduction

After the Second World War, large enterprises played an important role in the recovery of the world economy. The gradual improvement of the post-war market structure led to an increase in the chances of individual entrepreneurship and business establishment. In the 1950s, the opportunity for a venture per capita of approximately 38 across Europe expanded gradually in the following years, reaching 12.7 per

capita in the 2000s (Lambing and Kuehl, 2007). By the end of 2021, this combination had reached 17.2 startups per capita. (Eurostat, 2022)

Countries consider entrepreneurship as an economic opportunity. Entrepreneurship, with its structures that can produce fast and flexible solutions, has an impact on the labor market as well as the economy.

This study examines the relationship between entrepreneurship and employment in Turkey. It has been wondered to what extent the entrepreneurial support programs implemented by the public in Turkey for years have an effect on the increase in employment. The motivation of the study is to investigate whether the positive relationship between entrepreneurship and employment, which is frequently emphasized in the literature, is valid for Turkey as well. Thus, it will be proved whether the resources spent are really necessary.

The study, which was prepared by using secondary data, was structured under six main headings. In the first three titles, the theoretical infrastructure of entrepreneurship, its appearance in Turkey, and the policies implemented are briefly introduced. In the fourth title, the relationship between entrepreneurship and employment is explained theoretically. The fifth title is about the method description. The sixth title forms the focus of the study. Under this title, the relationship between entrepreneurship and employment, correlation, and slope coefficients are calculated and presented within the framework of detailed components.

1. What is Entrepreneurship?

Jean-Baptiste Say used the concept of Entrepreneurship to characterize a particular economic actor as the unifying element of the capitalist mode of production. A similar approach to entrepreneurship in the mid-19th century theorists such as Von Thünen (1763-1850), Von Mangoldt (1824-2868), Carl Menger (1840 1921), Eugen Böhm-Bawerk (1852-1914) and Friedrich Von Weiser (1851-1926) moved to a central location. Economists such as Francis Walker, Fredrick Hawley, and John Bates Clark, who continued their studies in America in the late 19th century, also focused on entrepreneurship.

An entrepreneur; can be defined as an innovator and a disruptive person who realizes new combinations of new goods, a new method of production, new markets, new sources of raw materials, or a new form of organization of economic development (Schumpeter, 1934). This term means not only the person who establishes a business but also the person who withdraws economic resources from inefficient areas and shifts them to more profitable and productive areas (Işık, 2021). The entrepreneur brings together resources that can create welfare through innovative methods (Drucker, 1986).

Sometimes, this ability is blessed as a part of human nature to be placed on an ontological basis. For example, Heidegger's approach, which celebrates entrepreneurship as a part of both human ontology and metaphysics (due to its ability to perceive), is one of them (Shaw et.al, 2011).
Entrepreneurship is the innovative continuation dynamic of capitalist society (Bornstein, 2009). It is sometimes considered the engine of economic growth (Holcombe, 1998), and sometimes it is placed in the wings as an important component. According to the traditional Solow Neoclassical growth theory, which states that it is not possible for entrepreneurship to affect economic growth alone, a stable economic growth rate results from the combination of three driving forces: labor, capital, and technology. Among these

factors, entrepreneurship is not counted as a central driving force and is considered within the labor factor (Sollow, 1956, Zoltan and Armington, 2004).

2. Outlook of Entrepreneurship in Turkey

The definition of Small and Medium-Sized Enterprises (SMEs) in Turkey was updated on March 18, 2022. The net sales revenue or financial balance sheet limit, which is one of the necessary criteria for being an SME, has been increased from 125 million TL to 250 million TL. According to this; Enterprises employing less than 250 employees, with an annual net sales revenue or financial balance sheet of which do not exceed 250 million TL, are defined as SMEs (Official Gazette of Turkey, dated March 8, 2022, and numbered 31782, Decision No: 5315).

In Turkey, enterprises employing less than ten workers are considered "micro", enterprises employing 10-49 workers are considered "small", and enterprises employing 50-249 workers are considered "medium". The concept of SME is generally used for businesses that employ less than 250 workers.

3 million 295 thousand enterprises operating in the industry and service sectors in Turkey are in the SME class. SMEs accounted for 99.8% of the total number of enterprises in 2020. In addition, SMEs accounted for 72% of employment, 49.2% of personnel costs, 49.4% of total turnover, 42.7% of production value, and 41.3% of factor cost and added value. (KOSGEB, 2021).

The number of enterprises (micro-enterprises) employing 1-9 workers is the majority among SMEs. Table 3 shows the proportional distribution of size groups of enterprises according to the number of employees. According to this; Micro-enterprises constitute the majority of the total enterprises at 87.7%.

Table 1. Size group ratios of the number of enterprises by the number of employees (2010-2020)

	Enterprises by Number of Employees				
Years	**0**	**1-9**	**10-49**	**50-249**	**250+**
2009	5,11 %	90,97 %	3,34 %	0,49 %	0,09 %
2010	5,33 %	90,40 %	3,63 %	0,54 %	0,10 %
2011	5,89 %	89,28 %	4,10 %	0,62 %	0,12 %
2012	5,94 %	88,77 %	4,48 %	0,68 %	0,13 %
2013	5,90 %	88,66 %	4,58 %	0,72 %	0,14 %
2014	6,22 %	88,07 %	4,79 %	0,77 %	0,14 %
2015	6,46 %	87,66 %	4,92 %	0,80 %	0,15 %
2016	6,61 %	87,73 %	4,73 %	0,78 %	0,15 %
2017	6,38 %	87,97 %	4,72 %	0,79 %	0,15 %
2018	6,61 %	87,96 %	4,54 %	0,75 %	0,14 %
2019	7,26 %	87,91 %	4,03 %	0,67 %	0,13 %
2020	7,48 %	87,71 %	4,03 %	0,65 %	0,12 %
Slope (β)	0,186	- 0,261	0,056	0,016	0,003

Source: Calculated by the authors using data obtained from TUIK Industry Statistics.

The total number of enterprises in Turkey has increased by 25.4% in the last 12 years (between 2009-2020) for which reliable data can be accessed, from 3.266.911 to 4.095.218. Although the general trend of change is positive (slope coefficient b: 1.246), this increase is not valid for all scales. As seen in Table 1; While

there is no significant change in the number of medium-sized enterprises employing 50-249 workers, a decrease is observed in the number of micro-scale enterprises employing 1-9 workers (change trend slope coefficient b:-0.261). The increase in the total number of enterprises over the years, respectively; enterprises with no employees (b:0.186), small (b:0.56), and medium (b:0.16) enterprises.

3. Policies for Increasing Entrepreneurship in Turkey

Entrepreneurship supports in Turkey is carried out through support programs implemented by the Small and Medium Enterprises Development and Support Administration (KOSGEB). The process started in 1973 and has been carried out under the administration of KOSGEB since 1990. KOSGEB was established to increase the share and efficiency of small and medium-sized enterprises in meeting the economic and social needs of the country, to increase their competitiveness and level, and to realize industrial integration in accordance with economic developments; It provides educational support as well as foundation support and credit support to entrepreneurs who want to start their own business based on a business idea. In cooperation with KOSGEB and İŞKUR, it carries out entrepreneurship-centered employment increase policies.

KOSGEB entrepreneurship supports; include the traditional entrepreneurship support program applied for all economic activity fields, advanced entrepreneurship support programs that support information and communication technologies, R&D and innovation-oriented activities, business plan award support programs, and entrepreneurship pieces of training. In addition, a support program for micro and small businesses is in effect, especially for the Covid period. As of 2022, financial support is provided to entrepreneurs between 65,000 TL and 375,000 TL. (https://www.kosgeb.gov.tr/site/tr/genel/destekler/6312/girisimcilik-destekleri)

Positive discrimination is given to groups that need particular protection in the entrepreneurship support provided. In this context; It is applied by increasing the amount of support available for young, female, disabled, veteran or first-degree relatives of martyrs. For example; 10,000 TL is added to the non-refundable support of up to 40,000 TL for the performance support provided under the advanced entrepreneurship support program, if the entrepreneur is young, female, disabled, a veteran or a martyr's relative. Likewise, an additional 10,000 TL is added for performance support and 20% for qualified personnel employment support, and the upper limits of credit given within the scope of the SME financial support program are also increased for those in this group. Apart from this, there are also notable additions for women only.

As of February 2022, the female labour force participation rate in Turkey is 34.2%. Although the policies aimed at increasing women's participation in the labour force, especially the harmonization of work-family life, have provided a partial increase in the last year, Turkey is still below the EU countries and OECD averages in terms of gender equality in labour force participation. For this reason, apart from other groups that need special protection, there are special regulations that support women's participation in the labour force and women's entrepreneurship. For example, as of 2021, within the scope of the rapid support program to micro and small enterprises (MSE), a support of 100 thousand TL is provided for each new employment as working capital support. In addition, a total of 200 thousand TL support for a maximum of 2 new employments for micro-enterprises and 500 thousand TL for a maximum of 5 new employments for small enterprises is applied as an additional 10 thousand TL, if the owner or controlling partner of MSE is a woman or employs women.

When the performance indicators published annually by KOSGEB are examined; Although it is lower than the previous year (65 thousand 359 SMEs were supported in 2020), it is seen that 58 thousand 805 SMEs were supported in 2021. While the number of women supported within the scope of entrepreneurship support was 12,105, the share of entrepreneurship supports provided to women in total entrepreneurship support was 27.4%.

The total amount of KOSGEB support was 1,703,313,760 TL in 2021, and the loan interest support was 74,110,053 TL. The largest share of SME supports belongs to the manufacturing sector. The share of the manufacturing industry in 2021 supports was 72% with the same rate as the previous year. After the manufacturing sector, the highest shares are respectively in information and communication (5.5%), professional, scientific and technical activities (3.2%) and construction (2.5%).

4. Entrepreneurship and Employment Relationship

The aim of entrepreneurship support is to support the entrepreneur himself on the one hand and to increase employment on the other. As it is frequently emphasized in the literature, while entrepreneurial supports increase the number of entrepreneurs in the short term, it is expected to support employment due to the employment created in these enterprises in the medium and long term (Mahiroğulları and Korkmaz 2005, Güner and Korkmaz, 2011, Biçerli, 2021, Topkaya, 2013).

The question of how effective entrepreneurship can be in the fight against unemployment, which is one of the most important problems of all countries in the world, has led many scientists to examine the relationship between entrepreneurship and employment (Stel and Storey, 2002; Zoltan and Armington, 2010; Nkechi, et al. 2012; Najimudinova and Öskönbaeva). , 2019). In the relevant literature, entrepreneurship is perceived as a source of "employment production" for the growth and development of a particular economy (Nkechi, et al. 2012). It is stated that entrepreneurship creates new employment opportunities and increases welfare (Najimudinova and Öskönbaeva, 2019). found to have important roles (Reynolds, 1987; Oluremi and Gbenga, 2011).

5. Methodology

The main question of the research "What is the relationship between entrepreneurship and employment?" has been determined. Within the framework of this basic question, first of all, the relationship between entrepreneurship support and total employment, as well as the relationship between women's entrepreneurship support and women's employment for disadvantaged groups were examined. Afterwards, the effect of entrepreneurship supports on employment was evaluated according to the fields of economic activity. For this, first of all, the effect of the amount of entrepreneurship support on the change in the number of enterprises according to the fields of economic activity was examined. Afterwards, the change in the number of enterprises was examined in terms of firm scale, and the size of the effect of entrepreneurship supports on employment growth was determined according to the fields of economic activity.

The study carried out using secondary data is suitable for the quantitative research method. In the study, using basic correlation and slope calculations, various levels of relationship chains were created between the number of enterprises and employment.

Labour market analysis studies are traditionally conducted with secondary data from official registers, despite concerns about sometimes poor quality and limited coverage. The data set used in this study was created by using secondary data obtained from KOSGEB, Turkish Statistical Institute (tuik.gov.tr) statistics for the number of enterprises and Social Security Institution (sgk.gov.tr) statistics for the number of insured employees. The public sector has been neglected in the employment figures, and all the remaining employment components have been taken into account.
As a result of the analysis of the related data set with the Kolmogorov-Smirnov test, it was determined that the variables showed normal distribution, so it was decided that Pearson correlation analysis was appropriate in determining the level of correlation.

for the r coefficient;

$$r = \frac{\sum(xy) - (\sum x)(\sum y)/n}{\sqrt{(\sum x^2 - (\sum x)^2/n)\,(\sum y^2 - (\sum y)^2/n)}}$$

The r coefficient takes values between -1 and +1. -1 indicates perfect negative relationship and +1 indicates perfect positive relationship. 0 means that there is no relationship between them. In our study, in the internal classification of negative and positive areas, positive and negative aspects are symmetrical, (±) ow level up to 0.29, (±) 0.30 and (±) 0.69 medium level, (±) 0.70 and were considered a high-level relationship.

For the slope (b) between the variables;

$$\beta = \frac{\sum(x - \overline{x})(y - \overline{y})}{\sum(x - \overline{x})^2}$$

A negative value of the slope indicates that the average trend is in the direction of decreasing, while a positive value indicates that the average trend is in the direction of increasing. As the distance of the value from zero in the negative/positive direction increases, the strength of the decrease/increase trend also increases.
The index value calculation method was used to determine the effect of entrepreneurship support on the increase in total employment and women's employment. For the period after 2006, when KOSGEB annual activity reports on entrepreneurship support for total employment and data were started to be shared, index values were calculated for 15 years, with 2006=100, until 2020, and for the previous period, up to 2015, as 1991=100, going back 15 years.

The following formula is used for index calculation:
IVC of E% (Index Value Calculation of Employment):

$$\frac{Occupational\ Employment\ of\ Current\ Year}{Occupational\ Employment\ of\ Base\ Year} \times 100$$

The same calculation was also calculated for the increase in women's employment, and for the period when the data on women's entrepreneurship started to be shared, the 7-year period with 2015=100 was compared with the previous period with 2008=100. Thus, the comparison of the employment growth in both periods has gained a consistent appearance within itself.

6. Findings

6.1. The Relationship Between Entrepreneurship Supports and Employment

Table 2 shows that there has been an increase in both the number of enterprises and the employed in the period between 2006 and 2020. Accordingly, the trend of change in the amount of entrepreneurship support in the last 15 years has been positive with a slope coefficient of b:6.82 and the trend of change in employment with a slope coefficient of b:1.61. However, the Pearson correlation analysis coefficient, which shows the relationship between entrepreneurship support and employment, was found to be highly positive with r: 0.797. Accordingly, it can be said that a 1 unit increase in the amount of entrepreneurship support for Turkey in general increases employment by 0.797.

Table 2. The relationship between the amount of entrepreneurship support and employment (2006-2020)

Years	Entrepreneurship Support (TL)	Employment	r
2006	17.151.555	18.002.103	
2007	17.743.000	18.293.320	
2008	20.072.316	18.729.794	
2009	25.187.465	19.035.582	
2010	38.767.383	20.311.489	
2011	177.157.787	21.555.800	
2012	294.505.720	22.158.392	
2013	344.397.946	22.700.600	**0,797**
2014	311.586.584	23.022.852	
2015	349.809.242	23.588.029	
2016	508.696.577	24.222.452	
2017	952.901.036	25.201.604	
2018	1.396.781.813	25.704.699	
2019	1.777.421.607	24.977.192	
2020	1.359.343.280	23.670.903	
Slope β:	**6,82**	**1,611**	

Source: Calculated by the authors using the data obtained from TUIK Household Labor Force Statistics, SGK Insured Statistics and KOSGEB Annual Activity Reports.

The highly positive relationship between entrepreneurship support and employment increase; When the index values of the employment increase determined for the periods before and after the support are examined, it becomes more visible.

Table 3. The relationship between the amount of entrepreneurship support and employment (2006-2020)

1991-2005 Employment Increase (1991=100)		2006-2020 Employment Increase (2006=100)	
Years	**Index**	**Years**	**Index**
1991	100	2006	100
1992	98	2007	102
1993	95	2008	104
1994	95	2009	106
1995	92	2010	113
1996	89	2011	120
1997	81	2012	123
1998	85	2013	126
1999	84	2014	128
2000	95	2015	131
2001	95	2016	135
2002	93	2017	140
2003	92	2018	143
2004	85	2019	139
2005	87	2020	131

Source: Calculated by the authors using the data obtained from TUIK Household Labor Force Statistics and SGK Insured Statistics.

Table 3 presents a 15-year comparison of employment growth index values before and after the support. In 2006 and after, when KOSGEB started to share data on entrepreneurship supports with annual activity reports, the employment index value for 2006=100 increased regularly on an annual basis and became 131 in 2020. In order to make a healthy comparison, the increase until 2015, as 1991=100, was calculated considering the 15-year period for the period before 2016. Accordingly, it is seen that employment tends to decrease in the absence of support, and it enters an increasing trend with support.

It is known that the increase in employment cannot be explained by a single variable (Borjas, 2012; Sloane, 2013). For this reason, other variables were considered constant in the data calculated on the effect of entrepreneurship support on employment increase within the scope of the research limitation.

Entrepreneurship supports have various privileges for groups that need special protection. While additional increases are made in the amount of support for these groups for most supports, there are also supports defined only for these groups. These groups, which KOSGEB recognizes as positive discrimination; are women, young people, disabled, veterans or relatives of martyrs.

In the activity reports published by KOSGEB, the entrepreneurship support given to women differs from other groups that need special protection. For other groups, there is no data on annual support amounts. For this reason, the effect of total supports on total employment will be compared with the effect of entrepreneurship supports given only to women on women's employment.

Table 4 shows the relationship between the amount of entrepreneurship support for women and women's employment. Accordingly, it is seen that from 2015 to 2021, where data on the relevant support amounts can be accessed, entrepreneurial support have increased approximately 9 times.

Table 4. The Relationship between the Amount of Entrepreneurship Support for Women and Women's Employment (2009-2020)

Years	Female Entrepreneur Support Amount (TL)	Women's Employment	r
2015	57933000	7011470	
2016	119184000	7220485	
2017	218482000	7618073	
2018	311479000	7932362	**0,396**
2019	446970180	7828319	
2020	606100767	7195073	
2021	466707970	7883878	

Pearson correlation analysis coefficient, which shows the relationship between entrepreneurship supports for women and women's employment, was found to be moderately positive with r: 0.396. Accordingly, it can be said that support for women has less impact on women's employment when compared to Turkey in general.

6.2. Relationship between Entrepreneurship Supports and Employment According to Economic Activity Areas

In Table 5, the Pearson correlation analysis coefficient values show the relationship between the amount of entrepreneurship support given according to the fields of economic activity and the number of enterprises given. According to this; For the 2010-2020 period, a positive relationship has been determined for all sectors between the supports given according to the economic activity areas (Nace Rev-2) and the number of enterprises. In addition, the water supply, sewerage, waste management and improvement sector (r:0.934), construction sector (r:0.887) and professional, scientific and technical activities sector (r:0.834) were determined as the top 3 sectors with the strongest positive relationship.

Table 5. The relationship between the amount of entrepreneurship support and the number of entrepreneurs according to the fields of economic activity (2010-2020)

Economic Activities (Nace-Rev2)	r
Water Supply, Sewage, Waste Management and Recovery	**0,934**
Construction	**0,887**
Professional, Scientific and Technical Activities	**0,834**
Manufacturing	**0,827**
Administrative and Support Service Activities	**0,825**
Accommodation and Food Service Activities	**0,825**
Information and Communication	**0,806**
Other Service Activities	**0,763**
Mining and Quarrying	**0,755**
Electricity, Gas, Steam and Air Conditioning	**0,700**
Wholesale and Retail Trade	**0,683**
Transportation and Storage	**0,392**
Culture, Art, Entertainment, Recreation and Sports	**0,026**

Source: Calculated by the authors using data obtained from TUIK Industry Statistics and KOSGEB statistics.

It has been concluded that entrepreneurship supports an increase in the number of entrepreneurs in all fields of economic activity. Determining the increase in the number of enterprises by the size of the enterprises according to the number of employees is important in terms of seeing the size of the effect on the increase in employment. Based on this importance, the relationship between the amount of support and the number of enterprises according to the size of the firm was analyzed in order to determine which size of the entrepreneurship supports to increase the number of companies according to the fields of economic activity.

Table 6. The relationship between the amount of entrepreneurship support according to economic activity areas and the number of enterprises according to the number of employees (2010-2020)

Economic Activities (Nace-Rev2)	0 Employees	1–9	10-49	49-249
Mining and Quarrying	0,840	0,766	-0,370	-0,228
Manufacturing	0,407	0,847	0,152	0,640
Electricity, Gas, Steam and Air Conditioning	0,073	0,922	0,861	0,871
Water Supply, Sewage, Waste Management and Recovery	0,900	0,936	0,805	0,698
Construction	0,634	0,900	0,349	0,179
Wholesale and Retail Trade	-0,154	0,695	0,480	0,772
Transportation and Storage	0,136	0,306	0,725	0,742
Accommodation and Food Service Activities	0,505	0,825	0,785	0,763
Information and Communication	0,939	0,764	0,775	0,919
Professional, Scientific and Technical Activities	0,583	0,832	0,858	0,922
Administrative and Support Service Activities	0,715	0,818	0,801	0,347
Culture, Art, Entertainment, Recreation and Sports	0,077	-0,067	-0,243	-0,224
Other Service Activities	0,751	0,680	0,749	0,714

Source: Calculated by the authors using data obtained from TUIK Industry Statistics and KOSGEB statistics.

As can be seen in Table 6, the positive effect of entrepreneurship supports on the number of enterprises differs in terms of firm sizes, according to the fields of economic activity. Accordingly, it is seen that the highest increase in the water supply, sewage, waste management and improvement sectors, where the positive relationship between the supports given and the number of enterprises is highest, is seen in the companies with 1-9 employees (0.936) and the companies with no employees (0.90), respectively. Again, the increase in the number of enterprises differs in terms of firm size in the construction sector (r: 0.887) and in the professional, scientific and technical activities sector (r: 0.834), where the positive relationship between the support given and the number of enterprises is the highest. While the highest positive relationship between entrepreneurship supports and the number of enterprises in the construction sector was observed in companies with 0.90 to 1-9 employees, it was realized in companies with 0.92 to 49-249 employees in the professional, scientific and technical activities sector.

The relationship between entrepreneurship supports in the mining and quarrying sector and the number of enterprises according to firm size is negative for firms with 10 or more employees. Similarly, in the culture, arts, entertainment, leisure and sports sectors, the relationship between entrepreneurship supports and the number of enterprises according to firm size is low positive (0.077) only in firms without employees, while it is negative in the number of firms with 1 or more employees. Although it is not possible to comment that entrepreneurship supports reducing the number of firms, especially for firm sizes with a negative relationship, it can be said that it has no effect.

These results show that the positive effect of entrepreneurship supports on the number of entrepreneurs differs in economic activity areas in terms of the size of the employment increase.

Conclusion

The high positive relationship observed between the number of entrepreneurs and employment reveals a positive outlook at first glance, as policies aimed at supporting entrepreneurship are reflected in the increase in employment. This relationship, which has been determined for Turkey in general, differs when it is analyzed according to the fields of economic activity. Accordingly, the increase in the water supply, sewerage, waste management and improvement sectors and construction sectors, where the positive relationship between the supports given and the number of enterprises is the highest, was realized in the companies with 1-9 employees, while the highest increase in the professional, scientific and technical activities sector was 49-249. occurred in companies with employees.

According to the results obtained; It has been determined that entrepreneurial support incentives and programs in Turkey do not increase employment in all areas of economic activity and even do not have an effect on certain firm sizes in certain sectors. These results show that taking into account the size of the firms in the planning process of entrepreneurship support programs according to economic activity areas will increase the effect on employment increase.

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AKSARAY ve NEVŞEHİR İLİŞKİLERİ (1918-1933)

Mustafa Fırat GÜL*

Özet

Aksaray ve Nevşehir Anadolu'nun ortasında komşu iki şehirdir. Aksaray ve Nevşehir tarih yönünden oldukça zengindir. Hititler döneminden itibaren Aksaray ve Nevşehir'in bulunduğu coğrafya kesintisiz yerleşim alanıdır. Aksaray ve Nevşehir aynı zamanda Kapadokya bölgesinin en önemli iki destinasyonudur. Tarihi ve doğal güzellikleriyle öne çıkan bu iki şehir tarihi süreçte birbirleriyle irtibat halinde olmuştur. Nevşehirli Damad İbrahim Paşa'nın büyük gayretleriyle Lale Devri'nde Nevşehir çok önemli günler yaşamıştır. 18. Yüzyılın ikinci yarısından sonra Nevşehir merkez ile Aksaray arasındaki münasebetler hakkında arşivlerde belgelere rastlanmaktadır. Osmanlı son dönemi ile Cumhuriyetin ilk yıllarında Aksaray ile Nevşehir'in pek çok konuda münasebeti olmuştur. Kuraklıkla birlikte zuhur eden kıtlığın zararının en aza indirilmesi için Aksaray ve Nevşehir arasında komşuluk ilişkilerinden dolayı özellikle gönüllü ve mecburi yardımlaşma söz konusudur. 1. Dünya Savaşı'ndan sonra Osmanlı Devleti'nin dağılması ve yeni bir devletin kurulması sürecinde düşman işgali görmeyen çok az şehirden olan Aksaray ve Nevşehir Millî Mücadele'ye destek vermiştir. Kurulan cumhuriyetle birlikte özellikle Aksaray'ın belirgin bir büyümesi olmuştur. Dönemin en önemli teknik yeniliklerinden olan elektriğe Aksaray 1926'da kavuştuktan sonra Nevşehir'in Aksaray'la bu konuda görüşmeleri olmuştur. Yine öğrencilerin sportif faaliyetler kapsamında Nevşehirli gençlerle buluştukları dönemin gazete haberlerine yansımıştır. Bu dönemde Aksaray vilayet, Nevşehir kaza iken 1933'te Aksaray'ın vilayetliği elinden alınmıştır. Nevşehir 1954 yılında vilayet olurken Aksaray 1989'a kadar kaza statüsünde kalmıştır.

Anahtar Kelimeler: Aksaray, Nevşehir, Osmanlı, Cumhuriyet, Elektrik.

Aksaray City and Nevşehir City Relations (1918-1933)

Abstract

Aksaray and Nevşehir are two neighboring cities in the middle of Anatolia. Aksaray and Nevşehir are rich in history. Since the Hittites period, the geography where Aksaray and Nevşehir are located is an uninterrupted residential area. Aksaray and Nevşehir are also the two most important destinations in the Cappadocia region. These two cities, which stand out with their historical and natural beauties, have been in contact with each other in the historical process. With the great efforts of Nevşehirli Damad İbrahim Pasha, Nevşehir had very important days during the Tulip Period. After the second half of the 18th century, documents are found in the archives about the relations between Nevşehir center and Aksaray. In the last years of the Ottoman Empire and in the first years of the Republic, Aksaray and Nevşehir were in many subjects. In order to minimize the damage caused by drought, there is voluntary and compulsory assistance between neighboring relations between Aksaray and Nevşehir. After the First World War, he supported Aksaray and Nevşehir National Struggle, which is one of the few cities that did not see any enemy occupation during the disintegration of the Ottoman State and the establishment of a new state. Along with the established republic, especially Aksaray had a significant growth. After Aksaray gained electricity, one of the most important technical innovations of the period, in 1926, Nevşehir had negotiations with Aksaray

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on this issue. Again, within the scope of sports activities, it was reflected in the newspaper news of the period when they met with young people from Nevşehir. In this period, while Aksaray province was Nevşehir district, the province of Aksaray was taken away in 1933. While Nevsehir became a province in 1954, Aksaray remained as a district until 1989.

Keywords: Aksaray, Nevşehir, Ottoman, Rebublic of Turkey, Electricity.

GİRİŞ

Hem Aksaray hem de Nevşehir Kapadokya denilince akla ilk gelen şehirlerdir. Bu iki komşu şehir tarihin pek çok döneminde münasebet kurmuştur. Aksaray ve Nevşehir'in kısaca tarihçesinden bahsetmenin faydalı olacağı düşünülmektedir.

Bazen İstanbul-Aksaray ile karıştırılan çoğu zaman da hâlâ şehir olduğu bilinmeyen ve ilçe zannedilen Aksaray tarih yönünden oldukça zengindir (Gül, 2013a: 132). Eski Hitit metinlerinde anılan Nenessa~Nenossos, eski Asur metinlerinde geçen Şinakatum~Şinuktu adlarının Aksaray'a ait olduğu görüşleri bulunmaktadır. Narām-Sin'den söz eden eski bir Hitit metninde ve Hititlere ait çeşitli metinlerde geçen Kurşaura şehrinin ise bugünkü Aksaray'ın bulunduğu bölgedeki yerleşim biriminin adı olduğuna kesin gözüyle bakılmaktadır (Karaca, 1951: 10-11). H. Ş. Akalın, Aksaray'ın adı üzerine yaptığı araştırmada yaklaşık iki bin yıllık sürede şehrin Hititçe adı varlığını koruduğunu yazmaktadır: "*Özellikle tüccarların kullandığı yol güzergâhında olan bu şehre verdiği önemden dolayı "Archelaus'un şehri" manasında Archelais (Ἀρχελαΐς) denmiştir. Bu isim Aksaray'ın iki bin sene evvelki adı olmuştur*" (Akalın, 2016: 945). Aksaray, altın çağını Anadolu Selçukluları döneminde yaşamıştır. Aksaray, başkent Konya'dan sonra, doğuya giden yol üzerinde kurulan en önemli iskân ve askeri üs olmuştur (Erdal-Gül, 2019: 562). Selçukluların tarih sahnesinden çekilmesinden sonra Beylikler ve Osmanlı Devleti himayesinde kalan Aksaray sıradan bir şehirdir (Gül, 2020: 4). 1920'de müstakil liva (BCA, 030-18-1-1-1-14-2, Ceride-i Resmiye, 21 Mart 1337, No. 7), 1923'te vilayet ve 1933'teki bir kararla (Resmî Gazete, 27 Mayıs 1933, Kanun Nr: 2197.) kaza olan Aksaray 56 yıl sonra yeniden vilayet olmuştur (Resmî Gazete, 21 Haziran 1989, Nr:20202: 2,4). 1927'de Aksaray'ın ilçeleriyle birlikte nüfusu 127.031 iken merkez nüfusu 71.577'dir. 1935'teki sayımda Aksaray artık vilayet değil bir kazadır ve nüfusu da 78.732'dir (Gül, 2020: 67,69).

Nevşehir isminden de anlaşılacağı gibi sonradan kurulmuş olan bir şehirdir. Nevşehir′in eski isminin Nyssa olduğu ileri sürülmektedir. Yapılan araştırmalarda tespit edilen wabartumlara göre şehir M.Ö. 2000 ile 1750 arasında Asur Ticaret Kolonileri döneminde göz önünde olduğu yazılmaktadır (Komisyon, 2004: 12). M.Ö. 1650'den itibaren uzun süre Hititlerin idaresi altındaki Nevşehir, M.Ö. 550- 332 tarihleri arasında Perslerin hâkimiyetini görmüştür. Sonrasında da Kapadokya Krallığı, Roma ve Bizanslılar hakimiyeti görülmektedir (Gül, 2013b: 238). İslâm Ordularının fethettiği bölgelerden birisi olan Nevşehir de Selçukluların fethine kadar Bizanslılar ile Müslümanlar arasında el değiştirmiştir. Malazgirt Zaferi'nden sonra Türklerin yerleştiği yerlerden olan Nevşehir'de de birçok ismin Türkleştirildiği bilinmektedir (Gül, 2014: 156). Muşkara'nın Selçuklular döneminde 17- 18 haneden oluşan küçük bir köy olduğu belirtilmektedir

(Bilge, 1966: 36). Bugünkü Nevşehir'in merkezi Muşkara isminde bir köydü ve 18. Yüzyılın ilk yarısına kadar bu statüsü devam etmiştir. Ürgüp, merkezî konumda iken Muşkara (Nevşehir) küçük bir köy görünümdeydi. Lâle Devri'nde Sadrazam İbrahim Paşa'nın gayretleriyle önemli bir yerleşim olan Nevşehir bir ara sancak bile olmuştur (BOA, MVL, 9- 2). Nevşehir Osmanlı'nın son dönemlerinde Niğde'ye bağlı kazalardan biriydi. 30.06.1954 yılında çıkarılan 6429 numaralı kanunla Nevşehir müstakil bir vilayet olmuştur (Resmî Gazete, 7 Temmuz 1954, Nr. 8748). Nevşehir'in 1927 nüfusu 13.454'tür. 20 Temmuz 1954'te il merkezi olduktan sonra 1955'te nüfusu 16.799'a ulaşmıştır (Kebabcı, 2011: 20).

Hem Aksaray hem de Nevşehir 1. Dünya Savaşı'ndan sonra işgalcilere boyun eğmek yerine mücadeleyi tercih etmiştir. Esaret yaşamamak için yaşlısı-genciyle, kadını-erkeğiyle Gazi Mustafa Kemal Paşa'nın önderliğindeki Millî Mücadeleye katılmışlardır. Bu yıllarda Aksaray'ın valisi Abdullah Sabri Bey'dir (Gül, 2010: 87-102).

Tablo 1:

1923-1937 Yılları Arasında Aksaray ve Nevşehir Nüfusları (Gül, 2020: 69)

	1923	**1924**	**1925**	**1926**	**1927**	**1928**	**1929**	**1930**
Nevşehir	47.339	47.723	48.076	48.947	49.982	50.251	51.794	51.965
Aksaray	75.923	75.868	76.316	78.522	81.390	82.850	84.015	80.850
	1931	**1932**	**1933**	**1934**	**1935**	**1936**	**1937**	
Nevşehir	52.062	52.211	52.411	55.318	55.249	55.191	55.872	
Aksaray	81.126	81.287	82.700	85.811	87.168	88.140	90.876	

Osmanlı'dan Cumhuriyet'e Aksaray-Nevşehir İlişkileri Hakkında Bazı Değerlendirmeler

Osmanlı Son Döneminde Bazı Kayıtlar

D300 karayoluna göre Aksaray'ın Nevşehir'e en yakın köylerinden birisi Bozcatepe'dir. Bu köyün önceki adı Lefkere'dir. Osmanlı son döneminde idari taksimatta yapılan değişiklikler kapsamında Aksaray'a bağlı Lefkere'nin Nevşehir'e bağlanması söz konusu olmuştur. 25 Mart 1917 (1 Cemaziyelahir 1335) tarihli belgeden (BOA, DH.İ.UM.EK, 29/85) sonraki düzenlemelerde Lefkere yine Aksaray'a bağlanmıştır.

1918 sonlarına doğru Aksaray ve Nevşehir kazaları kaymakamlarının yer değiştirmelerinin uygun olacağı hakkında, Dahiliye Nezareti'nden Sadaret'e yazı gönderilmiştir. 27 Ekim 1918 tarihli bu yazıdan (BOA, İ.DUİT, 47/26–2) bir gün sonra dönemin padişahı olan Mehmed Vahideddin imzasıyla irade-i seniyye ile bu değişikliğe onay çıkmıştır (BOA, İ.DUİT, 47/26–1).

Osmanlı Devleti, Mondros Mütarekesi'ni bahane eden İtilaf Devletleri'nin işgaliyle zor günler geçirirken Nevşehir'de başka bir sıkıntı daha vardı. 1919 Mart'ının son günlerine ait belgelerden öğrenilmektedir ki Nevşehir Kazası'ndaki zahire yetersizliğinden kaynaklı ciddi bir endişe mevcuttur. Mahsulün yetersiz olmasından dolayı kıtlık tehlikesi olduğu ve bu nedenle Aksaray Kazası mahsulü fazlasının Nevşehir'e gönderilmesi gerektiği hakkında, Nevşehir Belediyesi Meclisi üyeleri tarafından Dahiliye Nezareti'ne telgraf çekilmiştir (BOA, DH.İ.UM, 20-6/2-29–2, 3, 4 ve 5). 24 Mart 1919 tarihli bu telgrafta Nevşehir Belediye Reisi Rıfat Bey haricinde yedi (beşi Müslüman ikisi de gayrimüslimdir) azanın da imzası vardır[101].

Bu telgraftan beş gün sonra Dahiliye Nezareti'nden Niğde Mutasarrıflığı'na çekilen telgrafta Aksaray Kazası mahsulü fazlasının Nevşehir'e gönderilmesi talebinin incelenmesi ve icabının yerine getirilmesine dair telgraf çekilmiştir (BOA, DH.İ.UM, 20-6/2-29–1)[102].

Cumhuriyetin İlk Yıllarında Aksaray ile Nevşehir İlişkileri

1926 yılının Ekim'inde yayımlanmaya başlayan Aksaray Vilayet Gazetesi sadece Aksaray için değil aynı zamanda bazı şehirlerin de müracaat etmesi gereken önemli kaynaklardan biridir. Aksaray Vilayet Gazetesi'nde yer alan Nevşehir'le alakalı haberler burada değerlendirilecektir.

Siyasetten ticarete pek çok alanda Aksaray'da Nevşehirliler kendilerini hissettirmişlerdir. Nevşehirlilerin Aksaray'la bağlantısı oldukça iyidir. 1928 senesi belediye seçimlerinde Cumhuriyet Halk Fırkasının meclis üyesi adaylarından ikisi Nevşehirli Bekir Bey ile Nevşehirli Durmuş Efendi'dir (AVG, 11 Kânunusani 1928: 4). Bu iki kişi Aksaray Ticaret Odası'nın da

[101] Belediye Reisi Rıfat Bey haricinde imzası bulunan azaların isimleri şöyledir:
Seydi, Rıza, Mehmed, İbrahim, Fehmi, Yovanaki, Yordan.
[102] Telgraf, Dahiliye Nazırı Cemal (ARTİN) Bey'den Niğde Mutasarrıflığı'na çekilmiştir.

yönetimindedir (AVG, 26 Mart 1930: 2)[103]. Nevşehir Belediye reisi Hacı ve kâtibi İhsan Beyler Aksaray'a gelmiş ve iki gün misafirlikten sonra avdet etmişlerdir (AVG, 13 İkinciteşrin 1929: 4).

Nevşehir'in Aksaray'dan Elektrik Talebi

Aksaray, 1924'te kurulan Azm-i Millî Türk Anonim Şirketi'nin 1926'da faaliyete geçirdiği hidroelektrik santrali sayesinde elektriğe kavuşmuştur. Dönemin en önemli teknolojik nimetlerinden olan elektrikle tanışmak isteyen Nevşehir bu konuda adımlar atmıştır. Aksaray Vilayet Gazetesi'nde bu konuyla alakalı "Elektrik ve Nevşehir" başlıklı makale oldukça önemlidir. Zira bu makalede yalnızca elektrik talebiyle bilgiler yoktur. Aynı zamanda Aksaray ile Nevşehir'in başka bir ifadeyle Aksaraylılar ile Nevşehirliler arasındaki münasebetin nasıl olduğu, bu iki şehir insanının birbirlerine olan bakışlarını, ticaret başta olmak üzere pek çok alandaki hukuku da göstermesi bakımından istifade edilmesi gereken bir makaledir. Bu yazıyı değerlendirmeden önce yaklaşık bir ay öncesinde (15 Aralık 1926) yayımlanmış ve hem konuyla hem de birazdan bahsedilecek makaleyle yakından alakası olan bir haberden bahsetmek isabetli olacaktır. Yukarıda da değinildiği gibi Aksaray şehri elektriğe kavuştuktan sonra yakın komşuları da bu teknoloji ile tanışmak istemiştir. Nevşehir'in elektrik talebini Nevşehir heyeti namına Erkan-ı Harbiye Mirlivalığı'ndan Mütekait Ahmet Hakkı iletmiştir. AVG'deki yazıda Aksaray Valisi Yusuf Ziya Bey, yaptığı güzel hizmetler nedeniyle tebrik edildikten sonra Aksaray'ın komşuları tarafından gıptayla izlenen gelişmelerden elektrik nimetinden Nevşehir'in de istifade edebilmesi için müjdeli haberler bekledikleri belirtilmiştir (AVG, 15 Kanunuevvel 1926: 2).

"Elektrik ve Nevşehir" başlıklı yazıda Aksaray'ın arazisinin genişliğinden, toprağının bereketli oluşundan, ticaretinin inkişafından bahsedilirken bu özelliklerden, başka bir ifadeyle nimetlerden yalnızca Aksaraylıların değil Nevşehirlilerin de istifade etmesinin önemine dikkat çekilerek Aksaray ile Nevşehir arasındaki yakınlık kısaca ve özetle şöyle izah edilmiştir:

> *Nevşehir bizim komşumuz değil, mahallemiz; hemşerilerimiz değil, kardeşlerimizdir. Nevşehirliler ile Aksaraylılar çok yakın ilişki içerisindedir. Aksaray'da memur, esnaf ya da başka daha birçok Nevşehirli vardır. Aksaray ve Nevşehir'in derin bir samimiyeti vardır. Günden güne de bu iki şehir birbirine yaklaşmaktadır* (AVG, 13 Kanunusani 1927: 1)[104].

[103] Haber şöyledir: Ticaret Odası Meclis azalığı intihabatı hitam bulmuş ve aşağıda yazılan zevat inhita edilmiştir.
Asil azalar: Hacışeyh ağa-zâde Şükrü Efendi, Nevşehirli Bekir Efendi, Tekeli-zâde Yakup Efendi, Nevşehirli Durmuş Efendi, Hacı Veysel ağa-zâde Rifat Efendi, Perek-zâde Hâmi Bey, İsa-zâde Hacı Mustafa Efendi
Yedek azalar: Hacı Hamza-zâde Hacı Efendi, İskender-zâde Tahsin Efendi, Mukayyit-zâde Atıf Bey, Kayserili Ali Ulvi Bey, Ulukışlalı Tahir Efendi

[104] AVG, Nr.15 (13 Kanunusani 1927), s.1. yazının devamında Azm-i Millî T.A.Ş. Un Fabrikasının açılışı dolayısıyla Nevşehir'den gelen heyet üyelerinin (İhsan Bey ile ordudan emekli Hakkı Paşa) konuşmalarının önemi, tesiri de belirtilmiştir. Yine bu yazıda arazi, akarsu gibi yönlerden Aksaray'ın şanslıyken Nevşehir'in şanssız olduğuna dair bir yorum vardır. Bu elbette hidroelektrik santralini kurulabilmesi yönündendir. Nevşehirlilerin çok çalışkan, üretken olduklarına özellikle dikkat çekilmiştir.

Nevşehir'i temsilen TBMM'de bulunan Niğde mebusu Ata Bey de konuyla ilgilenmiştir. Gazetedeki haberde "aziz ve muktesit komşumuz Nevşehirliler" denilerek iki şehir arasındaki yakınlık hatırlatılmış ve Aksaray'ın elektrik tesisatından istifade etmesi için mebus Ata Bey'le elektrik meselesinin istişare edileceği belirtilmiştir (AVG, 13 Temmuz 1927: 1). 1927'deki bu görüşmelerden nasıl bir netice çıkmıştır tespit edilememiştir. Daha sonraki tarihte Nevşehir'in elektrikle alakalı talepleri yeniden gündeme gelmiştir. 1932'deki bir haberden görüşmelerin devam ettiğini öğrenilmektedir ki Nevşehir Belediye reisi İsmail Safa, belediye doktoru Hayri ve belediye azasından Hafız Beyler Azm-i Milli şirketi ile esasta mutabık kalmışlar. Şirketin Ankara'daki idare meclisi ile meseleyi neticelendirmek istemişler (AVG, 7 Birincikanun 1932: 1). Aynı gazete "Nevşehirliler'in hayırlı bir teşebbüsü" başlığı altında Aksaray-Nevşehir arasındaki muhabbetten, Lâle Devri'ni yaşayan Nevşehir'in elektriğe kavuşmasından İbrahim Paşa'nın ruhunun da mutlu olacağından bahsedilmiştir. Yazının bir kısmında Aksaray ile Nevşehir'in birbirine yakınlığı anlatılırken 1927'deki ilk teşebbüsten bahsedilmemiştir: "*Esasen Nevşehir ile Aksaray'ın arasında hemen ayrılık yok gibidir. Ticarî rabıta ile birbirine kadimen bağlıdır. Onun için bu komşu iki uyanık memleketin böyle mühim asrî ve medenî bir amille yekdiğerine daha ziyade yaklaşması bekleniyordu. Gecikilmiş olmakla beraber ilk adım atılmış demektir*" (AVG, 7 Birincikanun 1932: 2). Fakat bu görüşmelerden de netice alınamamıştır. Nevşehir istediği elektriğe ancak 193? Yılında …. Enerjisiyle/metoduyla kavuşabilmiştir.

Bisikletçilerin Münasebetleri

1929 Temmuz'unda Şenyuva Spor Kulübü'nden 8 kişilik bisiklet takımı hafta içinde Aksaray dahilinde bir gezintiden sonra Nevşehir'e gitmeye karar vermişlerdir. Sporun öneminin farkında olan Vali Yusuf Ziya Bey, sporculara destek olacağını belirtmiştir. Gazetede yayınlanan bu haberin devamında "*Nevşehir gençlerinin, gençlerimize hüsn-ü kabul göstereceklerine şüphemiz yoktur. Gençlerimizin birbirleriyle tanışması vesilesini de temin eden bu güzel sporculuğun yapılmasına teşebbüs edilmesini takdirle karşılar ve muvaffakiyet temenni ederiz*" denilmektedir (AVG, 31 Temmuz 1929: 4). Bir hafta sonra neşredilen gazeteye göre Şenyuva Spor Kulübü gençlerinden Muallim Sadık Bey'in liderliğindeki 7 kişilik (Sait, Mehmet, Fevzi, Ahmet, Ata, Bedri ve Zihni Efendiler) bisiklet takımı pazar günü Nevşehir'e hareket etmişlerdir (AVG, 7 Ağustos 1929: 2)[105]. Aksaray Vilayet Gazetesi'nin müteakip sayısındaki habere göre bir buçuk günlük yolculuk sonrasında Nevşehir'e ulaşan Aksaraylı bisikletçileri Nevşehir Orta Mektep talebeleri karşılamıştır. Nevşehir Belediyesi, Aksaraylı sporcuları iki gün boyunca misafir etmiştir. "Bisikletçiler döndüler" başlığı altındaki haberin devamında *"Bu seyahatten memnun kalan ve istifade eden gençlerimiz bilhassa Nevşehir Kaymakamının gösterdiği ciddi alakadan dolayı memnuniyetlerini izhar etmektedirler. Cuma günü Aksaray'a avdet ve kasaba dâhilinde alkışlar*

[105] O dönemde başka şehirlerdeki bisikletçilerin de benzer etkinlik düzenlediği yine haberlere yansımıştır. "Konya'dan üç efendi bisikletli olarak 163 km'yi 12 saatte kat etmek suretiyle Aksaray'a gelmişler. Belediyenin iki gece misafiri olduktan sonra Aksaraylı bisiklet sporcularının da iltihakıyla 8 efendi dün Nevşehir'e hareket ve öğleden evvel muvasalat etmişler. İki gün sonra aynı tarikle avdet edeceklerdir". AVG, 16 Temmuz 1930: 2).

içinde bir iki tur yaparak dağılmışlardır" denilmektedir. Yine bu haberde sporculara giderken Aksaray ile Nevşehir arasındaki yolda Anadolu Selçuklu devletinin yâdigarlarından olan Ağzıkara Han ve Alayhan'ın tarihi ve mimari önemi muallim Sadık Bey tarafından izah edildiği de yazmaktadır (AVG, 13 Ağustos 1929: 3)[106].

Aksaray Vilayet Gazetesi'ndeki Bazı Haberler

1926 yılı Kasım'ının başlarında Aksaray'da yapılan at koşusundan sonra başka yarışlar da yapılmıştır. 10 Kasım 1926 tarihli gazete haberine göre devam eden yarışlardan biri de dört metrelik bir yağlı direğe tırmanma yarışıdır. Bu yarışı Aksaray'da ikamet eden Nevşehirli saatçi Şaban Efendi kazanmıştır (AVG, 10 teşrinisani 1926: 4).

1929'da mezun olan 15 öğrenciden birisi mektep numarası 124 olan Nevşehirli Ahmet Efendi'dir (AVG, 31 Temmuz 1929: 1).

1927 tarihindeki posta tarifesi Cuma ve Salı günleri Aksaray'dan Nevşehir'e; Cumartesi ve Pazartesi günleri de Nevşehir'den Aksaray'a işlemektedir (AVG, 4 Kanunusani 1928: 4).

1928 Mayıs'ının başlarındaki "Bahçe Sahiplerine" başlıklı haberde Aksaraylıların meyve ağacını az dikmesine ve dikilen ağaçların da bakımının tam yapılamaması yüzünden meyve üretiminin çok düşük olduğuna vurgu yapılmıştır. Bu tespitlerle birlikte Nevşehirlilerin meyve üretimindeki başarılarında atıfta bulunulmuştur. İfade aynen şöyledir: "…Nevşehir'den meyve gelmese meyve yüzü göremeyeceğiz…" (AVG, 9 Mayıs 1928: 1).

"Müjde" başlığı altındaki bir haberde (reklam da denilebilir) Dişçi Cemil Efendi Nevşehir'den Aksaray'a geldiği ve işe başladığı belirtilmiştir (AVG, 13 Kanunusani 1927: 2). Halk Oteli müste'ciri (kiracısı) Nevşehirli Ahmet Refet'in ilanı oldukça iddialıdır: "*Bu kere tekrar isticar eylediğim halk oteline fevkalade metanetiyle şerait-i sıhhiye dairesinde taharetine itina edilmekte ve hanların yatak ücretlerine muadil olduğunu muhterem şehir ve köylü hemşerilerimize tavsiye ve ilan ederim*" (AVG, 14 Kânunuevvel 1927: 4). Başka bir reklam da "akşamcılar" içindir. "*Nevşehir Rakısı Rakıların en nefisi ve en güzeli Nevşehir'deki Nazım imalathanesinde yapılmaktadır. Bu meşhur ve temiz rakıyı Aksaray'da bayilerden isteyiniz… Bir tecrübe pek lafa bedeldir*" (AVG, 25 Kanunusani 1928: 4).

1933 yılı Nisan'ında son sayısı neşredilen Aksaray Vilayet Gazetesi'ndeki "Cumhuriyetin Feyizleri" başlıklı yazıda Aksaray'ın yakın komşularıyla bağlantısını kuran Aksaray-Nevşehir yolu da dahil olmak üzere yolların asırlardır görmezden gelindiği ve bu umursamazlığın Cumhuriyet döneminde sona erdiği vurgulanmıştır (AVG, 18 Nisan 1933: 1).

Tüccarlardan şehir hacısı Ahmet Efendi'nin kerimeleri Hanım ile Nevşehir Ziraat Bankası memurlarından Zeki Bey'in nişan merasimi yapılmıştır (AVG, 30 Birinciteşrin 1929: 4).

[106] Alayhan ile Ağzıkarahan arasında bir de Öresun Han ya da Tepesidelik Han isimleriyle de bilinen başka bir kervansaray vardır. Bu eseri neden görmemişler bilemiyoruz.

SONUÇ

Aksaray ve Nevşehir Anadolu'nun ortasında, yolların kesişme noktasındaki iki şehirdir. Aksaray ve Nevşehir'deki tarihî ve doğal güzellikler günümüzde Kapadokya denilince akla gelen yerlerdir. Tarih boyunca bu iki şehrin zaman zaman irtibat halinde olduğu kayıtlara yansımıştır. Nevşehir merkez Lâle Devrinden sonra inkişaf etmeye başlamıştır. 18. Yüzyıl ilk yarısından itibaren Aksaray ile Nevşehir'in münasebetleri hakkında daha çok belge bulunmaktadır. Osmanlının son yılları ile erken Cumhuriyet döneminde Aksaray ile Nevşehir münasebetlerinin yoğunlaştığı görülmektedir. Komşu iki şehrin sınırları bazı düzenlemelerle değişikliğe uğramıştır. Birinci Dünya Savaşı sonrasında yaşanan bölgesel kıtlık meydana gelince Aksaray ile Nevşehir'in hem gönüllü hem de zaruri bir yakınlaşması ve yardımlaşması olmuştur. Aksaray ile Nevşehir arasındaki münasebetlerin en fazla olduğu dönem erken Cumhuriyette olmuştur denilebilir. 1920'de müstakil liva, 1923'te vilayet olan Aksaray, Cumhuriyet döneminin yıldızı parlayan şehirlerinden olmuştur. Osmanlı döneminde görmediği imar faaliyetleri özellikle Cumhuriyet döneminde belirgin bir biçimde olmuştur. Aynı zamanda endüstri alanında da Aksaray'da ilerlemeler mevcuttur. Bunlardan birisi Aksaray Azm-i Millî Türk Anonim Şirketi'dir. Bu şirket hem elektrik hem de un üretmiştir. Yaklaşık yetmiş km uzaklıktaki (ya da yakınlıktaki) Nevşehir de elektrikten istifade etmek için Azm-i Millî T.A.Ş. yönetimi ile görüşmeler yapmıştır. Ayrıca Aksaray'ın başka komşuları da olmasına rağmen sportif ya da kültürel faaliyetler noktasında irtibat halinde olduğu şehir Nevşehir olmuştur. Erken Cumhuriyet döneminde bariz bir büyüme sağlayan Aksaray 1933'te kaza rütbesine düşürülmüştür. Aynı yıllarda kaza olan Nevşehir ise sonraki yıllarda terfi-i rütbe yaşamıştır.

Bu çalışmada Anadolu'nun ortasında, iki komşu şehir olan Aksaray ve Nevşehir arasındaki ilişkileri değerlendirebilmek için Türkiye Cumhuriyeti Devlet Arşivleri Başkanlığı Osmanlı Arşivi ve Cumhuriyet Arşivi başta olmak üzere arşivlerde araştırmalar yapılmıştır. İncelenen dönemin süreli yayınlarına bakılmıştır. Bu konuda en önemli kaynaklardan birisi Aksaray Vilayet Gazetesidir. Birinci Dünya Savaşı'nın bittiği yıl olan 1918 ile 1933 yılı arasına odaklanan çalışma neticesinde Aksaray ile Nevşehir'in ilişkilerinin oldukça yakın olduğu görülmüştür. Bu iki şehrin yakınlığı, ticari münasebetleri günümüzde de sürmektedir.

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EXTENDED SUMMARY

Purpose

In this study, Turkey's in the middle of a bridge linking Europe to Asia, from north to south, east to west, two of the city located in the intersection of the road, a section of Nevşehir, Aksaray and tried to explain the relationship. Aksaray and Nevşehir are two neighboring cities of Central Anatolia Region. At the same time, it has been tried to reveal the connections of the cities of Aksaray and Nevşehir, which are among the important tourist centers of Cappadocia, where tourists are very popular recently. Both Aksaray and Nevşehir are the first cities that come to mind when it comes to Cappadocia. These two neighboring cities have been associated with many periods of history. The relations between the Republic of Turkey in the last period of the Ottoman Empire until the first decade of Aksaray, Nevsehir documents will be studied according to sources, especially news.

Methodology

In this study, a method that is valid in the world, is a requirement of the science of history and is different from the method used in any research. Documents, newspaper news, photographs, books related to the subject are explored, and the connections of the cities of Aksaray and Nevşehir are tried to be revealed. The obtained documents, information, photographs and newspaper news were tried to be evaluated objectively. President of the Republic of Turkey State Archives, Archives of the Republic depends examined by the Ottoman State Archives and has tried to show the connection between Aksaray, Nevsehir. The focus is on what the documents actually mean.

Findings

Aksaray and Nevşehir, located in the middle of Anatolia, are two neighboring cities. Both cities, especially Nevşehir, have recently been in an important position in the tourism sector. The history of these two important cities of Cappadocia is also very old. Since the Hittites, the middle of Anatolia, including Aksaray and Nevşehir, has been a living space for many states. Especially Aksaray had bright days during the Anatolian Seljuk period. Nevşehir, on the other hand, experienced an incredible growth during the Tulip Era, which started and ended in the first half of the 18th century. The Tulip Era is seen as the window of the Ottoman Empire opening to the west, and the most felt city is Nevşehir, apart from the capital Istanbul. Especially in this period, namely in the Tulip Era, while Nevşehir was being established from scratch, many documents are in the Ottoman Archives of the Presidency of the State Archives of the Republic of Turkey. While the city of Aksaray experienced significant progress in the first ten years of the republic, Nevşehir grew after 1954. Aksaray and Nevşehir's good luck days are not the same. However, although both Aksaray and Nevşehir did not see any invading forces in the 1st World War, they did their best to save the country from the enemy.

When the documents in the Ottoman Archives of the Presidency of the Turkish Republic State Archives and the Republican Archives were examined, some information about the two neighboring cities could be determined. Information about the administrative situation of some

villages on the border has been evaluated. In the last days of the Ottoman Empire, both Aksaray and Nevşehir were districts. There are also documents related to the events that the two districts lived in those days. It is learned from the documents of March 1919 that there is a serious concern due to the shortage of wheat and barley in Nevşehir District. Especially if the flour, which is the raw material for making bread, was less, it could cause people to starve. For this, excess raw material in Aksaray city was sent to Nevşehir. Of course, the decision on this issue belongs to the Ottoman Empire. Under the responsibility of the local administrators of the Ottoman Empire, famine in Nevşehir was prevented.

After the republic declared in 1923, it is clearly seen that the relations between Aksaray and Nevşehir became more frequent. One of the most important sources of the period is Aksaray Provincial Newspaper. Published between 1926 and 1933, this newspaper contains news about the relations between Aksaray and Nevşehir. Aksaray had very bright days from the 1920s to the early 1930s. There has been progress in many areas. One of these developments is the acquaintance of the city of Aksaray with electricity. Nevşehir, in particular, made some initiatives after the city, which was trying to illuminate with candles and gas lamps, got acquainted with the electricity technology. Thanks to the water source located in the north of Aksaray, Aksaray Azm-i Milli Türk Anonim Şirketi has established a hydroelectric power plant. The demands of Nevşehir, which intends to benefit from the electricity produced from this power plant, have not been realized.

There are also trade and sports connections between Aksaray and Nevşehir. While the people of the two neighboring cities were trading with each other, the young people also met from time to time. Especially news about cycling, one of the most important sports of the period, is learned from Aksaray Provincial Newspaper.

Conclusion and Discussion

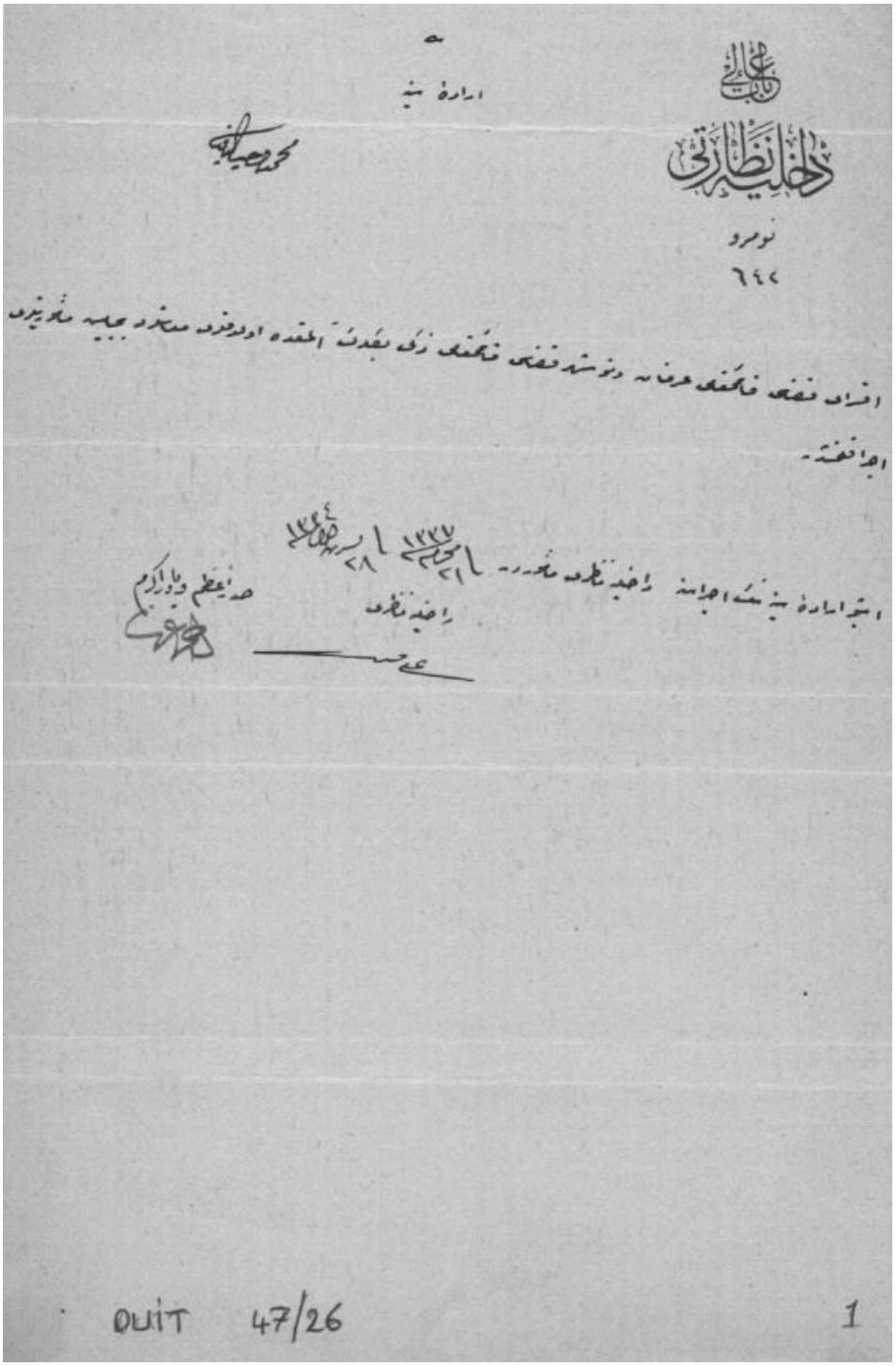
Anatolia in the middle of this operation, two adjacent cities of the Republic of Turkey in order to assess the relationship between Aksaray and Nevsehir State Archives Directorate was conducted research in archives, mainly Ottoman Archives and Archives of the Republic. Periodicals of the period examined were examined. One of the most important sources in this regard is Aksaray Vilayet Newspaper. As a result of the study focusing between 1918 and 1933, which was the year of the First World War, Aksaray and Nevşehir were found to be very close. Although Aksaray has other neighbors, Nevşehir has been in contact with sports or cultural activities. Aksaray, which achieved a significant growth in the early Republican period, was reduced to the rank of accident in 1933. Nevşehir, which had an accident in the same years, was promoted in the following years. The proximity of these two cities and their commercial relations continue today.

EKLER

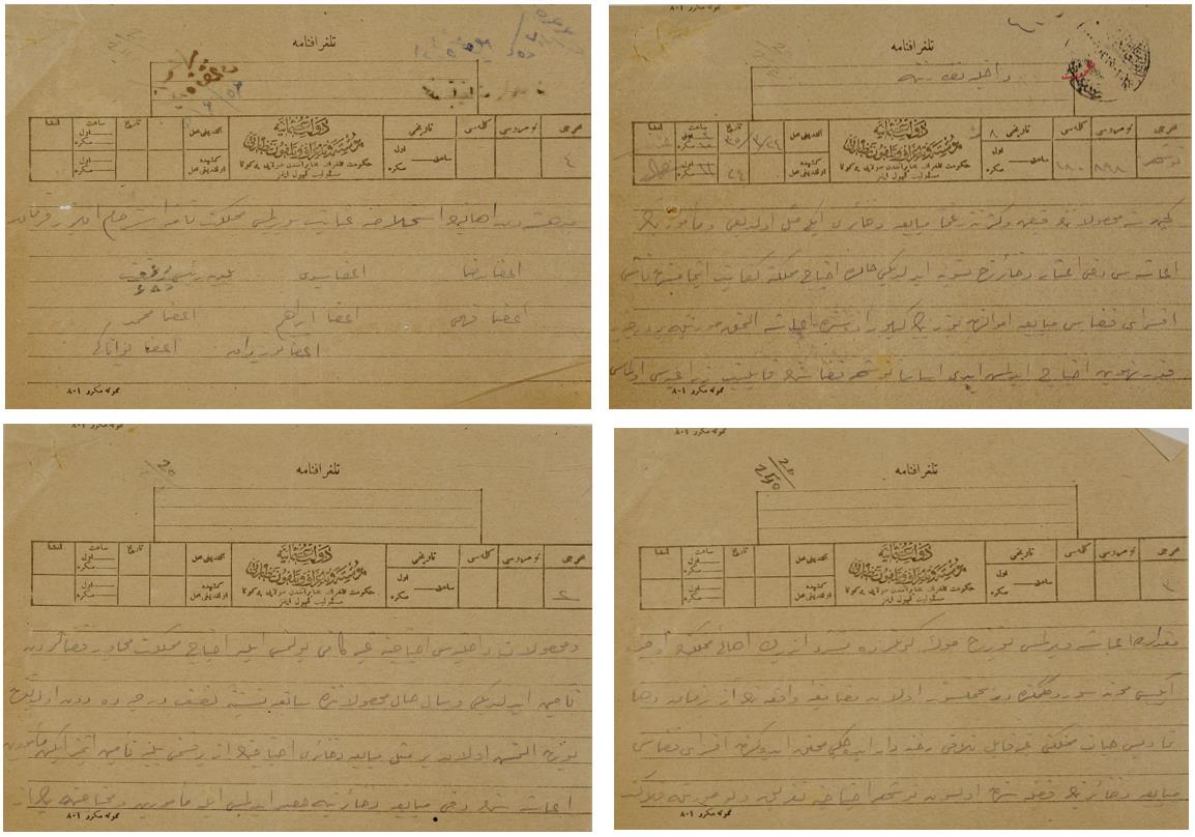


1910'lu yıllar Konya Vilayeti haritası. Elle çizilmiş olan 1 / 1.000.000 ölçekli bu haritada, Vilayetin sancak, kaza ve nahiyeleri yer almaktadır. Aksaray ve Nevşehir tarafımızdan vurgulanmıştır. (BOA, HRT.h, 1574)

Aksaray ve Nevşehir kazaları



kaymakamlarının yer değiştirmelerinin uygun olduğu hakkında, Padişah VI. Mehmed Vahideddin'in 28 Ekim 1918 tarihli emri. (BOA, İ.DUİT, 47 / 26 – 1)



Nevşehir Kazası'nda mahsulün yetersiz olmasından dolayı kıtlık tehlikesi olduğu ve bu nedenle Aksaray Kazası mahsulü fazlasının Nevşehir'e gönderilmesi gerektiği hakkında, Nevşehir Belediyesi Meclisi üyeleri tarafından Dahiliye Nezareti'ne çekilen 24 Mart 1919 tarihli telgraflar. (BOA, DH.İ.UM, 20-6 / 2-29 – 2-5)



نومرو [۱۵] ۲۶ کانون ثانی سنه ۱۹۲۷ ۱۲ رجب ۱۳۴۵ سنه [۱]

آبونه شرائطی :
سنه لکی [۲۰۰] آلتی آیلغی [۱۳۰] غروشدر
اعلانات بازارلغه تابعدر
اعلانات مندرجاتندن مسئولیت قبول ایدلز

اداره‌خانه : آقسرای ولایت مطبعه‌سی
غزته‌یه عائد باجله اوراق ومکاتب مطبعه مدیریته کوندرلمیدر
فائده‌لی بازیلر درج اولنور . درج اولنمیان اوراق اعاده اولنماز .

آقسرای ولایت غزته‌سی

شمدیلك هفته‌ده بردفعه نشر اولنور رسمی غزته‌در

نسخه‌سی [۵] غروشدر هفته‌سی یکمش نسخه‌لر [۱۵] غروشدر

هفته‌ده بردفعه چهارشنبه کونلری نشر اولنور ولایت غزته‌سیدر

(ئه‌لکتریق و نوشهر)

آقسرای ؛ دون، فیضلی طوپراغی ، مبذول ونفیس مواد غذائیه‌سی ولود وکنیش ساحه اقتصادیسیله نوشهرلی قرده‌شلرمزه کنیش برصحنهٔ فعالیت ، ثروتلرینه مهم بر مبدأ تشکیل ایتمکده‌اولدیغی کبی بوکون ویارین ده‌انکشاف تجاری وصناعیلرینك منبع فیوضاتی اولاجقدر .

نه‌وت ؛ نوشهر بزم قومشومز دکل ، محله‌مز . همشهریلرمز دکل ، قرده‌شلرمزدر . چارشومزده شویله بر کوز کزدیرسه‌لر مانیفاطوره‌جی ، بقال ، آشجی، قهوه‌جی، قوندره‌جی، ترزی برچوق نوشهرلی کوره‌جکسز کبی عینی قیافه‌ده دیکر برچوق نقطه‌لرده منظورمز اولهیلیر . بازارمزده کوریلمز ، مأمورلرمز آره‌سنده برلیز قدر نوشهرلی کوردیکمز کبی برچوق حائله‌لرمزلده نوشهرله تأسیس صهریت ایتمش اولدیغنده شاهد اولورز؛ فاره‌لر ، فیرطینه‌لر نوشهر اصنافلرینك بازارمزده کله‌لرینه بزه‌قیس میوه‌لر کتیروب احتیاجلرینك ده‌بورادن تدارکنه مانع اولامیور .

نوشهر سرمایه دارلرینك برچوقلری آقسرای قابلیت اقتصادیه‌سندن اقتطاف ایتکلری فیضله تجارتلرینه انکشاف ویرمکده‌درلر .

کیم نه‌دیرسه‌دیسون بوایکی شهر؛ درینلشن ، کسب صمیمیت ایدن برمقارنتله کون کچدکجه براز دهاییکدیکرینه یاقلاشمقده‌در .

دقیق فابریقه‌مزك رسم کشادی وسیله‌سیله ولایتمزی تشریف ایدن هیئت محترمه‌دن احسان بك اسمنده‌کی کنجك فابریقه‌مز اوکنده‌کی خطابه‌سی ، نوشهرلیلرك حساتلرینه چوق آبی ترجمان اولمشدی .

متقاعد میرلوا حقی باشالك هیئت نامنه تشکری تضمن ایدن وغزته‌مزده‌اووقت انتشارایدن وداعنامه‌سنده؛ مشارالیه بومقاله‌مزدم تماس ایتمك ایسته‌دیکمز حیاتی برنقطه‌یه اشارت ایتمشاردی : ئه‌لکتریق . . . آقسرای؛ فیض جمهوریتدن آلدیغی الهام ایله عاطل کچن سنه‌لرك ضرارلرینی تلافیه ، بزه سعادت وثروت وعد ایدن طوپراغمزدن، صویمزدن، طاغمزدن ، طاشیمزدن اعظمی استفاده ایدرك برصنعت شهری اولمنه عزم ایتمشدر .

اوچ درت سنه‌دنبری عمران ، اقتصاد ، معارف ساحه‌لرنده کوسترديکی مشکور فعالیت بوعزمه برمثال .

کیجه‌مزی کوندوز یاپان ئه‌لکتریق ؛ شبه‌سز که بربشارت موفقیت .

کندی سرمایه‌مزله متشکل خاق اقتصاد بانقه‌مزده جانلی بردلیل تشکیل ایدیور .

مبجل جمهوریتمزك ؛ فابریقه‌مزه وسعت اشراکی ، زراعت بانقه‌سنك شعبه‌حالنه افراغی، ولایتمزی شمندوفرله آناطولی بغداد یولنه ربط ایتمك تصوری وحله انشا ایده‌جکمز منسوجات فابریقه‌سنه تخصیص ایدیله‌جك سرمایه‌نك برمثلی ایله اشتراك ایتمك اوزره عزم ملینك بدایت تأسسنده‌کی وعدی ؛ آقسرایمزك متکاثف بر مرکز اقتصاد اولهجقنه براعت استهلال‌در .

بناءً علیه؛ واصل اولدیغمز نتیجه شودرکه: آقسرای تورکیه‌نك مترقی برشهری اولمنه کندینی نامرد قیلمش وایلك خطوه‌ی آتمشدر .

بونوردن ، بواستقبالدن نوشهرك استفاده ایتمکی دوشونه‌مسی اونلرك بك آجیق برحقلری اولدیغی قدر آقسرایلیلرلده تمنویله قارشیلایه‌جقلری برایشدر .

حق پاشالك تملکتی نامنه وقوع بولان تمنیسی ، یعنی بوغازده‌کی ئه‌لکتریق قوتنك اورایه شرارەلرصاچمنه باشلامسی آرزوسی تحقق ایتدیکی کون نوشهر؛ اقتصادیاتنده محسوس برتکامل کورمکه باشلایه‌جق وئه‌لکتریق تلاری ثروتمزی ، اجتماعیاتمزی یکدیکرینه قاینا بولماز باغلر ایله ربط ایدر برحیل متین وسعادت اولاجقدر .

طبیعت ؛ آقسرایه انعامنی ابذال ایدرکن مع الاسف عین ساحتی نوشهره کوسترمامشدر . فقط اورالك چالیشقان وبیلمق بیلمز اولادی طوپراغی کیزلهمك ایسته‌مین قایایی فیرلاتهرق یرینه برمیوه ، برباغ چوبونی دیکمکی اهالیه تلقین مشدر .

قوهٔ نامیه‌ده‌کی نقصانك اکالی ایچون کویلرمزدن کیلومتره‌لرجه اوزاق یرلردن مرکبلر ایله کوبره نقل ایتمکه اوشنمه‌مشدر .

بشریته مطیع وهرشکلی اکتسابه مساعد ، توکنمز بر قوت اولان ئه‌لکتریکدن نوشهر شهه‌سز مستغنی قالهمیه‌جق، مدنیته یول ویرن بوانجاز کار قدرته آغوشی درین براحتیاجله آچه‌جقدر. بوقوتك تصرف ایتدیره‌جکی قوللره ایسه آقسرای ؛ کنیش وچوق سمیع برفعالیت محتمه‌سیدر .

حیات فیشقیران طوپراغمز ، محصولات ارضیه‌نك هرجنسی تشدیره‌بیلن اراضیمز، ایشلیه‌جك الایسته‌یور.. احتیاجات عمومیه‌مزك چوق مهملرینه تقابل ایده‌بیله‌جك مواداستدائیه‌مز بشریته نافع اولهبیله‌جك شکلی اکتساب ایتمك ایچون فابریقه‌لرقدرده ؛ دوشونن دماغلره چالیشان قوللره آغوشی آچیش بکله‌یور .

آریش برکوموش منظره‌سیله‌شهریمزی ایکیه بولهرك طوز کولهٔ منتهی اولان اولوایرماغمز، کندیسندن اعظمی استفاده‌یی تأمین ایده‌مین قومشولرینی بعضاً جوشقون طبیعاتلریله اویاندیرمق ؛ قیمتلی بیلدیرمك ایسته‌یور . . . اویویان واویاتان هرقومشوسنه سوی مثالی‌یی الهام ایچون نیشان سویله‌یور . .

بوش قالان کنیش اووایه تحسرینی اشراب ایچون یاتاغندن فیرلایه‌رق حیات وبریجی بنلکنی او ، آلتون طوپراغه کومك ایسته‌یور .

تملکتمزك انسانی جذب ایدن ، شاعرانه خیالله سوروکله‌ین ثروت طولو قابلیتی ایضاحدن طویه‌جغمز ، تأثرلرله توأم تلذی شیمدیلك اوتونه‌رق مقصدیمزه‌عودت ایدهلم :

نوشهرك ئه‌لکتریق قوتندن استفاده ایتمی ایچون فعلیاته کچمك ساعتی آرتق حلول ایتمشدر .

آقسرای؛ کندیسی کبی‌دها برچوق شهرلرك تنویرینی تأمین ، فابریقه‌لرینی تحریك ، میاه‌لرنده وسائط نقلیه‌یی جر ایده‌بیله‌جك بر قوتی چوق اوجوز استحصال ایده‌بیله‌جك بروضعیتده‌در. مجاورقصبه‌لرینی، بوخصوصه صرف ایدهجکلری مادی ومعنوی مساعینك نصفی مقابلنده مقصدلرینه واصل اولهبیلرلر . چالیشقان نوشهرلیلردن تمنیمز ، بو حیاتی آرزولرینی تطمینده استعجال ایتمك صورتیله کندی استفاده‌لرینه ساعی اولدقلری قدر دیکر قومشو قضا وولایتلرمزده نمونه اولمریدر .

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شرف واستقلالیمزك محافظه‌سی طیاره‌لریمزك چوغالمسنه باغلیدر .
طیاره جمیعیتی تبرعاتنی اونوتمایالم . . . !

Aksaray Vilayet Gazetesi’nin 15. Sayısında “Elektrik ve Nevşehir” başlıklı makale



Aksaray Halkevi tiyatro ekibinin 28.02.1932 tarihinde Nevşehir'deki müsameresinden



Aksaray-Nevşehir yolundaki çalışma

The quest for vision in Business Reports on The Threshold of Planetary Boundaries: Consensus and Accreditation in Integrated Reporting

Gezegensel Sınırlar Eşiğinde İşletme Raporlarında Vizyon Arayışları: Entegre Raporlama da Konsensüs ve Akreditasyon

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Abstract

Earth's balance and stability is described as a system of nine interconnected borders. The negative effects of businesses on the environment in exceeding the planetary limits are so great that in the face of this negative picture; states, governments and businesses agree on dealing with it in a planetary sense of responsibility. The main agenda of the United Nations Climate Change Conference (COP27), which will be held in November 2022 this year, is "Food security and Water". All these agenda items are an indication that the process of transforming commitments into action will accelerate. Now, from societies to investors, from consumers to governments, the terms "Sustainability" or "Environmental, Social and Governance (ESG)" have a meaning far beyond expressing environmental problems such as climate change and resource scarcity and have become important in determining business value.

"Border carbon regulation" and "circular economy regulations" in EU trading countries. Within the scope of this, the control of the carbon level of the exported products faces the risk of a decrease in export revenues. Meanwhile, in order to determine the sustainability of the financed projects; Green Credit can be diversified as Green Bonds, Green Sukuk, Low Carbon Economy Transition Bonds, Sustainability Linked Loans (ESG) and Bonds, Social Bonds and Sustainable Bonds. "B Corp", "Benefit Corporations", "Platform Cooperatives" and "Zebra Corporations" have collaboration opportunities and powerful accreditation platforms that provide tools to measure and compare their effects.

In this study, Global Reporting Initiative (GRI), International Accounting Standards Board (International Accounting Standards Board), International Integrated Reporting Council IIRC', etc. "Integrated Reporting" in which organizations reach a consensus in the construction of a better future and how these reports are accredited in corporate sustainability. It aims to theoretically discuss the issue that it can be used as a tool in a dialectical framework. It is foreseen that it will enable more effective, effective and efficient analyzes of "Sustainability" or "Environmental,

Social and Governance (ESG)" of business performance and it is evaluated that it will contribute to meeting strategically oriented expectations. The study has been put forward in the theoretical framework, and the conditions for its realization in practice have been left open to discussion.

Keywords: Planetary Borders, Continuity, Sustainability, Sustainable Reporting, Integrated Reporting, Value, Sustainability Performance.

Özet

Dünya'nın dengesi ve kararlılığı dokuz sınırla birbirine bağlı bir sistem olarak tanımlanıyor. Gezegensel sınırların aşılmasında işletmelerin çevre üzerindeki olumsuz etkileri o kadar büyük ki bu olumsuz tablo karşısında; devletler, hükümetler ve işletmeler gezegensel bir sorumluluk anlayışı içinde ele alma konusunda hem fikirler. Birleşmiş Milletlerin bu yıl Kasım 2022 de düzenlenecek İklim Değişikliği Konferansı (COP27)'nın ana gündemi "Gıda güvenliği ve Su". Tüm bu gündem maddeleri taahhütlerin eyleme dönüşme sürecinin hızlanacağının bir göstergesi. Artık toplumlardan yatırımcılara, tüketicilerden hükümetlere, "Sürdürülebilirlik" veya "Çevresel, Sosyal ve Yönetişim (ÇSY) "terimleri, iklim değişikliği ve kaynak kıtlığı gibi çevresel sorunları ifade etmenin çok ötesinde anlam taşımakta ve işletme değerinin belirlenmesinde önemli hale gelmiş durumda.

AB'nin ticaret yaptığı ülkelerde "sınırda karbon düzenlemesi" ve "döngüsel ekononomi regülasyonları". Kapsamında, ihracatı yapılan ürünlerin karbon düzeyinin kontrolü ihracat gelirlerinde azalma riski ile karşı karşıya. Bu arada finanse edilen projelerin sürdürülebilirliğini belirlemek için de; Yeşil Kredi, Yeşil Tahvil, Yeşil Sukuk, Düşük Karbonlu Ekonomiye Geçiş Tahvilleri, Sürdürülebilirlik Bağlantılı Krediler (ÇSY) ve Tahviller, Sosyal Tahvil ve Sürdürülebilir Tahviller olarak çeşitlenebiliyor. "B Corp", "Benefit Corporations", "Platform Cooperatives" ve "Zebra Corporations" iş birliği olanakları ile etkilerini ölçme ve kıyaslama araçları sağlayan güçlü akreditasyon platformları bulunmakta.

Bu çalışmada, Küresel Raporlama Girişimi (GRI), Uluslararası Muhasebe Standartları Kurulu (International Accounting Standarts Board), Uluslararası Entegre Raporlama Konseyi IIRC' vb .Kuruluşların daha iyi bir geleceğin inşasında konsensüs sağladıkları "Entegre Raporlama" ve bu raporların kurumsal sürdürülebilirlikte nasıl akreditasyon aracı olarak kullanılabileceği konusunu teorik olarak diyalektik çerçevede tartışmayı hedeflemekte. Işletme performansının "Sürdürülebilirlik" veya "Çevresel, Sosyal ve Yönetişim (ÇSY) daha etkin, etkili ve verimli analizlerinin yapılabilmesine olanak sağlayacağı öngörülmekte ve stratejik odaklı beklentileri karşılamaya da katkı sağlayacağı değerlendirilmektedir. Çalışma teorik çerçevede ortaya konmuş, pratikte gerçekleştirme koşulları tartışmaya açık bırakılmıştır.

Anahtar Kelimeler: Gezegensel Sınırlar**,** Süreklilik, Sürdürülebilirlik, Sürdürülebilir Raporlama, Entegre Raporlama, Değer, Sürdürebilirlik Performansı.

GİRİŞ

Çağımızın en önemli küresel sorunlarından biri olan iklim, ekolojik ve sürdürülebilirlik krizi; logaritmik olarak büyüyen bir dairesel permütasyon içinde çok boyutlu ve çok katmanlı paradoksal bir eğilime dönüşmüştür. Küresel ekonomiye egemen olan kurumsal kapitalizmin "Neo liberal" varyantı genişlemesini sürdürmeye devam ediyor olması bu paradoksal yapının en önemli bir göstergesi. Artık Schumpeter'in bir ekonomik inovasyon ve iş döngüsü teorisi olarak tanımladığı "yaratıcı yıkım" konsepti artık ekonomik ve çevresel refah arasındaki potansiyel olarak yıkıcı değiş tokuş "yaratıcı kendi kendini yok etme" konseptine dönüşmüş durumda. Bilim insanlarının, 2009 yılında, küresel çevresel sınırlar olarak önerdikleri 9 Gezegensel sınırın 6'sının aşılmakta olduğu görülmektedir. Yine Hükümetler Arası İklim Değişikliği Paneli'nin (IPCC) hazırladığı raporda yer alan iklim projeksiyonları, "insanlık için kırmızı kod" olarak nitelendirilmiştir. Dahası, Dünya Ekonomik Forum'unun 2022 küresel riskler raporu, önümüzdeki 10 yılda küresel ölçekte olası en ciddi krizler olarak aynı konulara dikkat çekmektedir. Gezegen adeta kendisine yapılanlar karşısında insanlığa tepki göstermektedir. Karşımızdaki bu tablo; devletlerin, hükümetlerin ve işletmelerin gezegensel bir sorumluluk anlayışı içinde konuya yaklaşmaları gerektiğini ortaya koymaktadır.

Bu çalışma dört bölümden oluşmaktadır. Birinci bölümde, Gezegensel Sınırların Aşılmasında Şirketlerin Rolü, İkinci bölümde, Sürdürülebilirlik ve standartlar, üçüncü bölümde; Sürdürülebilirlik Bağlamında İşletme Raporlarında Değişimin Tarihsel Süreci, Dördüncü bölümde ,İşletme Raporlarında Son Nokta Entegre Raporlamada Konsensüs ve Akreditasyon ve Sonuç bölümünde ise Uluslararası Standart .Kuruluşların "Entegre Raporlama"yı kurumsal sürdürülebilirlikte akreditasyon aracı olarak nasıl kullanılabileceği diyalektik çerçeve de teorik olarak tümdengelim yaklaşımla betimsel olarak ortaya koymayı hedeflemektedir. Çözümüne yönelik bütünleşik bir metodolojinin nasıl oluşturulabileceği konusunda önerilerde bulunulmuştur. Çalışma teorik çerçeve de tanımlayarak normatif olarak ortaya koymayı ve pratikte gerçekleştirme koşulları tartışmaya açık bırakmayı hedefliyor.

1. GEZEGENSEL SINIRLARIN AŞILMASINDA ŞIRKETLERIN ROLÜ

"*21. Yüzyılın iklim krizine büyük ölçüde, sanayi çağının başlangıcından bu yana üretilen sera gazı emisyonlarının yaklaşık üçte ikisini üreten sadece 90 şirket neden oldu".* (Clark 2013). Tablo 1.1'de özetlendiği gibi, giderek artan sayıda küresel şirket, çevresel sonuçların iyileştirilmesini vurgulayan sürdürülebilirlik programları ve uygulamaları başlatmıştır - ancak belirledikleri hedeflere ulaşamamanın genellikle göz ardı edildiğini belirtmek ilginçtir (Inez Ward, 2014).Bu programlar ve uygulamalar, yeşil girişimci veya "ekoprenör" imajlarıyla birlikte iklim değişikliği konusunda bir iş "liderliği" vizyonuna ve şirketlerin iklim krizinden kurtarıcılar olarak potansiyel rolüne katkıda bulunup bulunamayacağı şüphelidir. (Wright ve Nyberg, 2015, s.17)

Tablo 1.1 Kurumsal Çevre Programlarına Örnekler

Şirket	Program	Açıklaması
Google (ABD)	**Google yeşil**	2011'i piyasaya sürdü Şirket,güneş enerjisi tesislerinin kurulmasıyla yılda 7,000 metrik tondan fazla karbon emisyonu tasarrufu sağladığı iddia edildi; karbon, her FedEx zarfını dengeler; ve araç yakıt verimliliğini %30 oranında artırmıştır. Şirket, küresel hava operasyonlarından kaynaklanan sera gazı emisyonlarını 2020 yılına kadar %20 oranında azaltmayı hedefliyor ve 2030 yılına kadar jet yakıtının %30'unun alternatif yakıtlardan gelmesini planlıyor. yenilenebilir kaynaklardan elde edilmiştir.
Ikea (Hollanda)	**İnsanlar ve Gezegen Pozitif**	Ikea, 2012'de programının başlatılmasından bu yana sürdürülebilir kaynaklardan satın alınan pamuk miktarını iki katına çıkardığını iddia ediyor; binalara 500.000'den fazla güneş paneli kurdu; 137 rüzgâr türbini satın aldı; sertifikalı ahşap kullanımını %35'e çıkardı. Odun tedarik zincirini ve kâğıt, gıda ve tekstil tedarikçilerini sürdürülebilirlik açısından denetler ve 2015 yılına kadar ev döşeme malzemelerinin %100'ünü yenilenebilir, geri dönüştürülebilir veya geri dönüştürülmüş malzemelerden tedarik etmeyi hedeflemektedir. 2017 yılına kadar sürdürülebilir kaynaklar ve 2020 yılına kadar toplam
FedEx (Birleşik Devletler)	**Earth Smart**	
Sony (Japonya)	**Sıfıra Giden Yol Çevre Planı**	2010 yılında piyasaya sürülen Sony'nin "Sıfıra Giden Yol" planı kapsamındaki uzun vadeli hedefi, sıfır çevresel 2050 yılına kadar ticari faaliyetlerinde ve ürün ve hizmetlerinin yaşam döngüsü boyunca ayak izi. Orta vadeli hedefler arasında %30'luk bir azalma yer alıyor ürünlerin yıllık enerji tüketiminde; Ürün kütlesinde %10 azalma (temel 2008); Atık üretiminde %50 mutlak azalma ve su tüketiminde %30 azalma (başlangıç 2000).

Gazprom (Rusya)	**Kapsamlı Çevre Programı**	Gazprom, Çevre Politikasını 1995 yılında ve Asya Hamuru ve kâğıt Sürdürülebilirlik Yol Haritası Kapsamlı Çevre Programını 2011 yılında (Endonezya) Vizyon 2020 kabul etmiştir. Brüt kirletici emisyonlarını (özellikle nitrojen ve karbon oksitleri) azaltmayı amaçlar; yüzey suyundaki kontamine atıkların azaltılması ve ISO 14001 uyumlu bir çevre yönetim sistemi tanıtın. 2010-2011'de şirket, brüt kirletici emisyonlarının %5 ve %8 (2009 temel çizgisi) düştüğünü iddia etti. Asia Pulp & Paper'ın 2012'de lansmanı yapılan "Sürdürülebilirlik Yol Haritası Vizyonu", fabrikalardaki karbon emisyonlarının azaltılması da dahil olmak üzere "bütün iş" sürdürülebilirliğini sağlamak için tasarlanmıştır. 2015 yılına kadar ulusal hedeflerle ve yüksek koruma değeri ve Yüksek Karbon Stoklu ormanların belirlenmesi ve korunması. Aynı zamanda, en iyi turbalık yönetimi uygulamalarını gerçekleştirmeyi ve bir milyon hektarlık bozuk ormanı rehabilite etmeyi amaçlamaktadır.
Vale Karbon Programı (Brezilya)		2008'de Oluşturulan Karbon Programıyeni teknolojilerin kullanımı ve daha az karbon yoğun süreçler yoluyla 2020 yılına kadar küresel GHG emisyonlarını %5 azaltmayı hedefliyor. Şirket, bugüne kadar kullandığı enerjinin %21'inin yenilenebilir kaynaklardan geldiğini, %75'inin operasyonlarda yeniden kullanıldığını ve 230.000 km2'lik doğal alanın enerjiye sahip olduğunu iddia ediyor.
HSBC Sürdürülebilir (Birleşik Krallık) Operasyon Stratejisi		belirlendi ve %21'lik bir azalma elde ettiğini iddia ediyor atıkta; Kâğıt tüketiminde %30 azalma; ve 2011'den itibaren toplam enerji tüketiminde %12 azalma Yenilenebilir enerji tüketimini %25'e çıkarmak ve çalışan başına yıllık karbon emisyonlarını 2020'ye kadar 3,5 tondan 2,5 tona düşürmek. HSBC, Climate Group, Earthwatch ve WWF ile ortaklıklara sahiptir.
Lego (Danimarka)	**Planet Promise**	2014 yılında şirket bir beş yıllık bir süre içinde enerji verimliliğinde %30'luk bir iyileşme. 2016 yılına kadar bir ton Lego üretmek için kullanılan enerji miktarını %10 azaltmayı, 2016 yılına kadar %100 yenilenebilir enerji kullanmayı ve üretilen tüm atıkları geri dönüştürmeyi hedefliyor.

Seç ve Öde (Güney Afrika)	**Sosyal Yatırım Programı**	Şirket %10 indirim talep etti karbon ayak izinde ve ambalajlamada %18'lik bir azalma (2010 referansı). 2016 yılına kadar çöp sahalarına sıfır atık göndermeyi, karbon ayak izini %15 oranında azaltmayı ve elektriği azaltmayı hedefliyor. %40 oranında tüketim (2010 referansı).
Tata Motors (Hindistan)	**Sürdürülebilir Yaşam Planı**	Tata, 2003 yılında Sürdürülebilirlik Raporları yayınlamaya başladı. 2014 yılında şirket, üretilen araç başına tüketilen suda %9'luk bir azalma elde ettiğini iddia ediyor; Yenilenebilir enerjide 2,5 kat artı tüketim ve toplam enerji tüketiminin %9'u yenilenebilir kaynaklara dayalıdır. Atık su kurdu Arıtma tesisleri, ağaç dikme programları üstlendi ve Hindistan'daki operasyonlarında beş adet prefabrik biyogaz ünitesi kurmanın maliyetine katkıda bulundu. 2010 yılında oluşturulan plan, 2020 yılına kadar ürünlerin yaşam döngüsü boyunca sera gazı etkisini yarıya indirme hedefini belirliyor.Şirket, 2008'den bu yana üretimde CO2 emisyonlarında %32 azalma olduğunu iddia ediyor.emtia bitkileri ve Kuzey Amerika ve Avrupa'daki fabrika sahaları için sertifikalı yenilenebilir kaynaklardan elektrik satın alınması kabul ediyor.
Unilever (Hollanda)	**Hareket Halinde Sürdürülebilirlik**	
General Electric (ABD)	**Doğaya söyle ilgiliyiz (ecomagination)**	araştırma ve geliştirmeye 12 milyar dolar yatırım yaptı. 2013 yılında şirket, 'gaz çağını' destekleyen küresel bir beyaz kitap yayınladı ve düşük maliyetli yenilenebilir teknoloji ve alternatif yakıt taşımacılığına yaptığı yatırımları artırdı.
Walmart (ABD)	**Sürdürülebilirlik Taahhüdü**	belirledi. Elektriğinin %24'ünün yenilenebilir kaynaklardan geldiğini iddia ediyor. Gerekli enerji yoğunluğunu azaltmayı amaçlar binalarını %20 oranında güçlendirmek (2010 referansı). Şirketin 'Acres for America'nın girişimi, geliştirilen her bir dönüm arazi için Amerika Birleşik Devletleri'nde 1 dönüm vahşi yaşam habitatının satın alınmasını içerir.

2. SÜRDÜRÜLEBILIRLIK VE STANDARTLAR

Kurumsal sürekliliği tanımlayan değerleri; kısa vadeli düşünmek, kar baskısı, büyüme, para ile ölçüm, rekabet, tüketim, kurumsal çıkar, küreselleşme, yıkıcı dil ve yapay düşünce olarak sıralamak mümkün. Sürdürülebilirlik değerleri ise; uzun vadeli düşünmek, sosyal, çevresel, ekonomik etkileri dengelemek, kalkınma ve gelişim, para dışında farklı ölçümler, rakiplerle paydaşlık, bütünün çıkarı, tasarruf ve türetim, yerelleşme, barış dili ve entegre düşünce olarak tanımlamak gerekiyor (Çoşkun.2021, s.19)

Günümüzde yaygın olarak kullanılan sürdürülebilirlik raporlama standartları ve rehberleri aşağıda ki şekilde özetlemek mümkün (Elmacı, Emre ,2020, s489).

- SA 8000 Sosyal Sorumluluk Yönetimi standarı (www.sainl.org).
- Ürün Karbon Ayak izi, Karbon Ayak izi, Kyoto Protokolü tarafından belirlenmiş standartlar.
- RSPO Palmiye yağı üretimi sektörüne özel olarak hazırlanmış, sürdürebilirlik standarları (www.rspo.org).
- Karbon Saydamlık Projesi (Carbon Disclosure Project – CDP) Raporlaması, (www.cdp.net).
- ISO (Internetional Organization for Standardization) sürdürebilirlik standartları https://www.iso.org/home.html .
- İklim Beyanları Standartları Kurulu (Climate Disclosure Standards Board – CDSB) (https://www.cdsb.net/).
- Sürdürülebilir Muhasebe Standartları Kurulu (Sustainability Accounting Standards Board – SASB) (https://www.sasb.org/).
- İklimle İlişkili Finansal Beyanlar Görev Gücü (Task Force on Climate-Related Financial Disclosures – TCFD) (https://www.fsb-tcfd.org/).
- Birleşmiş Milletler Sorumlu Yatırım İlkeleri (United Nations Principles for Responsible Investment – UNPRI) (https://www.unpri.org/).
- Kurumsal Raporlama Diyaloğu (Corporate Reporting Dialogue) (https://corporatereportingdialogue.com/).
- AA1000APS Hesap Verebilirlik Prensipleri Standardı (Account Ability Principles Standard), (www.accountability.org).
- IFC Performans Standartları (IFC Performance Standards) (www.ifc.org).
- UN Global Compact–UNGC) Sürdürülebilir kalkınma ilkelerdir (www.unglobalcompact.org).
- OECD Çokuluslu İşletmeler Rehberi (OECD MNE Guidelines) (www.oecd.org) OECD ülkeleri tarafından hazırlanmış olan bu rehber.
- (WBCSD) Sürdürebilirlik standartları (www.wbcsd.org).
- BS 8901 Standartı, sürdürülebilir etkinlikler (www.ueba.me).
- ISEAL) (https://www.isealalliance.org/), Uluslararası sosyal ve çevresel standard
- Küresel Raporlama Girişimi (Global Reporting Initiative – GRI sürdürülebilirlik raporlamasının standartlaşmasıdır (www.globalreporting.org). (https://www.globalreporting.org/how-to-use-the-gri-standards/register-your-report/)
  Türkiye'de ise 119 kuruluş tarafından yayımlanan 395 kurumsal sürdürülebilirlik raporunun 329 tanesi GRI standartlarına uygun olarak hazırlanmıştır (https://kurumsalsurdurulebilirlik.com/).

- Entegre Raporlama (Integrated Reporting- IR) Uluslararası Entegre Raporlama Konseyi'nin (International Integrated Reporting Council - IIRC) kurulması ile kurumsal bir yapı kazanmıştır (www.michalsons.com).

Yatırımcılardan ve diğer paydaşlardan ESG konularında şeffaflığın artırılması için yıllarca artan talebin ardından, çeşitli yargı alanlarındaki düzenleyiciler ve standart belirleyiciler, 2022'de ESG raporlamasını dönüştürmek için kesin teklifler yayınladılar. Bu yıl şimdiye kadar,

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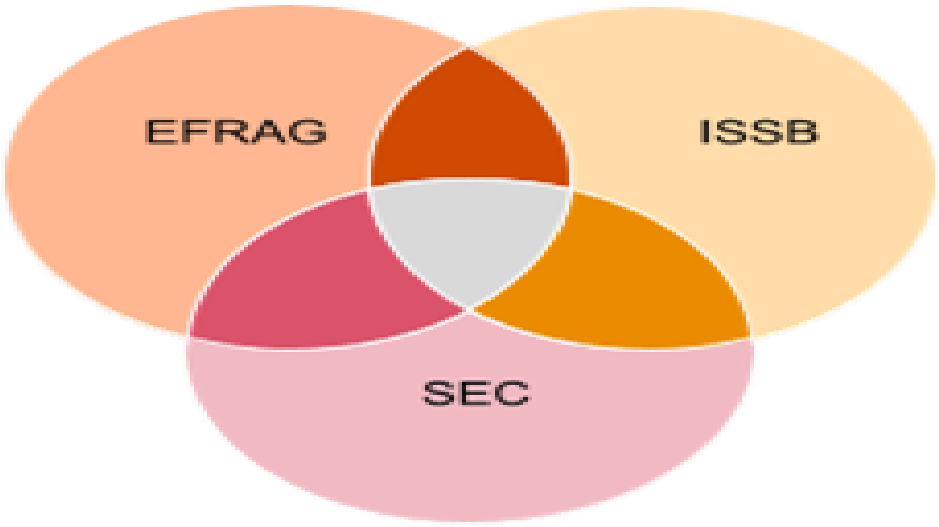
Kaynak: Wright, Christopher and Nyberg, Daniel (2015), Climate Change, Capitalism, and Corporations, Cambridge University Press, s.18.

Önerilen ESG açıklamaları Avrupa Birliği'nde (AB) Kurumsal Sürdürülebilirlik Raporlama Direktifi'nin (CSRD) bir parçası olarak, uluslararası olarak Uluslararası Sürdürülebilirlik Standartları Kurulu (ISSB) tarafından ve ABD'de SEC tarafından yayınlanmıştır. Bu "üç büyük" teklifin her biri, önerilen kapsamları ve diğer ayrıntıları değişmekle birlikte, geniş kapsamlı sürdürülebilirlik açıklamaları gerektirecektir. Her üç öneri de şu anda kapanmış olan kamuoyu yorum dönemlerine tabi tutuldu. Artık toplumlardan yatırımcılara, tüketicilerden hükümetlere, "Sürdürülebilirlik" veya "Çevresel,Sosyal ve Yönetişim (ÇSY) "terimleri, iklim değişikliği ve kaynak kıtlığı gibi çevresel sorunları ifade etmenin çok ötesinde anlam taşımakta ve işletme değerinin belirlenmesinde önemli hale gelmiş durumda. Finansal Riskleri Yönetmek; iş modellerine yönelik sosyal ve çevresel riskler giderek artıyor. Teknoloji; şirketlerin kendi hikayelerin anlatması çok daha önemli. Çünkü paydaşlar artık teknoloji aracılığı ile şirket dışı kaynaklara çok kalay bir biçimde ulaşabiliyor. Sosyal Etki; paydaşlar daha derin ve güvenilir bilgiler talep ediyor. Regülasyonlar; gittikçe daha fazla düzenleyici kurum şirketlerin sosyal ve çevresel zorlukları nasıl işledikleri ve yönettikleri hakkında belirli bilgileri açıklamalarını ve bazı durumlarda güvence vermelerini şart koşuyor.

Avrupa Finansal Raporlama Danışma Grubu [European Financial Reporting Advisory Group, EFRAG] Uluslararası Sürdürülebilirlik Standartları Kurulu (ISSB)) ve SEC, yatırımcılara ve diğer sermaye piyasası katılımcılarına, şirketlerin sürdürülebilirlikle ilgili riskleri ve bilinçli kararlar vermelerine yardımcı olacak fırsatlar hakkında bilgi sağlayan kapsamlı bir küresel sürdürülebilirlik ile ilgili açıklamaları ile ESG konularında yüksek kaliteli, şeffaf, güvenilir ve karşılaştırılabilir raporların nasıl düzenleneceğine ilişkin çalışmalar sürdürüyorlar. Bu üçlünün yayınladığı standartların kesişme noktaları infografik olarak şekil.1.1.'de gösterilmiştir.

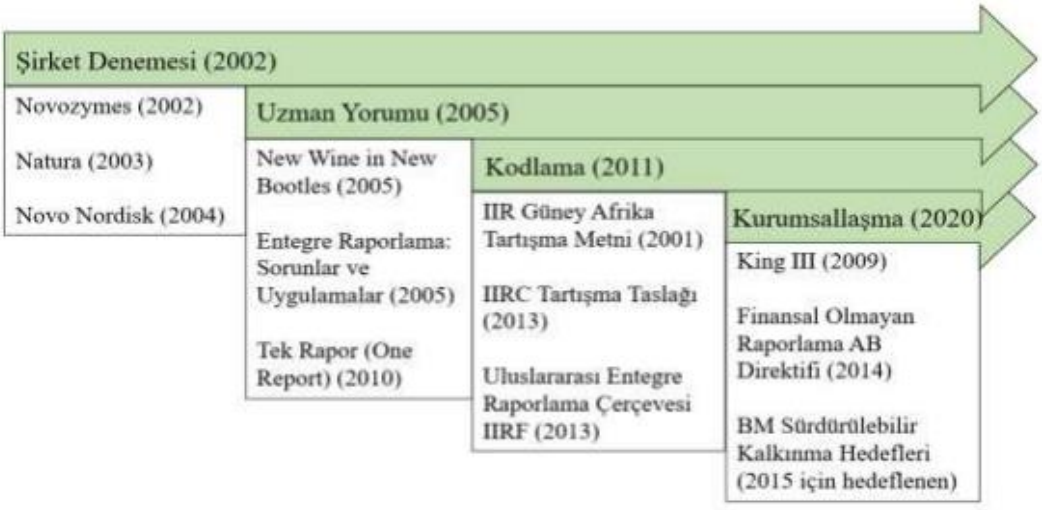


Şekil.1.1.EFRAG, ISSB ve SEC 'in Sürdürülebilirlik Standartlarının Ortak (Kesişim)Noktaları

Kaynak: Andreas Ohl, Navigating the ESG landscape: Comparison of the "Big Three" https://corpgov.law.harvard.edu/2022/10/10/navigating-the-esg-landscape-comparison-of-the-big-three-disclosure-proposals/

3. SÜRDÜRÜLEBILIRLIK BAĞLAMINDA İŞLETME RAPORLARINDA DEĞIŞIMIN TARIHSEL SÜRECI

Entegre raporun hedef kitlesi için "tam olarak ne anlama" geldiği dört sürekli, örtüşen aşamadan geçerek gelişmektedir. "Anlam oluşturma" (Şekil 1.1). İlki, Şirket Deneyi, 2000'li yılların başında bir kaç şirketin üretim çabalarıyla başladı. Bu aşama, ilk entegre raporu. Fikrinin pratikte başlatılmasıdır. Entegre raporlama Danışmanlar, akademisyenler ve diğer uzmanlar, oluşturmaya başladıklarında, "Uzman Yorumu" denilen ikinci aşama şirketlerin gözlemlerine dayalı entegre raporlamaya ilişkin temel ilkeler oluşturma aşamasıdır. Daha sonra entegre raporlamanın maliyetleri, faydaları ve zorlukları ve bunların üstesinden nasıl gelineceği hakkında dersler içeren bu teori oluşturma aşaması başladı.2000'lerin ortalarında. 2000'lerin sonlarında, üçüncü aşama olan Kodlama başladı. Bu sivil toplum kuruluşları ve diğer aktörlerle birlikte çalışan kuruluşlar (STK'lar) şirketler, yatırımcılar ve muhasebe firmaları tarafından çerçevelerin ve standartların geliştirilmesine odaklanıldı. Dördüncü ve en son aşama, Kurumsallaşma, entegre raporlama uygulamasına daha etkin, etkili ve verimli hale getirmek için düzenleyici ve piyasa ortamını etkilemeye yönelik çalışmalar başladı. Eccles, Robert G (2014, s.409-415). Entegre Raporlama'nın Gelişim Sürecinde Dört Aşama Şekil 1.2.'de gösterildiği gibidir.



Şekil 1.2: Entegre Raporlama'nın Gelişim Sürecinde Dört Aşama

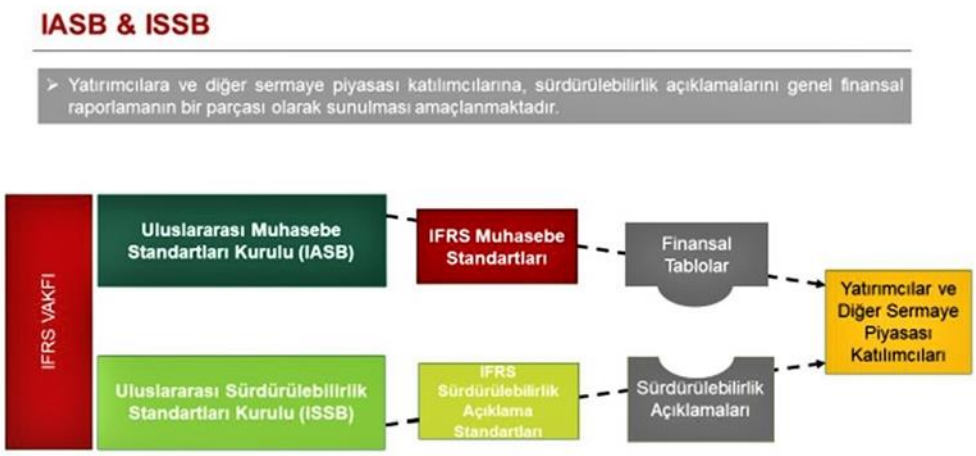
Kaynak: The Integrated Reporting Movement: Meaning, Momentum, Motives, and Materiality (Wiley Corporate F&A) 1st Edition,s.32.

İlk dönem: 1960'lardan 1970'lere 2.Dünya Savaşı sonrası ekonominin uzun süren toparlanma dönemi sonrası yeni muhasebe standartları sürdürülebilirlik ihmal edilerek oluşturuldu.

İkinci aşama: 1980'lerden 1990'lara – Sosyal ve çevresel konular dan uzak olan sürdürülebilirlikle ilgili ilk standartların oluşturulmaya başlandı.

Üçüncü aşama: 2000'lerden 2010'lara – sürdürülebilirliğin arttırılması, çevresel ve sosyal temalarını esas alan sürdürülebilirlik standartların geliştirilmesi yeni yüzyılın ilk yirmi yılında önemli ölçüde arttı. Sürdürülebilir kalkınma "yeteneğinden ödün vermeden günümüzün gereksinmelerini gelecek nesillerin kendi gereksinmelerini karşılaması" (United Nations, 1987). Bu on yıllar bir gördü. Uluslararası Entegre Raporlama Konseyi (IIRC), 2011] Kurumsal raporların; çevresel, sosyal ve yönetişim "sürdürülebilirlik raporlamasına" dönüştürülmesi yer aldı. Uluslararası Muhasebe Standartları Kurulu (IASB) ve Uluslararası Sürdürülebilirlik Standartlar Kurulu (ISSB) yatırımcılara ve diğer sermaye piyasası katılımcılarına, sürdürülebilirlik açıklamalarını genel finansal raporlamanın bir parçası olarak sunulmasına ilişkin çalışmalarının

akış diyagramı şekil:1.3.de gösterildiği gibidir.



Şekil 1.3: IASB ve ISSB Finansal Sürdürülebilirlik

Kaynak:IFRS https://www.ifrs.org/groups/international-sustainability-standards-board/issb-frequently-asked-questions/

Dördüncü aşama: 2020 ve sonrası – sürdürülebilirliğin entegre edilmesi, Uluslararası Entegre Raporlama Konseyi (IIRC) (2011) sürdürülebilirlik temalarının yanı sıra şirketlerin tüm paydaşlara nasıl değer yarattığını açıklaması getirdi.

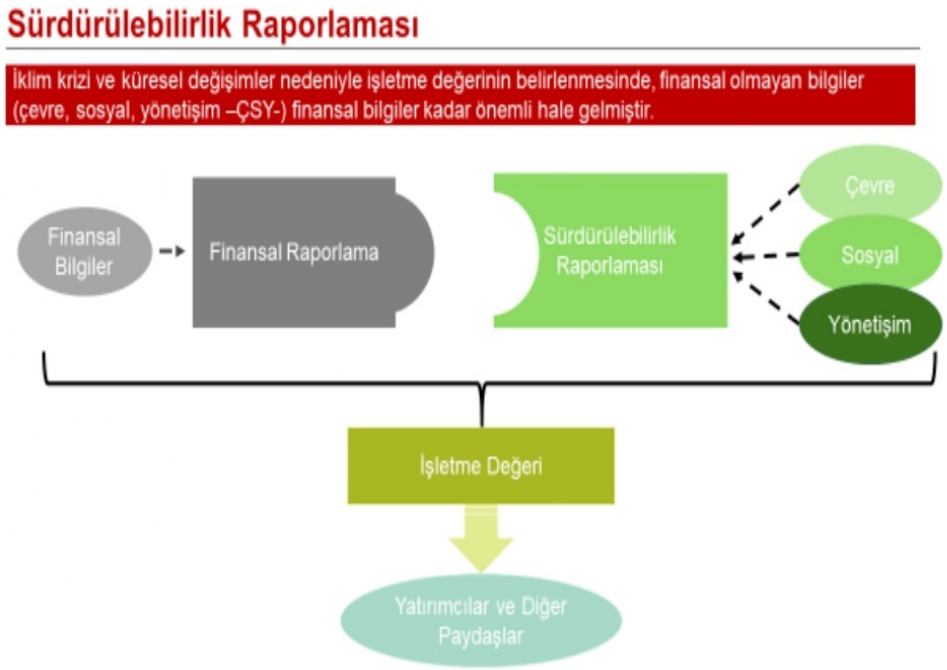
Sürdürülebilirlik Önemli Düzenlemeler ve Raporlama Çerçevelerine İlişkin Tarihsel Gelişim Süreci infografik olarak şekil.1.4.'de özetlenmiştir.



Şekil.1.4. Sürdürülebilirlik Önemli Düzenlemeler ve Raporlama Çerçevelerine İlişkin Tarihsel Gelişim Süreci

Kaynak: KPMG https://home.kpmg/xx/en/home/insights/2021/03/sustainability-reporting-strategic-direction.html KGKhttps://www.alomaliye.com/2022/06/16/turkiyesurdurulebilirlik-raporlama-standartlari/

İlkim krizi ve küresel değişimler nedeniyle işletme değerinin belirlenmesinde finansal olmayan bilgiler (çevre,sosyal,yönetişim-ÇSY-) finansal bilgiler kadar önemli hale gelmiştir. Finansal bilgilerin raporlama perspektifinde gelişim süreci şekil:1.5.'de önemli düzenlemeler ve raporlama çerçeveleri de şekil:1.6.'da infografik olarak özetlenmiştir.





Şekil:1.6. önemli düzenlemeler ve raporlama çerçeveleri

Kaynak: https://novisto.com/list-esg-reporting-framework-standard/

4. İŞLETME RAPORLARINDA SON EVRE ENTEGRE RAPORLAMADA KONSENSÜS VE AKREDITASYON

Entegre Raporlama, kurumsal iletişim için yardımcı olan yeni bir standarttır. Entegre Raporlama, kuruluşun stratejisi, yönetişim ve finansal performansı ile faaliyet gösterdiği sosyal, çevresel ve ekonomik bağlam arasındaki bağlantıları netleştirmeyi amaçlar: Uluslararası Entegre Raporlama Konseyi, entegre raporlamayı "bir süreç" olarak tanımlamaktadır. Bir kuruluş tarafından periyodik bir entegre raporla sonuçlanan entegre düşünce üzerine kurulmuştur zaman içinde değer yaratma ve değer yönleriyle ilgili iletişimler hakkında yaratılış." Entegre bir rapor, "bir organizasyonun nasıl çalıştığına dair kısa bir iletişimdir. dış çevresi bağlamında strateji, yönetişim, performans ve beklentiler, kısa, orta ve uzun vadede değer yaratılmasına yol açar." Entegre Raporlama Konseyi (International Integrated Reporting Council - IIRC) ve Sürdürülebilirlik Muhasebesi Standartları Kurulu (Sustainability Accounting Standards Board - SASB) ile resmi olarak Haziran 2021 tarihinde Değer Raporlama Vakfı – Value Reporting Foundation adı altında birleşmiştir. Piyasalarda, iş dünyasının değer yaratma yeteneğinin, finansal sermayeden daha fazlasına bağlı olduğunun giderek daha fazla kabul görmesi ve daha tutarlı bir kurumsal raporlama sistemi sunma misyonu doğrultusunda, IFRS Vakfı ve dünya çapında diğer önde gelen çerçeve sağlayıcılar ve standart belirleyicilerle yakın çalışmakta olan Vakfın temel amacı "Entegre Düşünce İlkeleri", "Entegre Raporlama Çerçevesi" ve "SASB Standartları" entegrasyonu ile işletmelerin ve yatırımcıların ortak bir kurumsal değer anlayışı geliştirmelerine katkı sağlamak ve değer yaratma süreçlerini geliştirmektir.

B Corp, Sürdürülebilirlik taahhütleri güvence altında Çevresel, sosyal ve kurumsal yönetişim (ESG) başarı standartları ile firmaları akreditasyon sağlayarak sertifikasyon veren Uluslararası bir kuruluş. Benzer diğer kuruluş ABD'nin 35 eyaletinde yetkilendirilmiş Benefit Corporation, Zebra corporate, onaylı statüyü koruyabilmesi için standartlara uyması zorunlu olmakla birlikte, uyulmaması halinde bu statüyü kaybetmenin dışında yasal bir yaptırımla karşılaşılmıyor.

SONUÇ

Sürdürülebilirlik ve entegre raporlama artık hem uygulamada hem de akademik çalışmalarda genel kabul görmüş bir konsept olarak artarak büyümektedir. Şu anda, IIRC'nin (2011) tahmininden yaklaşık 10 yıl sonra, daha net bir fikre sahibiz. 2020'lerin on yılında kurumsal raporlamanın olası evrimi. Şimdi bir görünüyor alternatif raporlama biçimlerinde daha fazla artışa yönelik artan gereksinim ve beklentiyi karşılayabilecektir. Sürdürülebilirlik raporlaması için bu yeni senaryoda şu tespitleri yapabiliriz: Birinci tespitimiz; IIRC ve SASB'nin (2020). Kurumsal raporlamayı basitleştirmeye yönelik olarak kurduğu Değer Raporlama Vakfı, yatırımcılara ve şirketleri küresel yönlendirmek için kapsamlı olarak tüm kurumsal değer faktörleri ve standartları genel çerçevesi içerisinde işletmelerin sürdürülebilirlik performansını ortaya koyacak standartlar oluşturmaya devam edecektir. IIRC Çerçevesi ve SASB Standartları, tüm paydaşların yararına, şirketlerin sürdürülebilirliğini uzun vadeli kurumsal değerle bağlantılı olarak birbirine bağlayacaktır. İkinci tespitimiz, Uluslararası Finansal Raporlama Standartları'dır (UFRS) (2020) sürdürülebilirlik raporlamasına ilişkin UFRS Sürdürülebilirlik Açıklama Standartları ile kamu yararını gözeterek finansal piyasalar için kapsamlı bir küresel sürdürülebilirlik standart seti geliştirmeyi hedeflemektedir. Bu kapsamda, UFRS Sürdürülebilirlik Açıklama Standartları ile sürdürülebilirlik girişimlerinde daha fazla şeffaflık yoluyla kamu güveni oluşturmak amacıyla, sürdürülebilirlik raporlamasında karşılaştırılabilir ve tutarlı bir dizi standartlarla yatırımcıların işletme değerini belirlemesinin, işletmelerin çevresel, sosyal ve kurumsal yönetime ilişkin sorunlara nasıl karşılık verdiğini anlamasının ve yatırım kararı alırken sürdürülebilirliğe ilişkin gereksinimine uygun bilgiye ulaşmasının kolaylaşacağı öngörülmektedir. Ayrıca IFRS sürdürülebilirlik raporlamasını dünya çapında uyumlu hale getirmede iklim değişikliğiyle mücadele için girişimlerde de kilit bir oyuncu olma girişimleri devam ediyor. Üçüncü tespitimiz, Avrupa Finansal Raporlama Danışma Grubu (European Financial Reporting Advisory Group-EFRAG), AB Avrupa Sürdürülebilirlik Raporlaması Standartları (European Sustainability Reporting Standards ESRS) seti taslaklarını 2022 yılı sonunda 2022 yılı sonunda kurumsal raporlama alanında önemli değişiklikler olacağı öngörülmektedir. ISSB, 2022'nin ikinci yarısında geri bildirimleri gözden geçirerek yıl sonuna kadar yeni standartları yayımlamayı hedeflemektedir. Kurumsal raporlama alanında önemli Paradoksal bir şekilde, hepsi bir durumu işaret eden bu girişimler sürdürülebilirliğin kurumsallaşması raporlama alınabilecek farklı yönler sunmakta. Ancak, küresel iklim krizinin önlenmesinde işletmelerin önemli bir rolü olduğu yadsınamaz bir gerçek. Dünyanın bugün içinde

bulunduğu İklim, ekolojik ve sürdürülebilirlik krizinin önlenmesinde ya da en azından azaltılmasında entegre raporlama sistemi önemli rol üstlenecektir. Tüm bu gelişmeler gelecekte şirketlerin akreditasyonunda da, piyasadaki rekabet güçlerinin artırmada da entegre raporlama kalıcı ve etkili olacağını bugünden söylemek yanlış olmayacaktır.

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(*) *"Karbon bütçesi kavramı, IPCC'nin analizinin bir parçası ama bu kavram aynı zamanda The Burning Question (Yakıcı Soru) (Berners-Lee ve Clark, 2013) isimli etkili ve popüler kitap sayesinde de tanındı. Eğer şu ana kadar yaptığımız oranda sera gazı salınımı yapmaya devam edersek gezegeni gelecek 30 yıl içerisinde 2 derece ısıtacak kadar karbon kullanmış olacağız".* Berners-Lee, Mike, ve Duncan Clark, 2013, The Burning Question (Profile Books).

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Kurumsal Sürdürülebilirlik Perspektifinde Yaratıcı Muhasebe Üzerine Literatür Taraması ve Değerlendirilmesine Yönelik Betimsel Bir Çalışma

A Detailed Study On Literature Review And Evaluation On Creative Accounting In Corporate Sustainability Perspective

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Özet

Geçmişten günümüze yaratıcı muhasebe kavramının ve uygulamalarının yaygınlaştığı, bu alanda çıkar çatışmalarının arttığı ve yaygınlaşan uygulamalarla muhasebesel manipülasyonlara yeni ortamlar hazırladığı görülmektedir. Yaratıcı muhasebe kavramındaki yaratıcı kelimesi olumlu bir izlenim vermesine karşın burada muhasebesel olarak olumsuz bir izlenime yol açmaktadır. Muhasebe standartlarının ve kanun koyucular tarafından konulan kanunlarda meydana gelen boşluklardan yararlanılarak işletmeler ve finansal tablo kullanıcıları tarafından muhasebe kayıtlarını örtme ve manipüle etme çabasıyla yaratıcı muhasebe uygulamalarının kullanıldığı görülmektedir. Yaratıcı muhasebe uygulamaları işletmeler açısından avantajlar yarattığı düşüncesiyle başvurulsa da uzun vade de ve beklenmedik durumlarda önemli dezavantajlarla işletmeler için büyük riskler içermektedir. Bu riskler detaylı incelendiğinde meydana gelen sonuçları sadece işletme için değil aynı zamanda piyasalar, çalışanlar, finansal kuruluşlar ve devlet açısından da önemli riskler teşkil etmektedir. Bu aşamada hem işletmeler hem de diğer kuruluşlar tarafından risklerin önlenerek kurumsal sürdürülebilirliğin sağlanmasıyla yaratıcı muhasebe uygulamalarının önüne geçilmesi adına tedbirlerin alınması ve bunlar için gerekli yasal ve mevzuat değişimleriyle oluşan boşlukların giderilmesi ve kanunlardaki bütünlüğün sağlanması yaratıcı muhasebe uygulamalarının çözümünde başvurulacak önemli aşamalardandır.

Anahtar Kelimeler: Sürdürülebilirlik, Yaratıcı Muhasebe, Finansal Tablolar, Muhasebe Standartları,

Abstract

It is seen that the concept of creative accounting and its applications have become widespread from the past to the present, conflicts of interest have increased in this field, and new environments have been prepared for accounting manipulations with widespread applications. Although the word creative in the concept of creative accounting gives a positive impression, it causes a negative impression in terms of accounting. It is seen that creative accounting practices are used by businesses and financial statement users in an effort to cover and manipulate accounting records by taking advantage of the gaps in accounting standards and laws set by legislators. Although creative accounting practices are applied with the idea that they create advantages for businesses, they contain great risks for businesses with significant disadvantages in long-term and unexpected situations. When these risks are examined in detail, the results are important risks not only for the business, but also for the markets, employees, financial institutions and the government. At this stage, taking measures to prevent creative accounting practices by preventing risks and ensuring corporate sustainability by both businesses and other organizations, eliminating the gaps created by the legal and legislative changes necessary for these, and ensuring the integrity of the laws are important steps to be applied in the solution of creative accounting practices.

Keywords: Sustainability, Creative Accounting, Financial Statements, Accounting Standards,

GİRİŞ

Çalışmamızda yaratıcı muhasebe uygulamasını kavramsal olarak ele alarak ortaya çıkışı, ilerleyişi, yarattığı olumlu ve olumsuz sonuçları değerlendirilmiştir. Literatür incelemeleri yaparak ilerlediğimiz çalışmamızda yaratıcı muhasebe uygulaması her anlamda ele alınarak irdelenmiştir.

Yaratıcı muhasebe uygulaması geçmişten günümüze değişmelere uğramış olsa da hala varlığını sürdürmekte ve işletmeler açısından fırsat olarak nitelendirilmektedir. Muhasebe standartları ve genel kabul görmüş muhasebe ilkeleri başta olmak üzere düzenleyici yasal kanun ve mevzuatlardaki boşluklar yaratıcı muhasebe uygulayıcılarına imkan sunmaktadır. Burada sadece boşluklardan yararlanma değil aynı zamanda kanunlar ve ilkeler arasında bütünlüğünün bulunmaması da aynı şekilde yaratıcı muhasebeye ortam hazırladığı görülmektedir. Buna paralel olarak zaman içerisinde muhasebe ve ekonomideki değişimler ile teknolojik gelişmelerde meydana gelen ilerleyişlerde yaratıcı muhasebe uygulamalarına zemin hazırlamış ve finansal tablo kullanıcıları açısından yeni imkan ve fırsatlar meydana getirdiği görülmektedir.

Yaratıcı muhasebe uygulamalarıyla finansal tablolar üzerinde gerçekleştirilen manipülasyonlar ve değişiklikler işletmeler açısından olumlu yönde pozitif avantajlar sağladığı gibi olumsuz ve önemli sayılacak riskleri de kendi içerisinde barındırmaktadır. İşletmeler açısından özellikle yaratıcı

muhasebe uygulamalarına başvurulması işletmenin oluşabilecek riskleri göze aldığının bir göstergesidir.

Yaratıcı muhasebe uygulamalarından kaynaklı riskler sadece işletmeler açısından değil işletmede çalışanlar, finansal kuruluşla ve devlet tarafından da önemli derecede risk teşkil etmektedir. Buradan hareketle devlet tarafından ve muhasebe standartları ve ilkeleri düzenleyicileri açısından gelişen ekonomik ve teknolojiye ayak uyduracak şekilde gerekli düzenlemelerin yapılarak yasal boşlukları gidermeleri ve alınacak ek tedbirler ve yasalarla kanunların bütünlüğü sağlanıp yaratıcı muhasebe uygulamaları üzerinden yaratılan suistimallerin ve hilelerin önüne geçilmesi açısından önem arz ettiği anlaşılmaktadır.

LİTERATÜR TARAMASI

Rihan tarafından Bozok Üniversitesi Yüksek Lisans Ödevi olarak 2017 yılında hazırlamış olduğu "Yaratıcı Muhasebe ve Muhasebe Manipülasyonu" adlı yazısında Türkiye'deki yasal boşlular üzerine yapılan çalışmada yasal boşlukların yaratıcı muhasebeye ortam hazırladığı üzerine durulmuştur.

Genç tarafından "2. Uluslararası Bilimsel ve Mesleki Çalışmalar Kongresi"nde yayınlanan 2018 yılında yayınlanan "Yaratıcı Muhasebe Uygulamalarının Ortaya Çıkarılmasında Kullanılan Modeller" adlı makalesinde yaratıcı muhasebe uygulama modelleri ele alınarak yaratıcı muhasebenin tespitinde meydana getirdikleri etkilerden bahsederek yaratıcı muhasebe tespiti ve ölçümünde tahakkuk esası üzerine durulduğu varsayımına ulaşmıştır.

Dölen tarafından İşletme Araştırmaları Dergisinde 2016 yılında yayınlanan "Yaratıcı Muhasebe Uygulamaları Açısından Borsa İstanbul'da İşlem Gören Gıda Sektöründeki Şirketler Üzerine Bir Uygulama" adlı makalesinde hakla açık işletmelerin yaratıcı muhasebe uygulamalarıyla yaratılan manipülasyonların ve bu manipülasyon sonucu şirketlere duyulan güvenin azaldığını göstermiştir.

Kargı tarafından Marmara Üniversitesi Sosyal Bilimler Enstitüsünde 2019 yılında yazmış olduğu yüksek lisans tezinde "Yaratıcı Muhasebe Teknikleri Yoluyla Gelirlerin Arttırılması ve Bir Uygulama Örneği" adlı yazısında işletmelerin yaratıcı muhasebe uygulamalarını kullanarak gelirlerinin arttırılmasının yıllar itibariyle arttığı ve gelirlerin artmasıyla karlarında artış meydana geldiği sonucuna ulaşmıştır.

Aygün tarafından Eskişehir Osmangazi Üniversitesi İİBF Dergisinde 2013 yılında yayınlana "Yaratıcı Muhasebe Stratejileri" adlı makalesinde yaratıcı muhasebe ve hilelerinin geçmişten günümüze gelişim süreci ve stratejileri üzerine durularak işletmelerin izledikleri yolları ve çıkar ilişkilerinden söz edilmektedir.

Balıkçı tarafından İstanbul Ticaret Üniversitesi Sosyal Bilimler Enstitüsünde 2016 yılında Yüksek Lisans Tezi olarak yazmış olduğu "Yaratıcı Muhasebe Nedenleri, Yöntemleri ve Sonuçları" adlı tezinde yaratıcı muhasebe uygulamalarının ortaya çıkış nedenleri ve meydana getirdiği sonuçları irdeleyerek yaratıcı muhasebe sürecini ele almıştır.

Çıtak tarafından İstanbul Serbest Muhasebeci ve Mali Müşavirler Odası Mali Çözüm Dergisinde 2009 yılında yayınlanan "Yaratıcı Muhasebe Hileli Finansal Raporlama Mıdır?" adlı makalesinde dünyada ve ülkemizde yaşanan skandallar üzerine incelemelerde bulanarak yasal boşluklardan yararlanılarak uygulanan yaratıcı muhasebe uygulamasının hile olup olmadığı üzerine yaptığı çalışmada hile içeren yaratıcı muhasebe uygulamalarına yer vermiştir.

Akdoğan ve Süklüm tarafından Uluslararası Ekonomi, İşletme ve Politika Dergisinde 2019 yılında yayınlanan "Muhasebe Meslek Mensuplarının Yaratıcı Muhasebe Algı Düzeylerinin Tespiti: Çorum İli Uygulaması" adlı makalesinde meslek mensupları tarafından yaratıcı muhasebe algı ve bilinirlik düzeyi ölçümü yapılarak meslek mensupları algı düzeyleri arasında anlamlı tespitlerde bulunuluştur.

Gacar tarafından İstanbul Serbest Muhasebeci ve Mali Müşavirler Odası Mali Çözüm Dergisinde 2012 yılında yayınlanan "Ekonomik Krizler Sonrası Yaşanan Şirket İflasları ve Yaratıcı Muhasebe İlişkileri" adlı makalesinde muhasebe işlemleri üzerinde yapılan manipülasyonlara değinerek Türkiye'deki yaratıcı muhasebe konularında yaşanan gelişmeler üzerine yazdığı çalışması özellikle bankacılık sektöründe değişikliklere yol açtığı tanısına varmıştır.

Eroğlu tarafından Kırıkkale Üniversitesi Sosyal Bilimler Enstitüsünde Yüksek Lisans Tezi olarak 2021 yılında yazmış olduğu "Firmaya Özgü Değişkenlerin Yaratıcı Muhasebe Uygulamaları Üzerine Etkisi: BİST 100'de Bir Çalışma" adlı yazısında Borsa İstanbul'da faaliyet gösteren işletmelerin finansal tabloları incelenerek yaratıcı muhasebe uygulamalarında etkin olarak kullanımları üzerine durularak karlılık değişkenleriyle yaratıcı muhasebe uygulamaları arasında anlamlı bir ilişki arayışı söz konusudur.

Genç Tarafından Bülent Ecevit Üniversitesi Sosyal Bilimler Enstitüsünde 2017 yılında yazmış olduğu "Türkiye'de Yaratıcı Muhasebe Uygulamaları ve Bağımsız Denetçinin Sorumluluğu" adlı Doktora tezinde dünyadan ve ülkemizden yaratıcı muhasebe uygulamaları örnekleri ve karşılaşılan dezavantajları üzerine durularak özellikle yaratıcı muhasebe uygulamalarına başvuran işletmelerin bağımsız denetim esnasında durumla karşılaşan denetçinin sorumluluğu ve üzerine durması gereken öneminden bahsederek sorumluluklarının çalışma hayatını etkileyecek seviyede önem arz ettiği üzerine durulmuştur.

ARAŞTIRMANIN METODOLOJİSİ

Araştırmanın Amacı ve Önemi

Çalışmamızın amacı; yaratıcı muhasebe kavramının işletmeler açısından ekonomik olarak yarattığı avantajların ve dezavantajların tespitini yaparak yaratıcı muhasebe adına ilgili tedbirlerin kurumsal anlamda alınmasının önemi üzerine durulmaya çalışılmıştır.

Araştırmanın Evreni ve Örneklemi

Yerel ve yabancı kaynaklarla çalışmaya yön veren bir literatür çalışmasında elde edilen veriler ışığında Türkiye'nin önemli bir işletmesinde çalışan muhasebe yetkililerinin görüşlerine göre yorumlanmıştır.

Araştırmanın Yöntemi

Çalışmamızda geniş bir literatür çalışmasına ağırlık verilerek ilgili muhasebe yetkilileriyle yüz yüze görüşmeler yaparak yaratıcı muhasebe kavramı üzerine düşünceleri ve fikirlerine başvurulmuştur ve alınana bilgiler ışığında kurumsal açıdan yaratıcı muhasebeye karşı alınacak önlemler üzerine yorumlamalarda bulunulmuştur.

Araştırmanın Bulguları ve Yorumlanması

Ekonominin ve çevresel faktörlerde meydana gelen değişimlerden etkilenen muhasebe sisteminde yaratıcı muhasebenin yaygınlaştığı görülmekte ve günümüzde hem ülkemizde hem de küresel çapta işletmelerin vazgeçilmez uygulamaları arasında görülmektedir. Kurumsal olarak yasaların yarattığı boşluklardan yararlanmaya çalışan işletmeler bunların sonuçlarını olumlu olarak alabilecekleri gibi olumsuz yönde de etkilenmektedirler. Özellikle kısa vade de pozitif sonuçlar verebilen yaratıcı muhasebe uygulaması uzun vade de işletme açısından çok önemli risk doğuracağı gibi geri dönülmesi zor olumsuz sonuçlara da ortam hazırlamaktadır.

Hem ülkemizde hem de dünyada yaratıcı muhasebenin ortaya çıkışını ve yaygınlaşmasını neden olan etmenler arasında özellikle teknolojik gelişmelerin ve kanun yapıcılar tarafından muhasebe sistemi ve ekonomik sistemi düzenleyici kanunların etkili olduğu görülmektedir. Kanun açısından muhasebe ilke ve standartlarının ve diğer kanun düzenleyicilerinin birbirlerini tamamlayıcı nitelikten eksik kalması ve bunlardan doğan kanun boşluklarının finansal kullanıcıları tarafından kullanılarak ortaya çıkan manipülasyonlar yaratıcı muhasebeye ortam hazırladığı görülmektedir.

1. YARATICI MUHASEBE KAVRAMI

Kelime olarak yaratmak; zeka, düşünce ve hayal gücünden yararlanılarak o zamana kadar görülmeyen yeni bir şey ortaya koymak olarak tanımlanırken, yaratıcı ise; zeka, düşünce ve hayal gücünden yararlanılarak görülmeyen yeni bir şey ortaya koyan, yapan anlamına gelmektedir. (Eroğlu, 2021: 33). Kelime anlamı olarak Türkçemize İngilizcedeki "Creative Accounting" ifadesinden "Yaratıcı Muhasebe" olarak çevrilmiştir ve kavram muhasebede el becerisi, defterlerde makyajlama, kozmetik raporlama gibi terimlerle de kullanılmaktadır. (Cengiz, 2015: 35).

Yukarıda da anlaşılacağı gibi yaratıcı muhasebe terimi çeşitli yorumlara sahip bir kavram olarak karşımız acıkmaktadır. Popüler bir terim olarak görülse de tanımlarında kesin bir yargı ve herkesçe kabul görmüş bir kavramdan söz edemeyiz. Bazı tanımlarda, yaratıcı muhasebenin hile içerdiğinden söz edilse de, bazı tanımlarda ise muhasebenin mevzuattaki esneklik ve yasal boşluklarının kullanılması olarak ifade edilmektedir. (Kargı, 2019: 4-5).

Detaylı bir şekilde ele alacak olursak yaratıcı muhasebe kavramı 1970'li yıllarda iflas eden şirketlerde yapılan incelemeler sonucunda ortaya çıktığı ve Mulford ve Comiskey'e göre genel kabul görmüş muhasebe ilkeleri kapsamında verilerin manipülasyonuna yönelik faaliyetler şeklinde tanımlanmaktadır. (Akdoğan, Süklüm, 2019: 220).

Michael Jones ise "Yaratıcı Muhasebe, Hile ve Uluslararası Muhasebe Standartları" (Creative Accounting, Fraud and International Accounting Standards) eserinde yaratıcı muhasebeyi muhasebedeki ölçüm ve sunum esnekliklerinden yararlanıp kullanıcıların faydasına olacak şekilde sunulması olarak tanımlamaktadır. Yaratıcı muhasebeyi incelerken aynı zamanda hilelerinde göz önünde tutulması gerektiği üzerine durulmuştur. Jones'e göre tanımda da anlaşılacağı gibi yaratıcı muhasebede ele alınan yanıltma ile hilenin iç içe girildiği görülmektedir. (Rihan, 2017: 2). Buradan çıkarımla yaratıcı muhasebenin toplumun yanıltılması şeklinde algılanan bir kavram olarak önümüze gelmekte ve muhasebe ilke ve standartları göz önünde tutularak bir işletmenin daha iyi ya da daha kötü gösterilmesi ve yasal düzenlemelerle yaratılan boşlukların işletme lehine çevrilmesini meydana getirmesidir. (Demir, 2014: 174).

Colasse'e göre yaratıcı muhasebe ise finansal performans tablolarının imajını değiştirmek için yasal sınırlar dahilinde gerçekleştirilen muhasebe uygulamalar bütünü olarak tarif etmektedir. Naser'e göre ise; muhasebede var olan ilkelerin esnekliklerinden faydalanarak yöneticilerin istenilen sonuçların elde edilmesini bir süreç olarak ifade etmektedir. Griffiths'e göre ise ekonomik varlıkların çoğunu faydalarını gizlendiğini ve finansal tabloların "süslenmiş" tablolara dayanarak hazırlandığı ve suçluyu korumak için sonuçların manipüle edildiğini söylemektedir. (Kargı, 2019: 5). Buradan yola çıkarak yaratıcı muhasebenin olumsuz yanlarının olduğu kadar olumlu yanlarının da olduğundan söz edebiliriz. Bu bağlamda Mathew ve Perera, yaratıcı muhasebeyi hem pozitif hem de negatif açıdan incelemişlerdir, bu yazarlara göre yaratıcı muhasebe uygulamalarının gelişimine katkı sağladığı ölçüde pozitif bir etkiye sahip olduğunu dile getirerek bu çalışmalarında yaratıcı muhasebe kavramını her açıdan ele almışlardır. (Aygün, 2013: 51).

Farklı tanımlar ve farklı kavramsal açıklamalarla ele alınan yaratıcı muhasebe kimi tanımlarda mevzuatsal ve muhasebe ilkeleri doğrultusunda yapılan değişiklikler ve müdahaleler olarak gözlenmekteyken, kimi tanım ve kavramlarda bir hile, bir manipülasyon ve bir takım mali kayıtların üstünün örtülmesi olarak tanımlanmakta olduğu görülmektedir. Her iki durumda da aslında yaratıcı muhasebeyi genel kabul görmüş muhasebe ilkeleri ve muhasebe standartlarının dışında muhasebede bir değer yaratma çabası içinde olunduğundan söz edebiliriz.

Bir başka deyişle yaratıcı muhasebe mali tabloların incelenmesi sonucu tespit edilen esnekliklerden ve boşluklardan yararlanılarak meydana gelmektedir. Aslında yasal çerçeve içerisinde değerlendirilip hazırlanan yaratıcı muhasebe teknikleri ne kadar yasal çerçeve içerisinde hazırlanmış olsa da işletmelerin mali durumunu, performansını ve nakit akışlarını olduğundan farklı göstermektedir. Bundan dolayı finansal tablo kullanıcılarının ekonomik kararlarını olumsuz yönde etkilemektedir. Bu durum finansal tablolara olan güveni zedelemekte ve işletme mali tablolarına olan güveni sarsmaktadır. (Eroğlu, 2021: 34). Bu durum işletmeleri bazen olduğundan

daha iyi göstermekteyken, bazen de yöneticiler üzerindeki intibahın daha olumlu olması düşüncesiyle başvurulan yaratıcı muhasebe yöntemi kısa vade de işletmelere önemli değer sağlasa bile uzun vade de işletmeler için olumsuz durumlar doğurabilmektedir. Özellikle muhasebe ilke ve standartlarındaki boşluklar kullanılarak başvurulan yaratıcı muhasebe yöntemi bağımsız denetime ve şirketlere duyulan güveni zedelemekte ve bunların sonucunda uzun vade de finansal krizlere neden olmaktadır. (Dölen, 2016: 577).

Bu yöntem işletmeler açısından uzun vade de önemli ekonomik zararlara yol açsa da kısa vade de işletmeler ve finansal kuruluşlar açısından bir takım yararlar sağladığı görülmektedir. (Mufford, Comiskey, 2002: 4). İşletmeler açısından değerlendirildiğinde kısa vade de yaratıcı muhasebenin sağladığı yararların bir kısmını aşağıda sıralaya biriz;

- Hisse senetlerinin borsa değerleri artar,
- Firma piyasa değeri artar,
- İşletmeye daha düşük maliyetlerle hisse senedi ihracatı olanağı sağlar,
- Hisse senedi opsiyon değeri artar,
- Finansal kuruluşlardan daha düşük maliyetlerle, daha iyi şartlarda borçlanma imkanı sağlar,
- Yüksek tutarlı kar ve prim olanağı sağlar,
- Vergisel olarak daha az vergi ve yüksek kar dağıtım imkanı sağlar,

Yukarda belirtilen yararlar işletmede teşvik edici olanakların bulunması özellikle yöneticilerin ve mali tablo hazırlayıcılarının yaratıcı muhasebe uygulamalarına itmektedir.(Çıtak, 2009: 88).

Yaratıcı muhasebe yöntemlerinin çoğu muhasebe hilelerinin kullanılmasıyla oluşmakta ve hileli muhasebe yöntemleri, yaratıcı muhasebede kullanılmaktadır. Söz konusu yöntemler yasalar ve standartlar açısından bir engel teşkil etmeyecek şekilde kullanılmaktadır. (Çıtak, 2009: 27).

Sonuç olarak bakıldığında literatür olarak kabul görmüş net bir tanımı bulunmayan yaratıcı muhasebe yöntemi, özellikle finansal tablo kuralları ve sınırları dışına çıkmadan mevzuattaki açıklık ve boşluklardan faydalanarak özellikle finansal tablo kullanıcıları açısından değil daha çok işletmelerin belirli kişi ve kurumların yararları doğrultusunda sonuçlar doğuracak şekilde hareket edildiği gözlenmektedir. (Saltoğlu, 2003: 108).

2. YARATICI MUHASEBENİN ORTAYA ÇIKIŞ NEDENELERİ

Yaratıcı muhasebenin uygulanmasına yönelik elverişli ortamın ve durumun bulunması yaratıcı muhasebe uygulamasının ortaya çıkış nedenlerini meydana getirmektedir. Yaratıcı muhasebe uygulamasının ortaya çıkış nedenleri incelendiğinde üç ana başlık altında sınıflandırılmaktadır. Bunlar "Muhasebe Teorisinden Kaynaklanan Nedenler", "Muhasebe Çevresinden Kaynaklanan Nedenler" ve "Muhasebe Ortamından Kaynaklanan Nedenler"dir (Çorbacı, 2011: 7).

2.1. Muhasebe Teorisinden Kaynaklanan Nedenler

Yaratıcı muhasebenin ortaya çıkış nedenlerinden muhasebe teorisinden kaynaklanan nedenlere bakıldığında burada muhasebe temel kavramları, muhasebe ilke ve standartları ve genel kabul görmüş bilimsel görüşlerden oluştuğu görülmektedir. Ekonominin ve çevresel faktörlerde meydana gelen değişimler zaman içerisinde muhasebe teorisinde değişikliklere neden olmaktadır ve bunlara bağlı olarak muhasebe teorisinde sürekli değişiklikler meydana gelmektedir (Eroğlu, 2021: 36). Bu süreç içerisinde teoride meydana gelen sürekli değişiklikler ekonomik yapıda dinamik bir yapıya sahip olduğundan algı farklılıklarına ve yönetim çeşitliliğine neden olmakla beraber yaratıcı muhasebeye zemin hazırlamaktadır. Bu bağlamda yaratıcı muhasebeye neden olan etkenleri şu şekilde sıralayabiliriz (Balıkcı, 2016: 47).

a. Muhasebe Sistemi Anlayışındaki Değişim

Yaklaşım olarak bilimsel yöntemlere dayanan muhasebe teorisi muhasebe uygulamaları açısından işletmeler arasında farklılık göstermektedir. Bu farklılıklar daha çok muhasebe teorisindeki yöntemsel değişim ve dinamik yapıdaki sürekli değişim etkin rol oynamaktadır (Arslan, 1993: 17). Muhasebe sistemindeki anlayışın yıllar itibariyle önemli değişiklikler içerisinde olduğu görülmektedir ve bu değişimler günümüzdeki muhasebe sisteminin geleneksel muhasebe sisteminden uzaklaştığı görülmektedir. Bu anlayış içerisinde günümüz muhasebe sisteminin geleneksel muhasebeden uzaklaşarak günümüzde eş zamanlı yönetilebilmesi yaratıcı muhasebeye ortam hazırlamıştır (Bayırlı, 2006: 88).

b. Muhasebe Temel Kavram ve İlkelerinin Kanun Gibi Algılanması

Muhasebe kavramaları temel olarak muhasebe içerisindeki kurallar, işlemler ve geleneksel yöntemleri kapsamaktadır (Akdoğan, 1987: 251). Muhasebe temel kavramları zaman içerisinde ekonomik gelişmelerle paralel olarak kapsam ve kullanışı etkilemekte ve dinamik yapı içerisinde değişime neden olmaktadır. Bu değişimler eşiğinde muhasebenin temel kavramları üzerinde bir istikrar sağladığından söz etmek olanaksızdır. Bundan dolayı değişim içerisinde olan kavramlar gelişen dünya ve ekonomik gelişmelerle beraber gerçekçi ve güvenilir kaynaklar olarak değerlendirilememektedir. (Eroğlu, 2021: 37).

c. Değerlemenin Sübjektifliği ve Değerleme Kavramlarının Çeşitliliği

Yaratıcı muhasebe uygulamaları çıkış nedenlerinden biri de değerlemenin sübjektifliğidir. Özellikle muhasebe kavram, muhasebe standartları ve muhasebe işlemleri özünde sübjektif bir yapıya sahiptir. Kavramsal olarak objektif bir yapı oluşturulmaya çalışılsa da bundan pek söz etmemiz mümkün görünmemektedir. Bundan kaynaklı muhasebe uygulayıcıları belirli amaç ve hedefler doğrultusunda değerleme işlemlerinde mümkün olduğunca tarafsız ve objektif bir yaklaşım sergilemeye çalışılmaktadır (Balıkcı, 2016: 49).

d. Alternatif Muhasebe Yöntemlerinin Çeşitliliği

Muhasebe uygulamalarında işlemlerin bazıları için açık ve net bir muhasebeleştirme işlemine sahip olduklarından bahsedememekteyiz, bunlar için daha çok alternatif yöntemler geliştirilerek bunlar içerisinden kullanımı yöneticilerin kararına ve inisiyatifine bırakılmıştır (Bayırlı, 2006: 72). Alternatif muhasebe yöntemlerinde yöneticilerin kararına bırakılan bu uygulamalar işletmeler açısından işletme lehine sonuç doğuracak olasılıklarla hareket etme ve bu sonuçların olumlu olma çabasını ortaya koymaktadır. Bu yaklaşımdan kaynaklı olarak belirli sınırlar içerisinde hareket etmeyerek finansal tabloların olduğundan farklı gösterilmesi yaratıcı muhasebe uygulamalarına yol açmaktadır (Ocak, Güçlü, 2014: 128).

2.2. Muhasebe Çevresinden Kaynaklanan Nedenler

Muhasebe kullanıcıları, standart düzenleyici kuruluşlar, bağımsız dış denetçiler, muhasebe uygulayıcıları ve finansal analistler muhasebenin çevresel faktörleri içerisinde yer almaktadır ve bu nedenler üzerine durulmuştur (Eroğlu, 2021: 39).

a. Muhasebe Bilgi Kullanıcılarının Çokluğu ve Amaç Farklılıkları

Muhasebe bilgi kullanıcıları muhasebeyle ilgilenen, gerekli işlem ve faaliyetlerde bulunan yönetici, şirket ortakları, muhasebe çalışanları, kredi ve yatırım kuruluşları gibi doğrudan ya da dolaylı yollarla ilgilenen kişi ve kurumlardan meydana gelmektedir (Eroğlu, 2021: 39).

Muhasebe bilgi kullanıcılarının farklılığı bu bilgileri ne amaçla kullandıkları bakımından şekillenmekte ve ihtiyaca göre sonuçlarda da farklılıklara ortam hazırlamaktadır. Bu farklılıklardan kaynaklı olarak finansal bilgi ve yorumlamaların farklılıkları ve gereksinimler eşiğinde hareket etmeleri yaratıcı muhasebeye neden olmaktadır (Yağbasan, 2010: 46).

b. Muhasebe Uygulayıcılarından Kaynaklanan Kişisel Nedenler

İşletmelerin ve muhasebe bilgi kullanıcılarının talepleri doğrultusunda muhasebe uygulayıcıları tarafından finansal tablolara müdahaleleri söz konusudur. Muhasebe uygulayıcısı işletmeye bağlı olarak yöneticilerinin ve idarenin hedefleri doğrultusunda yapılan işlemlerin etik olup olmadığına bakmaksızın uygulamak ve işletmenin çıkarları göz önüne alınarak yaratıcı muhasebeye başvurmak zorundadırlar (Eroğlu, 2021: 39).

c. Muhasebe Standartları Düzenleme Kurumlarından Kaynaklı Nedenler

Muhasebe standartları ekonomik değişimler ve zaman içerisindeki gereksinimler ışığında sürekli değişim ve yenilik içerisinde olmalıdırlar. Muhasebe standartları her açıdan ele alınarak muhasebenin bütün alanlarındaki tüm gereksinimleri örtecek şekilde oluşturulmaya çalışılsa da farklı gereksinimler ve beklentiler standartların yetersiz kalması muhasebe uygulayıcıları tarafından farklı alternatifler araştırmaya ve uygulamaya itmektedir. Bu durum standartların oluşturulurken meydana gelen boşluklardan yararlanılarak yaratıcı muhasebeye başvurmaya olanak sunmaktadır (Bayırlı, 2006: 88).

d. Bağımsız Dış Denetçilerden Kaynaklanan Nedenler

Yaratıcı muhasebenin artması ve piyasada doğan aşırı bilgi kirliliği bağımsız dış denetime olan önemi arttırmıştır. Özellikle bağımsız dış denetimde denetçinin izleyeceği yol hem piyasalar açısından hem de finansal tablo kullanıcılarının doğru bilgilere ulaşması açısından önem arz etmektedir. Sonuç olarak bağımsız dış denetçi kişi hak ve kazançlarını korumak için yasalar çerçevesinde hazırlanıp ve sunulması gereken bilgilerin düzeltilmesini sağlamalıdır. Ancak bağımsız dış denetçilerin bilgi yetersizliklerinden ve işlerini düzgün yapmamalarından kaynaklı düzgün sunulmayan finansal tabloların tespitini zorlaştıracağı gibi yaratıcı muhasebe uygulamalarının ortaya çıkmasına ortam hazırlamaktadır (Eroğlu, 2021: 40).

e. Finansal Analistten Kaynaklanan Nedenler

Finansal analistlerin yaptıkları inceleme ve analizlerle özellikle yaratıcı muhasebeye başvurulan finansal tablolar üzerinde etkili olması beklenirken, bağımlı ve belirli işletmeler adına çalışan analistlerin piyasalarda bu işletmeler adına olumlu görüş bildirmeleri finansal analistlerin bağımsız hareket etmemeleri yaratıcı muhasebeye neden olmuştur (Eroğlu, 2021: 40).

2.3. Muhasebe Ortamından Kaynaklanan Nedenler

Ülkelerin yasaları, mevzuatları ve muhasebe uygulama araçlarından kaynaklı yaratıcı muhasebeye neden olan etkin faktörlerin oluşturduğu boşluklardan kaynaklı nedenlerdir.

a. Muhasebeyi Yönlendiren Mevzuatın Bolluğu ve Aralarındaki Uyumsuzluk

Ülkemizde ekonomik ve finansal anlamda düzenlenen pek çok kural ve prensiplerden bahsedebiliriz. Türk Ticaret Kanunu, Vergi Usul Kanunu, Sermaye Piyasası Kanunu gibi pek çok kurallar bütünü bulunmaktadır. Bu kuralların ve kanunların her birinin kendine özgü bir bakış açısı ve farklı normlardan meydana geldiğinden ve bir birlikten söz edemediğimizden bu düzenlemelerden doğan boşluklar yaratıcı muhasebeye olanak sunmaktadır (Balıkcı, 2016: 50).

b. Bilgisayarın Muhasebede Kullanımın Yaygınlaşması

Bilgisayarın hayatımıza girişiyle beraber muhasebesel süreçlerde büyük ölçüde etkilenmiş ve muhasebe uygulamalarında, muhasebe ilkelerinde ve kurallarında değişikliklere neden olmuştur (Balıkcı, 2016: 50). Özellikle bilgisayar kullanımı zaman tasarrufuyla beraber ciddi bir maliyet düşüklüğüne de yol açtığı görülmektedir, ancak bilgisayarla beraber hayatımıza giren kolaylık ve bilgisayarın olumlu faydaları yaratıcı muhasebeye de ortam hazırlamış ve daha yaygın bir biçimde kullanımına olanak vermiştir (Çorbacı, 2011: 14).

c. İnternet Yoluyla Raporlamanın Yaygınlaşması

İnternetin ve bilgisayarın hayatımızda yaygınlaşmasıyla beraber finansal raporlarında internet ortamında hazırlanması ve sunumuna imkan sağlamıştır. Özellikle çok uluslu firmalar tarafından tercih edilen bu yöntem işletmeler açısında n önemli bir zaman tasarrufu sağlamıştır. Fakat ne kadar yararları olduğu gibi bir takım olumsuzluklara da imkan sağlamaktadır. Klasik olarak hazırlanan raporlamanın aksine internet yoluyla raporlama daha esnek bir yapıya sahiptir. Müdahaleye ve değişikliğe ortam hazırlayan bu durum finansal tablolar üzerinde meydana gelen değişiklerle yaratıcı muhasebenin yaygınlaşmasına da neden olmuştur (Balıkcı, 2016: 51).

d. Uluslararası Şirketleşme Fonlarının Yaygınlaşması

Küreselleşmeyle beraber uluslararası faaliyet alanının genişlemesi şirketler açısından uluslararası pazarlara ulaşım olanağı yaratmıştır. Uluslararası şirketlerin artması ve ticaretin bu alanlarda küresel olarak yaygınlaşması gümrük mevzuatında ve vergi mevzuatlarında ülkeler arası farklılıklar ve değişikliklere neden olmuştur. Özellikle vergi mevzuatındaki farklılıklar uluslararası ticarette uluslararası şirketlerin yaratıcı muhasebeye başvurmalarına olanak sunduğu görülmektedir (Balıkcı, 2016: 52).

3. YARATICI MUHASEBENİN ORTAYA ÇIKARILMASINDA KULLANILAN MODELLER

Finansal tablolar özellikle muhasebe bilgi kullanıcıları ve finansal tablo kullanıcıları açısından tahakkuk esasına göre düzenlenmektedir. Tahakkuk esası tüm muhasebesel işlemlerin gerçekleştiği anda muhasebeleştirilerek tahakkuk ettirilmesini ve ilgili dönemde raporlanmasını kapsamaktadır. Bu durum işletme nakit durumunun işletme finansal tablolarından farklı görülmesine yol açmaktadır. Bu durum yaratıcı muhasebe kullanıcıları açısından bakıldığında meydana gelen değişikliklerin giderilmesi için tahakkuklara müdahaleyi de beraberinde getirmektedir. Buradan hareketle yaratıcı muhasebenin ortaya çıkarılmasında kullanılan modellerin varlığı ön plana çıkmıştır (Yaşar, 2011: 139).

3.1. Healy Modeli

Healy modeli özellikle yöneticilerin şirket ödemelerinde primlerini arttırmak ve yüksek primler göstermek amacıyla belirli yöntemleri kullanarak müdahaleyle muhasebe hilelerine özendirmektedir (Kıllı, Evci, 2017: 71). Geliştirilen ilk model olan Healy Modeli yaratıcı muhasebe uygulamaları arasındaki en basit modeldir. Modele göre mevcut kazançların azaltılabilmesi için gelirlerin ertelenmesine ve nakit girişlerinin arttırılmasına olanak sağlayan bir model olarak ön plana çıkmaktadır (Eroğlu, 2021: 60).

3.2. DeAngelo Modeli

DeAngelo modeline göre halka arz edilmiş hisse senedini geri alarak tekrar kapalı bir hale getirirken piyasadaki işletme yöneticilerinin hisselerinin değerlerinin olması gerektiğinden daha düşük göstermek amacıyla herhangi bir yaratıcı muhasebe uygulamasıyla ilgili kayıtlarda herhangi bir işlem yapılıp yapılmadığı üzerine durulmuştur (Eroğlu, 2021: 60).

3.3. Jones Modeli

Jones 1991 yılında yaptığı çalışmasında işletmelerin gümrük korumalarından yararlanma olasılıklarını arttırmak ve koruma miktarının arttırılmasına yönelik herhangi bir yaratıcı muhasebe uygulamasına başvurulup başvurulmadığı üzerine durulmuştur. Jones bu çalışmasında bilinenin aksine tek bir tahakkuk hesabı yerine toplam tahakkuklar üzerine durmuştur ve bu çalışmasıyla yaratıcı muhasebe uygulamaları arasında toplam tahakkuku kullanan ilk çalışma olmuştur (Eroğlu, 2021:62).

3.4. Düzeltilmiş Jones Modeli

Bu model orijinal Jones modelinde kullanılan ihtiyari tahakkuk hesabından kaynaklı hatalı ölçümleme olasılığını ortadan kaldırmak amacıyla tasarlanmıştır. Orijinal modelde dolaylı olarak ele alınan tahmin sürecinden ve olay dönemi taktir yetkisinin olay gelir üzerinde kullanılmadığını varsaymaktayken, değiştirilmiş modelde olay dönemi kredi satışlarındaki tüm değişikliklerin yaratıcı muhasebeden kaynaklanmadığı varsayılmıştır (Eroğlu, 2021:63-64).

3.5. Endüstri Modeli

Bu model tıpkı Jones Modeli gibi zaman içerisinde ihtiyari olmayan tahakkukların sabit olduğu varsayımını çürütmektedir. Model direk olarak tahakkuklar üzerinden belirleyicileri modelleme yapmak yerine, ihtiyari olmayan tahakkukların belirleyicilerindeki değişimin aynı sektördeki tüm işletmelerde benzer olduğunu varsaymaktadır (Küçüksözen, 2004: 265).

3.6. Beneish Modeli

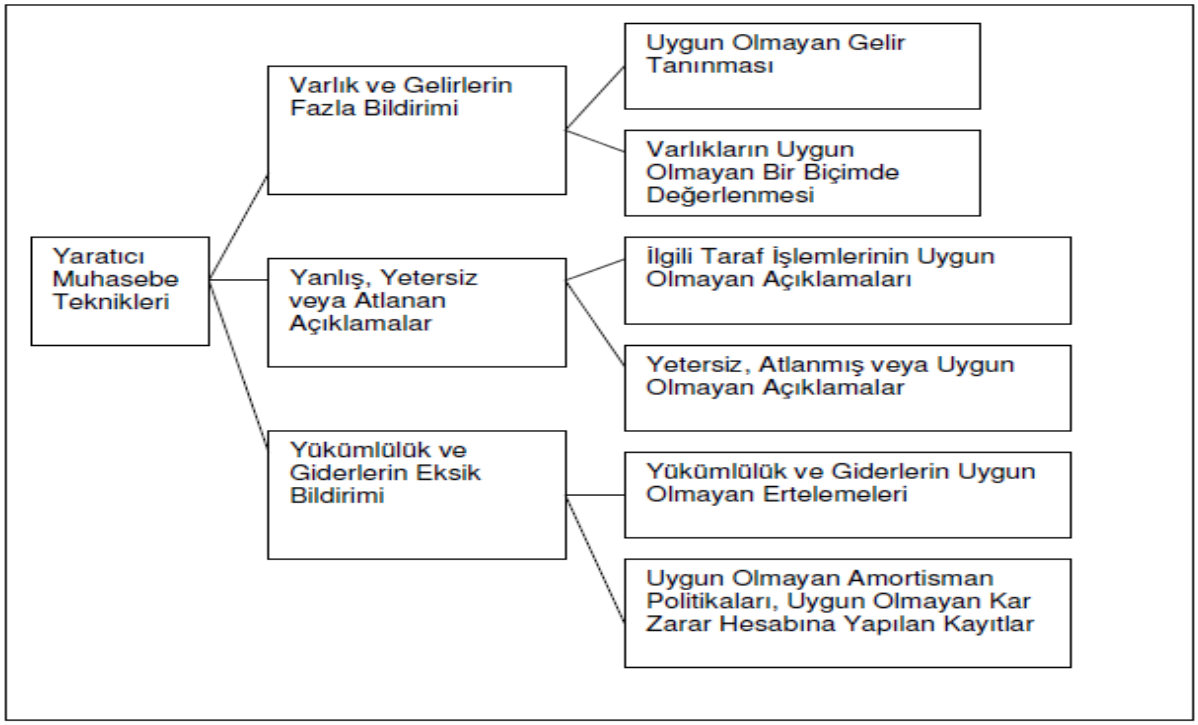
Bu modelde Beneish hızlı büyüyen işletmelerin performanslarını değerlendirerek yaratıcı muhasebeyle olan ilişkileri üzerine incelemeler yaparak arasındaki ilişkiyi tespit etmeye çalışılmıştır. Beneish işletmelerin tahakkuk modelleme performansları ile performans modellemeyle karşılaştırarak aşırı performans sergileyen işletmelerin bu tür davranışsal yaklaşımlarını ele alarak yaratıcı muhasebe tespitine yönelik bir modelleme sunmuştur (Eroğlu, 2021:65.

4. YARATICI MUHASEBE UYGULAMALARINDA KULLANILAN TEKNİKLER

Finansal tablo düzenleyicileri tarafından finansal bilgilerin muhasebe standartları ve genel kabul görmüş muhasebe ilkeleri göz önünde tutularak uygun kayıt işlemlerinin yapılmasıyla finansal düzenlemeler sağlanmaktadır. Ancak muhasebe ilke ve yasalarındaki boşluklar ve detaylı bir şekilde düzenlenmemiş olması bazı işlemlerde ilgili finansal tablo düzenleyicilerine bırakılması beraberinde hile ve suistimalleri beraberinde getirmekte ve bu seçme hakkının finansal tablo düzenleyicilerine ve yöneticilere bırakılması beraberinde yaratıcı muhasebeye ortam hazırlamıştır. Bunlar eşiğinde yaratıcı muhasebede birçok teknik bulunmaktadır. Bu tekniklerde belirlenmiş ilke ve kurallardaki esnekliklerden kaynaklanmaktadır (Durak, 2019: 33).

Yaratıcı muhasebe tekniklerine bakıldığında üç ana başlıkta ele alınmaktadır. Bunlar; "Varlıkların ve Gelirlerin Fazla Bildirilmesi", "Yükümlülüklerin veya Giderlerin Eksik Bildirilmesi" ve "Yanlış ve Yetersiz Açıklamalar"dır (Çıtak, 2007: 35).

Tablo-1: Yaratıcı Muhasebe Teknikleri



Kaynak: (Çıtak, 2007: 36)

4.1. Varlık ve Gelirlerin Fazla Bildirimi

İşletmelerin en sık başvurduğu yaratıcı muhasebe uygulamalardandır. Bunlar varlıkların sahip olunmadan muhasebeleştirilmesi ya da giderleştirilmesi gereken kalemlerin aktifleştirilmesiyle karın arttırılması, varlıkların piyasa değerlerinin üstünde ya da altında karşılıklar ayrılarak uygulanan yaratıcı muhasebeye uygulamaları bu başlık altında toplanmaktadır (Çıtak, 2007: 37).

4.2. Yükümlülükler ve Giderlerin Eksik Bildirimi

İşletmelerin asıl amacı en yüksek karı elde etmektir ve bunun için işletmeler her yolu denemekten kaçınmazlar. İşletmeler ve finansal tablo kullanıcıları bunları bazen gelirler üzerinden bazen de giderler üzerinden oynayarak yapmaktadırlar. Buradan hareketle izlenen yollara bakıldığında işletmeler açısından cari yıl karını yükseltmek için gider kalemlerinin sonraki dönemlere

aktarılması da işletmeler açısından izlenen yolların başında gelmektedir. Bunlar genel olarak 5 başlık altında sıralanmaktadır. Bunlar;

- Giderlerin aktifleştirmesinde uygun olmayan yolların izlenmesi
- Cari dönem kalemlerinin bir önceki yıla aktarılması ve muhasebe politikalarının kaydırılması,
- Uzun dönem amortisman ayrılması
- İşletme açısından değersiz varlıkların kar kaydedilmesi,
- İşletme varlıklarının karşılıklarının düşürülmesi olarak sıralanmaktadır. (Çıtak, 2009: 95).

4.3. Yanlış ve Yetersiz Açıklamalar

İşletme yöneticileri tarafından finansal tablolar üzerinde işletme gelirlerini olduğundan yüksek, giderlerinde olduğundan düşük olarak bildirilmesi işletme durumlarını yüksek göstermeye çalışmalarındandır. Bu durum içerisinde işletme yöneticileri mali tablo açıklamalarını ve önemli bildirimleri bildirmemesi, kasıtlı olarak saklanmaya çalışılması da yaratıcı muhasebe uygulamaları arasında sayılmaktadır. Buna bağlı olarak sadece dipnotlarda açıklanması gereken ve açıklanması gereken bir durum olmamasına rağmen bazı durumlar bilançodakilerden daha fazla önem arz edebilmektedir (Çıtak, 2007: 91).

5. YARATICI MUHASEBE AVANTAJLARI VE DEZAVANTAJLARI

İşletme içerisinden ve dış etkenlerden kaynaklı çıkar çatışmaları yaratıcı muhasebenin real nedenlerini oluşturmaktadır. Amaç kendi çıkar düşüncesi olduğundan farklı düşünceler ortaya çıkmaktadır. Bunlar; finansal tablo uygulayıcıları açısından daha az vergi yükümlülüğünden faydalanmak, ortaklar açısından yüksek kar elde etmek, çalışanlar açısından yüksek maaş ve devlet açısından daha fazla vergi tahsil etmek istemektedirler. Her biri incelendiğinde farklı düşünceler ve beklentiler yaratıcı muhasebe açısından yönetsel olarak farklı avantaj ve dezavantajlar sunmaktadır (Eroğlu, 2021: 47).

Özellikle uzun vade de olumsuz sorunlar doğurabilecek olan yaratıcı muhasebe uygulamaları, kısa vade de olumlu sonuçlar elde edilmesine olanak sağlamaktadır. Bunlarla beraber meydana gelecek avantaj ve dezavantaj her yönüyle ele alınmaktadır. Bu avantaj ve dezavantajlar aşağıda sıralanmaktadır (Eroğlu, 2021: 47).

Yaratıcı Muhasebe Avantajları;

- Mali tabloların olduğundan yüksek gösterilmesiyle işletmelerin yüksek prim ve benzeri haklardan yararlanma olanağı sunmaktadır,
- İşletmenin olumsuz durumlarının yaratıcı muhasebe uygulamalarıyla örtülmesi yöneticilerin yükümlülüklerinden kaçınmalarına olanak sunmaktadır,
- İşletme hisse senedi değerlerini düşük göstererek yöneticiler ve ortakların düşük fiyattan satın alınmasına olanak sunacaktır,
- İşletme kredi notu sonucu borçlanma maliyeti düşecektir,
- Karlar daha istikrarlı raporlanması sağlanacaktır,

- Yüksek kar gösterilerek daha yüksek tutarda kar payı dağıtımına olanak sunar,
- Aşırı vergilendirmeden kaçınılabilmektedir.

Yaratıcı Muhasebe Dezavantajları;

- İşletme yöneticilerinin işletmeye karşı güvenlerini kaybetmesine neden olabilir,
- İşletme fonlarının işletme dışında değerlendirmesi sonucu iflas etme riskiyle karşı karşıyadır,
- Yüksek kar payı dağıtması sonucu sonraki dönemlerde kar elde edememe riski vardır,
- Düşük borçlanma maliyetleriyle finansman sağlanması batık kredi limitinin artmasına neden olur,
- İşletmelerin yaratıcı muhasebeye başvurduklarının tespiti sonucu finansman maliyetlerinin artmasına neden olabilir,
- Dış denetçilerin lisanslarından olma riskleri vardır,
- İşletmenin iflası işsiz kalacak çalışanlar göz önüne alınarak işsizlik oranlarında artışa yol açacaktır,
- Hükümet yetkililerinin halka karşı güven kaybına yol açabilmektedir, (Eroğlu, 2021: 48-49).

6. YARATICI MUHASEBE ÇÖZÜM YOLLARI

İşletmeler açısından yaratıcı muhasebe uygulaması büyük oranda negatif sonuçlar meydana getirmeye başlamış ve sonuçları çok ciddi problemlere yol açan muhasebe skandallarına yol açmışlardır. Bundan dolayı mali tablolar üzerinde suistimalleri sınırlandıracak ve minimuma düşürecek teknikleri kullanmak doğabilecek sorunlara karşı önlem alınmasının önünü açacaktır. Yaratıcı muhasebeyi önlemek için ise aşağıda yer alan yöntemleri kullanmak mümkündür (Eroğlu, 2021: 49).

- Muhasebe Standartlarının ve genel kabul görmüş muhasebe ilkelerinin uygulanmasında denklik sağlanması için uyarlanması,
- Boşluk bırakılan ve yönetici inisiyatifinde olan yöntemlerde sınırlandırmalar yapılmalı ya da koşulların yeniden belirlenmesi gerekmektedir,
- Öngörülerin kullanımının sınırlandırılacak kurallar belirlenmeli,
- İşletmelerin prosedürlerine uygun muhasebe stratejileri belirlemelerinin önü açılmalı ve bu alanda tutarlı olmayı zorunlu kılarak gelecek dönemlerde de uygulanmasına olanak sunmalı,
- Özün önceliği kavramına önem verilerek özellikle yapay işletme kayıtlarında yasal yapıdan çok ekonomik yapıya bakılmalı,
- Hileli kayıtların raporlanması ve açıklanmasında suistimallerin önüne geçilerek denetime önem verilmelidir,
- Dış denetim faaliyetini yerine getiren kurumların dönemsel olarak değiştirilmesi,
- Etkin yönetimsel kontroller oluşturulmalı,
- Kurumların ihbar stratejileri geliştirilmeli,
- İşletme finansal tablo uygulayıcıları daima etik kurallarla alakalı bilgilendirilmeli,

- Hukuki açıdan muhasebeye önem verilerek gelişmesine olanak sunulmalıdır,
- Adli kurumlar tarafından yaptırımlar uygulanmalı,
- Belirlenen yaptırım cezalarının tutarlı olarak uygulanması gerekmektedir (Eroğlu, 2021: 50).

SONUÇ

Yaratıcı muhasebe kavramı araştırmalarımızdan yola çıkacak olursak muhasebesel hile olarak adlandırabiliriz. Muhasebe işlemlerinde meydana gelen manipülasyonlar özünde muhasebe kayıtlarında hile olarak adlandırılır.

Özellikle ekonominin ve çevresel faktörlerde meydana gelen değişimlerden etkilenen muhasebe sisteminde yaratıcı muhasebenin yaygınlaştığı görülmekte ve günümüzde hem ülkemizde hem de küresel çapta işletmelerin vazgeçilmez uygulamaları arasında görülmektedir. Kurumsal olarak yasaların yarattığı boşluklardan yararlanmaya çalışan işletmeler bunların sonuçlarını olumlu olarak alabilecekleri gibi olumsuz yönde de etkilenmektedirler. Özellikle kısa vade de pozitif sonuçlar verebilen yaratıcı muhasebe uygulaması uzun vade de işletme açısından çok önemli risk doğuracağı gibi geri dönülmesi zor olumsuz sonuçlara da ortam hazırlamaktadır.

Hem ülkemizde hem de dünyada yaratıcı muhasebenin ortaya çıkışını ve yaygınlaşmasını neden olan etmenler arasında da özellikle teknolojik gelişmelerin ve kanun yapıcılar tarafından muhasebe sistemi ve ekonomik sistemi düzenleyici kanunların etkili olduğu görülmektedir. Bilgisayarın yaygınlaşması, internet ortamında tutulan muhasebe kayıtlarının daha esnek ve değişime imkan vermesi etkili olmaktadır. Kanun açısından bakıldığında da muhasebe ilke ve standartlarının ve diğer kanun düzenleyicilerinin birbirlerini tamamlayıcı nitelikten eksik kalması ve bunlardan doğan kanun boşluklarının finansal kullanıcıları tarafından kullanılarak ortaya çıkan manipülasyonlar yaratıcı muhasebeye ortam hazırladığı görülmektedir.

Geçmişten günümüze farklı modeller ve yaklaşımlarla yaratıcı muhasebenin tespiti için farklı çalışmalar ortaya çıkmıştır. Fakat bu çalışmalar dahi yeri geldiğinde yaratıcı muhasebe uygulamalarının tespitinde yer yer yetersiz kaldığı görülmektedir. Bunun nedeni de daha önce de bahsettiğimiz gibi hem ekonomik hem de muhasebesel gelişmeler eşiğinde zaman içerisinde hızlı değişime ayak uyduramamalarından kaynaklanmaktadır.

Bunların ışığından hareketle yaratıcı muhasebenin çözümü ve yaratıcı muhasebe uygulamalarına fırsat verilmemesinin yolları arasında öncelik olarak kanun yapıcılar tarafından oluşturulan kanun, ilke ve standartlarda bir bütünlük oluşturarak manipülasyona yol açacak boşlukların giderilmesi ve işletmelerin bu uygulamalara başvurmalarını engelleyecek yolların düzenlemelerle gerekmektedir. Buradan hareketle buradaki en büyük sorumluluğun kanun düzenleyicilerin ve

sorumlu kuruluşların omuzlarında olduğu görülmekte ve yapılacak müdahalelerle ancak yaratıcı muhasebenin önüne geçilmiş olunacaktır.

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Ekolojik Girişimciliğin Kavramsal Çerçevesi ve Örnek Vakalarla Araştırılması: Keşifsel Bir Çalışma

Ecological Entrepreneurship A Conceptual Framework and Researching Ecological Entrepreneurship from Cases: An Exploratory Study

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Abstract

Increasing environmental awareness day by day ensures that societies need environmentally friendly entrepreneurs. Ecological Entrepreneurship activities generally have some characteristics. Common feature of Ecological Entrepreneurs is that their commercial activities have a positive impact on society as a whole and contribute to a future that has a continuity effect. The society's attitude towards environmental and environmental problems in recent years has been significantly noticed in the importance of Ecological Entrepreneurship as a point of activity. As non-governmental organizations and state institutions and organizations started to operate in recent years, the interest and interest in the environmental awareness of the society has increased.
The main purpose of this study is to contribute to the ecological entrepreneurship literature researched as a new field in Turkey. In the research, the concept of ecological entrepreneurship was examined, its boundaries were drawn and its similar and different qualities with concepts such as environmental entrepreneurship and green entrepreneurship were revealed. Qualitative research perspective has been adopted in terms of obtaining rich data. As a data collection method, in-depth interview technique consisting of open ended questions has been used. It has been observed that the education level of ecological entrepreneurs is high. The specific conditions in the business start-up processes are explained and discussed.
Keywords: Entrepreneurship, Ecological Entrepreneurship, Environmental Entrepreneurship, Green Entrepreneurship

Özet

Çevre duyarlılığının her geçen gün artması toplumların çevre dostu girişimcilere ihtiyacının doğmasını sağlamaktadır. Ekolojik Girişimcilik faaliyetlerinin genel olarak bazı özellikleri mevcuttur. Ekolojik Girişimcilerde ortak olan bir özellik sürdürdükleri ticari faaliyetlerin bütün

olarak toplumsal açıdan olumlu etkiye sahip olması ve devamlılık etkisine malik bir geleceğe katkıda bulunmasıdır. Ekolojik Girişimciliğin faaliyet noktası olarak önem görmesinde toplumun son yıllarda çevre ve çevre sorunlarına karşı olan tutumu önemli ölçüde fark edilmektedir. Sivil toplum örgütleri ve devlet kurum ve kuruluşlarının son yıllarda faaliyet göstermeye başlamasıyla toplumun çevre bilincine olan ilgi ve alakası artmıştır.

Bu çalışmanın temel amacı, Türkiye'de yeni bir alan olarak araştırılan ekolojik girişimcilik literatürüne katkıda bulunmaktadır. Araştırmada öncelikle Ekolojik girişimcilik kavramı incelenmiş, sınırları çizilerek çevreci girişimcilik, yeşil girişimcilik gibi kavramlarla benzer ve farklı nitelikleri ortaya konmuştur. Zengin veri elde etme imkânı açısından nitel araştırma perspektifi benimsenmiştir. Veri toplama yöntemi olarak yapılandırılmamış sorulardan oluşan derinlemesine mülakat tekniğinden yararlanılmıştır. Ekolojik girişimcilerin eğitim seviyelerinin yüksek olduğu görülmüştür. İş kurma süreçlerinde kendilerine özgü koşullar açıklanmış ve tartışılmıştır.

Anahtar Kelimeler: Girişimcilik, Ekolojik Girişimcilik, Çevreci Girişimcilik, Yeşil Girişimcilik

GİRİŞ

Son yıllarda sanayileşmenin artması, gelişmesi ve doğal çevre sorunlarının geri dönülemez hale gelmesi ekoloji kavramının iyice gün yüzüne çıkmasında etkili olmuştur. Çevre sorunların artmasının sonucu olarak, canlı ve cansız varlıkların birbirleri ile olan etkileşimi dikkate alındığında ekoloji kavramının popülerleşmesi de kaçınılmaz olmuştur. Ekolojinin en temel tanımı "canlının çevresiyle olan ilişkilerini inceleyen bilim dalıdır" şeklinde ifade edilmiştir. Dolayısıyla çevre kirliliğinin anlaşılması, çözülmesi ve çevrenin onarımı için ekoloji bilgileri son derece önem kazanmıştır. Ekoloji kavramı, 1869 yılında ilk kez Alman biyolog Ernst Haeckel tarafından kullanılmıştır (Sevgi, 2019, s.30). Yunanca da terimsel olarak canlıların yaşadıkları ve barındıkları yer anlamına gelen oikos sözcüğü ile bilimsel nitelik taşıyan logia sözcüğünün bir araya getirilmesiyle ortaya çıkmıştır. Bu dönemden sonra çevre ve ekolojik sorunların daha çok gün yüzüne çıkmaya başlamasıyla birlikte ekoloji kavramına olan ilgi artamaya başlamıştır. Ekoloji kavramı çevre kavramıyla sıklıkla karıştırılan bir olgudur. Çevre, canlı veya cansız organizmaların var olduğu ortam veya şartları temsil ederken Ekoloji bu canlı ve cansız organizmaların birbiriyle olan ilişkisini inceleyen bilim olarak ifade edilmiştir. Ekoloji, Canlıların hem kendi aralarında hem de fiziksel çevreleri ile olan ilişkilerini inceleyen bilim dalıdır. Ekoloji, organizmaların dağılımının, çeşitliliğinin, bolluğunun, birbirileri ile ilişkisinin ve çevre ile etkileşimlerinin bir ifadesidir. Ekoloji, bitki ve hayvan toplulukları ve ekosistemlerin çalışmasını kapsamaktadır.

Ekoloji kavramının önemini artıran ve ön plana çıkmasına neden olan gelişmeler arasında: Aşırı sanayileşme ile birlikte artan çevre kirliliği, İklim değişikliği ve küresel ısınma, Biyolojik çeşitliliğin giderek azalması, yok olan biyolojik türler, Nükleer tehdit, Kaynakların giderek azalması, Aşırı nüfus artışı ve Covid19 gibi salgın tehditleri söylenebilir (Kurtlu, 2017, s. 310).

Dünyada Çevresel sorunların ön plana çıkması ve etkilerini giderek artırması ile birlikte girişimciler, çevresel sorunların da birer iş fırsatı olabileceğini ön görmeye başlamıştır. Bunun üzerine de Çevreci Girişimcilik, Yeşil Girişimcilik, Sürdürülebilir Girişimcilik modelleri üzerine araştırmalar daha çok yaygınlaşmıştır. Ancak ekolojik girişimcilik üzerine yapılan araştırmalar ancak 1989'lu yıllara gelindiğinde Steven Bennet tarafından geç kalınmış bir alan olarak literatüre kazandırılmıştır (Kedilioğlu, 2022, s.16).

Araştırmada birbirileri ile yakın kavramlar olan Ekolojik Girişimcilik, Çevreci Girişimcilik ve Yeşil Girişimcilik Modelleri, sürdürülebilirlik kavramı çerçevesinde araştırılmıştır. Literatürde yer alan tanımlardan yola çıkılarak bu kavramlar analiz edilmiştir. Ekolojik girişimcilik merkez alınarak tasarlanan nitel araştırmada, ekolojik girişimciliğin ardında yatan temel faktörler incelenmiştir. Ekolojik girişimcilerin genel profilleri, Ekolojik Girişimcilerin iş kurma motivasyon ve nedenleri, iş kurma süreçleri, örneklem dahilinde araştırılarak elde edilen bulgulara çalışmada yer verilmiştir.

1. LİTERATÜR TARAMASI: EKOLOJİK GİRİŞİMCİLİK KAVRAMI VE ÇEVRE MERKEZLİ GİRİŞİMCİLİK MODELLERİ İLE İLİŞKİSİ

Girişimci, Keşfettiği, algıladığı, tanımladığı iş fırsatlarından yararlanmak için sıfırdan iş kuran, herhangi bir işletmeyi devir ya da satın alan, aile yoluyla ve miras olarak devir alan ya da ortak olan kişidir. Bu koşullarda Girişimcilik ise keşfedilen, algılanan ya da tanımlanan iş fırsatlarından yararlanmak üzere işletmelerin sıfırdan kurulması, devir alınması ya da ortak olunması sürecidir. (Uygun, 2019, s.16) Girişimcilik İş fırsatlarında yararlanmak için İşletme kurma davranışının sergilenmesidir. (Gartner, 1988, s.49; 1989, s.15)

Ekolojik girişimcilik alanı, araştırmacıların yeşil girişimcilik ve çevreci girişimcilik kavramlarına dikkat çekmeye başlamaları, çevresel sorunların daha çok gündeme gelmesi ile birlikte ortaya çıkmaya başlamıştır. Ekolojik girişimcilik araştırmaları, 1991 yılında Steven Bennett tarafından çevre sorunlarının yeni iş fırsatlarına dönüştürülebileceği konusundaki ekolojik girişimcilik temalı ilk temel eserini yayımlamasıyla literatürdeki yerini almıştır. (Efeoğlu, 2014, s.106). Ayrıca, 1990'ların başında, araştırmacıların 'çevresel girişimci', 'yeşil girişimci', 'eko girişimci' terimlerini kullanmaya başlamasıyla çevresel girişimciliğin daha açık bir incelemesi ortaya çıkmaya başlamıştır " ve 'ecopreneur' olarak ifade edilmiştir (Schaper, 2002, s.28).

Çevre merkezli Girişimcilik tanımları literatürde Lopez ve diğerleri (2019) çalışması temel dikkate alınarak araştırılmıştır. Çevreci girişimcilik, Yeşil girişimcilik ve ekolojik girişimcilik ile ilgili tanımlar incelenmiştir. Örnek tanımlar aşağıdaki gibidir:

Tablo 1: Çevre Merkezli Girişimcilik Kavramları ve Tanımları

Çevreci Girişimcilik Tanımları		
1	Hendrickson and Tuttle	"Çevreci girişimcilik, çevreye yarar sağlayan girişimcilik faaliyetidir.

2	Anderson	Çevreci girişimciler, sürdürülebilir bir topluma doğru ilerlemek için gerekli kritik değişim ajanlarıdır görülmektedir.
3	Hartman and Stafford	Çevreci Girişimcilik, … yenilik yoluyla… ekonomik, çevresel ve sosyal hedefleri bütünleştiren… çevre dostu/ ekolojik açıdan faydalı şirket politika ve faaliyetlerinin formülasyonu ve uygulanmasıdır
4	Hostager vd.	Çevreci girişimcilik, şirket içinde çalışan birey ve grupların (1) çevre için bir endişeyi yansıtan yeni ürünler veya hizmetler için fikirler belirlemesi (örneğin, geri dönüştürülmüş malzemeler, azaltılmış kirlilik, kaynakların verimli kullanımı) ve (2) bu fikirlerin karlı ürün ve hizmetlere dönüştürülmesidir" biçiminde tanımlanmıştır.
Yeşil Girişimcilik Tanımları		
1	Volery	Yeşil girişimciler, değişimin katalizörüdür… kaynak israfını azaltan ve verimliliği artıran bir yenilik geliştiren bireylerdir
2	Ndubisi and Nair	Yeşil girişimcilik, yeşil bir organizasyonu geliştirme veya yaratma eğilimidir.
3	Silajdžić vd.	Yeşil girişimciler, temelde güçlü yeşil değerlere sahip sürdürülebilirlik prensibine dayanan ve yeşil ürünler veya hizmetler satan işletmeleri kuranlardır… sadece özel kar elde etmekle kalmıyor, aynı zamanda toplum için büyük pozitif dışsallıklar yaratıyorlar. Sadece küçük bir niş pazarın yaratılmasına katkı sağlamakla kalmazlar. Bütün bir endüstrinin sürdürülebilir dönüşümüne katkı sağlarlar
4	Melay vd.	Yeşil girişimcilik, etkisini/gücünü toplum ekonomi ve çevre üzerinde kullanmanın yollarını arayan, kar amaçlı ve yenilikçi bir girişimcilik faaliyetidir
Ekolojik Girişimcilik Tanımları		
1	Lober	"Ekolojik Girişimcilik, çevreci pazar fırsatlarını değerlendirebilmek için yeni ürün, hizmet veya organizasyonların oluşturulmasıdır
2	Pastakia	Eko-girişimciler, pazarda yer alan ya da yer almayan çevre dostu fikirleri ve yenilikleri popülerleştirmeye çalışan bireyler veya kurumlardır
3	Isaa	İdeal bir ekolojik girişimci, faaliyet gösterdiği ekonomik sektörü köklü bir şekilde değiştirmek için işyaratan/işletme kuran bireydir… ve sürdürülebilirliğe kendini adamış bir işletme davranışı şeklidir
4	Schaltegger	Eko-girişimcilik bir işletmenin kuruluş aşamasını aşan, çevreci yenilikler ve ürünlerle değer yaratan yenilikçi, pazar odaklı işletmeler
5	Gibbs	Ekolojik girişimciler, ekonomik kalkınmanın temelini daha çevre dostu bir temele dayandırmak amacıyla çevre bilincini iş faaliyetleri ile birleştiren girişimcilerdir
6	Kirkwood and Walton (2010,2010)	Eko-girişimciler, çevre dostu pazarlara sadece kar elde etmke için değil aynı zamanda güçlü ve derin yeşil/çevre sevgisi değerleriyle giren kişilerdir

Kaynak: Lopez ve diğerleri, 2019, s.413-415

Çevre merkezli girişimcilik modellerinin tanımları analiz edilerek belirli konseptler elde edilmiştir. Bu analize göre tanımlardan ortaya çıkan temalar:

Ekolojik Girişimcilik: Aktivist bir kimlik/ Çevre merkezli değerlere sahip olma/Sosyal dönüşüm hedefi, Çevresel ve Toplumsal fayda/Ekonomik güdüler/Çevre odaklı girişimsel fırsatları değerlendirme.

Çevreci Girişimcilik: Çevre sorunları ve çevre kirliliği merkezli girişimsel fırsatları değerlendirmek için/ sürdürülebilirlik kaygısı ile/ çevresel refahı artırma amacıyla/ ekonomik sosyal ve çevresel hedefler güderek/ iş kurma.

Yeşil Girişimcilik: İnovasyon aracılığı ile Değişim/Dönüşüm yaratma ve Yeşil işletme kurma olmaktadır.

2. METODOLOJİ

Araştırmanın temel amacı, Türkiye'de yeni bir alan olarak araştırılan ekolojik girişimcilik literatürüne katkıda bulunmaktadır. Araştırmada Zengin veri elde etme imkanı açısından nitel araştırma tasarımı gerçekleştirilmiştir. Örnekleme stratejisi olarak Teorik amaçlı örnekleme tercih edilmiştir. Örneklem çerçevesi Türkiye'de ekolojik tarım ile hayatlarını sürdüren çiftçilere işgücü, mali destek ve bilgi desteği sağlayabilmek amacıyla 2006 yılında Buğday Derneği'nin çatısı altında kurulan TaTuTa (Tarım, turizm, takas) ağıdır. Tatuta'nın bu süreçte neden önemli olduğuna değinilecek olursa, ekolojik ve doğal hayatın içerisindeki grupların, bireylerin ve farklı kültürlerin iletişimini sağlamak, ekolojik üretimin artırılmasını sağlamak, ekolojik sağ duyunun günlük hayatta da yerleşmesini teşvik etmek, doğal üretim modellerinin desteklenerek doğal döngünün sağlanması açısından önem arz eden bir kuruluş halini almıştır. Amacı ise ekolojik faaliyet yürüten veya ekolojik faaliyet yürütmek isteyen bireylere ve çiftliklere mali destek, gönüllü iş gücü desteği ve danışmanlık hizmeti sunmaktır. Bu nedenledir ki ekolojik hayatın sürdürülebilirliği ve çevreci görüşün yaygınlaşması amacıyla Tatuta'ya ihtiyaç duyulmuştur.

Veri toplama yöntemi olarak yapılandırılmamış sorulardan oluşan derinlemesine mülakat tekniğinden yararlanılmıştır. Yapılan mülakatların tümü online olarak gerçekleştirilmiştir. Yapılan görüşmeler kayda alınmıştır. Tatuta'ya ait 52 adet ekolojik işletme baz alınarak tam sayım örneklem yöntemi kullanılmıştır. 20 Ekolojik çiftlik sahibine ulaşılamamıştır, 15 Ekolojik girişimci araştırmaya katılmayı kabul etmemiştir, 7 Ekolojik girişimci iş yoğunlukları nedeniyle katılamamıştır, 1 Ekolojik Girişimcinin mülakatı iptal edilmiştir, 9 Ekolojik Girişimci araştırmada yer almıştır.

3. BULGULAR

Tablo 2: Ekolojik Girişimcilerin Demografik Bilgileri

Kod	Pozisyon	Yaş	Cinsiyet	Eğitim	İş Deneyimi	Girişimcilik Deneyimi	Girişimcilik Yaşı
EKO1	KURUCU	43	E	LİSANS	VAR Yazılım Uzmanı	YOK	28
EKO2	KURUCU	54	E	LİSANSÜSTÜ	YOK	Danışmanlık Firması	(27) 45
EKO3	KURUCU	65	K	LİSANS	VAR Bankacılık Sektörü	YOK	63
EKO4	KURUCU	73	E	LİSANS	VAR Mimar	Apart otel Sahibi	57
EKO5	KURUCU	32	E	ÖNLİSANS	VAR İlaç Sektöründe çalışmış	YOK	21
EKO6	KURUCU	68	K	ÖNLİSANS	VAR Öğretmen	Eğitim Danışmanlık	24(42)
EKO7	KURUCU	54	E	LİSANS	VAR Muhasebeci	YOK	46
EKO9	KURUCU	68	K	LİSANS	VAR Öğretmen	YOK	41
EKO10	KURUCU	60	E	LİSANS	VAR Ressam	YOK	41

Çalışmaya katılan ekolojik girişimcilerin demografik bilgilerini incelediğinde:

- Ekolojik girişimcilerin yaş aralığı incelendiğinde %11'i 30-40 yaş aralığında, %11'i 41-50 yaş aralığında, %22'si 51-60 yaş aralığında ve %56'sı ise 61 ve üzeri yaş aralığında yer almaktadır.
- Çalışma kapsamında yer alan ekolojik girişimcilerin %60'ı erkeklerden, %40'ı da kadınlardan oluşmaktadır.
- Çalışma kapsamında yer alan ekolojik girişimcilerin %22'si Önlisans Eğitim düzeyine, %56'sı Lisans Eğitim düzeyine ve %11'i ise Lisansüstü Eğitim düzeyine sahip bireylerdir.
- Ekolojik girişimcilerin %89'u iş deneyimine sahipken sadece %11'i iş deneyimine sahip değildir.
- Ekolojik girişimcilerin %67'si deneyimsiz girişimcilerden oluşurken, %33'ü deneyimli girişimcilerden oluşmaktadır. Diğer bir ifadeyle %33'ü girişimcilik deneyimine sahipken, %67'si girişimcilik deneyimine sahip değildir.
- Girişimcilik yaşı parametresinde ekolojik girişimcilerin, bu iş alanında girişimci olma yaşını ifade etmektedir. Ekolojik girişimcilerin ortalama girişimcilik yaşı 42,6'dır.

Tablo 3: Ekolojik Girişimlerin Künyesi

Kod	Pozisyon	İşletme Kuruluş Tarihi	İşletmenin Yaşı	Girişim Bilgisi	İşletmenin Faaliyet Alanı
EKO1	KURUCU	2007	15	Organik ürünler toplanıp satışı yapılmakta	Organik Mağaza
EKO2	KURUCU	2013	9	Çorak arazilerin işlenerek verimli hale getirilmesidir. Permakültür yöntemine göre tamamen organik ürünlerin üretilmesi Doğal tarım ürünlerinin üretimi ve satışı	Ekolojik Yaşam Çiftliği
EKO3	KURUCU	2022	1	Zehirsiz tarım yapan küçük bir aile işletmesi. Ekolojik ürünlerin üretimi ve satışı	Organik Mağaza
EKO4	KURUCU	2006	16	Ekolojik ürünlerin üretimi ve satışı Ekolojik prensiplere dayalı tarım turizmi modelini uygulamak	Ekolojik Yaşam Çiftliği
EKO5	KURUCU	2011	11	Gıda ve şarküteri ürünlerinin ekolojik nitelikli olarak tamamen doğal yöntemlerle üretilmesi Ekolojik turizm	Ekolojik Yaşam Çiftliği
EKO6	KURUCU	1996	26	Ekolojik tarım ürünlerinin doğal yöntemlerle üretimi Ekolojik turizm	Ekolojik Yaşam Çiftliği
EKO7	KURUCU	2014	8	Organik tarım ürünlerin üretimi ve satışı Organik tarım sertifikalı olarak ve bütünüyle doğal tarım yöntemleriyle, hiçbir sistemik kimyasal, zirai gübre, hormon, böcek veya ot ilacı kullanılmadan tahıl ve yem bitkileri üretilir.	Organik Tarım Çiftliği
EKO9	KURUCU	1995	27	Ekolojik ve çevre dostu ürünlerim üretimi ve satışı Ekolojik turizm	Organik Tarım Çiftliği
EKO10	KURUCU	2003	19	Doğal, ilaçsız ve hormonsuz organik süt bademi üretimi ve satışı Ekolojik tarım ürünlerinin doğal yöntemlerle üretimi Ekolojik turizm	Ekolojik Yaşam Çiftliği

Ekolojik girişimlerin künyesinde: işletmenin kuruluş tarihi, işletmenin yaşı, girişim bilgisi ve işletmenin faaliyet alanları yer almaktadır. Tablo ya göre:

- Çalışma kapsamında yer alan ekolojik girişimlerin ortalama yaşı 14,6 yıldır.
- Faaliyet alanların göre değerlendirildiğinde %56'sı Ekolojik Yaşam Çiftliği, %22'si Organik Tarım Çiftliği ve %22'si ise Organik Mağaza'dır.

Tablo 4: Ekolojik Girişimciliğin Tercih Edilme Nedenlerinin Kodlanması

Birinci dereceden Kodlar	**İkinci Dereceden Temalar**	**Genel Boyutlar**
İş ile ilgili rol modelinin olması; "Üniversitedeki hocamı kendime örnek aldım. Çünkü oda böyle bir işletme kurma isteğinde bulunmuş …"	Rol modeli	Bireysel Güdüler
Ailenin ihtiyacını karşılamaya yönelik üretim gerçekleştirme; "Ailemin ve sevdiklerimin tamamen organik ürünler ile beslenmeleri…"	Ailenin İhtiyacı	
Var olan gelir kaynaklarına ek gelir sağlama, emeğini paraya dönüştürme; "…ilk amacım doğal tarım ile bunu insanlara ulaştırmaya çalışırken bundan bir kazanç elde etmek…"	Gelir sağlama	
İnsanlara çevre bilincinin aşılanması ve çevre farkındalığını arttırmak; "…doğal çevreye duyarlı bireylerin sayısını artırmak…"	Çevresel Farkındalığı arttırmak	Çevresel Güdüler
Kişilerin Doğaya sevgisinin ve saygısının olması; "Bizim bu işe başlamamızdaki en önemli etken doğa sevgisi olmuştur."	Doğa sevgisi	
İnsan yaşamı için sürdürülebilir hayatın var olması gerekllliği ve ekosistemin devamlılığına katkı sağlamak; "Ekolojik girişimciliği tercih etmemdeki asıl sebep ekosistemin sürdürülebilir olması için çalışmak istemem."	Ekosistemin sürdürülebilirliğine katkı sağlama	
Kişilerin çevre bilincine önem vermesi, çevreyi korumayı ve sevmesi; "Çevreye karşı duyarlı bir vatandaş olduğum için ve hem doğal hem ekolojik hem de sürdürülebilirlik için Türkiye'de de böyle bir işletmenin olması düşüncesi…"	Çevre duyarlılığı	
Çevre sorunlarına dikkat çekerek, çevresel sorunlara çözüm olma düşüncesi; "Hem çevresel sorunlara dikkat çekmek amacıyla…"	Çevre sorunlarına çözüm	
Organik ürünlerin üretiminin arttırmasını sağlamak ve tercih edilebilirliğini arttırmak; "…ilk başlarda karlılık diye bir şey düşünmez olduk ve sadece organik ürün üretmeye odaklandık."	Organik ürün üretimi	Toplumsal Güdüler
Toplumların ya da insanların yararına olma düşüncesi; "…üretiminler artık amacını aşmış ve çevrecilik faaliyetinden çok toplumsal fayda faaliyetine dönüşmesi sebebiyle ekolojik girişimciliği tercih ettim…"	Toplumsal fayda	
Kişilerin sosyalleşmesine destek olmak ve doğal ortamlar yaratmak; "…insanların nefes alacağı doğal ortamların oluşturulması düşüncesi…"	Sosyal amaç	
Kişilerin organik ürünlere artan ilgisi nedeniyle organik ürünlerin kişilere ulaşmasının kolaştırılması; "Sağlıklı ürünlere ulaşılmanın önündeki engellerin kaldırılması…"	Organik/Doğal ürünlere ulaşımı kolaylaştırma	Ekonomik Güdüler
Kişilerin çevresi tarafından manevi olarak desteklenerek, üretimi arttırması; "Yumurta alan başka şeyler de istemeye başlayınca biz daha çok ekmeye kendimiz için üretirken başkaları içinde…"	Müşteri Talebi	
Toplumların ya da insanların bilinçlendikçe doğal ürünlere ilgisinin artması; "…insanların geçmişe göre çevreye ekolojiye doğal ürünlere bakış açılarının giderek önem kazanması…"	Doğal ürünlerin öneminin artması	

Tablo 5: Ekolojik Girişimciliğin Tercih Edilme Nedenleri

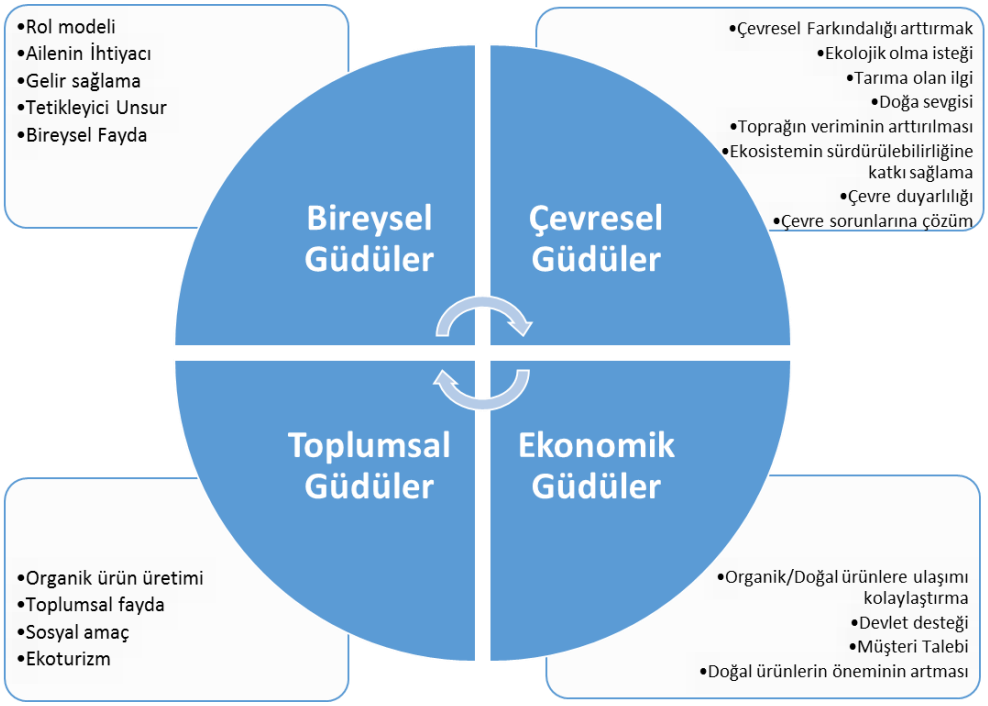
	Eko1	Eko2	Eko3	Eko4	Eko5	Eko6	Eko7	Eko9	Eko10	f
Çevre duyarlılığı	■	■	■	■	■	■	■	■		**8**
Gelir sağlama		■	■	■		■	■		■	**6**
Toplumsal fayda		■		■		■	■	■		**5**
Organik ürün üretimi	■	■		■			■	■		**5**
Ailenin İhtiyacı	■		■				■	■		**4**
Organik/Doğal ürünlere ulaşımı kolaylaştırma	■			■			■	■		**4**
Ekosistemin sürdürülebilirliğine katkı sağlama		■				■		■		**3**
Toprağın veriminin arttırılması		■							■	**2**
Ekoturizm				■	■					**2**
Doğal ürünlerin öneminin artması						■			■	**2**
Tetkleyici Unsur			■	■						**2**
Çevresel Farkındalığı arttırmak				■	■					**2**
Bireysel fayda					■				■	**2**
Doğa Sevgisi					■			■		**2**
Devlet desteği		■		■						**2**
Tarıma olan ilgi						■				**1**
Ekolojik olma isteği				■						**1**
Sosyal amaç				■						**1**
Müşteri Talebi			■							**1**
Çevre sorunlarına çözüm	■									**1**
Rol Modeli	■									**1**

Araştırmada Ekolojik girişimciliğin tercih edime nedenleri girişimcilere sorulmuş, mülakat bulgularına göre tematik olarak analiz edilmiştir. Çevre duyarlılığı en çok vurgulanan neden olmuştur.

SONUÇ

Araştırma çerçevesinde gerçekleştirilen mülakatların ve elde edilen bulguların incelenmesi sonucu Ekolojik girişimcilerin eğitim seviyelerinin yüksek olduğu (en az önlisans), girişimlerini sıfırdan ve genel olarak da ileri yaşlarda kurdukları gözlemlenmiştir. Genellikle belirli bir kariyer sonrası ya da bu kariyere devam ederken ayrılmakta ve ekolojik işletmelerini kurdukları söylenebilir. Ekolojik girişimciliğin tercih edilme nedenleri incelendiğinde dört ana temaya ulaşılmıştır. Bireysel Güdüler, Çevresel Güdüler, Toplumsal Güdüler ve Ekonomik güdüler. Kar merkezli olmaktan çok çevre ve toplum merkezli bir gelir sağlama anlayışı ekolojik girişimcilerde bulunmaktadır. Mülakat verilerinden derlenen temalar kapsamında ekolojik girişimcilerin dört ana güdü grubu olduğu söylenebilir. Şekil 1'de ayrıntılı olarak bu güdüler verilmiştir:

Şekil 1: Ekolojik Girişimcilik Motivasyonları (Mülakat verilerinden oluşturulmuştur)



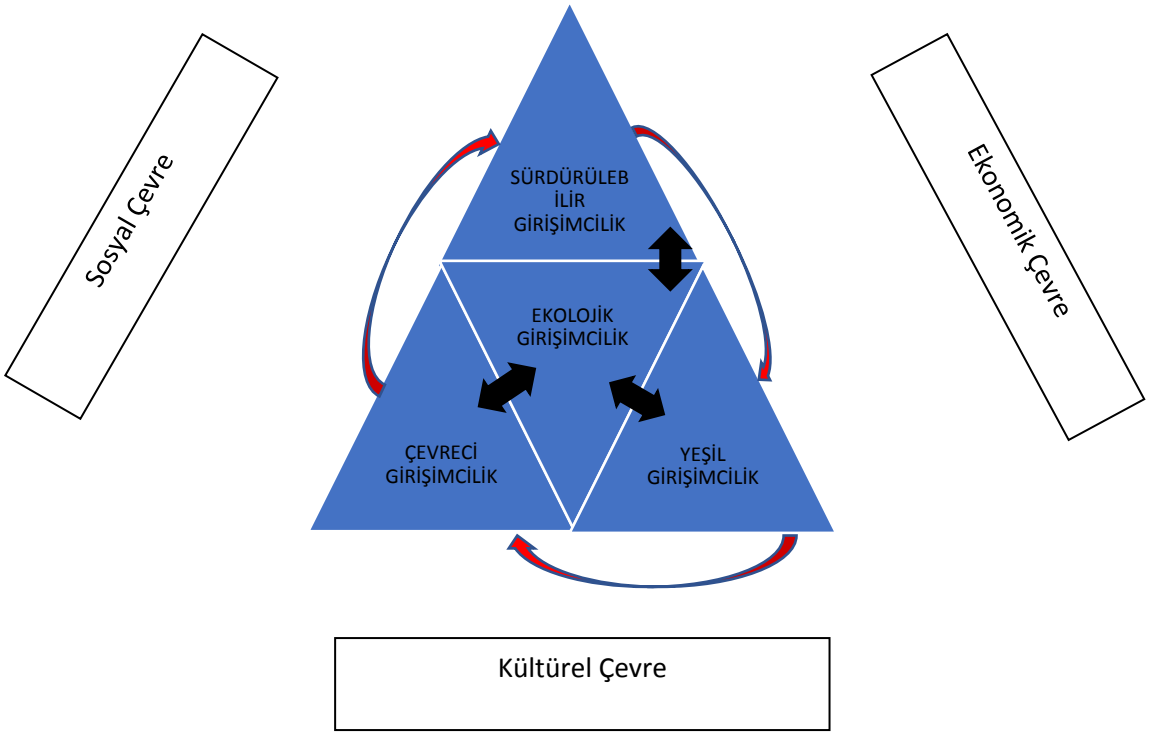
Literatürden yola çıkılarak çevre merkezli girişimcilik modelleri incelenmiş ve Çevreci girişimcilik, Yeşil girişimcilik ve ekolojik girişimcilik tanımları analiz edilmiştir. Literatüre dayanarak Ekolojik girişimciliğin çevre merkezli girişimcilik modellerinin merkezinde yer aldığı söylenebilir.

Ekolojik Girişimcilik, Aktivist bir kimlik ile çevre merkezli değerlere sahip olarak, sosyal dönüşüm hedefi ile çevresel ve toplumsal fayda yaratma adına, ekonomik güdüler çerçevesinde çevre odaklı girişimsel fırsatları değerlendirme amacıyla işletme kurulmasıdır.

Çevreci Girişimcilik ise Çevre sorunları ve çevre kirliliği merkezli girişimsel fırsatları değerlendirmek için sürdürülebilirlik kaygısı ile çevresel refahı artırma amacıyla, ekonomik sosyal ve çevresel hedefler güderek işletme kurmaktır.

Yeşil Girişimcilik ise daha çok İnovasyon aracılığı ile değişim ya da dönüşüm yaratma ve Yeşil işletme kurmaktır.

Şekil 2. *Ekolojik Girişimcilik Döngüsü ve İlişkisel Çevresi*



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The Impact Of Phenomena On Female Consumers Purchasing Decision Process Fenomenlerin Kadın Tüketicilerin Satın Alma Karar Sürecine Etkisi[107]

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Abstract

Today, consumers share almost every moment of their lives, experiences, ideas and thoughts on social media platforms. Through these shares, people create their own followers and make an effort to become a social media phenomenon. These people, which we can define as social media celebrities, are also seen as a source that transfers knowledge and experience to their followers. Phenomena that are watched with interest by their followers influence other people's opinions, attitudes and behaviors with their actions, words and advice. This influencing process also manifests itself in consumption preferences and shopping behaviors. The aim of this study is to try to understand whether the phenomena that share on social media have an effect on the purchasing decision process of consumers and how this effect has a relative effect on different stages of the shopping process. In this study, data were collected online from 552 female participants who followed at least 1 phenomenon with the survey method, which is one of the quantitative research methods, and various statistical analyzes were made on the data. The results of the study reveal that the phenomena have an impact on the purchasing decision process of female consumers. The findings indicate that the phenomenon effect has a more pronounced effect, especially in the alternative identification phase. It has been observed that demographic characteristics have an undeniable effect in the said interaction as well.

Keywords: Social media, Phenomena marketing, Female consumers, Consumer behavior.

Özet

Günümüzde tüketiciler hemen hemen yaşamlarının her anını, deneyimlerini, fikir ve düşüncelerini sosyal medya platformları üzerinden paylaşmaktadır. Bu paylaşımlar üzerinden de kişiler kendi takipçi kitlesini

[107]Bu çalışma yüksek lisans tezinden türetilmiştir.

oluşturmakta ve sosyal medya fenomeni olma yolunda çaba harcamaktadırlar. Sosyal medya ünlüleri olarak tanımlayabileceğimiz bu kişiler takipçileriyle bilgi aktarımı yapan bir kaynak olarak da görülmektedir. Takipçileri tarafından ilgiyle izlenen fenomenler yaptıkları, söyledikleri ve tavsiyeleri ile diğer insanların görüş, tutum ve davranışlarını etkilemektedirler. Bu etkileme süreci tüketim tercihleri ve alışveriş davranışlarında da kendini göstermektedir. Bu çalışmanın amacı, sosyal medyada paylaşımda bulunan fenomenlerin tüketicilerin satın alma karar süreci üzerinde etkili olup olmadığı ve bu etkinin alışveriş sürecinin farklı aşamalarındaki görece etkisinin nasıl olduğunu anlamaya çalışmaktır. Çalışmada, nicel araştırma yöntemlerinden olan anket yöntemi ile en az bir fenomen takip eden 552 kadın katılımcıdan çevrimiçi ortamda veri toplanmış ve veriler üzerinde çeşitli istatistik analizler yapılmıştır. Çalışma sonuçları, fenomenlerin kadın tüketicilerin satın alma karar süreci üzerinde bir etkiye sahip olduğunu ortaya koymaktadır. Bulgular, fenomen etkisinin özellikle de alternatif belirleme aşamasında daha belirgin bir etkiye sahip olduğuna işaret etmektedir. Söz konusu etkileşimde demografik özelliklerin de yadsınamaz etkisinin olduğu gözlenmiştir.

Anahtar Kelimeler: Sosyal Medya, Fenomen Pazarlama, Kadın Tüketiciler, Tüketici Davranışı.

Giriş

Bilgi teknolojilerinin geçirdiği hızlı değişim ve gelişme çevremizde bulunan birçok şeyi etkilediği gibi pazarlama alanını da derinden etkileyerek daha hassas bir yapıya dönüşmesini sağlamıştır. Bilgi teknolojileri ve haberleşmenin bu denli gelişmesiyle pazarlama ve satış faaliyetleri dijital ortamlara yönelmeye başlamış ve kaçırılmaz bir pazar fırsatı haline dönüşmüştür. Sosyal medyanın giderek hâkimiyetini artırdığı ve işletmeler arası rekabetin günden güne kızıştığı günümüzde işletmeler rakiplerinden sürdürülebilir bir şekilde farklılaşmanın yollarını aramaktadır. Bu açıdan konjonktürel gelişmelere bağlı olarak sosyal medyada olmak artık bir seçenek değil bir ihtiyaç haline gelerek, geniş bir kitleye hızlı erişim, müşteri memnuniyeti ve güçlü ilişkiler kurma önem kazanmıştır.

Sosyal medyanın gelişimi insanlar arası etkileşimi kolaylaştırarak insanlara fikir ve düşüncelerini paylaşmaları için basamak olmuş ve sosyal medya fenomenleri ortaya çıkmıştır. Satın alma öncesinde diğer kişilerin deneyimlerinden faydalanmak isteyen tüketicilerin birçoğu günümüzde sanal âlemin ünlüleri olarak tabir edilebilecek takipçi sayısı yüksek, çeşitli yönlerden belirli konuda veya kategoride uzmanlaşmış ve fikirleriyle diğer kişileri etkileyebilme gücüne sahip bu kişilerin paylaşımlarına daha fazla önem vermektedir. Ayrıca, takipçi sayısı yüksek, her paylaşımı olay olan ve hayat tarzına özenilen söz konusu fenomenlerin paylaşımları tüketicilerin daha fazla ilgisini çekmektedir. Tüketiciler günden güne söz konusu bu fenomenlerin her paylaşımını daha da yakından takip etmekte ve neredeyse her söylediklerini yapacak duruma gelmektedir. Fenomenlerin tüketiciler üzerindeki etkisini fark eden işletmeler de fırsatı değerlendirmek amacıyla pazarlama çalışmalarında bu yeni olgudan yararlanma yoluna girmektedirler.

Bu çalışmanın amacı, sosyal medyada paylaşımda bulunan fenomenlerin tüketicilerin satın alma karar süreci üzerinde etkili olup olmadığı ve bu etkinin alışveriş sürecinin farklı aşamalarındaki görece etkisinin nasıl olduğunu anlamaya çalışmaktır. Bunun yanında katılımcıların sosyal medya kullanımı ve fenomenlere yönelik davranışları da araştırma çerçevesinde incelenmek istenen hususlar arasındadır. Araştırmanın amacı doğrultusunda çalışmanın anakütlesini sosyal medya kullanan ve sosyal medya fenomenlerini takip eden kadın tüketiciler oluşturmaktadır. Çalışmada bağlamında en az bir fenomen takip eden 552 kadın

üzerinde çevrimiçi ortamda anket uygulaması yapılarak elde edilen veriler üzerinde çeşitli istatistiki analizler yapılmıştır.

1.KAVRAMSAL ÇERÇEVE

1.1. Sosyal Medya

1990 yılında "www"nin hayatımıza girmesiyle sosyal medya kavramının temeli atılmıştır. İnternetin ortaya çıkmasından itibaren web siteleri üzerinden paylaşılan bilgiler tek taraflı ve kullanıcı katkısı olmadan devam etmiştir. Ancak internet yapısının web 1.0'dan, web 2.0 denilen yapıya geçmesiyle kullanıcıların katılımda bulunabildiği bir yapı ortaya çıkmış ve medyanın etkileşimi çift taraflı bir yapıya kavuşmuştur. Web 2.0'ın sosyalleşmeyi kolaylaştırması, kullanıcılarına metin, fotoğraf, video gibi içerikler üretmesine imkân sağlamasıyla sosyal medya kavramı hayatımıza girmiştir (iienstitu.com, 2019). Akademik literatürde ve günlük yaşam içerisinde "Sosyal Medya" yerine "sosyal paylaşım siteleri", "sosyal web" gibi kavramlar da kullanılmaktadır (Olgun, 2014:5).

Yazında sosyal medya kavramına ilişkin çeşitli tanımlar bulunmaktadır. Örneğin, Akar (2010:17) sosyal medyayı; "Web 2.0 teknolojileri üzerine kurulan, daha derin sosyal etkileşime, topluluk oluşumuna ve iş birliği projelerini başarmaya imkân sağlayan web siteleri" olarak tanımlanmaktadır. Bulunmaz (2011:29) ise sosyal medyayı; "Kişilerin yer ve zaman gibi sınırlamalar olmaksızın özgürce fikirlerini, düşüncelerini paylaşmalarına imkân sağlayan, bunun yanında diğer kişilerle de görüş alışverişi yapabilme, paylaşımda bulunabilme gibi çift yönlü bir iletişim imkânı sunan, geniş çaplı interaktif ortam" olarak tanımlanmaktadır.

Literatürde yapılan tanımlardan yola çıkarak kısaca sosyal medya; çevrimiçi ortamlarda içeriği kullanıcılar tarafından oluşturulan, kullanıcıların fikir, deneyim ve düşüncelerini diğer kişiler ile paylaşabildikleri, kullanıcıların diğer kullanıcılardan geri bildirim alabilecekleri, herhangi bir fiziksel iletişim olmadan, sanal topluluk kurmaya imkân veren, katılımcının ön planda olduğu bir platform olarak tanımlanabilir. Birbirinden farklı kullanıcı ihtiyaçlarını karşılayabilmek amacıyla her geçen gün bir yenisi gelişen sosyal medya araçları mevcuttur.

- **Bloglar:** İnternet günlüğü olarak tanımlayabileceğimiz bloglar, kişilerin fikir ve düşüncelerini veya gündelik olayları çevrimiçi günlüğe yazmanın karşılığıdır (İşlek, 2012:24). Kullanıcılar blog sayfalarında kendi yaşamları, düşünceleri, ilgilenimleri veya hobileri hakkında yazı yazabilirler. Bloglara blogger, blogcu.com, wordpress.org örnek verilebilir.
- **Mikrobloglar:** "İnsanların anlık olarak ne yaptıklarını başkalarıyla paylaşmalarını sağlayan özellikle profesyoneller tarafından bilgi ve haber paylaşımı amaçlı kullanılan sosyal mecralar" olarak tanımlanmaktadır (Askeroğlu, 2010: 50). Mikrobloglara Twitter örnek gösterilebilir. Twitter iş adamları, siyasetçiler ve politikacılar tarafından da özellikle seçim dönemlerinde etkin biçimde kullanılmaktadır.
- **Podcastler:** Podcast kelimesi iPod'un "pod" ve İngilizce'de yayın anlamında kullanılan "broadcast" kelimesinin birleştirilmesi ile ortaya çıkmıştır. Podcasting, bilgisayarlar veya portatif medya ile internet üzerinden dijital seslerin dağıtılmasını sağlayan bir sosyal medya aracıdır (Gönenli ve Hürmeriç, 2012: 217). Podcasting; özünde bir MP3 blogu olup, okuma yerine dinlemektir.
- **Forumlar:** Kullanıcıların kişisel bilgi, fikir ve deneyimlerini çeşitli başlıklar altında diğer üyelerle paylaştığı platformlardır. Magazin, haber, kültür, sanat, sağlık, spor, siyaset, ekonomi vb. gibi

konuları ile düşünce ve görüşe açık paylaşım ve tartışma ortamı sunarlar. Türkiye'de kadinlarklubu.com, Donanımhaber, ShiftDelete.Net gibi en popüler forumlardır.

- **Wikiler:** Wikiler; Türkçe karşılığı bildiğim kadarıyla olan "What I know is" cümlesinin kısaltmasıdır. Wikiler; kullanıcıların çeşitli bir konuya ilişkin bilgi paylaşımına izin veren web sayfalarıdır (Gönenli ve Hürmeriç, 2012: 218). Wiki denince akla ilk gelen wikipedia.org'dur.
- **Sosyal Ağ Siteleri:** Sosyal ağ siteleri, kişilerin kendilerine bir profil oluşturarak sanal bir mekânda kendilerini ifade etmelerine, mecradaki diğer kullanıcılarla bir araya gelmelerine, oluşturdukları içerikleri (fotoğraf, video, haber vb.) diğer kişilerle paylaşmalarına ve iletişim kurmalarına imkân sağlayan platformlardır (Kara ve Coşkun, 2012:73-74). Sosyal ağ sitelerinden en bilinenleri Facebook ve LinkedIn 'dir.
- **Mobil Sosyal Ağlar:** Mobil sosyal ağlar akıllı cihazlar için geliştirilen bir mesajlaşma uygulamasıdır. Snapchat, Whatsapp, Line, Tango, Viber vb. uygulamalar örnek gösterilebilir.
- **İçerik Paylaşım Siteleri:** Günümüzde, gelişen teknolojik imkânlar ile fotoğraf albümlerinin, video kasetlerinin yerini dijital ortamlar almıştır. İçerik paylaşım siteleri fotoğraf ve video paylaşım siteleri olmak üzere iki başlık ile ele alınmaktadır. Fotoğraf paylaşım sitelerine örnek olarak Flickr ve Instagram gösterilebilir. Ancak günümüzde en bilineni Instagram'dır. Instagram kullanıcılara kendi profillerini oluşturarak, takipçileri ile fotoğraf paylaşma ve diğer kullanıcıları takip etme gibi imkânlar sağlayan bir platformdur. Diğer bir içerik paylaşım sitesi olan video paylaşım sitelerinin Youtube, İzlesene.com, Dailymotion gibi örnekleri vardır. Ancak günümüzde en bilineni YouTube'dur. YouTube, kullanıcılarına video izleme, içerik oluşturma, yükleme ve paylaşma imkânı sunar. Youtube üzerinde içerik oluşturan her kullanıcı "youtuber" olarak adlandırılır. Bu sayede ünlü olmayan içerik üreticiler de üne kavuşmuş, bu kişilere "sosyal medya fenomenleri" denmiştir.

Gelişen teknoloji ve sosyal medya uygulamalarının kullanımının artması ile kişilerin alışkanlıkları, yaşam biçimi ve iletişim şekli hızlı bir şekilde değişmektedir. Çok daha geniş bir hedef kitleye hızlı erişebilme, iletilmek istenen mesajın etkili şekilde paylaşımı, düşük maliyetli olması, diğer kişilerle kurulan karşılıklı iletişim, geri bildirim ve ölçümleme gibi konularda sağladığı avantajları ile sosyal medya, marka farkındalığı oluşturma bakımından eşsiz bir ortam haline dönüşmüştür (Kuş, 2016:73; aktaran, İnal, 2019:61). Tüketicilerin büyük bir kısmı bir marka veya ürün/hizmet hakkındaki bilgilere geleneksel reklamlardan çok sosyal medya uygulamaları ile ulaşmaktadır. Sosyal medya araçlarında çeşitli konularda benzer ilgi alanına sahip olan kullanıcılar bilgi alışverişi yapabilmekte, satın almaya yönelik fikir ve deneyimlerini diğer kullanıcılarla paylaşabilmektedir. Sosyal medyanın satın alma kararına etki edip etmediğini belirlemek amacıyla gerçekleştirilen araştırmaya göre; tüketicilerin yaklaşık dörtte üçü satın alma kararlarında sosyal medyaya güvenmekte ve bu tüketicilerin hemen hemen yarısı sosyal medyada yapılan ürün/hizmet paylaşımından sonra satın alma gerçekleştirmişlerdir (Saboo, vd. 2016:7; aktaran, İnal; 2019:62).

2020 Dünya genelinde internet ve sosyal medya kullanım raporuna göre (wearesocial.com,2020): 4.54 milyar internet kullanıcısı, dünya nüfusunun %59'una, 3.80 milyar sosyal medya kullanıcısı, dünya nüfusunun %49'una, 5.19 milyar mobil kullanıcısı, dünya nüfusunun %67'sine denk gelmektedir. Sosyal medya istatistiklerine bakıldığında 2.45 milyar kullanıcıya sahip olan Facebook dünyada en çok kullanılan sosyal medya uygulamasıdır. Daha sonra ise onu Youtube (2 milyar kullanıcı) ve WhatsApp (1.6 milyar kullanıcı) takip etmektedir. 2020 Türkiye internet ve sosyal medya kullanım raporuna göre (datareportal.com,2020): 62 milyon internet kullanıcısı, ülke nüfusun %74'üne, 54 milyon sosyal medya

kullanıcısı, ülke nüfusun %64'üne, 77 milyon mobil kullanıcı, ülke nüfusun %92'sine denk gelmektedir. Sosyal medya verilerine göre Türkiye'de en fazla kullanılan sosyal medya uygulaması Youtube'dur. İkinci sırada Intagram, üçüncü sırada ise Whatsapp yer almakta, sonrasında Facebok ve Twitter gelmektedir. Türkiye'de insanların günün ortalama 7,5 saatini internette harcadıkları ve bunun yaklaşık 3 saatini sosyal medyada geçirdikleri saptanmıştır.

1.2.Fenomen Pazarlama

Sosyal medya uygulamaları, firmaların doğrudan son tüketici ile iletişim kurmasını, diğer medya araçlarından farklı olarak daha geniş kitleye ve daha düşük maliyetle ulaşmasını sağlamaktadır (Kaplan ve Haenlein, 2010:59-68). Ayrıca sosyal medya uygulamalarında geçirilen sürenin artması, akıllı telefon ve tablet gibi teknolojik cihazların kullanımının yaygınlaşmasıyla pazarlama tutundurma çabaları köklü değişiklikler yaşamıştır. Bu ortaya çıkan yeni pazarlama iletişimi sosyal medya pazarlaması olarak tanımlanmaktadır. Sosyal medya pazarlaması, ''Sosyal medya sitelerini kullanarak internet üzerinde görünürlüğü artırmak ve ürün/hizmetleri tutundurmak'' olarak tanımlanabilir (Özgen ve Doymuş, 2013:95). Sosyal medya pazarlaması; sosyal ağlar, çevrimiçi topluluklar ve çeşitli pazarlama elamanının kullanıldığı pazarlama şeklidir (Neti, 2011: 3).

Sosyal medya kullananların sayısının günden güne artması ve iletişim teknolojisinde gelişmelerle birlikte her an ve her yerde ürün ve hizmete ilişkin bilgilere erişim olanağının bulunması sosyal medya araçlarını reklam verenler/markalar için önemli bir platform haline getirmiştir. Öyle ki pek çok işletme bilinirliliğini, ürün etkileşimini ve satışlarını arttırmak için birden fazla sosyal mecrada yer almakta ve farklı reklam stratejilerini dijital ortamda uygulamaktadır (Aslan ve Ünlü, 2016:44). Bu stratejilerin en spesifik olanlarından biri de fenomen pazarlamasıdır. Fenomenler, gündelik hayatlarının ve yaşam tarzlarının yazılı veya görsel anlatımı yoluyla sosyal medya araçlarında yüksek takipçi sayısına sahip, markaları sosyal medya hesaplarındaki ürün veya hizmet paylaşımlarına dâhil ederek bundan para kazanan içerik üreticilerdir (Abidin,2015; aktaran, Yağcı,2019:29). Fenomenler belirli bir alana veya ürün/hizmet kategorisine ilişkin bir birikime sahip olan, diğer kişiler tarafından tavsiyeleri dikkate alınan ve takipçileri için kaliteli içerik üreten kişilerdir. Bu açıdan fenomenler diğer kişilerin fikirlerine, tutum ve davranışlarına etki etme gücüne sahiplerdir.

Söz konusu diğer kişilere etki etme gücü olan fenomenler, üretmiş oldukları içeriklerin paylaşımıyla daha büyük bir etki alanı yaratmaktadırlar. Fenomenler etkileyici kişi olabilmek için sosyal medya araçlarına katılarak bloglama, vloglama veya post paylaşımı yoluyla günlük hayatlarını, deneyimlerini ve fikirlerini, düzenli ve sistematik olarak takipçileriyle paylaşırlar. Paylaşılan bu içerikler zamanla yayılarak, uzman statüsünde görülür. Fenomenler diğer kişiler tarafından güvenilir ve alanında uzman olarak görülürler, böylece ağızdan ağıza pazarlama etkisi oluşturmaktadırlar (Alikılıç ve Özkan, 2018: 49).

Köletavitoğlu (2017) yazısında fenomen pazarlamanın, kendini takip eden kişiler ile samimi ve güvene dayalı ilişkilerle pazarlamanın en etkili unsurlarından biri olan "Ağızdan Ağıza Pazarlama"nın (Word of Mouth Marketing) dijital ortamdaki yansıması olduğunu, sosyal medya fenomenleri ile markaları yeni ve etkin bir ortamda bir araya getirdiğini belirtmiştir. Fenomenlerin sağlık, spor, moda, gündelik yaşam, teknoloji, anne ve çocuk gibi çeşitli konular hakkında yaptıkları içerik paylaşımı ile günden güne takipçi sayısı genişleyerek kendi kitleleri oluşmakta ve takipçileri üzerindeki etkileri artmaktadır. Çünkü takipçi sayısı ne kadar artarsa fenomenlerin fikir ve düşünceleri, tavsiyeleri de o derece önemsenecektir.

Fenomen Pazarlama'nın tüketicilere etki etme gücüne sahip bu fenomenleri kullanarak gizli bir reklam yapma faaliyeti olduğu söylenebilir. Reklam çalışmaları bir ikna etme faaliyeti olması sebebiyle bu süreçte

firmalar ürün veya hizmetlerinin etki gücü yüksek fenomenler tarafından deneyimlenmesini sağlayarak, bu kişilerin deneyimlerini takipçileriyle paylaşması yoluyla kendi ürünlerini "tavsiye" temelli olarak daha geniş bir hedef kitleye iletmeye başlamışlardır (Marketing Türkiye, 2017). Bu bağlamda Fenomen Pazarlama'nın kullanım amacı; tüketiciler üzerinde etki gücüne sahip ünlü veya fenomen kişiler aracılığıyla ürün veya hizmetlerin, tüketicilere vermek istenilen tavsiye temelli, ilgi çekici veya öykünme uyandırıcı mesajları doğrudan veya dolaylı bir şekilde takipçilerine iletmek olduğunu söylemek mümkündür. Markaların deneyimlemesi için gönderdiği ürün veya hizmete ilişkin kendi deneyim, fikir ve yorumlarını paylaşan fenomenler aslında mevcut ürünlerin reklamını yapmış olmaktadırlar.

Fenomen pazarlamanın önemi, fenomenlerin paylaşımlarının, işletmeler tarafından yapılan reklamlara göre daha tarafsız ve özgün olmasından kaynaklanmaktadır. Fenomenler, takipçilerinin demografik özelliklerini ve kimlerden oluştuğunu iyi bildikleri için takipçilerine uygun olarak içeriği şekillendirebilmektedir. Fenomenler, içeriklerini kendileri yaratmakta, takipçi kitlesine ilgilerine uygun içerik üretmektedir. Bu durum, içeriği güncel ve doğal olarak kabul etmekte, hazırlanmış reklam mesajlarına göre markaya etkisi daha fazladır. Takipçiler, paylaşılan mesajların işletmeden gelmediğini düşünmektedir. Bu bağlamda, takip ettikleri kişilerin, objektif, kendi düşünceleri ve yorumları olarak değerlendirmektedir. Kullanıcıların %81'i fenomenlerin paylaşımlarına güvenmekte, %84'ü tavsiye ettiği ürünü satın almaktadır (Chen,2019).

Sosyal medyada oldukça yüksek kullanıcı sayısına sahip, birden fazla konuda (moda, beslenme, spor, sağlık, kozmetik vb.) uzmanlaşmış ve markalarla yaptıkları iş birlikleri ile marka elçisi konumunda olan birçok fenomen bulunmaktadır. Günümüzde ise pek çok tüketici ürün/hizmet satın alma öncesinde burada paylaşımda bulunan fenomenlerin fikir, düşünce ve tavsiyelerini önemsemektedir (Yurttaş, 2010:116).

1.3. Tüketici Satın Alma Davranışını Etkileyen Faktörler

Tüketici satın alma davranışını etkileyen faktörler sosyal faktörler, kişisel faktörler, psikolojik faktörler, ekonomik faktörler ve pazarlama çabaları olmak üzere 5 ana başlıkta toplamıştır (Altunışık vd., 2017:127). Tüketici davranışları motivasyon, algılama, öğrenme, tutumlar ve kişilik olmak üzere başlıca beş psikolojik faktörden etkilenmektedir. Tüketicilerin satın alma kararlarına başlıca üç kişisel faktör etki etmektedir. Bunlar; demografik faktörler ve durumsal faktörleridir.

Tüketicilerin satın alma davranışına etki eden demografik faktörler şunlardır:

- **Yaş ve Yaşam Dönemi:** Bireylerin, hayat süresince içinde bulunduğu yaş dönemi sebebiyle davranışları farklılık göstermektedir. Kuşak ya da jenerasyonlar arasında fikir, düşünce, tutum ve davranış açısından farklılık göstereceği için farklı yaşlarda satın alma tercihleri de farklı olacaktır. Örneğin; 18-30 yaş grubundaki genç yaş grubu daha çok giysi, müzik veya teknolojik ürünlere yönelirken, 50 yaş grubu emeklilik, tatil veya sigorta gibi hizmetlere yönelecektir. Ayrıca kişiler yaşamış oldukları çocukluk, gençlik, öğrencilik, bekârlık, evlilik, emeklilik, yaşlılık, hastalık gibi çeşitli yaşam dönemlerinde farklı istek ve ihtiyaçlara sahiptir. Bu dönemlerde yeni ihtiyaçlar ortaya çıkacak dolayısıyla bu durum satın alma sürecini etkileyecektir. Dolayısıyla kişinin her yaşam döneminde giyim, kuşam veya gidilen mekanlar farklılık gösterecek, farklı ürün veya markaları tercih edecektir.
- **Yaşam Tarzı:** Kişiler farklı yaş ve yaşam dönemlerinde farklı yaşam tarzı sergilemektedir. Yapmış oldukları faaliyetler (iş, hobi, spor, sosyal aktivite), ilgi alanları (yemek, moda, aile) veya fikirleri (kendisi veya çevresi hakkında) yaşam tarzlarına göre değiştiğinden artık işletmeler tüketicilerin yaşam tarzlarına göre bölümlendirme yapmaktadır. Örneğin; Adidas özgürlüğüne düşkün ve aykırı kişiler için bohem, genç kitle için popgirls, sporcular için yüksek performanslı ayakkabılar

üretmiştir. Nike kendi kendine yetebilen kadınlar için ‘‘Nikewomen’’ şeklinde yeni bir yaşam tarzı oluşturmuştur (Birdir, 2009: 38).

- **Cinsiyet:** Kadınlar ve erkekler arasında satın alma davranışı çok farklılık göstermektedir. Çünkü kadın ve erkeğin ihtiyaçlarının birbirinden farklı olması sebebiyle, tercihleri de farklılık gösterecektir. Örneğin; çalışan kadın sayısının artmasıyla kuru temizleme ve kreş gibi hizmetler, hızlıca yemek pişirmeye yardımcı olan doğranmış olarak satılan soğan paketleri ve gıdalar daha fazla tercih edilmeye başlanmıştır.
- **Meslek:** Her meslek grubunun istek ve ihtiyaçları, yaşam tarzları farklı olduğundan, tercihleri de farklılık gösterecektir. Bir üst düzey yönetici ile bir iş görenin ulaşım ihtiyacı birbirinin aynı değildir. Asgari ücretle çalışan biri bisikletle ulaşım sağlayabilirken üst düzey bir yönetici lüks bir otomobil veya uçakla ulaşım sağlayacaktır. Uzun saatlerle çalışan biri hazır veya dondurulmuş gıda tercih edecektir.
- **Medeni Durum:** Bireylerin medeni durumları, çocuklu olup olmaması satın alma tercihlerini etkileyecektir. Bekâr biri veya çekirdek aileler daha küçük miktarlarda ürün satın alırken, geniş ve çocuklu aileler çoklu miktarda satın alacaktır.
- **Öğrenim Düzeyi:** Tüketicilerin öğrenim düzeyleri arttıkça istek ve ihtiyaçları da artacak ve farklılık gösterecektir.

Satın alma kararları bazen durumsal faktörler sebebiyle ani bir şekilde ortaya çıkabilmektedir. Kaza sonucu otomobilin kullanılamayacak duruma gelmesi ve yeni otomobil satın alması gibi. Bu durumsal faktörler fiziksel etkiler, sosyal ortam, zaman boyutu, amaç boyutu, duygusal durum ve kolaylaştırıcı unsurlar şeklinde ele alınabilir (Odabaşı, 2002: 334; aktaran, Yurdakul, 2018: 2).

İşletmeler, hedef kitlelerinin dikkatini çekebilmek ve yakın ilişkiler kurmak adına ürün veya hizmet reklamlarında geleneksel ünlü kullanımının yerine sosyal medya fenomenlerini kullanarak pazarlama faaliyetlerini sosyal medyaya taşımışlardır. Kişisel bakım, moda, beslenme, spor, eğitim, gezi gibi alanlarda uzmanlaşmış, bu konularda takipçilerine tavsiyede bulunan, deneyimlerini aktaran fenomenler günden güne işletmelerin ilgisini daha fazla çekmeye başlamıştır. Son yıllarda, sosyal medya kullanımının artmasıyla, tüketiciler sosyal medya fenomenlerinden daha fazla etkilenmeye, öyle ki reklam veya satış danışmanlarından çok bu kişilerin yorum ve önerilerine daha fazla önem vermeye başlamışlardır. Bu açıdan sosyal medya fenomenlerinin ürün veya hizmete ilişkin tavsiyeleri tüketici davranışlarına büyük ölçüde etki etmektedir.

2.ARAŞTIRMA YÖNTEMİ

Günümüzde sosyal medya kullanımının artmasıyla, tüketiciler sosyal medya fenomenlerinden daha fazla etkilenmeye, öyle ki reklam veya satış danışmanlarından çok bu kişilerin yorum ve önerilerine daha fazla önem vermeye başlamışlardır. Bu açıdan sosyal medya fenomenlerinin ürün veya hizmete ilişkin tavsiyeleri tüketici davranışlarına büyük ölçüde etki etmektedir. Bu çalışmanın amacı, sosyal medyada paylaşımda bulunan fenomenlerin tüketicilerin satın alma karar süreci üzerinde etkili olup olmadığı ve bu etkinin alışveriş sürecinin farklı aşamalarındaki görece etkisinin nasıl olduğunu anlamaya çalışmaktır. Araştırmanın amacı doğrultusunda, sosyal medya fenomenlerinin kadın tüketicilerin satın alma öncesi sosyal medya kullanımı, algı, tutum ve satın alma karar sürecin üzerindeki etkisini belirlemek amacıyla Kızkapan (2016)’dan uyarlanarak bir araştırma modeli oluşturulmuştur. Kızkapan (2016) tarafından yapılan “Sosyal Medyanın Tüketici Satın Alma Karar Sürecine Etkisi” isimli çalışmasında; tüketicilerin sosyal medya kullanımının sosyal medyaya ilişkin algı, tutum ve satın alma davranışına etki ettiğine yönelik model oluşturulmuştur. Araştırmada ilk olarak tüketicilerin sosyal medya kullanımı üzerindeki algılarına

etki eden unsurların sosyal medyaya yönelik tutumlarını üzerindeki etkisi saptanmaya çalışılmıştır. Daha sonraki aşamada tüketicilerin sosyal medyaya yönelik tutumları ile satın alma davranışları arasında ve tüketici deneyimleri ile sosyal medya kullanımı nasıl bir ilişki olduğu incelenmiştir. Bu bilgilerden yola çıkarak araştırma modeline yönelik olarak üç ana hipotez belirlenmiştir. Bunlar;

H1: Kadın tüketicilerin satın alma öncesi sosyal medya kullanımı ile fenomenlere yönelik algı ve düşünceleri arasında pozitif yönlü bir ilişki vardır.

H2: Kadın tüketicilerin fenomenlere yönelik algı ve düşünceleri ile fenomenlere yönelik tutumları arasında pozitif yönlü bir ilişki vardır.

H3: Kadın tüketicilerin fenomenlere yönelik tutumları ile satın alma karar süreci arasında pozitif yönlü bir ilişki vardır.

Bunun dışında modelde yer alan değişkenlerin demografik özellikler bakımından farklılık gösterip göstermediğini incelemek amacıyla da şu hipotezler oluşturulmuştur;

H4: Satın alma öncesi sosyal medya kullanımı demografik özelliklere göre farklılık göstermektedir.

H5: Fenomenlere yönelik algı ve düşüncelere ilişkin görüşler demografik özelliklere göre farklılık göstermektedir.

H6: Fenomenlere yönelik tutumlara ilişkin görüşler demografik özelliklere göre farklılık göstermektedir.

H7: Satın alma sürecine ilişkin görüşler demografik özelliklere göre farklılık göstermektedir.

Araştırmanın amacı doğrultusunda çalışmanın evrenini kişisel hesaplarında en az 1 sosyal medya fenomeni takip eden kadın tüketicilerin tamamı oluşturmaktadır. Çalışmanın yürütüldüğü dönemdeki pandemi durumu nedeniyle anket çevrimiçi ortamda gerçekleştirilmiş ve kolayda örnekleme yöntemi kullanılmıştır. Bu sayede 552 gönüllü katılımcıya ulaşılarak, cevapları SPSS 22 programında analize tabi tutularak fenomenlerin kadın tüketicilerin satın alma kararlarındaki etkisi araştırılmıştır. Araştırma kapsamında yalnızca kadın tüketicilerin ele alınması bu araştırmanın kısıtlarındandır.

Araştırma kapsamında anket formunu oluşturmak için yapılan detaylı literatür taraması sonucunda anket 3 bölümden ve toplam 46 sorudan oluşmaktadır. Birinci bölümde; tüketicilerin sosyal medya kullanımı ve fenomenlere yönelik davranışlarına ilişkin toplam 10 soruya yer verilmektedir. İkinci bölümde; tüketicilerin satın alma öncesi sosyal medya kullanımı, fenomenlere yönelik tüketici algı ve düşünceleri, fenomenlere yönelik tutum ve satın alma karar sürecine yönelik 32 ifadeyi 5'li Likert ölçeğine göre değerlendirmeleri istenmiştir. Üçüncü bölümde; demografik özellikler yer almaktadır.

Ölçeklerin Geliştirilmesinde Kullanılan Ölçekler; Satın Alma Öncesi Sosyal Medya Kullanımı ölçeği Kızkapan (2016) tarafından geliştirilen 2 ifade, Fenomenlere Yönelik Algı ve Düşünceler ölçeği Akkaya (2013), Kızkapan (2016) ve Zengin (2019) tarafından geliştirilen 7 ifade, Fenomenlere Yönelik Tutumlar ölçeği Yağcı (2019) tarafından geliştirilen 4 ifade, Satın Alma Karar Süreci Kütükoğlu (2019) ve Zengin (2019) tarafından geliştirilen 19 ifade yer almaktadır.

Araştırma modelinde yer alan değişken gruplarına açıklayıcı faktör analizi uygulanarak geçerliliği test edilmiştir. Değişkenlere uygulanan faktör analizinde Varimax rotasyon yöntemi kullanılmıştır. KMO değerleri incelendiğinde; Araştırma Modeli (0.932) mükemmel seviyede; Fenomenlere Yönelik Algı ve Düşünceler (0,843), Fenomenlere Yönelik Tutumlar (0,745) ve Satın Alma Karar Süreci (0,894) iyi seviyededir. Satın Alma Öncesi Sosyal Medya Kullanımı (0,50) ise kabul edilebilir sayılabilecek bir

düzeyde olduğu gözlenmiştir. Bu değerler faktör analizi yapılan örneklem büyüklüğünün yeterli olduğunu göstermektedir.

Faktörlere ilişkin varyans değerleri incelendiğinde modelin tamamı toplam varyansın (%57,24)'ünü, satın alma öncesi sosyal medya kullanımı toplam varyansın (%79,82)'sini, fenomenlere yönelik algı ve düşünceler toplam varyansın (%66,34)'ünü, fenomenlere yönelik tutumlar toplam varyansın (%56,53)'ünü ve satın alma karar süreci toplam varyansın (%61,99)'unu açıklamaktadır.

Değişkenler arasındaki ilişkinin mevcudiyetini ve söz konusu ilişki mevcutsa bu ilişkinin yeterli olup olmadığını test etmek için uygulanan Barlett küresellik testine göre, test sonucu anlamlı ($p<0.05$) çıkmış ise değişkenler arasında ilişkinin mevcut olduğu ve faktör analizi uygulanabileceği söylenir. Bartlett Kürellik Testi sonuçlarının $p=0.000$ düzeyinde anlamlı olduğu görülmektedir.

Anketin güvenilirliği ölçmek amacıyla güvenilirlik analizinde kullanılan yöntemlerden biri Cronbach Alfa katsayısı temel alınmıştır. Ankette yer alan toplam 32 ifadeye uygulanan güvenilirlik analizinde Cronbach Alfa Katsayısı 0,938 olarak tespit edilmiştir. Bu bağlamda Tablo 2'ye göre araştırmada kullanılan ölçeklerin her biri güvenilirdir.

3.BULGULAR

1.1. Betimleyici İstatistikler

Katılımcıların demografik özelliklerine göre, katılımcıların %77,9'unu oluşturan büyük çoğunluğu 18-29 yaş aralığında iken, %15,8'inin de 30-41 yaş aralığında olduğu belirlenmiştir. Katılımcılar arasında 42 yaş ve üzeri olan 35 kişi ise katılımcıların %6,4'ünü oluşturmaktadır. Katılımcıların büyük çoğunluğu lisans ve lisansüstü düzeyde eğitime sahip olup, lise eğitim düzeyindeki kişiler katılımcıların %17,2'sini oluşturmaktadır. Meslek gruplarına bakıldığında %38,6'sının öğrenci, %24,6'sının özel sektör çalışanı olduğu ve %11,2'sinin ise çalışmadığı görülmektedir.

Katılımcıların fenomenleri hangi sosyal ağlarda takip ettiklerini anlamamıza yönelik olan ''Fenomenleri hangi sosyal ağlarda takip ediyorsunuz?'' sorusuna, katılımcıların %65 ile Youtube, %41,3 ile Twitter ve %16,1 ile Facebook cevabını verdikleri görülmüştür. Katılımcıların Pinterest ve Google üzerinden diğer uygulamalara oranla daha az tercih edilmiştir. Katılımcıların fenomenleri takip ettikleri sosyal medya araçlarında 1. sırada "Instagram", 2.sırada "Youtube", 3.sırada "Twitter" yer almaktadır. 2020 Türkiye sosyal medya raporuna göre en fazla Instagram kullanılmaktadır. Bu açıdan sonuçlar bunu desteklemektedir. Kullanıcıların takip ettiği fenomen sayısı, 5 veya daha az fenomeni takip edenler katılımcıların hemen hemen yarısını oluştururken, 11'den fazla fenomen takip edenler katılımcıların %23,2'sini oluşturmaktadır.

Katılımcıların fenomenleri takip etme nedenlerini anlamamıza yönelik olan soruya katılımcılar birden fazla yanıt vermişlerdir. Katılımcıların yarısından fazlası "Eğlenmek" cevabını, hemen hemen yarısı "İlgi alanıma girmesi" cevabını vermişlerdir. Katılımcıların "Çeşitli konular hakkında bilgi sahibi olmak" ve "Merak duygusu" seçeneklerine vermiş oldukları cevaplar ise birbirine yakındır. Fenomenleri takip etme nedeni olarak katılımcılar "Gündemi takip etmek'' seçeneğini diğerlerine oranla daha az cevaplamışlardır. Katılımcıların fenomenleri takip etmelerinin en önemli nedeni eğlenmek istemeleridir. Bunun dışında bu kişilerin ilgi alanlarına girmesi ve onlardan çeşitli konularda bilgi edinmek amacıyla fenomenleri takip etmektedirler. Katılımcıların yaş aralığının genç olması da verilen bu cevapları destekler niteliktedir.

Katılımcıların, fenomenleri ürün/hizmet hakkındaki fikir ve tavsiyelerini ne derece dikkate aldıklarının anlamamıza yönelik soruda, katılımcıların %70,7'lik kısmı "Evet" cevabını vermiştir. Yani katılımcıların büyük bir çoğunluğunu fenomenlerin paylaşımlarından etkilenerek ürün veya hizmete karşı bakış açısını değiştirmektedir. Katılımcıların yarısı fenomen tavsiyesi ile en az 1-5 ürün almıştır. Hiç ürün almayanlar ise katılımcıların %29,7'lik kısmını oluşturmaktadır. Fenomen tavsiyesi ile 6'dan fazla ürün alanlar ise katılımcıların hemen hemen %20'sini oluşturmaktadır.

Katılımcıların en fazla takip ettikleri ismin "Danla Bilic" olduğu görülmektedir. Daha sonrasında ise katılımcılar en fazla "Eylül Öztürk", "Barış Özcan" ve "Damla Altun" 'u takip etmektedir. Cevaplayanların vermiş olduğu cevaplara bakıldığında tabloda yer alan 10 kişiden, 7'si kadın fenomen olup, bunların 5'inin kişisel bakım, kozmetik ve moda kategorilerinde fenomen oldukları görülmektedir. Bu bağlamda kadın tüketicilerin en fazla bu kategorilerdeki fenomenleri takip edip, tavsiye aldıkları düşünülebilir.

Katılımcıların fenomenlerde olmasını istediği, beğendiği özelliklerine yönelik soruda, katılımcıların büyük çoğunluğu (%71,9) takip ettikleri fenomenin en çok samimi ve içten olmasını sevmektedir. Daha sonrasında cevaplayanların hemen hemen yarısı (%48,2) "Eğlenceli olmalı" ve %33'lük kısmı "Mizahi yönünün güçlü olması" cevaplarını vermişlerdir. Katılımcıların fenomende en az aradığı özellik ise "Kolay erişilebilir" olmasıdır.

Katılımcıların en fazla hangi ürün kategorisinde fenomenlerden tavsiyelerini dikkate aldıkları sorusuna yönelik, katılımcıların yarısından çoğu "Kişisel Bakım/Kozmetik" (%54,0) ve "Moda (Giyim, Aksesuar)" (%51,8) kategorilerinde fenomen tavsiyesiyle ürün veya hizmet satın almaktadır. Daha sonrasında katılımcıların vermiş oldukları geçerli cevaplar doğrultusunda bunu birbirine yakın oranda olan "Sağlık/Beslenme" ve "Kişisel Gelişim/Eğitim" kategorileri takip etmektedir. Ayrıca katılımcılar en az "Otomotiv (Otomobil, Bisiklet)" kategorisinde fenomen paylaşımlarını tavsiye olarak dikkate almaktadır.

1.2. Değişkenler Arası Korelasyon Analizi

Araştırma modelinde yer alan değişkenler arasındaki ilişkileri incelemek adına modelde yer alan dört boyutun ortalama değerleri alınarak, bu değerlere Korelasyon analizi uygulanmıştır. Boyutların hiçbirinin normal dağılım sergilememesi sebebiyle Spearman's Korelasyon metodu tercih edilmiş ve korelasyon katsayıları hesaplanmıştır. Korelasyon matrisine göre boyutlar arasındaki Spearman's Korelasyon Katsayılarının tamamının istatistiksel açıdan anlamlı olduğu gözlemlenmiştir. Korelasyon katsayılarına göre değişkenler arasında en yüksek korelasyonun "Fenomenlere Yönelik Tutum" ile "Satın Alma Karar Süreci" arasında ($r= ,670$; $p<0,01$) ve en düşük korelasyonun ise "Satın Alma Öncesi Sosyal Medya Kullanımı" ile "Fenomenlere Yönelik Tutum" arasında olduğu tespit edilmiştir ($r= ,427$; $p<0,01$). Verilere bakıldığında diğer boyutlar arası ilişkilerin ise orta düzeyde olduğu görülmektedir.

1.3. Hipotez Testleri

Kadın tüketicilerin satın alma öncesi sosyal medya kullanımı ile fenomenlere yönelik algı ve düşünceleri arasındaki ilişkiyi ölçmek için uygulanan regresyon analizi sonuçları Tablo 1'de verilmiştir.

Tablo 1: H1 Hipotezine İlişkin Regresyon Modeli

R^2	Düzeltilmiş R^2		R	F	p
0,348	0,346		0,590	292,974	,000
Model	**Standardize Edilmemiş Katsayılar**		**Standardize Edilmiş Katsayılar**	**t**	**Sig.**
	B	Std. Hata	Beta		
(Sabit)	1,930	,108		17,950	,000
Satın Alma Öncesi Sosyal Medya Kullanımı	,454	,027	,590	17,116	,000

Bağımlı Değişken: Fenomenlere Yönelik Algı ve Düşünceler

Tablo 1'de görüldüğü gibi, satın alma öncesi sosyal medya kullanımının kadın tüketicilerin fenomenlere yönelik algı ve düşüncelerin %34,8'ini açıklamakta olduğu görülmektedir ($p<0.05$). Dolayısıyla H1 hipotezi doğrulanmaktadır.

Kadın tüketicilerin fenomenlere yönelik algı ve düşünceleri ile fenomenlere yönelik tutumları arasındaki ilişkiyi ölçmek için uygulanan regresyon analizi sonuçları Tablo 2'de verilmiştir.

Tablo 2: H2 Hipotezine İlişkin Regresyon Modeli

R^2	Düzeltilmiş R^2		R	F	p
0,447	0,446		0,668	443,959	,000
Model	**Standardize Edilmemiş Katsayılar**		**Standardize Edilmiş Katsayılar**	**t**	**Sig.**
	B	Std. Hata	Beta		
Fenomenlere Yönelik Algı ve Düşünceler	,239	,146		1,636	,000
	,813	,039	,668	21,070	,000

Bağımlı Değişken: Fenomenlere Yönelik Tutum

Tablo 2'de görüldüğü gibi, kadın tüketicilerin fenomenlere yönelik algı ve düşüncelerinin fenomenlere yönelik tutumları açıklamada %44,7'lik bir etkiye sahip olduğu ve dolayısıyla da H2 hipotezinin desteklendiği görülmektedir.

Benzer şekilde kadın tüketicilerin fenomenlere yönelik tutumları ile satın alma karar süreci arasındaki ilişkiyi ölçmek için uygulanan regresyon analizi sonuçları Tablo 3'te verilmiştir.

Tablo 3: H3 Hipotezine İlişkin Regresyon Modeli

R^2	Düzeltilmiş R^2		R	F	p
0,496	0,495		0,704	541,146	,000
Model	**Standardize Edilmemiş Katsayılar**		**Standardize Edilmiş Katsayılar**	**t**	**Sig.**
	B	Std. Hata	Beta		
Fenomenlere Yönelik Tutum	1,553	,084		18,517	,000
	,580	,025	,704	23,263	,000

Bağımlı Değişken: Satın Alma Karar Süreci

Tablo 3'te görüldüğü gibi, kadın tüketicilerin fenomenlere yönelik tutumlarının satın alma karar sürecinin %49,6'ını açıklamakta olduğu müşahede edilmektedir.

1.4. Ölçekler İle Demografik Özellikler Arasındaki Farklılıkların Analizi

Araştırmanın bu aşamasında araştırma modelinde yer alan boyutların yaş, eğitim durumu, meslek ve gelir düzeyi gibi demografik özelliklere göre analizi yapılmıştır. Fenomenlerin kadın tüketicilerin satın alma karar sürecine etkisine yönelik boyutların ortalamaları alınarak One Sample Kolmogorov-Smirnov Testi ile normal dağılım test edilmiştir. Uygulanan test sonucuna göre boyutların hiçbirinin normal dağılım sergilemediği görülmüştür. Bu sebeple verilerin analizinde non-parametrik testlerden Kruskal Wallis testi uygulanmıştır.

Fenomenlerin kadın tüketicilerin satın alma karar sürecine etkisinin araştırıldığı çalışma kapsamında, araştırmaya ilişkin "Satın Alma Öncesi Sosyal Medya Kullanımı" faktörünün katılımcıların demografik özelliklerine göre dağılımı Tablo 4'te yer almaktadır.

Tablo 4: Satın Alma Öncesi Sosyal Medya Kullanımı Boyutunun Demografik Özelliklere Göre Dağılımının Analizi

BOYUTLAR	Gruplar	Kruskal Wallis Testi		Açıklama
		χ^2	p	
Satın Alma Öncesi Sosyal Medya Kullanımı	Yaş	2,599	0,273	Fark Yoktur
	Eğitim	4,521	0,21	Fark Yoktur.
	Meslek	0,992	0,995	Fark Yoktur.
	Gelir	2,906	0,574	Fark Yoktur.

Tablo 4'te yer alan sonuçlar incelendiğinde; "Satın Alma Öncesi Sosyal Medya Kullanımı" değişkeni ile yaş, eğitim, meslek ve gelir grupları açısından istatistiksel olarak anlamlı bir farklılığın olmadığı belirlenmiştir ($p>0,05$). Grup karşılaştırmalarının yapıldığı Kruskal Wallis testi sonuçlarına göre olan yaş, eğitim, meslek ve gelir gruplarının tümünde ifadelere katılma açısından gruplar arasında anlamlı bir fark tespit edilmemiştir. Bu nedenle, H4 hipotezini desteklememektedir.

"Fenomenlere Yönelik Algı ve Düşünceler" faktörünün katılımcıların demografik özelliklerine göre dağılımı Tablo 5'te yer almaktadır.

Tablo 5: Fenomenlere Yönelik Algı ve Düşünceler Boyutunun Demografik Özelliklere Göre Dağılımının Analizi

BOYUTLAR	Gruplar	Kruskal Wallis Testi		Açıklama
		χ^2	p	
Fenomenlere Yönelik Algı ve Düşünceler	Yaş	4,662	0,097	Fark Yoktur
	Eğitim	6,228	0,101	Fark Yoktur.
	Meslek	18,172	0,011	**Fark Vardır.**
	Gelir	5,509	0,239	Fark Yoktur.

Tablo 5'te yer alan sonuçlar incelendiğinde; "Fenomenlere Yönelik Algı ve Düşünceler" değişkeni ile yaş, eğitim ve gelir grupları açısından istatistiksel olarak anlamlı bir farklılığın olmadığı (p>0,05), meslek grupları arasında ise anlamlı bir farklılığın olduğu belirlenmiştir (p=0,011). Grup karşılaştırmalarının yapıldığı Kruskal Wallis testi sonuçlarına göre olan yaş, eğitim, ve gelir gruplarının tümünde ifadelere katılma açısından gruplar arasında anlamlı bir fark tespit edilmemiştir. Ancak meslek grupları arasında ifadeler katılma bakımından anlamlı bir fark gözlemlenmiştir. Bu nedenle, H5 hipotezini kısmen desteklemektedir.

"Fenomenlere Yönelik Tutumlar" faktörünün katılımcıların demografik özelliklerine göre dağılımı Tablo 6'da yer almaktadır.

Tablo 6: Fenomenlere Yönelik Tutum Boyutunun Demografik Özelliklere Göre Dağılımının Analizi

BOYUTLAR	Gruplar	Kruskal Wallis Testi		Açıklama
		χ^2	p	
Fenomenlere Yönelik Tutumlar	Yaş	4,301	0,116	Fark Yoktur
	Eğitim	6,726	0,081	Fark Yoktur.
	Meslek	16,353	0,022	**Fark Vardır.**
	Gelir	2,111	0,715	Fark Yoktur.

Tablo 26'da yer alan sonuçlar incelendiğinde; "Fenomenlere Yönelik Tutumlar" değişkeni ile yaş, eğitim ve gelir grupları açısından istatiksel olarak anlamlı bir farklılığın olmadığı (p>0,05), meslek grupları arasında ise anlamlı bir farklılığın olduğu belirlenmiştir (p=0,022). Grup karşılaştırmalarının yapıldığı Kruskal Wallis testi sonuçlarına göre olan yaş, eğitim, ve gelir gruplarının tümünde ifadelere katılma açısından gruplar arasında anlamlı bir fark tespit edilmemiştir. Ancak meslek grupları arasında ifadeler katılma bakımından anlamlı bir fark gözlemlenmiştir. Bu nedenle H6 hipotezini kısmen desteklemektedir.

"Satın Alma Karar Süreci" faktörünün katılımcıların demografik özelliklerine göre dağılımı Tablo 7'de yer almaktadır.

Tablo 7: Satın Alma Karar Süreci Boyutunun Demografik Özelliklere Göre Dağılımının Analizi

BOYUTLAR	Gruplar	Kruskal Wallis Testi		Açıklama
		χ^2	p	
Satın Alma Karar Süreci	Yaş	1,097	0,578	Fark Yoktur
	Eğitim	6,09	0,107	Fark Yoktur.
	Meslek	17,438	0,015	**Fark Vardır.**
	Gelir	6,146	0,188	Fark Yoktur.

Tablo 7'de yer alan sonuçlar incelendiğinde; "Satın Alma Karar Süreci" değişkeni ile yaş, eğitim ve gelir grupları açısından istatiksel olarak anlamlı bir farklılığın olmadığı (p>0,05), meslek grupları arasında ise anlamlı bir farklılığın olduğu belirlenmiştir (p=0,015). Grup karşılaştırmalarının yapıldığı Kruskal Wallis testi sonuçlarına göre olan yaş, eğitim ve gelir gruplarının tümünde ifadelere katılma açısından gruplar arasında anlamlı bir fark tespit edilmemiştir. Ancak meslek grupları arasında ifadelere katılma bakımından anlamlı bir fark gözlemlenmiştir. Bu nedenle H7 hipotezini kısmen desteklemektedir.

SONUÇ

Tüketicilerin talep ettikleri bilgiye, ürün veya hizmete bir tık ile çok daha kolay ve hızlı biçimde bu iletişim çağında, işletmeler için yalnız sosyal medyada yer almak yetmemektedir. Bu sebeple tüm pazarlama faaliyetleri de sosyal medya üzerinden gerçekleştirilmeye başlanmıştır. Özellikle son zamanlarda geleneksel medya araçlarındaki reklamlar yerine sosyal medyada ününü kazanmış ve belli bir konuda uzmanlaşan fenomenleri kullanmak işletmeler için daha cazip hale gelmiştir. Tüketiciler, gündelik yaşamlarında talep ettikleri ürün veya hizmete ilişkin seçimlerinde doğru karar vermek, algılanan riski azaltmak ve doğru bilgi kaynaklarına yönelmek amacıyla diğer kişilerin fikir ve deneyimlerine ihtiyaç duymaktadır. Elde edilen bu bilgilerden faydalanarak satın alma davranışı gerçekleştiren tüketiciler ise ürün veya hizmete ilişkin fikir ve deneyimlerini sosyal medya araçlarında diğer kişilerle paylaşarak, satın alma karar süreçlerine etki etmektedir.

Bu çalışmanın amacı, sosyal medyada paylaşımda bulunan fenomenlerin tüketicilerin satın alma karar süreci üzerinde etkili olup olmadığı ve bu etkinin alışveriş sürecinin farklı aşamalarındaki görece etkisinin nasıl olduğunu anlamaya çalışmaktır. Araştırma sonucuna göre, fenomenleri takip eden kişiler genel olarak 18-29 yaş aralığında yoğunlaşmaktadır. Bu bağlamda hedef kitlesi bu yaş aralığında olan markalar, pazarlama faaliyetlerinde fenomenleri tercih etmesi, bu kişilere ulaşma açısından markaya büyük yarar sağlayacaktır. Diğer demografik özelliklere bakıldığında, fenomenleri en yoğun olarak takip eden kesimin eğitim durumlarının lisans olduğu tespit edilmiştir. Katılımcılara sorulan meslek ve gelir düzeyine verilen cevapların yoğunluğuna göre katılımcıların çoğunluğunun 0-2500 arası gelire sahip olduğu ve öğrenci olduğu ortaya çıkmıştır.

Uygulanan korelasyon analizinden elde edilen bilgilere göre boyutlar arasındaki Spearman's Korelasyon Katsayılarının tamamının istatistiksel açıdan anlamlı olduğu gözlemlenmiştir. Sonuçlar incelendiğinde; en yüksek korelasyona fenomenlere yönelik tutum ile satın alma karar sürecinin sahip olduğu (0,670**), diğer boyutlar arasındaki ilişkilerin şiddetinin ise orta düzeyde olduğu belirlenmiştir.

Analiz bölümünün son kısmında satın alma öncesi sosyal medya kullanımı ile fenomenlere yönelik tüketici algı ve düşünceleri arasında, fenomenlere yönelik tüketici algı ve düşünceler ile fenomenlere yönelik tutum arasında ve son olarak fenomenlere yönelik tutum ile satın alma karar süreci arasında bir ilişkinin mevcut olup olmadığı anlayabilmek amacıyla Regresyon analizi uygulanmış ve ilişki olduğu tespit edilmiştir. Belirlenen hipotezlere yapılan hipotez testleri ve kabul veya reddedilmelerine göre değerlendirildiğinde, H1, H2 ve H3 hipotezleri kabul edilirken, H4 hipotezi reddedilmiş ve H5, H6 ve H7 hipotezleri kısmen kabul edilmiştir. Satın alma öncesi sosyal medya kullanımında yaş, eğitim, meslek ve gelir gruplarına göre farklılık tespit edilmemiştir. Fakat fenomenlere yönelik algı ve düşünceler, fenomenlere yönelik tutum ve satın alma karar sürecine ilişkin ifadeler bir kısmı meslek grubuna faktörüne göre farklılık teşkil etmektedir. Bundan dolayı buna yönelik hipotezler kısmen kabul edilmiştir.

Gelecekte yapılacak çalışmalara öneriler ise, araştırmada sadece kadın tüketici grubunun hedeflenmesi ve araştırma süresinin kısalığı gibi çeşitli kısıtlar bulunmaktadır. Erkek tüketici grubu üzerine yapılabilecek çalışmalarda farklı sonuçlar çıkabilir. Araştırmadan farklı olarak farklı ölçekler kullanılarak, elde edilen sonuçlar bu araştırmanın sonuçları ile karşılaştırılabilir.

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The Concept of Racism in Social Media: Example of Ekşi Sözlük

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Abstract

While the culture we live in today is explained with new media, this culture is defined as "virtual culture", "digital culture", "internet culture". While the elements of communication on social media platforms have been digitized, the cultural structure has also gained new meanings. The culture that has changed according to the age in which it is found today also appears as cyber culture. The website called Ekşi Sözlük, which has an important role in the formation of the said cyber culture, is the first participatory dictionary example in Turkey. Founded in 1999 and Web 2.0. The authors registered on the website, which is considered one of the early examples of technology, define all kinds of words and concepts in line with their own views and experiences. This study is limited to the first and last 5 pages of the heading "racism" on the website www.eksisozluk.com. The contents defined as entries were tabulated and the typical examples of racism were analyzed by discourse analysis method. As a result of the study, it has been determined that the first definitions of racism in the dictionary were "hostility to the foreigner" and "fear of the unknown", while the concept of racism is now defined through refugees.

Keywords: Social Media, Racism, Ekşi Sözlük.

Sosyal Medyada Irkçılık Kavramı: Ekşi Sözlük Örneği

Özet

Bugün içinde yaşadığımız kültür yeni medya ile açıklanırken bu kültür “sanal kültür”, “dijital kültür”, “internet kültürü” gibi tanımlar yapılmaktadır. Sosyal medya platformlarında iletişime ait unsurlar dijitalleşirken kültürel yapı da dijitalleşerek yeni anlamlar kazanmıştır. Bulunduğu çağa göre değişen kültür günümüzde siber kültür olarak da karşımıza çıkmaktadır. Söz konusu siber kültürün oluşumunda önemli bir rolü olan Ekşi Sözlük isimli web sitesi, Türkiye’deki ilk katılımcı sözlük örneğidir. 1999 yılında kurulan ve Web 2.0. teknolojisinin erken dönem örneklerinden kabul edilen web sitesine kayıtlı yazarlar, her türlü kelime ve kavramı kendi görüşleri ve

deneyimleri doğrultusunda tanımlamaktadır. Bu çalışma, www.eksisozluk.com isimli web sitesinde "ırkçılık" olarak açılan başlığın ilk ve son 5 sayfası ile sınırlandırılmıştır. Entry olarak tanımlanan içerikler tablolaştırılarak ırkçılık konusuna tipik örnek oluşturanlar söylem analizi yöntemiyle incelenmiştir. Çalışmanın sonucunda sözlükte ırkçılığa yapılan ilk tanımların "yabancı olana düşmanlık", "bilinmeyene duyulan korku" iken şu an ırkçılık kavramının mülteciler üzerinden tanımlandığı tespit edilmiştir.

Anahtar Kelimeler: Sosyal Medya, Irkçılık, Ekşi Sözlük

Giriş

Irkçılık olgusunun eyleme dönüşmesi ile ideoloji olarak benimsenmesi farklı durumlardır. Davranış biçimi olarak benimsenen ırkçılık fizyolojik olarak çoğunluktan farklı görünen toplumu dışlayarak toplumun dışına itme, aşağılama eylemi olarak tanımlanırken, ideoloji olarak karşımıza çıkan ırkçılık olgusu ise insan ırklarını temel almaktadır (Marger, 2002: 297). Philomena Essed'e (1991: 5) göre ise; ırkçılık, fizyolojik özellikler ve kültürel değerler olarak toplumun çoğunluğundan farklılaşan azınlık gruplara yönelik yapılan eşitsizliği tanımlayan ideoloji ve süreçtir. Süreç olarak tanımlamasının sebebi ise ırkçılığın günlük yaşam pratikleri üzerinden gerçekleştirilmesidir. Diğer bir deyişle günlük yaşam pratikleri olmadan ırkçılık olgusunun inşa edilmesi mümkün değildir.

Akıllıoğlu (1997: 105) ise ırkçılığı yabancı düşmanlığı, ayrımcılık, ötekileştirme gibi kavramlarla yakından ilişkili karmaşık bir kavram olarak tanımlamaktadır. Aynı zamanda bireylerin birbirlerine duyduğu güvensizlikten ve korkudan ortaya çıkan ırkçılık sosyal yaşamdaki eşitsizlikle beslenerek güçlenmektedir. Irkçılık olgusu, ötekileştirme ve dışlama eylemlerini de beraberinde getirmektedir. Irkçılığın içinde bulunduğu döneme göre yeniden şekillenmesi ile hedef grubu daha da genişlemiştir. Irkçılık bir takım yanlış anlayışlar değildir. Irkçılık, toplumdaki farklı sınıf ve grupların sorunlarının somut hale dönüşmesinden kaynaklanmaktadır. Irkçılık, çelişkilerin ve sorunların üstesinden gelebilecek ve aynı anda yönünü değiştirecek şartları kurma çabalarını ideolojik olarak açıklar (Hall, 1998: 38). Irkçılık, her ne kadar yaygın bir kullanıma sahip olsa da aslında belirsiz bir kavramdır. Belirli bir dönem toplumun çoğunluğundan biyolojik ve fizyolojik özellikler olarak farklılaşan gruplar ötekileştirilirken, belirli dönemler kültürel değerler ve inanç olarak çoğunluktan farklı düşüncelere sahip azınlıklar ötekileştirilmiştir.

Bu çalışmada da ırkçılık katılımcı bir sözlük olan eksisozluk.com isimli sitede farklı yıllarda Türkiye'de nasıl tanımlandığı kavramının tespit edilmeye çalışılmıştır.

Irkçılığın Sosyal Medyada Görünümü

Farklı kültürel, siyasi, dini ve ırki farklılığa sahip sistemlerde bu farklılıkların farklı istek ve ihtiyaçlara sahip olması sonucunda çıkan kaos ve çatışma ortamında ele alınması gereken sorunlardan birisi ırkçılıktır (Akçay ve Aslan, 2012: 373). Belirli bir ırkı ya da etnik kökeni, diğer

ırk veya etnik kökenlerden üstün ya da aşağı görme inancı ırkçılık olarak tanımlanmaktadır (Çakır, 2019: 13). "İnsanların ten renkleri başta olmak üzere çeşitli özelliklerine göre sınıflanması anlamında ırk kavramı ve ırk sınıflamaları tarihsel süreç içerisinde sürekli değişim göstermiştir" (Şahin Taşğın, 2021: 295). Zamanla kalıtımsal özelliklerinden uzaklaşan kavramı, günümüzde kültürel dışlama, etnik-merkezcilik, anti-semitizmin yanı sıra göçmen karşıtlığı gibi sosyal dışlamacı tavır ve davranışlardan ayırmak zorlaşmaktadır (Yılmaz, 2008: 13). Özbek'e göre (2001: 450), ırkçı davranış içerisinde kendisinden başka olanın dışlanması ve benin onaylanması durumu söz konusudur. Bu durumda birey kendinden başka olan karşısında konumunu güçlendirmiş olmaktadır. Bireyin ötekine yönelik gösterdiği dışlamacı tavrı en rahat sergileyebildiği yer günümüzde sosyal medyadır.

Web 2.0 teknolojisi ile birlikte bireyler dijital dünyada etkileşim kurabilme özelliğine sahip olmuşlardır. Bu teknolojinin sağladığı etkileşim özelliği ile kullanıcıların bireysel içerikler üretebilmesi sonucunda bireyin nesne konumundan özne haline gelmesinin yanı sıra iletişim sürecinin demokratikleşmesini de beraberinde getirmiştir. Bu teknolojinin getirdiği yeniliklerden biri de sosyal medyadır. Geleneksel medya mecraları bir mülkiyet yapısına sahip olduğundan dolayı devlet tarafından denetim süzgecinden geçiriliyorken sosyal medya platformları, bireylerin özdenetim mekanizmalarını devreye soktuğu kendilerini "özgür" bir şekilde ifade etmesine olanak tanımaktadır (Yaşa ve Öksüz, 2020: 1393). Bu özgürlük "ortamdaki birey ve toplulukların başka kişilere ve gruplara, diğer bir deyişle 'ötekilere' karşı, ırkçı düşüncelerini, öfkelerini ve nefretlerini denetimsiz bir biçimde ifade ettikleri bir alana dönüşmektedir" (Öztekin, 2015: 929). Sosyal medyanın bireylere anonimlik, kimliğini gizleme ya da farklı bir kimlik altında etkileşim kurabilmesine olanak sağlayan yapısı ırkçılık söylemlerinin rahatça sosyal medyada dolaşıma girdiği görülmektedir. "Bu yönüyle internet, doğasındaki demokratik avantajının negatif bir yansımasını, global nefret akışının odağı olarak hizmet ederek ortaya koymaktadır" (Bilge, 2016: 8). Korkmaz ve Baran'a göre (2018: 199), medyada ırkçılık negatif yayılma ve dağılma gösterirken medya ve ırkçılık ilişkisi belirli bir ırka yönelik değil pek çok alanda olabilmektedir. Bu durum medyanın bu yaygınlığı ırkçılık bağlamında normalleştirmesini ortaya çıkarmaktadır (s. 199).

Irkçılığın özgürce dolaşıma girdiği ortamlardan biri de katılımcı bir sözlük olan Ekşi Sözlük'tür. "Açılan başlıklar herhangi bir konu, kavram ve olay hakkında olabilirken, 'entry' adı verilen paylaşımların doğru, kesin, nesnel olma artı bulunmamaktadır. Böyle bir zorunluluğun olmaması kullanıcıların rahat ve samimi bir şekilde paylaşımda bulunmalarını olanaklı kılmaktadır" (Öztekin, 2015: 930). Sansür yerine kullanıcıların kendi denetimine bırakılan içeriklerinde hemen her konuda duygu ve görüşlerin dile getirildiği Ekşi Sözlük'ün, bir bakıma kamuoyunu yansıttığı da düşünülmektedir (Tunçer, 2020: 71). Bu bağlamda Ekşi Sözlük, her tür kelime ve kavram hakkında yazan yazarların yorumlarını içeren ve katılımcı sözlük "collaborative hyper text dictionary" özelliği gösteren bir web sitesi olarak, hayata ilişkin önemli bilgileri ve ilginç detayları kullanıcı ve okur kitleyle paylaşmaktadır (Sine ve Özsoy, 2017: 56).

Çalışmada kullanıcıların rahat bir şekilde içerik paylaşımına izin veren Ekşi Sözlük'te ırkçılık başlığı altındaki entryler söylem analizi yöntemiyle incelenmiştir.

"Söylem analizi metedolojik ve kavramsal unsurlardan meydana gelen sosyal hayata dair bir perspektiftir olup, söylem üzerine düşünme (teorik ve meta-teorik öğeler) ve söylemi datalaştırma yolu olarak karakterize edilir" (Çelik ve Ekşi, 2008: 104). "Söylem analizi, multi disipliner bir yapıya sahiptir ve diğer disiplinlerle, daha özel olarak toplumsal teori, tarih ve etnografya ile bütünleşmiş bir analiz türüdür" (Şahin vd., 2018: 753). "Söylem analizi çalışmaları, sözlü veya yazılı dili toplumsal bağlamı açısından inceleyerek, insanların dili günlük yaşam durumlarında nasıl kullandıklarını anlamayı amaçlar, dolayısıyla bir kişi söylem analizi yapıyorsa, o kişi anlamın nasıl üretildiğini ve dilin nasıl oluşturulduğunu araştırıyor demektir" (Akbaba, 2021: 20-21).

Tablo 1'de yer alan entrylere ait bulgular

Ekşi Sözlük'te "ırkçılık" başlığı altındaki ilk 5 sayfada 48 entrye ulaşılmıştır. Entrylerin ilki 25.01.2000 tarihinde yazılmışken sonuncu entrynin ise 11.04.2006 tarihinde yazıldığı tespit edilmiştir. Tablo 1'de söz konusu entrylerin ilk 15'ine yer verilmiştir.

Tablo 1. Ekşi Sözlük'te "Irkçılık" Başlığı Altında Yazılan Entrylerin İlk Beş Sayfası

	Tarih	Kullanıcı Adı	Entry
1	25.01.2000	ssg	irki birim olarak kullanmak.
2	07.04.2000	still	(bkz: american history)
3	10.07.2000	zeynerka	başkasının özgürlüğünün başladığı yerde kendi özgürlüğünün bittiğini hazmedemeyen insanların kompleksi
4	10.12.2000	fair	(bkz: kafatascilik)
5	19.01.2001	nuitari	(bkz: zenci) (bkz: dark elf)
6	20.01.2001	cyrano	(bkz: yahudi)
7	22.06.2001	dreamer	insanların ten rengi özelliğini kromatik ötesi değerlendirmelere alan
8	25.06.2001	ctriggerominsidea	angutluğun getirisi
9	16.09.2001	zelyot	insanları türlü kategorilere ayırıp, sonra bu kategorilerin savaşmasını sağlayan zihniyet..ten renginin siyah, beyaz ve sarı olmasının kendi elinde olmadığını farkedemeyip, tanrı tarafından verilen bu özelliği, kendi başarısıymış gibi gösteren olgu..
10	09.03.2002	ihlamur	ırkçının yasamına, varolusuna verdigi bu yüksek 'anlam' gerçekte yalnızca bir korku anlatımıdır: paranoya dır ve insana özgüdür ırkçılık ise herşeyden önce isteksiz arzusuz bir yüreği, evrenseli kavramayan bir aklı, insan özüne güvensizliği, insandan korkuyu, aslında insanlıktan nefreti varsayar.. (bkz: öküz aleyhisselam)
11	22.05.2002	rofw	insan yapisinin basitliklerinden arinamami$ zayif benliklerin kendilerini a$amayip tabiat dengesi içinde yer alamayi$larindan dolayi di$a vurduklari kaotik davrani$ ve duygular bütünü. (bkz: oha)
12	14.08.2002	kusmuk	degi$ik irklarin varligi biyolojik olarak kabul ediliyor ise, gruplar arasindaki sinir sisteminin cali$ma hizi, kas dokularinin saglamligi ve cok zor ko$ullarda hayatta kalabilme konusunda da bariz farklar gozden kacirilmamalidir. Soz gelimi, zenciler dunyadaki diger insan tiplerinden genel olarak daha hizli ko$ar, daha gec yorulurlar. zor sporlarda zencilerin buyuk olcude daha ba$arili olmasinin nedeni de bu olabilir. bu anlamda, bari$ karde$lik sevi$me yanlilari kabul etmek istemese de, degi$ik irklar vardir ve irkciligi bugun yoketseniz bile birgun kendilinden bir yerlerde dogal olarak tekrar dogacaktir.
13	28.11.2002	deli petro	(bkz:mhp)
14	02.12.2002	supbilili luma	yapılan bir sosyolojik araştırmada ırkçı eğilimleri olduğu bilinen kimselere "ırkçılık" ya da "faşizm" kelimeleri içinde geçmeyen bir soru formu sunulmuş. yanıtları doğrultusunda sapına kadar ırkçı çıkan kimselerin, aynı form ırkçılık ve faşizm kelimeleri eklenerek ve soru şekilleri değiştirilerek sunulduğunda tamamen aksi yönde yanıtlar verdikleri gözlenmiştir.bir ırkçıyla tartışırken ona sözkonusu tabirlerle yaklaşmak tartışmayı baştan kaybetmektir. tecrübeyle sabittir. siyasi ortamların hararetli hatiplerinin dikkatine, yıllar önce bir ahmet taner kışlalı dersinde öğrendiğim bilgiyi hörmetle sunarım.
15	03.12.2002	rahatsiz	insanoğlunun farklı ırklara ayrıldığını savunan düşünce. iki varsayım üzerine kuruludur:1- genetik farklılıklar, 2- kültürel ve ahlaki farklılıklar.

Ekşisözlük isimli web sitesinde ırkçılığa ait ilk tanımın 25.01.2000 tarihinde *"irki birim olarak kullanmak"* şeklinde yapıldığı görülmektedir. Sitede "ırkçılık" başlığı altında yapılan diğer tanımın ise 07.04.2000 tarihinde "*(bkz: american history)"* bir filme referans verdiği gözlenmiştir. Babası siyahiler tarafından öldürülen bir aşırı faşist bir erkeğin (neo-nazi) hikayesini anlatan bu filme referans verilmesi ise ırkçılığın söz konusu entryde "zencilik" olarak tanımlandığını göstermektedir. 2000 yılında yazılmaya başlayıp 2022'de halen yazılmaya devam eden bu başlık altında yer alan tanımların ilk beş sayfası 2006 nisan ayında son bulmuştur.[108] İncelenen süre zarfında "ırkçılık" kelimesinin ağırlıklı olarak zenciler üzerinden tanımlandığı tespit edilmiştir. Çalışmada incelenen ilk 5 sayfadaki entryler Tablo 1.'de, son 5 sayfadaki entryler ise Tablo 2.'de yer almaktadır.

Kendini başka ırklardan üstün görmek anlamına gelen ırkçılık Türk Dil Kurumu'na göre de "insanların toplumsal özelliklerini biyolojik, ırksal özelliklerine indirgeyerek bir ırkın başka ırklara üstün olduğunu öne süren öğreti" şeklinde tanımlanmaktadır. Irk kavramı ise esasen beyazların üstünlüğünü kanıtlamak için oluşturulan bir kavramdır. Kavramı ortaya atanlar kendi mensubu olduğu zümrenin doğuştan gelen bazı hakları olduğuna inanmışlardır. Onlara kendileri göre bu haklar ile diğer zümrelerden ayrılır ve üstünlük kazanırlar (Şerif, 1943: 439). Bu duruma inananların beyazlar olduğu düşünüldüğünde siyahilerin beyazların sahip olduğu haklara ulaşmak için durmadan mücadele etmeleri gerekmiştir. Öyle ki ABD'de etkili olan bu durumun izlerinin Türkiye'de de mevcut olduğuna Ekşisözlük'te "ırkçılık" başlığı altında yazılan entryler işaret etmektedir.

Tablo 1'de yer alan 2000'de yazılmaya başlayıp 2006'da son bulan entrylere bakıldığında 16 entryde ırkçılığın zenciler üzerinden tanımlandığı tespit edilmiştir. Bu entrylerden bazıları şu şekildedir:

"(bkz: zenci)"

"Diğer ırklara şiddet veya hakaret içermediği sürece savunanı bağlayacak düşünce. Mesela hiçbir beyaz, zencileri sevmek zorunda değildir. Hatta bütün zencilerden nefret de edebilir, kıl da kapabilir ama onlara hakaret edemez veya haksız şiddet uygulayamaz."

"Sirk dışında kıyafet giyen maymuna zenci denir. Gibi bir cümlenin temsil ettiği zihniyet."

"Irkçılığı umursamamak kendini kandırmaktır. Bir beyazın, bir zencinin yanında durduğunda "aramızda hiç fark yok" demesi, ne kadar yapmacıksa, bir o kadar da kendini kandırmaktır. Çünkü aralarında deri rengi farkı ve kültür farkı vardır, bu barizdir. Önemli olan, "aramızda fark yok" demek değil, "ben ondan daha ustun değilim" diyebilmek, farkları göz ardı etmek yerine, onların farkına varıp onlara saygı duymaktır."

[108] Yazarların üyeliklerini veya mevcut entrylerini silmeleri sonucunda sayfalarda yer alan entryler değişiklik gösterebilmektedir.

"Kasım 2000'de coca cola'ya yaklasik 200 milyon dolara patlamış hadise. 2000 zenciye ırkçılık yapildigi gerekçesi ile bu parayı ödemek durumunda bırakılmıştır."

"Irkçılığı beyazlara endekslemek yanlıştır. Sadece beyazlar ırkçılık yapmaz, pekala zenciler de ırkçılık yapabilirler. Neden rapçilerle basketçilerin alayı zenci sanıyorsunuz? hem zenci kızlar beyaz çocukları sevmiyormuş."

İlk entry'de ırkçılığın doğrudan "zenci" şeklinde tanımlandığı görülmektedir. Sonraki 3 entryde ise ırkçılık kavramının "üstünlük" olarak tanımlanmaması gerektiği ve bu zihniyete sahip olanların sorunlu olduğu ima edilmiştir. Örnekte yer alan sonuncu entryde ise ırkçılığı sadece beyazların yapmadığı, zencilerin de ırkçı olabileceği belirtilmiştir. Burada bu düşüncenin güçlendirilmesi için "zenci kızlar beyaz çocukları sevmiyormuş" şeklinde bir örnek verilmiş ve genel inanışın aksine bu durumun tam tersi olabileceği yönünde bir söylem üretilmiştir.

Çalışmada incelenen entrylerin tamamında içinde "zenci" kelimesinin geçtiği 17 entry tespit edilmiştir. Bunların 16'sı çalışmanın üst kısmında bahsedildiği gibi 2001-2006 yılları arasında yazılmıştır. Irkçılık başlığı altında incelenen son 5 sayfada ise 14.02.2022 tarihinde "zenci" kelimesinin geçtiği: "*Biraz evvel markete gittim. Meyve sebze alıyordum. Arkamdan iki zenci geldi. Ben de istemsiz elimi telefonuma götürdüm çalabilirler diye. Aynı zamanda aşırı rahatsız hissettim kendimi, taciz edilebilirim endişesiyle uzaklaştım oradan…"* şeklinde bir entry yazıldığı görülmüştür. 2021-2022 yılları arasında yazılan entrylerde ırkçılığın "zencilik" kavramı üzerinden yapılmadığı dikkat çekmektedir.

İncelenen entrylerde zenci anlamında kullanılan bir diğer kelime olan "siyah" arandığında ise 9 entry tespit edilmiştir. Bu entrylerden 5'i ilk sayfalarda 4'ü ise son sayfalarda yazılmıştır. Entrylerden bazıları şu şekildedir:

"İnsanları türlü kategorilere ayırıp, sonra bu kategorilerin savaşmasını sağlayan zihniyet. Ten renginin siyah, beyaz ve sarı olmasının kendi elinde olmadığını fark edemeyip, tanrı tarafından verilen bu özelliği, kendi başarısıymış gibi gösteren olgu.."

"Hayvan camiasında bile geçerli olduğunu öğrendiğim baş belası kavram. Sivas kangal köpekleri ikiye ayrılırmış: siyah ırk ve beyaz ırk olarak…*"*

2001 ve 2005 yıllarında yazılan bu iki entryde ırkçılığın olumsuz olarak yorumlandığı, insanları ten renklerine göre kategorize ederek bir ırkı üstün saymanın sorunlu bir durum olduğu vurgulanmaktadır. Ekim 2022 yılı itibariyle de Türkiye'deki kayıtlı Suriyeli sayısı 3.622.486 olarak açıklanmıştır.[109] Bunda etkili olan durum «2010 yılında Tunus'ta başlayan ve adına "Arap Baharı/Uyanışı" denilen süreç, Ortadoğu'da pek çok ülkeyi etkilemiştir. Arap Baharı olarak isimlendirilen halk kalkışması" (Canyurt, 2018: 1104) Suriye'de bir iç savaşa dönüşmüş ve binlerce Suriyeli Esad rejiminden kaçıp ülkesini terk edip komşu ülkelere sığınmak zorunda olmalarıdır. Türkiye Cumhuriyeti, Suriyeli sığınmacılara sunduğu yüksek standartlar bakımından;

[109] https://multeciler.org.tr/turkiyedeki-suriyeli-sayisi/, Erişim Tarihi: 10.11.2022

BM başta olmak üzere uluslararası camiada öncü ve model bir ülke konumuna ulaşmaya başlamasına rağmen (Ağır ve Sezik, 2015: 101) ülke genelinde Suriyelilere yönelik olumsuz görüşler de gündeme gelmeye başlamıştır. Bu bağlamda 2021 yılı itibariyle incelenmeye başlayan tweetlerde "ırkçılık" başlığı altında yer alan entrylerin artık "zenci" ve "siyahi" söylemleri yerine "Arap" ve "esmer tenli" şeklinde oluşturulduğu gözlenmiştir. Söz konusu iki entryde de ırkçılık, "aşağılık bir tutum" olarak değerlendirilirken bunun Araplara da yapıldığı vurgulanmıştır:

"*tuhaf bir şekilde insanların sadece siyahlara ya da Asyalılara uygulandığını sandığı aşağılık tutum. Mesela Türkiye'de o kadar embesil bir kitle var ki esmer tenli insanları hor görmenin, aşağılamanın da ırkçılık olduğunu fark edemiyor. Arap diyerek birilerini aşağılamanın normal bir durum olduğunu sanıyor."*

"dünya genelinde, batılı bakış açısında, sadece siyahilere ve asyalılara yapılanların ırkçılık olarak algılanması, esmer tenlilere yapılanlara herkesin gözünü kapatmasını görmek midemi bulandırıyor."

Tablo 2'de yer alan entrylere ait bulgular

Ekşi Sözlük'te "ırkçılık" başlığının son 5 sayfasında 43 entry'e ulaşılmıştır. Tablo 2'de bunların ilk 15'ine yer verilmiştir. Entrylerin ilki 23.12.2021 tarihinde yazılmışken sonuncu entry ise 16.05.2022 tarihinde yazılmıştır. Tablo 1'de yer alan entryler 6 seneye yayılırken Tablo 2'ye bakıldığında ırkçılığa ilişkin tanımların artarak, 5 sayfanın neredeyse bir yılda yazıldığı gözlenmiştir.

Tablo 2. Ekşi Sözlük'te "Irkçılık" Başlığı Altında Yazılan Entrylerin Son Beş Sayfası

1	23.12.2021	dogrusoyleyenidokuzkoydenkovmazlar	kendi gibi olmayana karşı oluşan nefrettir. toplumsal açıdan çoğunluğun azınlığa karşı gösterdiği üstünlük gösterisidir. bu çağda çok yanlış bir düşünce biçimidir, gelecek yıllarda nasıl bir kötülük olduğu daha iyi anlaşılacaktır.
2	24.12.2021	emmenez moi	3 suriyeli'nin yakılarak öldürülmesi
3	27.12.2021	asgedon primo	araplara yapılan nefretin ırkçılık olduğunu düşünmüyorum. hayatı boyunca hiç bir zaman evinde çıkmayan pembe … solcuların gelip burda hümanist ayağına salladiklarina bakmayin. bu lanet milletle 1 ay kalıcak hümanist adam bile en büyük nazi destekçisi olur. 5 yıldır arap ülkesinde mecburiyetten kalmis biri olarak diyorum, öyle sağda solda duyduklarimla değil. dediğim gibi ırkçı olduğumu düşünmuyorum kendimi ya da kendi milletimi herhangi bir milletten üstün görmüyorum...arap insansıları hariç.
4	27.12.2021	zemano	türkiye'de arap, kürt, ermeni, çerkes, lazlara falan yapılınca sorun olmayan hede. araplara yapılan nefreti ırkçılık görmüyor paşamız, bak sen. profiline baktım, 2. entry atatürk güzellemesi, biraz aşağı inince hitler'in ne kaddar büyük bir lider olduğuyla alakalı tuğla gibi yazı. okudukça tansiyonu yükseliyor insanın. ulan ne biçim bir memleket, elini attığın yer zır deliye çarpıyor ahaha.
5	27.12.2021	obirci3	en çok da ortadoğulunun ortadoğuluya yaptığı şey. örneğin bu başlıkta gördüğümüz örnekler.
6	02.01.2022	hi five ghost	ayrımcılık ile karıştırılan kavram. türkler araplardan üstün olduğunu düşünüp onları hor görseydi buna ırkçılık diyebilirdik ama bizler en zenginini dahi istemiyoruz. dolayısıyla burada durum olsa olsa ön yargıdır veya bir tık ötesi ayrımcılıktır. fransa'dan yani medeniyetin beşiğinden çıkıp tüm dünyaya yayılan milliyetçilik ve ulus devlet kavramları bize de uğradı ve 1923 yılında kendi ulus devletimizi kurduk. dolayısıyla yaklaşık 90 sene sonra kültürümüzün, dinimizin, toplumsal hafızamızın, geçmişimizin bambaşka olduğu 4, 5 milyon insanı ülkemizde görmek istememek en doğal hakkımız. 4, 5 milyon ukraynalı, rus, balkan göçmeni insan gelse evet sesimiz bu kadar gür çıkmayacaktı çünkü onlar bizim hayalini kurduğumuz medeni ve demokratik türkiye'ye katkıda bulunacaklardı. bunun için ben cumhuriyet kurulurken yapılan nüfus mübadelesini yanlış bulurum. 10 seneden fazladır kendi ülkesine göre daha demokratik yerlerde yaşayan 5-10 milyon arasındaki arabın kendi ülkesine gitmesi o ülkenin de medeniyetine katkıda bulunacaktır.
7	05.01.2022	chitanem	hali şenlikli olan baldıran öyle bedenlidir ki kendine brütüs koyulandırır ne var ki brütüs kendisi olabilir aa sen kim olabilirsin ki senin brütüsün sayılabilsem medeniyetsiz … … sen de mi brütüs demezler demli demlikli ırkçı diyebilen nazlatılır aa sen de mi brütüs dese mesneti anlaşılırdır beh beh
8	12.01.2022	akılda kalmayan nick	ülkemizde nedense insanlık tarihinde ilk olarak sadece türklerin suçlandığı bir olgu.
9	12.01.2022	jottar	ırkçılık kelimesi aslında iki şekilde ele alınmalıdır. insanların fenotipi üzerinden, örneğin siyah tenli, çekik gözlü vs. oluşu, yapılan ırkçılık türkiye'de diğer toplumlara göre azdır hatta yoktur. sebep olarak osmanlı devletinin köle ticareti yaparken kölelerin ırkına pek takılmamış oluşu, her ırktan köle ve cariye barındırması ileri sürülebilir. türkiye'de ırkçılık yok lafı da buna itafen söylenir. insanların etnik kimliği, dili, dini inancı, kültürü üzerine olan ırkçılık ya da daha doğru ifadeylezenofobi yani yabancı düşmanlığıise dibine kadar vardır. mikromilliyetçiliğin,

			hemşehriciliğin, adam kayırmacılığın, cemaatleşmenin bu kadar yoğun olduğu bu toplumda türk olmak bile yeterli değilken başka bir millet ya da kültürden gelenlere karşı sahip olunan önyargı ve yapılan ayrımcılık çok ileri boyuttadır. örneğin "mohammed bin bilmemkim" 'in işlediği suç ya da kabahat tüm suriyelilere hatta araplara mal edilir. bir adet suriyelilin işlediği suç üzerinden tüm suriyeliler cezalandırılmalıdır diye düşünülür. çünkü sorun suriyeli olmalarıdır. ya da suriyeli birinin dükkan açıp zengin olması ya da lüks bir hayat sürmesi tepki çeker. çünkü bu ülkenin öz türk evladının sahip olması gereken zenginliği ve kaynakları alın teriyle çalışarak bile olsa gasp etmiştir. işte bunlar tipik bir zenofobi örneğidir ve insanlar bunu rahatlıkla dile getirirler ve pek tepki de görmezler. ilk örnekteki farklı fenotipteki insanların büyük çoğunluğu zaten aynı zamanda farklı kültür dil ve inanışlara sahip oldukları için ayrımcılık görürler. dolayısıyla türkiye'de yabancı düşmanlığı vardır ve farklı ırka mensup kişiler de bu düşmanlıktan payını alır.
10	12.01.2022	orgof	islâm'dan başka kürü olmayan bulaşıcı ve ölümcül bir hastalıktır.
11	12.01.2022	yabbozbozucusu	bu lağımın normali. öyle normalleşmiş ki, dünyanın en açık ırkçılıklarından birini barındıran leman sam'ın attığı ırkçı tweet, tweet ırkçı mı değil mi tartışması yapılıyor. bu tartışma nazi almanyasında bile olmazdı.
12	13.01.2022	hiljaisuudesta	ırkçılık kötüdür diye kestirip atmadan evvel, ırkçılığı doğru söyleyen adamları dövmeye, düşük zeka sahibi işsizleri kandırarak, gerçek vatanseverleri öldürtmeye indirgemek kötüdür demeliyiz. ırkçılık genel geçer anlamda sadece cennette kötü olabilir, dünyada ise ancak ve ancak gerçekçiliğin kıstaslarından biri olabilir. zira dünya medeniyeti henüz insaniyeti görmemiştir. insaniyet çoğu ırk için arkasına gizlenilerek sahip olunan canavar çehreyi saklama yöntemidir. dünya "halkarı" birlikte yaşayabilmek için ırkçılık karşıtlığını icat etmiştir. bu icadı "birey olmayı" başarabilen insanlar yapmıştır. yine de bir çoğu için,söylemde farklı olmasına rağmen, eylemde sen hintli isen hintlisindir, türk isen türksündür, bir anglo ile eşit olamazsın. kardeşlik, eşitlik, hakçalık ne kadar kutsal ve güzel kavramlar ise, saflık, gaflet de o derece utanılası kavramlardır. eğer amacımız dünyaya seviye atlatıp, ırk , toprak gibi sınırlayıcıları ortadan kaldırmak ise, öncelikle bu işe yaşadığımız coğrafyayı, bize otomatik olarak yapıştırılan kimliği kabul ederek başlamalıyız. çünkü söz gelimi sen kendini türklük kavramı ile sınırlamayıp, diğer milletlere milliyetçilik gözlüğü ile bakmıyor olsan bile, onların ezici çoğunluğu sana baktığında öncelikle türk, sonra orta doğulu görüyor. yani görmezden geldiğin şey yok olmuyor, aksine, sen onun sorumluluğunu sırtlanmaktan vazgeçtiğin için, hakkını arayamıyorsun, ve türkleri örnek dünya vatandaşı yapabilme fırsatını kaçırıyorsun.
13	19.01.2022	mr barthes	evet doğru bir çıkarım bak ne güzel anlaşılmış ‘’dünyadaki insan nüfusunun %80'i ırkçıdır’’. doğru bu, evet. neden mi doğru? bir insan yaşadığı toplumdaki farklı bir ırka ya da etnik kökene beslediği önyargılardan da farklı olarak eğer kadın düşmanı söylemlere eğilimli ise, doğayı kirletiyorsa, hayvanların yaşamına kastediyorsa, kişilerin cinsiyet tercihlerini aşağılıyor ve yargılıyor ise, farklı kültürleri alay konusu ediyorsa, yani kısacası cânım efendim ‘’serpilip gelişen hayata düşman’’ ise de ırkçıdır, faşisttir, ırkçı oğlu ırkçıdır. bu değişmez. ve evet ‘’dünyadaki insan nüfusunun %80'i’’ de böyledir. haa peki ne mi yapmalı? yazalım efendim onu da yazalım, yazmayalım da tepemize mi çıksınlar canım! hukukta ‘’onarıcı adalet’’ diye bir kavram var. onarıcı adalet, toplulukların travmalarının nasıl meydana geldiğine dair tarihsel, manevi, duygusal, politik ve aynı zamanda da iyileşmenin nasıl gerçekleşebileceğini dikkate almak gerektiğine inanılan ve bu süreçte devletlerin yetkili bütün meslek kollarının (savcısı, hakimi, avukatı, siyasetçisi, psikoloğu vs.) bir uyum içerisinde ve ayrıca ‘’şeffaf’’ bir şekilde çalışıp iyileşmenin amaçlandığı bir adalet kavramıdır (hani şu

			geçmiş dönemde yaşadığımız çözüm sürecindeki ‘’akiller topluluğu’’ buna bir örnektir, ama baştan sona başarısız bir örnek). ırkçılığa uğramış bir kişi ya da topluluk hakkında konuştuğumuzda da, şu andaki mağduriyetin köklerini anlamaya başlamaktır önemli olan. bir zaman tünelinden geçmeli ve yaşanmışlıklara geri dönmeliyiz. şu an bize normal olarak gelen davranışların ya da eylemlerin köklerine bakmalıyız…
14	21.01.2022	temet nosce te ipsum	(bkz: zenofobi) ile karıştırıldığını görünce çok üzüldüğüm kavram. zenofobi doğal bir şey dostum bilinç altımızın en dibinden, beynimizin en ilkel zamanlarından gelen kendimizi koruma iç güdüsüyle alakalı. insan kendine benzemeyen kendi gibi olmayandan korkar çünkü ne olacağını ve başına ne geleceğini kestiremez. onun kötü niyetle bir alakası yok ancak ırkçılık dediğimiz şey kendi gibi olmayan insanı küçük ve aşağı görmek yani farklı bir olay. evet temellerinde zenofobi yok mu var ama zenofobiyi zaten farkedip ona göre yapıcı davranınca ve buna çözümler üretince zaten ırkçı olmuyorsun insan oluyorsun. ırkçı olmayı veya olmamayı seçiyorsun yani. sonuç olarak zenofobi bir seçim değil ama ırkçılık dümdüz seçim dümdüz kötülük.
15	01.02.2022	İyi biri	kahramanlık filmlerindeki "kanında var" muhabbeti saf ırkçılıktır.ara -ben seçilmiş kisi değilim - hayır, senin kanında var. - neden? - çünkü baban şöyle soylu, böyle prens biriydi. - oldu.

Çalışmanın önceki kısmında incelenen entrylerden farklı olarak bu tarihlerde yazılan entrylerde ırkçılığın farklı öğeler ekseninde değerlendirildiği tespit edilmiştir. Tablo 2.’de yer alan çalışmaya dahil edilen 44 entrynin 10’unda “Arap” kelimesinin geçtiği gözlenmiştir. Bu entrylerde

“Araplara yapılan nefretin ırkçılık olduğunu düşünmüyorum. hayatı boyunca hiç bir zaman evinde çıkmayan pembe … solcuların gelip burada hümanist ayağına salladiklarina bakmayin. bu lanet milletle 1 ay kalıcak hümanist adam bile en büyük Nazi destekçisi olur.”

“Ayrımcılık ile karıştırılan kavram. Türkler Araplardan üstün olduğunu düşünüp onları hor görseydi buna ırkçılık diyebilirdik ama bizler en zenginini dahi istemiyoruz…10 seneden fazladır kendi ülkesine göre daha demokratik yerlerde yaşayan 5-10 milyon arasındaki arabın kendi ülkesine gitmesi o ülkenin de medeniyetine katkıda bulunacaktır.”

“…Bir adet Suriyelimin işlediği suç üzerinden tüm Suriyeliler cezalandırılmalıdır diye düşünülür. Çünkü sorun Suriyeli olmalarıdır. Ya da Suriyeli birinin dükkan açıp zengin olması ya da lüks bir hayat sürmesi tepki çeker. Çünkü bu ülkenin öz Türk evladının sahip olması gereken zenginliği ve kaynakları alın teriyle çalışarak bile olsa gasp etmiştir… dolayısıyla Türkiye’de yabancı düşmanlığı vardır ve farklı ırka mensup kişiler de bu düşmanlıktan payını alır.”

“Ülkesinin arap, afgan istilasına uğramasını istemeyen milliyetçilere başta burası ve twitter olmak üzere (bkz: ırkçılık) yaftasıyla saldırılıyor.”

Söz konusu 4 entryde yazarlar, Araplara yönelik nefreti üreterek bunun ırkçılık şeklinde etiketlenmesine dair tepkilerini dile getirmiştir. Ancak görüldüğü gibi nefret ve ötekilik söylemlerinden beslenen ırkçılık, burada da benzer şekilde dolaşıma girmektedir.

Ayrıca 2021 ve 2022 yıllarında yazılan entrylerin 5'inde "Suriyeli" ifadesinin geçtiği tespit edilmiştir. Bu entrylerin Suriyelilere yönelik ırk temelli nefret söylemiyle oluşturulduğu gözlenmiştir. Entrylerden birinde 24 Şubat 2022 tarihinde başlayan Rusya- Ukrayna Savaşı sonucunda yapılan zorunlu göçlere de değinilmiştir. Söz konusu entryde Ukraynalı sığınmacıların kabulü konusundaki pozitif tutumla Suriyeli sığınmacılar kıyaslanmıştır. Bu kıyasın temel belirleyicisi olarak ön plana çıkarılan anlam temizlik unsuru olmuştur. Bu unsur üzerinden Suriyeliler temiz olmayan, pis bir ırk olarak ötekileştirilerek, nefrete dair tutum haklılaştırılmak istenmiştir. Mevcut entry şu şekildedir:

"Gündemdeki bir diğer başlık ve Ukrayna'yı terkeden sığınmacıların kabulü konusunda Avrupa'nın pozitif ayrımcı tutumundan sonra bir tartışma konusu olarak ırkçılığın oluşmasında temizlik faktörünün etkisi olduğunu düşünüyorum… biz şu an Suriyelilerden rahatsızsak bunda görüntülerinin o kirli uzun karman çorman sakallarının etkisi oldukça yüksek."

Bunun dışında Suriyelilerden söz edilen diğer entryler de şöyledir:

"Eğer ülkeye sığınmacı diye ne idiği belirsiz … … doldurursan herkesi ırkçı yaparsın. iskenderunlu arapça bilen arkadaşım var o bile suriyeliler yüzünden kuru kafacı kesildi."

"Türkiye'de yaşayıp da kapılmamanın mümkün olmadığı davranış biçimi. ırak, iran, suriye gibi ülkelerle sınır komşususun ve bunların tamamında savaş var. bu ülkelerden gelenlerle birlikte ülkende toplam 10 milyon sığınmacı var, bunların tamamı gelişmemiş islam ülkelerinden gelmiş…Önceden "ırkçı değilim, sadece ülkemi seviyorum" derdim. artık gönül rahatlığıyla "ırkçıyım" diyorum. Tüm bunlardan sonra, ırkçı olmam ve bunu kabul etmem için senelerce bana ve ülkeme yapılan bu kötülüklerden sonra ben de ırkçıyım."

Sonuç

Yabancı düşmanlığı, ayrımcılık, ötekileştirme gibi kavramlarla yakından ilişkili olan ırkçılık kavramı aynı zamanda bireylerin birbirlerine duyduğu güvensizlik ve korkudan ortaya çıkarak sosyal yaşamdaki eşitsizlikle beslenerek güçlenmektedir. Ötekileştirme ve dışlama eylemlerini de beraberinde getiren ırkçılık olgusuna dair tanımlar belirli dönemlerde değişkenlik göstermektedir.

Kurulduğu tarihten bu yana popüler bir web sitesi olan ekşisözlük, gündeme dair her şeyi halktan kişilerin yorumlamasına olanak tanımaktadır. Doğrunun ne olduğuna ilişkin kalıpların sorgulanmasına aracılık eden ve kendiliğinden düzen esasına göre işleyen sanal bir oluşum olan Ekşi Sözlük, çağdaş dünyaya özgü bir iletişim biçimini tanımlaması (Gürel ve Yalın, 2007: 203) ve ülkenin belirli bir kesimini temsil ederek kamuoyu oluşturması bakımından önem teşkil etmektedir. Bu sebeple çalışmada yeni medyanın yeni nesil katılımcı sözlüğü olan ekşisözlük isimli internet sitesinde ırkçılık kavramının nasıl temsil edildiğinin tespit edilmesi amaçlanmıştır.

Bu bağlamda yapılan incelemeler sonucunda Türkiye'de belirli dönemlerde ırkçılığa ilişkin tanımların değişkenlik gösterdiği gözlenmiştir. 2001-2006 yılları arasında ırkçılığa dair tanımlar "zenci" ve "siyahi" kavramları üzerinden yapılırken 2021-2022 yıllarındaki tanımların "Arap" ve "Suriyeli" şeklinde yazıldığı dikkat çekmektedir. 2011 yılından bu yana Suriye'den göç alan Türkiye'de Suriyeli ve Orta Doğulu nüfus sayısı arttıkça Türkiye'de ırkçılığın bu milletler üzerinden yapılmaya başlandığı çalışmada elde edilen önemli bulgular arasında yer almaktadır. Zira 2001-2006 yılları arasında yazılan ve çalışmada incelenen entrylerde "Arap" ve "Suriyeli" kelimelerine rastlanmazken 2021-2022 yıllarında da "zenci" kelimesine rastlanmamıştır.

Ayrıca söz konusu entrylerde incelenen söylemlerin neredeyse tamamının ırk temelli nefret söylemiyle üretildiği tespit edilen bir diğer önemli bulgudur. Arap ırkı ötekileştirilerek; pis-kötü, korkulası, tecavüzcü gibi olumsuz etiketlerle tanımlanmıştır.

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COVID-19 Vulnerability and Determinants of Health Inequality

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Abstract

In this paper, it has been aimed to investigate the relationships between "COVID-19" variable set (including four variables of *vaccine rollout and access*; *COVID-19 vulnerability*; *COVID-19 stringency index* that covers the situations such as school closures, workplace closures, cancellation of public events, restrictions on public gatherings, stay-at-home requirements etc.; and *COVID-19 lack of coping capacity*) and "health inequality" variable set through the canonical correlation analysis depending on the reports for the year 2020. Analyses have been implemented for 132 countries. For the construction of "health inequality" set, it has been utilized from nine variables that are considered to have an important effect on health inequality. These variables are *basic human needs*, *personal freedom & choice, SDG8* (decent work and economic growth), *income inequality*, *inclusiveness*, *access to healthcare*, *corruption*, *access to quality education* and *personal safety*. The findings of the study have indicated that the first two canonical correlation coefficients are found respectively as 0.874 and 0.521 implying the existence of a high relationship between two variable sets, and the first three pairs of canonical variates are statistically significant according to Wilks' Lambda statistics for 5% significance level.

Keywords: Health Inequality, COVID-19 Vulnerability, Stringency Index, Canonical Correlation Analysis.

1. INTRODUCTION

Taking the top global risks by impact into account, infectious diseases have ranked first for the year 2021 in the Global Risks Report (McLennan, 2021). 30 January 2020 has been the date in which WHO declared that COVID-19 pandemic as a Public Health Emergency of International Concern (PHEIC) (WHO, 2020). Undoubtedly, the pandemic which affects the whole world not only in terms of leading to vigorous health crises but also in economic and social senses made us question health inequalities more than ever before and created multi-fold impacts on those inequalities so far. As a syndemic pandemic, COVID-19 also aggravated pre-existing vulnerabilities and social inequalities and overcoming it in the whole sense necessitates to resolve the root drivers of poverty and deprivation with respect to public health education principles, nutrition (thereby food security) and equality in monetary aspects (Caldecott, 2021: 56). This pandemic has an unequal nature in terms of killing far more and resulting in infection rates in the most deprived areas like the northeast of England. Prolonged lockdown measures followed by the school closures undermined the global economy by debt accumulations and head-spinning losses in jobs and income due

to reduced hours (Bambra et al., 2021: xiii-xiv). On the other hand, pandemic inequalities emerge as a result of distinct policy responses such that unresilient and less generous social security systems experienced uneven profound impacts in the light of COVID-19. Functioning of health systems was severely disrupted with the overburden on health workers depending on the immense incidence of infected people. As of the time of writing, USA takes the top rank in terms of the total deaths [1,099,554] in the world -corresponding to 16.6% of the global death toll (Worldometers.info, 2022). Across the first three quarters of the year 2021, a huge gap was documented between high and upper-middle income countries (77%) and low-income countries (0.5%) in terms of the vaccination ratios (Benavides, 2022). As reported by WHO, 28.31% of people have been vaccinated with at least one dose in low-income countries (as of November 30, 2022) (UNDP, 2022). An urgent action to tackle the novel coronavirus no doubt pass through the assurement of an even access to vaccination opportunities across all countries, which can also give an insight about the global inequality as well. Amongst the other cons of the pandemic are exacerbating gender inequality, augmented discriminations, causations of severe distortions in mental health of vulnerable groups in particular triggered by isolations through as a part of public health and social measures (WHO, 2021).

Recently, a vast majority of studies have focused on the roles and impacts of social determinants of health and health inequalities as related to COVID-19 pandemic. Turner-Musa et al. (2020) report that social determinants -like access to health care, income inequality, housing and neighborhood density, cultural beliefs about testing- may have an impact on COVID-19 health outcomes for disadvantaged groups; and highlight the importance of gathering data over race/ethnicity -besides the inclusion of the information regarding socioeconomic, residential status, institutional racism and comorbidity data- in order to handle the inequalities driven by COVID-19. In their study on COVID-19 and social determinants of health, Rollston and Galea (2020) state that race, ethnicity and socioeconomic position are remarkably associated, and disparities on such factors among the individuals can afterwards lead to poorer diets, poorer housing circumstances, inadequate access to health services and lower paying jobs which also have an impact on COVID-19 transmission. They also describe the immigration status as a major driver of health due to the undertaken out-of-home works by immigrants in most cases as a case not making physical distance possible and subsequently subjecting them to the risk of contraction of COVID-19. Dawes (2020) aims to build a new model on the political determinants of health by taking their roles on health inequities at the core. In their study, Burström and Tao (2020) propose the governments to focus on policies that will alleviate the economic disadvantages on low-income earners stemmed from COVID-19 and point out the requirement for expanded collaborations between health and social care. Paremoer et al. (2021) express that groups which experience discrimination and historical injustices were affected out of the pandemic process in the harshest way, and draw attention also to step-ups in health-related hazards when the individuals are not underpinned by the decent working and living conditions.

Considering the importance of the interactions of the pandemic with health inequalities (i.e. systematic differences in health based on socioeconomic status, geography, race/ethnicity and gender) and social determinants of health which describe the circumstances in which people grow up, live, work and age (Bambra et al., 2021: 3); this study explores the linkages between the novel coronavirus (COVID-19) pandemic and the determinants of health inequalities. The paper is structured as follows: Section 2 outlines the "Canonical Correlation Analysis (CCA)" approach, Section 3 discusses the data and research findings of the study, and the "Conclusion" Section sets forth the final remarks.

2. CANONICAL CORRELATION ANALYSIS (CCA)

Canonical correlation analysis (CCA) as a multivariate statistical technique that was developed by Hotelling (1936) aims to investigate the relationships between the linear composites of two sets of variables, namely X and Y for instance; and accordingly, tries to maximize the correlation between those linear combinations -namely canonical variates- derived from the original variables. Given two multivariate sets, $X' = [X_1, X_2, ..., X_p]$ and $Y' = [Y_1, Y_2, ..., Y_q]$, let the canonical variates be represented as $U = \alpha' X$ and $W = \beta' Y$. In the usual application of the analysis, canonical variates U and W are normalized to unit variance -an imposed restriction for calculating the maximal correlation- apart from the constraints that the correlations (and covariances) are zero given as $Cor(U_j, U_k) = 0$, $Cor(W_j, W_k) = 0$ and $Cor(U_j, W_k) = 0$ for all $j \neq k$ (Gatignon, 2010: 194; Sharma, 1996; Timm, 2002: 477-478). CCA approach determines the weights α and β in a way to maximize the correlation ρ between the linear composites. In parallel with this, an algebraic constrained maximization problem applies throughout the Lagrangian function (L) for the solution:

$$L = \alpha' \Sigma_{12} \beta - \frac{1}{2}\lambda(\alpha' \Sigma_{11} \alpha - 1) - \frac{1}{2}\delta(\beta' \Sigma_{22} \beta - 1) \quad (1)$$

where λ and δ represent Lagrange multipliers, $\sum_{11}$ indicates the covariance matrix amongst the set of X (or predictor) variables, $\sum_{22}$ indicates the covariance matrix amongst the set of Y (or dependent) variables, $\sum_{12} (= \sum_{21})$ indicates the covariance matrix between X and Y variable sets. Solving L with respect to α and β, and setting the partial derivatives to zero will generate an eigenvalue-eigenvector problem based on the information $\lambda = \delta = \rho (= \alpha' \Sigma_{12} \beta)$ that meets $\left| \Sigma_{12} \Sigma_{22}^{-1} \Sigma_{21} - \rho_i^2 \Sigma_{11} \right| = 0$ and $\left| \Sigma_{21} \Sigma_{11}^{-1} \Sigma_{12} - \rho_i^2 \Sigma_{22} \right| = 0$ where $\rho_i^2 (= \lambda_i^2)$ is the squared canonical correlation coefficient for $i = 1, 2, ..., s$ and s shows the maximum number of canonical correlations that will be computed as being equal to the number of variables in the smallest variable set ($s = \min(p, q)$) with $\rho_1^2 > ..... > \rho_s^2$ in descending orders. After the computation of the first canonical correlation coefficient ρ_1 in which the correlation between the first canonical variates U_1 and W_1 is maximized, the procedure is carried out respectively for all other successive correlations until the correlation between ith canonical variates is maximized (Anderson, 2003; Çankaya, 2005; Kim, 2017).

3. DATA AND RESEARCH FINDINGS

This paper utilizes from CCA in order to set out the relationships between multiple predictor and outcome variables which belong to "*COVID-19*" and "*health inequality*" sets. Statistical analyses were performed using R software (version 4.0.0). Predictor variables that make up *COVID-19* set (Set 1) are "vaccine rollout and access (*vaccine*) [share of population that has received at least one dose; source: https://ourworldindata.org/grapher/people-vaccinated-covid?time=earliest..2021-12-24]", "COVID-19 vulnerability (*cov19.vuln*) [international movements (air transport, passengers carried international tourism, number of arrivals, point of entry), internal movements (access to cities, road density), awareness (adult

literacy rate, mobile cellular subscriptions, internet users), trust, proportion of the population at increased risk of severe COVID-19 disease; source: https://reliefweb.int/sites/reliefweb.int/files/resources/INFORM%20COVID%20Risk%20Index%20V012%20Report.pdf]", "COVID-19 Government Stringency Index (*stringency*) [the nine metrics used to calculate the stringency index are: school closures; workplace closures; cancellation of public events; restrictions on public gatherings; closures of public transport; stay-at-home requirements; public information campaigns; restrictions on internal movements; and international travel controls. Source: https://ourworldindata.org/covid-stringency-index]" and "COVID-19 lack of coping capacity (*lack.capacity*) [data has been obtained from the same source as in *cov19.vuln*]" while *health inequality* set (Set 2) consists of 9 outcome variables -namely "basic human needs" (*bhn*), "personel freedom & choice (*choice*)", "SDG8 [decent work and economic growth] (*sdg8*)", "income inequality (*gini*)", "inclusiveness (*inclsvness*)", "access to healthcare (*health*)", "corruption (*corruption*)", "access to quality education (*qualityeduc*)" and "personal safety (*safety*)". Data for *bhn*, *choice*, *inclsvness*, *health*, *corruption*, *qualityeduc* and *safety* were obtained from 2020 Social Progress Index Scorecards (https://www.socialprogress.org/resources?filter=2020) while *sdg8* and *gini* were obtained from Sachs et al. (2020).

In this research, it has been utilized from 132 countries. As reported by Ho (2014: 396), Tabachnick and Fidell (2001) recommend at least 10 cases per variable in order to abstain from the overfitting issue for the data. This paper has satisfied this requirement (132>130 [totally 13 variables x 10 =130]). The countries covered in the analyses have been given in Table 1. Figure 1 and Table 2 present the cross-correlations matrix for Set 1 and Set 2 variables as a colorful display and a tabulated form respectively.

Table 1: Countries Covered in the Study

Albania, Algeria, Angola, Argentina, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Benin, Bhutan, Bolivia, Bosnia & Herzegovina, Botswana, Brazil, Bulgaria, Burkino Faso, Cabo Verde, Cambodia, Cameroon, Canada, Central African Republic, Chad, Chile, China, Colombia, Democratic Republic of the Congo, Republic of the Congo, Costa Rica, Croatia, Cyprus, Czechia, Côte d'Ivoire, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Eswatini, Ethiopia, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Haiti, Honduras, Hungary, Iceland, India, Indonesia, Iran, Iraq, Ireland, Israel, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Laos, Latvia, Lebanon, Lesotho, Liberia, Lithuania, Luxembourg, Madagascar, Malawi, Malaysia, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Mongolia, Morocco, Mozambique, Myanmar, Namibia, Nepal, Netherlands, Nicaragua, Niger, Nigeria, Norway, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Phillippines, Poland, Portugal, Romania, Rwanda, Senegal, Serbia, Sierra Leone, Slovakia, Slovenia, South Africa, South Sudan, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Tajikistan, Tanzania, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom, United States, Uruguay, Uzbekistan, Vietnam and Zambia.

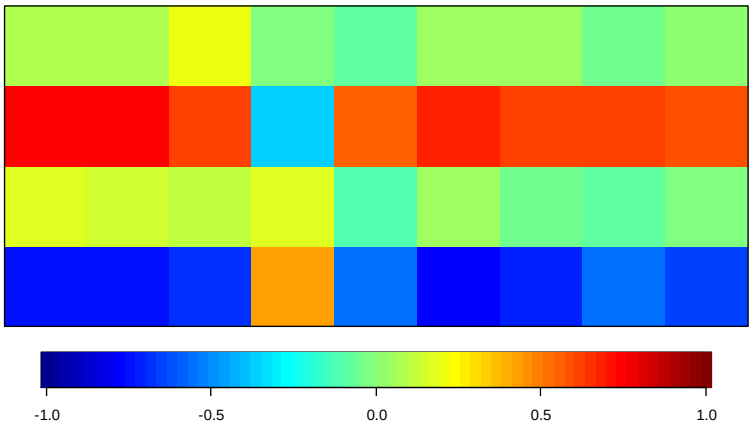


Figure 1. A Graphical Display of Cross-Correlations Between the Predictor (y-axis) and Outcome Variables (x-axis)

Table 2. Pearson Correlations Between the Predictor and Outcome Variables

	vaccine	cov19.vuln	stringency	lack.capacity
bhn	0.07889	0.74174	0.17750	-0.74939
choice	0.09157	0.73814	0.15407	-0.74641
sdg8	0.20661	0.59390	0.10461	-0.66496
gini	-0.00442	-0.36126	0.17585	0.42094
inclsvness	-0.08655	0.55927	-0.09720	-0.55119
health	0.05122	0.68045	0.05061	-0.76926
corruption	0.03931	0.59532	-0.05394	-0.70997
qualityeduc	-0.05900	0.60091	-0.08439	-0.55897
safety	0.00597	0.58795	-0.02467	-0.63542

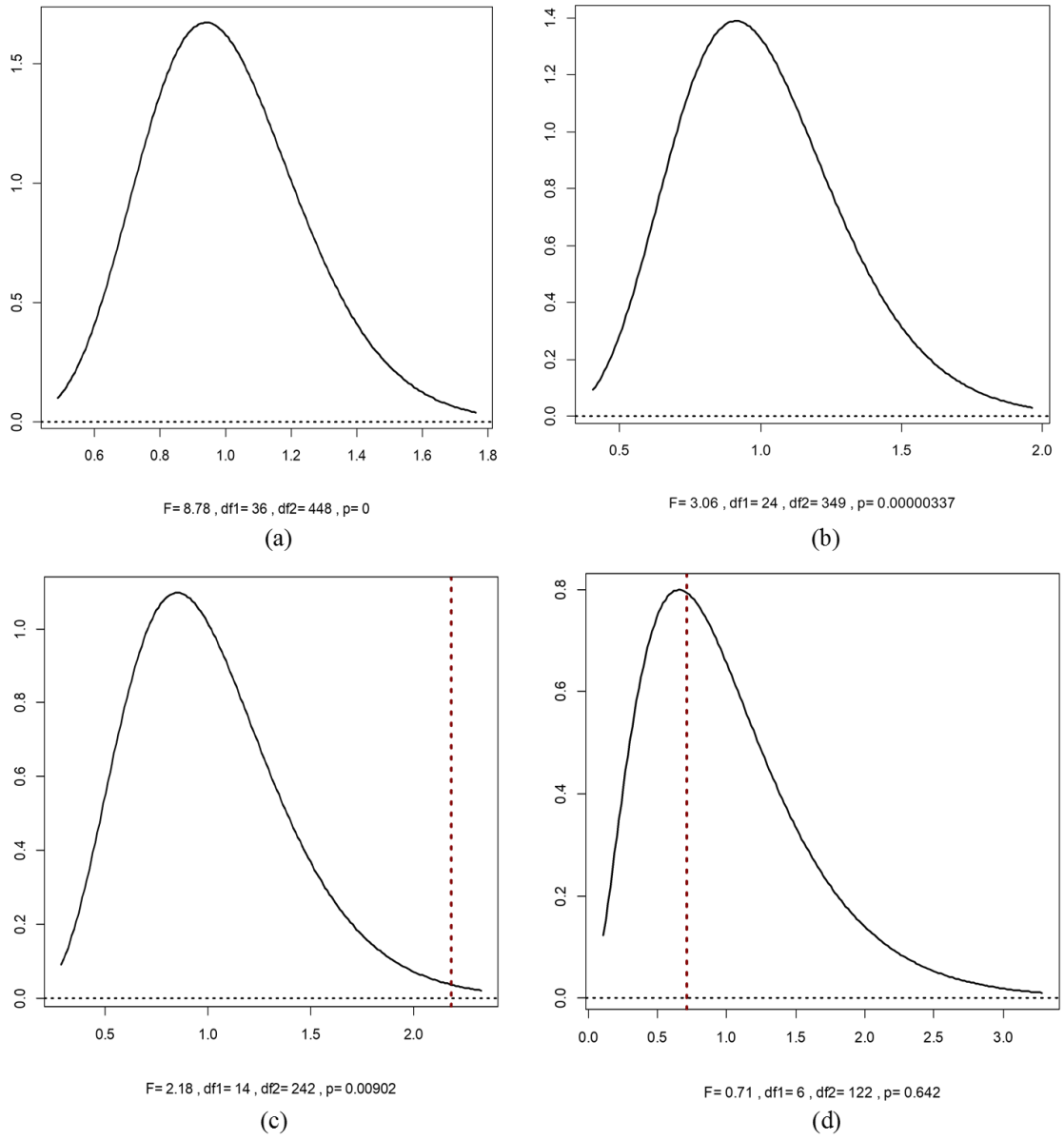
According to Table 2 findings, COVID-19 lack of coping capacity exhibits strong negative correlations with basic human needs, personal freedom & choice, SDG8, access to healthcare, corruption and safety variables. COVID-19 vulnerability has direct correlations with all *health inequality* set variables except for income inequality (-0.36126). Income inequality is also the only variable that moves in tandem with COVID-19 lack of coping capacity. Besides, vaccine rollout & access and COVID-19 stringency index variables completely display very weak relationships (lower than 0.19) with *health inequality* set variables, except for the case that vaccine rollout & access and SDG8 are weakly associated (0.20661). None of the cross-correlations recorded very strong relationships. The strongest relationship was observed between access to healthcare and COVID-19 lack of coping capacity (-0.76926) while the weakest one is represented for vaccine rollout & access and income inequality (-0.00442). In brief, amongst Set-1 variables, COVID-19 vulnerability and COVID-19 lack of coping capacity have been the variables which reveal the strong associations with most Set-2 variables [see Evans (1996) for correlation strength ranges].

Table 3. Canonical Correlations (ρ)

Canonical variate pairs	U_1W_1	U_2W_2	U_3W_3	U_4W_4
ρ	0.874472	0.521282	0.429055	0.183668

Table 3 presents the canonical correlation coefficients. Notably, the first canonical correlation coefficient that explains most of the relationship between predictor and criterion canonical variates was found as 0.874472. Looking at the squared canonical correlation coefficient (i.e., the amount of variance shared by the canonical variate pairs), it is seen that approximately 76.5% of the variance is accounted for by the first canonical dimension. In conclusion, a high relationship has been observed between COVID-19 and health inequality variable sets.

Four canonical functions [p(=4)<q(=9)] were extracted as grounded upon the variable number of the smaller set (Set1). Figure 2 presents the plots of F-approximations regarding Wilks' Lambda test for four canonical functions. According to this, the first three canonical correlation coefficients were found to be statistically significant for 5% significance level, implying a high association between *COVID-19* and *health inequality* sets of variables (F=8.78 [p=0<.05] for rho = 1 to 4; F=3.06 [p=3.368802e-06<.05] for rho = 2 to 4; F=2.18 [p=9.015845e-03<.05] for rho = 3 to 4). The usage of Wilks' Lambda is also quite practical in terms of giving an insight about the proportion of the variance not shared between the covered variable sets. Notably, Wilks' Lambda statistic for rho 1 to 4 was found to be 0.135, and the implication of this finding is a large overall effect size of 0.865 (1-0.135) be realized for the full model across the given functions. Other three multivariate significance tests of canonical correlations -namely Hotelling-Lawley Trace, Pillai-Bartlett Trace, Roy's Largest Root- also produced the same result as Wilks' Lambda in terms of significant p-values (<0.05) [Hotelling-Lawley Trace=3.88, F=12.68, p=0 (rho 1 to 4); Hotelling-Lawley Trace=0.63, F=3.16, p=1.130208e-06 (rho 2 to 4); Hotelling-Lawley Trace=0.26, F=2.26, p=5.468390e-03 (rho 3 to 4); Pillai-Bartlett Trace=1.25, F=6.19, p=0 (rho 1 to 4); Pillai-Bartlett Trace=0.49, F=2.88, p=8.190648e-06 (rho 2 to 4); Pillai-Bartlett Trace=0.22, F=2.07, p=1.199836e-02 (rho 3 to 4); Roy's Largest Root=0.76 (rho 1), F=44.05, df1=9 df2=122, p=0].



Note. (a) rho = 1 to 4, (b) rho = 2 to 4, (c) rho = 3 to 4, (d) rho = 4 to 4

Figure 2. F-Approximations for Wilks Lambda

Table 4. Standardized Canonical Coefficients and Canonical Loadings for "COVID-19" and "health inequality" Variable Sets

Set-1 (X)	$U1^s$	$U1^c$	$U2^s$	$U2^c$	$U3^s$	$U3^c$	$U4^s$	$U4^c$
vaccine	-0.077676	0.122271	0.106561	0.113488	-0.705566	-0.825632	-0.769722	-0.538982
cov19.vuln	0.492985	0.883658	0.809955	0.197792	0.643187	0.280188	-0.702876	-0.318626
stringency	0.123482	0.146982	0.782109	0.714789	-0.263467	-0.460031	0.596280	0.505810
lack.capacity	-0.603388	-0.920997	0.916081	0.293272	0.481393	0.241064	-0.681407	-0.087429

Set-2 (Y)	W1^{s}	W1^{c}	W2^{s}	W2^{c}	W3^{s}	W3^{c}	W4^{s}	W4^{c}
bhn	0.468564	0.833633	0.675883	0.061501	0.586856	0.013899	0.825498	0.034406
choice	0.333854	0.826178	1.244517	0.044355	-0.114813	0.010246	-0.825743	0.011169
sdg8	0.187403	0.690878	0.131496	-0.024294	-0.950846	-0.111456	-0.909436	-0.060986
gini	-0.123221	-0.410026	0.340697	0.230070	-0.133177	-0.072933	0.604892	0.075357
inclsvness	0.051091	0.603012	0.144674	-0.137195	1.072852	0.181046	0.009316	-0.008849
health	0.075586	0.801888	-0.970411	-0.108528	-0.658029	0.017869	0.795709	0.036665
corruption	0.108215	0.712154	-1.351556	-0.206204	-0.758947	0.027603	0.435087	0.002927
qualityeduc	0.036045	0.627678	0.300687	-0.097641	0.671603	0.181273	-0.708433	-0.046378
safety	-0.243479	0.669742	-0.116585	-0.124543	0.309979	0.074562	0.539778	0.000411

Note. ^{s} : standardized canonical coefficients, ^{c} : canonical loadings.

Table 4 displays the standardized canonical coefficients (i.e. canonical weights, as the relative contribution of each original variable to the canonical variates) and canonical loadings between two given sets of variables. Since the fourth canonical dimension is not significant, it is meaningless to interpret that dimension. The findings have revealed that other variables being held equal, one standard deviation increase in *lack.capacity* -as the variable that affects the first two canonical dimensions the most- will give rise to a 0.60 standard deviation (unit) decrease approximately in the score on the first canonical variate for COVID-19 set. On the other hand, the second highest coefficient for Set 1 in terms of the first dimension has been found for *cov19.vuln*. Irregardless of the signs, the lowest contribution to the first two canonical variates is provided by *vaccine* for COVID-19 set of variables. For Set-2 variables; *bhn*, *choice*, *safety* and *sdg8* are the dominating variables respectively in the formation of W1 canonical variate while *qualityeduc* represents the least contribution. As for W2 canonical variate, while the least contribution is provided by safety, the largest contribution has been provided by *corruption* (-1.351556) followed by *choice*, *health* and *bhn* variables. It is noteworthy to say that in the case of small sample size and multicollinearity problems, the usage of canonical loadings rather than standardized canonical coefficients is recommended (Sharma, 1996). Canonical loadings, describing the correlations between the canonical variates and their corresponding original variables, are over 0.30 for all variables of *health inequality* set when the first canonical variate W1 is considered. Considering the absolute magnitudes, it is seen that the largest contribution to the U1 canonical variate comes from the *lack.capacity* in COVID-19 set which has the highest canonical loading (-0.921). It is followed by *cov19.vuln* as consistent with the standardized coefficient findings. On the other hand, the greatest contribution for U2 is provided by *stringency* (0.715). *bhn*, *choice* and *health* are the most associated variables in the same direction with their own set. Besides, the least effective variable in the formation of W1 is *gini* (it is also the only variable that is negatively associated with *health inequality* set).

Table 5. Canonical Cross Loadings

	W1	W2	W3	W4
vaccine	0.106923	0.059159	-0.354242	-0.098994
cov19.vuln	0.772734	0.103106	0.120216	-0.058521
stringency	0.128532	0.372607	-0.197379	0.092901
lack.capacity	-0.805386	0.152877	0.103429	-0.016058
	U1	U2	U3	U4
bhn	0.953299	0.117980	0.032394	0.187328
choice	0.944774	0.085089	0.023880	0.060810
sdg8	0.790052	-0.046605	-0.259770	-0.332044
gini	-0.468885	0.441354	-0.169986	0.410288
inclsvness	0.689573	-0.263188	0.421964	-0.048180
health	0.916996	-0.208194	0.041647	0.199626
corruption	0.814382	-0.395570	0.064334	0.015934
qualityeduc	0.717779	-0.187309	0.422494	-0.252509
safety	0.765881	-0.238916	0.173782	0.002238

Table 5 reports the canonical cross loadings which represent the correlation coefficients between original variables in the pairs of canonical variates and the opposite variable set. It can be said that the interpretations for the importance rankings of variables mentioned for canonical loadings (in Table 4) are found to be the same also for canonical cross loadings.

Table 6. Communality Coefficients (h^2)

	Function 1		Function 2		Function 3		
Variable	r_s	r_s^2 (%)	r_s	r_s^2 (%)	r_s	r_s^2 (%)	h^2 (%)
vaccine	0,1069	1,14	0,0592	0,35	-0,3542	12,55	14,04
cov19.vuln	**0,7727**	**59,71**	0,1031	1,06	0,1202	1,44	**62,21**
stringency	0,1285	1,65	0,3726	13,88	-0,1974	3,90	19,43
lack.capacity	**-0,8054**	**64,87**	0,1529	2,34	0,1034	1,07	**68,28**
bhn	**0,9533**	**90,88**	0,1180	1,39	0,0324	0,10	**92,37**
choice	**0,9448**	**89,26**	0,0851	0,72	0,0239	0,06	**90,04**
sdg8	**0.7901**	**62,43**	-0,0466	0,22	-0,2598	6,75	**69,4**
gini	**-0,4689**	21,99	0,4414	19,48	-0,1700	2,89	44,36
inclsvness	**0.6896**	**47,55**	-0,2632	6,93	0,4220	17,81	**72,29**
health	**0.9170**	**84,09**	-0,2082	4,33	0,0416	0,17	**88,59**
corruption	**0.8144**	**66,32**	-0,3956	15,65	0,0643	0,41	**82,38**
qualityeduc	**0.7178**	**51,52**	-0,1873	3,51	0,4225	17,85	**72.88**
safety	**0.7659**	**58,66**	-0,2389	5,71	0,1738	3,02	**67,39**

Table 6 presents the canonical communalities that are calculated as the sum of the squared cross loadings r_s^2 across all significant functions. Based on the study by Sherry and Henson (2005), values above 45% have been shown in bold type to highlight the variables having the highest degree of usefulness. Therefore; only *vaccine*, *stringency* and *gini* variables have been detected not to be useful for the entire analysis. All of the other variables which are *cov19.vuln*, *lack.capacity* and all health inequality set variables except for *gini* can be concluded to be useful in the model.

Table 7. Canonical Redundancy Analysis

Standardized Variance of the COVID-19 Variables (X set) Explained by				
	Their Own Canonical Variate (Shared Variance)		The Opposite Canonical Variate (Redundancy)	
Canonical Function	Percentage	Cumulative Percentage	Percentage	Cumulative Percentage
1	41,641	41,641	31,843	31,843
2	16,223	57,864	4,409	36,252
3	25,748	83,612	4,740	40,992
4	16,388	100	0,553	41,545
Standardized Variance of the Health Inequality Variables (Y set) Explained by				
	Their Own Canonical Variate (Shared Variance)		The Opposite Canonical Variate (Redundancy)	
Canonical Function	Percentage	Cumulative Percentage	Percentage	Cumulative Percentage
1	63,631	63,631	48,659	48,659
2	6,438	70.069	1,749	50,408
3	5,451	75,520	1,004	51,412
4	4,706	80,226	0,159	51,571

Table 7 reports the canonical redundancy analysis findings. Results show that the proportion of the total variation in *COVID-19* set of variables that is explained by all of the canonical variables described by U has been calculated as 100%. 31,84% of total variation in *COVID-19* set has been explained by W1. The proportion of the total variation in *COVID-19* set of variables which is accounted for by all of the canonical variables described by W has been calculated as 41,55%. Besides, 63,63% of total variation in *health inequality* set has been explained by W1 and the proportion of this total variation that is explained by all of the canonical variables described by W has been calculated as 80,23%. On the other hand, 48,66% of total variation in *health inequality* set has been explained by U1 and the proportion of the total variation in *health inequality* set that is explained by all of the canonical variables in *COVID-19* set is 51,57%.

CONCLUSION

In this paper, CCA was performed in order to search for the associations between COVID-19 and health inequality variables. First canonical correlation coefficient was reported as 0.874472 implying a strong relationship between COVID-19 and health inequality sets of variables. According to Wilks' Lambda, Hotelling-Lawley Trace, Pillai's Trace and Roy's Largest Root tests; only the first three canonical dimensions were found to be significant (prob<.05). When looked at the communality coefficients, the

results that *vaccine* and *stringency* may not have been strongly related to health inequality set and *gini* variable is not associated with COVID-19 set have been obtained. Primary contributors for COVID-19 set are *lack.capacity* and *cov19.vuln*. As for health inequality set, the main contributors are seen to be *bhn*, *choice*, *safety* and *sdg8*. Besides, COVID-19 set has a lower redundancy index (0,31843) than the health inequality set (0.48659).

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A Research on the Digital Nomadism Potentials of Young People

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Abstract

Although digital nomads have been around since the internet era enabled them in the late 1990s, the rise of the digital labor market in recent years has led to the growth of the digital nomad community. Digital nomads who work while traveling and travel while working choose their location based on leisure rather than employment. Digital nomadism is receiving more attention than academic literature in various fields. This phenomenon, especially the issue of the balance between the distinctive work plans and lifestyles of nomadic workers and the independence from leisure, personal life and work, is spreading rapidly all over the world. Despite the increasing prevalence of this lifestyle and the digital nomad issue having important implications for the future of digital work, it is emphasized in the literature that more empirical research on digital nomadism is needed. From this point of view, this study aims to determine how the *Digital Nomadism* phenomenon, which is one of the greatest reflections of the advantages of the digital world, created on a global scale, creates a perception in the minds of qualified young people who are preparing to enter the business world and their digital nomadism potential. It is important for human resources departments to create their digital nomad policies while reconfiguring their policies for the remote workforce. Because having a digital nomad policy allows businesses to attract and retain top talent. Therefore, in this study, suggestions are presented about why the digital nomad phenomenon is important for businesses and how businesses can benefit from this phenomenon before it is too late.

Keywords: *Digital nomad, digital nomadism, flexible work, remote work*

Introduction

It is observed that different flexible working models are applied in today's business life. However, these practices are not new. The effects of flexible working on productivity have been researched for a long time and practical applications have been experienced accordingly. Flexible working was considered as working time-oriented in the previous periods and was built on the advantages of being “time-independent”. For example, in the application that I experienced while working in

Japan in the early 2000s, there was a system where the working hours were fixed between 10:00 and 15:00, while the hours outside this period could be shifted. In this way, it was aimed to reduce the daily leaves requested for social or family affairs or doctor's appointments. Nowadays, when it comes to flexible working, time flexibility is not the only thing that comes to mind. Over the years, location has been added to the time, and working systems have been designed regardless of working in offices. Digital nomads are people who work while they travel and travel while they work. In this sense, it is convenient to work independently of time and place. Therefore, it is an end point in the historical development of flexible working.

Flexible & Remote Work

Developments in information technologies and globalization have expanded flexible working areas (Kathleen et al., 2021). Flexible working has been adopted as a standard practice in many industries, especially during the COVID-19 period (Druta et al., 2021; Newman and Ford, 2020; Davison, 2020; Meluso et al., 2020). In this way, various team members with a wide range of expertise and experience around the world were able to come together (Marques et al., 2021). However, this working order is not a new phenomenon and individuals were experiencing remote working even before the COVID-19 pandemic. Individuals today are looking for opportunities to combine work and travel to gain skills or simply have exciting, fun experiences, and many businesses offer their employees remote work opportunities to increase job satisfaction. Working remotely can improve performance and increase the likelihood of attracting excellent employees. It can also reduce operating and travel expenses for businesses and facilitate the recruitment of talented employees worldwide (Marques et al., 2021; Demaj et al., 2021). Remote working methods also have disadvantages. Especially communication problems are a frequently discussed topic (Aldag & Kuzuhara, 2015). Other difficulties include establishing an atmosphere of trust (Jawadi, 2013), communication difficulties of cultural differences (Aldag & Kuzuhara, 2015) and insufficient information sharing (Jarrahi et al., 2019). Individuals who benefit from remote working opportunities prefer to work in exotic destinations (Dal Fiore et al., 2014) or in destinations suitable for their specific work needs and lifestyles (Mladenovic, 2016). Therefore, when remote work applications are managed properly, they can include ideal combinations of work-life balance (Orel, 2019). Makimoto and Manners (1997) developed the concept of "digital nomad" for such workers.

Digital Nomadism

Digital nomads choose their location based on their leisure preferences rather than employment. Having a digital nomad policy allows businesses to reach or retain top talent. Digital nomads consist primarily of young individuals who are motivated to discover and combine travel with virtual work (Reichenberger, 2018). Digital nomads refer to professionals who travel constantly and do business digitally on the internet by adopting the migrant lifestyle in this way (Schlagwein, 2018). According to another definition, digital nomads are employees who focus on internet-enabled connectivity and productivity even in their spare time (Bozzi, 2020). Muller (2016). Digital nomads refer to individuals who do not prefer to work in a traditional office and can freely

decide when and where to work. These individuals can work anywhere if they have a laptop with them and access to a good internet connection. This makes working remotely a lifestyle. Digital nomads are employees who choose to work from anywhere and blend work and travel (Wang et al., 2018). In other words, the demand to travel is an important component of digital nomadism and is expressed as the ability to do so (Makimoto & Manners, 1997). According to Hensellek & Puchala (2021), all definitions of the concept of digital nomad have a common denominator. These are digital work, flexibility, mobility, identity and community. Similarly, Demaj et al. (2021) argue that nomadism is linked to digitalization. Because digital nomads find it sufficient to have only a mobile device and internet connection when moving from one place to another. However, just using technology while traveling does not make one a digital nomad. Because, for the formation of digital nomadism, professional activities must be completed while traveling (Hannonen, 2020). Digital nomads are people who have a significant work/leisure ratio, highly value freedom of movement, and love to work in community-oriented workspaces (Orel, 2019). While conceptualizing the digital nomad, it is necessary to know the differences between other concepts (Hannonen, 2020). Nash et al., (2021), emphasizing that it is misleading to describe digital nomads as just location-independent workers, argues that it is critical for digital nomads to be able to create a workspace that suits their individual preferences and technological requirements. Unlike those who work remotely, digital nomads take place independence even further. Because digital nomads choose their location not according to their workplace or employment location but based on leisure and lifestyle considerations. Therefore, while remote work is about the balance between family duties and employment, digital nomadism is in the balance between leisure and work (Thompson, 2019).

Methodology

This study, which was designed in accordance with qualitative research techniques, was carried out with the participation of 60 people who were about to graduate from their universities. The semi-structured interview form was created with 3 demographic, 5 open-ended and 3 optional questions. In order to make a healthy descriptive analysis, the data obtained through the interviews were divided into 5 different sub-themes in accordance with the answers obtained and subjected to content analysis. Before the participants started to respond, detailed information about digital nomadism was given and explanations were made with examples. Since the aim of the study is to measure perception, participants with a fixed work experience in the past were not preferred.

The purpose and importance of the research

This study examines the global impact of remote work, which is one of the greatest reflections of the advantages of the digital world. It aims to understand how digital nomadism creates a perception in the minds of qualified young people who are preparing to enter the business world and to determine their digital nomadism potential. Within the scope of the stated purpose and importance, the following questions were sought in the study. The research question was determined as "***What is the potential level of young people for digital nomadism***". In this context, the following semi-structured questions were asked to the participants.

1. Would you like to be a digital nomad? What is your reason for thinking about digital nomadism?

2. How happy would it be if you worked in an office at 9:00 am and 5:00 pm after graduation? Explain in detail. You can give an example.

3. If you had the chance to travel domestically or abroad while working, how would this affect your life? You can give an example. Explain in detail.

4. If you were a digital nomad, how would this lifestyle affect your motivation to work? Explain in detail.

5. If you were a digital nomad, how would you balance work and travel? Explain in detail.

Research universe and sample

This study was carried out with the participation of senior undergraduate students, who are about to finish their education life and have a short time to graduate. Demographic data of 60 participants are shown in Table 1.

Table 1: Demographic Data

Gender	**Frequency**	**Percent**
Woman	37	38%
Man	23	62%
Birth Date		
2001, 2000, 1999	57	95%
1998, 1997, 1996	3	5%
Want to be nomad		
Yes	47	78%
No	0	0
Not Clear	13	22%

Source: It was created by the author.

38% of the individuals participating in the research are female and 62% are male. It was determined that the participants were born between 1996 and 2001, therefore their age is between 21 and 26, but the participants between the ages of 21 and 23 clustered at a total rate of 95%. While the rate of those who have positive thoughts about being digital nomads among the participants is 78%, it has been determined that those who are undecided are grouped at the rate of 22%. There is no participant who does not want to be a digital nomad.

Data collection and analysis technique used in the search

In the study, a semi-structured question form was used for data collection. That form consists of 3 demographic, 5 open-ended and 3 optional questions. In qualitative research, any study has been examined by researchers from various angles increases the validity and reliability of the research (Merriam, 2009; Yıldırım & Şimşek, 2016). The interview form was finalized after discussion by experts and was used as a data collection tool. The qualitative approaches were used as the data

collection method in the study. The purpose of using the interview technique is to enter the inwardness of the participants their axis and to increase the validity of the research (Karataş, 2015).

Findings

The answers obtained from sixty participants were evaluated separately in five different sub-themes, and it was tried to reach common data from the answers of the participants and to provide a unity within itself. The sub-themes included (1) causality, (2) standard work, (3) mobilization, (4) motivation, and (5) work-life balance. Findings grouped under sub-themes and explanations of findings are given in tables 2, 3, 4, 5 and 6.

Sub-theme 1: Causality

For this sub-theme, "*Would you like to be a digital nomad? What is your reason for thinking about digital nomadism?*" The answers given to the question were correlated and the findings were detailed in Table 2.

Table 2: Causality Related Answers

Answers	Frequency	Percent
I would like to work freely wherever I want (regardless of location and time).	30	50%
It will be a nice experience if given the opportunity. Digitization contains opportunities.	6	10%
It will be an economically comfortable life.	5	8%
Fixed standard of living could be better. I love where I live.	8	13%
It can be good to travel the world and have an active social life.	5	8%
I don't exactly know the concept. I am not sure.	2	3%
It's a nice system to take time for myself.	1	2%
My digital competencies and foreign language are not enough.	2	3%
I know people who have had this experience. I would like to try too.	1	2%

Source: It was created by the author.

According to the data gathered under the theme of causality, half of the participants want to work as they wish. What is meant by working as they wish is the absence of location and time constraints. The rate of those who desire a standard job has been determined as only 13%.

Sub-theme 2: Standard Work

For this sub-theme, "*How happy would it be if you worked in an office at 9.00 in the morning and at 17.00 in the evening after graduation? Explain in detail. You can give an example*." The answers given to the question were correlated and the findings were detailed in Table 3.

Table 3: Standard Work-Related Answers

Answers	Frequency	Percent
I am happy to work in order, at certain hours.	16	27%
Working in the same order every day reduces motivation and does not make you happy.	28	45%
Working for someone else is monotonous and boring.	3	5%
If the job is fun, active and active, it can make you happy.	3	5%
If the salary and days off are high, it can make me happy.	6	10%
It varies depending on other working conditions (job colleagues).	4	7%

Source: It was created by the author.

According to the findings evaluated under the standard work sub-theme, it was determined that the participants found the routine work done at the same time every day boring (45%). Only 27% of the participants stated that a regular job would make them happy. Apart from this, there are opinions that vary according to the conditions, but these are of low intensity.

Sub-theme 3: Mobilization

For this sub-theme, "*If you had the chance to travel domestically or abroad while working, how would this affect your life? You can give an example. Explain in detail*." The answers given to the question were correlated and the findings were detailed in Table 4.

Table 4: Mobilization Related Answers

Answers	Frequency	Percent
It had a very positive effect. Increases experience, opens horizons.	42	70%
Meeting different cultures and people is very beneficial and improves the quality of life.	14	23%
Stagnant and fixed life can be more enjoyable.	1	2%
It would be intense, its effects must be experienced.	1	2%
It may adversely affect operating performance.	2	3%

Source: It was created by the author.

According to the findings obtained from the participants, mobilization is a very important concept and is generally accepted by the participants. A very significant part of the participants (70%) thinks that traveling and working will positively affect their lives. In addition, about 23% think that meeting and working with different cultures would be beneficial.

Sub-theme 4: Motivation

For this sub-theme, "*If you were a digital nomad, how would this lifestyle affect your motivation to work? Explain in detail.*" The answers given to the question were correlated and the findings were detailed in Table 5.

Table 5: Motivation Related Answers

Answers	Frequency	Percent
It had positive effects. My motivation would be high.	49	82%
My motivation to work would not have been higher.	6	10%
How long it takes is important. I would like to have a family, to return to my own living space.	4	7%
Standard office layout is important for work discipline.	1	2%

Source: It was created by the author.

According to the answers gathered under the motivation sub-theme, it was found that working in the style of digital nomadism would support motivation at a very high rate (82%). This finding is consistent with the answers given to the previous questions but reveals a clearer situation in terms of frequency. The frequencies of the other answers are quite low.

Sub-theme 5: Work – Life Balance

For this sub-theme, "*If you were a digital nomad, how would you balance work and travel? Explain in detail.*" The answers given to the question were correlated and the findings were detailed in Table 6.

Table 6: Work – Life Related Answers

Answers	Frequency	Percent
I would set up an order that wouldn't be too hard on myself. I would find the most peaceful spot.	17	28%
I would set up an order that puts work first.	9	15%
I would set up a schedule according to the trips.	15	25%
I am not sure. My decision is not clear.	3	5%
I would plan. I would determine a planned lifestyle according to months, weeks, hours.	16	27%

Source: It was created by the author.

When the answers about work-life balance were examined, no significant trend was found. Some of the participants (28%) think that they can establish a suitable working order. While 25% of the participants want to prioritize their trips, 27% of the participants think that they can solve the problem with effective planning.

In the last part of the research, the participants were asked to think about certain concepts and decide on their priorities by sorting among the options. Concepts that include options are listed in Table 7.

Table 7: Priorities in Order of Importance

2	A sense of belonging (to be accepted and needed by family, friends and society)

3b	Self-respect (being proud of yourself and being sure of who you are)
	Having fun and experiencing life (creating a happy and enjoyable life)
1	Self-actualization (finding peace of mind and using your abilities to the best of your ability)
	A sense of accomplishment (achieving what you want to do)
	To be respected (to be liked by others)
3a	Developing warm relationships with others (having close relationships and close friendships)
	Security (to be protected and protected from attacks)
	Excitement (experiencing emotion)

In the rankings, *self-actualization* was ranked first, *sense of belonging* second and *establishing warm relationships with others* and *self-respect* equally ranked third. This ranking, when evaluated together with the previous answers, revealed interesting findings. Because young people who are willing and brave about digital nomadism prioritize options such as self-actualization instead of options such as excitement or having fun among the determined concepts, giving the impression of contradiction at first glance.

Conclusion and Suggestions

Young people who are planning to start their career after graduating soon, seriously want digital nomadism. The main reason why they want to be digital nomads is to be able to travel and work freely regardless of time and place. From this point of view, it has been concluded that the findings are consistent with the definitions in the literature (Makimoto & Manners, 1997; Wang et al., 2018; Hannonen, 2020; Hensellek & Puchala, 2021) and that young people think conceptually correctly. A significant portion of young people consider standard work life boring and unhappiness. Young workforces think that being mobile in business life will give them experience and develop them. They believe that digital nomadism will greatly contribute to motivation to work. However, it is seen that they do not have a clear and common perception when it comes to work-life balance. According to the findings obtained from the young people participating in the research in this study, it was determined that self-actualization is the most important phenomenon in their lives for young people. In addition, it has been determined that belonging to a place and being with relatives and friends are considered as second priority. It has been determined that establishing good relations with others and self-respect are preferred as the third priority. None of these choices has a density above 20%. The reasons for this result may be that the participants are not in business life (earning their own money) and they provide the lowest levels of the hierarchy of needs (food, shelter, clothing, etc.) with the help of their families. As a result, it is considered that young people have a high perception of digital nomadism and can be easily demanded if their flexible working

styles are combined with the opportunity to travel. It is evaluated that young people are brave and assertive about experiencing different alternatives beyond working in a working order. Flexible working systems are suitable systems for the young workforce. Young people are aware of the fact that they will stay away from family and friends while working in such a system. The lack of work experience of young people brings an important limitation. It is thought that it would be useful to conduct similar research with young people who are active or have worked for a certain period. In addition, it would be appropriate to include the effects of the difficulties of working abroad on perceptions in the next research. Because it should be checked whether the difference between "working away from home" and "working remotely" is perceived correctly by young people. It is important to clarify this in another study, as the notion that young people can make an income «in foreign currency» through digital nomadism may affect the results.

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The Comparison Between Foreign Aid Preferences of Türkiye and Azerbaijan: Similarities and Differences

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Abstract

In addition to superpowers, emerging powers and developing countries have been using foreign aid as a foreign policy tool, especially in the last decades. Some of the non-western developing countries have been contributing to world development by providing official development assistance (ODA) within the context of South-South Cooperation. Existing studies have analyzed and compared the motivation and preferences of the donor countries such as Türkiye, China, India, and Brazil. However, the emerging donors are not limited to those countries but include countries such as Qatar, Saudi Arabia, and Azerbaijan. Among those countries, Türkiye has been providing foreign aid since the 1990s and even ranked as one of the top donors. Studies show that cultural and historical factors are the main motivators of Turkish aid. Azerbaijan's experience in aid-giving is relatively new. OECD recorded Azerbaijan's aid experience since the 2010s, but its contribution to world development has been growing. While there are studies that compare the aid preferences of emerging donors, almost none of them have compared the aid preferences of Türkiye and Azerbaijan. However, these two countries have cultural similarities that could be reflected in their aid policies. What are the similarities and divergences between Turkish and Azerbaijani aid? How do their aid-giving preferences differ from each other? This study aims to explore if the two countries have similarities in aid giving originating from their cultural and historical similarities. With this aim, this study uses descriptive analysis, focusing on and comparing the regional, sectoral, and recipient distribution of Türkiye's and Azerbaijan's foreign assistance.

Keywords: Aid Preferences, Development Assistance, Turkish Foreign Aid, Azerbaijani Foreign Aid

Özet

Dış yardımlar sadece büyük güçler tarafından değil, yükselen güçler ve gelişmekte olan ülkeler tarafından da bir dış politika aracı olarak kullanılmaktadır. Gelişmekte olan ülkeler Güney-Güney İş birliği altında başka ülkelere resmi kalkınma yardımları sağlayarak dünya kalkınmasına katkıda bulunmaktadır. Bu konudaki çalışmalar Türkiye, Çin, Hindistan, Brezilya gibi donor ülkelerin dış yardım sağlamaktaki motivasyonlarını ve yardım tercihlerini karşılaştırarak analiz etseler de yükselmekte olan donör ülkeler sadece bu ülkelerle sınırlı olmayıp, Azerbaycan, Katar, Suudi Arabistan gibi ülkeleri de içermektedir. Bu ülkeler arasından Türkiye 1990'lı yıllardan beri başka ülkelere dış yardım sağlamaktadır. Çalışmalar Türkiye'nin dış yardım motivasyonu ve tercihlerinde kültürel ve tarihi bağların önemli yeri olduğunu göstermektedir. Buna karşılık, Azerbaycan'ın dış yardım deneyimi görece daha yenidir. OECD'ye göre Azerbaycan 2010'lu yıllardan beri dış yardım sağlamakta olup, dünya kalkınmasına katkısı gittikçe artmaktadır. Her ne kadar literatürde yükselen donör ülkelerin dış yardım motivasyonunu ve tercihlerini

analiz eden çalışmalar yer alsa da Türkiye ve Azerbaycan'ın dış yardım tercihlerini karşılaştıran çalışmalara pek rastlanmamaktadır. Oysa, iki ülkenin kültürel benzerliklerinin dış yardım politikalarına da yansıyabileceği düşünüldüğünde, Azerbaycan ve Türkiye dış yardımları arasındaki benzerlik ve farklılıkların neler olduğu önem arz etmektedir. Bu çalışma, kültürel ve tarihi benzerliklerine paralel olarak iki ülkenin dış yardım tercihlerindeki benzerlik ve farklılıkları göstermeyi amaçlamaktadır. Bu amaçla, çalışma iki ülkenin dış yardımlarının bölgesel, sektörel ve alıcı ülkeye göre dağılımlarına odaklanarak betimleyici bir yöntem kullanacaktır.

Anahtar Kelimeler: Yardım Tercihleri, Kalkınma Yardımları, Türkiye'nin Dış Yardımı, Azerbaycan Dış Yardımı

INTRODUCTION

In the last two decades, a number of developing countries have emerged as new donors in world development. These countries include but are not limited to Türkiye, China, United Arab Emirates, Azerbaijan, Russia, India, Brazil, and South Africa. With the rise of these new donors, scholars have begun to investigate the motivations and preferences of these new donors: whether these new donors have similar motivations and preferences to the traditional donors such as the United States, Canada, and Japan and whether these new donors have similar motivations with each other. The literature does not have clear findings regarding the similarities and differences between traditional and emerging donors yet. On the other hand, studies mainly consider that the new donors have same motivations with each other due to the fact that most of them are from the same regions, they have similar level of economic development, they share similar cultural values, and they have similar regime types. Therefore, they even examine the motivation of emerging donors, making an inference from an individual case of new donor.

However, new donors are also diverse with regard to their level of economic development, level of democracy, experience in aid-giving, and cultural and historical background. For example, Türkiye, becoming one of the top donors, has been providing aid since the 1990s. Studies show that Türkiye has been providing aid to increase export opportunities and to the countries that have cultural similarities and historical ties with it (Kavakli, 2018; Zengin and Korkmaz, 2019; Güngör, 2021). On the other, Azerbaijan has just arisen as an emerging donor. Its aid history dates back only to the 2010s. Given its short aid-giving history, studies that discuss Azerbaijan as a donor country are quite limited.

Türkiye and Azerbaijan have cultural and historical similarities. Their foreign policy shows similar directions, supporting each other in the international area. Do these similarities are reflected in the foreign aid preferences? The current literature does not present findings by comparing the aid preferences of these donors. This research aims to fill this gap in the literature by comparing these countries' aid preferences.

To do so, this research raises the question of what the similarities and differences in Türkiye's and Azerbaijan's foreign aid policies are and applies the descriptive method to examine the question. Given that Türkiye and Azerbaijan share similar cultural and historical backgrounds, it could be expected that both countries have similar preferences in their aid-giving practices. The plan of the study is as follows: After the introduction, the literature regarding similarities and differences of donor countries in their aid-giving motivations and preferences will be reviewed in the literature review section. Then, the following section explains the data and method to identify the differences and similarities in Türkiye and Azerbaijan's aid

preferences. In the findings section, the foreign aid preferences of these two countries will be explained and compared. Then the study has been concluded by discussing the limitations of the study.

1. LITERATURE REVIEW

Scholars have been paying significant attention to the motivation and preferences of emerging donors in foreign aid provision, particularly in the last decade. Some studies compare the preferences and motivations of DAC donors or traditional donors with emerging donors or non-DAC donors (e.g., King, 2010; Dreher et al., 2011; Kilama, 2015; Petrikova, 2016; Diakite and Phillips, 2019), while others compare the motivations and preferences of emerging donor countries with each other (e. g., Szent-Ivanyi, 2012; Rowlands, 2012). Nevertheless, none of the studies have yet compared Türkiye's and Azerbaijan's foreign aid preferences.

Previous studies compared the motivation and aid preferences of traditional donors, which are also labeled as DAC donors. Many scholars pointed out the self-interested motivation of traditional aid donors. Mainly, France, United States, and the Japan are classified as selfish donors (Alesina and Dollar, 2000; Berthélemy, 2006). The studies suggest that many established donors have been providing aid to have some influence on the recipient nation, and to receive some political and/or economic concessions from the recipient country (de Mesquita and Smith, 2007; Heinrich, 2013; Whang et al., 2016). As a result, donors could increase trade opportunities, gain some support in the United Nations Security Council (Kuziemko and Werker, 2006) or United Nations General Assembly (Dreher et al., 2008, Woo and Chang, 2017), reward political allies and expand their political relationships (Villanger, 2007). Alesina and Dollar (2000) show that colonial ties and political alliances are important factors behind the aid-giving of traditional donors. While many countries care for their political and economic interests in their aid giving, Alesina and Dollar (2000) and Berthélemy (2006) also note that Nordic countries provide aid for altruistic reasons.

With the emergence of new donors, established donors began to question the motivation of those countries behind aid-giving. Since the new donors include non-democratic countries such as China and Russia, it has been claimed that the aid of emerging donors is rouge, and these countries provide aid only to further their own interests and transfer their ideology to the recipient government (Naim, 2009). To understand if this is correct, scholars have begun to investigate the motivations of new donors and compare their motivations with established donors (e.g., King, 2010; Dreher et al., 2011; Kilama, 2015; Dreher, 2016; Petrikova, 2016; Diakite and Phillips, 2019). However, the literature shows inconsistent findings: some studies find that new donors do not provide aid to the countries in need, compared to old donors (Dreher et al., 2011), while others note that new donors, such as China, are no different from the established donors in terms of following their self-interests (Dreher, 2016). In addition to China, scholars find that new donor countries such as India (Woods, 2008), Venezuela (Manning, 2006 and Naim, 2009) and Arab countries (Villanger, 2007) also further their commercial and political interests as selfish donors in their aid provision. Türkiye has been no different than those which have aimed to increase trade opportunities via the tool of aid. According to Kavakli (2018), Türkiye has been providing aid for trade opportunities. However, what makes it different from the traditional donors is that cultural ties are also important factors for Türkiye in selecting the recipient country.

Comparison between the donors in the literature is not limited to the old and new donors. Some studies compare the motivation of emerging donors with each other (e.g., Szent-Ivanyi, 2012; Rowlands, 2012). Some of these studies also find that not all emerging donors are similar in terms of motivation and preferences in aid giving. For example, Rowlands (2012) analyzes the new donors, such as BRICS

countries, and argues that emerging donors are too heterogenous and neither similar nor collective. On the other hand, these comparisons between the emerging donors usually do not include Azerbaijan, given that it is a relatively new donor and was a recipient country until recently. Based on the historical and cultural ties as well as similarities between Türkiye and Azerbaijan in their foreign policy preferences, this study argues that their similarities could be reflected in their aid policies. Therefore, this study aims to fill this gap by comparing Türkiye's and Azerbaijan's aid policies and uncovering the similarities and differences between these countries' aid practices.

2. METHOD

This study uses a descriptive method to explore the similarities and divergences in the aid preferences of Türkiye and Azerbaijan. Therefore, the study focuses on the cases of Türkiye and Azerbaijan. To explore the similarities and differences in the aid preferences, the amount of aid, recipients, and regional and sectoral distributions of development aid by the two countries are used as indicators of aid preferences. In other words, this study will compare Azerbaijan's and Türkiye's amount of yearly aid, top aid recipients, top aid recipient regions, and top development aid sectors. For this comparison, the study uses data from the Organisation for Economic Co-operation and Development (OECD) for each country's official development assistance.

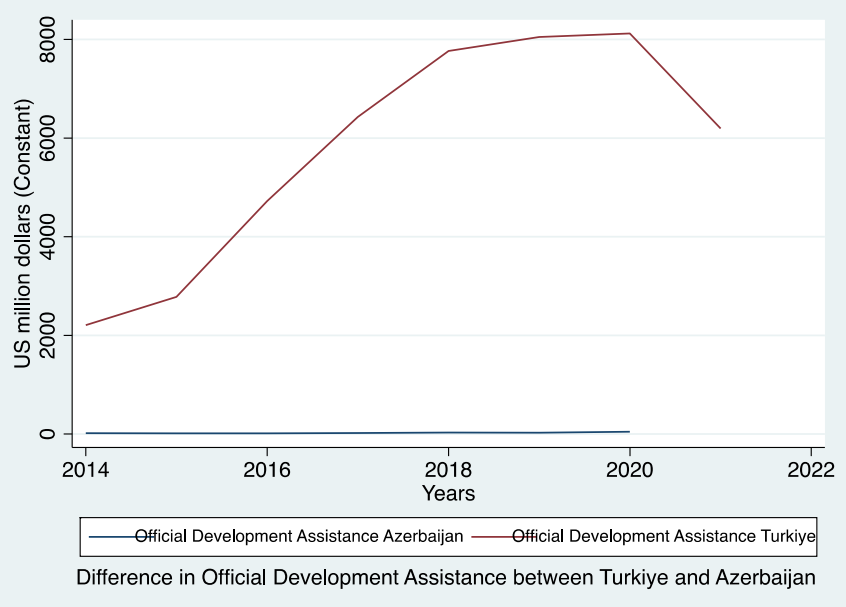
3. FINDINGS AND DISCUSSION

First, this study is interested in the similarity between Türkiye's and Azerbaijan's yearly amount of foreign assistance. Therefore, the amount of official development assistance (ODA) of the two countries is compared. OECD has ODA data for Azerbaijan beginning in 2014, while it has ODA data for Türkiye beginning in 1990. Table 1 presents Türkiye's and Azerbaijan's yearly total official development assistance, bilateral ODA, and multilateral ODA based on the OECD's database since 2015, and Graph 1 illustrates the two countries' yearly total ODA.

Table 1. Official Development Assistance of Türkiye and Azerbaijan in Constant US Million Dollars

Country	Years	Official Development Assistance (ODA)	ODA, bilateral	ODA, multilateral
Azerbaijan	2015	12.96		
Azerbaijan	2016	13.43		
Azerbaijan	2017	18.78		
Azerbaijan	2018	28.36	5.34	23.02
Azerbaijan	2019	25.95	6.42	19.53
Azerbaijan	2020	44.38	33.51	10.86
Türkiye	2015	2779.46		
Türkiye	2016	4723.13		
Türkiye	2017	6430.59		
Türkiye	2018	7765.97	7604.76	161.21
Türkiye	2019	8051.10	7867.38	183.72
Türkiye	2020	8123.52	8032.58	90.94
Türkiye	2021	6195.76	6144.31	51.45

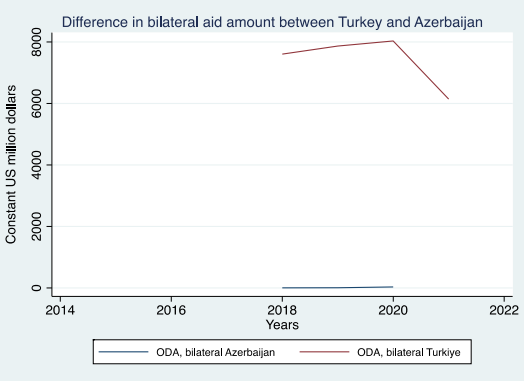
Source: OECD, 2022



Graph 1. The Difference in Official Development Assistance Between Türkiye and Azerbaijan in Constant US Million Dollars

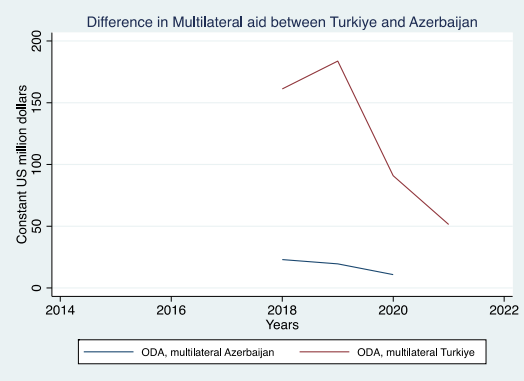
Source: OECD, 2022

It is seen that Türkiye has been providing much more amount of Official Development Assistance to other countries compared to Azerbaijan since 201. Considering Türkiye's experience in aid-giving and being relatively larger economy than Azerbaijan, this result is not surprising. There is also a huge gap between Türkiye's and Azerbaijan's total and bilateral ODA. On the other hand, the gap between the two countries' multilateral aid has been reducing, given that Türkiye's multilateral ODA has decreased sharply. While Graph 2 displays the two countries' yearly bilateral ODA, Graph 3 shows their multilateral ODA.



Graph 2. The Difference in Bilateral Aid Amount Between Türkiye and Azerbaijan in Constant US Million Dollars

Source: OECD, 2022



Graph 3. The Difference in Multilateral Aid Amount Between Türkiye and Azerbaijan in Constant US Million Dollars

Source: OECD, 2022

In terms of the recipients, the two countries are not similar. Azerbaijan's top recipients since 2014

include Iran, Kyrgyzstan, and Pakistan. Table 2 shows the top recipients of Azerbaijan ODA since 2014, while Table 3 shows the top recipients of Azerbaijan in 2020. In 2020, the top recipient countries of Azerbaijan were Iran, Kyrgyzstan, Pakistan, Montenegro, and Lebanon. On the other hand, Türkiye's top recipient is Syria since 2012, as shown in Table 4. Table 5 presents that besides Syria, Türkiye's top recipients in 2020 include Albania, Iraq, Afghanistan, West Bank and Gaza.

Table 2. Top Recipients and ODA Amount of Azerbaijan in Constant US Million Dollars

Recipient	Year	Amount
Iran	2020	5.00
Kyrgyzstan	2020	2.50
Kyrgyzstan	2019	2.06
Pakistan	2020	2.00
Kyrgyzstan	2015	1.06
Montenegro	2020	1.02
Lebanon	2020	1.00
Bosnia and Herzegovina	2020	0.83
West Bank and Gaza Strip	2014	0.61
Kazakhstan	2020	0.59

Source: OECD, 2022

Table 3. Top Recipients and ODA Amount of Azerbaijan in 2020 in Constant US million Dollars

Recipient	Year	Amount
Iran	2020	5.00
Kyrgyzstan	2020	2.50
Pakistan	2020	2.00
Montenegro	2020	1.02
Lebanon	2020	1.00

Source: OECD, 2022

Table 4. Top Recipients and ODA Amount of Türkiye in Constant US Million Dollars

Recipient	Year	Amount
Syrian Arab Republic	2020	7078.18
Syrian Arab Republic	2019	6690.68
Syrian Arab Republic	2018	6040.61
Syrian Arab Republic	2017	5738.40
Syrian Arab Republic	2016	4259.78
Syrian Arab Republic	2015	1910.60
Syrian Arab Republic	2014	1408.93
Syrian Arab Republic	2013	941.46
Syrian Arab Republic	2012	585.80
Egypt	2013	309.60

Source: OECD, 2022

Table 5. Top Recipients and ODA Amount of Azerbaijan in 2020 in Constant US Million Dollars

Recipient	Year	Amount
Syrian Arab Republic	2020	7078.18
Albania	2020	59.93
Iraq	2020	36.67
Afghanistan	2020	36.47
West Bank and Gaza Strip	2020	32.96

Source: OECD, 2022

Not only the recipient countries but also the recipient regions differ in the aid preferences of Türkiye and Azerbaijan. While the top recipient region is Central Asia for Azerbaijan aid since 2014, it is the Middle East region in Türkiye's aid preferences. Table 6 presents Azerbaijan's top aid recipient regions, while Table 7 shows Türkiye's top recipient regions of ODA.

Table 6. Top Recipient Regions and ODA Amount of Azerbaijan in Constant US Million Dollars

Recipient	Year	Amount
Central Asia, regional	2017.00	0.35
Central Asia, regional	2014.00	0.33
Middle East, regional	2020.00	0.30
Central Asia, regional	2016.00	0.27
South of Sahara, regional	2017.00	0.12

Source: OECD, 2022

Table 7. Top Recipient Regions and ODA Amount of Türkiye in Constant US Million Dollars

Recipient	Year	Amount
Middle East, regional	2019	341.77
Middle East, regional	2020	314.35
Middle East, regional	2015	181.78
Asia, regional	2018	157.57
Europe, regional	2018	135.93

Source: OECD, 2022

When it comes to the sectoral distribution of the ODA, the divergences between the two countries still continue. While Azerbaijan has been paying the most importance to the social infrastructure and services in its aid preferences, it provides the highest share of its aid to this sector. On the other hand, Türkiye has been mainly providing foreign assistance as humanitarian aid.

Table 10. Top Sectors in ODA Azerbaijan in Constant US Million Dollars

Sector	Year	Amount
Social Infrastructure & Services	2020	27.38
Unallocated / Unspecified	2014	5.88
Unallocated / Unspecified	2015	4.33
Social Infrastructure & Services	2019	3.61
Production Sectors	2018	2.51

Source: OECD, 2022

Table 11. Top Sectors in ODA of Türkiye in constant US Million Dollars

Sector	Year	Amount
Humanitarian Aid	2020	7,270.51
Humanitarian Aid	2019	7,035.76
Humanitarian Aid	2018	6,629.29
Humanitarian Aid	2017	5,762.94
Humanitarian Aid	2016	4,270.39

Source: OECD, 2022

CONCLUSION

This study compares Türkiye's and Azerbaijan's foreign assistance preferences to uncover the similarities and divergences of these two countries' aid preferences and finds that the aid preferences such as recipients, amount of aid, recipient region, and primary sector of aid differ for Türkiye and Azerbaijan.

First, while there is still a huge gap between Türkiye's and Azerbaijan's amount of yearly ODA and bilateral aid, the gap between the two countries` multilateral aid is decreasing. Second, in terms of the top recipients, Türkiye's and Azerbaijan's aid preferences also differ. While Iran, Kyrgyzstan, Pakistan, Montenegro, Lebanon, and Bosnia are among the top recipients of Azerbaijan, none of these, except Kyrgyzstan is among the top recipients of Türkiye. Türkiye has been providing the highest amount of its aid to Syria, Egypt, Somalia, Tunisia, Kyrgyzstan, and Afghanistan. While both countries have provided aid to countries that have cultural similarities with them, it seems that the different sects of religion and geographical proximity lead these two donors to provide aid to different recipients.

In terms of the regional distribution of aid, Azerbaijan has been providing the highest amount of aid to Central Asia as a region; it is followed by the Middle East, Asia, and Africa. On the other hand, the Middle East is the top recipient region of Türkiye's foreign aid, which is followed by Asia and Europe in general. Sectoral distribution of foreign aid is also different for both countries: Azerbaijan prioritizes social infrastructure and services in its ODA, but Türkiye prioritizes humanitarian aid.

Looking at these results, it could be considered that the preferences of Türkiye and Azerbaijan's do not show many similarities, and their aid priorities in their aid preferences mostly diverge. While both countries show similarities in giving aid to the countries that share cultural ties with them, the preferences still differ in terms of prioritizing the more important cultural tie.

This study contributes to the existing literature on foreign aid preferences of emerging donors as almost none of the previous studies on emerging donors evaluates Azerbaijan's foreign aid preferences and compares them with other emerging donor preferences. On the other hand, the study has some limitations. First, this study describes Türkiye's and Azerbaijan's official development assistance and compares the two countries aid distribution based on the descriptive findings. While these findings provide some preliminary pictures, an inferential test would be necessary to better understand the causes of the divergences between the two countries aid preferences. Second, since Azerbaijan's aid-giving practices are relatively new compared to Türkiye, the data is limited to Azerbaijan's experience. With more data in the future, the comparison between the two countries might present more complete results.

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The Effect Of Education On Social Capital And Entrepreneurial Intention: A Study On Undergraduate Students

Eğitimin Sosyal Sermaye ve Girişimcilik Niyetine Etkisi: Lisans Öğrencileri Üzerine Bir Çalışma

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Abstract

This study aims to reveal the effect of the education process on the social capital and entrepreneurial intention of university students. The sample of the study consists of 260 students of Osmaniye Korkut Ata University, Faculty of Economics and Administrative Sciences. The students who participated in the survey in the first year were allowed to participate in the survey again in the second year, and these two years were compared. According to the results of the analysis, while participation in the local committee and the relationship between the value of life and entrepreneurial intention were insignificant in the first year, it was found that it had a significant and positive effect in the second year. In the first year, the feelings of trust and confidence and the entrepreneurial intention were meaningless, while in the second year they had a significant and positive effect. In every two years, social representation, neighborly relations, family and friend relations, tolerance of otherness, work-school relations affect entrepreneurship intention in a significant and positive way; however, it was found that this effect decreased in the second year.

Keywords: Education, social capital, entrepreneurship.

Özet

Bu çalışma, eğitim sürecinin üniversite öğrencilerinin sosyal sermaye ve girişimcilik niyetine etkisini ortaya koymayı amaçlamaktadır. Araştırmanın örneklemini Osmaniye Korkut Ata Üniversitesi İktisadi ve İdari Bilimler Fakültesi'nin 260 öğrencisi oluşturmaktadır. Birinci sınıfta ankete katılan öğrencilerin ikinci sınıfta tekrardan ankete katılımları sağlanmıştır ve bu iki yılın karşılaştırması yapılmıştır. Analiz sonuçlarına göre birinci yılda yerel komiteye katılım ve yaşamın değeri ile girişimcilik niyeti ilişkisi anlamsız çıkarken ikinci yılda anlamlı ve pozitif yönde etkilediği ortaya çıkmıştır. Birinci yılda güven ve güven duyguları ile girişimcilik niyeti anlamsız çıkarken ikinci yılda anlamlı ve pozitif etkilemiştir. Her iki yılda sosyal temsilcilik, komşuluk ilişkisi, aile ve arkadaş ilişkileri, başkalığa toleranslı olma, çalışma-okul ilişkileri girişimcilik niyetini anlamlı ve pozitif yönde etkilemektedir; ancak ikinci yılda bu etkinin düştüğü saptanmıştır.

Anahtar Kelimeler: Eğitim, sosyal sermaye, girişimcilik.

GİRİŞ

Günümüz şartlarında insanlar toplumun ihtiyaçlarını belirleyerek refah seviyelerini arttırmak için yüksek kazanç sağlama isteğiyle birtakım girişimlerde bulunmaktadır. Böylece

yatırımların sayısında artış olacak ve hem ekonomi gelişecektir hem de işgücü sayısı artacaktır. Burada sosyal sermayenin yadsınamaz derecede önemi bulunmaktadır. Okullar bakımından kişiler ve gruplarca okul toplumunun oluşturularak işbirliği imkânının arttırılması sosyal sermayenin en önemli görevidir (Ekinci, 2012, s. 2506). Bu bağlamda sosyal sermayesi yüksek bireyler daha fazla yenilik ve yatırım odaklı hareket ederek girişimlerini gerçekleştirmektedirler.

Bu çalışmada eğitim sürecinin üniversite öğrencilerinin sosyal sermaye ve girişimcilik niyetine etkisinin ortaya konulması amaçlanmaktadır.

Araştırma evrenini 2017-2018 ve 2018-2019 eğitim-öğretim yılları arasında Osmaniye Korkut Ata Üniversitesi İktisadi ve İdari Bilimler Fakültesi öğrencileri oluşturmaktadır. Ankete katılan 260 öğrenciden veri toplanmış ve analizler yapılmıştır. Ölçüt örnekleme yöntemi kullanılmıştır. Alan incelemesinde sosyal sermaye ve girişimcilik üzerine birçok çalışma yapılmış olmasına rağmen iki kavramın öğrenciler açısından yıl bazında karşılaştırmasının yapıldığı bir çalışmaya rastlanmamıştır. Bu sebeple elde edilen bulguların alan yazına ve uygulayıcılara katkıda bulunacağı düşünülmektedir.

1. KURAMSAL ÇERÇEVE

1.1.Sosyal Sermaye

İlk olarak 1916'da Lydia Hanifan, Batı Virginia'daki okul sisteminin değerlendirmesini yaparken ve aile ile çevrenin önemini anlatırken ortaya çıkan sosyal sermaye kavramı, toplumsal yaşamın şartlarını daha sağlam hâle getirmek için faydalı olan ve toplumsal ilişkilerde bulunan yeteneklerin bir ürünüdür (Woolcock ve Narayan, 2000, s. 227). Buradan anlaşılacağı üzere bu kavramın toplumsal dayanakları vardır. Kawachi, Kennedy, Lochner ve Prothrow-Stith (1997), sosyal sermayeyi bir toplumun sahip olduğu değerlerin toplamı olarak ifade etmektedirler. Bu fikre benzer şekilde Glaeser (2001) de kararların kişisel düzeyde verilerek toplumsal bir yansıması olarak görmektedir. Ancak Portes (1998) ise sosyal sermayeyi kıt kaynakların ne şekilde kullanılacağını anlatan kişilerin sahip oldukları bir değer olarak görmektedir. Sosyal sermaye kavramının üretimini ve el değişimini teorileştiren Karl Marx, sosyal sermaye kavramıyla ilgili olan sermayenin değiş tokuşunda bir toplumun politik ve sosyal yapısında oluşan değişimleri araştırma konusu yapmıştır. Sosyal sermaye, kişisel çabanın sonucundan ziyade ortak birlikteliğin sonucunda elde edilebilir bir değerinin olması yönünden fiziksel, beşeri ve kültürel sermayeden farklılık göstermektedir (Abdioğlu ve Yavuz, 2013, s. 31-32).

Bourdieu (1986), sosyal sermayeyi tanışıklık ve kabul ilişkilerini bünyesinde tutan devamlı toplumsal ağların varlığına bağlı olan gerçek ve potansiyel kaynakların bütünü olarak ifade etmektedir. Başka bir söylemle sosyal sermayenin sosyal yapısındaki formel ve informel kuralların hepsi bünyesindedir ve sosyal yapı içindeki faktörlerin kişisel ya da işbirlikçi davranışlarını oluşturmalarına yardımcı olur (Coleman, 1988, s. 98). Putnam (1993) da sosyal sermayeyi karşılıklı şekilde yarar sağlamak amacıyla işbirliği ve koordinasyonu kolaylaştıran, işletmenin etkinliğine katkıda bulunan güven, sosyal ağlar ve normlar gibi unsurlar olarak adlandırmaktadır. Whiteley (2000)'e göre bireylerin kendi aile üyelerine ve genel olarak da diğer bireylere güvenme istekliliğidir.

Sosyal sermayenin birtakım fonksiyonları vardır. Bunlar arasında bilgi ve fikir alışverişi sağlaması, sosyal bağların etkin ve verimli şekilde kullanılması, sosyal yaratıcılığı geliştirmesi, kimlik ve tanınma sürecini geliştirmesi, işlem maliyetlerini azaltması, toplumsal katılımı arttırarak

demokrasinin gelişmesine katkıda bulunması, kurumlardaki organizasyonel performansı arttırması sayılabilir (Aktan ve Çoban, 2008, s. 9).

Nahapiet ve Ghoshal (1998), sosyal sermayenin yapısal, ilişkisel ve bilişsel olmak üzere üç boyuttan oluştuğunu belirtmişlerdir. Burt (1997), sosyal sermayenin yapısal boyutunun, kişiler ve kurumlar arasındaki ilişki ağlarının ve bağlantıların nasıl olduğunu saptadığını ifade etmiştir. Coleman (1998), sosyal sermayenin ilişkisel boyutunu kişiler arasındaki ilişkilerde güven ve normların oluşturduğunu ileri sürmüştür. Berger ve Luckman (1996) ise sosyal sermayenin bilişsel boyutunun, ortak bir paydayı yansıtan ortak dil, değerler ve başarı hikâyelerinden bir araya geldiğini belirtmişlerdir.

Sosyal sermaye, norm, güven ve sosyal ağlar olmak üzere üç temel unsur ile açıklanmaktadır. Portes (1988), normları sosyal sermayenin temel göstergesi olarak kullanmaktadır. Coleman (1988) de normları toplum açısından güçlü bir unsur olarak görmektedir. Normlar, toplumdaki ilişkiler tarafından sağlanan ahlâki yargı ve standartları belirlemektedir. Putnam (1993)'a göre güven, sosyal sermayenin temel unsurudur. Güven, toplumun bütünüyle alakalı olan faydalı sonuçlar için kişilerin gönüllülük esasında işbirliği yapmalarını sağlar ve böylece iyi ve güzel bir toplumun oluşmasına ortam hazırlar (Abdioğlu ve Yavuz, 2013, s. 34). Sosyal ağları ise Bourdrieu (1986), sosyal sermayenin daha iyi kavranabilmesini sağlamanın dışında bireylerin amaç ve hedeflerine ulaşabilmesi için sosyal sermayenin kullanımının nasıl olması gerektiği konusuna açıklık getiren unsur olarak ifade etmektedir.

Literatür tarandığında okullar bazında sosyal sermaye önemli bir kavram olarak değerlendirilmektedir. Sosyal sermayenin öğrenci başarısı (Misra, Grimes ve Rogers, 2013), öğrenci girişim başarısı (Vurgun, 2019), öğrenci yaratıcılığı (Gu, Zhang ve Liu, 2014) gibi durumlar üzerinde pozitif yönde etkilediği saptanmıştır. Bu minvalde sosyal sermayenin okullarda hedefler kapsamında öğrenci ve okulun başarısını artırmada büyük önemi olduğu söylenebilmektedir.

1.2.Girişimcilik Niyeti

Girişimciliği ilk defa 18. yüzyılın başlarında ortaya atan Richard Cantillon'dur ve girişimciliği daha fiyatı belirlenmeden üretim faktörlerini üreten ve temin eden bireylerin yaptıkları ticari faaliyet şeklinde ifade etmiştir (Vurgun, 2019, s. 35). Günümüzde girişimcilik kavramı değişime uğramıştır. Hancıoğlu ve Tekin (2018)'e göre girişimcilik, zor şartlarda geçimini sağlayan, büyüme oranı gösteren, yenilik ve inovasyona yönelik faaliyetlerde bulunmadır. Shane ve Venkataraman (2000), girişimciliği kârlı fırsatların ve girişimci kişilerin olması arasındaki ilişki olarak ifade etmişlerdir.

Girişimcilik süreci dört aşamadan oluşmaktadır. Bu aşamalar; motivasyon, iş planını hazırlama, iş geliştirme ve büyütme olarak sıralanmaktadır. Bu aşamalar oluşturulurken girişimcilik fikrini etkileyen birtakım faktörler bulunmaktadır. Yatkın ve Ölmez (2011)'e göre bu faktörler arasında aile, okul, toplum yapısı, ekonomi, siyaset, iletişim araçları sayılabilir. Girişimcilik boyutları ise ikiye ayrılmaktadır. Biri ekonomik ve istihdam yaratma boyutu iken diğeri küresel, sosyal, politik, kültürel ve kariyer boyutudur (Hancıoğlu ve Tekin, 2018, s. 216).

Girişimci bir insanın özellikleri arasında tutkulu olması, bağımsızlık düşüncesinde hareket etmesi, yenilikçi ve yaratıcı olması yer almaktadır (Cardon, Zietsma, Saparitoi Matherne ve Davis, 2005; Hallak, Brown ve Lindsay, 2011; Alvarez ve Urbano, 2012). Robinson, Huefner ve Hunt (1991)'a göre bu özelliklerin yanında başarma, kontrol ve kendine güven özellikleri de girişimcilik

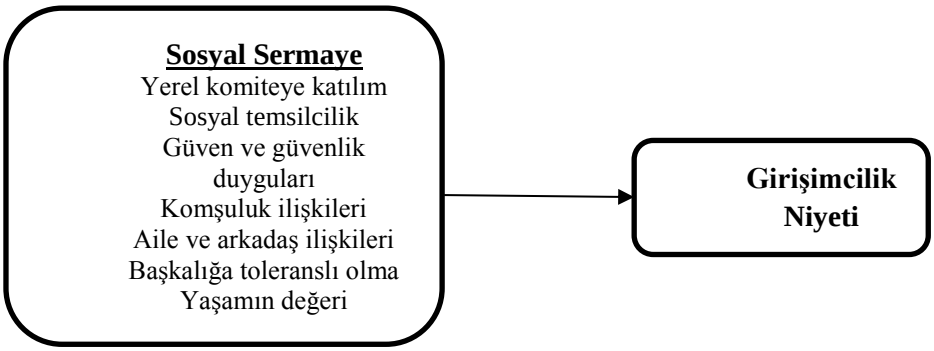
için önemlidir. Girişimciler için risk almak kaçınılmaz bir olgudur (Brockhaus, 1980, s. 510). Wakkee, Elfring ve Monaghan (2010)'a göre risk almak girişimde bulunulan durumun iyi veya kötü sonuçlanacağını, nerede, ne zaman ve hangi şartta gerçekleşeceğini bilmeden karar verme eylemidir. Girişimcilik özelliklerinden biri de belirsizliğe karşı toleranslı olmaktır. Yapılan çalışmalarda girişimcilerin, küçük işletme sahiplerine ve girişimcilik eğilimi olmayan bireylere göre belirsizliğe toleranslarının daha fazla olduğu görülmektedir (Wagner, Gorgievski ve Rijsdijk, 2010, s. 1522). Bu özellikler arasında yenilikçilik kavramı son zamanlarda daha fazla önem kazanmıştır (Mitton, 1989, s. 10).

Alan yazın incelendiğinde günümüzde üniversite öğrencilerinin girişimcilik potansiyellerini ortaya çıkarma ve öğrencileri girişimciliğe teşvik etmeye dair çalışmaların arttığı görülmektedir. Girişimciliği demografik, aile ve çevresel faktörlerin etkilediği ortaya çıkmıştır (Gürbüz ve Aykol, 2008; Zain, Akram ve Ghani, 2010; Kılıç, Keklik ve Çalış, 2012).

2. YÖNTEM

2.1.Araştırmanın Modeli ve Hipotezi

Eğitime bağlı olarak sosyal sermayenin girişimcilik niyeti üzerindeki etkisinin incelendiği bu çalışmanın model olarak gösterimi aşağıdaki gibidir:



Şekil 1. Araştırmanın Modeli

Kaynak: Yazar tarafından üretilmiştir.

Sosyal sermaye ve girişimcilik ilişkisine bakıldığında kalkınma politikalarının başarılı sonuçlarında sosyal ilişki ağlarının kuvvetli olmasıyla sosyal sermaye daha önemli bir kavram hâline gelmiştir ve temeli insan sermayesine dayanan sosyal sermaye kavramında girişimcilik faaliyetleri günden güne artmaktadır. Sosyal ağlar müşteri, tedarikçi ve yatırımcı bulma konusunda yardımcı olmaktadır. Mathias, Williams ve Smith (2015)'e göre yatırım düşüncelerinin aile üyeleri arasında paylaşılması ilişki odaklı olduğundan sosyal sermayeye bağlı ulaşılabilecek fırsatlarla başarılara ulaşmak mümkündür. Bhagavatula, Elfring, van Tilburg ve van de Bunt (2010), girişimcilerin olduğu bir toplulukta bulunmanın ortak iş tecrübelerine, hedef ve amaçlara dair beklentilere dayanan bir sosyal ağ görevi olabileceğini ifade etmiştir. Böylece topluluk içinde bilgi alışverişi aracılığıyla yeni bilgiler ortaya atılabilir ve birtakım girişim davranışlarının şekillenmesinde yardımcı olur. Bu nedenle sosyal sermayenin girişimcilerin başarılı girişimlerde bulunmalarını artırdığı söylenebilir. Bu bağlamda H_1 hipotezi geliştirilmiştir;

H_1 : Lisans öğrencilerinin sosyal sermaye ile girişimcilik niyeti arasında pozitif yönde ilişki vardır.

Eğitim kurumlarının fiziki, beşerî ve sosyal sermaye düzeyiyle ilişkili olarak, örgütler için büyük önemi olan nitelikli insan gücünü yetiştirmek, eğitim-öğretim faaliyetleriyle sosyal kalkınmaya destek olmak ve kültürün devamını sağlamak gibi yükümlülükleri vardır. Eğitim, sosyal süreçler ve insan ilişkileri sebebiyle sosyal sermayenin bir belirleyicisi konumundadır (Günkör ve Özdemir, 2017, s. 71). Sosyal sermayesi yüksek bireyler de rahatlıkla girişimlerde bulunabilmektedir. Bu doğrultuda H_2 hipotezi geliştirilmiştir;

H_2 : Eğitim, lisans öğrencilerinin sosyal sermaye ve girişimcilik niyetini pozitif yönde etkilemektedir.

2.2.Veri Toplama Araçları

Araştırmada kullanılan anket üç ana bölümden oluşmaktadır. İlk bölüm cinsiyet, yaş, aileyle yaşanılan yer, ailenin mesleği, ailenin gelir durumu olmak üzere demografik özelliklere yer verilmiştir. İkinci bölümde lisans öğrencilerinin sosyal sermaye algılarını ve üçüncü bölümde ise öğrencilerin girişimcilik niyetlerini ölçmeye yönelik ölçekler kullanılmıştır. Bu çalışmadaki ölçek ifadelerinin daha anlaşılır olması için bazı uyarlamalar yapılmıştır.

Onxy ve Bullen (2000) tarafından geliştirilen, Ardahan (2012) tarafından Türkçe'ye uyarlanan, 34 maddeden oluşan sosyal sermaye ölçeği kullanılmıştır. Yerel komiteye katılım (7 madde), sosyal temsilcilik (7 madde), güven ve güvenlik duyguları (5 madde), komşuluk ilişkileri (5 madde), aile ve arkadaş ilişkileri (3 madde), başkalığa toleranslı olma (2 madde), yaşamın değeri (2 madde) ve çalışma/okul ilişkileri (3 madde) olmak üzere 8 alt boyutu bulunmaktadır.

Yeşilay ve Yavaş (2017)'ın çalışmasından alınan girişimcilik ölçeği 6 madde ve tek boyuttan oluşmaktadır.

Ölçekler Beşli Likert ile yapılandırılmıştır. Sosyal sermaye ve girişimcilik ölçeklerinde yer alan ifadeler (1) kesinlikle katılmıyorum; (5) kesinlikle katılıyorum aralığında ölçülmüştür.

2.3.Örneklem

Araştırmanın örneklemini Osmaniye Korkut Ata Üniversitesi İktisadi ve İdari Bilimler Fakültesi öğrencileri oluşturmaktadır. Veri toplama işlemi 22.11.2018-29.03.2019 tarihleri arasında yapıldığı için etik kurul izin belgesi gerekmemektedir. Kolayda örneklem ve amaçlı örneklem yöntemleri birlikte kullanılmıştır. 512 kişi içerisinden ankete 260 lisans öğrencisi katılmıştır.

Örneklem grubuna ilişkin frekans dağılımları olarak cinsiyet, yaş, aileyle yaşanılan yer, ailenin mesleği, ailenin gelir durumu olmak üzere beş farklı değişken kullanılmıştır. Söz konusu demografik değişkenler Tablo 1'de görülmektedir.

Tablo 1. Demografik Özellikler

Demografik Değişkenler		f	%
Cinsiyet	Kadın	106	40,8
	Erkek	154	59,2
Yaş	17-18	19	7,3
	19-20	128	49,2
	21-22	87	33,5
	23 ve üzeri	26	10,0
Aileyle yaşanılan yer	Büyükşehir	75	28,8
	Şehir/İl	96	36,9
	İlçe	69	26,5
	Köy/Kasaba	20	7,7
Ailenin mesleği	Memur	50	19,2
	Serbest meslek	116	44,6
	İşçi	76	29,2
	Çiftçi	16	6,2
	Emekli	2	,8
Ailenin gelir durumu (Aylık/TL)	1000'den az	23	8,8
	1000-1999	66	25,4
	2000-2999	68	26,2
	3000-3999	38	14,6
	4000-4999	34	13,1
	5000 ve üzeri	31	11,9
Toplam		**260**	**100,0**

Tablo 1'e bakıldığında araştırmaya katılanların 106 (%40,8)'sı kadın, 154 (%59,2)'ü erkek olduğu görülmektedir. Katılımcıların yaş aralığına bakıldığında %49,2 oranla 19-20 yaş grubu en kalabalık yaş grubunu ve %7,3 oranla 17-18 yaş grubu en az olan yaş grubunu oluşturmaktadır. Katılımcıların aileleriyle yaşadıkları yer incelendiğinde %36,9 oranla 96 kişinin en fazla şehir/ilde yaşadığı, %7,7 oranla 20 kişinin en az köy/kasabada yaşadığı görülmektedir. Katılımcıların ailelerinin mesleklerine bakıldığında %44,6 oranla 116 ailenin en fazla serbest meslekle ilgilendiği, en az olarak da %0,8 oranla 2 ailenin emekli olduğu görülmektedir. Katılımcıların ailelerinin gelir durumları incelendiğinde ise en fazla gelirin %26,2 oranla 68 ailenin 2000-2999 olduğu ve en az gelirin %8,8 oranla 23 ailenin 1000'den az olduğu görülmektedir.

3. BULGULAR

3.1.Güvenirlik Analizi

Ölçeklerin iç tutarlılığını değerlendirmek amacıyla güvenirlik analizi yapılmıştır. Cronbach Alfa (α) yöntemi kullanılmıştır. Sosyal sermaye ölçeğinin yerel komiteye katılım boyutuna ait alfa katsayısı α=0.84, sosyal temsilcilik boyutuna ait alfa katsayısı α=0.79, güven ve güvenlik duyguları boyutuna ilişkin alfa katsayısı α=0.53, komşuluk ilişkileri boyutuna dair alfa katsayısı α=0.76, aile ve arkadaş ilişkileri boyutuna ait alfa katsayısı α=0.74, başkalığa toleranslı olma boyutuna ait alfa katsayısı α=0.69, yaşamın değeri boyutuna ilişkin alfa katsayısı α=0.54, çalışma/okul ilişkileri boyutuna ait alfa katsayısı α=0.60 olarak bulunmuştur. Sosyal sermayenin güven ve güvenlik duyguları boyutuyla yaşamın değeri boyutlarının α değerleri 0.40 <α< 0.60 aralığında çıktığı için düşük güvenirlikte olduğu söylenebilir (Yıldız ve Uzunsakal, 2018, s. 19). Diğer boyutlar α≥60 olduğu için güvenilirdir. Girişimcilik ölçeğine ait alfa katsayısı α=0.90'dır. Bu değer 0,81< α <1,00 aralığında bir değer olduğundan yüksek güvenirliktedir (Yıldız ve

Uzunsakal, 2018, s. 19). Bu alfa değerlerine bakıldığında ölçeklerin içsel tutarlılıklarının olduğu görülmektedir (Nunnaly ve Bernstein, 1994).

3.2.Faktör Analizi

Faktör analizi yapılmadan önce, veri setinin faktör analizine uygun olup olmadığını değerlendirmek amacıyla Kaiser-Meyer-Olkin (KMO) testi ve Bartlett (Barlett's test of spherity) testi uygulanmıştır. Tablo 2'de görüldüğü gibi, Uygulanan KMO test sonuçlarının 0,5'ten büyük olması, bize bu soruların faktör analizi uygulamaya elverişli olduğunu göstermektedir.

Literatürde 34 ifadeden oluşan sosyal sermaye ölçeğine asal bileşenler (principal component) analizi, promax rotasyonu ile uygulanmıştır. Uygulanan faktör analizinin ardından, orijinal ölçekteki boyutların dışında kalan, tekrar eden, tek boyut oluşturan, faktör yükü 0,30'dan küçük olan ve yüksek faktör yükleri ile birden fazla faktöre giren ifadeler ölçekten çıkarılmıştır. 1. yıl için 34 ifadeden beşi (sırasıyla elenen ifadeler şunlardır: 25, 26, 13, 33, 19) elenmiş ve geriye yirmi dokuz ifade kalmıştır. 2. yıl için yapılan faktör analizinde 34 ifadeden üçü (sırasıyla elenen ifadeler şunlardır: 25, 21, 20) elenmiş ve geriye otuz bir ifade kalmıştır. Bu faktörlerin, ortalama, KMO değerleri ve faktör açıklayıcılığı Tablo 2'de verilmiştir.

Tablo 2. Faktör Analizi Sonuçları

Faktör Adı	Ortalama		KMO Değerleri		Faktör Açıklayıcılığı (%)	
	1. yıl	2. yıl	1. yıl	2.yıl	1. yıl	2. yıl
Yerel komiteye katılım	2.1451	2.4044	,726	,736	63,733	62,315
Sosyal temsilcilik	3.8516	3.8725				
Güven ve güvenlik duyguları	3.0181	2.9396				
Komşuluk ilişkileri	3.2785	3.3723				
Aile ve arkadaş ilişkileri	4.0487	4.1385				
Başkalığa toleranslı olma	3.6231	3.6269				
Yaşamın değeri	2.6154	2.6423				
Çalışma/okul ilişkileri	3.4282	3.5205				
Girişimcilik niyeti	3.7141	3.7551	,882	,879	71,857	67,161

Tabloda faktörlerin ortalamaları incelendiğinde yerel komiteye katılım ile yaşamın değerinin düşük olduğu görülmektedir. Yerel komiteye katılımın az olmasındaki etkenler arasında öğrencilerin yaşadıkları toplumda bu tarz etkinliklere katılımların çok desteklenmemesi ve bu konuda yönlendirmelerin yapılmaması yer almaktadır. Yaşamın değerinin az çıkmasına ise öğrencilerin çevreden bekledikleri değeri görememeleri, yaşanılan yerdeki sosyal aktivitelerin pek olmaması, hayatlarını monoton bir şekilde yaşamaları gibi etmenler sayılabilir. Yıl bazında bakıldığında da güven ve güvenlik duyguları haricindeki faktörlerde artış olduğu görülmektedir. Güven ve güvenlik duygularının azalması çevreye karşı kendilerini güvende hissedememeleriyle ve yaşadıkları toplumda aile samimiyetini bulamamalarıyla açıklanabilir. Girişimcilik niyetlerinde ise büyük bir artış olmadığı saptanmıştır.

Üniversitelerin bireylerin kendilerini bağımsız hissederek daha özgürce yaşadıkları ortamlar olduğu için yoğun sosyal ilişkiler kurmaktadırlar. Bu ilişkiler dâhilinde bireylerin sosyal sermayelerinde artış olmaktadır. Böylece özgüveni artan bireylerin kafalarındaki farklı fikir ve yenilikleri hayata geçirmek açısından girişimcilik niyetleri de olumlu anlamda etkilenecektir.

Kurumlarda verilen eğitimlerle de girişimcilik desteklenmekte ve girişimcilik genç bireylere aşılanmaktadır.

3.3.Korelasyon Analizi

Çalışmanın kapsamında geliştirilen hipotezin test edilmesinde korelasyon analizi uygulanmıştır. Modeldeki değişkenlerin birinci yıl kolerasyon analiz değerleri Tablo 3'te verilmiştir.

Tablo 3. Birinci Yıl Pearson Korelasyon Analizi Sonuçları

Değişkenler		1	2	3	4	5	6	7	8	9
1	Yerel komiteye katılım	1								
2	Sosyal temsilcilik	,081	1							
3	Güven ve güven duyguları	,193*	,315**	1						
4	Komşuluk ilişkileri	,331**	,442**	,421**	1					
5	Aile ve arkadaş ilişkileri	,040	,509**	,169	,365**	1				
6	Başkalığa toleranslı olma	,083	,301**	,176*	,312	,522**	1			
7	Yaşamın değeri	,254**	,030	,241**	,117	,002	,106	1		
8	Çalışma/okul ilişkileri	,212**	,379**	,320**	,366**	,471**	,339**	,264**	1	
9	Girişimcilik	,091	,433**	,162	,349**	,423**	,239**	,094	,407**	1

**p<0,01; *p<0,05

Korelasyon analizi sonuçlarına göre değişkenler arasındaki en fazla ilişki sosyal sermayenin başkalığa toleranslı olma boyutuyla aile ve arkadaş ilişkileri boyutu arasında çıkmıştır. Bu ilişkide (r=0,522, **p<0,01) anlamlı ve pozitif yönlü bir ilişki söz konusudur. En az ilişki ise sosyal sermayenin başkalığa toleranslı olma boyutuyla güven ve güven duyguları boyutu arasında çıkmıştır. Bu ilişkide de (r=0,176, *p<0,05) anlamlı ve pozitif yönlü bir ilişki saptanmıştır.

Modeldeki değişkenlerin ikinci yıl kolerasyon analiz değerleri Tablo 4'te verilmiştir.

Tablo 4. İkinci Yıl Pearson Korelasyon Analizi Sonuçları

Değişkenler		1	2	3	4	5	6	7	8	9
1	Yerel komiteye katılım	1								
2	Sosyal temsilcilik	,121	1							
3	Güven ve güven duyguları	-,045	,061	1						
4	Komşuluk ilişkileri	,099	,352**	,204**	1					
5	Aile ve arkadaş ilişkileri	,192*	,523**	,147	,428**	1				
6	Başkalığa toleranslı olma	,270**	,335**	,237**	,286**	,557**	1			
7	Yaşamın değeri	,288**	,002	,288**	,116	,013	,197*	1		
8	Çalışma/okul ilişkileri	,231**	,401**	,222*	,396**	,451**	,322**	,322**	1	
9	Girişimcilik	,180*	,287**	,186*	,298**	,344**	,311**	,232**	,459**	1

**p<0,01; *p<0,05

Korelasyon analizi sonuçlarına göre değişkenler arasındaki en fazla ilişki 1. yıldaki gibi sosyal sermayenin başkalığa toleranslı olma boyutuyla aile ve arkadaş ilişkileri boyutu arasında çıkmıştır. Bu ilişkide (r=0,557, **p<0,01) anlamlı ve pozitif yönlü bir ilişki söz konusudur. Birinci yıldan farklı olarak en az ilişki ise girişimcilik ile sosyal sermayenin boyutlarından biri olan yerel komiteye katılım arasında çıkmıştır. Bu ilişkide de (r=0,180, *p<0,05) anlamlı ve pozitif yönlü bir ilişki belirlenmiştir.

Birinci yılda sosyal sermaye boyutlarından yerel komiteye katılım, güven ve güvenlik duyguları, aile ve arkadaş ilişkileri, yaşamın değeri ile girişimcilik niyeti arasında anlamsız bir ilişki varken ikinci yılda anlamlı ve pozitif bir ilişki çıkmıştır. Burada öğrencilerin birlikte vakit geçirdikçe ilişkilerinin daha da kuvvetlenmesi ve birbirlerine güven duygularının oluşması durumunun etkili olduğu söylenebilir. Sosyal sermaye boyutlarından sosyal temsilcilik, komşuluk

ilişkileri ile girişimcilik niyeti arasındaki anlamlı ve pozitif ilişkide azalma olduğu görülmektedir. Ancak başkalığa toleranslı olma ve çalışma/okul ilişkileri ile girişimcilik niyeti arasındaki anlamlı ve pozitif ilişkinin arttığı saptanmıştır. Bu artış öğrencilerin birbirlerine ve okul ortamına alışmaları ile sosyalleşmelerinin etkisinin olduğu söylenebilir.

3.4.Regresyon Analizi

Eğitim sürecinin üniversite öğrencilerinin sosyal sermaye ve girişimcilik niyeti üzerindeki açıklayıcılık durumunu gösteren birinci yıl çoklu doğrusal regresyon analizine ilişkin sonuçlar Tablo 5'te görülmektedir.

Girişimcilik niyeti değişkenine ilişkin birinci yıl çoklu regresyon analizi sonuçları istatistiksel olarak anlamlıdır [F= 6,332, P< 0,01]. Düzeltilmiş R^2 değeri %24,9'dur. Bu sonuç katılımcıların girişimcilik niyetinin %24,9'unun sosyal sermayeyi oluşturan yerel komiteye katılım, sosyal temsilcilik, güven ve güvenlik duyguları, komşuluk ilişkileri, aile ve arkadaş ilişkileri, başkalığa toleranslı olma, yaşamın değeri ve çalışma/okul ilişkileri boyutları tarafından açıklandığını göstermektedir. Analizde bağımsız değişkenler arasında otokorelasyonun olmadığı, (Durbin Watson=2,102) görülmüştür. Ancak sosyal sermayenin girişimcilik niyeti üzerindeki etkileri incelendiğinde sadece sosyal temsilcilik (β = ,295) ve çalışma/okul ilişkileri boyutunun (β = ,224) anlamlı olarak ve pozitif yönde etkilediği, diğer boyutların ise anlamlı bir etkiye sahip olmadığı tespit edilmiştir.

Tablo 5. Birinci Yıl Çoklu Doğrusal Regresyon Analizi

Bağımsız Değişkenler	**Bağımlı Değişken: Girişimcilik Niyeti**							
	β	**t**	**p**	**R^2**	**Düz. R^2**	**F**	**VIF**	**Durbin Watson**
Yerel komiteye katılım	-,025	-,256	,799	,295	,249	6,332	1,209	2,102
Sosyal temsilcilik	,295**	2,368	,019				1,570	
Güven ve güven duyguları	-,100	-,772	,442				1,339	
Komşuluk ilişkileri	,183	1,500	,136				1,619	
Aile ve arkadaş ilişkileri	,190	1,777	,078				1,900	
Başkalığa toleranslı olma	-,031	-,359	,721				1,430	
Yaşamın değeri	,038	,491	,625				1,187	
Çalışma/okul ilişkileri	,224**	2,178	,031				1,548	

**p<0,01; *p<0,05

Eğitim sürecinin üniversite öğrencilerinin sosyal sermaye ve girişimcilik niyeti üzerindeki açıklayıcılık durumunu gösteren ikinci yıl çoklu doğrusal regresyon analizine ilişkin sonuçlar Tablo 6'da görülmektedir.

Girişimcilik niyeti değişkenine ilişkin ikinci yıl çoklu regresyon analizi sonuçları istatistiksel olarak anlamlıdır [F= 5,465, P< 0,01]. Düzeltilmiş R^2 değeri %21,7'dir. Bu sonuç katılımcıların girişimcilik niyetinin %21,7'sinin sosyal sermayeyi oluşturan yerel komiteye katılım, sosyal temsilcilik, güven ve güvenlik duyguları, komşuluk ilişkileri, aile ve arkadaş ilişkileri, başkalığa toleranslı olma, yaşamın değeri ve çalışma/okul ilişkileri boyutları tarafından açıklandığını göstermektedir. Analizde bağımsız değişkenler arasında otokorelasyonun olmadığı, (Durbin Watson=2,076) görülmüştür. Ancak sosyal sermayenin girişimcilik niyeti üzerindeki etkileri incelendiğinde çalışma/okul ilişkileri (β = ,284) ile yerel komiteye katılım (β = ,035) boyutlarının

anlamlı olarak ve pozitif yönde etkilediği, diğer boyutların ise anlamlı bir etkiye sahip olmadığı saptanmıştır.

Tablo 6. İkinci Yıl Çoklu Doğrusal Regresyon Analizi

Bağımsız Değişkenler	**Bağımlı Değişken: Girişimcilik Niyeti**							
	β	**t**	**p**	**R²**	**Düz. R²**	**F**	**VIF**	**Durbin Watson**
Yerel komiteye katılım	,035*	,409	,684	,265	,217	5,465	1,213	2,076
Sosyal temsilcilik	,078	,660	,510				1,489	
Güven ve güven duyguları	,052	,531	,596				1,209	
Komşuluk ilişkileri	,082	,858	,392				1,348	
Aile ve arkadaş ilişkileri	,087	,725	,470				2,052	
Başkalığa toleranslı olma	,081	,928	,355				1,612	
Yaşamın değeri	,078	,921	,359				1,370	
Çalışma/okul ilişkileri	,284**	2,944	,004				1,610	

**p<0,01; *p<0,05

Birinci ve ikinci yıl çoklu doğrusal regresyon analizini genel bir çerçevede değerlendirmek gerekirse öğrencilerin birinci yılda yaptığı sosyal temsilciliği ikinci yılda yapmadıkları ve çalışma/okul ilişkilerine her iki yılda da önem verdikleri söylenebilir. Buna ek olarak yerel komitelere katılım sağlamaya başladıkları söylenebilir.

SONUÇ

İnsanlar hayatın her aşamasında birbirleriyle devamlı iletişim ve etkileşim hâlindedir. Bu ilişkiler sırasında birbirleriyle bilgi paylaşımı olması durumunda sosyal sermaye ortaya çıkmaktadır ve eğitim kapsamında önemli bir kavram olarak ele alınmaktadır. Sosyal sermayenin bireylerin hedef ve amaçlarını gerçekleştirmesinde performans artırıcı bir etkisi olmasının yanında girişimcilik niyetlerini de olumlu yönde etkilemektedir. Bu nedenle sosyal sermayenin mesleki yaşama adım atmayı düşünen bireylerin geleceğine yön vermesi bakımından üniversitelerin sosyal sermayeyi kazandırmada hangi seviyede yeterli olduklarının ve eğitimin girişimcilik niyetlerinde ne düzeyde rol oynadığının araştırılması gereken bir konu olduğu düşünülmektedir.

Bu çalışmanın amacı eğitim sürecinin üniversite öğrencilerinin sosyal sermaye ve girişimcilik niyetine etkisini ortaya koymaktır. Bir kuruluşta sosyal sermayenin olması, kuruluşun daha sağlam bir temelde olmasını ve bu kuruluştaki bireylerin geleceğe daha emin adımlarla yürüyebilmesini sağlar. Buna ek olarak bu kuruluşta eğitim gören öğrencilerin birbirleriyle sosyal ilişkilerde bulunmaları söz konusu olacaktır. Bu doğrultuda sosyal sermayesi güçlenen bireyin kendine güveni artacak ve cesaretlenerek girişimcilik niyetinde bulunacağı söylenebilir. Bu bağlamda iki adet hipotez oluşturulmuştur.

Araştırmada güvenirlik analizi, faktör analizi, pearson korelasyon analizi ve çoklu doğrusal regresyon analizi uygulanmıştır. Analiz sonuçlarına göre her iki yılda da sosyal sermayenin başkalığa toleranslı olma boyutuyla aile ve arkadaş ilişkileri boyutu arasında anlamlı ve pozitif yönde ilişki çıkmıştır. En az ilişki ise birinci yılda sosyal sermayenin başkalığa toleranslı olma boyutuyla güven ve güven duyguları boyutu arasında çıkarken ikinci yılda girişimcilik ile sosyal sermayenin boyutlarından biri olan yerel komiteye katılım arasında çıkmıştır. Genel bir değerlendirme yapılacak olursa sosyal sermaye ve girişimcilik niyeti arasında birinci yılda anlamsız çıkan ilişkiler ikinci yılda anlamlı ve pozitif yönde çıkmıştır. Çoklu regresyon analizi sonuçları incelendiğinde birinci yılda sosyal sermayenin girişimcilik niyeti üzerindeki etkilerine

bakılırsa sosyal temsilcilik ve çalışma/okul ilişkileri boyutunun anlamlı katkısının olduğu; ancak diğer boyutların anlamlı bir katkısının olmadığı saptanmıştır. Ancak ikinci yılda yerel komiteye katılım ile çalışma/okul ilişkileri boyutlarının anlamlı katkısının olduğu tespit edilmiştir. Bu minvalde lisans öğrencilerinin sosyal sermaye ile girişimcilik niyeti arasındaki etkiyi test eden H_1 hipotezi desteklenmiştir. Girişim arayışında olunduğunda sosyal sermayeden faydalanan çalışmalar çalışmamızı desteklemektedir (Starr ve MacMillan, 1990; Reynolds, 1991; Larson ve Starr, 1993; Doh ve Zolnik, 2011; Vurgun, 2019). Sosyal sermaye, girişimcilik bakımından doğru ve etkin bir şekilde kullanılırsa toplum refahının artacağı söylenebilir. Burada da eğitimin önemi ortaya çıkmaktadır. Eğitim hem sosyal sermayeyi hem de girişimciliği etkilemektedir. Eğitim, sosyal becerileri geliştirmektedir ve böylece sosyal sermaye birikimi elde edilmektedir. Ayrıca eğitim yaşam becerilerini de geliştirerek bireyin girişimcilik eğiliminde bulunmasını sağlamaktadır. Bu bağlamda H_2 hipotezi desteklenmiştir. Eğitimin sosyal sermaye ve girişimcilik üzerinde olumlu etkilerinin olduğu çalışmalar çalışmamızı desteklemektedir (Günkör ve Özdemir, 2017; Kerse, Babada ve Kerse, 2017).

Girişimcilik niyetine karar verme davranışında girişimcinin sosyal sermayesi etkili olabilmektedir. Girişimcinin sahip olduğu sosyal sermaye kaynakları, girişim sürecinde ve sonrasında ihtiyaçlar doğrultusunda en çok başvurulan kaynaklar arasında yer almaktadır (Öztopcu, 2020, s. 99). Sosyal sermaye doğrultusunda girişimcilik niyetinin artması toplumsal kalkınmanın ve gelişmenin yapı taşını oluşturmaktadır. Bu bakımdan lisans öğrencilerine girişimcilik ruhunun aşılanması gerekmektedir. Girişimciliğe sadece üretim faktörlerini bir araya getirme olarak bakma anlayışından kesinlikle vazgeçilmelidir (Özdevecioğlu ve Cingöz, 2009, s. 93).

Araştırmanın veri toplanan üniversite ile sınırlı olması, örnekleme alınan birinci ve ikinci sınıf OKÜ İİBF lisans bölümleriyle sınırlı olması, 2018 ve 2019 eğitim-öğretim yıllarında görüşlerine başvurulmuş öğrencilerin öğrenim gördükleri sınıf düzeyleri ile sınırlı olması temel kısıtlarını oluşturmaktadır. Gelecek araştırmalarda, İİBF'nin diğer fakültelerle veya başka bir üniversite öğrencileriyle karşılaştırmasının yapılması ve daha yüksek örneklemlere ulaşılmasının alan yazına katkı sağlayacağı düşünülmektedir.

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Aile İşletmelerinde Girişimcilik: Kayseri'de Bir Örnek Olay Çalışması

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Özet

Bu çalışmada, aile işletmelerinde girişimcilik konusu örnek bir olayla ele alınmaktadır. Kayseri'de faaliyet gösteren ve şehrin en büyük şirketler grubuna sahip olan bir aile işletmesi hem girişimci kriterleriyle hem de aile şirketi kriterleriyle ele alınmaktadır. Bu çalışmanın amacı, dünya üzerindeki işletmelerin birçoğunu işgal eden aile işletmelerinin temel fonksiyonlarını ortaya koymak ve örnek bir olayla konunun daha iyi anlaşılmasını sağlamaktır. Bu çalışma nitel bir uygulama olup yarı yapılandırılmış mülakat yöntemi tercih edilmiştir. Kolayda örneklemle örnek olay kapsamında Kayseri'de bir aile işletmesi araştırılmıştır. Bu çalışmanın sınırı örnek bir işletme olarak alınan Topsakal Şirketler Grubu'nun her ne kadar Kayseri dışında da faaliyet gösteriyor olsa da çevre iller ile ticari ilişkiye sahip olması yani tüm Türkiye'de faaliyet ağına sahip olmamasıdır. Bununla birlikte farklı coğrafya ve kültürde araştırılacak örnek olay farklı bakış açıları kazandırabilecektir. Çalışmanın aile işletmesi ve girişimcilik ile literatüre kazandırılacak herhangi bir çalışmaya ışık tutması beklenmektedir. Topsakal Şirketler Grubu'nun 347 çalışanı olduğu hesaba katılacak olursa burada çok ciddi nicel araştırmalar yapılabilecektir.

Anahtar Kelimeler: Girişimcilik, Aile İşletmesi, Yönetim ve Organizasyon, Örgütsel Davranış, Stratejik Yönetim.

Entrepreneurship in Family Business: A Case Study in Kayseri

Abstract

In this study, the issue of entrepreneurship in family businesses is discussed with a case study. A family business operating in Kayseri and owning the largest group of companies in the city is considered both with entrepreneurial criteria and family business criteria. The aim of this study is to reveal the basic functions of family businesses, which occupy most of the businesses in the world, and to provide a better understanding of the subject with a case study. This study is a qualitative application and semi-structured interview method was preferred. A family business in Kayseri was researched within the scope of the case study with easy sampling. The limit of this study is that Topsakal Group of Companies, which is taken as an example enterprise, has commercial relations with the surrounding provinces, even though it operates outside of Kayseri, that is, it does not have an activity network in all of Turkey. In addition, the case study to be investigated in different geography and culture will provide different perspectives. It is expected that the study will shed light on any work that will be brought to the literature with family business and entrepreneurship. Considering that Topsakal Group of Companies has 347 employees, very serious quantitative research can be done here.

Keywords: Entrepreneurship, Family Business, Administration and Organization, Organizational Behavior, Strategical Management.

GİRİŞ

Her ne kadar günümüz literatüründe ekonomik bir kavram olarak kullanılsa da girişim, bir bireyin ya da topluluğun gerçekleştirmeyi amaçladığı bir iş için yapmış olduğu ilk eylem olarak değerlendirilebilecektir. İnsanlığın var olduğu ve paralelinde iş bölümünün ortaya çıktığı dönemlerden itibaren bir plan çerçevesinde insanlar bazı eylemler gerçekleştirmektedirler. Tarihte bireysel ve sosyal yansıma olarak algılanabilecek girişimcilik, artık ekonomik bir eylemi ön plana çıkarmıştır. Bu algının esasında tarihteki yansımasından koptuğu düşünülse de ekonomik girişimciliğin bireysel ya da sosyal bir eylem olduğu unutulmamalıdır. Zira ekonomik her eylem, insan odaklı olma özelliği taşımaktadır.

İşletmelerin kurulması ve faaliyet göstermesinin temel amacı, onu kuranlara ekonomik gelir sağlayarak yaşam standartlarını yükseltmektir. Vakıf özelliği taşımayan her işletme ekonomik olarak kar sağlamayı amaçlamaktadır. Bu bakımdan oturmuş herhangi bir özelliği olmayan bir işletme yaratmak girişimciliğin temel özelliğidir. Fakat her yeni iş girişimi girişimcilik olarak değerlendirilemeyeceği gibi iş yaratma eylemi gerçekleştiren herkes de girişimci olarak isimlendirilmemektedir. İşletmelerin hem kuruluş aşamasında hem de devam eden ortaklık durumu baz alındığında aile işletmesi olup olmadığı anlaşılabilecektir. Her ne kadar kan bağı ile yakınlık halinde olan ortaklar, işletmenin yönetiminde söz sahibi olsalar da "aile işletmesi" olarak değerlendirilebilmesi ancak bazı kriterlerin görünürlüğü ile söz konusu olabilecektir. Bu bağlamda hem girişimci hem de aile işletmesi kriterleri bir işletmenin girişimci aile işletmesi olması sıfatını sağlayacaktır.

Bu çalışmada Kayseri'de faaliyet gösteren bir aile işletmesinin girişimcilik örneği ortaya konmakla beraber aile işletmesi özelliğine hangi faktörlerle sahip olduğu üzerinde durulmaktadır. Bu çalışmanın amacı, dünya üzerindeki işletmelerin birçoğunu işgal eden aile işletmelerinin temel fonksiyonlarını ortaya koymak ve örnek bir olayla konunun daha iyi anlaşılmasını sağlamaktır. Bu çalışma nitel bir uygulama olup yarı yapılandırılmış mülakat yöntemi tercih edilmiştir. Kolayda örneklemle örnek olay kapsamında Kayseri'de bir aile işletmesi araştırılmıştır. Bu çalışmanın kısıtı örnek bir işletme olarak alınan Topsakal Şirketler Grubu'nun her ne kadar Kayseri dışında da faaliyet gösteriyor olsa da çevre iller ile ticari ilişkiye sahip olması yani tüm Türkiye'de faaliyet ağına sahip olmamasıdır. Bununla birlikte farklı coğrafya ve kültürde araştırılacak örnek olay farklı bakış açıları kazandırabilecektir. Çalışmanın aile işletmesi ve girişimcilik ile literatüre kazandırılacak herhangi bir çalışmaya ışık tutması beklenmektedir. Topsakal Şirketler Grubu'nun 347 çalışanı olduğu hesaba katılacak olursa burada çok ciddi nicel araştırmalar yapılabilecektir.

1. Girişim ve Girişimcilik

Girişim, Türkçede bir işi yapmaya yeltenmek, belirlenen amaca ulaşmak kaydıyla ilk somut adımı atmak anlamında kullanılmaktadır. TDK'ya göre (2022) ise girişim; bir işe girişme ve teşebbüs etme olarak karşılık bulmaktadır. Bu eylemi gerçekleştiren kişi ise girişimci veya müteşebbis

olarak tanımlanmaktadır. Bununla birlikte Berglann vd. (2011: 182), girişimcilik eyleminin temel amacının bir iş gerçekleştirmenin yanında, mevcut şeyleri yeni yöntemler kullanmak olduğunu söyleyerek tanımı daha da genişletmişlerdir. Zira Morris ve Kuratko (2002: 21) da girişimcileri eski olanı ortadan kaldırıp yerine yeni bir şey vücuda getiren kimseler olduğunu ifade etmişlerdir. Cantillon girişimcilik faaliyetinin belirli bir fiyattan alınıp belirsiz bir fiyattan riskini üstlenmek gerektiği yönünde görüş bildirirken Fransız ekonomist Say, buna ilaveten üretim faktörlerinin toplanmasını da eklemenin doğru olacağını ifade etmiştir. Bu ise girişimciliğin genel ekonomik faaliyetlerinde öncü olması anlamına gelmektedir (Stevenson ve Jarillo, 1990: 18). Say'ın bu tanım genişletmesi sonucunda daha öncesinde kabul görmüş olan geleneksel üretim faktörlerine (doğal kaynaklar, sermaye ve emek) girişimci faktörü de eklenmiştir (Aykan, 2002: 6). Girişimcilik faaliyeti o kadar ciddi bir eylemdir ki girişimcinin yaşama bakış açısını ve sosyo-kültürel özelliklerini de etkilemektedir.

Literatürde girişimciler hakkında oldukça fazla özellik bulunmakla birlikte net özellikler oluşamamıştır. Bununla birlikte girişimci hakkında en çok belirtilen özellikler; risk alma (Mill, 1848; Welsh ve White, 1981), belirsizlik toleransı (Koh, 1996), başarı gereksinimi (Koh, 1996; Hisrich ve Peters, 2002), özgüven (Timons, 1978; Welsh ve White, 1981) ve girişkenlik (Shumpeter vd., 1934; Hornadey ve Aboud, 1971) şeklinde ifade edilebilecektir.

2. Aile İşletmesi Kavramı

Bir işletmenin "aile işletmesi" niteliğinde olabilmesi için bir işletmede aile kavramı ile girift olması gerekmektedir. Kısacası, bir işletmede aile üyelerinin söz sahibi olması gerekmektedir. Kan bağı olan en az iki aile üyesinin kurduğu işletme, aile işletmesi özelliği taşımaktadır. Litz (1995), aile işletmelerinin temel özelliklerini; aile üyeleri tarafından kurulmuş olması, her türlü kontrolü elinde bulundurması ve mülkiyetin tamamını ya da büyük bölümüne sahip olması ve işletme mirasını sonraki nesillere aktarması olarak açıklamaktadır. (Senin bölüm). Aile işletmelerinin kurulmasının en büyük amacı ailenin sahip olduğu varlıkların dışarı gitmemesini sağlamaktır (Karlöf, 1993). (Senin bölüm). Bunun yanında Csakne Filep ve Karmazin (2016), aile işletmelerinin kurulmasının amaçlarına aile üyelerinin yaşam standartlarının güvenceye alınması ve yükseltilmesi, iş olanağının sağlanması, işletmenin korunarak itibarının devamının sağlanması unsurlarını da eklemişlerdir.

Literatür taramalarında görülen tanımlamalar ışığında aile işletmelerinin ortak özellikleri şu şekilde sıralanabilecektir:

• En az iki kuşak işletme yönetiminde söz sahibidir.

• Aile, işletmenin mülkiyetinin ya tamamına ya da büyük çoğunluğuna sahiptir.

• İşletmenin karar vericilerinin ya tamamı ya da büyük çoğunluğu aile fertlerinden oluşmaktadır.

• İşletmenin işleyişindeki kontrol mekanizmasının ya tamamı ya da büyük çoğunluğu aile fertlerine aittir.

• Ailenin kültürü, normları ve felsefesi, işletmenin felsefesi olarak şekillenmektedir.

• Yetki devri, sorumluluk verme gibi kritik faktörlerde liyakat göz ardı edilebilmektedir.

Aile işletmelerinin diğer işletmelerden bazı farklılıkları bulunmaktadır. Bu farklılıklar Tablo 2'de gösterilmektedir.

Tablo 2. Aile İşletmeleri ve Diğer İşletmeler Arasındaki Farklar

Aile İşletmeleri	Diğer İşletmeler
Aile içi ilişki esas alındığından karşılıklı güven güçlüdür (Hebert, 2010; Wittkuhn, 2009)	Güven, bireylerarası güven kadar sınırlıdır.
Aile fertleri için çalışma saatleri daha esnektir (Mandl, 2008).	Yönetim tarafından belirlenmiş çalışma saatlerine riayet önem arz etmektedir.
Sert bürokratik faaliyetler yoktur (Dreux, 2011).	İşletmenin işleyişi için bürokrasi oldukça önemlidir.
Daha hızlı karar verme olanağı vardır (Dreux, 2011).	Bürokratik işleyişler, karar vermeyi daha yavaş hale getirebilmektedir.
Aile ferdinin motivasyon kaynağı, işletmenin kendisine ait olduğu hissidir (Morris vd., 1997).	Çalışanların motivasyon kaynağı, terfi ve maaş gibi faktörlerdir (Morris vd., 1997).
Aile bireyi, sadece kendine ve diğer aile bireylerine karşı sorumludur (Morris vd., 1997).	Çalışanların daha üst yönetime karşı sorumluluğu oldukça çeşitli ve güçlüdür.
İşletmenin kapısı, aile üyelerine her zaman açıktır (Gudmundson vd., 1999).	İşletmenin kapısı, işletmeye katkı paralelinde şekillenmektedir (Gudmundson vd., 1999).
Aile içindeki tartışmaların işletmeye yansıma olasılığı yüksektir (Smyrnios vd., 1998).	Yönetici veya çalışanın kendi ailesi ile yaşadığı problemleri işletmeye yansıtması nispeten etkili olmayacaktır.
Verilecek olan kararlarda duygusallık öne plana çıkabilmektedir.	Verilecek olan kararlar genel itibariyle daha mantıklı ve profesyonelcedir.
Daha otoriter ve sert yönetim sergilenmektedir (Fındıkçıoğlu, 2008).	İşletmenin durumuna göre esnek yönetim tarzı tercih edilebilmektedir.
Yönetim devri aile fertlerinden birine geçtiği ve duygular ön panda olabileceği için liyakatli olmayan ferde yönetim devrolunabilir (Morris ve Williams, 1997).	Daha profesyonel düşünce egemen olduğu için yönetim, liyakat sahibi birine devrolunmaktadır.
İşletme ile ilgili alınacak kararlarda aile fertlerinin rahatı ön plana çıkabilmektedir.	İşletme ile ilgili kararlarda en önemli kriter, işletmenin karlılığı ve verimidir.
İşe alımlarda aileye yakın elemanlar avantajlı durumdadır.	İşe alımlarda liyakat, yetenek ve çoğu zaman da deneyim ön plandadır.

Kaynak: Oğuzhan,

3. Bir Örnek Olay: Topsakal Şirketler Grubu

Topsakal Şirketler Grubu, Kayseri'de dağıtım, gıda, hizmet ve kimya alanlarında olmak üzere 4 alanda faaliyet gösteren itibarı yüksek bir işletmedir. Ahmet Topsakal, Mehmet Topsakal ve Kemal Topsakal kardeşlerin babaları Mehmet Fuat Topsakal ve amcaları Nazmi Topsakal, aldıkları ticaret kültürüyle öncelikle zamanında bölgede sektördeki açıklıktan yararlanarak gıda sektöründe faaliyete başlamıştır. Günümüzde iş kollarını genişletmiş gıda sektörünün yanında dağıtım, hizmet ve kimya sektöründe de sadece Kayseri'de değil bölgede önemli bir işletme haline gelmeyi başarmıştır. Halihazırda ikinci kuşağın yönetiminde olan Topsakal Şirketler Grubu; Kayseri, Niğde, Aksaray, Nevşehir ve Yozgat illerinde çeşitli faaliyetlerini sürdürmektedir. Gıda, hizmet, dağıtım ve kimya sektöründe faaliyet gösteren Topsakal Şirketler Grubu'nun sektörlerinde yaptıkları yatırım miktarı ve son üç yılda yatırım açıklamaları Tablo 2'de gösterilmektedir.

Tablo 2. Topsakal Şirketler Grubu'nun Yatırım Miktarı ve Yapılan İşler

Sektör	Son Üç Yılda Yapılan Yatırım Miktarı	Yapılan İş
Gıda	40.000.000,00 TL	Depo Genişlemesi yapılmış ve yeni bayilikler alınmıştır.
Hizmet ve İnşaat	80.000.000,00 TL	Burger King ve EspressoLab Cafe bayilikleri alınmıştır. Konut ve özel şirket binaları yapımı işleri alınmıştır.
Dağıtım	10.000.000,00 TL	Filo araç yenilemeleri yapılmıştır. Dağıtım sektöründe 18 markanın bölge bayiliği yapılmakta bu ürünlerin Kayseri ve civar illerine sevkiyatı sağlanmakta ve ağın daha da genişletilmesi çalışılması yapılmaktadır.
Kimya	10.000.000,00 TL	Deterjan ve sabun üretiminde daha büyük pazarlara erişebilmek amacıyla kimyasal ürün çeşitlendirilmesini de içeren çalışmalar yapılmaktadır.

1980 yılında kurulup 1986 yılında kurumsal bir kimlik kazanan Dörtler Kollektif, 2004 yılında Topsakal Şirketler Grubu olarak isim değiştirmiş ve kurulduğu zamanki yönetimde Mehmet Fuat Topsakal'ın oğulları Kemal Topsakal yönetim kurulu başkanı, kardeşleri Ahmet Topsakal ve Mehmet Topsakal ise yönetim kurulu üyeleri olarak yer almıştır. Söz konusu üç kardeşin çocuklarının yönetimi elinde bulundurduğu bu şirketin şu anki yönetim kurulu ise şöyle oluşmaktadır:

- Kemal Topsakal, yönetim kurulu başkanı.
- Fuat Topsakal, yönetim kurulu üyesi.
- Fırat Topsakal, yönetim kurulu üyesi.
- Erkan Topsakal, yönetim kurulu üyesi.
- Serkan Topsakal, yönetim kurulu üyesi.
- Muammer Topsakal, yönetim kurulu üyesi.

1980 yılında kurulan küçük bir aile işletmesi olan Topsakal Şirketler Grubu'nun kurulduğu zaman diliminde aile işletmeciliğinin ve girişimciliğin örnekleri görülebilmektedir.

Topsakal Şirketler Grubu'nun girişimci olarak değerlendirilmesi:

- **Risk Alma:** 1980'de Mehmet Fuat ve Nazmi Topsakal kardeşlerin kurduğu işletme gıda sektöründe ticari faaliyete başlamıştır. Kurulduğu dönemde Kayseri'de gıda sektörü gelişmemekle birlikte sektörde bir açıklık söz konusudur. Gerçekleştirilmek istenen ticari faaliyet için Topsakal kardeşler, sahip oldukları birer evlerini ve ortak arsalarını satıp büyük bir risk almıştır. Kayseri toplumunun daha kurumsal olarak karşılık bulamayacakları söylenmesine karşın küçük bir işletme Topsakal Şirketler Grubu bir marka olarak faaliyetlerini gerçekleştirmektedir.
- **Belirsizlik Toleransı:** Türkiye'nin ticari olarak 1980'lerin ortasında açıldığı ve ülke içinde gerçekleşen 12 Eylül Darbesi, piyasalarda belirsizliklerin ortaya çıkmasına yol açmıştır. Ancak iki kardeş, ortamın belirsizliğini hiçe sayarak ticari anlamda kendilerini gösterme gayretine girmişlerdir.

- **Başarı İhtiyacı:** Özellikle Mehmet Fuat ve Nazmi Topsakal kardeşler, okullarında göstermiş oldukları başarı ve çocukluklarında yaşamış oldukları yokluk, başarı ihtiyaç ve güdülerini artırmalarını sağlamıştır.
- **Özgüven:** 12 Eylül Darbesi'nin getirdiği belirsizlik ortamı, o dönemde ülke ve Kayseri'nin ticaret faaliyetlerinde kısıtlılık göstermesi büyük handikaplar oluştururken kendilerine güvenen Mehmet Fuat ve Nazmi kardeşler, kendilerine olan güven sayesinde büyük bir işletme olan Topsakal Şirketler Grubu'nun temellerini sağlam bir şekilde atmışlardır.
- **Girişkenlik:** Çocuklukları ve gençliklerinde portakal ve karpuz satarak girişkenlik özelliklerini gösteren Mehmet Fuat ve Nazmi kardeşler, işlerini daha da geliştirerek küçük bir dükkan açarak 1980'de kurumsal bir kimlik kazanmışlar ve Topsakal Şirketler Grubu'nun temellerini atmışlardır.
- Ancak

Topsakal Şirketler Grubu'nun aile işletmesi olarak adlandırılması için daha önceden ifade edilmiş olan aile işletmesi kriterlerini taşıması gerekmektedir. Bir aile işletmesi olarak Topsakal Şirketler Grubu'nun taşıdığı özellikler şu şekildedir:

- **Kan Bağı Olan En Az İki Aile Üyesi Tarafından Kurulması**: Topsakal Şirketler Grubu'nun temellerini atan iki kardeş Mehmet Fuat Topsakal ve Nazmi Topsakaldır.
- **En Az İki Kuşağın Aile Üyeleri Tarafından İdare Edilmesi:** Topsakal Şirketler Grubu şu an itibariyle üçüncü kuşak tarafından yönetilmektedir.
- **İşletmenin Karar Vericiler Olarak Yönetimde Söz Sahibi Olması:** Her ne kadar 1980'de kurulmuş olsa da 1986 yılında kurumsallaşmaya başlayan Topsakal Şirketler Grubu faaliyet gösterdiği zaman dilimi içerisinde yönetim kurulu kadrosunda daime aile üyeleri mevcuttur.
- **İşletmenin İşleyişindeki Kontrol Mekanizmasının Tamamının ya da Büyük Çoğunluğu Aile Üyelerine Ait Olması:** Topsakal Şirketler Grubu'nun denetim fonksiyonu, tamamen yönetim kurulu üyelerinden biri tarafından (sabit bir üye belirlenmemiştir) gerçekleştirilmektedir.
- **Ailenin Kültürü, Normları ve Felsefesinin İşletmenin Felsefesi Olarak Şekillenmesi:** Muhafazakar bir aile yapısına sahip olan Topsakal Ailesi, işletmelerinde hizmet veren çalışanların da aynı hassasiyete sahip olmasını dilemektedir. Bunun için zorlayıcı herhangi bir tutum ve davranış söz konusu olmamakla birlikte milli ve manevi değerlere bağlılığın bir tercih faktörü olabileceği ifade edilmiştir.
- **Yetki Devri, Sorumluluk Verme Gibi Kritik Faktörlerde Liyakat Özelliğinin Göz Ardı Edilebilmesi:** Topsakal Şirketler Grubu'nun karar verme yetki devri ve sorumlulukları sadece yönetim kurulu üyeleri arasında gerçekleşmektedir.

Topsakal Şirketler Grubu'nun hem bir aile şirketi hem de girişimci olarak değerlendirilmesi gerektiği aile işletmeleri ve girişimci işletmeler için belirlenen temel kriterlere uygunluk göstermektedir.

SONUÇ

İşletmelerin en temel kuruluş amacı kar elde etmektir. Bunun yanında kurucular için prestij elde etmek de önemli bir amaç olarak değerlendirilmektedir. Bu bağlamda kar elde etmek ve prestij kazanmak için işletmeleri kuran kişiler, bazen tek başlarına bazen de bir ortaklık çerçevesinde kuruluş sağlamaktadırlar. Kurulan her işletme, bir girişim olarak değerlendirilemeyecektir. Dolayısıyla her kurucu da girişimci olarak adlandırılmamaktadır. İşletme kurucularının "girişimci" olarak değerlendirilebilmesi için bazı koşulların oluşması gerekmektedir. Bu koşullar, kurucuların özelliklerinde kendini göstermektedir. Kurucunun girişimci olarak değerlendirilmesi için risk alma, belirsizlik toleransına sahip, özgüvenli ve girişken özelliklerine sahip olması beklenmektedir. Söz konusu özellikler dikkate alındığında bir girişimcinin kurduğu işletmenin ya sıfırdan olması ya da devrimsel yöntemlerle faaliyetlerini değiştirmesi gerekmektedir.

Herhangi bir işletmenin aile işletmesi olarak değerlendirilmesi o işletmenin kuruluşunda rol oynayan kadroya, kaçıncı nesilde faaliyet göstermesine, yönetim ve denetimde kimlerin söz sahibi olduğuna, işletmenin mülkiyet hakkının kimlere ait olduğuna, yetki devri gibi önemli görevlendirmelerin kimlerin üzerinde olduğuna ve ailenin temel kültür ve yaşayış biçiminin işletmenin temel kültür ve iklimine uyum sağlamasına bağlıdır. Sayılan tüm bu özellikler, bir ailenin üyelerinin tümü ya da çoğunluğu tarafından sağlanıyorsa aile işletmesinden bahsetmek olanaklı hale gelecektir.

Bu çalışmada bir aile işletmesi olarak girişimci özellik de taşıyan Topsakal Şirketler Grubu'nun örnek bir olay olarak ele alınmıştır. Topsakal Şirketler Grubu'nun aile işletmelerinde girişimci şekliyle araştırılması, kolayda örneklem yoluyla yarı yapılandırılmış mülakat şeklinde gerçekleştirilmiştir. Nitel araştırma çatısı altında gerçekleştirilen bu çalışmada Topsakal Şirketler Grubu'nun yönetim kurulu başkanı Kemal Topsakal ve yönetim kurulu üyesi Kemal Topsakal'ın oğlu Muammer Topsakal ile görüşülmüştür. Görüşme esnasında işletmenin tarihi, geçmişteki ve bugün gerçekleştirmiş oldukları yönetsel ve ticari faaliyetleri ve gelecekteki planları detaylı olarak tartışılmıştır. Alınan bilgiler ışığında Topsakal Şirketler Grubu'nun girişimci ve aile işletmesi sıfatıyla;

- 1980'de Mehmet Fuat ve Nazmi Topsakal kardeşlerle ticari faaliyete başladığı,
- Var olma ve başarma arzusunun işletmeyi kurmadaki amaçlardan biri olduğu,
- Mehmet Fuat ve Nazmi Topsakal kardeşlerin toplam üç çocuğunun yönetim kadrosuna alınarak faaliyetleri daha da genişletmek istendiği,
- Döneminde ülkenin hem siyasi hem de ekonomik belirsizliklerine karşın özgüvenli hareket edildiği,
- Giderek büyüyen işletmenin en başından beri faaliyet gösterilen mekan (dükkan ve fabrika) mülkiyetinin tamamen Topsakal Şirketler Grubu'na ait olduğu,
- Bugün itibariyle Topsakal Şirketler Grubu'nun üçüncü nesil tarafından yönetilerek yönetim kurulunun tamamıyla Topsakal ailesine ait olduğu,
- Denetim mekanizmasının tamamıyla Topsakal Şirketler Grubu üyelerine ait olduğu anlaşılmış olup Topsakal Şirketler Grubu'nun girişimci aile işletmesine oldukça uygun bir örnek olarak değerlendirilebilecektir.

Bir aile işletmesinin kurulabilmesi, girişimcilik ruhunun ortaya çıkması ile olanaklıdır. Özellikle en az iki aile bireyinin girişimci sıfatıyla kuracakları aile işletmeciliğinin rekabet üstünlüğü sağlayabilecek konumda olabilmesi stratejik hamlelere bağlıdır. Her ne kadar aile işletmelerinde

aile fertlerinin yönetim kadrolarında yer alması ve bunun da liyakat esaslı değil yakınlık esaslı olması dezavantajlı olarak görünse de girişimciliğin özgüvenli, yenilikçi, belirsizliği karşılama güçleri sayesinde daha iyi konumda olabilecekleri pozisyonları ortaya çıkabilecektir. Bununla birlikte

Bu çalışmanın sınırı örnek bir işletme olarak alınan Topsakal Şirketler Grubu'nun her ne kadar Kayseri dışında da faaliyet gösteriyor olsa da çevre iller ile ticari ilişkiye sahip olması yani tüm Türkiye'de faaliyet ağına sahip olmamasıdır. Bununla birlikte farklı coğrafya ve kültürde araştırılacak örnek olay farklı bakış açıları kazandırabilecektir. Çalışmanın aile işletmesi ve girişimcilik ile literatüre kazandırılacak herhangi bir çalışmaya ışık tutması beklenmektedir. Topsakal Şirketler Grubu'nun 347 çalışanı olduğu hesaba katılacak olursa burada çok ciddi nitel ve nicel araştırmalar yapılabilecektir.

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Investigation of the Relationship between Tourists' Street Flavours Perceptions, Behavioural Intentions and Satisfaction

Turistlerin Sokak Lezzeti Algıları, Davranış Niyetleri ve Tatminleri Arasındaki İlişkinin İncelenmesi

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Abstract

Street flavours are a part of the region's food culture and cuisine, with the different local flavours they offer, but at the same time, they are one of the important touristic attractions and gastronomic elements of the region. In order to ensure the continuity of street flavors, it is important to be demanded by consumers and to examine the factors that play a role in this demand. The concepts of perception, satisfaction and behaviour come to the fore in the examination of consumer demands. For this reason, it is important -for the sustainability and development of street flavours- to examine the perceptions of tourists about street tastes and to transform them into satisfaction and positive behaviour intentions

The aim of this study is to investigate tourists' perceptions of street tastes, their satisfaction, behavioural intentions and their relations with each other. The sample of my study consists of 644 domestic tourists who came to Adana between October 2021 and May 2021. The data were collected face to face with the questionnaire method. As a result of the factor analysis; tourists' perceptions of street tastes are grouped under 4 dimensions: "food quality, service quality, hygiene and locality". As a result of the analyses made to reveal the relationships between the variables, positive relationships were found between the sub-dimensions of tourists' street tastes and their satisfaction and behavioural intentions.

Keywords: Street Flavours, Perception, Satisfaction, Behaviour Intention, Tourist.

Özet

Sokak lezzetleri sundukları değişik yöresel lezzetler ile bölge yemek kültürü ve mutfağının temsilcisi, ayrılmaz bir parçası olmakla birlikte aynı zamanda bölgenin önemli turistik çekicilik unsurlarından, gastronomik unsurlarından biridir. Sokak lezzetlerinin sürekliliğini sağlamasında tüketiciler tarafından talep edilmesi ve bu talepte rol oynayan faktörlerin incelenmesi önem arz etmektedir. Tüketici taleplerinin incelenmesinde algı, tatmin ve davranış kavramları ön plana çıkmaktadır. Bu nedenle; turistlerin sokak lezzetleri algılarının incelenmesi ve bunların tatmine, olumlu davranış niyetine dönüştürülmesi sokak lezzetlerinin sürdürebilirliği ve gelişmesi açısından önemlidir

Bu çalışmanın amacı turistlerin sokak lezzetleri algıları, tatminleri ile davranış niyetlerinin ve birbirleri ile olan ilişkilerinin araştırılmasıdır. Çalışmamın örneklemini Ekim 2021 ve Mayıs 2021 ayları arasında Adana'ya gelen 644 yerli turist oluşturmaktadır. Veriler anket yöntemi ile yüz yüze toplanmıştır. Yapılan faktör analizi sonucunda; turistlerin sokak lezzetleri algıları "gıda kalitesi, hizmet kalitesi, hijyen ve yerellik" olmak üzere 4 boyut altında toplanmıştır. Değişkenler arası ilişkileri ortaya koymak için yapılan analizler sonucunda, turistlerin sokak lezzetleri alt boyutları ile tatminleri ve davranış niyetleri arasında pozitif yönlü ilişkiler bulgulanmıştır.

Anahtar Kelimeler: Sokak Lezzetleri, Algı, Tatmin, Davranış Niyeti, Turist.

GİRİŞ

Bir bölgeye ait sokak lezzetleri, gastronomi turizmi açısından değerlendirildiğinde, destinasyonu ziyaret nedenlerinden birisi olarak ön plana çıkmaktadır (Rand ve Heat, 2006, s. 210). Sokak lezzetleri bulunduğu destinasyonun kültürünün yaşanmasına imkan sunması ve o kültürün bir parçası olması sebebiyle turizmin gelişmesine ve çeşitlenmesine katkı sunmaktadır (Choi, Lee ve Ok, 2013). Bölge kültürünün öğesi olması, kolay erişilebilirliği, fiyatı ve lezzeti bakımından sokak lezzetleri, turistler tarafından da yoğun talep görmektedir (Aluko, Ojeremi, Olaleke ve Ajidagba, 2014; Hiamey, Amuquandoh ve Boison, 2013). Sokak lezzetleri bir yandan bulunduğu bölgenin tanıtımına katkı sağlarken diğer yandan turistlerin tatil deneyimlerinin önemli bir parçası olarak görülmektedir (Choudhury, Mahanta, Goswami, Mazumder ve Pegoo, 2011; Mckercher, Okumuş ve Okumuş, 2008).

Gelişmekte olan veya az gelişmiş ülkelerin beslenme alışkanlıklarında önemli bir yeri olan sokak lezzetleri son yıllarda gelişmiş ülkelerde de bir moda ve eğilim haline gelmiştir (Karsavuran, 2018, s. 247). Dünya genelinde var olan sokak lezzetleri Türkiye'de de oldukça yaygın olup birçok turist tarafından deneyimlenmektedir. Türkiye zengin mutfak kültürü ve geniş coğrafyası ile sokak lezzetleri bakımından zengin olan ülkelerden birisidir. Günümüz yeme-içme kültüründe Türkiye'de restoran ve kapalı alanlarda yeme kültürü gelişmiş olmasına rağmen sokak lezzetleri Türkiye'de önemli gastronomik kaynak olarak görülmektedir (Sert ve Kapusuz, 2010). Türkiye'nin her tarafında yaygın olan bu lezzetlere örnek olarak kebap, ciğer, Ayvalık tostu, çiğ köfte, lahmacun, kumru, şırdan, boza, hamur işleri, yöreye özgü meyveler vs. gösterilebilir (Demir, Akdağ, Sormaz ve Özata, 2018, s. 594).

Bölge yemek kültürü ve bölge mutfağının en önemli temsilcilerinden biri olan ve önemli turistik çekicilikler arasında gösterilen sokak lezzetlerinin sürekliliğini sağlamasında tüketiciler tarafından talep edilmesi ve bu talepte rol oynayan faktörlerin incelenmesi önem arz etmektedir. Tüketici taleplerinin incelenmesinde beklenti, algı, tatmin ve davranış kavramları ön plana çıkmaktadır. Bu nedenle; turistlerin sokak lezzetlerinden beklentileri, tüketme nedenleri ve algılarının belirlenmesi; bunların tatmine ve tekrardan satın alma davranışlarına dönüştürülmesi sokak lezzetlerinin sürdürebilirliği ve gelişmesi açısından araştırılması gereken konular arasındadır.

Bu bağlamda bu çalışmanın amacı; turistlerin sokak lezzetleri algıları, tatminleri ile davranış niyetlerinin ve birbirleri ile olan ilişkilerinin araştırılmasıdır. Bu kapsamda çalışma amacı doğrultusunda; "turistlerin sokak lezzetleri algıları ile tatminleri arasında anlamlı bir ilişki var mıdır" ve "turistlerin sokak lezzetleri algıları ile davranış niyetleri arasında anlamlı bir ilişki var mıdır" sorularına cevap aranmaktadır.

1. Literatür

Bu bölümde sokak lezzetleri, tatmin ve davranış niyeti kavramları kısaca açıklanmaktadır.

1.1. Sokak Lezzetleri

Endonezya'daki bir çalıştayda 1986 yılında ortaya atılan bir kavram olarak sokak lezzetleri, "özellikle sokaklarda ve halka açık yerlerde satılan çok çeşitli yiyecekler ve içecekler" olarak tanımlanmaktadır (Ünal ve İpar, 2020, s. 846). Bölge yemek kültürü ve mutfağının ayrılmaz bir parçası olan ve önemli turistik çekicilikler arasında gösterilen sokak lezzetleri her gün yaklaşık 2,5 milyardan fazla insan tarafından tüketilmektedir (Njaya, 2014, s. 49). Sokak lezzetleri özellikle gelişmekte olan ülkelerde yerel ekonominin gelişmesi ve istihdam yaratma özelliklerinden dolayı önemli bir rol oynamaktadır. Örneğin Hindistan'da bir milyon, Tayland'da ise yaklaşık 500 bin sokak satıcısı bulunmaktadır. Bu da sokak lezzetlerinin arz ve talep boyutundaki büyüklüğü göstermektedir (Rosales, Linnemann ve Luning, 2022). Sokak lezzetlerinin bölgelere göre zengin ve lezzetli menülere sahip olması, erişmesinin kolay olması, hızlı bir şekilde servis edilmesi, fiyatının makul olması, bölge kültürünü yansıtması, yenilik deneyimi sunması yerli ve yabancı turistler tarafından satın alınmasında en önemli tercih nedenleri arasındadır (Simopoulos ve Bhat, 2000; Haryani, Noorzaleha, Fatimah, Noorjahan, Patrick, Shamsinar, Laila ve Son, 2007).

Sokak lezzetleri, yerel kaynakları kullanarak, yerel ekonomilere katkıda bulunmakta ve sürdürülebilir bir turizm sistemini koruyarak yerel halkın otantik kültürünü ve geleneksel değerlerini bir araya getirmektedir (Jeaheng ve Han, 2020). Sokak lezzetleri dünya genelinde bölgelerin kendine has kültürü ve farklı dokusu olması sebebiyle çeşitlilik göstermektedir (Bayraktar ve Zencir, 2019, s. 1369). Bu çeşitlilik farklı coğrafi bölgelere ait tarımsal ürünlerin varlığına ve mevsimsel olarak ürün arzına göre değişim göstermektedir. Bu açıdan sokak lezzetleri satıldıkları destinasyonun yerel mutfaklarına özgü nitelikler taşımaktadır. Bölgelerin yeme alışkanlıklarında oldukça değerli olan sokak lezzetlerinde geleneksel olarak, ev yapımı ürünler olarak sunulurken aynı zamanda tüketici tercihlerine göre yağlar, soslar, baharatlar, çeşitli içeceklerle beraber servis edilmektedir. Bölgelerin mutfak kültürlerinde önemli bir yeri olan sokak lezzetleri aynı zamanda kültürel ve sosyal mirasın korunmasında büyük önem arz etmektedir (Solunoğlu ve Nazik, 2018, s. 41). Sokak lezzetlerinin dünya genelinde bulunduğu kültürel ortamlarla bağlantılı olarak geniş bir yelpazesi bulunurken; bu yiyecekler (örneğin Türk kebabı,

Hot dog, Tteokbokki, Pho, Laboo vb.) aynı zamanda küreselleşmiş yiyecek örneklerindendir (Privitera ve Nesci, 2014, s. 718).

1.2. Tatmin

Bir ürün veya hizmetin tüketicilerin bazı istek ve beklentilerini karşılaması ve bunun sonucunda oluşan haz, tatmin olarak ifade edilmektedir (Oliver, 1999). Yiyecek ve içecek tüketimi göz önüne alındığında müşteri tatmini ise, dışarda yeme-içme faaliyetlerine katılmadan önceki müşteri beklentileri ile yeme-içme faaliyetlerine katıldıktan sonra deneyimlerin karşılaştırılması sonucunda ortaya çıkan duygu durumu olarak ifade edilmektedir (Truong ve Foster, 2006, s. 845). Yaşadığı bu deneyimden elde ettiği bu duygu ve bilgiyi de gelecekteki dışarıda yemek yeme kararlarında girdi olarak kullanabilmektedir (Özdemir, 2010). Müşteri memnuniyeti kavramı, hizmetlerin etkin bir şekilde sunulması için esastır. Bu kavramın başarılı bir şekilde uygulanması, farklılaşma, müşteri sadakatinin sağlanması ve olumlu bir ağızdan ağıza tavsiye gibi faydalar üreterek rekabet avantajı sağlamaktadır (Yüksel ve Rimmington 1997). Artan rekabetçi bir iş ortamında, müşteri memnuniyeti kavramı, rakipler üzerinde farklı bir avantaj elde etmede kritik bir faktör olarak hareket ettiğinden, başarı tarifinde hayati bir bileşeni temsil etmektedir. Örneğin, Assael (1987), bir markaya yönelik olumlu tutumlar, aynı markanın tekrar satın alınma olasılığının artmasına neden olur "memnuniyetsizlik, bir markaya karşı olumsuz bir tutum yaratır ve aynı markayı tekrar satın alma olasılığını azaltacağını belirtmektedir.

1.3. Davranış Niyeti

Davranışsal niyetler, bir kişinin sahip olduğu gerçekleştirmek için tasarlanmış bilinçli planlar, gelecekteki davranışlardır (Warshaw ve Davis, 1985, s. 214). Davranışsal niyet, gerçek davranışın doğrudan belirleyicisi olarak kabul edilir (Hsu, Cai ve Li, 2010) ve gerçek davranışın bir temsili göstergesidir (Fishbein ve Ajzen, 1975). Zeithaml, Berry ve Parasuraman (1996), olumlu davranışsal niyetlerin, müşterilerin şirketle bağ kurduğunu ve şirket hakkında olumlu çıkarımlar içerdiğini, başkalarına hizmet tavsiye ettiğini, sunulan hizmetleri satın almaya istekli olduğunu ve şirkete bilişsel sadakati koruduğunu belirtmektedir. Olumsuz davranış niyetleri de; bir işletmeye daha az harcama yapmak, işletmeyi şikayet etmek, olumsuz yorumlar paylaşmak, işletmeyi tercih etmemek vs. olumsuz davranışsal niyetler arasında yer almaktadır

2. Metodoloji

Bu çalışmanın amacına uygun olarak verilerin ekonomik olarak toplanabilmesi, çözümlenebilmesi için gerekli koşulların düzenlenebilmesi için tarama modeli tercih edilmiştir (Karasar, 2011, s. 67-77). Bu araştırmada yerli turistlerin sokak lezzeti algıları ile tatmin ve davranış niyeti arasındaki ilişkiler incelenmiştir. Literatür incelemesi sonucu sokak lezzetleri algısının gıda kalitesi, hijyen, hizmet kalitesi ve yerellik alt boyutlarında incelenebileceği görülmüştür. Bu bağlamda çalışma kapsamında test edilmek üzere üretilen hipotezler aşağıdaki gibidir:

H_{1a}: Turistlerin Sokak Lezzetleri hijyen algıları ile tatminleri arasında bir ilişki vardır.

H_{1b}: Turistlerin Sokak Lezzetleri gıda kalitesi algıları ile tatminleri arasında bir ilişki vardır.

H_{1c}: Turistlerin Sokak Lezzetleri hizmet kalitesi algıları ile tatminleri arasında bir ilişki vardır.

H_{1d}: Turistlerin Sokak Lezzetleri yerellik algıları ile tatminleri arasında bir ilişki vardır.

H_{2a}: Turistlerin Sokak Lezzetleri hijyen algıları davranış niyetleri arasında bir ilişki vardır.

H_{2b}: Turistlerin Sokak Lezzetleri gıda kalitesi algıları davranış niyetleri arasında bir ilişki vardır.

H_{2c}: Turistlerin Sokak Lezzetleri hizmet kalitesi davranış niyetleri arasında bir ilişki vardır.

H_{2d}: Turistlerin Sokak Lezzetleri yerellik algıları davranış niyetleri bir ilişki vardır.

Bu çalışma kapsamında araştırmanın evrenini Adana'yı ziyaret eden yerli turistler oluşturmaktadır. Çalışmada, kolayda örnekleme yöntemi kullanılmıştır Çalışamada veriler anket yöntemi ile toplanmıştır. Çalışamın anketi 4 bölümden oluşmaktadır. Birinci bölümde turistlerin sokak lezzetleri algılarını ölçen, 26 ifade ve 4 boyuttan (gıda kalitesi, hizmet kalitesi, hijyen ve yerellik) oluşan; Turistlerin Sokak Lezzetleri Algıları Ölçeği (TSLA) bulunmaktadır. Anketin ikinci bölümünde, turistlerin sokak lezzetlerinden tatminlerinin ölçen, 4 ifade ve tek boyuttan oluşan Turistlerin Sokak Lezzetleri Tatmin Ölçeği (TSLT) yer alırken, üçüncü bölümde de; turistlerin sokak lezzetleri davranış niyetlerini ölçen, 3 ifade tek boyuttan oluşan Turistlerin Sokak Lezzetleri Davranış Niyeti Ölçeği (TSLDN) yer almaktadır. Anketin son bölümünde ise katılımcıların demografik özelliklerini belirlemeye yönelik sorular yer almaktadır. Ölçeklerin oluşturulmasında farklı yazarların çalışmalarından yararlanılmıştır. Tablo-1'de ölçeklere ve ifadelerin oluşturulmasında yararlanılan çalışmalara ilişkin bilgilere yer verilmektedir.

Tablo 1. Ölçeklere İlişkin Bilgiler

	Alt Boyut ve İfade Sayısı	**Yazar**
TSLA ÖLÇEĞİ	Gıda Kalitesi (7 İfade)	Akşit (2019), Chavarria, ve Phakdee-auksorn, (2017).
	Hizmet Kalitesi (8 ifade)	Akşit (2019), Ballı (2016),
	Hijyen (6 ifade)	Akşit (2019), Ballı (2016),
	Yerellik (5 ifade)	Oğuz, Ballı ve Buzcu (2020),
TSLT Ölçeği	(4 ifade)	Akşit (2019), Chavarria, ve Phakdee-auksorn, (2017).
TSLDN Ölçeği	(3 ifade)	Tsai ve Wang (2017)

Anketler Nisan-Aralık 2021 tarihleri arasında araştırmaya katılmayı gönüllü olarak kabul eden 660 kişiye yüz yüze olarak uygulanmıştır. Toplanan anketlerden 11 tanesi geçersiz olduğundan analize dahil edilmemiş ve 649 anket analize tabi tutulmuştur. Verilerin normal dağılım gösterip göstermediğini belirlemek için uygulanan çok değişkenli normal dağılım ve çok değişkenli sapan analizi sırasında sapan 5 anket daha çıkarılmış ve 644 anket ile analizlere devam edilmiştir.

Çalışmada örneklemin yapısının ortaya konması ve kullanılan ölçeklerin tanımlayıcı niteliklerinin ortaya konması amacıyla frekans analizleri yapılmıştır. Ayrıca ölçeklerin güvenilirliğini test etmek için güvenilirlik analizi ve yapısal durumunu ortaya koymak amacıyla açıklayıcı faktör analizi kullanılmıştır. Araştırmanın hipotezlerini test etmek için de Pearson Korelasyon Analizi yapılmıştır.

3. Bulgular

Çalışmada katılımcılara yaş, cinsiyet, eğitim, medeni durum ve gelir düzeyinden oluşan demografik sorular sorulmuştur. Aşağıdaki Tablo-1'de araştırmaya katılanların demografik bilgileri gösterilmiştir.

Tablo 2. Katılımcıların Demografik Özelliklerine İlişkin Frekans ve Yüzdeler (n=644)

Cinsiyet	Frekans	Yüzde	**Yaş**	Frekans	Yüzde
Erkek	354	54,6	18-27	124	19,2
Kadın	290	33,4	28-37	137	21,3
Medeni Durum	Frekans	Yüzde	38-47	178	27,7
Bekâr	255	39,6	48-57	132	20,5
Evli	388	60,4	58 ve üzeri	73	11,3
Eğitim Düzeyi	Frekans	Yüzde	**Gelir**	Frekans	Yüzde
İlkokul	72	11,8	3000 ve altı	55	8,6
Ortaokul	103	16	3001- 5000	89	13,9
Lise	166	25,7	5001- 7000	155	24,1
Ön lisans	128	19,8	7001- 9000	128	19,8
Lisans	122	18,9	9001- 11000	123	19,1
Lisansüstü	53	7,8	11000 üzeri	94	14,5

Çalışmaya katılan toplam 644 katılımcının 354'ünün erkek (%54,6) ve 290'ının kadın (%33,4) olduğu; 388'sinin (%60,4) evli ve 255'sinin (%39,6) bekar olduğu; 124' ünün (%19,2) 18-27 yaş aralığında, 137'inin (%21,3) 28-37 yaş aralığında, 178'inin (%27,7) 38-47 yaş aralığında, 132'sinin (%20,5) 48-57 yaş aralığında ve 73'ünün (%11,3) 58 ve üstü yaş aralığında olduğu saptanmıştır. Katılımcıların sahip oldukları eğitim düzeyine bakıldığında; %11,8' inin ilkokul, %16'sının ortaokul, 25,7'sinin lise, 19,8'inin önlisans, %18,9'unun lisans ve %7,8'inin lisansüstü eğitim düzeyine sahip olduğu görülmektedir. Ayrıca katılımcılar %8,6'sının 3000 ve altı, %13,9'unun 3001-5000, %24,1'inin 5001-7000, %19,8'inin 7001-9000, %19,1'inin 9000-11000 ve %14,5'inin de 11000 TL üzeri gelire sahip kişilerden oluşmaktadır.

Çalışmada kullanılan ölçeklerin güvenirliğini test etmek için Cronbach's Alpha katsayısı yöntemi kullanılmıştır. Cronbach's Alpha katsayısı yöntemiyle çalışmada kullanılan Turistlerin Sokak Lezzetleri Algı Ölçeği, Sokak Lezzetleri Tatmin Ölçeği ve Sokak Lezzetleri Davranış Niyeti Ölçeğine uygulanan güvenirlik analizleri sonucu elde edilen ANOVA tablosundaki anlamlılık değerleri 0,05'ten küçük bulgulanmıştır ($p < 0,0001$). Bu durum, her bir ölçeği oluşturan maddelerin kendi ölçeği içerisinde homojen, birbirleriyle ilişkili olduğunu ve elde edilen Cronbach's Alpha katsayısının yorumlanabilir olduğunu göstermektedir. Turistlerin sokak Lezzetleri Algı ölçeği için Cronbach's Alpha katsayısı, 935; Sokak Lezzetleri Tatmin ölçeği için Cronbach's Alpha katsayısı ,863 ve sokak lezzetleri davranış niyeti ölçeği için Cronbach's Alpha katsayısı ,726 olarak hesaplanmıştır. Bu değerler de ölçeklerin yüksek derecede güvenilir

olduğunu göstermektedir (Özdamar, 2011, s. 605). Bu çalışmada yapı geçerliğini ölçmek amacıyla açıklayıcı faktör analizi uygulanmıştır. Açıklayıcı Faktör analizinde faktör sayısının tespitinde öz değeri 1'den büyük olanlar tercih edilmiştir. Ayrıca herhangi bir maddenin bir faktöre boyutlanabilmesi için ilgili faktör ile en az 0,500 düzeyinde yüke sahip olmasına, bir faktörün en az 3 maddeden oluşmasına, binişik madde durumunda iki faktör arasındaki yük farkının en az 0,100 düzeyinde olmasına ve Varimax dönüşümü uygulanmasına karar verilmiştir. Her bir ölçeğe ayrı ayrı faktör analizi uygulanmıştır.

TSLA ölçek verilerinin faktör analizine uygunluğu KMO örneklem yeterliliği ve Barlett küresellik testi ile incelenmiştir. KMO değeri 0,928 olup, Barlett testi sonuçları da istatistik olarak anlamlı çıkmıştır ($\chi2$= 9274,602 ve p<0.0001). Her iki test sonucuna bakıldığında, karanlık liderlik ölçeğine ilişkin verilere faktör analizi yapılmasının uygun olduğu saptanmıştır. TSLA Ölçeği'ne uygulanan faktör analizi sonucunda 1 maddenin (21. Madde; "…. sokak yiyecekleri bulundukları yerde görsel kirliliğe neden olmaz") binişik madde olduğu görülmüş ve ölçekten çıkarılarak kalan 25 madde ile analize devam edilmiştir. Her bir ölçeğe ayrı ayrı uygulanan faktör analizi sonuçları Tablo-3'te gösterilmektedir. Tabloda TSLA Ölçeğin, gıda kalitesi, hizmet kalitesi, hijyen ve yerellik olmak üzere 4 boyut altında toplandığı görülmektedir. Açıklanan toplam varyans % 61,59 ve ölçeğin tümü için güvenilirlik katsayısı, 897 olmuştur. TSLT ölçeği KMO değeri 0,819 olup, Barlett testi sonuçları da istatistik olarak anlamlı çıkmıştır ($\chi2$= 1942,229 ve p<0.0001). Faktör analizi sonucu ölçeğin orjinal ölçeğe benzer şekilde tek bpyut altında toplandığı, açıklanan toplan varyansın %71,59 ve güvenilirlik katsayısının ,863 olduğu bulgulanmıştır. TSLDN ölçeğine uygulanan faktör analizinde ise; KMO değeri ,767 olup, Barlett testi sonuçları da istatistik olarak anlamlı çıkmıştır ($\chi2$= 2772,628 ve p<0.0001). Faktör analizi sonucu ölçeğin orjinal ölçeğe benzer şekilde tek boyut altında toplandığı, açıklanan toplan varyansın %89,66 ve güvenilirlik katsayısının ,726 olduğu bulgulanmıştır.

Tablo 3. Ölçeklerin Faktör Analizi Sonuçları

TSLA Ölçeği	Öz değer	Açıklanan Varyans %	Ortalama	Güvenirlik
Gıda Kalitesi (7 madde: 1, 2, 3, 4, 5, 6, 7)	9,618	38,473	3,11	,911
Hizmet Kalitesi (8 madde; 8, 9,10, 11, 12, 13, 14, 15)	2,384	9,537	3,99	,888
Hijyen (5 madde; 16,17,18,19,20)	2,012	8,049	4,03	,865
Yerellik (5 madde; 22, 23, 24, 25, 26)	1,365	5,459	4,15	,779
TSLT Ölçeği	**Öz değer**	**Açıklanan Varyans %**	**Ortalama**	**Güvenirlik**
Tatmin (4 madde)	2,690	71,59	3,61	,863
TSLDN Ölçeği	**Öz değer**	**Açıklanan Varyans %**	**Ortalama**	**Güvenirlik**
Davranış Niyeti (3 madde)	5,446	89,6	4,02	,726

Çalışma kapsamındaki değişkenler arasındaki ilişkiyi incelemek ve ilgili hipotezleri test etmek için korelasyon analizleri yapılmış ve aniliz sonuçları Tablo 4'de verilmiştir.

Tablo 4. Ölçekler Arası Korelasyon Analizi

	Gıda Kalitesi	Hizmet Kalitesi	Hijyen	Yerellik	Tatmin	Davranış Niyeti
Gıda Kalitesi	1	,647**	,551**	,442**	,679**	,680**
Hizmet Kalitesi		1	,468**	,530**	,607**	,553**
Hijyen			1	,396**	,689**	,560**
Yerellik				1	,490**	,467**
Tatmin					1	,775**
Davranış Niyeti						1
**** p< 0,01 *p< 0,05 n=644**						

Analiz sonuçları incelendiğinde turistlerin sokak lezzetleri tatminleri ile gıda kalitesi (r= 0,490, p< 0,01), hizmet kalitesi (r= 0,607, p< 0,01), hijyen (r= 0,689, p< 0,01) ve yerellik (r= 0,109, p< 0,01) algıları arasında pozitif yönlü anlamlı ilişkiler olduğu görülmektedir. Yine analiz sonuçlarına göre turistlerin sokak lezzetleri davranış niyetleri ile gıda kalitesi (r= 0,680, p<0,01), hizmet kalitesi (r= 0,553, p< 0,01), hijyen (r= 0,560, p< 0,01) ve yerellik (r= 0,467, p< 0,01) algıları arasında pozitif yönlü anlamlı ilişkiler olduğu görülmektedir.

Bu analiz sonuçlarına istinaden, test edilen hipotezlerin kabul ve red durumu Tablo 5.'de verilmiştir. Tablo incelendiğinde araştırma hipotezlerinin tümünün desteklendiği görülmektedir.

Tablo 4. Hipotezlerin Kabul ve Red Durumu

H_{1a}**:** Turistlerin Sokak Lezzetleri hijyen algıları ile tatminleri arasında bir ilişki vardır.	Kabul
H_{1b}: Turistlerin Sokak Lezzetleri gıda kalitesi algıları ile tatminleri arasında bir ilişki vardır.	Kabul
H_{1c}: Turistlerin Sokak Lezzetleri hizmet kalitesi algıları ile tatminleri arasında bir ilişki vardır.	Kabul
H_{1d}: Turistlerin Sokak Lezzetleri yerellik algıları ile tatminleri arasında bir ilişki vardır.	Kabul
H_{2a}: Turistlerin Sokak Lezzetleri hijyen algıları davranış niyetleri arasında bir ilişki vardır.	Kabul
H_{2b}**:** Turistlerin Sokak Lezzetleri gıda kalitesi algıları davranış niyetleri arasında bir ilişki vardır.	Kabul
H_{2c}: Turistlerin Sokak Lezzetleri hizmet kalitesi davranış niyetleri arasında bir ilişki vardır.	Kabul
H_{2d}: Turistlerin Sokak Lezzetleri yerellik algıları davranış niyetleri bir ilişki vardır.	Kabul

SONUÇ

Yerli turistlerin sokak lezzetleri algıları ile sokak lezzetleri tatminlerine ve davranış niyetlerine arasındaki ilişkileri belirlemek amacıyla Adana'ya gelen yerli turistler özelinde gerçekleştirilen bu araştırmada teoriye ve uygulamalara yönelik bazı bulgular elde edilmiştir.

Çalışmada yapı geçerliğini ölçmek amacıyla açıklayıcı faktör analizi uygulanmıştır. Yapılan faktör analizlerinin sonuçlarına göre Turistlerin Sokak Lezzetleri Algı ölçeğindeki ifadelerin öngörüldüğü gibi 4 boyut (gıda kalitesi, hizmet kalitesi, hijyen ve yerellik) altında toplandığı görülmüştür. Araştırma bulguları, katılımcıların sokak yiyeceklerine yönelik algılarının genel olarak olumlu olduğunu göstermektedir. Yerellik boyutu, ortalaması en yüksek olan boyuttur. Bunu sırasıyla hijyen, hizmet kalitesi ve gıda kalitesi boyutları izlemektedir. Sokak Lezzetleri davranış niyeti ölçeğindeki ifadelerin tek boyut altında toplandığı ve Sokak Lezzetleri Tatmin ölçeğindeki ifadelerin de tek boyut oluşturduğu tespit edilmiştir. Ayrıca Turistlerin Sokak lezzetlerinden tatmin olma ve davranış niyetleri ortalamalarına bakıldığında, turistlerin genel olarak sokak lezzetlerinden algılarının yüksek olduğu, tatmin oldukları ve olumlu davranış niyetinde oldukları görülmektedir. Bu durum sokak lezzetlerin tüketimi ve sürdürülebilirliği açısından iyi bir durum olarak yorumlanabilir.

Turistlerin sokak lezzetleri algıları ile tatminleri arasındaki ilişkiye bakıldığında; turistlerin sokak lezzetleri tatminleri ile gıda kalitesi, hizmet kalitesi, hijyen ve yerellik algıları arasında bir ilişki olduğu ve en yüksek düzeyde ilişkinin hijyen ve gida kalitesi ile olduğu, onları da sırasıyla hizmet ve yerellik boyutları izlemektedir. Turistlerin sokak lezzetleri algıları ile davranış niyetleri arasındaki ilişkiye bakıldığında da; turistlerin sokak lezzetleri tatminleri ile gıda kalitesi, hizmet kalitesi, hijyen ve yerellik algıları arasında bir ilişki olduğu ve en yüksek düzeyde ilişkinin gida kalitesi iledir. Onu sırasıyla hijyen, hizmet ve yerellik boyutları izlemektedir.

Günümüz yoğun rekabet ortamında rekabet avantajı elde etmede ve müsteri sadeketini arttırmada müşteri tatmin ve davranış niyeti önem arz etmektedir. Bu nedenle müşteri sadakatini arttırmak ve rekabet avantajı sağlamak isteyen işletmeler bu konulara önem vermelidir (Doyle ve Stern, 2006,

s. 55). Araştırma sonuçlara istinaden turistlerin sokak lezzetleri tatmini ve davranış niyetleri sokak lezzetleri algıları pozitif yönde ilişkilidir. Bu nedenle turistlerin gıda kalitesi, hizmet kalitesi, hijyen ve yerellik algı düzeylerinin arttırılmasına yönelik uygulamalar onların tatmin ve davranış niyetlerinin yükseltecektir. Bu bağlamda gerek destinasyon yönetim paydaşlarına, gerek sokak lezzetleri satıcılarına sokak lezzetlerinin gıda kalitesi, hizmet kalitesi, hijyen ve yerellik faktörlerine uygun üretilmesine dikkat etmeleri ve önem vermeleri önerilmektedir.

Bu çalışma sadece Adana'ya gelen yerli turistler özelinde yapılmıştır. Farklı destinasyonlarda ve yabancı turistleri de kapsayacak şekilde başka araştırmalarında yapılması; sonuçların daha iyi genellenebilmesi ve araştırma sonuçlarının kıyaslanabilmesi açısından konuya ilgi duyan araştırmacılara önerilmektedir.

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The Turkish Economic Policies of The 1923-1938 Atatürk Period

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Abstract

The years of 1923-1938, which is called the "Atatürk Period" in the history of the Turkish Republic; it is seen as the years in which the efforts to transform a backward economy, whose institutions are not sufficiently formed, almost entirely based on agriculture, which is largely foreign-dependent, into an advanced economy that is industrialized, independent against the outside, and has developed its organization. The economic policies of the 1923-1938 period are generally based on the understanding of national economy. This policy, which came to the fore with the Unionists (ittihatçılar) in the last years of the Ottoman administration, included creating a national capital class with the support of the state and ensuring economic development. In this policy, which continued to be implemented with the establishment of the Republic, the goals of industrialization and full independence were at the forefront. Within this scope, the period of 1923-1929 stands out as an economic construction, and the period of 1930-1938 as a breakthrough process. The state has always been involved in these processes. The existence of the state, which was not very active in the first period, would intensify with the 1930s. In general, the state has undertaken important duties in the economic process without going to extremes in accordance with the essence of the mixed economic system. While doing these, the aim of realizing social balance and social justice in line with the principle of "populism" ("halkçılık" ilkesi) has been put forward at every opportunity. In this period, which is called the 1923-1938 Atatürk period, all the efforts and efforts in the field of economy are interesting study subjects in terms of economic history when considered on their own. In addition, all these realizations and efforts, along with the new opportunities and institutions they created in the economy, the unsuccessful and incomplete ones, have significantly affected the economic policies followed and the results achieved in the later periods. Therefore, in this study, a point of view has been put forward by evaluating that it will be possible to perceive today's economy better and produce solutions when we can present what happened in the initial period objectively and clearly.
Keywords: Economy, Atatürk, Turkish Republic.

1. Introduction:

In the history of the Republic of Turkey, the years 1923–1938, known as the "Ataturk Period," saw the beginning of the transformation of a backward economy based primarily

on agriculture and heavily dependent on foreign nations into an advanced one that was industrialized, independent of the outside, and had developed its organization. The options that a country that had just attained independence from semi-colonialism could follow for its rapid development, however, were not particularly evident, particularly in the early years of the period 1923–1938. Economic theory, however, did not contain the "development economics," which was emphasized after World War II. Even if there were theoretical ways to quickly engage and grow a backward economy, Turkey lacked the manpower and opportunities needed to put those ideas into effect at the time, and the international environment was adverse. Because of these factors, the Atatürk era (1923–1938) was largely devoted to the development of economic policy, the creation of new cadres, the provision of and development of the necessary framework for achieving the set goals, the choice of the appropriate stance to take in the face of emerging international changes, and the institutionalization of the economy

2. Analysis of the Production Sectors

Agriculture Sector

Turkey's agricultural industry made up about 80% of the working population and 50% of the GDP at the start of the 1920s. In order to ensure that the agricultural sector may produce an increasing amount of economic surplus in comparison to the agricultural population, efforts have been made in this direction. The uses made of this economic surplus have had a significant impact on the nation's economic progress.

In the agricultural industry in the 1920s, there were over a million peasant families and a few thousand great landowners. Great landowners used both capitalism and feudal production relations to manage their properties. Some of them were city-dwelling landlords. The primary conundrum of rural policy is whether it is necessary to promote capitalist production over large corporations or to concentrate on the restructuring of the peasant sector in order to assure agricultural development.

Great landowners played a significant role in the social coalition that won the War of Independence. Because of this, it has had a big impact on how the military-bureaucrat executive staff develops an economic growth strategy. Initially, the government intended to support great landowners. Governments had to take into account two opposing tendencies when deciding on their agricultural policies because it was thought advantageous for political reasons and development strategy that the peasant sector should be supported economically over time.

Turkey had an economy that was heavily dependent on agriculture throughout the Republic's early years. Agricultural products dominated both import and export. Turkey buys a lot of goods including wheat, cotton, woolen weaving, and sugar, but its exports primarily include products like tobacco, cotton, and hazelnuts.

The state's agricultural policies in the 1920s; In a nutshell, it assisted in raising agricultural production to levels seen before war. In order to do this, the government has promoted measures to increase the area under cultivation, boost the use of machinery, and bolster private landowners' property rights. On the other hand, through its transportation strategy that extends the railway network, it has created mechanisms to ensure that agricultural excess reaches the market.

The government's decision to abolish the traditional ashar tax, in addition to these other policies, is the most significant one it has made regarding agriculture. The amount of

surplus still in the farmer's possession grew as a result, as did the possibility of commercialization.

Instead of taking the surplus away through market or non-market control mechanisms, agricultural policy implementations sought to raise the proportion of the surplus that reached the market by raising farmer income.

Agriculture served as the Ottoman Empire's primary economic conduit for economic integration with the rest of the globe during the historical period up to 1923. In the Ottoman Empire, the agricultural sector produced the majority of the economic surplus, which was then replaced by manufactured commodities in connection to the global economy.

The state's agricultural policy is significant not only because it influences how production and production relations evolve in this industry, but also because it demonstrates the state's involvement in the process of global economic integration. Given that agriculture is the primary means of economic integration with the global economy, the state's stance on agriculture assumes a special relevance.

The defining feature of Turkish agriculture during the period was the very low level of land use. The amount of land planted at the beginning of the period is about 4-5 million hectares. This amount is less than 20% of arable land. It constitutes only 6% of the total area. The area planted per enterprise is 25 decares. In the period 1923-1938, the average property land in Turkey was around 70 decares. The amount of soil cultivated during the period expanded by 2.5% per year. At the end of the period, about 35% of the arable land is cultivated.

Throughout the time, there were notable regional variations in agricultural output. In places near ports and transportation routes, as well as particularly in those producing goods geared toward the global market, such cotton, tobacco, and hazelnuts, increased land utilization, more sophisticated equipment, and better agricultural income were noted.

The relative importance of animal husbandry is one of the outcomes of agricultural structure. It is clear that animal husbandry is the foundation of the small farmer organization. While most soil products are generated to satisfy domestic requirements, livestock are opened to the market at a far faster rate.

The middle of the period saw the onset of the global economic crisis, which had a significant impact on Turkish agriculture. The conditions of domestic trade substantially deteriorated during this time, harming agricultural products. The quick deterioration of the relative price structure and the drop in agricultural commodity prices restricted the utilization of resources and reduced production. In the meantime, efforts to change production methods have essentially come to a standstill.
The significant drops in agricultural product prices brought on by this crisis have drastically altered the living conditions of the farmer community. The price of wheat decreased by 68% from 1929 and 1932. Therefore, these years, as a time when the farmer population was drawn into a huge uprising, led to both the need for the political elite to reform the economic model and the overwhelming acceptance of the Liberal Party's opposition by the general public.

Various strategies have been used to secure state control over agricultural markets, which are particularly significant in terms of the processes of capital accumulation and industrialization. The state has supported the agricultural sector while enacting industrialization-focused development policies with the mechanisms like the ability of public institutions to enter agricultural markets directly and the price determination sovereignty brought about by the fact that the industry using agricultural raw materials is largely owned by the state. The average annual growth rate of the agricultural sector in the period 1930-1938 was 5.8%.

Industrial Sector

To ensure industrial development during the early years of the Republic, actions were made in accordance with the resolutions passed at the 1923 Izmir Economic Congress. The creation of the Industry and Mining Bank (1925) and the adoption of the Industrial Promotion Law (1927) were the most significant actions. In addition to these, new arrangements have been created regarding the organization of tradesmen and craftsmen as well as the contribution of imported inputs of the industries to be directed to export from the tax. These arrangements, which were created in a setting where political and economic independence was partially attained, envisioned industrialization as much as feasible through private enterprise. The ability to set customs tariffs independently was acquired in order to defend domestic industry from international competition.

Due to the population change implemented in compliance with the Lausanne Peace Treaty's terms, those who left the country were primarily traders, industrialists, artisans, and independent contractors. The vast majority of comers are from agricultural backgrounds. This population shift, which occurred in a setting where Greeks provided 50% of the capital and 60% of the labor employed by functioning companies, and Turks gave only 15% of both, had a negative impact on the growth of Turkish industry.
The distinctive feature that demonstrates that the industrialization efforts in the early years of the Republic were not driven by a concern for long-term economic planning but rather by the economic circumstances at the time is the activity's orientation to consumer goods. 84% of industrial businesses in 1927 belonged to the light industrial category.

It is pretty remarkable how much the manufacturing sector grew between 1926 and 1939. The real value of industrial production increased dramatically during this time, 9% annually. The industrial sector has seen about 3% annual rise in employment. At 1948 values, the value of the industrial product per person rose from 40 TL in 1926 to 90 TL in 1939. The value contributed per person working in the manufacturing and mining industries increased from 840 TL in 1927 to 1592 TL in 1938, at 1948 values, indicating an improvement in labor productivity.

The domestic production of fundamental consumer products was largely realized in the 1930s with the pragmatic application of statism towards industry.

To sum up, although industrialization based on import substitution attained the status of fundamental economic policy during the years 1923– 1938, and particularly after 1929, two distinct practices were noticed. State capitalism has been widely used in industry since 1929, even if broad policies and practices intended to create an economic, legal, and social environment favorable for private accumulation were in the forefront at the beginning of the period. In other words, during the 1930s, statist practices carried out industrialization through import substitution from the point where the private sector would have begun.

Foreign Trade

The Republic's initial years saw extremely limited authority for the nation to set customs tariffs and regulate international trade. A law passed in 1929, following the expiration of the Lausanne Treaty's time frame, gave the government the authority to regulate international trade. It is intended to shield native production, particularly industrial production, against foreign competition through the acquisition of customs tariff control. This legislation has produced a surplus in foreign trade, which is consistent with the overall strategy of raising domestic production. Turkey had a persistent deficit in its foreign trade during the early years of the Republic. This vulnerability results from two key factors. The release of previously constrained import demand and enduringly low tariffs throughout the post-war era resulted in a deficit in foreign trade. Deficits in foreign trade have also caused a consistent decline in the value of Turkish currency. Although Turkey's exports significantly increased up to 1925, they then steadily declined until 1932. The reason for this is economic crisis affecting nations that receive a significant portion of Turkey's exports. Although the data for imports, which were consistent until 1929, resumed their stable trend from 1930, they decreased to nearly half of the prior period. Due in part to the economic crisis and in part because Turkey won the ability to set its own customs tariffs in 1929, imports have decreased.

Many nations restricted their overseas trade after 1929 as a response to the global economic downturn. It has been noted that Turkey has implemented comparable limitations and limited foreign trade with a variety of measures to safeguard the external value of the Turkish currency and to guarantee fiscal parity. The fundamental objective of the foreign trade strategy implemented in conjunction with the growth of statism was to prevent a trade deficit. The majority of international trade has been conducted through bilateral agreements in order to accomplish this goal.

The primary components of the implemented policy are purchasing goods from receiving nations that sell Turkey's goods, restricting imports of locally produced goods, and promoting imports of goods covered by bilateral agreements. With many nations, especially Germany, clearing agreements were made at the start of the 1930s, and an import strategy was used in exchange for export.

Banking

Banking is the industry where Turkish capital outperforms foreign capital the greatest. The government has actively supported the progressive transfer of banking activities into the hands of domestic capital in response to complaints of credit shortages from merchants and industrialists.

The formation of national banks run by the government was the most significant advance in banking during the Republican era. The government has started the process of developing sizable banks that can contend with foreign-owned banks on a national basis. The funding needed for these programs came either directly from the state budget or from a grouping of powerful merchants persuaded by high bureaucrats.

Turkiye Is Bankasi is the first private bank to be founded as a joint stock company after the Republic. With one million Turkish Liras as capital, Is Bankasi was founded. In addition to engaging in a variety of banking activities, Is Bankasi performed significant duties like launching various initiatives in the areas of agriculture, industry, mining, energy production and distribution, public works, transportation, insurance, tourism, and international trade as well as supporting already-existing initiatives. These activities

helped to significantly advance the banking industry in Turkey.

The Bank of Industry and Mining was established in 1925 with the purpose of forming partnerships with private equity, operating state-owned industrial businesses temporarily, and ultimately selling them to the private sector. The bank continued to exist until 1932, participating as a partner in 16 privately held businesses but refraining from selling off state-owned businesses. Therefore, it is possible to consider the Industrial and Mining Bank as the beginning organization of the process of shifting resources from the public to the private sector.

The founding of the Central Bank of the Republic of Turkey on June 30, 1930 with the passage of statute no. 1715 was the most significant milestone in the banking industry. The difficulties in foreign trade that existed prior to the global economic crisis of 1929 and the quick devaluation of the Turkish currency were major issues when the Central Bank of the Republic of Turkey was established. With the founding of the Central Bank of the Republic of Turkey, a national emission institution was created, and the Ottoman Bank's prior role as issuing the nation's money was transferred to the new organization. The Central Bank of the Republic of Turkey, a functional organization that controls the money market, establishes the discount rate, ensures treasury transactions, and maintains the stability of the Turkish currency, has taken on an effective role in the implementation of monetary policy by governments.

The Industry and Mining Bank, which was established in 1925, changed its name to the Industry and Credit Bank in 1932, and the enterprises it oversaw were connected to the Industrial Office. These two organizations were combined to form Sumerbank, which has the status of a state-owned firm, in order to achieve the industrial goals of the statism policy adopted in 1933. The responsibilities of Sumerbank include managing the state's factories established with state capital, managing the state's participation shares in private organizations, preparing researches and projects for industrial enterprises to be established with state capital, providing necessary assistance for development within the limits of its capital, extending credit to industrial enterprises, conducting all types of banking transactions, training personnel for industrial enterprises and developing measures for the improvement of industry. Sumerbank has either contributed funds to or personally established a sizable portion of the 20 factories planned at First Five-Year Industrial Plan.

Etibank, created in 1935 with TL 20 million in capital, and Denizbank, founded in 1937 with TL 50 million in capital, came after Sumerbank. These banks' main objectives have been to produce and direct capital through the government and through coerced austerity measures. At the end of 1938, 39 national and 9 foreign banks were operating in Turkey. Of the 39 national banks, 6 were established as public institutions, 1 as a limited liability company and 32 as joint stock companies. The vast majority of national banks had no branches outside the headquarters. Ziraat Bankasi had 261 branches, Is Bankasi had 41, Commercial Bank had 13 branches, and 9 small banks had l to 5 branches.

In the early years of the period, there were more foreign banks than there were later, after 1929. The majority of national banks founded with private money are modest in size, limited in scope, and unable to execute a broad organization. At once dominated by foreign banks, the Turkish financial system eventually underwent a fairly significant degree of nationalization.

Between 1928 and 1938, the registered capital of national banks increased from 72.5 million TL to 302.5 million TL, accounting for 316%; the total amount of paid-in capital and reserve funds increased from 52.7 million TL to 141.9 million TL, accounting for 169%; deposits increased from 133.5 million TL to 250 million TL, accounting for 87%; stock and bond portfolios and subsidiaries increased from 14.4 million TL to 131.8 million TL, accounting for 815%; its loans increased by 106% from 105.1 million TL to 217 million TL

Transportation

The expropriation of railroads and the building of new ones formed the foundation of transportation policy at the start of the Republican era. A number of laws have been passed to attain this purpose.

The natural difficulties posed by the country's geography in terms of transportation have had a great impact on the shaping of social and economic structures. Due to the country's mainly hilly terrain and the lack of navigable rivers, transportation has become exceedingly expensive, preventing the integration of social and economic phenomena in Anatolia. In the 1920s, the development of railroads was prioritized for fundamental economic and social goals like integrating the domestic market and boosting the nation's export potential.

When the Republic was founded, the government owned 1734 kilometers of railroads, while foreign partnerships owned 2352 kilometers. On the one hand, practically all of the foreign-owned railways were nationalized in 1938, while on the other side, the overall length was raised by almost 66% to 6800 kilometers.

The principles of creating a network out of the railway lines built by various companies that were previously disconnected from one another, connecting the Middle Anatolian railway network to the ports, and connecting Eastern Anatolia, where there is currently no railway, to the West were all taken into consideration when building the new railway.

Highways and the seas did not receive the essential attention in terms of public investments, despite the fact that trains were given a lot of priority. A development plan focused primarily on railroads has been developed in the sphere of transportation.

The length of the highways has only grown numerically. Highway quality development has been disregarded. The length of the highways increased from 18335 kilometers in 1923 to 40235 kilometers in 1938. With the Treaty of Lausanne, Turkey gained the ability to operate ships in its territorial seas. The Turkish Shipping had 306 ships of 95866 gross tons in 1923; this number climbed from 1420 ships of 261177 gross tons in 1935; and to 1746 ships of 268631 gross tons in 1940.

Macro Analysis of the Economy

It is possible to list the distinctive features of the Turkish economy in the period 1923-1938 as follows.

a) During this time, especially after 1930, public expenditures were consistently covered by the state's budget revenues and stability revenues, which represent the citizens' contribution. The deficit budget policy was not observed.
b) The quantity of money in circulation has remained steady during this time. Quantitative easing was not used to fund the investments.

c) In terms of price levels, the general level of prices, which had risen until 1929, tended to decline continuously from 1929 to 1938.
d) The accomplishment of finance without the need for external borrowing is another aspect of this period's economy. With the exception of three extraordinary borrowings, there were no foreign borrowings during this time, but there were payments on Ottoman debts. It is a period of development largely financed from local sources, with the exception of three different loans from Russia, the United States, and the United Kingdom.
e) During the time, and especially in the 1930s, a selective import substitution policy was pursued for substances whose raw materials are domestically grown or can be grown locally and which have an important place in the current import volume. Accordingly, the first phase of import substitution for consumer goods was largely exceeded by the end of the 1930s.
f) The annual investment potential of the economy has grown during this period. With prices of year 1948, the average annual investment volume, which was 460 million TL in the period 1924-1929, increased to 526 million TL in the 1930-1933 period and to 778 million TL in the 1934-1939 period.
g) Another economic feature that marked the period was the nationalization of foreign companies. Between the years 1928-1944, very important nationalizations were made regarding infrastructure services.

a. National Income and Growth Rate

The development of national income during the period is given in Table 7. Especially from these predictive data, especially those up to 1932, it is understood that the national income until the 1930s showed a very unstable, up-and-down trend. This scenario can be largely explained by changes in agricultural production and how domestic and international market conditions affect the prices of agricultural products. At the same time, it is important to keep in mind that weather has a direct impact on agricultural production. In this direction, strong agricultural output has stimulated growth in other industries.

With the increase in the practice of statism after 1932, it is observed that the share of industry in total national income has gradually increased. The share of industry in national income was 13.2% in 1923, 9.7% in 1925, 9.9% in 1929, 14.1% in 1932 and 18% in 1939. The share of the agricultural sector in national income was 39.8% in 1923, 48.6% in 1925, 51.9% in 1929, 40.2% in l932 and 39.6% in 1939. The per capita national income increased from 73 TL in 1927 to 95 TL in 1939. Between 1926 and 1939, Turkey's national income grew by an average of 5.6% per year. The annual rate of increase of Turkey's population between 1926 and 1939 was 2.1%.

In 1927, 81% of the total working population in Turkey was working in the agricultural sector, 9% in the industrial sector, and 10% in the service sector, while in 1935, 76.4% of the total working population was working in agriculture, 11.7% in industry and 11.9% in the service sectors.

Economic Policies Put into Practice

It is determined that the 1923–1938 economic policies observed three fundamental balances.

a) For the domestically powerful Treasury, income and expenses are equal, and fiscal policy is based on a balanced budget.
b) A monetary policy aimed at creating a strong Turkish Lira and a well-functioning banking system that prevents inflation, and whose resources and expenditures are equal to each other.
c) A foreign economic relations strategy that safeguards the State Treasury's influence

in international trade, aims to strengthen the Turkish Lira's value against other currencies, and has an equal balance between foreign exchange revenue and expenditure.

Fiscal Policy

The equalization of the state budget was the primary goal of the fiscal policy practiced in Turkey from 1923 to 1938. It is even aimed at providing fiscal surpluses in state budgets. These projected budget surpluses are anticipated to be used for investments.

With this in mind, 11 of the 15 fiscal year budgets between 1924 and 1938 were equivalent and 3 of them had a budget surplus, and only the 1924 budget was estimated with a deficit of 11 million TL. The equivalent budget policy was really put into practice, according to the final accounting data obtained for the 11 fiscal years between 1924 and 1934. The final account results were closed with surplus and equal to one year in 8 of these 11 years, and gave deficit only in 2 years (in 1925, when the ashar tax was abolished, and 1931 due to the impact of the world crisis).

In the early years of the Republic, the government attempted to alter the structure of the tax system in accordance with its goals for economic and social policy, while also transferring a larger portion of the national income to public expenditures through budget revenues to pay for the development initiatives it had planned.

Although budget revenues have increased significantly, Turkey's tax structure has proven to be a barrier to the country's objective of rapid economic growth. The resources intended to be obtained through taxes have not been fully accessed since the tax system's income flexibility is less than one. The administration followed a fiscal policy that significantly altered the tax structure, particularly between 1923 and 1929. In 1925, “Ashar”, the mainstay of the Ottoman tax structure for centuries, was abolished. Buildings and imports were both subject to new taxes to make up for the loss of Ashar revenue, and the rates of several other taxes already in effect were also raised. Another thing to note is that the share of taxes on revenues in the Turkish tax system falls with the abolishment of the ashar. When the ashar tax was in effect in 1923–1924, income taxes made up a smaller percentage of budget revenues—around 30%—than they did — 7%— from 1926–1930. Income taxes regained importance in the early 1930s when the government, which was going through a severe financial crisis as a result of the effects of the world depression, introduced a number of new taxes, many of which were intended to be applied to the salaries and wages of workers and civil servants. Between 1932 and 1935, these taxes' percentage of the budget's income climbed to l9%, and between 1936 and 1938, it increased to 23%.

Monetary Policy

A country's financial system needs to be at a specific stage of development before monetary policy may be discussed. However, it is clear that Turkey's banking system had not yet reached this stage of development in the years before the Republic was established. Additionally, there was no institution with the authority to modify the amount of money and credit in accordance with the needs of the economy, and the nation had not yet fully shifted to a monetary economy.

The GDP expanded by 6.6%, the money supply by 1.2%, and the overall level of prices

climbed by 3.3% annually on average between 1925 and 1929. This shows that the money supply is no longer at the level that the economy requires. Saying that there was a reduction in the stock of real money per capita would not be deceptive given that the country's population expanded from 12,475,000 to 14,448,000 between 1923 and 1930.

Turkey, which felt the crisis in the world with the fall in the value of money, took care to protect the value of the Turkish currency in this period and with the help of the series of laws starting with the Securities and Exchanges Law No. 1447 enacted on May 16, 1929, strengthened by the Law on the Protection of the Value of the Turkish Currency No. 1567 enacted on February 25, 1930 and punctuated by the Central Bank Law No. 1715 adopted on June 11, 1930, has acquired the means to implement monetary policy without external dependence.

The Republican government took over 158,748,563 TL of paper money from the Ottoman Empire, and in 1938 the amount of paper money increased to only 193,979,000 TL. There has been a 20% increase in money volume in about 20 years. However, the average annual real growth rate in the economy in 20 years is around 5.5%. In contrast, the volume of money has increased by about 1% annually. These numerical facts demonstrate that the monetary policy pursued during the time period in question has deflationary tendencies. It is obvious that the absence of an expansionary monetary policy, particularly during the 1929 crisis, had even more restrictive effects on the economy. Priority was given during the period 1923-1938 to the goals of exchange rate and price stabilization in general, as well as equivalence in the external balance of payments. The Turkish Lira's value against the British Pound fell steadily until 1930, after which it steadily increased until the end of the period.

During the years 1923–1938, public authorities were not able to directly affect the credit volume. The Usuary Ordinance and later the Lending Function Act served as the direct foundation for determining the maximum interest rates that could be charged on loans during the time period. Rediscount rates were established by the bank and attempted to be indirectly audited following the founding of the Central Bank of the Republic of Turkey. In other words, the demands of the economy and the cost of credit have had a significant role in determining the volume of credit provided by the banking system over the period under consideration.

It is clear that the majority of the loans issued by the Central Bank go to the government and public sector. There have been incredibly few deposits at this time. This restricts the ability of banks to create the deposit money, therefore this is far from the amount to which it can increase the money supply. In this regard, the Central Bank's money flow has had little impact on the general level of prices. In actuality, public borrowing and the budget play the biggest roles in setting the money supply.

Foreign Economic Relations Policy

Opinions were expressed at the 1923 Izmir Economic Congress that Turkey should follow a protectionist and interventionist foreign economic strategy. On the other hand, it is evident that the government could not implement a protectionist foreign trade policy until 1929 in compliance with the pertinent Lausanne Peace Treaty clauses. Turkey had to follow a "forced" liberal foreign trade policy between 1923 and 1929, and as a result, there was a consistent annual deficit in foreign trade.

With the implementation of statism, certain regulations have been made in the field of

foreign trade. The main purpose of the foreign trade policy of the period was to avoid the foreign trade deficit. The majority of bilateral agreements have been used to conduct foreign trade for this purpose. The three main components of the implemented policy are the freedom to import goods pursuant to bilateral agreements, the restriction on the import of goods produced locally, and the purchase of commodities from the purchasing nations of Turkey's goods. Depending on the countries and the items, the tariff reductions were applied at varying rates. Additionally, limits on the use of foreign currency were imposed on a sizable portion of imports beginning in 1932. Foreign trade budgets were created after 1936, and arrangements in this area were managed by the Foreign Trade Office, which was founded in 1934. It is obvious that all of these rules show a resolute and unwavering position on the foreign trade imbalance.

Although the strategy of limiting imports in the 1930s sought to maintain the trade balance and safeguard domestic output, the trade balance produced by a very low import capacity was incompatible with the policy of fast industrialization that became a priority in these years. However, this foreign trade strategy has been successful in modifying the import structure to support the industrialization strategy. A consistent foreign trade policy is demonstrated by Turkey's growing real export revenues and increasing use of these funds for investment and intermediate goods imports. On the other hand, this foreign trade strategy's ability to maintain the balance by increasing rather than decreasing Turkey's role in global trade and effectively safeguarding the Turkish Lira's foreign exchange value is also a significant accomplishment.

Even though it was repeatedly stated that the government welcomed foreign investment when the Republic was declared, it is clear that, particularly since 1928, governments have taken the approach of nationalizing foreign investment that had come to Turkey during the Ottoman era rather than promoting it.

Turkey received no foreign private investment during the years 1930–1938. This was influenced by the administrators' adoption of a concept that relies increasingly on self-resources in the development of the country, on the one hand, and the continuance of the nationalization program that was undertaken in the previous time, on the other.

CONCLUSION

In the history of the Republic of Turkey, the years 1923–1938, known as the "Ataturk Period," saw the beginning of the transformation of a backward economy based primarily on agriculture and heavily dependent on foreign nations into an advanced one that was industrialized, independent of the outside, and had developed its organization.

The options that a country that had just attained independence from semi-colonialism could follow for its rapid development, however, were not particularly evident, particularly in the early years of the period 1923–1938. Economic theory, however, did not contain the "development economics," which was emphasized after World War II. Even if there were theoretical ways to quickly engage and grow a backward economy, Turkey lacked the manpower and opportunities needed to put those ideas into effect at the time, and the international environment was adverse. Because of these factors, the Atatürk era (1923–1938) was largely devoted to the development of economic policy, the creation of new cadres, the provision of and development of the necessary framework for achieving the set goals, the choice of the appropriate stance to take in the face of emerging international changes, and the institutionalization of the economy.

The general trait of the economic policies put in place throughout the years 1923–1938 is that they are workable solutions demanded by the circumstances. The Lausanne Peace Treaty's economic clauses are the most important of these commitments.

Turkey's 1923 economic and political options were constrained, therefore economic reforms had to be implemented gradually in order to avoid burdening the country beyond its capacity.

In 1923, Ataturk called the Izmir Economic Congress to assist him in determining the strategy for economic growth before to the Lausanne Peace Treaty. The merchant, industrialist, laborer, farmer groups and university members in this congress proposed the encouragement of private enterprise and the classical liberal economic system. In the period 1923-1929 this system was put into practice. With the Stimulation of Industry Law in 1927, various incentives were introduced for private industrial investments.

In actuality, the system put into place was a mixed economy with state investments as well, rather than a totally liberal system. The "forced" aspect of the liberal system in use ended with the transfer of the authority to set tariffs in accordance with the Lausanne Treaty to the government in 1929, and the opportunity to defend the newly founded industry against the outside world was created.

It is obvious that the economy, which possesses all the traits of a developing nation and has just been out of a full-scale conflict, would have a number of bottlenecks and shortcomings. Along with the unfavorable internal economic structure, the global economic crisis' impacts have stoked public unrest, and as a result, domestic political mobilization has put reforms in economic policy practices on the agenda. The state now controls a larger portion of the mixed economy in this so-called statism. These statist policies, which emphasize the state entrepreneurship without rejecting private enterprise and envision the industrialization through import substitution for development and economic independence, have produced economic accomplishments.

The understanding of the national economy served as the foundation for much of the 1923–1938 period's economic policy. In the final years of the Ottoman rule, the Unionists introduced a policy that called for the establishment of a national capital class with the support of state as well as the promotion of economic growth. Industrialization and complete independence were the main objectives of this policy, which was carried out even after the foundation of the Republic.

Within this context, the years 1923–1929 stand out as ones of economic creation, and the years 1930–1938 as ones of a revolutionary process. These procedures have always involved the state. The state's existence, which was not particularly active throughout the first phase, will become more prominent in the 1930s. In line with the principles of the mixed economic system, the state has generally taken on significant roles in the economic process without engaging in excess. While doing this, the goal of achieving social fairness and balance has been promoted at every available moment in accordance with the "populism" idea.

All of the economic endeavors made during this time, known as the Atatürk period (1923–1938), when taken individually, make for fascinating study from the perspective of economic history. The economic policies and conclusions reached in the succeeding periods have been substantially impacted by all these realizations and efforts, as well as

the new opportunities and institutions they have brought about in the economy. Therefore, we will be able to better understand the current economy and come up with remedies when we can clearly and objectively show what is happening in the initial time.

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Küresel Enerji Krizi Şartlarında Azerbaycan Gazının Avrupa'nın Gaz Tedarikindeki Öneminin Değerlendirilmesi

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ÖZET

Enerji kaynaklarının varlığı ülkelerin gelişimleri ve jeopolitik önemine büyük oranda etki etmektedir. Bu açıdan doğal gaz da günümüzün vazgeçilmez kaynağı olarak tüm dünyada giderek önem kazanan enerji kaynağı alanıdır. Bu açıdan araştırma makalesinin esas amacı doğal gaz tedariki açısından yaşanan kriz ortamında Avrupa'nın doğal gaz ihtiyacı ve Azerbaycan gazının bu ihtiyaca cevap verebilme düzeyinin belirlenmesidir. Araştırmanın esas sorusu; "Mevcut enerji krizi şartlarında Azerbaycan gazı Avrupa'nın enerji ihtiyacını ne derecede karşılamakta ve Azerbaycan gazının önemi nedir?" sorusuna cevap aranmaktadır. Bu doğrultuda, değerlendirmeler "Karşılıklı Bağımlılık" yaklaşımı perspektifinden değerlendirilmekte, literatür taraması yardımıyla araştırma sonucuna cevap verilmektedir. Araştırma sonucunda, Avrupa'da 2021 yılında başlayan ve 2022 yılında Rusya-Ukrayna savaşının da etkisiyle doğal gaz krizinin derinleştiği ve bu ortamda Avrupa Birliği ülkeleri için Azerbaycan gazının öneminin arttığı gözlemlenmiştir. Bu önem Rusya ve Avrupa Birliği ülkeleri arasındaki doğal gaz arzı kadar büyük olmadığı rakamlarla ortaya çıkmıştır. Nitekim, Rusya ve Avrupa Birliği arasındaki karşılıklı enerji bağımlılığı daha üst düzeyde olduğu ortaya çıkmıştır. İleriki dönemde kronolojik açıdan oluşan yenilikler doğrultusunda yeni çalışmalar yapılabilir.
Anahtar Kelimeler: Uluslararası Ticaret, Ticaret Anlaşmaları, Doğal Kaynaklar.

ABSTRACT

The existence of energy resources greatly affects the development and geopolitical importance of countries. In this respect, natural gas is an energy source field that is gaining importance all over the world as today's indispensable source. In this respect, the main purpose of the research article is to determine the natural gas need of Europe and the level of response of Azerbaijani gas to this need in the crisis environment in terms of natural gas supply. The main question of the research is; "To what extent does Azerbaijan gas meet the energy needs of Europe in the current energy crisis conditions and what is the importance of Azerbaijan gas?" search for an answer to the question. In this direction, the evaluations are evaluated from the perspective of the "Interdependence" approach, and the results of the research are answered with the help of literature review. As a result of the research, it was observed that the natural gas crisis, which started in Europe in 2021 and in 2022 with the effect of the Russia-Ukraine war, deepened and the importance of Azerbaijani gas for the European Union countries increased in this environment. This importance has emerged with the figures that it is not as great as the natural gas supply between Russia and the European Union countries. As a matter of fact, it has been revealed that the mutual energy dependence between Russia and the European Union is at a higher level.
Keywords: International Trade, Trade Agreements, Natural Resources.

Giriş

Teknolojik gelişim, endüstri alanındaki ilerlemeler, mal ve hizmet piyasasında oluşan talepler, toplumların enerjiye olan bağımlılıklarını daha da artırmıştır. Günümüzde, alternatif enerji kullanımları teşvik edilse de, bu durum geleneksel enerji tüketimini azaltmamış, aksine mevcut kaynaklara olan talepler her gün artmaya devam etmiştir. Bu açıdan enerji arzını sağlayan ülkelerle, enerji tüketimine ihtiyaç duyan ülkeler arasında her zaman bir bağımlılık ilişkisi devam etmiştir. Nitekim, bu bağımlılık ülkelerin jeopolitik konumuna da etki etmekte, kaynakları elinde tutan ülkeler için büyük avantajlar sağlamaktadır.

Enerji kaynaklarının sınırlı olduğu ülkeler ithal ettikleri kaynakları devlet veya özel sektör vasıtasıyla dağıtımını gerçekleştirmektedir. Dağıtım işlemi genellikle, kamunun belirlediği fiyat üzerinden sanayi tesisleri ve yerleşim yerlerine yapılmaktadır. Bu hususta, küresel enerji piyasasında oluşan fiyat dalgalanmaları, ülke içerisinde enerji tüketicilerini de etkilemektedir.

Son yıllarda Azerbaycan küresel enerji yatırımları ve Avrupa'nın enerji arz güvenliğini sağlamak bakımından önemli ülkelerden birisine çevrilmiştir. Bu açıdan, Azerbaycan gazının güvenli bir şekilde taşınmasında rol oynayan TANAP ve TAP projeleri Kafkasya ve Avrupa arasında köprü rolünü oynayan projelerden biri haline gelmiştir.

2022 yılı ve sonrasında başlayan Ukrayna-Rusya savaşı sürecinde Batı ülkeleri Rusya'ya çeşitli siyasi ve ekonomik ambargolar uygulamış, Rusya da bunun karşılığında Avrupa'ya olan gaz satışında önemli kısıtlamalara gitmiştir. Bunun sonucunda, Avrupa'nın önemli bir gaz talebi açığı oluşmuştur. Böyle bir ortamda karşılıklı bağımlılık yaklaşımı açısından Avrupa'nın Azerbaycan'a olan enerji bağımlılığı artmıştır. Çalışmamızın esas konusunun Avrupa'daki küresel enerji krizi şartlarında, Azerbaycan gazına olan talebin ve bu talebi karşılama düzeyinin belirlenmesi, TANAP ve TAP projelerinin önemi ile ilgili teorik değerlendirmeler oluşturmuştur. Bu bakımdan, literatür taraması yaparak ve istatistiksel verilerden de yararlanılarak analizler gerçekleştirilmiştir.

1. Karşılıklı Bağımlılık Yaklaşımı

Yoğun bir şekilde küreselleşme ve neo-liberal ekonomik modelle ilişkili olan kavram 80'li yıllardan itibaren önem kazanmıştır. Ulus devletin zayıflaması, soğuk savaşın sonlanması, yeni dünya düzeninin oluşması, Karşılıklı Bağımlılık Yaklaşımı'nı daha da değerli kılmıştır. Bu alanda esas çalışmaları yapan Robert O. Keohane ve Joesph S. Nye'dir. Onlar 1977 yılında yazdıkları "Power and İnterdependence" kitabında konuya açıklık getirmiş ve kavramı literatüre kazandırmıştır. Onlara göre; bağımlılık "bir devletin başka dış kuvvetlerden yüksek oranda etkilenmesi şeklinde tanımlanmıştır. Onlara göre karşılıklı bağımlılık ise, *en basit anlamıyla müşterek bağımlılığı ifade etmektedir. Dünya siyasetinde karşılıklı bağımlılık ülkeler arasında olduğu, gibi farklı ülkelerde bulunan çeşitli aktörler arasında bulunan etkileşim sonucunda oluşabilen durum olarak açıklanmaktadır. Bu durum, genellikle, ulusal sınırları aşan para, mal, hizmet ve bilgi akışını da kapsayan uluslararası işlemleri de içinde barındıran sistemdir* (Keohane ve Nye, 2011: s.7). Karşılıklı bağımlılık yaklaşımı, hakim ulusal devletlerin yanı sıra, uluslararası özel kuruluşlar, örgütler, çok uluslu şirketler, arasındaki ilişkiler ile halklar arasındaki sosyokültürel ve ticari ilişki ve etkileşimleri de açıklamaktadır (Arı, 2013: s. 322). Gürkaynak ve Yalçıner'e göre; "küreselleşme" ile "karşılıklı bağımlılık" kelimesi birbirini tamamlayan iki ifadedir. Ayrıca, "karşılıklı bağımlılık" kavramı, devletler ve toplumlar arasında olan ilişkinin belirli hiyerarşik gündemi olmayan ulus ötesi alanda meydana geldiği karmaşık bütünlüğü olan sistemdir (Gürkaynak & Yalçıner, 2009). Steve Chan "İnternational Relations İn Perspective" isimli çalışması da Keohane ve Nye'nin çalışmasından esinlenmektedir. Onlara göre karşılıklı bağımlılık bağımlı ilişkiler kesildiğinde, oluşacak etkiler her iki tarafı etkilemektedir. Belli durumlarda, belli başlı ilişki ağı bir her iki taraf için de büyük önem arz etmektedir. Chan bu önemi A ve B olarak isimlendirilen iki aktör arasında kurguladığı örnek bir modelle açıklama yapmaktadır. Buna göre; A aktörü B aktörüne, B aktörü ise A aktörüne daha az ihtiyaç

duyabiliyor. Bu durumda; B aktörünün pazarlık gücü; A aktörüne daha fazla olabilmektedir. Eğer ilişki kesilirse, B aktörü, A aktöründen daha az etkilenmektedir. Bu durumda A aktörü, ilişki kesintisine daha fazla kuşkuyla yanaşmakta, B aktörü ise bu etkileşim sonucunda sıkı pazarlığa girişebilir. Bu şekilde taraflar arasında eşitsiz dağılım olan bağımlılık ilişkisi ortaya çıkar. Bu durum karşılıklı bağımlılık ilişkisi olarak nitelendirilemez (Kakışım, 2019: s.70-71). Mevcut karşılıklı bağımlılık ilişkisinin enerji sektörü kapsamında değerlendirmemiz mümkündür. Zira, enerji kaynakları bir tarafın elinde bulundurduğu, diğer tarafın ise elinde bulunmayan veya kısıtlı şekilde bulunan bir kaynaktır. Kaynağı elinde tutan taraf burada avantajlı konumda olabilir. Bu bakımdan enerji sektörü üzerinde karşılıklı bağımlılık ilişkisini yukarıdaki örnekle ilişkilendirebiliriz. Ayrıca, belli durumlarda, kaynakları elinde sınırlı olan tarafın da elinde bulundurğu ve karşı taraf için büyük önem arz eden özelliği olabilir. Bu açıdan enerji sektörü açısından karşılıklı bağımlılık ilişkisi oluşmuş olur. Çalışmanın bir sonraki bölümlerinde de Azerbaycan ve Avrupa Birliği ülkeleri arasındaki karşılıklı bağımlılık ilişkisi mevcut kriz ortamı açısından değerlendirilecektir.

2. Azerbaycan'ın Enerji Politikası İçerisinde Doğal Gaz Stratejisi

Bağımsız Azerbaycan'ın enerji politikasının temelleri 20. Yüzyılın sonlarına doğru merhum ulusal lider Haydar Aliyev tarafından atılmıştır. Azerbaycan'ın sahip olduğu zengin doğal gaz kaynakları ülkenin ekonomik gücünün ve uluslararası tanınırlığının artmasına olanak sağlamıştır. Haydar Aliyev'in ortaya koyduğu modern gaz stratejisinin başarıyla uygulanması sonucunda Azerbaycan bölgenin önemli enerji merkezlerinden biri haline gelmişti. İlk zamanlarda; bağımsızlığını yeni kazanan ülkeye büyük yatırımcıların getirilmesi, doğal gaz ve petrolün çıkarılarak ihraç edilmesi duruyordu (Kulu, 2018: s.3). Bugün de bu hedefler doğrultusunda çalışmalar gerçekleştirilmektedir.

Azerbaycan ilk günden itibaren enerji ve dolayısıyla doğal gazın çeşitli noktalara ulaştırılmasında çeşitlendirme stratejisi içerisinde olmuştur. Azerbaycan açık denizlere ulaşımı olmayan ülkedir. Bu yüzden ülkenin enerji kaynaklarını dünya pazarlarına çıkarması zorlaşmaktadır. Azerbaycan'ın enerji stratejisi, alternatif ulaşım koridorlarını oluşturmak ve faaliyetinin sürdürülebilirliğini artırmaktan ibarettir. Mevcut strateji, koridorlar vasıtasıyla enerji kaynaklarının ulaşımını güvenli bir şekilde sağlamak ve ulaşım sağlanırken; tranzit ülkelerle karşılıklı ilişkilerin kurulmasını içermektedir. Bu uygulamayla kaynak sahibi olan ülkeyle, enerji kaynaklarının sağlandığı ülkeler arasında siyasi ve ekonomik bağlar kurulmakta, enerji kaynakları dünya pazarlarına ulaştırılmakta, bu sayede önemli uluslararası aktörlerin de ilgi odağı haline gelmektedir. Azerbaycan bağımsızlığını elde ettikten sonra; sosyal, eğitim ve çevre koruması konularında önemli başarılar elde etmiş, ulaşım, tranzit ve lojistik gibi önemli altyapı alanlarında büyük gelişimler kat edilmiştir (Almammadov, 2019: s.43).

Azerbaycan'da 1990'lı yıllarda doğal gaz üretiminde önem derecede gerileme kaydedilmiş, 1960'lı yıllardaki eğitim düzeyine kadar inmiştir. 2007 yılına kadar olan doğal gaz sadece ülkenin %40'ını karşılayabilir düzeydeydi. Böyle bir durumda Azerbaycan zengin gaz kaynakları olmasına rağmen, doğal gaz ithalatını gerçekleştirmek zorunda kalıyordu. Bu konuda esas ithalat noktaları Türkmenistan ve İran'dı. 2000 yılında bu ülkelerden ithalat durdurulmuş, mevcut amaçla Rusya'yla anlaşmaya varılmıştır. Bu doğrultuda; Rusya'dan 2006 yılına kadar doğal gaz ithalatı gerçekleştirilmiştir (Aras, Suleymanov, & Hasanov, 2013: s.2). Bu dönemden sonra, Azerbaycan'ın önemli enerji yatırımları yapması ile birlikte, Azerbaycan enerji ithal eden ülkeden enerji ihracatını gerçekleştiren ülke haline geldi.

Doğal gazla ilgili ihracata yönelik enerji yatırımlarından ilki "Güney Gaz Koridoru"dur. Mevcut proje, Bakü-Tiflis-Erzurum Güney Kafkasya Boru Hattının genişletilmesi ve 2012 yılında temeli atılan Trans-Anadolu Doğal Gaz Boru Hattının (TANAP) inşası ve onun Avrupa'ya kadar uzatılmasını, Trans Adriyatik Doğal Gaz Boru Hattı (TAP) gibi projelerin inşasını kapsayan geniş bir projedir. Projenin tahmini uzunluğu 3500 km'dir. Projenin esas hedefi; Avrupa'nın gaz tedarikinde güvenliğin artırılması, tedarik sürecinde tekel olan Rusya'nın, gazın taşınmasında esas

rolu olan Ukrayna'nın devre dışı bırakılmasıdır. Projenin tahmini değeri yaklaşık 45 milyar dolardır. Bu sayede Avrupa Birliği ile Azerbaycan, Türkmenistan ve Irak gibi ülkeler arasında doğrudan ilişkinin sağlanacağı düşünülmektedir (Kulu, 2018: s.68).

2006 yılında yayınlanan " A European Strategy for Sustainable, Competitive Secure Energy" isimli kitapta Avrupa Enerji Arz Güvenliğinin sağlanmasında doğal gazın taşınmasına imkan sağlayan, yeni boru hatlarına olan ihtiyaçtan bahsedilmiştir. Enerji taşımacılığı alanında Hazar Bölgesi, Kuzey Afrika ve Ortadoğu ülkelerinin öneminden bahsedilmiştir. Ayrıca, Türkiye gibi tranzit ülkelerin konumundan da bahsedilmiştir. Kitapta Ortadoğu ve Kuzey Afrika'da yer alan siyasi istikrarsizlik şartlarında Hazar bölgesinin Avrupa için olan öneminden bahsedilmiştir. (www.politikaakademisi.org).

Tüm olumlu özelliklerine rağmen, GGK projesi büyük ve karmaşık yapıya sahip olmaktadır. Bu açıdan projenin uygulanmasında çeşitli risklerin olduğunu söyleyebiliriz. Özellikle burada iki sorunlu alan öne çıkmaktadır. Bunlardan birisi; girdi maliyetlerindeki artış sonucu oluşan maliyet artışları, diğeri ise Şah Deniz konsorsiyumu ortaklarından olan British Petrolium (BP) ve Azerbaycan Devlet Petrol Şirket, (SOCAR) arasında yaşanan anlaşmazlıklardır. Ayrıca, Rus gazının Karadenizden geçirilen Güney Akım Projesi de GGK için önemli derecede risk oluşturmaktaydı (Karagöl ve Kaya , 2014: s.15-16). Yaşanan 2022 enerji kriziyle birlikte Güney Akım Projesinin, GGK projesi için risk oluşturması düşüncesi ortadan kalkmaktadır. Bu hususta, Rusya'nın önemli derecede doğal gaz arzını azaltması, Azerbaycan gazının önemini gittikçe arttırmaktadır.

GGK`nın Gürcistan ve Türkiye sınırında TANAP projesiyle birleşen ilk projesi Güney Kafkas Boru Hattı (SCP) projesidir. SCP projesi 443 km'lik kısmı Azerbaycan, 249 km'lik kısmı ise Gürcistan'dan geçen toplam uzunluğu 692 km'lik ve 42 inçlik boru hattı projesidir. Boru hattı Şahdeniz sahasından çıkarılan gazı Gürcistan-Türkiye sınırına taşımak amacıyla inşa edilmiş GGK'nin temel niteliğinde olan projesidir. Türkiye sınırına ilk gaz nakli 2006 yılında gerçekleştirilmiştir. Boru hattının mülkiyeti "South Caucasus Pipeline Company Limited" şirketine mahsustur. Mevcut boru hattının kapasitesinin artırılması amacıyla SCP projesinin genişletilmesi 30 Haziran 2018 tarihinde tamamlanmıştır. Genişletme projesi Azerbaycan ve Gürcistan'dan geçen 48 inçlik boru hattının ve Gürcistan içerisinde inşa edilen 2 yeni kompresör istasyonunun inşasını kendinde barındırmaktadır. Genişletme sonucunda boru hattının taşıma kapasitesi ek olarak 16 milyar metre küp artırılarak 24.04 milyar metre küpe ulaştırılmıştır. Bu şekilde taşıma kapasitesi 3 kat artırılmıştır. Proje ortaklarının hisse payını incelediğimizde esas payın 29,99% BP, 19% TPAO, 14,35% SOCAR, 19,99% Lukoil, 10% NICO, 6,67% GGK arasında dağılım göstemektedir (Southern Gas Coridor, 2022).

GGK projesinin Türkiye karasal sınırları içinden geçen alt projesidir. TANAP Gürcistan sınırında Güney Gaz Koridoru ile Türkiye-Yunanistan sınırında ise TAP projesiyle birleşmektedir. Projenin gerçekleştirilmesi için Azerbaycan ve Türkiye arasında Anlaşma 24 Aralık tarihinde iki ülkenin cumhurbaşkanının katılımıyla imzalanmıştır. TANAP kapsamında Türkiye hükümeti ve TANAP şirketi arasında arasında "Tranzit Arazisisine Sahip Ülkenin Hükümeti İle Anlaşma, Azerbaycan ve Türkiye hükümetleri arasında ise "Hükümetlerarası Anlaşma" 26 Haziran 2012 tarihinde imzalanmıştır. TANAP'ın temelatma töreni 17 Mart 2015 tarihinde hükümet yetkililerinin ve cumhurbaşkanlarının katılımıyla gerçekleştirilmiştir (Southern Gas Coridor, 2022). Mevcut projenin hedefi, Şah Deniz sahasından üretilen doğal gazın Türkiye ve Avrupa'ya taşınmasıdır. TANAP ortakları %51'le Güney Gaz Koridoru Şirketi-SGC en büyük hisseye sahip ortaktır. Ayrıca, BOTAŞ'ın 30%'luk, BP'nin 12%'lik SOCAR Turkey A.Ş'nin 7%lik hissesi bulunmaktadır (Tanap,2022). Boru hattının uzunluğu 1793 km (ek 2 adet 18,785km'lik Çanakkale Boğazı'ndan geçen sualtı boru hattı) teşkil etmektedir. İlkin taşıma kapasitesi yıllık 16,2 milyar m3 olmakta, gerektiğinde yıllık 30,7 milyar m3'e kadar kapasite artırımı yapılabilir (Southern Gas Coridor, 2022).

GGK projesinin son ayağı ise Trans Adriatik Boru Hattı (TAP) projesidir. TAP Türkiye-Yunanistan sınırında TANAP'la birleşen ve Yunanistan, Arnavutluk sınırlarından ve Adriyatik

denizinden geçerek doğal gazı Güney İtalya'ya taşımaktadır. Doğal gazın Azerbaycan'dan Avrupa pazarlarına ihracının en kısa ve doğrudan taşınmasını sağladığı için TAP'ın Avrupa Birliği'nin enerji güvenliği ve enerji kaynaklarının çeşitlendirilmesi için stratejik amaçlar açısından büyük önem arz etmektedir. TAP projesi doğrultusunda Arnavutluk, İtalya ve Yunanistan arasında "Devletlerarası Anlaşma" 2013 yılının Şubat ayında imzalanmıştır. TAP'ın temelatma töreni 17 Mayıs 2016 tarihinde gerçekleştirilmiştir. Boru hattı projesinin uzunluğu 878 km'dir. Ticari işlemlere 2020 yılında başlanmıştır. İlkin taşıma kapasitesi 10 m3'tür. Bu kapasite yıllık 20 milyar m3'e kadar artırılabilir. (www.sgc.az). Bu proje "Nabucco" İTGİ (Türkiye-Yunanistan-İtalya Gaz Boru Hattı) ve SEEP (Güney Doğu Avrupa Boru Hattı) projeleri arasından seçilmiştir. TAP'ın bahsi geçen projeler arasında ticari avantajlar açısından ana rakip olarak görülen Nabucco projesini geride bıraktığını düşünüyoruz. Bunun nedeni; TAP'ın uzunluğunun yaklaşık 870 km olmasıdır. Böyle bir durumda Bulgaristan, Romanya ve Macaristan'dan geçerek Avusturya'ya ulaştırılması planlanan "Nabucco West"in toplam uzunluğunun 1300 km'den fazla olması bekleniyordu. Öte yandan, 2,2 milyar dolarlık "Nabucco West" inşası için 7,9 milyar dolar yatırım gerekmektedir. Buradan TAP projesinin işletilmesi için daha az zaman ve yatırım gerektiğini ve bu durumun da bu projeyi rakip projelerden daha verimli hale getirdiği görülmektedir (Kulu, 2018: s. 89-90).

Azerbaycan'ın doğal gaz stratejisi içerisinde ihracat ve gelir rakamlarının verilmesi doğal gaz stratejisinin değerlendirilmesi açısından önemlidir:

Tablo 1: Azerbaycan'ın Yıllar İtibariyle Doğal Gaz İhraç Rakamları ve Gelir Miktarı

Yıllar	Miktar (milyon metre küp)	Parasal Değeri (USD)
2022 İlk 8 Ay	15 053 987.90	10 317 686.45
2021	20 046 650.21	5 534 498.34
2020	12 424 490.44	2 190 522.13
2019	12 537 405.17	2 366 833.70
2018	7 900 012.99	1 499 385.84
2017	7 543 483.34	1 193 712.38
2016	6 754 649.24	970 675.92
2015	8 432 719.56	1 505 023.91
2014	Veri Yok	304 684.00
2013	Veri Yok	701 980.20
2012	Veri Yok	648 717.15
2011	Veri Yok	574 551.57

Kaynak: (www.customs.gov.az).

Yukarıdaki tabloda Azerbaycan'ın doğal gaz ihraç rakamları yer almıştır. Tablo Azerbaycan Devlet Gümrük Komitesi'nin açıkladığı veriler doğrultusunda hazırlanmıştır. Tabloda, 2011-2022 yılının Ağustos ayına kadarki rakamları gösterilmiştir. Raporda 2011-2014 yılları arasında ihraç miktarı gösterilmemekte, buna karşılık sadece elde edilen parasal değer gösterilmiştir. Özellikle, gaz akışının 2018 ve 2020 sonrasında daha da arttığını ve 2022 yılı itibariyle rekor seviyede artış gösterdiğini görebiliyoruz. Bunun da nedeni 2018 yılında TANAP ve 2020 yılında ise TAP projeleri vasıtasıyla gaz akışının başlanmasıdır. Özellikle, Rusya ve

Avrupa ülkeleri arasında oluşan enerji krizi doğrultusunda gaz akışının da daha da artırılacağını söyleyebiliriz.

3. Avrupa'nın Doğal Gaz İhtiyacı ve Karşılanma Düzeyi

Avrupa Birliği'nin enerji politikası; rekabete dayalı, şeffaflığa önem veren iç piyasanın oluşturulması, çevresel konulara özen gösterilmesi, küresel iklim değişiklikleriyle mücadele edilmesi, enerji arz güvenliğinin sağlanması, enerjide tasarrufun ve prodüktivitenin artırılması için yeni enerji yatırımlarının gerçekleştirilmesi ve enerji alanında ortak dış politikanın geliştirilmesi hedefleri kapsamında belirlenmiş ve doğalgaz alanında da politikalar bu eksende belirlenmiştir (Koçaslan, 2011: s.242). Doğal gazın son yıllarda tüm Avrupa için öneminin anlaşılması için son yıllarda üretilen doğal gaz miktarı ile ilgili verileri incelemek gerekir. Aşağıda belli başlı ülkelerde üretilen doğal gaz miktarı gösterilmiştir.

Tablo 2: Yıllara göre üretilen gazın milyon metre küp başına miktarı

Kaynak: (BP, 2022: s.29).

Yıllar	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Almanya	10.5	9.5	8.6	8.1	7.5	6.9	6.4	5.5	5.3	4.5	4.5
İtalya	8.0	8.2	7.4	6.8	6.4	5.5	5.3	5.2	4.6	3.9	3.2
Hollanda	69.5	68.4	72.4	60.4	45.9	44.3	37.9	32.3	27.8	20.1	18.1
Polonya	4.5	4.5	4.4	4.3	4.3	4.1	4.0	4.0	4.0	3.9	3.9
Norveç	100.5	113.9	107.9	107.5	116.1	115.9	123.7	121.3	114.3	111.5	114.3
Romanya	10.1	10.1	10.0	10.2	10.2	9.1	10.0	10.0	9.6	8.6	8.5
Ukrayna	19.5	19.4	20.2	20.2	18.8	19.0	19.4	19.7	19.4	19.1	18.6
İngiltere	46.1	39.2	37.0	37.4	40.7	41.7	41.9	40.6	39.2	39.5	32.7
Azerbaycan	16.0	16.8	17.5	18.4	18.8	18.3	17.8	18.8	23.9	25.9	31.8
Kazakistan	28.7	29.0	30.4	31.0	31.2	31.5	33.4	33.1	33.1	33.3	32.0
Rusya	616.8	601.9	614.5	591.2	584.4	589.3	635.6	669.1	679.0	637.3	701.7
Türkmenistan	56.3	59.0	59.0	63.5	65.9	63.2	58.7	61.5	63.2	66.0	79.33
Özbekistan	56.6	56.5	55.9	56.3	53.6	53.1	53.6	58.3	57.5	47.1	50.9
İran	151.0	156.9	157.5	175.5	183.5	199.3	213.9	224.9	232.9	249.5	256.7
Katar	150.4	162.5	167.9	169.4	175.9	174.8	170.5	175.2	177.2	174.9	177.0

Görüldüğü üzere, yıllar itibariyle, birçok ülkede doğal gaz üretimlerinde önemli artışlar yaşanmıştır. Esas doğal gaz üretici ülke olarak ise lider konumda olan ülke Rusya'dır. Bunu takiben Norveç, İran, Katar gibi ülkeler de doğal gaz arzını artırmakradır. Bundan başka, TANAP ve TAP projelerine dahil olması muhtemel olan Türkmenistan da da gaz üretiminde son on yılda artış gözlemlenmiştir. Konuyu Azerbaycan açısından değerlendirdiğimizde Azerbaycan da mevcut dönemde doğal gaz üretiminde %100'lük bir artış görülmüştür. Peki, esas itibariyle Avrupa'nın ve

konuyla ilgisi olan belli başlı ülkelerin doğal gaz talebi ne düzeydedir? Bu sorunun cevabını aşağıdaki tabloda görmemiz mümkündür.

Tablo 3: Belli Ülkelerde Doğal Gaz Tüketimi (milyon küp metre bazında)

Yıllar	2011	2012	2013	2014	2015	2016	2017	2018	2019	2021	2021
Avusturya	9.0	8.6	8.2	7.5	8.0	8.3	9.1	8.7	8.9	8.5	9.0
Belçika	16.5	16.7	16.5	14.5	15.8	16.2	16.4	16.9	17.4	17.0	17.0
Bulgaristan	3.1	2.9	2.8	2.7	3.0	3.1	3.2	3.0	2.8	2.9	3.3
Fransa	43.0	44.4	45.1	37.9	40.8	44.5	44.8	42.8	43.7	40.6	43.0
Almanya	80.9	81.1	85.0	73.9	77.0	84.9	87.7	85.9	89.3	87.1	90.5
İtalya	74.2	71.4	66.7	59.0	64.3	67.5	71.6	69.2	70.8	67.6	72.5
Hollanda	40.9	39.3	39.1	34.5	34.1	35.2	36.1	35.5	37.0	36.2	35.1
Türkiye	41.8	43.3	44.0	46.6	46.0	44.5	51.6	47.2	43.4	46.2	57.3
İngiltere	81.9	76.9	76.3	70.1	72.0	80.7	78.5	78.6	77.7	73.0	76.9
Ukrayna	56.1	51.8	47.7	40.3	32.0	31.4	30.2	30.6	28.3	29.3	26.1
Azerbaycan	8.9	9.4	9.4	9.9	11.1	10.9	10.6	10.8	11.8	12.4	12.7
Beyaz Rusya	19.2	19.4	19.3	19.1	17.9	17.8	18.2	19.3	19.2	17.8	19.0
Rusya	435.6	428.6	424.9	422.2	408.7	420.6	431.1	454.5	444.3	423.5	474.6
Polonya	16.5	17.4	17.4	17.0	17.1	18.3	19.2	19.9	20.9	21.1	23.2
Katar	28.9	33.6	35.3	38.4	43.4	41.4	41.2	40.7	41.9	38.9	40.0

Kaynak: (BP, 2022: 31).

Bu tabloda doğal gaz üreticisi olan ve doğal gaz üreticisi olmayan ülkelerin yıllık doğal gaz tüketim miktarları gösterilmiştir. Bu doğrultuda, özellikle, Rusya ve Azerbaycan'ın ürettiği ve tükettiği doğal gaz miktarını incelememiz gerekir. 2021 yılında dünyanın en önemli doğal gaz üreticisi olan Rusya 701.7 milyar metre küp doğal gaz üretmiştir. Aynı yıl ise 474.6 milyon metre küp doğal gaz ihtiyacı olmuştur. Bu doğrultuda, ülke 227.6 milyar metre küp doğal gazı ihraç ettiğini düşünebiliriz. Ayrıca, 2011 ile 2021 yılı arasındaki farkı kıyasladığımızda doğal gaz ihracatında önemli artış yaşandığını söyleyebiliriz. Azerbaycan da dünyanın en önemli ve en büyük gaz üreticisi ve ihracatçısı olmasa da jeolojik konumu dikkate alındığında önemli derecede doğal gaz üretimi ve ihracatını gerçekleştirdiğini söyleyebiliriz. 2021 yılında Azerbaycan 31.8 milyar metre küp doğal gaz üretimi gerçekleştirmiştir. Kendi içerisinde gerekli olan doğal gaz miktarı ise mevcut dönem için 12.7 milyar metre küp olmuştur. Sonuç itibariyle, Azerbaycan geri kalan 19.1 milyar metre küplük doğal gazı ihraç etmiştir. Bu doğrultuda, söyleyebiliriz ki alternatif enerji kaynaklarının öneminden bahsedilse de hala günümüzün esas enerji kaynağı yine doğal gazdır. Bu açıdan konuyla ilgili olması açısından Avrupa'nın uluslararası enerji ticareti ile ilgili göstergelere bakmamızda yarar var.

Tablo 4: Avrupa'nın Doğal Gaz İthalat ve İhracat Göstergeleri (milyon küp metre)

Yıllar	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Boru Hattı Gaz İthalatı	234.4	228.5	234.1	209.4	214.9	230.6	247.4	247.3	236.7	210.5	232.8
Rusya'dan	180.0	177.0	187.3	164.0	169.4	176.3	193.2	193.2	191.3	166.9	167.0
Afrika'dan	34.4	38.5	33.3	29.1	29.8	38.7	37.2	37.3	26.5	25.2	37.2
Bağımsız Devletler Topluluğu'ndan	5.7	4.7	5.2	7.6	8.1	8.2	8.1	9.2	11.5	13.3	19.5
Orta Doğu Ülkelerinden	8.3	8.2	8.2	8.7	7.5	7.4	8.9	7.6	7.4	5.1	9.1
Sıvılaştırılmış Gaz İthalatı (LNG)	89.2	68.2	51.8	52.1	56.0	56.4	64.8	71.2	119.4	116.3	108.2
Toplam İthalat	323.6	296.7	285.8	261.4	270.9	267.0	312.2	318.5	356.1	326.8	341.0
Sıvılaştırılmış gaz ihracat (LNG)	6.1	8.1	9.0	13.0	11.0	10.6	7.9	11.7	8.8	7.0	3.8

Kaynak: (BP, 2022: s.34).

Yukarıdaki tabloyu incelediğimizde, Avrupa'nın enerji tedarikinde gittikçe değişimler yaşandığı görülmektedir. Rusya'nın Avrupa'ya gaz tedariki önemli derecede azalmakta, Azerbaycan'ın da dahil olduğu Bağımsız Devletler Topluluğu ve Orta Doğu ülkelerinden olan gaz tedarikini ise artırmıştır. Ayrıca, Avrupa ülkeleri Sıvılaştırılmış gaz ithalatını da önemli derecede artırmıştır. Avrupa gaz tedariki ve alternatif enerji alanları ile ilgili politikalar yürütse de, önemli derecede doğal gaz tedariki açısından Rusya'ya bağlıdır. Bu doğrultuda, çalışmanın bir sonraki kısmında açıklanacağı üzere Rusya ile Avrupa arasında oluşabilecek siyasi krizler Avrupa ülkelerine büyük zararlar uğratabilir.

Son olarak, Avrupa'nın doğal gaz ithalatçısı ülkesi olması açısından önemli sayılabilerek ülkelerden birisinin Avrupa'nın kendi içinden olan Norveç hakkında da bilgi vermekte yarar var. Norveç, Katar ve Rusya'dan sonra dünyanın en büyük üçüncü doğal gaz ihracatçısıdır. 2020 verilerine göre Norveç ürettiği doğal gazın 114 milyar metre küpünü Avrupa ülkelerine ihraç etmiştir. Norveç gazının esas teslimat noktaları Almanya, İngiltere; Belçika ve Fransa'dır (www.norskpetrolium.no).

Avrupa Birliği kendi tüketimi için üçüncü ülkelerden ithal edilen enerjiye ihtiyacı var. Örneğin, 2020 yılında ana ithal ürünü petrol ve petrol ürünleri olmuştur. Bu oran yaklaşık toplam ithalatın yaklaşık üçte ikisidir. İkinci sırada ise %27 oranında doğal gaz esas ithalat kaynağı olmuştur. Avrupa ülkelerinin enerji alanında net ithalata bağımlılık oranı yaklaşık %58 olmuştur. Bu durum da enerji ihtiyacının yarısından fazlasının ithal edildiğini gösteriyor. Üye ülkelerin net ithalata bağımlılığının en yük olduğu ülkeler %90'la Malta, Kıbrıs ve Lüksemburg'dur (Eurostat, 2022).

4. 2022 Doğal Gaz Krizi ve Azerbaycan Gazının Önemi

Avrupa'daki mevcut enerji krizinin temelleri 2021'in sonlarında, 2022 yılının başlarında başlamıştır. Küresel enerji talebindeki yüksek artış, ülkelerin Covid-19 salgını ile ilgili karantina tedbirlerini azaltması ve bunun sonucunda ekonomilerdeki açılmanın etkisiyle doğal gaz talebinde de önemli derecede artış yaşanmıştır. Aynı dönemde Avrupa'da sert bir kış dönemi yaşanmıştır. (Euronews, 2022). Avrupa ülkeleri üzün yıllardan beri, sera gazı emisyonlarını azaltmak ve çevreye duyarlı enerji kaynaklarına geçiş için yeni politikalar ileri sürülse de bu konuda önemli çalışmalar gerçekleştirilmemiştir. Aynı dönemde, Rusya'nın doğal gaz ihracatını azaltma eğilimi, hızla Avrupa'daki doğal gaz depolarının boşalması da krizi daha da derinleştirmiştir. Son olarak, enerji krizine neden olan etkenler arasında pandeminin etkisiyle oluşabilecek enerji krizine karşı yeni yatırımların gerçekleştirilmemesi, karantina tedbirlerinin etkisiyle enerji sektöründe çok sayıda çalışanın işine son verilmesi de krizi daha da derinleştirmiş ve bu durum küresel çapta fiyatlardaki artışa neden olmuştur (Berahab , 2022; s.3-4).

2022 yılının Şubat ayında Rusya'nın Ukrayna'ya savaş açması ve ardından gelen ve Avrupa ülkelerinin de dahil olduğu çeşitli ülkelerin Rusya'ya karşı uyguladığı siyasi ve ekonomik birçok alanda yaptırımlar başta enerji krizi olmakla birçok alanda krizin derinleşmesine neden oldu.

Savaş ve sonuçları sadece emtia ve enerji fiyatlarıyla sınırlı değil, uzun vadede dünya ekonomisi üzerinde birçok alanı etkilemektedir. En basitinden petrol fiyatlarındaki artış, ulaşım giderlerini de artırmaktadır. Bundan başka, doğal gaz alanındaki fiyat artışları ürün fiyatlarını da artırmakadır. Dolayısıyla nakliye ve üretim maliyetleri artmaktadır. Mevcut Rusya-Ukrayna savaşında da bu durumun ağır sonuçlarını görebilmekteyiz. Savaşın ilk dönemlerinden beri İMF, ABD ve Avrupa Birliği büyüme tahminini %7,7'den %5,3'e düşürmüştür. Başta FED ve Avrupa Merkez Bankası bu soruna şok faiz artışlarıyla cevap vermekedir. Özellikle gıda enflasyonunun tetiklediği ifade edilmiştir (Shinde, 2022)

OECD'nin 2022 Mart ayında Avrupa'da enerji maliyetlerinin hanehalkı enerji açısından %41 arttığını açıklamıştır.Ayrıca, Avrupa Birliği genelinde hane halkı bütçe anketlerinin sonuçları ülkeler ve haneler arasında enerji harcamalarında belirgin farklar olduğunu ortaya koymuştur. Enerji maliyetleri özellikle belli başlı haneler için büyük sorun oluşturduğu ifade edilmiştir. Bu durum kentsel ve kırsal alanda büyük farklar oluşturmaktadır. Kırsal alanlardaki haneler, kentsel bölgelerde yer alan hanelere göre hane içi enerji tüketimi ve ulaşım alanıyla ilgili enerji kaynaklarını daha fazla kullanmaktadır. Haneler toplam bütçelerinin %10-%80 arasında bir harcama gerçekleştirmektedir (European Parliament, 2022).

İMF'nın 2022 Ekim ayında sunduğu raporda 2022 yılının ikinci yarısında hafif toparlanmanın olabileceği ama bunun 2021'deki büyüme beklentilerinin gerisinde olacağı belirtilmiştir. 2022 için küresel ekonomik büyümenin %3,2 olacağı tahmin edilmektedir. Ayrıca, raporda enflasyondaki artışların gittikçe derinleşeceği belirtilmiştir. Yılın dördüncü çeyreğinde küresel enflasyonun %6,6 olması bekleniyor (İMF, 2022). Bu enflasyonun derinleşmesinde küresel enerji krizinin tesirinin olması da şüphe doğurmamaktadır.

2022'nin yaz aylarında Rusya'nın gaz sağlayıcı şirketi GAZPROM Rus gazının Avrupa'ya iletilmesini sağlayan Kuzey Akım 1 üzerinden gaz akışını azaltacağını açıklamasının ardından Avrupa Birliği ülkeleri de çeşitli tasarruf önlemlerini açıklamışdır. Şirket gaz akışı azaltmanın esas nedeni olarak Portova kompresör istasyonundaki kritik istasyonundaki bakım çalışmasını gösterdi. Örneğin, Almanya, Hırvatistan, Fransa gibi birçok ülkeler kamu binalarında ısıtıcıların derecelerinin düşürülmesi, evlerdeki ısıtıcıların derecelerinin düşürülmesi, gibi tedbirleri devreye soktu (Anadolu Ajansı, 2022).

Son olarak Rusya 31 Ağustos'ta Avrupa'ya gaz aktarımını Kuzey Akım 1 üzerinden gaz aktarımını teknik sorunları sebep göstererek gaz akışını durdurmayı açıklamasının ardından Gazprom şirketi St.Petersburg yakınlarında Portovaya kompresör istasyonunda üretici "Siemens Energy" şirketi ile ortak bir inceleme sırasında tespit edilen türbindeki bir petrol sızıntısı gerekçe göstererek Kuzey Akım 1'den doğal gaz akışını yeniden başlatmayı reddetti (www.needtoknow.news). Bu süreçte gaz akışı %80 azaltılmış, bunun nedeni ise teknik neden olarak gösterilmiştir. Teknik araçlar onarım için Kanada'ya gönderilmiş, ülkenin Rusya'ya yaptırımı nedeniyle orada kalmış, Almanya'nın talebi üzerine Kanada hükümeti, 2022 Temmuz ayından itibaren türbinler için yaptırım muafiyeti uygulamıştır. Bunun karşılığında Gazprom belgelerdeki usulsuzlüğü gereçke göstererek teslim almayı reddetme kararı aldı. Rusya hükümeti bu şekilde yaptırımların devam etmesi durumunda Kuzey Akım 1 boru hattının tam kapasiteyle çalışmayacağını ifade etti. Gazprom CEO'su Alexey Miller yaptırımların Siemens Energy'nin boru hattı ekipmanlarının düzenli bakımını yapmasını engelleyegileceği konusunda uyardı. Bu arada, yeni inşa edilen Kuzey Akım 2 boru hattı, Almanya'nın operasyonlar için sertifikalandırmayı reddettiği gerekçesiyle yapımı boşta durmaktadır (RT News, 2022).

Böyle bir ortamda Avrupa Birliği enerji arz güvenliğini sağlamak için çeşitli kaynak arayışları içinde olduğu gözlemlenmektedir. Böyle bir ortamda Avrupa'nın esas enerji tedarikçisi olmasa da, önemli derecede açığını kapatabilecek kaynaklardan bir tanesi de Azerbaycan olabilir.

Çalışmanın bu bölümünde son dönemlerdeki gelişmeleri ve Azerbaycan'ın bu yöndeki doğal gaz stratejisinden bahsetmemiz gerekmektedir.

Avrupa Birliği Rusya-Ukrayna arasındaki sıcak savaş başlamadan önce Rusya'nın da doğal gaz arzını sebep göstererek yeni doğal gaz kaynakları arayışında olmuş, bu konuda çeşitli zamanlarda Azerbaycan yetkilileriyle görüşmeler gerçekleştirmiştir. 2022 yılının Ocak ayında Avrupa Birliği yetkilileriyle Azerbaycan arasında çeşitli temaslar oluşturulmuştur. Avrupa Birliği sözcüsü Tim Mcphie BBC'ye röportajında Azerbaycan'dan Avrupa'ya yönelik doğal gaz tedarikinde diversifikasyonuna dikkat çekmiş, Trans-Adriyatik Boru Hattı aracılığıyla AB'ye gaz tedarikinin artırılmasına dikkat çekmiştir. Mcphie TAP'ın AB için sabit ve güvenli tedarik aracı olduğunu ifade etmiştir. Azerbaycan Cumhurbaşkanı İlham Aliyev de 2021 yılının Ekim ayında röportajlarının birinde Avrupa'ya gaz tedarikinin artırılabileceğini bunun gerçekleşmesinin ise yaklaşık bir yıllık altyapı çalışmaları sonunda gerçekleştirilebileceğini ifade etmiştir. (BBC NEWS AZƏRBAYCANCA, 2022). Rusya-Ukrayna savaşının başlaması ile beraber yeniden gündeme gelmiş, bu konuda somut adımlar atılmaya başlamıştır.

Avrupa Birliği ile Azerbaycan arasında doğal gaz ticareti konusunda atılan önemli adımlardan bir tanesi "Enerji alanında Stratejik Ortaklığa Dair Mutabakat Zaptı" 18 Temmuz 2022 tarijinde Bakü'de Azerbaycan Cumhurbaşkanı İlham Aliyev ve Avrupa Komisyonu Başkanı Ursula Fon der Leyen'in katılımıyla imzalanmıştır. İmza töreni sonrasında basın toplantısında konuşan tarafların basın toplantısında konuşan Cumhurbaşkanı İlham Aliyev Azerbaycan'ın taraf olduğu projelerin Avrupa'nın enerji haritasını değiştirdiğini ifade etmiştir. Ortak mutabakat zaptı, petrol, doğal gaz, yenilenebilir enerji alanındaki konuları kapsamaktadır. Basın toplantısında konuşan Avrupa Komisyonu Başkanı Ursula Fon der Leyen Rusya'nın Ukrayna'ya karşı başlattığı savaştan sonra Rusya'nın enerji alanında güvenilir ortak olmadığını ifade etmiştir. Bu yüzden AB'nin Rusya'dan başka enerji kaynaklarının diversifikasyonuna yöneldiğini ve Azerbaycan'ın bu yolda güvenilir ortak olduğunu ifade etmiştir. Ortak mutabakat zaptında Azerbaycan'dan ihraç edilecek doğal gazın miktarının iki kat artırılacağı ifade edilmiştir. Güney Gaz Koridoru vasıtasyla yıllık 8 milyar metre küp doğal gazın taşındığını, önümüzdeki yıl bu hacmin 12 milyar metre küpe ulaştırılacağı ifade edilmiştir. Bu sayede Rusya tarafından durdurulan doğal gazı tazmin edileceği ve Avrupa'nın enerji tedariki açısından önemli derecede önemli olacağı ifade edilmiştir. Tüm projeler için Avrupa Birliği tarafından 2,5 milyon euro fon ayrıldığı ifade edilmiştir (Amerikanın Sesi , 2022).

TAP'ın genel müdürü Luc Achieppati İtalya'nın "IIMessaggero" gazetesine verdiği röportajında TAP'ın kapasitesinin 2027 yılına kadar iki katına çıkarılacağı ve bunun için teknik altyapıyla ilgili çalışmaların 3 yıl içinde gerçekleştirilebileceği ifade etmiştir. Bunun için Yunanistan ve Türkiye sınırı ve Arnavtluk sınırlarında iki kompresör istasyonunda yenileme çalışmalarının gerçekleştirileceği ve ilave olarak iki kompresör istasyonunun da inşa edilmesi gerektiği ifade edilmiştir (Azərbaycan Qəzeti, 2022).

SONUÇ VE DEĞERLENDİRME

Mevcut araştırma makalesinde Avrupa'daki enerji krizi ve Azerbaycan gazının mevcut kriz ortamında önemiyle ilgili literatür taraması yöntemiyle değerlendirmelerde bulunulmuştur. Post pandemi döneminin getirdiği ekonomik şartlar, altyapı eksiklikleri, Rusya'nın savaş öncesinde doğal gaz arzını kısması sonucu 2021 yılında başlayan enerji krizi, 2022 yılında Şubat ayında Rusya-Ukrayna savaşının başlamasıyla yeni bir aşamaya geçmiştir. Savaşın ilk günlerinden beri Batı ülkeleri, Rusya'ya çeşitli yaptırımlar uygulamış, Rusya da bunun karşılığında doğal gaz tedariki konusunda çeşitli sebepler getirerek doğal gaz arzını kısmaya yönelmiştir. Bu doğrultuda, Avrupa Birliği ülkeleri bir yandan tasarruf tedbirlerine yönelirken, bir yandan da yeni enerji kaynaklarına yönelmeye başlamıştır. Bu doğrultuda, Azerbaycan gazı Azerbaycan için önemli bir kaynak haline gelmiştir.

Azerbaycan bağımsızlık sonrası önemli enerji projeleriyle bölgesel güç haline gelmeye başlamıştır. Bağımsızlığın illk günlerinden beri ülkenin esas stratejisi enerji kaynaklarını ihraç

etmek ve buradan elde edilen geliri ülkenin sosyal refahına harcamak olmuştur. Bu doğrultuda, ülkenin esas ihraç kaynağı da petrol ve sonraları doğal gaz haline gelmiştir. Bu aşamada, doğal gaz alanında gerçekleştirilen Güney Gaz Koridoru, TANAP ve TAP projeleriyle "Şah Deniz" sahasından çıkarılan doğal gazın Türkiye'ye ve oradan da Avrupa'ya taşınmasına başlanmıştır. Tablo 1'de de ifade edildiği üzere Azerbaycan doğal gaz ihracatından 2011 yılında 574 551.15 USD gelir elde ederken, 2022 yılının ilk 8 ayında bunun yaklaşık 18 kat fazla yani 10 317 686.45 USD görebiliyoruz. 2021 yılı ile 2022 yılının ilk 8 ayı arasındaki fark ise yaklaşık 2 kattır. (2021/5 534 498.34).

Yıllar itibariyle ülkelerin doğal gaz üretim miktarlarında da önemli artışlar görülmektedir. Bu hususta, mevcut rakamlara Tablo 2'de yer verilmiştir. Dünyanın esas doğal gaz üretici olan Norveç, İran, Rusya gibi ülkeler zirvenin başında yer almaktadır. Bu hususta, tabloda 2011 ile 2022 arasındaki fark da yaklaşık iki kat artırılmıştır. Mevcut durum, ihraç rahamlarına da yansımış ve ülkenin esas gelir kaynaklarından biri haline gelmiştir.

Peki, Rusya'dan gelen doğal gaz akışının tamamen durdurulması durumda, Azerbaycan'dan gelen doğal gaz miktarı Avrupa'yı temin edici güçte midir? Bu sorunun cevabına da yine yukarıdaki rakamlara bakarak yanıt verebiliriz. Bilindiği üzere, Avrupa'nın esas doğal gaz tedarikçisi, Rusya, Orta Doğu ülkeleri ve Norveçtir. Rusya 2011 yılında 180 milyon metre küp doğal gazı Avrupa'ya ihraç ederken, 2021'e gelindiğinde bu rakamın 167 milyon metre küpe düşürüldüğünü görmekteyiz. Özellikle, 2022 Rusya-Ukrayna savaşının etkisiyle gelinen durumda ise doğal ihracatının önemli derecede düşeceği ve bunun ileriki raporlarda yer alacağı görülmektedir. Şimdiden, 2022 yılının kış aylarının Avrupa için zor geçeceği birçok uzman tarafından dile getirilmektedir. Böyle bir ortamda Azerbaycan'ın Avrupa'ya ihraç ettiği yıllık 8 milyar metre küp doğal gaz da Avrupa'daki oluşabilecek ciddi enerji krizini çözebilecek güçte değildir.

Azerbaycan ile Avrupa Birliği arasındaki ilişkileri karşılıklı bağımlılık perspektifinden değerlendirdiğimizde, Avrupa Birliği'nin Azerbaycan'ı önemli derecede stratejik ortak olarak gördüğünü görebilmekteyiz. Bu bağlamda, çeşitli Avrupa ülkeleriyle olan siyasi, ekonomik, sosyal alanda ilişkiler de bunun tezahürüdür. Azerbaycan'ın önemli ticaret yolları üzerinde bulunması ve yeni yeni ister enerji ve isterse de diğer alanlarda anlaşmaların yapılması karşılıklı olarak ülkelerin birbirine bağımlı olduğunu göstermektedir. Nitekim, bunu Avrupa Birliği sözcüleri de her defasında ifade etmektedir. Son olarak, Azerbaycan ile Avrupa Komisyonu arasında imzalanan "Enerji alanında Stratejik Ortaklığa Dair Mutabakat Zaptı" ve ortak basın toplantısında Avrupa Komisyonu Başkanı Ursula Fon der Leyen'in tekrar Azerbaycan'ı güvenli ortak olarak görmesi bunun somut örneğidir.

Sonuç olarak, Avrupa'nın enerji tedariki konusunda Rusya'nın hala önemli bir kaynak teşkil ettiğini, bu açıdan farklı enerji kaynaklarına ihtiyaç duyulduğunu ve yeni kaynakların oluşturulması gerektiği söyleyenebilir. Halen, Rusya ve Avrupa Birliği arasında karşılıklı bağımlılığın olduğunu, bu bağımlılığın zaman zaman dengesizleştiğini görebiliyoruz. Azerbaycan ve Avrupa Birliği arasında karşılıklı bağımlılık konusu ise özellikle son gelişmeler fonunda daha da gözle görülebilir öneme sahip olduğunu ve zamanla bu alanda yeniliklerin olabileceği düşünülmektedir.

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Öğretmenlerin Aydınlık Kişilik Algılamaları İle İş- Aile Çatışması Arasındaki İlişki

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Abstract

Purpose: It is aimed to reveal whether there is a significant relationship between teachers light personality perceptions and work-family conflict.

Design/methodology/approach: Data were collected from teachers working at various levels of schools affiliated to the Ministry of National Education in a province in Turkey using the questionnaire technique. Two scales were included in the questionnaire form used in the study. The research; It is quantitative, empirical research.

Results: According to the research results; negatives and a relationship were determined between the general personality dimensions of altruism and work-family conflict, and between empathy and work-family conflict. However, no negative or positive relationship was found between compassion and work-family conflict.

Research Limitations: The research; Since the research population is quite large, it covers only a certain part of the teachers working in only one province. In this context, in the study, it was evaluated whether there is a significant relationship between teachers light personality perceptions and work-family conflict, taking into account the questionnaire forms filled by a limited number of teachers working in a certain province. The research only reveals the ideas, perceptions and attitudes of the teachers who participated in the survey.

Originality/value: The research is important in terms of analyzing whether there is a relationship between light personality perceptions and work-family conflict. Considering these variables together for the first time reveals the originality and value of the research.

Keywords: Light personality, Work-family conflict, Empathy, Altruism, Compassion

Özet

Amaç: Öğretmenlerin aydınlık kişilik algılamaları ile iş-aile çatışması arasında anlamlı bir ilişki olup olmadığını ortaya koymak amaçlanmaktadır.

Dizayn/metodoloji/yaklaşım: Türkiye'de bir ilde Milli Eğitim Bakanlığı'na bağlı okulların çeşitli kademelerinde görev yapan öğretmenlerden anket tekniği kullanılarak veriler toplanmıştır.

Araştırmada kullanılan anket formunda iki adet ölçeğe yer verilmiştir. Çalışma; nicel, ampirik bir araştırmadır.

Bulgular: Araştırma sonuçlarına göre; aydınlık kişilik boyutlarından özgecilik ile iş-aile çatışması ve empati ile iş-aile çatışması arasında arasında negatif ve anlamlı bir ilişki tespit edilmiştir. Ancak şefkat ve iş-aile çatışması arasında negatif ve anlamlı bir ilişki bulunamamıştır.

Araştırma Kısıtları/Sınırlılıkları: Çalışma; araştırma evreninin oldukça geniş olması sebebiyle, sadece bir ilde görev yapan öğretmenlerin yalnız belli bir kesimini kapsamaktadır. Bu bağlamda çalışmada, belli bir ilde görev yapan sınırlı sayıda öğretmenlerin doldurdukları anket formları dikkate alınarak öğretmenlerin aydınlık kişilik algılamaları ile iş-aile çatışması arasında anlamlı bir ilişki olup olmadığı değerlendirmeye tabi tutulmuştur. Araştırma sadece ankete katılım sağlayan öğretmenlerin fikir, algı ve tutumlarını ortaya koymaktadır.

Orijinallik/değer: Araştırma, aydınlık kişilik algılamaları ile iş-aile çatışması arasında bir ilişkinin olup olmadığını analiz etmesi yönünden önem taşımaktadır. Söz konusu değişkenlerin ilk kez bir arada ele alınması çalışmanın orijinalliğini ve değerini ortaya koymaktadır.

Anahtar Kelimeler: Aydınlık Kişilik, İş-Aile Çatışması, Empati, Özgecilik, Şefkat

GİRİŞ

Kişiliğin açıklanması ve ölçülmesi için birçok farklı kuramcının görüşleri vardır. Bu görüşler arasındaen çok kullanılan yaklaşımlardan biri de beş faktör kişilik modelidir. Bu model dışadönüklük, nevrotiklik, deneyime açıklık, sorumluluk ve yumuşak başlılık olmak üzere beş alt boyuttan oluşmaktadır (Doğan, 2013:57).

Karanlık üçlü (makyavelizm, psikopati ve narsisizm), beş faktör kişilik modelinden model olarak ayrılık göstermektedir. Beş faktör kişilik modeli birbirlerini tamamlayıcı kişilik yapılarından oluşurken, karanlık üçlüde, kişilik yapıları birbirine bağlı olsa da, ayrılabilir daha kötü niyetli psikolojik eğilimlerden ve davranışsal stratejilerden oluşur. Beş faktörlü boyut, insanların eğilimlerine ve durumsal davranışlarına odaklanırken, karanlık üçlü boyutları, insanların başka insanlarda görmek istemediği olumsuz kişilik özelliklerine odaklanır (Yurdakul, 2019:26).

Son yıllarda karanlık üçlü kişilik modeline yönelik çalışmalar büyük artış gözlemlenmektedir. Google akademik verileri 2002 yılından itibaren karanlık üçlü kişilik modeli çalışmalarında büyük bir artış olduğunu göstermektedir (Jonason ve Webster, 2010:420). “Karanlık özellikler” (yani sosyal açıdan caydırıcı özellikler) konusunda sürekli artış gösteren bir literatür varken, olumlu kişilik özelliklerine yönelik çalışmalarda ise literatürde büyük eksiklikler olduğu gözlemlenmektedir (Kaufman vd., 2019:467).

Johnson (2018) tarafından gerçekleştirilen çalışmada toplum yanlısı davranış üzerine yapılan araştırmaların odaklandığı durumsal faktörlerin aksine toplum yanlısı yönelimdeki bireysel farklılıkları değerlendirmeyi amaçlamış ve bu amaç sonucunda 3 boyuttan (empati, şefkat ve özgecilik) oluşan ışık üçlüsü adını verdiği Aydınlık Kişilik Özellikleri Ölçeğini geliştirmiştir (Johnson, 2018). Kaufman ve arkadaşları (2019) tarafından gerçekleştirilen çalışmada Karanlık Üçlü'nün halihazırda var olan nomolojik ağını kullanarak Işık Üçlüsü için bir nomolojik ağ kurmak için çok çeşitli sonuçlara sahip ilişkileri incelemek amaçlanmıştır. Bu inceleme 3 alt boyuttan (kantçılık, hümanizm ve insanlığa inanç) oluşan 12 maddelik Işık (Aydınlık) Üçlü Ölçeği ile ile gerçekleştirilmiştir. Bu ölçek ilk taslak ölçü olarak adlandırılsa da mükemmel güvenirlik ve

geçerlilik göstermiş, yaşam memnuniyeti öngörmüş ve kişilik ölçüleri geniş bir var olanın üstünde ve ötesinde büyüme odaklı ve kendi kendini aşan sonuç yelpazesi vermiştir. Bunun aksine ise Karanlık Üçlü yaşamla olumsuz bir şekilde ilişkilendirilmiş, memnuniyet ve büyüme odaklı sonuçlar bencillikle daha güçlü bağlar göstermiş, sömürücü, saldırgan ve sosyal açıdan caydırıcı sonuçlar ortaya çıkmıştır. Bu keşifsel çalışma Işık ve Karanlık Üçlü arasındaki zıt nomolojik ağlar için bir yol sağlamıştır (Kaufman vd., 2019).

Literatürde aydınlık kişilik özellikleri konusu incelendiğinde; aydınlık kişilik özellikleri konusunun yeni bir kavram olması sebebiyle yabancı literatürde aydınlık kişilik özelliklerinin var olduğunun ispatıyla alakalı çalışmalar varken yerli litertürde ise aydınlık kişilik kavramının; girişimcilik niyeti (Polatcı ve Yeloğlu, 2021) ile ilişkilendirildiği görülmektedir. Yapılan araştırmalar sonucunda kişilik özellikleri ile alakalı yapılan çalışmaların çoğunlukla "Beş Faktör Kişilik Modeli ve Karanlık Kişilik Özellikleri" üzerine olduğu görülmüştür.

Zamanının büyük çoğunluğunu iş ve aile ortamında geçiren insanoğlu, işyerinde yapmakla yükümlü olduğu görevleri yapmakta, aile hayatında ise eşine, çocuğuna yahut anne-babalarına karşı sorumluluklarını yerine getirmektedir. Bu iki ortamdaki sorumluluklar çakıştığında ise çatışma meydana gelmektedir. İş hayatının aile hayatını olumsuz olarak engellemesi iş-aile çatışmasına, aile ortamındaki sorumlulukların iş hayatındaki sorumlulukları engellemesi ise aile-iş çatışmasına sebep olmaktadır. Bu çatışma bireyin iş ve aile hayatını etkilemekte ve aile ile işinin arasında kalmasına sebep olmaktadır (Kahraman ve Çelik, 2018:96). İş veya aileden birine, diğerinden daha fazla zaman, bağlılık, çaba gösterildiği zaman, diğer taraf ihmal edilmekte ve sorumluluklar gerçekleştirilmemiş olmaktadır. Bu durum ise iş- aile veya aile-iş çatışmasına neden olmaktadır (Giray ve Ergin, 2006:84). Yani bireyler aileleri ile ilgili sorumluluklarını ihmal ettiklerinde iş- aile çatışması, işleri ile ilgili sorumluluklarını ihmal ettiklerinde ise aile-iş çatışması meydana gelmektedir (Öztürk, 2018:18).

Literatürde iş-aile çatışması konusu incelendiğinde; iş-aile çatışması konusunun; iş yükü algısı (Kahraman ve Çelik, 2018), iş doyum düzeyi (Uzlu, 2018; Bruck vd., 2002), örgütsel bağlılık (Efeoğlu ve Özgen, 2007), kişilik özellikleri (Boz vd., 2021), kariyer bağlılığı ve mesleki bağlılık (Özdevecioğlu ve Aktaş, 2007), iş ve aile katılımı ilişkileri ve aile sosyal desteği (Adams vd., 1996), işyeri esnekliği ile organizasyon desteği (Blomme vd., 2010) gibi konular ile ilişkilendirildiği görülmektedir.

Bu çalışmanın amacı; öğretmenlerin aydınlık kişilik algılamaları ile iş-aile çatışması arasında anlamlı bir ilişki olup olmadığını ortaya koymaktır.

1. KAVRAMSAL ÇERÇEVE

Çalışmanın bu kısmında araştırmada ele alınan değişkenler ile ilgili kavramsal çerçeve ve hipotez geliştirme konuları ele alınmaktadır.

1.1. Karanlık Kişilik Özelllikleri

Karanlık kişilik özellikleri, kişiliğin olumsuz etkilerini içerisine alan, hasımlık ve umursamaz davranışlarla bağlantılı olan kişilik özellikleridir. Ayrıca bu özellikler empati noksanlığı ve diğer bireyleri menfaatleri uğrunda kullanma arzusuyla bağlantılıdır (Vonk vd., 2015:50). Paulhus ve Williams (2002) tarafından psikopati, Makyavelizm ve narsisizm, olarak üçe ayrılan karanlık kişilik özellikleri, literatürde "The Dark Triad of Personality" olarak yer almaktadır. Paulhus ve Williams'ın karanlık kişilik özellikleri, bireyin kendini yükseltmesi ve başka kişilere yönelik zararlı eylemlere yer vermektedir (Paulhus ve Williams, 2002:557). Psikopati, makyavelizm ve

narsisizm olarak alanyazında yer bulan karanlık kişilik özellikleri her ne kadar farklı özellikler gibi değerlendirilse de ortak özelliklere de sahiptir. Üç kişilik özelliği de hilecilik, duygusal soğukluk, taklit, kızgınlık ve sosyal kötü amaçlar içerir (Tozar, 2019:26).

1.2. Aydınlık Kişilik Özellikleri

Aydınlık kişilik özellikleri, beş faktör kişilik özellikleri (uyumluluk, deneyime açıklık, dışa dönüklük, duygusallık, sorumluluk) ile açıklanamayan sosyal ve olumlu kişilik özellikleridir. Kavram henüz çok yeni olmakla beraber karanlık kişilik özelliklerinin varlığı bunun tam tersi olan aydınlık kişilik özelliklerinin de olmasını mümkün kılmıştır.

Toplum yanlısı davranışlar üzerine yapılan araştırmaların çoğu bireysel faktörlerden öte durumsal faktörlere odaklanmaktadır. Johnson (2018) literatürdeki bu boşluğu görerek, bireysel faktörlere değinmek için empati, şefkat ve özgecilik adını verdiği, üç boyuttan oluşan aydınlık kişilik özellikleri ölçeğini geliştirmiştir (Johnson, 2018:2).

Kaufman ve arkadaşları (2019) ise aydınlık kişilik özelliklerini tanımlayabilmek için karanlık kişilik özelliklerinin temeline inilmesi kanaatine varmış ve bu alanlar arasındaki karşıtlıkları bulmak ve aralarındaki uyumu sağlamak olarak aydınlık kişilik özelliklerini tanımlamıştır (Kaufman vd., 2019:467).

1.3. İş-Aile ve Aile- İş Çatışması

Zaman geçtikçe değişim gösteren sosyo-ekonomik koşullar, iş- aile çatışması için itici bir güç olmuştur. Sanayi devrimi ve piyasa ekonomisinin büyük gelişme kaydetmesiyle beraber gelir getici faaliyetler ile aile sorumlulukları ile ilgili faaliyetler ayrışmaya başlamıştır. Bu devrim ve ekononik gelişmeden önce büyük bir kısmı ailelerce tüketilen üretim, bu gelişmeden sonra büyük değişime uğramış ve aileler artık sadece kendileri için değil iş alanları ve kuruluşlar içinde üretim yapmaya başamıştır. İş ve aile faaliyetleri birbirinden ayrışmış farklı zaman, mekan, insanlar tarafından farklı düşünce normları ve davranışları ile gerçekleştirilmeye başlanmıştır (Clark, 2000).

İş- aile çatışması, iş ve aile arasında yaşanan rol karmaşası durumudur (Greenhaus ve Beutell, 1985:77). İş- aile çatışması bir rolde toplanan sorumlulukların diğerini aksatması ile ortaya çıkar (Frone vd., 1997:146). İş ile alakalı sorumlulukların aile hayatını aksatması iş-aile çatışması, aile ile alakalı sorumlulukların iş hayatını aksatması ise aile-iş çatışması olarak tarif edilir (Hennessy, 2005:8). Diğer bir deyişle bireyler, iş ya da aile yaşamlarının birinde eksiklik yaşadıklarından bu eksikliği telafi edebilmek için diğer alana daha fazla önem vermektedir. Yaşam dengesi oluşabilmesi için bireylerin her iki alana da aynı zaman ve kaynakları ayırması gerekmektedir. Eğer birey, iş yaşamında daha fazla zaman ve kaynak tüketirse iş- aile çatışması yaşanacak, bunun tam tersi durumda ise aile-iş çatışması yaşanacaktır (King, 2005). İş ve aile yaşamındaki değer, ilişki ve gereklilikler çatışmanın oluşması için temel bir etken değildir. Esas temel neden herhangi bir rolde bulunurken oluşan problemlerde yaşanan rol çatışmalarıdır (Yang vd., 2000).

Bireylerin iş ve aile yaşamlarındaki sorumlulukları ve rollerinin gereğini gerçekleştirimek zorunda olmaları, çalışma saatlerinin uzun olması, iş programlarının yoğun olması, çocukların anne ve babaların duydukları ihtiyaç, aile ve ev ile ilgili sorumluluklar, iş ve aile yaşamları arasında problem yaratmakta ve iş-aile çatışmasının meydana gelmesine ve bunun neticesinde bireylerin stres, depresyon, mutsuzluk gibi birçok olumsuz sonuçlar yaşamasına neden olmaktadır (Yurtseven, 2008:2). İş-aile rolleri arasındaki dengesizlik ve bireyin bu iki alan arasında kaldığı durumlarda birey tatminsiz ve karamsar davranabilir (Önel, 2006:14).

2. METODOLOJİ

2.1. Çalışmanın Evreni ve Örneklemi

Çalışmanın evrenini, ülkemizde Milli Eğitim Bakanlığı'na bağlı okulların çeşitli kademelerinde görev yapan öğretmenler oluşturmaktadır. Çalışmanın örneklemi ise Türkiye'de bir ilde Milli Eğitim Bakanlığı'na bağlı okulların çeşitli kademelerinde görev alan öğretmenler olarak belirlenmiştir.

2.2. Araştırmanın Sınırlılıkları

Çalışma; araştırma evreninin oldukça geniş olması sebebiyle, sadece bir ilde görev yapan öğretmenlerin yalnız belli bir kesimini kapsamaktadır. Bu bağlamda çalışmada, belli bir ilde görev yapan sınırlı sayıda öğretmenlerin doldurdukları anket formları dikkate alınarak öğretmenlerin aydınlık kişilik algılamaları ile iş-aile çatışması arasında anlamlı bir ilişki olup olmadığı değerlendirmeye tabi tutulmuştur. Araştırma sadece ankete katılım sağlayan öğretmenlerin fikir, algı ve tutumlarını ortaya koymaktadır.

2.3. Çalışmanın Yöntemi

Çalışma açıklayıcı, nicel bir çalışmadır. Anket uygulamasında kişilerin tespit edilmesinde; örnekleme yöntemlerinden, herhangi bir yönlendirme ve yargıda bulunmadan kişilerin belirlendiği böylelikle ilgili tüm kişilerin araştırma bünyesinde bulunma şansı elde basit rastlantısal (tesadüfi) örnekleme yöntemi tercih edilmiştir. Araştırma verileri, toplam 152 öğretmenden elde edilen anket yöntemiyle sağlanmıştır. Anket uygulaması, Ekim 2020-Kasım 2020 tarihleri arasında gerçekleştirilmiştir.

2.4. Veri Toplama Aracı

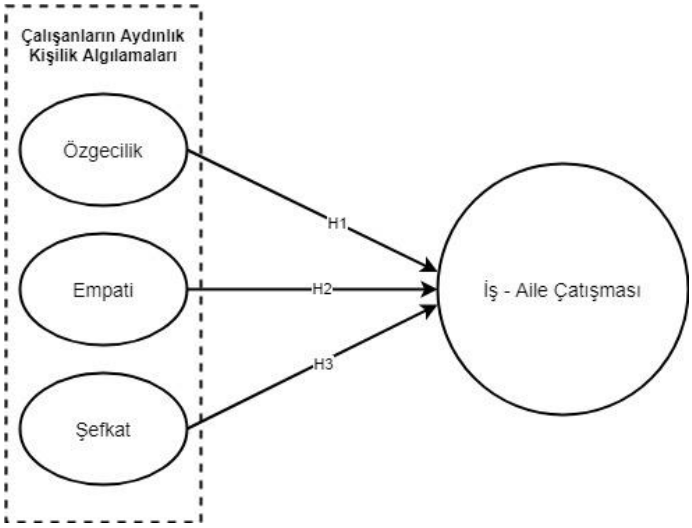
Araştırmada veri toplama aracı olarak anket tekniği kullanılmıştır. Araştırmada kullanılan anket formunda iki ölçeğe yer verilmiştir. Bunlardan ilki Johnson (2018) tarafından geliştirilen "Aydınlık Kişilik Özellikleri Ölçeği" olup ölçek; "Empati", "Şefkat" ve "Özgecilik" olmak üzere üç boyuttan oluşmaktadır. Ölçek 5"li likert tipi değerlendirme ölçeği ve 24 maddeden oluşmaktadır. Ölçekte her bir boyut 8 ifade ile ölçülmektedir. 1-8. ifadeler arası empati boyutu, 9-16. ifadeler arası şefkat boyutu, 17-24. ifadeler arası ise özgecilik boyutu ile alakalı ifadelerdir. Ayrıca ölçekte 1, 4, 7, 8, 12, 15, 18, 20, 21 ve 22. ifadeler de ters kodlanmıştır. İkincisi ise Carlson ve arkadaşları (2000) tarafından geliştirilen "İş- Aile Çatışması Ölçeği" dir.

2.5. Araştırmanın Hipotezleri

H_1: Aydınlık kişiliğin özgecilik alt boyutu ile iş-aile çatışması arasında negatif ve anlamlı bir ilişki bulunmaktadır.

H_2: Aydınlık kişiliğin empati alt boyutu ile iş-aile çatışması arasında negatif ve anlamlı bir ilişki bulunmaktadır.

H_3: Aydınlık kişiliğin şefkat alt boyutu ile iş-aile çatışması arasında negatif ve anlamlı bir ilişki bulunmaktadır.



Şekil 1. Araştırma Modeli

2.6. Verilerin Analizi

Elde edilen verilerin analizi için yöntem olarak en küçük kareler yöntemi ile yapısal eşitlik modeli kullanmıştır. Bu yöntem için iki aşamalı bir yaklaşım benimsenmiştir. İlk olarak ölçüm modelinin geçerliliğini test etmek için yakınsak geçerliliği ve ayırsak geçerliliği test edilmektedir. Ardından, yapısal geçerlilik ve hipotezler testi için analiz gerçekleştirilmektedir (Anderson ve Gerbing, 1988). Küçük örnek verileri, normal olmayan verileri ve ikinci dereceden biçimlendirici değişkenlere sahip modelleri analiz edebilmesi nedeniyle son araştırmalarda yaygın olarak benimsenmiştir (Algharabat vd., 2017). Bu yöntemi kullanarak analiz edebilmek için ise SmartPLS yazılımı kullanılmıştır.

2.7. Güvenirlik Analizi

Modelin güvenilirliği Cronbach alfa ve Bileşik Güvenilirliği (CR) kullanılarak test edilmiştir. Cronbach alfa değerleri 0.70 ile 0.89 arasında ve CR değerlerinin 0.80 ile 0.90 arasında olduğu gözlemlenmiştir. Bu nedenle her iki parametrenin güvenilirlik gereksinimini sağlayan 0,7 eşik değerini (Fornell ve Larcker, 1981) aştığı anlaşılmaktadır.

Tablo-1: Ölçek ve Alt Boyutların Cronbach Alfa ve Bileşik Güvenirliği Katsayıları

	Cronbach Alfa	Bileşik Güvenirliği
İş- Aile Çatışması	0,87	0,90
Empati	0,71	0,81
Şefkat	0,89	0,90
Özgecilik	0,70	0,80

3. BULGULAR VE TARTIŞMA

3.1. Araştırmaya Katılanların Demografik Özelliklerine Dair Bulgular

Örneklem grubunu oluşturan katılımcıların demografik özelliklerine ilişkin bilgiler Tablo 2'de verilmiştir.

Tablo-2: Araştırmaya Katılanların Demografik Özellikleri

Değişkenler	**Gruplar**	f	%
Cinsiyet	Kadın	88	57,9
	Erkek	64	42,1
Medeni Durum	Bekar	69	45,4
	Evli	83	54,6
Yaş	18-25 yaş	21	13,8
	26-33 yaş	104	68,4
	34-41 yaş	15	9,9
	42-49 yaş	11	7,2
	50 yaş ve üzeri	1	,7
Hizmet Yılı	1-5 Yıl	89	58,6
	6-10 Yıl	40	26,3
	11-15 Yıl	10	6,6
	16 ve Üzeri	13	8,6
Öğrenim Durumu	Lise	3	2,0
	Önlisans	1	,7
	Lisans	123	80,9
	Lisansüstü	25	16,4
Konum	Öğretmen	120	78,9
	Yönetici	32	21,1

Tablo 2'de görüldüğü gibi araştırmaya katılan öğretmenlerin %57,9'u kadın, %42,1'i erkek, %54,6'sı evli, %45,4'ü bekardır. Katılımcıların büyük çoğunluğu(%68,4) 26-33 yaş aralığında olup yine büyük çoğunluğu(1-5 yıl) hizmet yılı arasında görev yapan öğretmenlerden oluşmaktadır. Lisans düzeyinde öğrenim durumunun %80,9 olduğu araştırmada, katılımcıların çoğunun(%78,9) öğretmen olduğu görülmektedir.

3.2. Aydınlık Kişilik Algılamaları ile İş- Aile Çatışması Arasındaki İlişkiye Dair Bulgular

Bu aşamada hipotezlerin testi için SmartPLS programı kullanılmıştır. Bu analiz sonucu R^2, beta ve P değerleri elde edilmiştir. R^2 değeri bağımlı değişkenin bağımsız değişkeni ne kadar açıkladığını gösterir. Beta ve P değerleri de hipotezin kabul edilip edilmediğini gösterir. Tablo 3 incelendiğinde, aydınlık kişilik boyutlarından özgecilik ile iş-aile çatışması arasında negatif ve anlamlı bir ilişki ($\beta = -0.27$, $p<0.05$); empati ile iş-aile çatışması arasında negatif ve anlamlı bir

ilişki (β = -0.22, p<0.05) tespit edilmiştir. Ancak şefkat ve iş-aile çatışması arasında negatif ve anlamlı bir ilişki (β = -0.04, p>0.05) bulunamamıştır. Bu nedenle H_1 ve H_2 hipotezi kabul edilirken H_3 hipotezi reddedilmiştir. Aile-iş çatışması bağımlı değişkeninin bağımsız değişkenleri açıklama oranı %20 olarak belirlenmiştir. Bu R^2 (0,20) değeri temel düzeyde bir açıklama olduğunu temsil etmektedir.

Tablo-3: Aydınlık Kişilik Boyutları İle İş- Aile Çatışmasına İlişkin Analiz Sonuçları

	İş- Aile Çatışması	
	β (Beta)	**p**
Özgecilik	-0.27	0.00
Empati	-0.22	0.05
Şefkat	-0.04	0.67
R^2=0,20		

SONUÇ

Araştırma sonuçlarına göre; aydınlık kişilik boyutlarından özgecilik ve empati ile iş-aile çatışması arasında negatif ve anlamlı bir ilişki bulunmuş fakat şefkat ve iş-aile çatışması arasında negatif ve anlamlı bir ilişki bulunamamıştır. Dolayısıyla H_1 ve H_2 hipotezi kabul edilirken H_3 hipotezi ret edilmiştir.

Araştırma sonuçlarından hareketle; aydınlık kişilik özelliklerine sahip çalışanların büyük bir çoğunluğunun iş-aile çatışması yaşamadığı, aydınlık kişilik özellikleri yüksek olan bireylerin işlerinden ve ilişkilerinden daha fazla memnuniyet duyduğu ve işlerinin aile yaşamındaki sorumluluklara engel olmadığı söylenebilir. Ayrıca şefkat duygusu yüksek kişilik özelliklerine sahip bireylerin işyerinde karşılaştığı bir durumdan etkilenerek aile yaşamını ihmal edebileceği gibi durumların hipotezin ret edilmesi alakalı olduğu söylenebilir.

Bu çalışmaya katılım gösteren çalışanların sadece öğretmen olması çalışmanın genellenebilirliğini sınırlandırmaktadır. Bu yüzden gelecek çalışmalarda çalışmanın farklı sektörlerde uygulanması çalışmanın genellenebilmesi adına yararlı olabilir. Ayrıca bu çalışmanın sadece belirli bir bölge ve ilde yapılmış olması da öğretmenler üzerine yapılacak genellemeyi sınırlandırmaktadır. Gelecek çalışmalarda farklı illerde karşılaştırılmalı olarak yapılacak uygulamalar öğretmenler üzerinde genelleme yapılması adına yararlı olabilir.

Bu araştırma aydınlık kişilik özelliklerinin iş-aile çatışması ile ilişkisini alt boyutları ile incelemiştir. Gelecek çalışmalarda demografik özellikler de karşılaştırmalı olarak incelenebilir.

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Analysis of the Impact of Internet Use, Energy Consumption and Economic Growth on CO2 Emissions: Evidence from OECD Countries

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ABSTRACT

One of the main determinants of climate change and global warming is the increase in CO2 emissions in recent years. It is seen that CO2 emissions reached 523.9 million tons in 2020 with an increase of 3.1% compared to the previous year, and the sector with the highest share in this rate is energy with 367.6 million tons. In this context, it is important to examine the factors that determine energy consumption in order to investigate the effect of the energy sector, which has a strategic place in the development of national economies, on CO2 emissions. While it is known that the intense increase in internet use increases energy consumption, it is also predicted that innovative digital solutions will increase efficiency and reduce carbon emissions. In this paper, the effect of internet use, energy consumption and economic growth on CO2 emissions is analyzed by panel data method using data over 2000-2019 period for OECD countries. Findings reveal that while electricity consumption and economic growth are positively drivers of CO2 emissions, internet use seems to reduce emissions.

Keywords: CO2 Emission, Internet Use, Energy Consumption, Panel Data Analysis.

1. INTRODUCTİON

One of the main factors that contributes to global warming and climate change is the increase in carbon dioxide emissions. In 2020, it was reported that the global emissions of CO2 reached 523.9 million tons, which is an increase of 3.1% from the previous year. The energy sector is responsible for over 367.6 million tons of this emissions.

The energy sector is of great importance by having a strategic place in the development of national economies as well as increasing CO2 emissions to a large extent. In this context, to investigate the effect of the energy sector on CO2 emissions, examining the factors that determine energy consumption is of great importance.

While the intense increase in internet use is known to increase energy consumption, innovative digital solutions are also predicted to increase efficiency and reduce carbon emissions. In order for these predictions to come true, it is necessary to deal with the issue from different aspects in the current period.

As a result of the fact that digitalization trends have become quite widespread recently, especially with the pandemic, rates of internet use have increased immensely. According to the data of the Digital 2022 report, the number of internet users in the world has approached 5 billion.

Thanks to digital environments that have become active in all areas of life, conveniences provided by online means such as socialization, business, e-commerce or education lead people to use the internet more. In terms of information and communication technologies, these developments in the use of the internet not only contribute to the country's economy, but also lead to high energy consumption.

High energy consumption due to intensive use of the Internet can cause a positive change in CO2 emissions. However, some studies have found that digitalization can reduce energy density and therefore CO2 emissions by increasing production technology and productivity with the means of information and communication technologies.

In this paper, we aim to investigate the impacts of internet use and other control variables (economic growth and electricity consumption) on CO2 emissions in OECD countries for the period of 2000-2019 using panel quantile regression method.

The paper is organized as follows: section two provides with a review of related literature. Section three explains the data and estimation methodology. Section four discusses the estimation results of panel quantile regression method. Finally, section five presents the conclusion and some policy recommendations.

2. LİTERATURE REVİEW

In this section, studies that focus on the relationship between internet use, energy consumption and growth in the literature are examined.

Awan et al. (2022) examined the effect of renewable energy, internet use and foreign direct investment on CO2 emissions for 10 developing countries between 1996 and 2015. It has been observed that energy consumption and information communication technologies reduce carbon dioxide emissions.

Haldar and Sethi (2022) studied the effect of Information and Communication Technologies on CO2 emissions in 16 developing countries between 2000 and 2018. The results showed that CO2 emissions decreased with the interaction of innovation and internet use.

Ike et al. (2022) empirically examined the environmental effects of press freedom and internet access for 153 countries between 2002 and 2016. As a result of the research, it has been seen that freedom of the press restricts emissions in economies with small industry size, increases emissions in economies with large industry size, and internet access increases emissions in low and middle income countries but decreases in high income countries.

In a study by Koçak (2022), the relationship between internet use and CO2 emissions in Turkey between 1993 and 2020 was examined and it was determined that the relationship was positive both in the short and long term.

Wang et al. (2022) investigated the impact of the internet economy in China on carbon emission efficiency between 2006 and 2017 and found that the internet economy indirectly affected Central and Eastern Europe through its mix of human capital, clean technology innovation and energy.

Wang et al. (2022) quantitatively investigated the effect of internet development on green innovation efficiency with data from 285 cities in China between 2003 and 2018, and as a result, although not directly, the effect of internet development on producer services, financial development and resource dependency significantly promoted carbon emission efficiency.

Lin and Zhou (2021) examined the relationship between internet development, energy and CO2 emissions in China between 2006 and 2017, and it was seen that internet development increased energy consumption and CO2 emissions.

Madlener et al. (2022) made a scenario-based analysis of the energy consumption caused by network operators and data centers for the years 2020-2030. At the end of the study, it is emphasized that regulatory interventions, technical regulation measures and strategies in the short term and mandatory data transfer fee are important in terms of policy implications to reduce energy consumption and emissions.

These studies are very valuable as they discovered the impacts of internet development on CO2 emissions. However, the impact of internet development on carbon emissions varies. Therefore, different studies are needed to fully understand this effect.

3. METHODOLOGY AND DATA

Our sample consists of a panel data of 37 OECD countries (except Australia), covering the period of 2000-2019. The data are obtained from the database of the International Energy Agency (IEA) and World Development Indicators (WDI). The independent variables used in the study are the amount of internet use per capita as an indicator of internet use, electricity consumption per capita as an indicator of energy consumption, GDP growth per capita as an indicator of economic growth, and CO2 per capita (TEP) as the dependent variable of CO2 emission (Table 1).

Table 1: Information about variables

Variable	Definition	Unit	Data Source
CO2	Carbon emission	CO2 per capita (TEP)	WDI
GDP	Economic growth	GDP growth per capita	WDI
INT	Internet use	Internet use per capita	WDI
ELCON	Electricity Consumption	Electricity consumption per capita	IEA

The design of this study is as shown in Figure 1. First of all, normality test was performed to decide on the method of the study. Then, the panel unit root test was applied to check the stationarity of

the variables. Finally, as a result of the tests, it was decided to apply the panel quantile regression method.

Panel quantile regression, introduced by Koenker and Bassett (1978) and later developed by Koenker and Machado (1999) and Koenker and Hallock (2001), is a method developed to provide a more comprehensive picture (Koenker, 2005). This method has two main advantages. First, compared to OLS, it is more robust against outliers and non-normal distribution (Keho, 2017). Second, it allows estimating the impact of internet use and other variables at different points in the distribution of CO2 emissions.

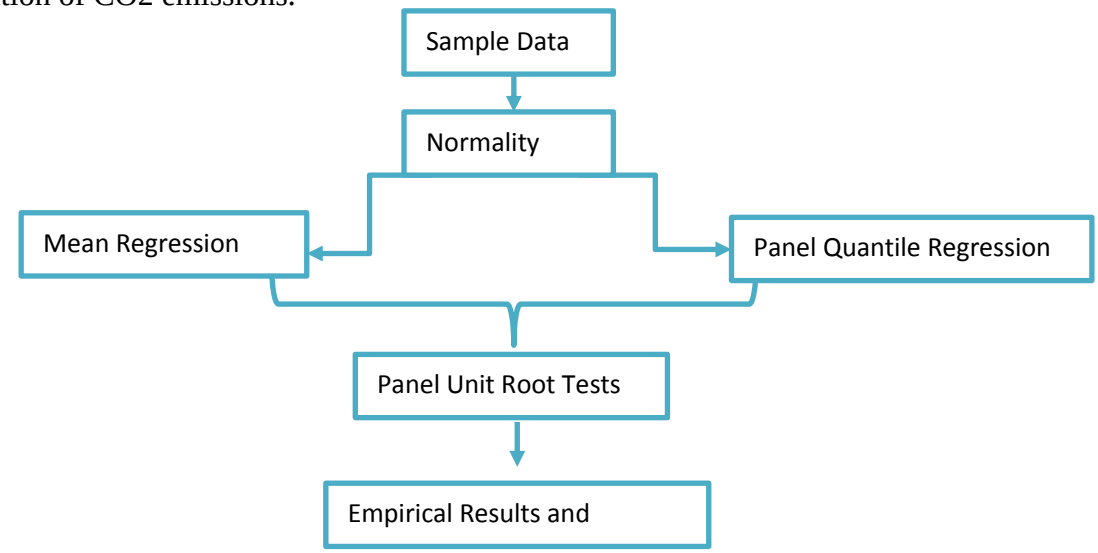

Figure 1: Analysis process

The panel data model used in this paper, which investigated the effects of internet use and other control variables on CO2 emissions, is as follows:

$$CO2 = f\,(GDP, INT, ELCON) \quad (1)$$

Where CO2, GDP, INT and ELCON denote CO2 emissions, economic growth, internet use and electricity consumption, respectively. Model is shown in Eq. (1):

$$CO2_{i,t} = \beta_i + \alpha 1 GDP_{i,t} + + \alpha 2 INT_{i,t} + \alpha 3 ELCON_{i,t} + \mu t. \quad (2)$$

Here, it is used to represent OECD countries and t to represent the year. $\alpha 1 - \alpha 3$ are the estimated parameters. We converted all the variables into the logarithmic form to make the estimation procedure more convenient.

4. RESULTS AND DISCUSSION

4.1 Normality Test

Figure 2 shows the results of the normal distribution test. In order to test the suitability of the panel quantile regression method for the study, it was examined whether the data exhibited a normal distribution by applying the quantile-quantile graph (Q-Q chart).

Since the data do not show normal distribution, using the panel quantile regression method is suitable for research. If the data are normally distributed, traditional mean regression methods can be adopted.

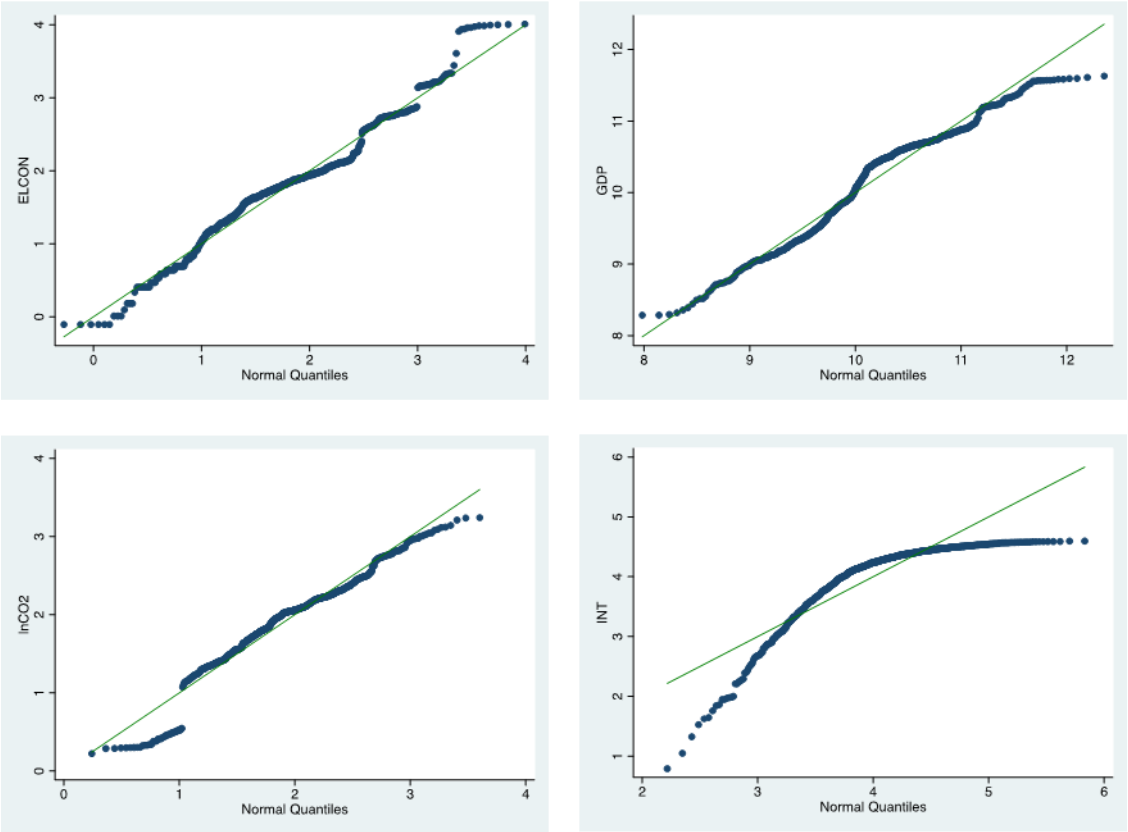

Figure 2: The normal Q-Q Plot for the four variables

In Figure 2, it is seen that the distributions in the graph deviate from the diagonal lines, so the variables do not exhibit normal distribution. In addition, when the data are analyzed with the method developed by Galvao et al., (2013) it is confirmed that the variables do not exhibit normal distribution (Table 2).

Table 2: Normality Test Results

	Prob (Skewness)	**Prob (Kurtosis)**
Residual	0.0000	0.1282
Skewness_e	-0.0006214	0.0060
Kurtosis_e	0.0003739	0.0340
Skewness_u	-0.0348994	0.0360
Kurtosis_u	-0.0009003	0.9490

"Joint test for Normality on e: 12.17 (0.0023)". "Joint test for Normality on u: 4.39 (0.1115)"

Looking at Table 2, it is seen that both components are asymmetrical, only the remaining component u has extreme kurtosis. Since the components are asymmetrical, the null normality hypothesis is rejected in both error components. Since the data do not show normal distribution according to the normal distribution test results, panel quantile regression method is used instead of OLS method in this paper.

4.2 Panel Unit Root Test

Before starting the panel quantile regression with non-normally distributed data, a panel unit root test should be performed. It is important to perform this test if there are non-stationary data, as it may cause deviations in the regression results. In order to choose the most suitable unit root test, we check whether there is a cross-section dependency in the series.

Tablo 3: Cross Section Dependency Test Results

	Pesaran (2004)	
Varibles	**CD Test Statistics**	**P-value**
CO2	33.68	0.000
GDP	87.11	0.000
INT	109.14	0.000
ELCON	21.68	0.000

Table 3 shows the results confirmed that there is a cross-section dependency. To take this into account, Pesaran (2007) CIPS test is used to check for the existence of unit root.

Table 4: CIPS Test Results Considering Cross Section Dependency

Variables	**CIPS** (Constant)	**CIPS** (Constant+Trend)
CO2	-1.444	-2.264
GDP	-1.555	-1.502
INT	-2.340***	-2.882***
ELCON	-1.790	-2.673**

****, **, *: For constant at 1% (-2.25), 5% (-2.11), 10% (-2.03) and for constant+trend at 1% (-2.76), 5% (-2.62), 10% (-2.54), is evaluated according to critical values and refers to the variables that are stationary for values whose statistical value is greater than the critical value within the absolute value.*

According to the unit root test results (Table 4, the variable INT, which measures internet use is stationary in both fixed and fixed-trend versions. INT variable and ELCON variable are trend stationary in their level but CO2 and GDP variables became stationary after taking their first differences.

4.3 Panel Quantile Regression Results

Considering the normal distribution test and the unit root test, it was deemed appropriate to apply the panel quantile regression method in the study. The difference of the panel quantile regression method from other methods is that it provides ease of estimation for each slice. Thus, it can be instrumental in knowing more about the effects of internet use on CO2 emissions in OECD countries.

In order to see the regression results more comprehensively, nine slices were selected during the regression process. However, OLS regression results are also given in Table 5 to compare panel quantile regression results with traditional mean regression results. So Table 5 shows both the OLS and panel quantile regression estimates.

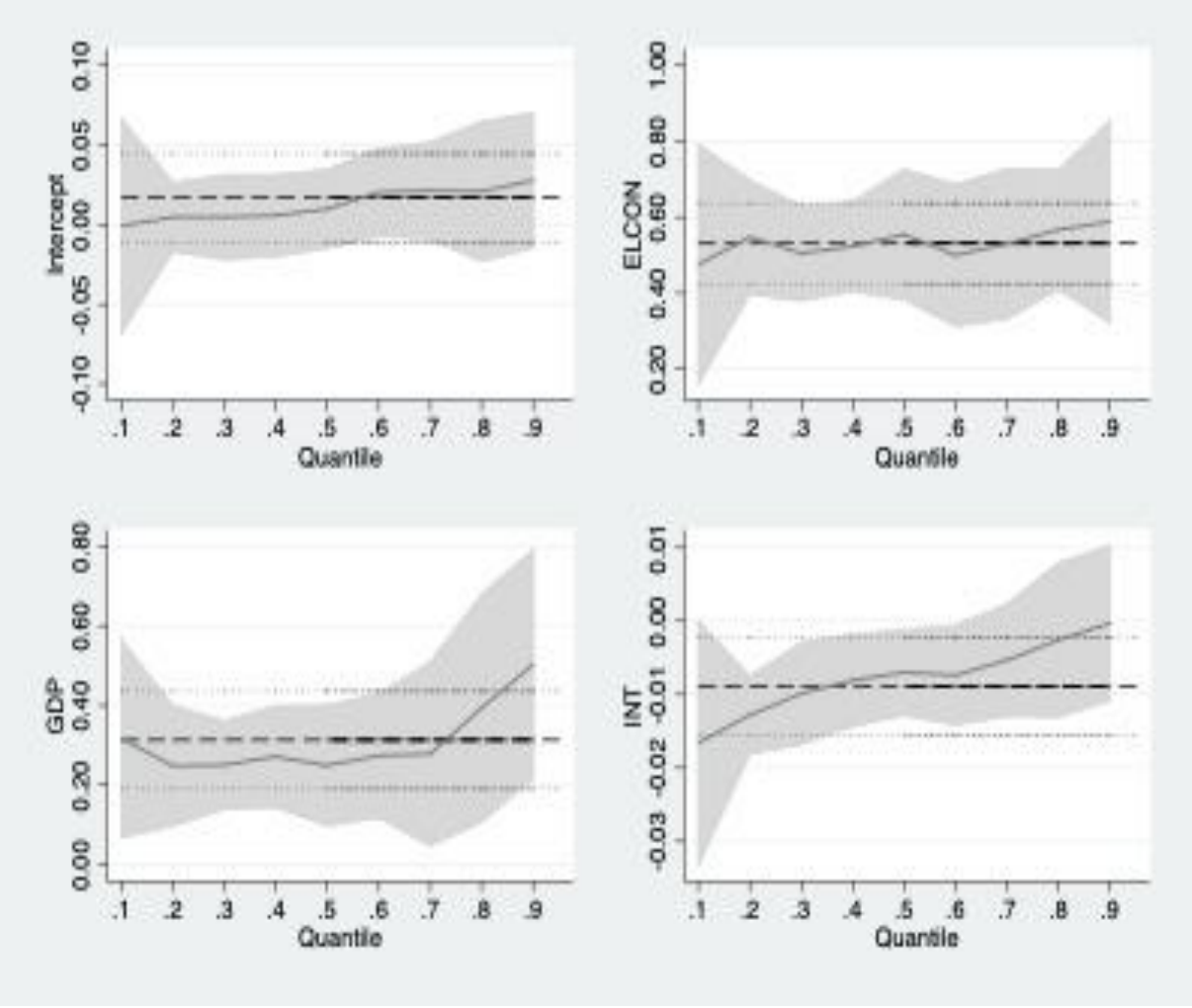

Figure 3: Change in panel quantile regression coefficients *(Dark areas indicate 95% confidence interval)*

As can be seen, all three independent variables (internet usage, GDP and energy consumption) have heterogeneous effects on CO2 emissions. This effect of the variables is also clearly seen in the panel quantile regression results in Figure 3.

Table 5: OLS and Panel quantile regression analysis results

Variables	*OLS*	*Quantiles*								
		10th	20th	30th	40th	50th	60th	70th	80th	90th
INT	-0.009***	-0.017***	-0.0127**	-0.0098***	-0.0080**	-0.0069**	-0.0073***	-0.0052*	-0.0025	-0.0002
	(0.003)	(0.006)	(0.005)	(0.004)	(0.003)	(0.002)	(0.002)	(0.003)	(0.005)	(0.005)
GDP	0.313***	0.316**	0.248***	0.251***	0.271***	0.249***	0.499***	0.278**	0.393**	0.503***
	(0.057)	(0.125)	(0.051)	(0.046)	(0.059)	(0.057)	(0.098)	(0.132)	(0.144)	(0.119)
ELCON	0.5305***	0.475***	0.547***	0.505***	0.523***	0.554***	0.274***	0.530***	0.566**	0.588***
	(0.049)	(0.157)	(0.086)	(0.066)	(0.072)	(0.072)	(0.113)	(0.111)	0.021)	(0.112)

****, **, * designate signifcance at 10%, 5% and 1% levels, respectively.*

Firstly looking at the OLS resuts, Internet use has a decreasing effect on CO2 emissions whereas economic growth and electricity consumption increase the amount of emissions. When internet use increases by 10%, CO2 emissions decrease by 0.009 and when growth and energy consumption increase by 10%, CO2 emissions increase by 0.313 and 0.5305, respectively.

Looking at the inter-quantile regression results, it is seen that the effect of internet use on CO2 is negative in the whole quantitative distribution and significant except for the 80th and 90th slices. The fact that this effect is negative indicates that the increase in internet use in OECD countries is beneficial in terms of reducing carbon emissions. The negative effect of internet use on CO2 in the 10th tranche is -0.017 and this effect continues to decrease in high tranches. It can be observed that there is a heterogeneous effect as we move from slice 10 to slices 80 and 90.

The GDP has a positive impact on CO2 emissions with different levels at different quantiles. Although the results are compatible with the relevant literatüre (Abbasi vd., 2021a, d, b, c; Abbasi vd., 2022b; Anwar vd., 2021), there are also studies that reach the opposite findings (Abbasi vd., 2022a). Similar to GDP, electric consumption has an increasing effect on CO2 emissions with the lowest value of 0.274 at the 60th quantile and the highest value of 0.588 at the 90th quantile.

5. CONCLUSİON

It is difficult to solve the direct and indirect effects of increasing internet use on the environment in this digitalization environment. However, the fact that internet use does not have a positive effect on carbon emissions is consistent with previous studies on developing economies. Previous studies have found that both internet and mobile use significantly reduce CO2. Another view is that technological innovation contributes to reducing emissions by reducing energy intensity.

Consequently, internet use has a decreasing effect on CO2 emissions whereas economic growth and electricity consumption increase the amount of emissions. As a result of the interaction among energy and information and communication technologies and the reduction of energy intensity by technological innovation, there is a decrease in CO2 as internet use increases. However, it is estimated that the energy consumption of countries is mostly based on non-renewable energy consumption.

In this sense, the findings are compatible with the literature. As for the positive impact of electricity use, it is considered that the more intensive use of non-renewable energy resources by countries would reduce this increasing effect.

From this point of view, OECD countries need to focus on renewable energy consumption in every field while achieving economic growth. It is clear that if they can apply their innovative understanding of information and communication technologies to energy consumption, this will have an important contribution to emission reduction policies.

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Determining Airport Service Quality Factors by CRITIC and ENTROPY Methods: Example of European Airports

Havalimanı Hizmet Kalitesini Etkileyen Faktörlerin CRITIC ve ENTROPİ Yöntemleriyle İncelenmesi: Avrupa Havalimanları Örneği

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Abstract

Since the first flight, the airline passenger transport sector has grown and with that growth has come an increasingly competitive environment. In response to rising demand for air travel, the number of airports has increased and existing airports have increased their capacity. In this highly competitive environment, the service quality factor is critical to business profitability and sustainability. Airports have become one of the most important components of the service quality provided to passengers in terms of gaining a competitive advantage. In this context, the purpose of this study is to examine the service quality of 25 airports in Europe that are among the best 100 airports in the world according to Skytrax in 2021, using multi-criteria decision making methods. During the analysis, 25 airports are handled using 11 criteria and the CRITIC and Entropy methods are used to determine the most important criteria affecting service quality. The most important criterion is determined by the CRITIC method to be immigration service services and the most important criterion is determined by the Entropy method to be terminal comfort.

Keywords: Airport, Service Quality, Multi-Criteria Decision Making, CRITIC, Entropy.

Özet

Havayolu yolcu taşımacılığı sektörü, ilk uçuşun gerçekleştiği günden bu yana büyümesini sürdürmüş ve bu büyüme ile artan bir rekabet ortamı oluşmuştur. Havayolu yolculuğuna artan talep doğrultusunda havalimanlarının sayılarında artışlar meydana gelmiş, mevcut havalimanları ise kapasite artırımına yönelmiştir. Bu yoğun rekabet ortamında işletmeler için kârlılık ve sürdürülebilirliğin kilit noktasında hizmet kalitesi faktörü yer almaktadır. Rekabetçi üstünlüğün sağlanabilmesi noktasında havalimanları, yolculara sunulan hizmet kalitesinin en önemli unsurlarından biri haline gelmiştir. Bu bağlamda çalışmada, 2021 yılında Skytrax tarafından dünyanın en iyi 100 havalimanı olarak belirlenen havalimanları arasından, Avrupa'da faaliyet gösteren 25 havalimanının hizmet kalitesinin çok kriterli karar verme yöntemleriyle incelenmesi amaçlanmıştır. Analiz sürecinde 25 havalimanı 11 kriter bazında ele alınmış ve hizmet kalitesini etkileyen en önemli kriterlerin belirlenmesinde CRITIC ve Entropi yöntemlerinden faydalanılmıştır. CRITIC yöntemi ile yapılan değerlendirme sonucunda en önemli kriter

göçmenlik servisi hizmetleri olurken, Entropi yöntemi ile yapılan değerlendirme sonucunda ise en önemli kriterin terminal konforu olduğu belirlenmiştir.

Anahtar Kelimeler: Havalimanı, Hizmet Kalitesi, Çok Kriterli Karar Verme, CRITIC, Entropi.

1.Giriş

Hizmet sektöründe son yıllarda yaşanan gelişmelerle birlikte, bu sektörde faaliyet gösteren işletmelerin daha geniş pazarlarda rekabet edebilmesi mümkün olmuş, tüketicilerin kalite konusundaki bilinç düzeyinin yükselmesi sonucu ise hizmet işletmelerinde kaliteye verilen önem daha da artmıştır. Havacılık sektörü sermaye ve emeğin yoğun bir şekilde birlikte kullanıldığı, müşteri odaklılığı hedef alan bir hizmet sektördür. Havacılık sektöründe gerçekleşen faaliyetlerin amacı; yolculara kaliteli hizmetin ihtiyaç duyulan yer ve zamanda karşılayabilecekleri fiyatta sunabilmektir.

Havacılık operasyonlarının gerçekleşmesi için kilit rol oynayan havalimanları, bulundukları şehirlerin ve ülkelerin ekonomik büyümelerinde artan bir öneme sahiptir. Havalimanı işletmeleri hizmet işletmeleri olmalarından ötürü soyut nitelik taşımaktadır. Bu bağlamda kalitelerinin ölçümü, tespiti ve kontrolü zor ve karmaşık bir süreci içermektedir. Çok kriterli karar verme teknikleri zaman içerisinde sürekli gelişerek karar verme süreçlerinde başvurulacak bilimsel yöntemler olma niteliğine sahip olmuşlardır. Çok kriterli karar verme teknikleri karmaşık problemlerde çözüm kararları alınabilmesi için bilimsel ve analitik destek sağlayan yöntemler olarak tanımlanmaktadır.

Bu çalışmada çok kriterli karar verme (ÇKKV) yöntemlerinden Entropi ve CRITIC yöntemlerinin kullanımı tercih edilmiştir. Her iki yöntem de objektif kriter ağırlıklandırma avantajını berberinde getirmektedir. Entropi verideki düzensizliği esas alarak, CRITIC yöntemi ise kriterlerin standart sapması ve aralarındaki korelasyon düzeyinin birlikte değerlemeye alınmasıyla nesnel bir ağırlıklandırmanın sağlanması sebebiyle tercih edilmiştir.

Çalışmada, 2022 yılı verilerinin henüz açıklanmamış olması sebebiyle, 2021 yılında Skytrax tarafından dünyanın en iyi 100 havalimanı olarak belirlenen havalimanları içerisinde, Avrupa'da faaliyet gösteren havalimanlarının hizmet kalitesini etkileyen faktörler ele alınmıştır. Bu listede yer alan ve Avrupa'da faaliyet gösteren 25 havalimanı, 11 kriter bazında (havalimanına ulaşım imkanı, güvenlik kontrol hizmetleri, göçmenlik servisi hizmetleri, havalimanı yönlendirme levhaları ve işaretlerinin yeterliliği, varış (arrival) hizmetleri, kalkış (departure) hizmetleri, transfer yolcu hizmetleri, terminal konforu, terminal tesisinin yeterliliği, havalimanı içi alışveriş imkanları, havalimanı içi yiyecek ve içecek hizmetleri) hizmet kalitesi açısından karşılaştırmaya ve sıralamaya tabi tutulmuştur. 25 alternatif havalimanının 11 kriter bazında geniş kapsamlı analizini

konu edinmesi bakımından çalışmanın literatüre katkı sağlayacağı düşünülmektedir.

Çalışma beş bölümden oluşmaktadır. İkinci bölüm literatür araştırması olup, Entropi ve CRITIC yöntemlerinin kullanımını içeren çalışmalara yer vermiştir. Üçüncü bölümde kullanılan veri setleri tanımlanarak, yöntemler tanıtılmıştır. Dördüncü Entropi ve CRITIC yöntemlerinin kullanımı ile kriter ağırlıklandırma işlemi gerçekleştirilmiş ve bulgular paylaşılmıştır. Son bölüm ise sonuç ve önerileri içermektedir.

2. Literatür Araştırması

Çok kriterli karar verme yöntemleri, objektif ve subjektif karşılaştırma sağlayabilmeleri açısından birçok çalışmada yer edinmiştir. Literatür araştırması bölümünde çok kriterli karar verme yöntemlerinin kullanıldığı bu çalışmalar üzerinde inceleme yapılmıştır.

Kuo ve Liang (2011) çalışmalarında Kuzeydoğu Asya uluslararası havalimanlarından en büyük 7 tanesinin hizmet kalitesini VIKOR ve Gri İlişkisel Analiz yöntemlerini kullanarak değerlendirmişlerdir. Analiz sonucunda en önemli kriterin "personelin nezaketi" olduğunu belirlerken, Kansai Uluslararası Havalimanı'nın hizmet kalitesi açısından en başarılı olduğu tespit edilmiştir.

Kazançoğlu ve Kazançoğlu (2013) çalışmalarında Türkiye'de faaliyet gösteren havayollarının hizmet kalitesi açısından karşılaştırılması için haziran-temmuz (2011) tarihleri arasında 950 yolcuya anket uygulamışlardır. 8 ana kriter 23 alt kriterin esas alındığı çalışmada bulanık TOPSIS yöntemi uygulanmıştır. Çalışma çeşitli kısıtlamalar dolayısıyla sadece İzmir Adnan Menderes Havalimanı'nda yalnızca iç hatlarda uygulandığı için anlamlı sonuçlar elde edilememiştir.

Pandey (2016) çalışmasında Tayland'da bulunan Suvarnabhumi ve Don Mueang havalimanlarının hizmet kalitelerini bulanık ÇKKV yöntemlerinden faydalanarak değerlendirmiştir. Çalışma sonucunda Suvarnabhumi Havalimanı hizmet kalitesinin daha iyi olduğu sonucuna ulaşılmıştır.

Altın vd. (2017) çalışmalarında Avrupa'nın yolcu sayısı bakımından en büyük 20 havalimanının performanslarını Entropi, COPRAS ve Gri İlişkisel Analiz yöntemlerini kullanarak incelemişler, veri zarflama analizi ile de etkinliklerini değerlendirmişlerdir. COPRAS ve Gri İlişkisel Analiz yöntemleri ile ulaşılan sonuçlara göre hizmet kalitesi açısından Madrid Barajas Uluslararası Havalimanı ilk sırada yer almıştır. Veri zarflama analizi sonucuna göre ise 20 havalimanının 10 tanesinin etkin olduğu sonucuna ulaşılmıştır.

Bakır ve Akan (2018) çalışmalarında Avrupa'da en fazla yolcuya hizmet veren

havalimanlarının hizmet kalitesi performanslarını değerlendirmişlerdir. Skytrax'ta yer alan ikincil veriler ile gerçekleştirilen çalışmada Entropi ve TOPSIS yöntemlerini kullanmışlardır. Sonuç olarak en önemli değerlendirme kriteri "wi-fi bağlantısı" olarak belirlenirken, en yüksek hizmet kalitesine sahip havalimanının ise Münih Havalimanı olduğu saptanmıştır.

Bakır ve Atalık (2018) çalışmalarında, 2016 yılı verilerini esas alarak en fazla yolcu taşıyan 11 havayolu işletmesinin hizmet kalitesini lounge hizmetleri, uçak içi hizmetler ve kabin ekibi hizmeti kriterlerini esas alarak Entropi ve Aras yöntemi ile değerlendirmişlerdir. Bulgulara göre en iyi hizmeti veren havayolu All Nippon Havayolları olarak belirlenmiştir.

Bakır ve Alptekin (2018) havayolu taşımacılığı sektöründe hizmet kalitesi ölçümünü çok kriterli karar verme yöntemlerinden biri olan CODAS yöntemi ile gerçekleştirmişlerdir. 2016 yılında 11 havayoluna ait 7 değerlendirme kriterinin kullanımı ile gerçekleştirilen çalışma sonucunda en iyi performansa sahip havayolunun A3 olduğu görülmüştür.

Gupta (2018) çalışmasında Hindistan'da faaliyet gösteren 5 havayolunun hizmet kalitesini VIKOR yöntemi ile değerlendirmiştir. Çalışma sonucunda somutluk, güvenilirlik, güvenlik ve emniyet ve bilet fiyatlandırmasının hizmet kalitesinin en önemli özellikleri olduğunu belirlenirken, ikinci sırada yer alan havayolunun en iyi hizmet kalitesine sahip olduğunu tespit edilmiştir.

Öztürk ve Onurlubaş (2019) çalışmalarında Samsun'da en çok tercih edilen 3 havayolunun hizmet kalitesini AHP ve TOPSIS yöntemleri ile değerlendirmişlerdir. Çalışmada 15 hizmet özelliği ele alınmış, sonuçta uçak içi rahatlık kriterinin en önemli hizmet kalitesi kriteri olduğu ve A firmasının en yüksek hizmet performansına sahip olduğu belirlenmiştir.

Çetin ve Altan (2019) çalışmalarında Esenboğa Havalimanı dış hatlarda hizmet veren 3 havayolu şirketini ÇKKV yöntemlerinden Bulanık TOPSIS yöntemi ile performans değerlemesine tabi tutmuşlardır. Kullanılan 12 kriter arasından en önemli kriter "uçakların büyük ve yeni olması" olarak belirlenirken, performansı en iyi olan havayolu şirketi ise THY olarak bulunmuştur.

Bakır vd. (2019) çalışmalarında Avrupa'da faaliyet gösteren bazı düşük maliyetli havayolu taşıyıcılarının hizmet kalitesi performansını ÇKKV yöntemleriyle değerlendirmişlerdir. Hizmet kalitesi kriterlerinin değerlendiriminde Entropi yöntemini, havayolu işletmelerinin sıralamasını gerçekleştirebilmek için ise WASPAS yöntemini kullanmışlardır. Çalışma sonucunda en önemli kriter "koltukların arasındaki bacak mesafesi" olarak belirlerken, hizmet kalitesi performansı en yüksek olan havayolunu Jet2 olarak tespit edilmiştir.

Altınkurt ve Merdivenci (2020), Skytrax'a üye 11 havayolu işletmesinin business class yolcularına sunduğu hizmetlerin kalitesini çok kriterli karar verme yöntemlerinden AHP ve EDAS yöntemleriyle incelemişlerdir. Çalışmada kullanılan 7 kriterin önem düzeyleri AHP yöntemiyle belirlenmiş ve en önemli kriter uçak içi konfor olarak tespit edilmiştir. Havayollarının business

class yolcularına verilen hizmet kalitesini baz alarak EDAS yöntemi ile yapılan sıralama sonucunda en başarılı havayolu ANA Air olarak bulunmuştur.

Keleş vd. (2021) çalışmalarında havalimanı hizmet kalitesinin ölçümü için, yolcuların bakış açısıyla kriter belirleyerek, birbirine yedek meydan olan 3 havalimanını (Isparta Süleyman Demirel Havalimanı, Denizli Çardak Havalimanı, Uşak Havalimanı) ÇKKV yöntemleri ile değerlendirmişlerdir. Bulanık SWARA, CODAS, ARAS, Bulanık CODAS ve Bulanık ARAS yöntemlerinin kullanıldığı çalışmada tüm yöntemler ile elde edilen sonuçlarda Denizli Çardak Havalimanı hizmet kalitesi açısından birinci sırada yer almıştır.

Özdağoğlu vd. (2021) çalışmalarında Türkiye'de faaliyet gösteren 52 havalimanın performansını Bulanık DEMATEL ve MABAC yöntemleri kullanarak analiz etmişlerdir. 4 temel kriter baz alınarak gerçekleşen çalışma sonucunda en önemli kriter "yolcu sayısı" olarak belirlenirken, sıralama sonucunda İstanbul Havalimanı en yüksek performans gösteren havalimanı olarak belirlenmiştir.

Kiracı vd. (2021) çalışmalarında Covid-19 sürecinde Türkiye havalimanlarının hizmet kalitesini 5 ana ve 33 alt kriter kapsamında bulanık AHP yöntemiyle analiz etmişlerdir. Sonuçta güvenirlik ve cevap verebilirlik kriterlerinin önem düzeyleri yüksek bulunmuştur.

Akdeniz (2021) çalışmasında Mayıs 2017, Eylül 2018, Aralık 2019 aylarını esas alarak 7 havayolu işletmesinin kabin içi hizmet kalitesini ölçümlemiştir. Çalışmada koltuk konforu, ikramlar, eğlence, personel hizmeti kriterleri SERVQUAL tabanlı ölçümler ile AHP ve TOPSIS yöntemleri kullanılarak analiz edilmiştir. Üç tarihsel kesitte de başarısını koruyan havayolu işletmesinin yedinci sırada yer alan havayolu işletmesi olduğu sonucuna ulaşılmıştır.

Özdağoğlu vd. (2022) çalışmalarında Batı Akdeniz ve Ege bölgesinde faaliyet gösteren birbirine yakın olan 3 havalimanının performanslarını havacılık sektöründe çalışanların bakış açısıyla değerlendirmişlerdir. Kriter ağırlıklandırma Bulanık SWARA yöntemi ile gerçekleştirilirken, COPRAS ve SAW yöntemleriyle havalimanlarının sıralamasını elde edilmiştir. Analiz sonucunda yer hizmetleri çalışanları ve uçucu ekibi görüşlerine göre kriterlerin önem dereceleri ve havalimanı sıralamalarının birbirinden farklı olduğu tespit edilmiştir. "Pist uzunluğu" kriterinin hem yer hizmetleri çalışanları hem de uçucu ekip açısından en önemli kriter olduğunu belirlenmiştir.

3.Metodoloji

Çalışmada 2021 yılında Skytrax tarafından yayınlanan dünyanın en iyi 100 havalimanı listesinde yer edinen 25 Avrupa havalimanının hizmet kalitesi performanslarının değerlendirilmesi

amaçlanmıştır. Bu doğrultuda havalimanına ulaşım imkânı, güvenlik kontrol hizmetleri, göçmenlik servisi hizmetleri, havalimanı yönlendirme levhaları ve işaretlerinin yeterliliği, varış (arrival) hizmetleri, kalkış (departure) hizmetleri, transfer yolcu hizmetleri, terminal konforu, terminal tesisinin yeterliliği, havalimanı içi alışveriş imkânları, havalimanı içi yiyecek ve içecek hizmetleri ikincil verileri kullanılmıştır. Analiz sürecinde kriter ağırlıkları Entropi ve CRITIC yöntemleri ile Excel yardımıyla hesaplanmıştır. Bu şekilde havalimanlarının hizmet kalitesi performanslarının değerlendirilmesi sürecinde çalışmaya dâhil edilen kriterlerin önem dereceleri belirlenmiş, havalimanlarının hizmet kalitesini etkileyen faktörler tespit edilmiştir. Analize dahil edilen havalimanlarına Tablo 1'de, değerlendirme kriterlerine ise Tablo 2'de yer verilmiştir.

Tablo 1. Analize dâhil edilen havalimanları

Münih	Frankfurt	Hamburg	Athens	Oslo
Zürih	İstanbul	Dusseldorf	Paris Orly	Malta
Amsterdam Schiphol	London Heathrow	Rome Fumicino	London Gatwick	Stockholm Arlanda
Helsinki Vantaa	Madrid Barajas	Barcelona	Lisbon	Budapest
Paris CDG	Vienna	Cologne Bonn	Milan Malpensa	Copenhagen

Tablo 2. Değerlendirme Kriterleri

Havalimanına ulaşım imkânı **(GT)**
Güvenlik kontrol hizmetleri **(SS)**
Göçmenlik servisi hizmetleri **(IS)**
Havalimanı yönlendirme levhaları ve işaretlerinin yeterliliği **(WS)**
Varış (arrival) hizmetleri **(AR)**
Kalkış (departure) hizmetleri **(DEP)**
Transfer yolcu hizmetleri **(TRS)**
Terminal konforu **(TC)**

Terminal tesisinin yeterliliği **(TF)**
Havalimanı içi alışveriş imkânları **(SF)**
Havalimanı içi yiyecek ve içecek hizmetleri **(FB)**

3.1. CRITIC Yöntemi

CRITIC (Criteria Importance Through Intercriteria Correlation) yöntemi, Diakoulaki vd.(1995) tarafından geliştirilmiştir. Kriterlerin ağırlıklarının veya önem derecelerinin saptanmasında yardımcı olan bir yöntemdir (Diakoulaki vd., 1995). Bu yöntem, ÇKKV problemlerinde kriterlere ait önem derecelerinin objektif bir biçimde belirlenmesini mümkün kılmaktadır. Ulaşılan önem dereceleri, problemin yapısındaki kontrast yoğunluğu ve çatışmayı içermektedir. Bu yöntemde karar matrisi değerlendirilerek, ağırlıklandırmada kriter karşıtlıklarını belirleyebilmek için normalize edilmiş kriter değerlerinin sütunlara göre standart sapması ve tüm sütun çiftlerinin korelasyon katsayıları kullanılmaktadır. Yani kriterlerin önem derecelerinin belirlenmesi aşamasında, hem kriterin standart sapması, hem de diğer kriterler ile arasındaki korelasyon ilişkisi göz önüne alınmaktadır (Çınaroğlu, 2021a).

Beş adım içeren bu yöntemin çözüm süreci şu şekildedir (Çınaroğlu, 2021b);

1. Adım: m adet karar alternatifi ve n adet kriter içeren karar matrisi Eşitlik (1)'deki gibi düzenlenir.

$$X = [X_{ij}]_{m*n} = \begin{bmatrix} X_{11} & X_{12} & \cdots & X_{1n} \\ X_{21} & X_{22} & \cdots & X_{2n} \\ . & . & . & . \\ . & . & . & . \\ . & . & . & . \\ X_{m1} & X_{m2} & \cdots & X_{mn} \end{bmatrix} \quad (1)$$ **2.**

Adım: Normalize edilmiş karar matrisi oluşturulur. Bu adım anormalliklerin ortadan kaldırılabilmesi için kriter türünün esas alınmasıyla karar matrisinin normalize edildiği adımdır. Fayda temelli kriterler Eşitlik (2), maliyet temelli kriterler ise Eşitlik (3) kullanılarak normalize edilir.

$$r_{ij} = \frac{x_{ij} - x_j^{min}}{x_j^{max} - x_j^{min}} \quad (2)$$

$$r_{ij} = \frac{x_j^{max} - x_{ij}}{x_j^{max} - x_j^{min}} \quad (3)$$

3. Adım: Kriterler arası korelasyon düzeyleri Eşitlik (4) yardımıyla hesaplanır. Bu değerler kriterler arasındaki ilişkinin gücünün saptanması için kullanılmaktadır.

$$P_{jk} = \frac{\sum_{i=1}^{m}(r_{ij}-\bar{r}_j)(r_{ik}-\overline{r_k})}{\sqrt{\sum_{i=1}^{m}(r_{ij}-\bar{r}_j)^2 \sum_{i=1}^{m}(r_{ik}-\overline{r_k})^2}} \quad (4)$$

4. Adım: Kriterlerin içerdiği bilgi miktarı Eşitlik (5) yardımıyla hesaplanır. Eşitlik (5)'de yer alan σ_{ij} terimi, *j.* kriterin standart sapma değerini ifade etmektedir ve Eşitlik (6)'daki gibi hesaplanmaktadır.

$$c_{ij} = \sigma_{ij} \sum_{k=1}^{n}(1 - p_{jk}) \quad (5)$$

$$\sigma_j = \frac{\sqrt{\sum_{i=1}^{m}(r_{ij}-\bar{r}_j)^2}}{m} \quad (6)$$

Standart sapması yüksek, korelasyon katsayısı düşük olan kriterlerin önem derecesinin daha yüksek olması beklenmektedir (Madić & Radovanović, 2015).

5. Adım: Bu adımda kriter ağırlıkları elde edilir. Kriterlere ait ağırlıkların elde edilmesi amacıyla Eşitlik (7)'den faydalanılır.

$$c_{ij} = \sigma_{ij} \sum_{k=1}^{n}(1 - p_{jk}) \quad (7)$$

3.2. Entropi Yöntemi

Kriterlerin önem düzeylerinin belirlenmesi problemin çözüm aşamasındaki en önemli aşamayı oluştururken, bu aşamada önem düzeylerinin belirlenebilmesinde öznel ya da nesnel yaklaşımlar bulunmaktadır. Literatürde yer alan çalışmalar arasında kriterleri eşit olarak ağırlıklandıran, uzman görüşleri ile ağırlıklandıran ve karar vericilerin görüşleri alınarak subjektif ağırlıklandıran yöntemlerin var olduğu belirlenmiştir. Entropi yöntemi ise karar vericilerin görüşlerine bağlı olmaksızın objektif değerleme yapan bir yöntemdir (Orhan, 2019). Analizlerin güvenilirliğini ve nesnelliğini arttırmak amacıyla kriter ağırlıklandırılmasında bu yöntem tercih edilmiştir.

Entropi yöntemi 5 adımdan oluşmaktadır (Ulutaş, 2009):

1. Adım: Başlangıç karar matrisi Eşitlik (1)'de gösterildiği şekilde düzenlenir.

2. Adım: Karar matrisinde yer alan değerlerin tamamı, Eşitlik (8) (fayda temelli kriterler) ve Eşitlik (9) (maliyet temelli kriterler) yardımı ile standardize edilir. Bu eşitliklerde yer alan r_{ij} değerleri, karar matrisindeki zij değerinin standartlaşmış halini göstermektedir.

$$r_{ij} = \frac{z_{ij}}{max_j(z_{ij})} \quad (8)$$

$$r_{ij} = \frac{min_j(z_{ij})}{z_{ij}},\ min_j(z_{ij} \neq 0) \quad (9)$$

3. Adım: Eşitlik (10)'dan faydalanılarak standardize edilen değerler normalize edilmektedir. Bu

eşitlikte yer alan t_{ij} değeri r_{ij} değerinin normalize edilmiş halini ifade etmektedir.

$$t_{ij} = \frac{r_{ij}}{\sum_{i=1}^{m} r_{ij}} \quad (10)$$ **4.**

Adım: Her bir kritere ait entropi değeri (H_j) Eşitlik (11) yardımı ile bulunur.

$$H_j = -\frac{\sum_{i=1}^{m} t_{ij}\, In(t_{ij})}{In\,(m)} \quad (11)$$ **5.**

Adım: Her bir kritere ait ağırlıklar (w_j) Eşitlik (12) kullanılarak hesaplanır.

$$w_j = \frac{1-H_j}{\sum_{j=1}^{n}(1-H_j)} \quad (12)$$

4. Analiz

4.1. CRITIC Yöntemi ile Ağırlıklandırma

CRITIC yönteminin ilk adımında oluşturulan karar matrisine Tablo 3'te yer verilmiştir.

Tablo 3. Başlangıç Karar Matrisi

	GT	**SS**	**IS**	**WS**	**AR**	**DEP**	**TRS**	**TC**	**TF**	**SF**	**FB**
Münih	4,500	4,200	4,000	4,800	4,333	4,500	4,250	4,636	4,611	4,600	4,778
Zürih	4,375	4,300	4,250	3,750	4,083	3,900	4,000	4,091	3,833	4,500	4,111
London Heathrow	4,125	4,000	3,500	4,550	4,167	4,200	4,250	4,045	4,278	4,700	4,389
Amsterdam Schiphol	4,500	4,100	4,250	4,100	4,000	4,100	4,000	4,045	4,333	4,200	4,111
Helsinki Vantaa	4,125	4,000	4,000	4,000	3,667	3,700	4,000	3,909	4,167	3,900	3,944
Paris CDG	4,250	4,100	4,000	4,150	4,083	4,000	4,125	4,182	4,167	4,000	4,222
Frankfurt	4,625	4,200	4,000	4,100	3,917	4,100	4,125	3,955	4,389	4,500	4,500
İstanbul	4,625	4,200	4,000	4,450	4,500	4,700	4,000	4,455	4,333	4,600	4,278
Copenhagen	4,125	4,100	4,000	4,050	4,000	3,800	3,875	3,955	4,056	4,100	4,000
Madrid Barajas	4,375	3,600	3,750	3,250	3,833	3,400	3,375	3,500	3,944	3,800	3,889
Vienna	4,000	3,700	3,500	3,650	4,000	3,400	3,500	4,045	3,722	3,900	3,778

Hamburg	4,500	3,200	3,750	3,350	3,417	3,600	3,125	3,409	3,889	3,800	4,167
Dusseldorf	4,000	3,400	3,500	3,250	3,417	2,900	3,250	3,091	3,667	3,500	3,611
Rome Fumicino	4,000	3,800	4,000	4,050	4,000	4,000	4,000	4,000	4,000	4,100	4,000
Barcelona	4,125	3,800	4,000	3,500	3,667	3,800	3,625	3,500	3,778	3,900	3,500
Cologne Bonn	4,125	3,800	3,750	3,350	3,750	3,300	3,875	3,182	3,611	3,500	3,556
Athens	3,125	3,000	2,750	2,700	2,917	2,600	2,875	2,455	2,667	2,900	3,222
London Gatwick	4,000	3,700	4,000	3,350	3,417	3,900	3,500	3,318	3,389	4,000	3,833
Paris Orly	4,500	3,700	4,250	4,100	4,000	4,200	4,125	4,409	4,389	4,300	3,722
Lisbon	3,500	3,100	3,250	3,150	3,083	2,900	3,125	2,591	2,444	3,300	3,389
Milan Malpensa	4,250	4,100	4,000	4,000	3,750	3,800	4,000	3,818	3,667	4,300	4,000
Oslo	4,375	4,000	3,500	4,000	4,000	4,300	4,000	4,091	3,722	3,800	3,878
Stockholm Arlanda	4,000	3,700	4,000	3,650	3,667	3,300	3,625	3,636	3,667	3,800	3,778
Malta	4,250	4,000	4,000	4,000	4,000	3,700	4,500	3,818	3,833	4,000	4,000
Budapest	3,250	3,100	3,500	2,900	3,583	2,800	3,625	3,182	3,000	3,600	3,778

Karar matrisinin normalize edilmesi sonucu elde edilen normalize karar matrisi Tablo 4'te yer almaktadır.

Tablo 4. Normalize Karar Matrisi

	GT	**SS**	**IS**	**WS**	**AR**	**DEP**	**TRS**	**TC**	**TF**	**SF**	**FB**
Münih	0,917	0,923	0,833	1,000	0,895	0,905	0,846	1,000	1,000	0,944	1,000
Zürih	0,833	1,000	1,000	0,500	0,737	0,619	0,692	0,750	0,641	0,889	0,571
London Heathrow	0,667	0,769	0,500	0,881	0,789	0,762	0,846	0,729	0,846	1,000	0,750

Amsterdam Schiphol	0,917	0,846	1,000	0,667	0,684	0,714	0,692	0,729	0,872	0,722	0,571
Helsinki Vantaa	0,667	0,769	0,833	0,619	0,474	0,524	0,692	0,667	0,795	0,556	0,464
Paris CDG	0,750	0,846	0,833	0,690	0,737	0,667	0,769	0,792	0,795	0,611	0,643
Frankfurt	1,000	0,923	0,833	0,667	0,632	0,714	0,769	0,688	0,897	0,889	0,821
İstanbul	1,000	0,923	0,833	0,833	1,000	1,000	0,692	0,917	0,872	0,944	0,679
Copenhagen	0,667	0,846	0,833	0,643	0,684	0,571	0,615	0,688	0,744	0,667	0,500
Madrid Barajas	0,833	0,462	0,667	0,262	0,579	0,381	0,308	0,479	0,692	0,500	0,429
Vienna	0,583	0,538	0,500	0,452	0,684	0,381	0,385	0,729	0,590	0,556	0,357
Hamburg	0,917	0,154	0,667	0,310	0,316	0,476	0,154	0,438	0,667	0,500	0,607
Dusseldorf	0,583	0,308	0,500	0,262	0,316	0,143	0,231	0,292	0,564	0,333	0,250
Rome Fumicino	0,583	0,615	0,833	0,643	0,684	0,667	0,692	0,708	0,718	0,667	0,500
Barcelona	0,667	0,615	0,833	0,381	0,474	0,571	0,462	0,479	0,615	0,556	0,179
Cologne Bonn	0,667	0,615	0,667	0,310	0,526	0,333	0,615	0,333	0,538	0,333	0,214
Athens	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,103	0,000	0,000
London Gatwick	0,583	0,538	0,833	0,310	0,316	0,619	0,385	0,396	0,436	0,611	0,393
Paris Orly	0,917	0,538	1,000	0,667	0,684	0,762	0,769	0,896	0,897	0,778	0,321
Lisbon	0,250	0,077	0,333	0,214	0,105	0,143	0,154	0,062	0,000	0,222	0,107
Milan Malpensa	0,750	0,846	0,833	0,619	0,526	0,571	0,692	0,625	0,564	0,778	0,500
Oslo	0,833	0,769	0,500	0,619	0,684	0,810	0,692	0,750	0,590	0,500	0,421
Stockholm Arlanda	0,583	0,538	0,833	0,452	0,474	0,333	0,462	0,542	0,564	0,500	0,357
Malta	0,750	0,769	0,833	0,619	0,684	0,524	1,000	0,625	0,641	0,611	0,500
Budapest	0,083	0,077	0,500	0,095	0,421	0,095	0,462	0,333	0,256	0,389	0,357

CRITIC yönteminin üçüncü adımında hesaplanan kriterler arası ikili korelasyon katsayısı değerleri Tablo 5'te sunulmuştur.

Tablo 5. İkili Korelasyon Katsayıları

	GT	**SS**	**IS**	**WS**	**AR**	**DEP**	**TRS**	**TC**	**TF**	**SF**	**FB**
GT	1,000	0,734	0,727	0,702	0,708	0,807	0,576	0,760	0,856	0,737	0,679
SS	0,734	1,000	0,715	0,839	0,824	0,813	0,838	0,822	0,764	0,810	0,684

IS	0,727	0,715	1,000	0,585	0,611	0,659	0,652	0,694	0,709	0,702	0,515
WS	0,702	0,839	0,585	1,000	0,855	0,888	0,841	0,904	0,836	0,861	0,800
AR	0,708	0,824	0,611	0,855	1,000	0,822	0,816	0,929	0,820	0,835	0,736
DEP	0,807	0,813	0,659	0,888	0,822	1,000	0,741	0,881	0,812	0,866	0,745
TRS	0,576	0,838	0,652	0,841	0,816	0,741	1,000	0,801	0,707	0,759	0,653
TC	0,760	0,822	0,694	0,904	0,929	0,881	0,801	1,000	0,878	0,863	0,762
TF	0,856	0,764	0,709	0,836	0,820	0,812	0,707	0,878	1,000	0,809	0,775
SF	0,737	0,810	0,702	0,861	0,835	0,866	0,759	0,863	0,809	1,000	0,838
FB	0,679	0,684	0,515	0,800	0,736	0,745	0,653	0,762	0,775	0,838	1,000

σ_{ij}, C_{ij} değerlerine ve kriter ağırlıklarına (w_j) Tablo 6'da yer verilmiştir.

Tablo 6. σ_{ij}, C_j değerleri ve kriter ağırlıkları

	GT	**SS**	**IS**	**WS**	**AR**	**DEP**	**TRS**	**TC**	**TF**	**SF**	**FB**
σ **IJ**	0,255	0,292	0,233	0,246	0,231	0,256	0,252	0,250	0,242	0,240	0,225
c_{ij}	0,693	0,631	0,801	0,466	0,471	0,503	0,659	0,426	0,491	0,462	0,634
w_j	0,111	0,101	0,128	0,075	0,076	0,081	0,106	0,068	0,079	0,074	0,102

CRITIC yönteminden elde edilen ve Tablo 6'da sunulan sonuçlar incelendiğinde, en önemli kriterin göçmenlik servisi hizmetleri, en az öneme sahip olan kriterin ise terminal konforu olduğu tespit edilmiştir.

4.2. Entropi Yöntemi ile Ağırlıklandırma

Entropi yönteminin ilk aşamasında oluşturulan başlangıç karar matrisi Tablo 3'de gösterildiği gibidir.

Entropi yönteminin ikinci aşaması olan normalizasyon aşamasında tüm kriterler fayda nitelikli olduğundan Eşitlik (8) kullanımı ile normalize edilmiş ve elde edilen normalize edilmiş karar matrisine Tablo 7'de yer verilmiştir.

Tablo 7. Normalize Karar Matrisi

	GT	SS	IS	WS	AR	DEP	TRS	TC	TF	SF	FB
Münih	0,043	0,044	0,042	0,051	0,045	0,048	0,045	0,050	0,048	0,046	0,049

Zürih	0,042	0,045	0,045	0,040	0,043	0,042	0,042	0,044	0,040	0,045	0,042
London Heathrow	0,040	0,042	0,037	0,048	0,044	0,045	0,045	0,043	0,045	0,047	0,045
Amsterdam Schiphol	0,043	0,043	0,045	0,044	0,042	0,044	0,042	0,043	0,045	0,042	0,042
Helsinki Vantaa	0,040	0,042	0,042	0,042	0,038	0,040	0,042	0,042	0,044	0,039	0,040
Paris CDG	0,041	0,043	0,042	0,044	0,043	0,043	0,044	0,045	0,044	0,040	0,043
Frankfurt	0,045	0,044	0,042	0,044	0,041	0,044	0,044	0,042	0,046	0,045	0,046
İstanbul	0,045	0,044	0,042	0,047	0,047	0,051	0,042	0,048	0,045	0,046	0,043
Copenhagen	0,040	0,043	0,042	0,043	0,042	0,041	0,041	0,042	0,042	0,041	0,041
Madrid Barajas	0,042	0,038	0,039	0,035	0,040	0,037	0,036	0,038	0,041	0,038	0,040
Vienna	0,039	0,039	0,037	0,039	0,042	0,037	0,037	0,043	0,039	0,039	0,038
Hamburg	0,043	0,034	0,039	0,036	0,036	0,039	0,033	0,037	0,041	0,038	0,042
Dusseldorf	0,039	0,036	0,037	0,035	0,036	0,031	0,034	0,033	0,038	0,035	0,037
Rome Fumicino	0,039	0,040	0,042	0,043	0,042	0,043	0,042	0,043	0,042	0,041	0,041
Barcelona	0,040	0,040	0,042	0,037	0,038	0,041	0,038	0,038	0,040	0,039	0,036
Cologne Bonn	0,040	0,040	0,039	0,036	0,039	0,036	0,041	0,034	0,038	0,035	0,036
Athens	0,030	0,032	0,029	0,029	0,031	0,028	0,030	0,026	0,028	0,029	0,033
London Gatwick	0,039	0,039	0,042	0,036	0,036	0,042	0,037	0,036	0,035	0,040	0,039
Paris Orly	0,043	0,039	0,045	0,044	0,042	0,045	0,044	0,047	0,046	0,043	0,038
Lisbon	0,034	0,033	0,034	0,033	0,032	0,031	0,033	0,028	0,026	0,033	0,034
Milan Malpensa	0,041	0,043	0,042	0,042	0,039	0,041	0,042	0,041	0,038	0,043	0,041
Oslo	0,042	0,042	0,037	0,042	0,042	0,046	0,042	0,044	0,039	0,038	0,039
Stockholm Arlanda	0,039	0,039	0,042	0,039	0,038	0,036	0,038	0,039	0,038	0,038	0,038
Malta	0,041	0,042	0,042	0,042	0,042	0,040	0,047	0,041	0,040	0,040	0,041
Budapest	0,031	0,033	0,037	0,031	0,038	0,030	0,038	0,034	0,031	0,036	0,038

Kriterlere ait entropi değerleri ve ağırlık katsayıları Tablo 8'de sunulmuştur.

Tablo 8. Kriterlere ait entropi değerleri ve ağırlık katsayıları

	GT	**SS**	**IS**	**WS**	**AR**	**DEP**	**TRS**	**TC**	**TF**	**SF**	**FB**
$\mathbf{H_j}$	0,999	0,998	0,999	0,997	0,999	0,997	0,998	0,997	0,997	0,998	0,999
$\mathbf{w_j}$	0,059	0,068	0,058	0,126	0,062	0,141	0,079	0,146	0,131	0,079	0,052

Tablo 8'de yer alan kriter ağırlıkları incelendiğinde, en önemli kriter terminal konforu, en az öneme sahip kriter ise havalimanı içi yiyecek ve içecek hizmetleri olarak belirlenmiştir.

5. Sonuç ve Öneriler

Havacılık operasyonlarının gerçekleşebilmesinde kilit nokta konumunda bulunan havalimanları, bulundukları şehirler için önemli gelir kaynağı yaratmaktadır. Bu bağlamda havalimanı işletmeleri, sunmuş oldukları ürün ve hizmetlerin kalitesini arttırmaya yönelik çalışmalar gerçekleştirmektedir. Havalimanlarındaki mevcut hizmet kalitesinin değerlendirilmesinin, kalite ölçümünde havalimanları için önem arz eden noktaların belirlenerek diğer havalimanlarına örnek teşkil edilmesinin, gelecekte yapılması planlanan havalimanlarına rehber olmak adına faydalı olacağı düşünülmektedir.

Çalışmada ÇKKV karar verme tekniklerinden CRITIC ve Entropi yöntemleri kullanılarak Avrupa havalimanlarında hizmet kalitesini etkileyen faktörlerin incelenmesi amaçlanmıştır. Skytrax'ın 2021 yılında açıklamış olduğu en iyi 100 havalimanı listesi içerisinde Avrupa'da faaliyet gösteren 25 havalimanı, 11 kriter bazında analize dahil edilmiştir.

CRITIC yöntemi ile gerçekleştirilen analiz sonucunda, ilgili havalimanlarında hizmet kalitesine etki eden en önemli faktörün göçmenlik servisi hizmetleri olduğu tespit edilmiştir. Hizmet kalitesine etki eden diğer faktörler ise sırasıyla havalimanına ulaşım imkânı, transfer yolcu hizmetleri ve havalimanı içi yiyecek ve içecek hizmetleri olarak belirlenmiştir.

Entropi yöntemi ile yapılan analiz sonucunda ise havalimanlarında hizmet kalitesine etki eden en önemli faktörün terminal konforu olduğu saptanmıştır. Hizmet kalitesine etki eden diğer faktörler ise sırasıyla kalkış (departure) hizmetleri, terminal tesisinin yeterliliği, havalimanı yönlendirme levhaları ve işaretlerinin yeterliliği ve havalimanı içi alışveriş imkânları olarak bulunmuştur.

Gelecek çalışmalarda farklı ÇKKV yöntemleri ile havalimanlarında hizmet kalitesi değerlemeye tabi tutulabilir, analiz sonuçları mevcut bulgular ile kıyaslanabilir. Havalimanlarının hizmet kalitesi performansları açısından karşılaştırılması ve sıralanmasını konu edinen çalışmalar gerçekleştirilebilir.

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Güç Mesafesinin Türk İşletme Yöneticileri Davranışlarına Yansıması, Kültürel Bir Değerlendirme

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Özet

Güç mesafesi kavramı, Geert Hofstede'nin birçok ülkede gerçekleştirdiği araştırmalarından oluşan kültürel boyutlardan biri olarak yönetim alanına girmiştir. Yönetimin başarı ve başarısızlığını etkileyen kültürel bir faktördür. Kültür toplumların hayatında fark edilmeden sessizce yaşayan fakat oldukça etkili olan, değer yargıları dahil tüm hayatı olumlu olumsuz etkileyen önemli bir bileşendir. Güç mesafesi kavramı, insanların hiyerarşiye yönelik tavırları ile ilgili olup, bir kültürün otoriteye verdiği değer ve saygının ölçüsüdür. Güç mesafesi gücü elinde bulunduranlar ile bu güçten etkilenenler arasındaki mesafenin etkilenenler tarafından nasıl algılandığı ile ilgilidir. Bir toplumu oluşturan kişiler tarafından bir zenginlik ve güç hiyerarşisinin kabul edilmesinde rol oynayan bir ölçü olarak bilinir. Bu ölçü, hiyerarşisi güçlü olan yerlerde daha yüksek olan bir ölçü olarak bilinir. Toplumdaki çoğunluk insanlar otorite sahibi insanlardan daha güçsüz bir durumda olarak görülüyorsa o toplumda güç mesafesi endeksi yüksek anlamına gelir. Güç mesafesinin fazla olması ve az olması yönetsel iletişimi dolayısıyla yönetsel başarı ve başarısızlığı etkilemektedir. Bu çalışmanın amacı her kültürde az veya çok bulunan güç mesafesinin, Türk işletme yönetimi kültüründe nasıl işlediği ve yönetici davranışlarına nasıl yansıdığı konusunu araştırıp değerlendirmektir. Bu amaçla yönetici davranışlarının güç mesafesinden nasıl etkilendiği yönünde yöneticilerle ve çalışanlarla görüşmeler yapılarak değerlendirilmiş ve yorumlanmıştır. Çalışma nitel analiz yöntemi kullanılmıştır. Yine çalışmada yapılandırılmamış görüşme tekniği kullanılmıştır. Çalışmanın sonuçlarına göre Türk işletme yöneticilerinin genellikle güç mesafesini içselleştirip istekle kabullendikleri ve bu gücü korumaya dönük davranışlar içine girdikleri, çalışanların da bu gücü büyük oranda kabullendikleri görülmektedir. İşletmeler açısından bunun bir problem olduğu fark edilmelidir. Bu çalışmanın örgütsel davranış ve yönetim alanında çalışan akademisyenlere faydalı olması beklenmektedir. Çalışmanın sonuç bölümünde bu problemi aşmak için gerekli öneriler sunulmuştur.

Anahtar Kelimeler: Güç Mesafesi, Yönetici, Kültürel Etkiler.

The Reflection of Power Distance on Turkish Business Managers' Behaviors, A Cultural Evaluation

Abstract

The concept of power distance has entered the field of management as one of the cultural dimensions of Geert Hofstede's researches carried out in many countries. It is a cultural factor that affects the success and failure of management. Culture is an important component in the life of societies that lives quietly without being noticed, but is quite effective, positively and negatively affecting all life, including value judgments. The concept of power distance is related to people's attitudes towards hierarchy and is the measure of the value and respect a culture gives to authority. Power distance is about how the distance between those who hold power and those who are affected by this power is perceived by those who are affected. It is known as a measure that plays a role in the acceptance of a hierarchy of wealth and power by those who make up a society. This measure is known as a measure that is higher where the hierarchy is strong. If the majority people in the society are seen as weaker than the people in authority, then the power distance index in that society is high. The fact that the power distance is high and low affects managerial communication, thus managerial success and failure. The aim of this study is to investigate and evaluate the issue of how power distance, which is more or less found in every culture, works in Turkish business management culture and how it is reflected in managerial behaviors. For this purpose, it has been evaluated and interpreted by interviewing managers and employees about how managerial behaviors are affected by power distance. Qualitative analysis method was used in the study. Again, unstructured interview technique was used in the study. According to the results of the study, it is seen that Turkish business managers generally internalize and willingly accept the power distance, and they engage in behaviors to protect this power, and the employees accept this power to a large extent. It should be realized that this is a problem for businesses. It is expected that this study will be beneficial to academicians working in the field of organizational behavior and management. In the conclusion part of the study, necessary suggestions are presented to overcome this problem.

Keywords: Power Distance, Manager, Cultural Influences.

GİRİŞ VE LİTERATÜR

Güç mesafesi kavramının yönetici davranışlarına yansımasının işletmeler açısından bir problem olduğu fark edilmelidir. Bu çalışmanın örgütsel davranış ve yönetim alanında çalışan akademisyenlere faydalı olması beklenmektedir. Çalışmanın sonuç bölümünde bu problemi aşmak için gerekli öneriler sunulmuştur. Güç mesafesi kavramının işletme hayatına özellikle de yöneticilerin davranışlara yansıması, mutsuz çalışanlar, adalet duygusunun azalması, motivasyonda azalma gibi sonuçlar doğurmaktadır. Kültürel olarak eleştiri getirmek tamamen başka bir çalışmanın konusu olsa da işletme içi iletişimin nötr olması gerektiği, kişiler arası mesafenin en aza indirilerek net iletişim sağlanması gerekmektedir.

The cultural dimension of power distance directly influences the way group members perceive and interact with each other (Hofstede, 2001).

Power distance refers to the extent to which members of a society expect and accept that power is distributed unequally among people (Hofstede, 2001). Societal cultures with relatively low power distance in the West (e.g., Australia, Denmark, Great Britain, and the USA) have led to a body of Western literature on creativity that is theorized based on a cultural context where the societal norm favors interpersonal equality. This knowledge may not be directly applicable to high power distance cultural contexts (e.g., Malaysia, Mexico, India, and Hong Kong; Hofstede, 2001) where inequality and status differentiation are accepted as the basis of societal order.

High power distance cultural contexts manifest in group social environments where status differentiation among individuals is expected and accepted. This hierarchical social environment is substantially different from the relatively equal social environment in low power distance cultural contexts (Yuan and Zhou, 2015).

Düşük güç mesafesine karşı yüksek kültürel bağlamlar, sosyal ilişkilerin yüksek güç mesafesi kültüründe düşük güç mesafesi kültürüne göre daha hiyerarşik ve eşitsiz olarak algılanması bakımından farklılık gösterir (Hofstede, 1980)

Kültür hem bireysel hem de grup, organizasyonel ve ulusal düzeyler gibi daha yüksek düzeylerde kavramsallaştırılabilir (Van de Vijver, Van Hemert ve Poortinga, 2008).

Algılanan statü farklılaşması, düşük güç mesafesi kültürel bağlamlarda nispeten eşit sosyal çevreden farklı olan gruplarda daha hiyerarşik bir sosyal çevreye katkıda bulunur. Grup düzeyinde güç mesafesinin kültürel tezahürü olarak, algılanan statü farklılaşmasının derecesi, gruplardaki yaratıcı sürecin yüksek ve düşük güç mesafesi kültürel bağlamlarında nasıl farklı olabileceğini anlamanın anahtarını sağlar (Yuan and Zhou, 2015). Tüm bu güç farklılığı algısı

işletme yöneticilerinde, işletmeye zarar veren birçok davranış kalıplarına dönüşmekte, çoğu zamanda bu, çalışanlarda ve astlarda normal karşılanır hale gelmektedir.

Çalışmada yöntem açıklandıktan sonra bulgulara ve bulgulardan çıkarılan sonuç ve değerlendirmelere en son ise önerilere yer verilmiştir.

1. YÖNTEM

Bu çalışmanın amacı her kültürde az veya çok bulunan güç mesafesinin, Türk işletme yönetimi kültüründe nasıl işlediği ve yönetici davranışlarına nasıl yansıdığı konusunu araştırıp değerlendirmektir.

Bu amaçla yönetici davranışlarının güç mesafesinden nasıl etkilendiği yönünde yöneticilerle ve çalışanlarla görüşmeler yapılarak değerlendirilmiş ve yorumlanmıştır. Türk işletme yöneticilerini temsil etmek üzere, kolayda örneklem olarak, ulaşılabilen yöneticiler seçilmiştir. Konuyu çok anlamlandıramayan 2 yönetici ile yapılan görüşmeler değerlendirme dışı tutulmuştur.

Yöneticilerin nispeten güç mesafesi kavramı için taraflı olabileceği kaygısıyla ayrıca yine ulaşılabilen çalışanlar, kolayda örneklem olarak seçilmiş, onlarla da yapılandırılmamış sorularak cevaplar alınmıştır. 12 alt, 7 orta, 2 üst düzey yönetici ile ve 22 çalışanla yapılandırılmamış sorular sorularak görüşülmüş, cevaplar alınmış, bu cevaplar düzenlenmiş, özetlenmiş ve bu sözel verilerden hedefe yönelik çıkarımlar yapılmıştır. Çalışma nitel analiz yöntemi kullanılarak, en çok vurgulanan ve önem verilenler bulgu olarak ele alınmıştır.

2. BULGULAR VE TARTIŞMA

İşletme yöneticileri ve çalışanları ile yapılan görüşmelerden elde edilen ses kayıtları ve normal metinler oldukça fazla yer kaplamasına rağmen, özellikle odaklanılan konular çıkarılarak kısa cümlelere ve listelere dönüştürülmüştür. En çok vurgulanan davranış biçimlerinden en az vurgulanana doğru bir liste hazırlanmıştır.

- Ofislerinin fırsat bulunduğu ölçüde normalin üstünde lüks yapılması
- Yemekhanede yöneticilerin ayrı oturması, duruma göre menülerin, tabakların farklı olması ve bunun normalleştirilmesi
- Çalışanlarla karşılaştıklarında kendilerine olan saygının ifadesi olarak, çalışanların kendilerine çeki düzen vermelerini normal karşılama
- Toplantıda yöneticilerin koltuğunun farklı olması
- Kişisel araçlarının giysilerinin takılarının daha pahalı olması gerektiğine inanç
- Kişisel görevlerini çalışanlara yaptırma hakkı olduğuna inanma
- Toplantıda çok fazla konuşup, çalışanların söz almasını baskılama

- Yetkisini aşacak şekilde konuşarak olduğundan yetkili görünmeye çalışma
- Yöneticilerin kendilerini sadece iş ile ilgili değil her konuda ayrıcalıklı konumda görmelerinin normal olduğunu kabul etmiş olmaları
- Sorulara hemen cevap vermeme
- Zor ulaşılır, ulaşılmaz insan görüntüsü vermeye çalışma
- Çalışanlarla karşılaşmaktan ve selamlaşmaktan kaçınma
- Haklı eleştirilerden rahatsızlık duyma, eleştiren çalışanlarla ilgili olumsuz düşünce
- Çalışanların iş ile ilgili olmayan kişisel tercihlerine gereğinden fazla müdahale
- Mevkiden dolayı olan saygıyı kişisel algılama
- İletişim araçlarından yazılan mesajlara, aramalara cevap vermeme
- Görevi olan işlerde yapması gereken bir konuyu sürüncemede bırakma hakkı olduğuna inanma, buna bağlı olarak çalışanlardan bu konuda ayrıca iltifat saygı vb. bekleme
- İş dışında karşılaşabileceği güçlüklerin, mevkiden dolayı hemen çözülmesi gerektiğine inanma
- İşle ilgili duyurularda «müdür beyin talimatı» cümlesinin işlerin yapılmasında fazlaca etkili olduğuna olan inanç
- İşyeri ya da kurum çalışanını özel yardımcısı olarak kullanabilme hakkı olduğuna inanma
- Diğer çalışanların yapmasına tolerans gösterilmeyen durumlarda yöneticiye gösterilmesi gerektiğine olan inanç
- Araçlar için özel park yeri söz konusu değilse bile genel park yerinde kendine özel yer tahsis etme, başkasının oraya park etmesine engel olma
- Lavaboyu ayırma, kendine özel lavabo tahsisi
- Özel misafirleriyle işi aksatacak kadar ilgilenme hakkı olduğuna inanma
- Vakti olduğu halde çok meşgulmüş görüntüsü verme, boş otururken bile ziyaretçiyi bekletme
- Hesap sorulamazlık algısı yaratma
- Mesai dışında çalışanı arayabilme, mesaj gönderebilme iş isteyebilme hakkı olduğuna inanma
- Toplantılarda geç kalıp çalışanları bekletmekten çekinmeme, bunu normal karşılama
- Tüm bunların çalışanlar tarafından normal karşılanması, pek rahatsız edici bulunmaması.

SONUÇ VE ÖNERİLER

Çalışma için işletme yöneticilerinden alınan cevaplar, çalışanlardan alınan cevaplara oranla daha zayıf kalmıştır. Çünkü yöneticiler güç mesafesi konusunun odağı ve yararlanıcısı durumundadır. Bu yüzden gerçeğe yakın cevaplar almak zor olabilirdi. Çalışan cevaplarıyla desteklenmesi doğruya daha yakın sonuçlar alınmasını sağlamıştır. Tüm bu cevaplar işletme iletişimi alanında değerlendirilmiştir.

Çalışmanın sonuçlarına göre Türk işletme yöneticilerinin genellikle güç mesafesini içselleştirip istekle kabullendikleri ve bu gücü korumaya dönük davranışlar içine girdikleri, çalışanların da bu gücü büyük oranda kabullendikleri görülmektedir. Yöneticilerde «bunu yapmaya hakkım var mı, ben bunu hak etmiyorum, ben de herkes gibi bir insanım» düşüncesi hiçbir şekilde oluşmadığı için durumdan oldukça memnun oldukları, çalışanların ise her şeyin farkında olmalarına rağmen, bunu normal görmeleri, fakat bir süre sonra bundan rahatsız olmalarına rağmen dile getirmedikleri anlaşılmıştır. Yani güç mesafesi mevcut olmakla birlikte, bu durumdan sonsuz bir memnuniyet söz konusu değildir.

Elde edilen bulgulara göre, güç mesafesinin yönetici davranışlarına etkisi ile işletmede oluşan olumsuz durumlar aşağıdaki şekilde belirtilebilir. Emek, maliyet, zaman israfına neden olmaktadır. Çalışanlar arasında adaletsizlik duygusunun yaygınlaşması dolayısıyla sinizmin yaygınlaşması, bu durumla bağlantılı olarak, çalışan devir hızının yükselmesine yol açmaktadır. Çalışan yaratıcılığını körelmektedir, yaratıcılık güven olan ve takdir edilen yerde, çalışanların mutlu olduğu ortamda artacaktır. Güç mesafesi kaynaklı davranışlar yaratıcılığı azaltmaktadır. İşe değil kişiye odaklanan işletme faaliyetleri artmaktadır. İşin başarılı olmasıyla değil yöneticinin mutluluğu ön planda olmaktadır. Kurumsallık ve kalite çalışmalarına olan inanç, kişiye bağımlı hale dönüşmekte, kurumsal değerler yerine üst yöneticinin değer yargıları işletmede yerleşmektedir. Bunun yanında işletme içi iletişimin yetersizliği ve eksikliğini doğurmakta, meydana gelen boşluklar önyargılarla doldurulmaktadır.

Yetersiz adalet duygusu ve kendini zayıf hisseden, hissettirilen çalışanlar mutsuz olmakta bu mutsuzluk sonraki aşamalarda mutsuz müşteriye dönüşmektedir. Güç mesafesinin meydana getirdiği yanlış yönetici davranışları örgütsel vatandaşlığın azalmasına, işletmeler için oldukça önemli olan hizmetkar liderliğin etkisizliğine yol açmaktadır.
Bu durumu içselleştiren yöneticiler ve fazlaca yönetici koltuğunda-psikolojisinde zaman geçirmekten dolayı yöneticilerin asıl işin işleyişinden uzak kalma, başarısız olduğunda bunu çalışanlara yükleme hakkı olduğuna inanmaya başlama davranışına başvurma durumu ortaya çıkmaktadır.

Tüm bu olumsuzlukları aşmanın yolları da da vardır, bunlardan bahsedilecek olursa; İş ve özel hayatın ayrımına dikkat etme oldukça önemlidir. İş yerinde ve işle ilgili her durumda kişisellikten uzak, kurumsal algının yaygınlaştırılması, iletişim dilinin sade ve net olması önemlidir.

İş ile ilgili yetkilerin net ve belli olması, gereksiz yetkilerin ve yetki kullanımının herkes tarafından fark edilmesi gerekir. Zira, güç mesafesini içselleştiren yöneticilerde, yetkilerin iş dışına taşması, yetki kapsamının yapay olarak genişletilmesi her zaman mümkündür.

Yöneticinin sadece görev ve yetkilerinin farklı olduğu, normal hayatta herkes gibi bir kişi olduğunun örgüt kültürü olarak yerleştirilmesi çözüme katkı sunabilecektir. Adaletsizlik algısı yaratabilecek, küçük büyük her türlü durumdan davranıştan kaçınılması çalışan mutluluğuna katkı sağlayabilecektir. Son olarak tüm zorlukların ve güzelliklerin işletmede ast üst ilişkisi gözetilmeden eşit paylaşılmasına özen gösterilmesi önemli bir etken olacaktır.

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AHLAKİ OLGUNLUK ve DEPRESYON, ANKSİYETE, STRES (DASS) ÜZERİNDEKİ ETKİLERİ

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Öz

Bu çalışmada bireylerin ve toplumların içinde bulundukları anı ve yarını şekillendirmesinde önemli bir yer tutan ahlak kavramının ve ahlaki gelişimdeki en üst düzey olarak nitelendirilen ahlaki olgunluk düzeyinin, depresyon anksiyete ve stres (DASS) ile olan ilişkisi ve üzerindeki etkisi incelenmiştir. Bu amaç doğrultusunda, hemşirelik bölümünde okuyan toplam 328 öğrenciden 122'sinin katılımıyla elde edilen veriler istatistiki analizlerle incelenmiş ve bulgular yorumlanmıştır. 92 kadın (%75,4) ve 30 erkek (%24,6) öğrencinin katıldığı araştırmada katılımcıların yaş ortalaması 20,76'dır. Cronbach alpha güvenirlik katsayısı ahlaki olgunluk ölçeğinde 0,908 ve DASS ölçeğinin depresyon boyutunda 0,834, anksiyete boyutunda 0,928 ve stres boyutunda 0,903 olarak bulunmuştur. Ahlaki olgunluk ile depresyon ve anksiyete arasında anlamlı ve negatif yönlü ilişki bulunurken; stres ile anlamlı bir ilişkisinin olmadığı görülmüştür. Bireyin ahlaki bakımdan olgunluk düzeyinin artmasıyla, depresyon ve anksiyete gibi sağlık sorunları azalacaktır. Bu sorunlarla baş edebilme yeteneğiyle birey iş ve sosyal yaşamında daha sağlıklı ve olgun bir yaşam sürecektir. Çalışmadan daha verimli sonuçlar elde edebilmek adına farklı sektörlerde daha fazla katılımcıyla uygulama yapılması ve ilişkilerin farklı değişkenlerle de irdelenmesi ve özellikle de stres boyutunun neden anlamsız bir ilişkide olduğu konusu üzerinde durulması önerilmektedir.

Anahtar Kelimeler: Ahlak, Ahlaki Olgunluk, Depresyon, Anksiyete, Stres.

MORAL MATURITY and EFFECTS ON DEPRESSION, ANXIETY, STRESS (DASS)

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Abstract

In this study, it is aimed to test the relationship between the concept of morality, which has an important place in shaping the present and future of individuals and societies, and the level of

moral maturity, which is described as the highest level in moral development, with depression, anxiety and stress (DASS) and its effect on it. For this purpose, the data obtained with the participation of 122 out of 328 students studying in the nursing department were analyzed with statistical analyses and the findings were interpreted. 92 female (75.4%) and 30 male (24.6%) students contributed, the average age of the participants is 20.76. As a result of the analyzes, the Cronbach alpha reliability coefficient for the moral maturity scale is 0.908 and 0.834 for the depression sub-dimension, 0.928 for the anxiety sub-dimension, and 0.903 for the stress sub-dimension in the (DASS) scale. In addition, there are significant and negative relationships between moral maturity and depression and anxiety; it is also found that there is no significant relationship with stress. As it is assumed and expected, as the moral maturity level of the individual increases, health problems such as depression and anxiety will decrease. With the ability to cope with these problems, the individual will lead a healthier and more mature life in his work and social life. In order to obtain more productive results from the studies in the future, it is recommended to practice with more participants in different sectors, to examine the relationships with different variables, and to focus on why the stress dimension is in a meaningless relationship.

Keywords: Morality, Moral Maturity, Depression, Anxiety, Stress.

GİRİŞ

Birey yaşamında doğru ve yanlışlar hakkında standartlar ortaya koyan ahlak kavramı, var olan bu yanlışlar ve doğrularla ilgili birtakım inanışlar, kabullenişler ve toplumsal genellemeler ortaya koymaktadır. Toplumsal yaşamda gelişen ve kabul gören bazı kural ve ölçütler, ahlaki bakımdan insan yaşamını etkilemekte, bireysel ve toplumsal ilişkilere birtakım düzenlemeler getirmektedir. Kısaca ahlak, insan yaşamıyla ilgili olan ve ilişkileri etkileyen, birey davranışlarıyla yakından ilgili "olması gerekenler" bütünüdür. Güngör (2010) ve Ay (2020)'ın vurgusuyla ahlakın ilgi alanı insan davranışlarıdır. Ahlaka uygun olarak sergilenen birey davranışları toplum tarafından "yararlı" olarak kabul edilirken; bunun tam tersi de mümkündür. Toplum tarafından benimsenen ve kabul gören ahlak kurallarına dayanarak, doğru ve faydalı davranışların geliştirilmesi sırasında mantıklı ve bilinçli hareket etme durumu da ahlaki olgunluğu tanımlamaktadır (Tekin, 2018). Ahlaki olgunluk düzeyi de bireyin ve davranışlarının doğru yorumlanmasına yardımcı olmaktadır (Ay, 2020). Aksi takdirde, gerek ahlaki olgunluk seviyesinin düşüklüğü, gerekse de buna bağlı olarak yanlış yorumlanan duygu ve davranışlar neticesinde ortaya çıkan yanlış tepkiler bireyde depresyon, anksiyete ve stres gibi yaşamı olumsuz etkileyen ve yaşam kalitesini düşüren bazı sağlık sorunlarına yol açacaktır. Bahsi geçen bu konuların genel olarak örgüt yaşamı açısından değerlendirilmesi ve daha çok sağlık sektörüyle bağdaştırılması, konunun öğrenci boyutuyla ele

alınmaması literatür taraması açısından yetersiz bilgi ve açıklama anlamına gelmektedir. Bu da doğal olarak ilgili literatürde bir boşluk yaratmaktadır. Bu boşluk ancak bu konulara odaklanan ve farklı sektörler ve bireyler bağlamında uygulamalı araştırmalar yürüten araştırmacılar tarafından doldurulacaktır.

TEORİK ÇERÇEVE

Bireyin belli amaca yönelik olarak, kendi iradesiyle sergilediği davranışlar bütünü ahlakı oluşturmaktadır. Ahlak, toplumca benimsenen ve genel kabul görmüş, birey davranışlarını belli sıfatlarla kategorize eden kurallar bütünüdür (Aydın, 2003). Bireyin ahlaki değerlerinin gelişimi sürecinde duygu, düşünce ve davranış bakımından en mantıklı, en doğru, en üst düzeyde olma ve bu hususta en gerekli niteliklere sahip olma durumu ahlaki olgunluk olarak nitelendirilmektedir (Lickona, 1991). Toplumsal yaşamda bireyler genel olarak kendisine tanımlanmış ve uyması istenmiş ahlaki kuralları kabul ederek ve uyum sağlarlar. Tanımlanan bu ahlaki kuralları gözden geçirip, kendi bakış açısıyla tekrar şekillendirmezler (Habermas, 1982).

Günlük yaşamda birtakım sorun, üzüntü, endişe gibi durumların akabinde kendini gösteren ve sürekli hale gelen mutsuzluk ve üzüntü, hafıza güçlükleri, kendini boşlukta hissetme hali, sinirlilik, beklenmeyen ani tepkiler, suçu diğer insanlarda arama vb. durumlar (Hackett, 2001; Chima, 2001; Alexander, 2015) gerek psikoloji gerekse tıp literatüründe depresyon olarak nitelendirilmektedir. Genellikle 20li yaşlarda ortaya çıktığı bilinse de (Deniz ve Sümer, 2010), son yıllarda bu yaşın daha da öne çekildiği vurgulanmaktadır. Depresif rahatsızlığı olan bireyler hem çalışma yaşamında hem de sosyal yaşamda kendileriyle temasta olan diğer bireyleri de olumsuz etkilemektedir.

Öte yandan, anksiyete de bireysel ve sosyal yaşamın yanı sıra iş yaşamını da olumsuz etkileyen ve çoğu zaman büyük yaralar açan bir durumdur. Endişe olarak bilinen ve kaygı ve korku durumlarında sinirli davranış şekli olarak kendini gösteren anksiyete (Yılmaz, Boz ve Arslan, 2017) genellikle bireylerde geleceğe dair endişe hali olarak kendini göstermektedir (Barlow, 2000). Anksiyeteye sahip bireylerin sosyal yaşamda mutsuz, kaygılı ve endişe dolu bireyler olduğu ve yaşamdan zevk almadıkları gerçeği göz önüne alındığında, bu durumun psikolojik ve sosyal yaşamın yanı sıra iş yaşamını da olumsuz etkilediği söylenebilir. Anksiyete yaşayan bir bireyin örgüte oluşturduğu maliyetin, işe devam etmeyen bir bireyin oluşturduğu maliyetten kat be kat daha fazla olduğu bulgulanmıştır (Greenberg, 1999; Stewart, vd., 2003). Anksiyete aynı zamanda bireyin motivasyon ve performansını da olumsuz etkileyip, çalışma ve yaşam verimini de düşürmektedir.

Bireyde süregelen ruhsal gerilim hali olarak tanımlanan stres (Yılmaz, vd., 2017), bireylerin günlük yaşamda bazı durumların üstesinden gelemeyeceklerine dair hissettikleri gerginlik ve endişe (Raymond, 2000). Adaptasyon ve uyum gerektiren bir durumda ya da bireyden talep edilenlerin/beklenenlerin yerine getirilmesi hususunda hissedilen yetersiz olma durumu ya da olaylarla başa çıkılamayacağı endişesi strese zemin hazırlamaktadır. Bireyin kendini huzursuz ve yeteriz hissetmesi, hüzün, mutsuzluk, konsantrasyon ve dikkat eksikliği, içinde bulunulan ortamda çatışma ve iletişim yetersizliği gibi belirtilerle bireylerin yaşam kalitesini dahi olumsuz etkileyen stres (Dyck, 2001), motivasyon eksikliği, performans düşüşü, hizmet kalitesi ve örgütsel etkinliğin zarar görmesi gibi sonuçlara sebebiyet vermektedir (Hon, Chan, Lu, 2013).

Karşıt Süreç Teorisi'ne göre; kendilerine yüklenen sorumluluk ve beklentiler karşısında ilk etapta yoğun bir kaygı ve endişe içerisine giren birey, bu durumla başa çıkmak ve sakin kalarak hedefe ulaşmak adına içinde bulunduğu gerçek duygu durumunun aksine hareket etmek yani olgunlukla mevcut durumu ele almak ve analiz etmek durumundadır. Bunun için de gayet rahat ve sakin bir kompozisyon çizer. Hedefine ulaştıktan sonra ise rahatlama ve gevşeme hali içerisine girer. Araştırmamızda da varsayıldığı üzere belli bir ahlaki olgunluğa erişen birey, depresyon, kaygı, korku, endişe gibi durumlarla daha rahat baş edecektir

YÖNTEM ve BULGULAR

Katılımcılar

Bu çalışmada elde edilen veriler kolayda örnekleme ve anket tekniğiyle toplanmıştır. Araştırma bir devlet üniversitesinde hemşirelik bölümünde okuyan toplam 328 öğrenciden 122'sinin katılımıyla gerçekleştirilmiştir. Araştırmaya katılan öğrencilerden 92'si kadın (%75,4), 30'u ise erkektir (%24,6). 18 ve üstü yaş grubundaki bu katılımcıların yaş ortalaması 20,76 olup; çoğunluğu 21 yaşındadır (%21,3) ve 1.sınıf öğrencisidir (55 kişi; %45,1).

Ölçüm Araçları

Ahlaki olgunluk düzeyini ölçmek amacıyla çalışmada 17 maddeli ve tek boyutlu Ay (2020) tarafından geliştirilen Ahlaki olgunluk Ölçeği kullanılmıştır. Öte yandan, çalışmada bağımlı değişken olarak kullanılan depresyon, anksiyete, stres düzeyinin ölçümü için, orijinalini Lovibond ve Lovibond (1995)'in geliştirdiği ve toplamda 42 maddeden oluşan Depresyon Anksiyete Stres Ölçeğinin (DASS) kısa formu kullanılmıştır. Bu ölçeğin 21 maddelik kısa formu Henry ve Crawford (2005) ve Mahmoud, vd. (2010) tarafından yapılan çalışmalarından alınmış olup; bu formun Türkçe geçerlilik ve güvenilirlik çalışması Yılmaz, vd. (2017) tarafından yapılmıştır. Bu

çalışmada, 21 maddeli Türkçeye geçerlenmiş Depresyon Anksiyete Stres Ölçeği (DASS21) kullanılmıştır.

Analizler ve Bulgular

Analizler neticesinde, araştırmada kullanılan değişken ortalamaları depresyon anksiyete stres (DASS) ölçeği için sırasıyla 2.270; 2.457; 2.700 olarak bulgulanırken; ahlaki olgunluk değişkenine dair ortalama 4.312 olarak bulgulanmıştır. Katılımcıların ahlaki olgunluk ortalamasının yüksek çıkması arzu edilen bir durum olup, aynı şekilde depresyon, anksiyete ve stres boyutlarına dair ortalamaların da nispeten daha düşük çıkması beklenmektedir.

Ayrıca ahlaki olgunluk ölçeğine ilişkin cronbach alpha güvenirlik katsayısı 0,908 ve (DASS) ölçeğinde depresyon için 0,834, anksiyete için 0,928 ve stres için 0,903 olarak bulunmuştur.

Tablo 1. Ölçeklere ve alt boyutlara ilişkin güvenirlik katsayıları

ÖLÇEK/BOYUT	Madde Sayısı	Cronbach's Alpha (α)	Ort.
Ah. Ol.	17	0,908	4,312
Depr	7	0,834	2,270
Anx	7	0,928	2,457
Stres	7	0,903	2,700

Yapılan analizler göstermiştir ki ahlaki olgunluk ile depresyon ve anksiyete arasındaki ilişki anlamlı ve negatif yönlü iken; stres ile anlamlı bir ilişki yoktur. Diğer yandan depresyon, anksiyete ve stres arasında pozitif yönlü ve anlamlı ilişkiler görülmektedir.

Tablo 2. Korelasyon analizi sonuçları

Değişkenler	Depr.	Anx.	Stres	Ah. Ol.
Depr.	1			
Anx.	,591**	1		
Stres	,710**	,694**	1	
Ah. Ol.	-,197*	-,253**	-,155	1

* p<0,05 ** p<0,01

Regresyon analizi sonuçları göstermiştir ki, ahlaki olgunluk ile depresyon, anksiyete ve stres arasında istatistiksel açıdan ters yönlü ilişkiler mevcuttur. Fakat burada ahlaki olgunluk ile stres arasındaki ilişki anlamsız çıkmıştır. Bireyin ahlaki bakımdan olgunluk düzeyinin artmasıyla, depresyon ve anksiyete gibi sağlık sorunları azalacaktır ancak bu durumun stres ile olan ilişkisine yorum getirilememektedir.

Tablo 3. Regresyon analizi sonuçları

Bağımlı Değişken	R^2	β	p
Depr.	,039	-,197	,030
Anx.	,064	-,253	,005
Stres	,024	-,155	,088

Bağımsız Değişken: Ahlaki Olgunluk

SONUÇ ve TARTIŞMA

Ahlak ve ahlak kuralları, toplum içerisinde bireylerin hem kendi davranışlarına yön ve şekil vermesini hem de diğer bireylerle olan iletişim ve etkileşimlerini düzenleyen ve toplumca benimsenen bir yapıdır. Bu yapıdaki en iyi ve en mantıklı davranış şekli ise, ahlaki olgunluğa vurgu yapmaktadır. Toplumun kabul ettiği ve desteklediği değer yargılarına ve ahlak kurallarına göre hareket eden birey kendini daha iyi hissedecektir. Ahlaki olgunlukla, mantıklı ve tutarlı davranışlar bireysel mutluluğu beraberinde getirecek ve bahsi geçen depresyon, anksiyete ve stres gibi sağlık sorunlarıyla karşılaşma olasılığını düşürecektir.

Yapılan analiz sonuçlarına göre, bireylerin ahlaki olgunluk düzeylerindeki artış, depresyon ve anksiyete ile karşılaşma ihtimallerini azaltacaktır. Araştırmada ayrıca, ahlaki olgunluk ile stres arasında anlamlı bir ilişkinin olmadığı sonucuna da ulaşılmıştır.

Bireylerin ahlaki olgunluk ve depresyon, anksiyete, stres düzeylerini ölçen ve araştırmada kullanılan bu ölçeklerin daha önce çok fazla sayıda araştırmada kullanılmamış olması, analiz sonuçlarının kıyaslanabilmesini zorlaştırmıştır. Ayrıca araştırmaya katılan bireylerin üniversite öğrencisi ve çoğunluğunun da birinci sınıf öğrencisi olması da ayrı bir kısıttır. Öte yandan katılımcıların toplam sayısının da azlığı araştırma sonuçları için bir kısıt oluşturmaktadır.

Gelecek çalışmalarda bu kısıtların göz önüne alınması, farklı sektörlerde karşılaştırmalı analizlerin yapılması, daha fazla katılımcıya ulaşılması önerilmektedir.

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TÜRKİYE'DE ÜCRET GELİRLERİNİN VERGİLENDİRİLMESİNİN VERGİLEMEDE ADALET İLKESİ AÇISINDAN DEĞERLENDİRİLMESİ

ANALYSIS OF WAGE INCOME TAXATION IN TURKEY WITH RESPECT TO THE PRINCIPLE OF JUSTICE IN TAXATION

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Özet

Bu çalışmada gelir vergisi kapsamında ücret gelirlerine yönelik uygulamalar vergilemede adalet ilkesi açısından incelenmiştir. Çalışma kapsamında sübjektif niteliği dolayısıyla genel kabul görmüş bir tanımı bulunmayan adalet kavramıyla ilgili açıklamalar yapılarak vergilemede adalet ilkesinin kapsamı belirlenmiş ve ardından gelir vergisinde ücret gelirlerine yönelik özellikli uygulamalar vergilemede adalet ilkesi açısından değerlendirilmiştir. Emek faktörünün sosyal, siyasi ve ekonomik önemi nedeniyle çalışmanın konusu, gelir vergi kapsamında yalnız emek üzerinden elde edilen geliri kapsayan ücret unsuruyla sınırlandırılmıştır. Ayrıca ücretli çalışan mükellef sayısının fazlalığı ve ücretliler üzerindeki vergi yükünün yüksekliği de çalışma konusunun seçiminde etkili olmuştur. Ücret bir işverene tabi olarak belli bir işyerinde belirlenen hizmetlerin yürütülmesi sonucu elde edilen değerleri ifade etmektedir. Dolayısıyla ülkemizde ücret geliri temas ettiği alan nedeniyle vergileme açısından üzerinde önemle durulması gereken bir kesimi ifade etmektedir. Gelir vergisi kapsamında ücret gelirlerine yönelik bir yandan ücretlilerin vergi ödeme güçlerini korumaya yönelik düzenlemeler yapılırken diğer yandan vergilemede adaleti sağlamaya yönelik uygulamalar gerçekleştirilmektedir. Bu kapsamda ücretlilere yönelik olarak gerçekleştirilen gelir vergisi uygulamaları toplu bir şekilde değerlendirildiğinde; özellikle 2022 yılından itibaren asgari ücret ve asgari ücretin üzerindeki gelirler için asgari ücrete isabet eden gelir kısmının vergi dışı bırakılması gibi düzenlemeler ücretlilerin vergi ödeme güçlerini koruma konusunda etkili olmuştur. Bununla birlikte ülkemizde ücret gelirlerin vergilendirilmesinde vergilendirmede adalet ilkesinin sağlanmasına yönelik tamamlanması gereken bir takım eksikliklerin olduğu sonucuna varılmıştır.

Anahtar Kelimeler: Vergileme ilkeleri, Ücret Gelirleri, Adalet İlkesi

Abstract

In this study, practices on wage income within the scope of income tax are investigated based on the principle of justice in taxation. Within the scope of the study, the scope of the principle of justice in taxation was determined by making explanations about the concept of justice, which does not have a generally accepted definition due to its subjective nature, and then the specific applications for wage income within the scope of income tax were evaluated in terms of the principle of justice in taxation. Due to the social, political and economic importance of the labor factor, the subject of the study is limited to the wage element, which includes only the income

obtained from labor within the scope of income tax. In addition, the high number of paid taxpayers and the high tax burden on wage earners were also determinant factors in the selection of the subject of study. Wage refers to the value obtained as a result of performing the specified services in a certain workplace subject to an employer. Therefore, in our country, wage income refers to a segment that should be emphasized in terms of taxation due to the demographic group it comes into contact with. Within the scope of income tax, while on the one hand arrangements are made to protect the ability of wage earners to pay taxes, on the other hand, practices are carried out to ensure justice in taxation in wage income. In this context, when the income tax applications for wage earners are evaluated collectively; especially since 2022, regulations such as the exclusion, from the tax, of the minimum wage as well as the income part corresponding to the minimum wage for incomes above the minimum wage, have been effective in protecting the ability of wage earners to pay taxes. Nevertheless, it has been concluded that there are some deficiencies that need to be completed in order to ensure the principle of justice in taxation in the taxation of wages in our country.

KEYWORDS: Taxation principles, Wage income, Justice princip

GİRİŞ

Toplumsal ihtiyaçların giderilmesi amaçlı bir oluşum olan devletlerin faaliyetlerini yürütürken ortaya çıkan finansman gereksinimini karşıladığı araçlara kamu gelirleri adı verilmektir. Kamu gelirleri içinde en sık kullanılan ve toplam kamu gelirleri içindeki payı en yüksek olan gelir kaynağı vergilerdir. Devletin kuruluş amaçları arasında yer almamakla birlikte amaçların gerçekleştirilebilmesi için gerekli şart olan vergi, ilk devlet oluşumlarının ortaya çıkmasından günümüze farklı ad ve biçimlerde uygulanmış bir devlet finansman aracıdır.

Demokratik toplumlarda vergilerin tür, tutar ve biçimine bütçe hakkına sahip erk olan halk karar vermektedir. Ancak günümüz dünya nüfusu halkın bütçe hakkını temsilcileri aracılığıyla kullanmasını zorunlu kılmaktadır. Bu noktada iki farklı problem ortaya çıkmaktadır. Birinci problem oy çokluğuna sahip kesimin kararlarından azınlıkta kalan kesimin olumsuz etkilenmesi şeklinde kendini gösterirken, diğer problem bütçe hakkını temsilen kullanan politikacıların kararlarının halkı olumsuz etkilemesi şeklinde oluşmaktadır.

Vergi günümüz dünyasında halkın elinde bulunan kaynakların devlete transferini gerektiren parasal bir yükümlülüktür. Oy çokluğuna sahip gücün ve/veya politikacıların kararlarından etkilenen kesim etki derecesine göre söz konusu parasal yükümlüğe tepki gösterecektir. Bu durum tarihte hükümetlerin değişmesine neden olmuş ve hatta birçok halk ayaklanması ortaya çıkararak devletlerin yıkılış sebepleri arasında yer almıştır.

O halde vergi, yalnız bir kamu geliri olarak değerlendirilemeyecek kadar karmaşık bir olaylar örgüsünün sonucu elde edilen geliri ifade etmektedir. Zira vergi; psikolojik ve sosyolojik boyutları olan sosyal, siyasi ve ekonomik etkileri bulunan bir kararlar bütünüdür. Halkın temsilcileri tarafından alınan söz konusu bu kararların toplumun geniş kesimleri tarafından kabul görmesi vergilemeden beklenilen amaçların gerçekleşebilmesi için önemlidir.

Vergilerin toplumun geniş kesimleri tarafından kabul edilebilirliğine yönelik çalışmalar gerek bürokratik seviyede ve gerekse akademik seviyede çalışılarak üzerinde önemle durulmuş bir konudur. Bu kapsamda vergilerin taşıması gereken nitelikler çeşitli yazarlar tarafından etraflı bir şekilde incelenmiş ve bu incelemeler neticesinde vergilerin taşıması gereken genel kabul görmüş birtakım nitelikler belirlenmiş ve bu niteliklere "vergi/vergileme ilkeleri" adı verilmiştir.

Vergileme ilkeleri; vergilemenin başarısı için gerekli olan mevzuat oluşumundan uygulama aşamasına kadar uyulması gereken kurallar bütününü ifade etmektedir. Ülkelerin vergi sistemlerinde yer alan mevzuat hükümlerinin vergi ilkelerine uygun bir şekilde dizayn edilmesi vergi sisteminin toplum tarafından benimsenmesini kolaylaştırır ve vergiye karşı tepkilerin azalmasını sağlar. Vergileme ilkelerine uygun kurgulanmış vergi sistemlerinde, vergileme yoluyla büyüme ve kalkınma hedeflerine daha kolay ulaşılabilecektir. Ekonomik dengesizliklere karşı sigorta görevi yapacak olan bu sistem içinde vergiler, ekonomik politikalara uygun bir şekilde devletin görevlerini yerine getirebilmesini sağlayacak ve devlet yönetiminin ekonomiyi bilimsel esaslar ve hedefler doğrultusunda gerektiği biçimde yönlendirmesine olanak tanıyacaktır.

Vergileme ilkelerinin temeli Adam Smith tarafından kaleme alınan "Ulusların Zenginliği" adlı eserle atılmıştır. Gelişen zaman içinde farklı yazarlar tarafından farklı sınıflandırmalar yapılmakla birlikte Adam Smith tarafından açıklanan vergileme ilkeleri vergilemenin ana kuralları olarak kabul edilmiştir. Gerek Smith ve gerekse daha sonra yapılan çalışmalarda vergi ilkelerinin temel dayanağı adalet ilkesi olmuştur. Bu kapsamda bakıldığında vergileme ilkeleri adaletli bir vergi sisteminin oluşumunu sağlamaya yönelik kurallar bütünü olarak ifade edilebilecektir.

Adalet kavramı; din, kültür, hukuk, etik, eşitlik ve hakkaniyet gibi unsurlardan oluşan ve birçok farklı alana temas eden farklı bakış açıları doğrultusunda şekillendirilmeye çalışılmış karmaşık bir olguyu ifade etmektedir. Adalet kavramına yönelik bakış açılarının dayandığı sübjektif karakteristik yapı nedeniyle adalet kavramının genel kabul görmüş bir tanımı bulunmamaktadır. Adalet kavramının açıklanmasındaki güçlük nedeniyle somut bir şekilde açıklanamayan vergilemede adalet ilkesi farklı yazarlar tarafından farklı biçimlerde ele alınmaktadır. Ancak en dar anlamıyla vergilemede adalet ilkesi vergi sisteminin ortaya çıkardığı vergi yükünün toplumun farklı tabakaları arasında kabul görecek bir dengede dağıtılmasını ifade etmektedir.

Çalışmada vergilemede adalet ilkesine yönelik farklı bakış açıları açıklanarak bu bağlamda Türkiye'de ücret gelirlerinin vergilendirilmesinin vergilemede adalet kavramı açısından değerlendirilmesi amaçlanmaktadır. Bu kapsamda çalışmada öncelikle vergilendirmede adalet ilkesi ile ilgili temel kavramlar açıklanarak ücret gelirlerinin vergilendirilmesiyle ilgili mevzuatta yer alan vergilendirmede adaleti sağlamaya yönelik uygulamalar ve sorunlar tespit edilecektir. Son olarak söz konusu uygulamalar değerlendirilerek sorunlara yönelik çözüm önerileri açıklanacaktır.

1. VERGİLEMEDE ADALET

Kavramsal açıdan adalet hakkın gözetilmesi ya da hakka uygun davranılması anlamında kullanılmaktadır. Hukuki açıdan adalet Türk Dil Kurumu sözlüğünde "Yasalarla sahip olunan hakların herkes tarafından kullanılmasının sağlanması" olarak ifade edilmiştir (TDK, https://sozluk.gov.tr/). Adalet kavramının temelinde hukuka uygunluk bulunmaktadır. Adalet yalnız hukuki bir kavram olmayıp aynı zamanda kişisel ve toplumsal bir davranış biçimidir. Bu haliyle bakıldığında adalet; toplum, hukuk, ahlak ve din kurallarıyla kurgulanmış farklı bakış açıları doğrultusunda şekillenen bir yapıya sahiptir.

Adalet kavramının temas ettiği alanın genişliği fikir birlikteliğine varılmış somut bir tanımın yapılmasını imkansızlaştırmakla birlikte kaba bir şekilde devlet açısından adalet; öznel anlamda hakkı olanın hakkının verilmesi olarak ifade edilebilirken, nesnel anlamda adalet; karşıt çıkarlar arasında hakka uygun davranılması şeklinde açıklanabilecektir.

Vergi adaleti; kişilerin ödeme güçlerine göre vergilendirilmesi gibi pasif bir şekilde açıklanabileceği gibi, kişiler arasında var olan gelir ve servet farklılıklarını gidermeye yönelmiş bir vergi sistemi gibi aktif bir kavram olarak da tanımlanabilecektir. Bu doğrultuda vergi adaleti tarih boyunca döneme hakim güç tarafından kendi istek ve düşünceleri doğrultusunda değerlendirilmiştir. Zira vergi yükünün adalet ilkesi doğrultusunda dağılımını öngören adaletli bir vergi sisteminde ödenecek verginin tür, tutar ve bileşiminin saptanması önemlidir. Bütçe hakkına göre söz konusu belirlemeler halk tarafından gerçekleştirilmelidir. Ancak demokratik devletlerde işleyen vekalet sistemi siyasilerin vekil sıfatını göz ardı etmeleri sorununu ortaya çıkarabilmektedir. Bu nedenle vergi adaleti kavramının kişiye, topluma, yere ve zamana göre değişir bir niteliği bulunmaktadır. Bunun sonucu olarak da adalet kavramına yönelik herkes için geçerliliği olan değişmez ölçütlerin saptanması olanaksızlaşmaktadır. Ancak her ne kadar genel kabul görmüş bir vergi adaleti kavramı olmasa da vergi sistemlerine eklenilecek bazı mekanizmalardan yararlanılarak adaletli bir vergi sistemi kurulması düşüncesinin ilke olarak kabul edilmesi vergi sistemlerinin başarısı için gereklidir.

Adaletli bir vergi sisteminin amacı, vergi yükünün adaletli ve dengeli bir şekilde dağıtılmasını öngörmektedir (GÜRAN, 2004, 250). Buna göre adil vergi sistemi; toplumda mevcut fikir birliğine göre en adil kabul edilen reel gelir bölüşümü ölçülerine uygun kurgulanmış olan vergi sistemidir. Bunun için vergilemede adalet sorunu etrafında yapılacak daha derin tartışmalar, adil bir gelir bölüşümünün niteliğini belirleyen genel sosyal davranışların araştırılmasını gerektirmektedir.

Vergi adaletinde, vergilerin vergi ödeme gücü doğrultusunda dağıtılması gereklidir (AKDOĞAN,1980,5-6). Zira vergiye karşı oluşacak reaksiyonlarda verginin ağırlığından çok adaletli olarak alındığına inanmak önemli olup, bu inancı sarsacak şekilde adaletli dağılmayan vergiler her şeyden önce kaçakçılık suçları gibi vergi karşıtı eylemleri teşvik eder ve vergiye dayanma eğilimini zayıflatır.

Vergi yükünün dağılımında adalet sorunu vergilemede eşitlik ilkesiyle bağlantılıdır. Eşitlik ilkesi yatay eşitlik ve dikey eşitliğin birlikte gerçekleştirilebildiği durumu ifade etmektedir. Buna göre aynı şartlarda bulunan vergi mükelleflerinin aynı muameleye tabi tutulması, farklı şartlarda olan vergi mükelleflerinin ise farklı durumlarına uygun bir şekilde işleme tabi tutulması gerekmektedir.

Sonuç olarak vergi adaleti kavramı sübjektif unsurlara dayandığı için genel kabul görmüş bir tanımı bulunmamaktadır. Ancak adil bir vergi sisteminin taşıması gereken özellikleri sıralamak mümkündür. Buna göre; vergi ödeme gücüne göre vergilemenin yapıldığı, ayırma kuramının uygulandığı yani verginin kaynağına göre farklı uygulamaların gerçekleştirildiği, vergi kayıp ve kaçağının olmadığı, çifte vergilemenin bulunmadığı bir vergi sitemi adil bir vergi sistemi olarak kabul edilecektir.

Ülkeler, vergilemede adaletin sağlanabilmesi için; vergi tarifelerinde artan oranlılık, en az geçim indirimi sistemi, ayırma kuramı ile istisna ve muafiyet uygulamalarını kullanmaktadırlar.

2. VERGİLEMEDE ADALETİN SAĞLANMASINA YÖNELİK UYGULAMALAR

2.1. Vergi Kayıp ve Kaçağının Önlenmesi

Vergi kayıp ve kaçağı vergi kaçırma şeklinde kanunlara aykırı bir şekilde gerçekleşebileceği gibi vergi kanunlarındaki boşluklardan yararlanılması ya da vergiyi doğuran

olayın hiç gerçekleştirilmemesi şeklinde kanuni yollardan da ortaya çıkabilmektedir. Vergi kayıp ve kaçağı dolayısıyla vergi ödemeyen mükelleflerle vergiyle ilgili ödevlerini zamanında yerine getiren mükellefler arasında vergi adaleti bozulacaktır. Bu nedenle vergi kayıp ve kaçağının önlenmesine yönelik olarak alınan önlemler vergilemede adaletin gerçekleşmesi açısından önem arz etmektedir.

2.2. Çite Vergilemenin Önlenmesi

Çifte vergileme aynı vergi konusu üzerinden aynı vergilendirme döneminde birden fazla vergi alınması durumudur. Çifte vergileme aynı ülkede farklı vergi kanunları tarafından bir vergi konusunun vergilendirilmesi şeklinde gerçekleşebileceği gibi birleşik gelir vergisi sistemi kaynaklı aynı vergi kanunu tarafından birden fazla kez vergilendirme yapılması şeklinde de olabilmektedir. Ancak çifte vergilemenin en yaygın biçimi ülkeler arasında şahsilik ve mülkilik ilkelerinin aynı anda uygulanması sonucu oluşan vergilendirme yetkilerinin çakışması şeklinde ortaya çıkmaktadır.

Ülke tabiiyetinde yaşayan vatandaşların aynı vergi konusu üzerinden birden fazla kez vergi ödemesi ya da farklı ülkelerin vergilendirme yetkilerine ayrı ayrı maruz kalması vergi mükellefleri arasında oluşacak adalet duygusunu zedeleyecek ve vergilemede adalet ilkesi olumsuz yönde etkilenecektir. Bu kapsamda ülke vergi mevzuatı içinde yer alan mevzuat benzerliklerinin yeknesak bir hale getirilmesi gereklidir. Dolayısıyla ülkenin vergi mevzuatının bir bütün olarak ele alınması ve çifte vergilemeye mahal verecek uygulamaların tek tipleştirilmesi gereklidir. Uluslararası çifte vergi probleminin çözümü içinse ülke ekonomisinin yakın ticari faaliyeti bulunduğu diğer ülkelerle çifte vergiyi önleme anlaşmaları yapması vergilemede adaletin sağlanması açısından önem arz etmektedir.

2.3. Vergi Ödeme Gücünün Dikkate Alınması

Vergi ödeme gücü bir kimsenin kendisinin ve ailesinin fiziki ve kültürel yaşamı için gerekli finansal kaynağının üzerindeki kısmı ifade etmektedir. Gelir, servet ve harcamalar vergi ödeme gücünün göstergelerini oluşturmaktadır. Sübjektif niteliğinden ötürü vergi ödeme gücünü korumada kullanılan en etkili vergi kaynağı olarak gelir görülmektedir. Ülkemizde 1982 Anayasası'nın 73'üncü maddesinin birinci paragrafında "Herkes, kamu giderlerini karşılamak üzere mali gücüne göre vergi vermekle yükümlüdür." ifadesi ile vergilemede vergi ödeme gücünün dikkate alınmasını zorunlu kılınmaktadır. Fıkra hükmünde bulunan "herkes" ifadesi genellik ilkesini ifade etmektedir. Ancak genellik ilkesi istisnasız herkesin vergi ödeyeceği anlamına gelmemektedir. Zira aynı fıkrada yer alan ve vergi ödeme gücü doğrultusunda vergileme yapılmasını öngören "mali gücüne göre" hükmü bu alanda bir kısıtlama getirmektedir.

Vergi ödeme gücünün korunması dilim usulü artan oranlı vergi tarifeleri, en az geçim indirim sitemi, ayırma kuramı ile istisna ve muafiyetlerden yararlanılması yöntemleri ile sağlanabilmektedir.

2.4. Ayırma Kuramının Uygulanması

Ayrıma kuramı vergi ödeme gücünün gelirin elde edildiği kaynaktan etkilendiği varsayımına dayanmaktadır. Emek üzerinden elde edilen gelirin servet ve sermaye üzerinden elde edilen gelire kıyasla korunmasını öngörmektedir.

19'uncu yüzyılda sosyal birtakım gerekçelerle ortaya atılmış bulunan ayırma ilkesi günümüz literatüründe olumlu gerekli görülen bir uygulamadır. Ayırma kuramına göre; vergi adaletinin gerçekleşmesi için emek üzerinden elde edilen gelirin servet ve sermaye üzerinden elde

edilen gelirden daha düşük vergi oranlarına tabi tutulması ya da emek, servet ve sermaye gelirlerinin farklı vergilendirme uygulamalarına tabi tutulması gereklidir.

3. VERGİ ADALETİNİ ETKİLEYEN KOŞULLAR

Farklı disiplinlerle bağlantılı bulunan vergi adaleti, ülkelerin içerinde bulundukları sosyal, politik, mali ve ekonomik koşullardan etkilenmektedir.

3.1. Sosyal Koşullar

Toplumların bir araya gelme amaçları doğrultusunda varlıklarını sürdürebilmeleri için ortak bir şekilde oluşturdukları ve toplum tarafından kabul görmüş, sonraki kuşaklara aktarımı sağlanan maddi ve manevi değerler bütününe kültür adı verilmektedir (https://www.psikolojibilimi.gen.tr/psikolojide-davranis-ve-sosyal-etkenler-nedir/). Toplumu oluşturan süjelerin toplum tarafından benimsenmiş kurallara ve kültüre uygun davranışları sosyal koşulları oluşturmaktadır.

Ülkelerin içinde bulundukları sosyal yapıları adaletli bir vergi sisteminin oluşturulması için göz önünde bulundurulması gereken önemli etkenlerden birisidir. Adaletli bir vergi siteminin oluşturulabilmesi toplumun kabullenebileceği en adaletli gelir dağılımının sağlanması ile mümkün olacaktır. Toplumu oluşturan bireyler arasında yatay ve dikey eşitliğin sağlanamaması toplum nezdinde adaletli bir vergi sisteminin kurulmasını engelleyecektir. Bu nedenle vergi siteminin toplumun yapısıyla uyumlu bir şekilde kurgulanması bir yandan vergi sisteminden beklenilen amaçların gerçekleşme seviyesini etkilerken diğer yandan kabul görmüş adil bir vergi sisteminin oluşumunu sağlayacaktır.

3.2. Politik Koşullar

Ülkelerin gelişmişlik düzeylerinin yanı sıra yönetim biçimleri ve bu doğrultuda demokratikleşebilme kabiliyetleri ile kuvvetler ayrılığı prensibinin benimsenme düzeyi adaletli bir vergi sisteminin kurulmasında etkili olmaktadır. Halkın yönetime katılabilme derecesini ya da yönetenler üzerindeki baskı gücünü gösteren ülkelerin yönetim şekilleri vergilendirme de adaletin sağlanabilmesi açısından önemli bir faktördür. Zira toplumun bütçe hakkını kullanabilme kabiliyeti adil bir vergi sistemin kurulmasında etkilidir. Çünkü adaletli bir vergi sisteminin oluşturulabilmesi geniş tabanlı bir katkıyı gerektirmektedir. Toplumu oluşturan bireylerin toplumsal olaylar karşısındaki tutumları, haksızlıklar karşısında tepkisini ortaya koyabilen bir toplumsal yapı, adaletli bir vergi sisteminin oluşturulmasında etkili olacaktır.

3.3. Mali Koşullar

Devletlerin üstlenmiş oldukları görev ve fonksiyonları dolayısıyla gerçekleştirmek zorunda oldukları kamu hizmeti düzeyleri ile söz konusu kamu hizmetleri nedeniyle oluşan finansman gereksinimleri vergide adaleti etkileyen unsurlardan birisidir. Vergi adaletinden söz ederken vergi kapasitesinin iyi belirlenmesi ve elde edilen kaynakların kullanımında açık, şeffaf ve saydam davranılması gereklidir. Devletin elindeki kaynakların aktarıldığı kamu hizmetlerinin farkında olan toplumlarda vergi bilinci artacak ve vergiye karşı gönüllü uyum sağlanacaktır. O halde kamu ihaleleri gibi kamu harcama usullerinin toplum tarafından bilinir ve kontrol edilebilir olması vergi kayıp ve kaçağının önlenmesinde etkisi nedeniyle vergi adaletini sağlamada yardımcı olması beklenecektir.

Adil bir vergi sistemi, etkin kullanılan bir vergi kapasitesini gerekli kılmaktadır. Dolayısıyla ülkede vergi ödeme gücü kaynaklı olanlar hariç olmak üzere vergi dışı bırakılan kesimlerin bulunması vergi adaletini olumsuz yönde etkileyecektir. Bu noktada belirli kesim ve zümrelere uygulanan vergi ayrıcalıklarının toplum tarafından kabul edilebilecek düzeyde belirlenmesi önem taşımaktadır.

3.4. Ekonomik Koşullar

Ülkelerin gelişmişlik düzeyleri doğrultusunda uygulayacakları vergileme politikaları bir yandan vergilemede adaleti etkilerken, diğer yandan ülkenin içinde bulunduğu ekonomik koşullar da vergilemede adaleti etkileyecektir. Enflasyon, işsizlik, sürekli verilen faiz dışı bütçe açıkları ve ekonomik risk sorunları gibi ekonomik problemler vergilerin tabana yayılmasını engelleyecek ve vergilemede adaleti olumsuz yönde etkileyecektir.

Ekonomik istikrarın sağlanamadığı toplumlarda oluşan enflasyon ve işsizlik problemleri belirli kesimler üzerindeki vergi yükünü arttıracak ve vergilemede adalet ilkesini olumsuz yönde etkileyecektir. Etkin kaynak dağılımının bulunmadığı toplumlarda vergi kayıp ve kaçağı artarken ödeme gücüne göre vergilendirme prensibi bozulacaktır. Bununla birlikte ekonomik kriz ortamlarında piyasa mekanizmasında oluşan bozulmalar vergilemede adaleti bozacaktır.

4. ÜCRET GELİRLERİ VE VERGİLENDİRİLMESİ

193 sayılı Gelir Vergisi Kanunu'na göre ücret; bir işverene tabi ve bir iş yerine bağlı olarak belirli hizmetlerin yürütülmesi sonucu ödenen para ya da ayınları ifade etmektedir. Gelir vergisi kapsamında ücret gelirinin vergilendirilmesinde kullanılan yöntem gerçek usulde vergilendirmedir.

Ücretlerin vergilendirilmesinde gerçek usulde uygulanan tahsilat biçimi kaynakta kesinti olmakla birlikte bazı ücretler beyan edilmektedir. Buna göre; ikinci işverene tabi olarak elde edilen ücretin gelir vergisi tarifesinin ikinci diliminde yazan matrah kısmını geçmesi halinde ücretin tamamı, ücretin, gelir vergisi tarifesinin dördüncü dilimine isabet eden matrah kısmını geçmesi halinde tamamı ve yurt dışında elde edilen ücretler beyan edilir.

5. VERGİLEMEDE ADALET AÇISINDAN ÜCRET GELİRLERİNE YÖNELİK UYGULAMALAR

5.1. Ücretlilerle İlgili İstisnalar

193 sayılı Gelir Vergisi Kanunu'nun "Müteferrik İstisnalar" başlıklı bölümde yer alan 23'üncü maddesinde ücret gelirlerine yönelik düzenlenmiş bulunan istisnalar sayılmıştır. Söz konusu istisnaların bir kısmı başkaca amaçlar taşımakla birlikte vergi adaletini sağlama amaçlı düzenlemeler de mevcuttur. Ancak stopaj yoluyla vergilendirmeye tabi tutulan ücretlilerden indirilebilecek vergi harcamalarının sınırlı düzeyde olması nedeniyle ücretlilere yönelik uygulanan istisna ve muafiyetler ücretlilerin gerçek ödeme gücünü göstermemekte ve dolayısıyla vergi adaletini sağlamada yetersiz kalmaktadır (ŞEN ve DEMİRLİ,2018,153).

Madde metninde vergilemede adaleti sağlamaya yönelik olarak; bedenen çalışan dar gelirli kesimin kişisel harcamalarını korumasına yönelik, (ŞENYÜZ,2000,148), gelir vergisinden muaf olanların veya gerçek usulde vergilendirilmeyen çiftçilerin yanında çalışan işçilerin ücretlerine yönelik, toprak altı işletmesi halinde bulunan madenlerde, cevher üretimi işlerinde çalışanlara

yönelik, köy çalışanlarına köy bütçesinden ödenen ücretler ile çiftçi mallarını koruma bekçilerinin ücretlerine yönelik, hizmetçilere yönelik, öğrenci, hükümlü, tutuklu ve düşkünlere yönelik, hizmet erbabına işverenlerce verilen yemeklere yönelik, emekli, malul, dul ve yetim aylıklarına yönelik, çıraklık ücretlerine yönelik, konut teminine yönelik, hizmet erbabının toplu olarak işyerlerine gidip gelmelerini sağlamaya yönelik istisnalar düzenlenmiştir.

5.2. Engellilik İndirimi

Birleşmiş Milletlerin "Engelli Kişilerin Haklarına Dair Bildiri" (9 Aralık 1975) de engelli kişi ifadesi tanımlanmış ve bu doğrultuda ülkelerin vergi mevzuatları engelli kişilerin vergilendirilesi konusunda düzenlemeler gerçekleştirmiştir. Birleşmiş Milletler bildirisinde engelli kişi; fiziksel veya zihinsel yeteneklerinde doğuştan ya da sonradan oluşan yoksunlukların sonucunda, kısmen ya da tamamen, kendi başına normal şahsi ve/veya sosyal yaşamını devam ettiremeyen kişiler olarak tanımlanmıştır (http://www.un.org/decuments/ga/res/30/ares30.htm).

Engellilik indirimi, engelli vatandaşların vergi ödeme güçlerinin koruması suretiyle çalışma isteklerinin teşvik edilmesine yönelik bir uygulama olarak vergi sistemimiz içinde işlev görmektedir (AKDOĞAN,2008,234).

Engellilik indirimi, kanunda belirlenen ve yetkili sağlık kuruluşlarından alınan raporlarla ispatlanan engellilik derecesi doğrultusunda değişen farklı miktarlarda uygulanmaktadır (BIYIK ve KIRATLI,2007,624). Bu kapsamda değerlendirildiğinde engellilik indirimi uygulaması gelir vergisinin subjektif niteliğinin en temel göstergelerinden biridir (ŞENYÜZ,2000,139).

22.12.2021 tarihli ve 7349 sayılı Kanunun ile asgari ücrette yapılan düzenlemeler ile asgari ücretli olarak çalışan ve bu nedenle vergi dışı bırakılan hizmet erbabı engellilik indiriminden yararlanamayacaktır. Ancak asgari ücretin üzerinde gelir elde eden hizmet erbabı gelir vergisi matrahının yeterli olması durumunda engellilik indirimi ve ücret istisnasından aynı anda yararlanabilecektir.

5.3. Asgari Ücret Kadar Gelirin Vergi Dışı Bırakılması

Ücretlilerin eş ve çocuklarını da dikkate alarak vergi ödeme güçlerini korumaya yönelik bir uygulama olan (TAŞ,1991,16) ve 1961 yılında yürürlüğe giren 193 sayılı Gelir Vergisi Kanunu'nda yer alarak zaman içinde aralıklı olarak kullanılan en az geçim indirimi sistemi 2022 yılında kaldırılmıştır. En az geçim indirimi sistemi yerine 7349 sayılı Kanun ile ücret ödemesinin yapıldığı ayda geçerli olan asgari ücretin aylık brüt tutarından sosyal güvenlik kurumu primi ve işsizlik sigorta primi düşüldükten sonra kalan kısmın vergi dışı bırakılması hükmü düzenlenmiştir. Ayrıca söz konusu asgari ücret üzerinden damga vergisi de kesilmeyecektir. Bununla birlikte elde edilen Ücret gelirleri asgari ücretin üzerinde olan çalışanların ücretlerinin, asgari ücret matrahına isabet eden kısmı da gelir vergisinden istisna edilmiştir. Burada da brüt asgari ücret tutarına isabet eden kısmından damga vergisi kesintisi yapılmayacaktır.

5.4. Şahıs Sigorta Primleri ve Bireysel Emeklilik Sistemine Ödenen Katkı Payları

Kamuya ait sosyal güvenlik sisteminin tamamlayıcısı olarak kurgulanmış bir uygulama olan bireysel emeklilik sistemiyle, bireylerin emekliliğine yönelik tasarruflarının yatırıma yönlendirilmesi suretiyle çalışanlara emeklilik dönemlerinde ek gelir sağlanması amaçlanmıştır (TÜRKAY,2005,15). Bu amaçla bireysel emeklilik sistemi önceleri vergisel avantajlara tabi tutulmuş ancak ilerleyen süreçte doğrudan devlet desteği ile sisteme dahil olanlara devlet tarafından ilave prim sağlanması şeklinde teşvik edilmiştir.

Şahıs sigortaları ise müşterilerini yaşamları boyunca karşılaşabilecekleri belli risklerden koruma amaçla işlev görmektedir. Şahıs sigorta primleri gelir vergisi kanununca vergi dışına çıkarılmış ve şahıs sigortaları için ödenen prim ve katkı paylarının gayri safi ücret matrahından indirilebilmesi hükmü düzenlenmiştir.

5.5. Eğitim ve Sağlık Harcamalarına Yönelik İstisna

Gelir vergisi kanununa göre; Türkiye'de gerçekleştirilen ve belirli bir sınırı aşmayan eğitim ve sağlık harcamaları (mükellefin kendisi, eşi ve çocuklarına ilişkin olarak yaptığı eğitim ve sağlık harcamaları) ispatlanabildiği durumda beyan edilen gelirden indirilebilmektedir.

Mükelleflerin kendileriyle birlikte eş ve çocuklarının da eğitim ve sağlık harcamalarına yönelik olarak uygulanan söz konusu düzenlemeden ülkemizde yalnız beyanname veren mükellefler yararlanabilmektedir. Dolayısıyla beyana tabi olmayan ücret gelirleri için madde hükmünden yararlanılamamaktadır. Ancak beyana tabi bulunan; ikinci bir işverene tabi olarak gelir elde edip ikinci işverenden elde ettiği geliri gelir vergisi tarifesinin ikinci diliminde yazan matrah kısmını geçenler, toplam ücret geliri gelir vergisi tarifesinin dördüncü diliminde yazan matrah kısmını geçenler ve yurt dışında ücret geliri elde edenler eğitim sağlık harcamalarını düşebilecektir.

Sağlık harcamaları; mükellefin kendisinin, eşinin ve küçük çocuklarının yaptığı ilaç masrafı, sağlık malzemesi ve hastane giderleri ile muayene, tahlil, ameliyat, fizik tedavi ve diş protez ücretleri, gözlük ve lens alımları gibi sağlık harcamalarını kapsamaktadır (BIYIK ve KIRATLI,2007,621).

Eğitim ve sağlık sosyal devletin vermesi gereken temel hizmetler kapsamında değerlendirilmesi gereken kamusal hizmetlerdir. Bu doğrultuda yapılan gelir vergisi düzenlemesi beyanname vermeyen ücretlilerin genelini konu dışında bırakmış daha yüksek miktarda ücret geliri elde eden mükellefleri kapsama dahil etmiştir. Bu uygulama gerek ücretlilerin kendi aralarında gerekse ücretlilerle diğer gelir unsurları arasında yatay ve dikey eşitliği bozmaktadır ki bu durum vergi adaletini bozucu yönde etki etmektedir.

5.6. Vergiye uyumlu mükelleflere vergi indirimi

193 sayılı gelir vergisi Kanununun Mükerrer 121'inci maddesine göre beyannamelerini düzenli bir şekilde veren mükelleflerin beyannameleri üzerinden hesaplanan verginin %5'i, ödenmesi gereken gelir vergisinden indirilmektedir. Eğitim ve sağlık harcamaların vergi matrahından indirilmesinde olduğu gibi burada da beyanname veren mükelleflere yönelik olan bu düzenleme vergi adaletini olumsuz yönde etkilemektedir.

5.7. Gelir Vergisi Tarife Yapısı

Ülkemizde gelir vergisi %15'den %40'a çıkan dilim usulü artan oranlı bir vergi tarifesine sahiptir. Her ne kadar ücret gelirleri kaynakta kesinti yoluyla vergilendirilmekteyse de artan oranlı vergi tarifesinin oranları doğrultusunda vergilendirme yapılmakta ve bazı ücretlilerin vergi oranı %40'a ulaşabilmektedir. Oysaki ülkemizde gelir üzerinden alınan bir başka vergi olan ve emekten ziyade sermayeyi vergilendiren kurumlar vergisinin oranı 2022 yılı için %23 olarak belirlenmiştir. Kaynakta kesinti yoluyla vergilendirilen ücretlilerin vergiden kaçınma imkanına sahip ve giderlerini vergiden düşme kabiliyeti olan kurumlar vergisi mükelleflerinden daha yüksek oranda vergi oranına tabi olması vergilemede adalet ilkesine aykırıdır.

Üniter gelir vergisi sistemine sahip ülkemiz gelir vergisi sisteminde bazı gelir unsurları için sedüler uygulamalar benimsenmiştir. Dolayısıyla bazı gelir unsurların da artan oranlılığa tabi olmayan stopaj uygulamaları söz konusudur ve kesilen stopaj mükellef için nihai vergileme durumundadır. Özellikle gelir vergisi sistemimizde iratlara yönelik söz konusu uygulamalar emek üzerinden elde edilen geliri vergilendirilen ücretlilerle servet ve/veya sermayesi üzerinden gelir elde eden mükellefeler arasındaki adaleti bozmaktadır. Gelir vergisi tarifemizin yapısında, her ne kadar 4'den 5'e çıkarılmış olsa da basamak sayısının az olması ve dilimlerdeki artış ile oranlardaki artış arasında ilişkinin yetersiz oluşu (AKDOĞAN,1991,30) tarifeyi, vergi adaletini sağlama konusunda yetersiz bırakmaktadır.

Sonuç

Vergiler, devletin egemenlik gücü kapsamında iktidar teorisi doğrultusunda oluşturulmuş kamu finansman araçlarıdır. Toplum adına tahsile edilen vergilere karşı toplumsal uyumun sağlanabilmesi farklı etkenlere bağlıyken söz konusu etkenlerden en önemlisi adil bir vergi sisteminin kurulmasıdır. Ülkemizde toplam vergilerin yaklaşık %20'sini oluşturan gelir vergisi içinde salt emeği üzerinden gelir elde eden ve büyük çoğunluğu kaynakta kesinti yoluyla vergilendirilen ücretlilerin diğer vergi mükellefleri ile adil bir vergilendirme yapısına sahip olması sosyal devletin önemli görevlerinden biridir.

Geçmişten günümüze toplumlar tarafından gerçekleştirilen vergileme kültürü ile oluşturulmuş ve kabul görmüş adil bir vergi sistemi; vergi mükellefleri arasındaki vergi yükünün toplumun tabakaları arasında husumete sebebiyet vermeyecek şekilde dağıtılmasını gerekli kılmaktadır. Ayrıca kamu hizmetlerinden elde edilen faydanın düzeyini gösteren net vergi yüküne yönelik politikaların dikkate alınması vergiye gönüllü uyumu sağlaması açısından vergilemede adaletin gerçekleştirilmesinde etkili olacak bir politika uygulamasıdır. Zira vergilemede adaletin sağlanabilmesi için mükelleflerin vergiye karşı olumsuz bir tutum içinde bulunmaması gereklidir. Şöyle ki vergiye karşı tepkilerin olduğu toplumlarda vergiden kaçma ve kaçınma faaliyetleri yaygınlaşacak ve vergi mükellefleri kendi aralarında yapacakları kıyaslamada adaletsizlik duygusuna kapılacaktır. Bu durum vergilemede adaleti mevcut halinden daha fazla bozucu bir etkide bulunacaktır.

Vergide adalet ilkesine uygun vergileme sistemi geliştirilebilmesi için, tarifenin sıfır oranlı dilim ya da en az geçim indirimi sistemi içermesi gerektiği, kişisel geliri korumaya yönelik önemli bir müessese olan "vergi iadesi" sisteminin revize edilerek tekrar vergi sistemimiz içerisine empoze edilmesi gerekli görülmektedir. Bununla birlikte özellikle ücretli kesimin adil bir vergi sistemi algısının geliştirilebilmesi için ayırma kuramının, vergi tarifesinin ilk dilimini kapsayacak şekilde dizayn edilmesi önemli bir mevzuat düzenlemesi olacaktır. Bununla birlikte vergi sistemimiz içinde yer alan vergi harcamalarının ödeme gücü ile ilişkilendirilmesi vergi harcamalarından faydalanma imkanı düşük bulunan ücretliler için vergi adaletinin sağlanmasında etkili olacaktır.

2022 yılı itibariyle asgari ücret ve asgari ücretin üzerinde gelir elde eden ücretlilerde asgari ücrete isabet eden gelir kısmının vergi dışı bırakılması özellikle dolaylı vergi yükü altında ezilen ücretli kesimin vergi ödeme gücünün korunması bakımından yerinde bir uygulama olmuştur. Ancak söz konusu uygulama diğer gelir unsurları açısından vergileme adaletini ücretliler lehine bozucu bir etki oluşturmaktadır. Zira 2022 yılında yürürlüğe giren uygulamayla asgari ücretin ve asgari ücret üzerindeki ücret gelirlerinin asgari ücrete isabet eden kısmının vergi dışı bırakılması

sağlanmış ancak gelir vergisi tarifesinin ilk diliminin oranının %15'den başlaması nedeniyle ücretliler lehine vergi adaleti bozulmuştur.

Ülkemizde gelir vergisi kapsamında farklı gelir unsurları bazı giderlerini vergiden ya da matrahtan indirmek suretiyle vergi dışı bırakabilmekteyken bu imkan ücret gelirlerinde sınırlı kalmaktadır.

193 sayılı Gelir Vergisi Kanunu'nun 103'üncü maddesinde düzenlenmiş bulunan gelir vergisi tarifesiyle ilgili tarifenin ilk dilimin matrahına isabet eden vergi oranı ve dilim sayısındaki artış gibi son düzenlemeler dikkate alındığında geçmişe göre daha adil bir yapıya sahip olduğu gözlemlenmekle birlikte ücret gelirleri ile diğer gelir unsurları arasında ayarıma kuramının düşük gelirli mükelleflere yönelik uygulanmaması, nihai vergileme olarak stopaja tabi bazı gelirlerin %0 ya da %10 oranlarında vergiye tabi tutulurken, düşük gelirli olan mükelleflerin %15 oranından vergilendirmeye tabi tutulması ve hatta ücretlilerin artan oranlı vergi tarifesinin yüksek oranlarından vergiye tabi tutulması vergi bilincini olumsuz yönde etkileyerek vergilemede adaletin sağlanmasını engellemektedir.

Gelir vergisi kapsamında düzenli beyanname veren vergiyle uyumlu mükelleflere yönelik olarak avantajlar sağlanırken, her ay kaynakta kesinti yoluyla düzenli bir şekilde vergilendirilen ücretlilere böyle bir avantajın sağlanmaması vergilendirmede adalete uygun değildir. Yine beyanname veren mükellefler eğitim ve sağlık harcamaları için vergi avantajından yararlanabilirken beyanname vermeyen mükellefler eğitim sağlık harcamaları için vergi avantajından yararlanamamaktadır. Bu durumda ücret geliri elde eden vergi mükellefleriyle beyanname veren vergi mükellefleri arasında vergilendirmede adalet ilkesini zedeleyici bir uygulama olarak sistem içinde yer almaktadır.

Ücret gelirleri ile ilgili gelir vergisi kapsamında düzenlenmiş istisnalara bakıldığında gelir bazında değil faaliyet kolu bazında düzenlendiği görülmektedir. Bu durumda sistemin geneli için vergi adaletini olumsuz yönde etkilemektedir.

Türk vergi sisteminde gelir vergisi subjektif niteliği nedeniyle vergilendirmede adaletin sağlanmasına yönelik olarak kullanılabilecek en etkili vergidir. Söz konusu vergi içinde yer alan ücretliler salt emekleri üzerinden gelir elde eden tek gelir grubunu oluşturmaktadır. Ücret gelirlerine yönelik vergi uygulamalarında vergilendirmede adaletin sağlanması açısından son dönemde önemli düzenlemeler gerçekleştirilmekle birlikte yapılması gerekli bazı eksiklikler de bulunmaktadır. Bu kapsamda gelir vergisi tarifesinin dilimleri arasında artış oranının gelir grupları arasında gelir dağılımını tersine çevirici etkide bulunmayacak şekilde yeniden değerleme oranı doğrultusunda düzenlenmesi gereklidir. Ayrıca vergi kayıp ve kaçağıyla mücadelenin toplum tarafından daha etkin bir şekilde hissedilir biçimde yapılarak toplumun bilgilendirilmesi gereklidir. Gelir vergisi kapsamında vergilendirilen ücret gelirleri dışındaki altı gelir unsuru ve kurumlar vergisi mükellefleri ile ücretliler arasındaki ayrımcı uygulamaların kaldırılması ya da ücretlileri de kapsayacak şekilde yeniden düzenlenmesi vergilemede adalet ilkesinin gerçekleşmesi açısından gereklidir.

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In The Seek of A Decent Living, Humanity Was Human Being: The Case of Nigde

İnsana Yakışır Yaşamanın Arayışında İnsanlığı İnciten Hal Dilencilik: Niğde Örneği

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Abstract

The most universal of the deadlocks of the sociological problem revealed by the impossibility of living as a human being, and as humanity develops and changes, begging, which changes and develops in accordance with it, has become as hurtful as the beggars today. The ancient tradition of humanity does not allow all people to benefit from the existing blessings jointly, freely and equally. The pursuit of differences and superiority creates situations that are opposed to living humanely. The most evident structural element of this opposition is that one begs from other people in order to live a humane life. Today, beggars describe their work with adjectives such as destiny, obligation, final exit, and no other choice, while people who are attracted to it do not feel the same as those who are begging. Sections other than the beggars define it as a means of deceiving, not working, laziness, easy profit, exploiting people's feelings, but a few people define the same senses as the beggars through the same thought.

In this study, it is a qualitative field research in terms of sociological association of the subject of begging that we have explained above. The research data were created by interviewing 30 people in Niğde. 10 of them are beggars and 20 of them are police teams. Since the beggars did not provide the requested information correctly and the police teams were more aware of the information of the people begging, the police teams were interviewed. In this study, which was conducted by taking into account the genders of the old, young and children begging in Niğde, face-to-face interviews were conducted with the participants and a structured research technique was used.

Keywords: Beggary, Social Relationship, Sociology

Özet

İnsan olarak yaşayabilmenin imkânsızlığının ortaya çıkardığı sosyolojik problemin açmazlarından en evrensel olanı ve insanlık geliştikçe ve değiştikçe ona uygun değişim ve gelişim gösteren dilencilik, günümüzde dilenenler kadar buna matuf kalan diğer insanları da inciten bir hal almıştır. Kadim insanlık geleneği, var olan nimetlerden bütün insanların ortak, özgür ve eşit faydalanmasına imkân tanımamaktadır. Farklılıkların, üstün olmanın arayışı insanca yaşamaya karşıt durumlar yaratmaktadır. Bu karşıtlığın süregelen en belirgin yapısal unsuru, insanın insanca yaşamasını gerçekleştirebilmesi için diğer insanlardan dilenmesidir. Günümüzde dilenenler yaptığı işi kader, mecburiyet, son çıkış, başka çaresinin kalmadığı gibi sıfatlarla tanımlarken buna matuf kalan insanlar ise dilenenler ile aynı hissiyatı duymamaktadır. Dilenenler dışında kalan kesitler ise kandırmanın, çalışmamanın, tembelliğin, kolay kazancın, insanların duygularının sömürülmesinin aracı gibi tanımlamakta ancak az bir kesim ise dilenenlerle aynı duyuları aynı düşünce üzerinden tanımlamaktadır.

Bu çalışma, yukarıda izah ettiğimiz dilenme konusunun sosyolojik olarak ilişkilendirilmesi bakımından nitel bir alan araştırması şeklindedir. Araştırma verileri Niğde ilinde 30 kişiyle görüşülerek oluşturulmuştur. Bunlardan 10'unu dilenenler, 20'sini zabıta ekipleri oluşturmaktadır. Dilenenler istenilen bilgileri doğru bir şekilde vermediği için ve zabıta ekiplerinin dilenen insanların bilgisine daha çok vakıf olduğu için zabıta ekipleriyle görüşülmüştür. Niğde'de dilencilik yapan yaşlı, genç ve çocukların cinsiyetleri dikkate alınarak yapılan bu çalışmada katılımcılarla yüz yüze görüşme yapılmış ve yapılandırılmış araştırma tekniği kullanılmıştır.

Anahtar Kelimeler: Dilencilik, Toplumsal İlişki, Sosyoloji

Giriş

Dilencilik, kavramsal tanımlamalar ışığında bir değerlendirilmeye tabi tutulduğunda onun öncelikli olarak sosyolojik önemi ortaya çıkmaktadır. Genel anlamda literatürde bir kişinin kendi durumunu acındırarak karşıdakinin merhamet duygusu üzerinden maddi bir kazanım elde etme olarak tanımlanmaktadır. Konu sosyolojik olarak ele alındığında bu aslında bir nevi ekonomik imkânı olanların olmayanlarla paylaştığı bir süreç olarak değerlendirilebilmektedir. Ancak pratikte durum, bu kadar ahlaki ve insani bir tanımlama ya da durum içermemekte tespitler olumludan daha çok olumsuz, karamsar, kötümser ve insanlığı yaralayıcı bir zincirleme reaksiyon gibi nitelendirilmektedir.

Sosyolojik olarak konu bütün boyutlarıyla ve tarihsel süreç içerisindeki gelişimiyle ele alındığında günümüzde her iki kesimi de inciten hatta yönetme sürecinde karar alıcıların aldığı kararları etkileyen bir dönüşüm, bir büyük sorun haline gelmiştir. Dilenmek bir yanıyla asgari yaşama koşullarının oluşması için ortaya çıkan bir faaliyet iken artık çoğunlukla dilenciliği meslek edinenlerin varlığı olarak karşımıza çıkmaktadır. Yani ihtiyaçtan çok alışkanlıkla ilgili bir durumdur ve yaşam tarzı haline gelmiştir. Bu sorunu ortadan kaldırmak mümkün olmadığına göre en aza indirmenin yol ve yöntemleri kurumları, kişileri yeni arayışlara, çözüm odaklarına götürme zorunluluğunu ortaya çıkarmaktadır. Konunun bütün boyutlarıyla toplumsal olarak açıklanması zaruret görünmektedir. Sosyolojik çözümleme toplumsal yapı içerisinde sosyal kontrolün unsurlarını dikkate alarak dileneler ve dışında kalan kesitlerin birbirleriyle olan ilişkilerini anlama ve açıklama ihtiyacı duymaktadır.

Bu çalışma, yukarıda izah ettiğimiz dilenme konusunun sosyolojik olarak ilişkilendirilmesi bakımından nitel bir alan araştırması şeklindedir. Araştırma verileri Niğde ilinde 30 kişiyle görüşülerek oluşturulmuştur. Bunlardan 10'unu dilenenler, 20'sini zabıta ekipleri oluşturmaktadır. Dilenenler istenilen bilgileri doğru bir şekilde vermediği için ve zabıta ekiplerinin dilenen insanların bilgisine daha çok vakıf olduğu için zabıta ekipleriyle görüşülmüştür. Niğde'de dilencilik yapan yaşlı, genç ve çocukların cinsiyetleri dikkate alınarak yapılan bu çalışmada katılımcılarla yüz yüze görüşme yapılmış ve yapılandırılmış araştırma tekniği kullanılmıştır. Elde edilen veriler bulgular bölümünde tablolarla gösterilmiş ve yorumlanmıştır.

Dilencilik Olgusu

Dilencilik, yoksulluğun tarihinden bu yana hemen hemen her toplumda süregelmiş bir olgudur. Bu süreçte dilencilik, kültürel ve dini yapılarla değişime uğramış, farklı biçimler almıştır. Günümüz küreselleşme sonucu ise dilencilere alt tabaka değerlendirilebilecek toplum dışı, marjinal kesimlerde yoğunlaşmıştır. Yoksulluğun artmasıyla birlikte dilenenlerde çoğalmıştır. 1990'lardan itibaren köylerin boşaltılmasının yoksulluk ve dilenciliğin bariz biçimde artmasıyla ilişkisi olduğu bilinmektedir. Bu tarihlerden sonra kentlerde ortaya çıkan istihdam sorunları dilenciliğin artmasını doğrudan etkileyen faktörlerden biridir. Yapılan çalışmalar Türkiye 'deki dilencilerin erkeklerden çok kadın, çocuk ve yaşlılar gibi dezavantajlı gruplardan oluştuğunu

göstermekte ve İstanbul'da 2000-2008 yılları arasında bu sayının arttığı ortaya çıkmaktadır (Kalfa-Topateş,2015; Çakıroğlu,2008'den akt. Alsancak,2019:112).

Türk Dil Kurumu sözlüğünde dilenmek, "Kendisini acındırarak bir kimseden bir şey istemek", "sadaka istemek" anlamlarındadır (https://sozluk.gov.tr/?/dilenmek). Dilenci, toplumda genel kabul gören ölçütler dâhilinde yaşamını sürdürebilmek için sahip olması gereken ekonomik imkânlara, kendisinden veya toplumsal şartlardan kaynaklanan olumsuzluklar nedeniyle sahip olamadığı için veya aslında yoksul olmadığı halde kendisini yoksul göstererek ihtiyaç, hissettiklerini elde edebilmek için, imkân sahibi olanlardan söz, yazı veya davranışlarla para veya eşya isteyen kimsedir. Dilenci, isteğinin gerçekleşmesi için, istekte bulunduğu kişinin vicdanına, duygularına hitap eden sözler kullanır veya tavırlar sergiler (Munzer, 1999'dan akt. Palabıyık,2010:13).

Dilencilik farklı şekillerde sınıflandırılmaktadır. Dilencilik rasyonel dilenciler ve profesyonel bir meslek olarak icra eden dilenciler seklinde ikiye ayrılabilir. Rasyonel dilenciler işsizliğin sonucu mecbur kaldıkları için dilenenlerdir. İş problemi çözüldükten sonra dilenciliği bırakırlar fakat dilenciliğin uzun süreli yapılması bunu meslek haline getirme tehlikesi içerir. Profesyonel meslek olarak bunu yapan dilenciler ise caddelerde, alt-üst geçitlerde, kavşaklarda ya da çeşitli yerlerde dilenmektedir. Bu tip dilenciler çocukları, toplumsal değerleri, dini bir araç olarak kullanırlar. Kendi aralarında örgütlenip olup kuşaktan kuşağa dilencilik aktarılmaktadır (Özcan,2002:5'den akt. Kutlu,2019:6).

Dilenciliğin arka planında insanların toplumsal dayanışmayla muhtaç kişinin ihtiyaçlarını giderme yatsa da dilenenlerin büyük kısmı dilenmeyi kolay yoldan para kazanma olarak görüp meslek olarak yapmaktadır ki bu ikisi arasında ince bir çizgi vardır (Çelebi, 2008:159'dan akt. Birtek,2014:123).

Dilencilik bir suçtur ve dilencilikle mücadele deyince akla ilk gelen belediye zabıta memurlar ve polislerdir. Oysaki sosyo-ekonomik sebeplerin yanında ahlâki sapmaların bir yansıması olarak ortaya çıkan dilencilik sorununa karşı etkin ve kalıcı bir şekilde mücadelede, genelde sosyal politikaların, özelde sosyal hizmetlerin önemi büyüktür. Değişik dezavantajlı ve sorunlu sosyal grupların maddî problemlerine uygun çözümler üreten sosyal politikalar, sosyal hizmetler aracılığı ile de özellikle toplumsal değerlere ve kurallara uymakta zorlanan kişi ve grupların sosyal rehabilitasyonu ile yakından ilgilenmektedir. Dilencilikle mücadelede bir taraftan yoksulların hayat şartlarını iyileştirmeye yönelik koruyucu sosyal politikalara diğer taraftan da rehabilitasyon ağırlıklı sosyal-pedagojik faaliyetlere ihtiyaç vardır (Seyyar, 2008: 329'dan akt. Palabıyık, 2010: 53). Bunun yanında toplumun dilencilik karşısında ne yapacağı konusunda bilinçlendirilmesi gerekmekte ve toplum ona uygun davranması gerekmektedir.

Bulgular ve Yorum

Araştırmanın bu bölümünde tablolarla araştırmaya katılan katılımcıların sosyo-demografik bilgileri, dilenenlerin kaç yıldır dilendiklerine, dilenenlerin çocuklarından ya da ailesinden başka dilenenlerin olup olmadığına, dilenenlerin Niğde'de dilenme sebeplerine, dilenenlerin başka yerde dilencilik yapıp yapmadıklarına, dilenenlerin evlerinin olup olmadığına ve nasıl bir evde yaşadıklarına, dilenenlerin neden çalışmadıklarına ve iş olsa çalışıp çalışmadıklarına, dilenenlerin günlük ne kadar kazandıklarına, dilenenlerin en çok nerelerde dilendiklerine, dilenenlerin ilk ve sonrasında dilenirken utanıp utanmadıklarına, dilenenlerin niçin dilendiklerine, dilenenlerin en çok ne zaman para kazandıklarına, dilenenlerin dilenirken ne söylediklerine ilişkin bulgular, dilenenlerin dilenirken yalan söyleyip söylemediğine, dilenenlerin başka yerden yardım alıp almadığına, dilenenlerin giderlerinin ne kadar olduğuna, dilenenlere en çok sorun çıkaran kişilere,

dilenenlerin yönetenlerden ne beklediğine, dilenenlerin zengin olsalar ne yapacaklarına ilişkin bulgulara ve bu bulguların yorumlara yer verilmiştir. Aynı sorular hemen hemen her gün dilenenlerle karşılaştıkları için zabıta ekiplerine de sorulmuştur.

1. Sosyo-Demografik Özellikler

Cinsiyet	Kadın	7
	Erkek	3
Öğrenim Durumu	İlkokul	7
	Okur- yazar değil	3
Nereli oldukları	Adana	4
	Antep	2
	Kayseri	3
	Osmaniye	1
Medeni Hali	Evli	7
	Bekar	3
Çocuk Sayısı	4,5	6,8

Tablo 1: Katılımcıların Sosyo-Demografik Durumu

Araştırmaya katılan 10 dilencinin cinsiyetine baktığımızda 7'si kadın 3'ü erkektir. Sahada genelde kadın ve çocuk dilenci olduğu gözlemlenmiştir.

Dilencilerin öğrenim durumuna baktığımızda ise 7'si ilkokul mezunu, 3'ü okur-yazar değildir. Bu durum dilenciler için önemli değildir. Okumak- yazmak ihtiyaçları olan bir şey de değildir.

Araştırmada "nerelisiniz?" sorusuna 4 kişi Adana'dan geldiğini, 3'ü Kayseri'den, 2'si Antep'ten, 1'i de Osmaniye'den geldiğini söylemiştir. Burada katılımcıların en çok Adana'dan geldiği görülmektedir. Bu dilenciler yaz mevsimi burada dilenip sıcaklar azalınca geri dönmektedirler ki bu dilencilere de *"mevsimlik dilenci"* denilmektedir.

Tablo 1'de görüldüğü gibi "evli misiniz?" sorusuna 10 katılımcıdan 7'si evliyiz cevabını vermiştir. Analizlere göre dilencilik meslek olarak yapılıp anne-babadan çocuklara geçtiğini düşünmekteyiz.

Katılımcılara çocuk sayısı sorulduğunda en az 4, en fazla 8 çocuk olduğu söylenmiştir. Dilenciler için çok çocuk olması büyük avantajdır. Çünkü çocuk fazla olursa kazanılan parada fazla olacaktır. Bunun yanında çocuk toplumdaki insanlar için zayıf noktadır. Acıma duygusunu kamçılayan bir gruptur çocuklar. Yasal olarak bakıldığında da zabıta ya da polisler tarafından çocuklara herhangi bir ceza yaptırımı uygulanmadığı için çocuklar burada aileleri tarafından daha çok kullanılmaktadır.

2. Dilenenlerin Kaç Yıldır Dilendiklerine İlişkin Bulgular

Kategoriler	**Kodlar**	**f**
Dilenenler	1 yıldır	2

	1 aydır 3-4 aydır 7 aydır	4 3 1
Zabıta memurları	Uzun süredir Doğuştan	8 12

Tablo 2: Kaç Yıldır Dileniyorsunuz?

Tablo 2'de görüldüğü gibi dilenciler ne kadar süredir dilendiklerini 1 ayla 1 yıl arasında bir sayı belirterek ifade etmekte ama bunun aksine zabıta ekipleri aynı dilencileri uzun süredir gördüklerini ve doğuştan bunu yaptıklarını belirtmektedir. Bu da dilencilerin sorulara doğru yanıt vermediğini, çekindiklerini göstermektedir. Dilenciler için uzun zamandır dilencilik yapmak onlara kıdem kazandırmakta, bu durum kendi içlerinde söz sahipliğini artırmaktadır. Dilenciler, dilenmeyi çocuklarına kadar aktararak sülalece dilenmekte, bu duruma alıştıkları için zaman fark etmemektedir.

Zabıta memurlarından biri: *"Sürekli gördüğümüz dilenciler var, bunlar bu yaptıklarını meslek haline getirenler. Ama arada gözüküp bir daha görünmeyen dilenciler var. Bence bunlar meslek haline getirmeyenler."* şeklinde belirtti. Zabıta ekibinin söylediğine göre dilenciliği mecbur hissettiği için yapanlarda vardır.

3. Dilenenlerin Çocuklarından ya da Ailesinden Başka Dilenenlerin Olup Olmadığına İlişkin Bulgular

Kategoriler	**Kodlar**	**f**
Dilenenler	Çocuklar dilenmiyor sadece ben Eşim ve ben dileniyoruz	8 2
Zabıta memurları	Ailece ve sülalece dileniyorlar	20

Tablo 3: Ailede Başka Dilenen Var Mı?

Tablo 3'te görüldüğü gibi dilenenlerden 8'i ailede başka dilenen var mı sorusuna çocuklar dilenmiyor sadece ben, 2'si eşim ve ben dileniyoruz şeklinde cevap vermiştir. Bunun aksine görüşülen zabıta ekiplerinin hepsi ailece ve sülalece dilendiklerini dile getirmiştir. Sahada gözlemlenen sonuca göre dilenenlerinin çoğunu çocuklar oluşturmaktadır. Dilencilik nesilden nesle aktarılmakta bu durum böylece devam etmektedir. Çocuklar ve kadınlar toplumda zayıf kişiler ve yardım edilmesi gereken gruplar olarak görüldüğü için dilenciler bu durumu kullanarak en çok dilenenler bu gruplar olmaktadır.

Zabıta memurlarından biri: "*Bu iş mafyalığa döndü. Ekip dilencileri belli bölgelere bırakıp alıyorlar."* Burada da görüldüğü gibi dilencilik terörü (çetesi) dediğimiz olgu ortaya çıkmıştır. Sülalede hepsi bu durumun içindedir.

Diğer bir zabıta memuru ise: *"Çocuk dilenci sayısı artıyor. Çocuklara yaptırım ya da ceza uygulanmadığı için çocukları kullanıyorlar."* Uygulanan cezai yaptırımlar dilencileri başka alternatiflere götürmektedir. Burada da onlar için en iyi araç çocuklardır.

4. Dilenenlerin Niğde'de Dilenme Sebeplerine İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Adana sıcak diye geldik	4
	Buraya eşim tarlada çalışmak için geldi	5
	Bulunduğumuz yerde uyuşturucu olayları çoktu	1
Zabıta memurları	Bulundukları yerde çok dilenci ve dışlanma var	11
	Çeşitli sorunlardan kaçmak için gelmişlerdir	9

Tablo 4: Neden Niğde'de Dileniyorsunuz?

Tablo 4'te görüldüğü gibi dilenenlere neden Niğde'de dilendikleri sorulduğunda 5'i eşim tarlada çalışmak için geldi, 4'ü Adana sıcak diye geldik, 1'i de bulunduğumuz yerde uyuşturucu olayları çoktu şeklinde cevap vermiştir. Buradan da anlaşılacağı gibi bu dilenciler genelde mevsimlik olarak gelmektedir. Diğer yandan kadın dilencilere sorduğumuzda eşlerimiz tarlada çalışıyor şeklinde cevap vermiştir.

Zabıta memurları ise bulundukları yerde çok dilenci ve dışlanma var, başlarında bela vardır, kaçmak için gelmişlerdir şeklinde belirtmiştir. Dilenciler en çok nerede kazanırlarsa orda olmaya çalışmaktadır.

5. Dilenenlerin Başka Yerde Dilencilik Yapıp Yapmadıklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Başka yerde yapmıyoruz	8
	İstanbul	2
Zabıta memurları	Her yerde	16
	Yolculuk esnasında bile dilencilik yapıyorlar	4

Tablo 5: Başka Yerde Dileniyor musunuz?

Tablo 5'e bakıldığında dilenenlerin çoğu başka yerde dilenmediklerini dile getirmiştir. Bunun aksine zabıta ekiplerinin 16'sı her yerde, 4 'ü yolculuk esnasında bile dilencilik yaptıklarını dile getirmiştir. Burada dilencilerin doğru söylemediği ortadadır. Sürekli gezdikleri ve her yerde dilencilik yaptıkları yüzlerine yansımaktadır. Dilenenler, yanık ve kirli ten, özensiz bir giyime sahiptir.

6. Dilenenlerin Niğde'de Evlerinin Olup Olmadığına ve Nasıl Bir Evde Yaşadıklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Yok	1
	Kira	6
	Gecekondu	1
	Çadır	2
Zabıta memurları	Kira	14
	Çadır	6

Tablo 6: Niğde'de Eviniz Var mı? Nasıl Bir Evde Yaşıyorsunuz?

Tablo 6'da görüldüğü gibi dilencilerin ev durumu sorulduğunda 6'sı kirada, 2 si çadırda, 1'i gecekonduda yaşadıklarını, 1'inin de evinin olmadığı test edilmiştir. Zabıta ekiplerinden aldığımız cevapta bu durumu doğrulamaktadır. Fakat gözlemle sonucuna göre dilenciler nasıl bir evde oturduğunu önemsememekte, eve ne kadar para geldiğine bakmaktadırlar.

7. Dilenenlerin Neden Çalışmadıklarına ve İş Olsa Çalışıp Çalışmadıklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Çalışırım	7
	Çocuklara bakan yok	3
Zabıta memurları	İş imkanı sağlanınca işi beğenmiyorlar	9
	Genelde hasta olduklarını söylüyorlar	3
	Yaşam şartlarından dolayı iş verende olmuyor	8

Tablo 7: Neden Çalışmıyorsunuz, İş Olsa Çalışır Mısınız?

Tablo 7'de görüldüğü gibi dilenenlerin neden çalışmadıkları ve iş olsa çalışıp çalışmadıklarına dair soru karşısında 7'si çalışırım, 3'ü çocuklara bakan yok şeklinde cevap vermiştir. Zabıta ekipleri ise bunun aksine iş imkânı sağlayınca işi beğenmiyorlar ya da hasta olduklarını söylüyorlar şeklinde cevap vermiştir. Bu sonuçlarda dilenenlerin dilenmeyi kolay yoldan ya da oturdukları yerden para kazanma olarak gördükleri için bu durumu sürdürüp başka işlere yönelmediklerini göstermektedir. Bir diğer durum ise zabıta ekiplerinden 8 kişi dilenenlere yaşam şartlarından dolayı iş verende olmuyor şeklinde cevap vermektedir. Goffman(2014)'a göre, biz bazı grupları ya da insanları bedenin korkunçluklarından, bireysel karakter bozukluklarından ya da etnolojik özelliğinden kaynaklı damgalarız. Biz damgalı bir kişinin insandan sayılmayacağın inanırız ve bu yüzden ayrımcılık uygularız. Damgalanan ve dışlanan birey damgasını içselleştirir ve ona uygun hareket etmeye başlar. Toplum vicdani olarak dilencilere yardım etse de onlara güvenmemekte, onları etiketlemektedir.

8. Dilenenlerin Günlük Ne Kadar Kazandıklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	100	2
	40-50 tl	5
	50 tl ve altı	3
Zabıta memurları	300-800 tl	14
	800 ve üzeri	6

Tablo 8: Günlük Ne Kadar Kazanıyorsunuz?

Tablo 8'e bakıldığında dilencilerden 5'i 40-50 TL kazandığını, 50 TL ve altı, 2'side 100 TL kazandığını dile getirmiştir. Fakat zabıta ekipleriyle bu durumu görüşünce dilencilerin doğru söylemediği ortaya çıkmıştır. Zabıta ekiplerinden 14'ü dilencilerin 300-800 tl, 6 'sı 800 ve üzeri kazandığını dile getirmiştir. Burada dilenciler paralarını zabıta ekiplerinden saklamaktadır çünkü zabıta memurları paralara yasa gereği el koymaktadır.

Kazanılan paraya baktığımızda ise günlük aldıkları para oldukça yüksektir. Toplum ne kadar verirse dilencilik o kadar artacaktır. Toplum burada iki şekildedir. Birincisi günah çıkarmak için dilencilere para vermektedir. Bir de Goffman'ın "uygar kayıtsızlık" dediği görüpte görmemezlikten gelme davranışını uygulamaktadır.

9. Dilenenlerin En Çok Nerelerde Dilendiklerine İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Fırın	1
	Trafik ışıkları	4
	Cami önü	3
	Hastane önü	2
Zabıta memurları	Market önü	6
	Cafe	8
	Üniversite önü	6
	Hastane önü	5
	Trafik ışıkları	8

Tablo 9: Daha Çok Nerelerde Dileniyorsunuz?

Tablo 9'da dilenciler daha çok nerelerde dileniyorsunuz sorusuna 4'ü trafik ışıklarında, 3'ü cami önünde, 2'si hastane önünde, 1'i ise fırında şeklinde cevap vermiştir. Zabıta memurlarının 8'i dilencilerin cafe ve trafik ışıklarının önünde, 6'sı market önü ve üniversite önünde, 5'i de hastane önünde dilendiklerini dile getirmiştir.

Zabıta memurundan biri: *"İnsanların duygularının yoğun yaşandığı yerde dileniyorlar. Marketten çıkan eli dolu insanların karşısına çıkıp dileniyorlar. Karşılaştırma ve sosyal tabakanın etkisi"* şeklinde cevap *vermiştir."*

10. Dilenenlerin İlk ve Sonrasında Dilenirken Utanıp Utanmadıklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Evet zorlandık	4
	Hayır zorlanmadık	3
	Utanıyorum	5
	Utanmıyorum	4
	Alışmak istemiyorum	1

Tablo 10: İlk kez dilenirken ve sonrasında utanma duygusu yaşadınız mı?

Tablo 10'da görüldüğü gibi dilenenlere "ilk kez dilenirken ve sonrasında utanma duygusu yaşadınız mı?" diye sorulduğunda 5'i utanıyorum, aynı kişilerden 4' ü zorlandık şeklinde cevap vermiştir. Bazıları da daha sonra alıştık şeklinde ifade etmiş, bunun yanında gurur kırıcı bir şeydi şeklinde belirtmişlerdir. Dilenenlerden 4'ü utanmadık, 3'ü de zorlanmadık şeklinde cevap vermiştir. Bu da dilenenlerin bu durumu yaşam tarzı haline getirdiklerini, normalleştirdiklerini ve hatta bunu bir suç olarak algılamadıklarını göstermektedir.

11. Dilenenlerin Niçin Dilendiklerine İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Gelecek yok	2
	Maddi sıkıntı-yoksulluk	8
	Çocuğun ihtiyaçları için	8

Tablo 11: Niçin Dileniyorsunuz?

Tablo 11'de görüldüğü gibi dilenenlere niçin dilendikleri sorulduğunda 8 kişi, maddi sıkıntı-yoksulluk ve çocuğun ihtiyaçları için şeklinde cevap vermiştir. Görüldüğü gibi dilenenler tek seçenek olarak dilenmeyi görmekte, çalışmayı düşünmemektedir. İş, bir dilenci için oturup ve el açıp para kazanmaktan ibarettir.

12. Dilenenlerin En Çok Ne Zaman Para Kazandıklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Cuma günleri	10
	Önemli dini günlerde (ramazan ayı)	10

Tablo 12: En Çok Ne Zaman Para Kazanıyorsunuz?

Tablo 12'ye baktığımızda dilencilerin en çok para kazandığı günler Cuma günleri ve dini günlerdedir. Burada duygusallık yoğun olduğu için dilenciler insanların duygularını sömürerek para kazanmaktadır. Genelde dini inançtan dolayı insanlar dilencileri geri çevirmemektedir.

13. Dilenenlerin Dilenirken Ne Söylediklerine İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Dua ediyoruz	10
	Çocuklara yardım istiyoruz	8
	Allah rızası için	10

Tablo 13: Dilenirken Ne Söylüyorsunuz?

Tablo 13'de görüldüğü gibi görüşülen dilencilerin hepsi dilenirken Allah rızası için şeklinde söylemekte, dua etmektedir. Bu da dilencilerin insanların duygularına sömürerek, onlara vicdan yaptırmayı hedefledikleri görülmektedir. Bu durumun onlara iyi para kazandırdıklarını düşündükleri için bu tarz söylemleri çeşitlendirmekte ve arttırmaktadırlar.

Zabıta memurlarından biri: "Dini kullanarak ve insanların duygularını sömürerek dileniyorlar." şeklinde cevap vermiştir.

14. Dilenenlerin Dilenirken Yalan Söyleyip Söylemediğine İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Yalan söylemiyoruz	10
Zabıta memurları	Yalan söylüyorlar	20

Tablo 14: Dilenirken Yalan Söylüyor Musunuz?

Tablo 14'te görüldüğü gibi dilencilerle zabıta ekiplerinin cevapları arasında yüzde yüz bir çelişki vardır. Zabıta ekipleri dilencilere bire bir tanık oldukları için yalan söylediklerini dile getirmiştir. Dilenciler ise çekindikleri için yalan söylemiyoruz şeklinde cevap vermiştir.

15. Dilenenlerin Başka Yerden Yardım Alıp Almadığına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Sosyal yardımdan	5
	Vakıf	2
	Almıyorum	3

Tablo 15: Başka Yerden Yardım Alıyor Musunuz?

Dilencilere herhangi bir yerden yardım alıp almadıkları sorulduğunda 5'i sosyal yardımdan, 2'si vakıftan yardım aldığını, 3'ü de yardım almadığını söylemiştir. Bunun sonucu gösteriyor ki dilenciler aynı zamanda bu tarz yerleri takip edip gerekeni yapmaktadır. Çünkü ikametgâhı Niğde'de olmayan vatandaşlar sosyal yardımdan yararlanamamaktadır. Diğer 3'ünün yararlanamama sebebi sürekli gezgin olmaları olabilir.

16. Dilenenlerin Giderlerinin Ne Kadar Olduğuna İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	500 tl den fazla	6
	300-400	4

Tablo 16: Gideriniz Ne Kadar?

Tablo 16'ya baktığımızda dilencilerden 6'sı 500 TL'den fazla, 4'ü 300-400 TL olduğunu söylemiştir. Tablo 8'e baktığımızda dilencilerin kazandıkları para bunun çok aşağısındadır. Zabıta ekiplerinin söylediğine göre ise kazandıkları para ihtiyaçlarını gidermektedir. Bunun yanında bu insanlar ihtiyaçtan fazlasını tüketmemekte, lüks yaşamamaktadır.

17. Dilenenlere En Çok Sorun Çıkaran Kişilere İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Zabıta	6
	Yaşlılar	2
	Kimse	4

Tablo 17: En Çok Sorun Çıkaran Kişiler Kimler?

Tablo 17'ye bakıldığında dilenenlere en çok sorun çıkaran zabıta ekipleridir. Dilencilerin tepkisi ise "ne yapalım hırsızlık mı yapalım" şeklindedir. Fakat zabıta ekipleri de dilencilerden çok şikayetçidir. Zabıtalar dilencileri köşe bucak sürekli kovaladıklarını, dilencilerin kendilerini yorduklarını, dilenciler cebindeki paraları kaptırmamak için direndiklerini ve kavga çıkardıklarını söylemektedir. Aynı zamanda genelinde kesici alet çıktığını dile getirmiştir. Bu da dilencilerin tehlikeli olduğunu göstermektedir.

Dilencilerden 2'si yaşlılar sıkıntı çıkarmakta, 4'ü kimse zorluk çıkarmıyor şeklinde cevap vermiştir.

18. Dilenenlerin Yönetenlerden Ne Beklediğine İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Para yardımı	6
	Ev kiramı ödesin	2
	Çocukların ihtiyacını gidersin	3
	İş isterdim	1

Tablo 18: Yönetenlerden Ne Bekliyorsunuz?

Tablo 18'e bakıldığında dilenenlerin 6'sı yönetenlerden para yardımı, 3'ü çocuklarının ihtiyaçlarının giderilmesini, 2'si ev kirasının ödenmesini, 1'i ise iş istemektedir. Burada da görülmektedir ki dilenciler kısa süreli yardım istemektedir. İş isterdim diyen sadece 1 kişidir. Bu da kolay yolla para kazanmanın peşinde olduklarını göstermektedir.

19. Dilenenlerin Zengin Olsalar Ne Yapacaklarına İlişkin Bulgular

Kategoriler	Kodlar	f
Dilenenler	Şükür ederim	5
	Araba alırdım	1
	Ev alırdım	3
	Çocuklara yatırım yaparım	3
	Garibana dağıtırdım, herkese yardım ederdim	4

Tablo 19: Zengin Olsanız Ne Yapardınız?

Tablo 19'da görüldüğü gibi dilenenlerin 5'i "şükür ederim", buna paralel olarak 4'ü de "herkese yardım ederdim" şeklinde cevap vermiştir. Bu da dilencilerin kendini haklı çıkarma adına verilmiş bir cevaptır. Bunun yanında dilenenlerden 3'ü ev alırdım, 3'ü de çocuklara yatırım yapardım şeklinde cevap vermiştir. Bu da dilencilerin göçebe hareket ettiklerini ve sabit bir eve sahip olmadıklarını göstermektedir.

Sonuç

Yapılan çalışmadaki bulgular ışığında değerlendirildiğinde dilenciliğin insanlığın tabakalar halinde yaşadığı andan itibaren var olmaya başladığı bilinmektedir. Toplumsal yaşamın ortaya koyduğu gelir tablosu ve yaşama biçimleri, üretim biçimleri insanların en temel ihtiyaçlarını nasıl ve nereden karşılayacaklarını belirttiği gibi karşılayamama durumunda da nasıl bir yol izleyeceğini insanlık adeta ders gibi herkese öğretmektedir. Bu öğrenme, öyle bir kadim gelenek halinde kendini var etmektedir ki sanki aynı yapılar istisnaları hariç, dilencilik hayatını devam ettirmekte hatta yeni grupları özendirerek kendine katmaktadır. Bazıları gerçekten insanca yaşamanın hayatta tutunmanın başka hiçbir imkanının kalmadığı bir olgu olarak dilenmeyi alternatif olarak seçerken bazıları ise bu pratiği üretmeden çalışmadan asalak olarak yaşamanın bir aracı olarak yaşam biçimi haline getirmektedir.

Araştırmamızda konu dilenenlerle bunları önlemeye çalışan iki farklı yapının (dilenenler-zabıtalar) pratikte nasıl soruna baktığını ve çözüm arayışının ortaya koyduğu durum tespiti yapılmıştır. Bu tespitler ışığında dilenenlerin büyük oranda bir mecburiyetten kaynaklanarak yaptığı önleyenlerin ise bunları alışkanlık haline getirdikleri, yaşama biçimine dönüştürdükleri, her ne imkân sağlanırsa sağlansın bu davranış biçimlerinden vazgeçmediklerini ortaya koymaktadır. Sorun tarihsel öğretiler ışığında ele alınmalı ve sosyolojik olarak izah edilmelidir. Bu açıdan bakıldığında dilenenlerin ekonomik olarak yoksun oldukları ve bu yoksunluğu yoksulluğa dönüştürmek için dilendikleri aşikardır. Bunu ortadan kaldırmak ve engel olmak için yasal olarak önlem almak isteyen ise pratikteki karşılaştıkları sorunun çözümündeki sıkıntılardan dolayı çaresiz bir vaka olarak bakmaktadırlar ve ön yargılıdırlar. Oysaki insan değişen, eğitilen ve iyiyi kendine düsturu edinen temel niteliklerle donatılmıştır. Onun donanımını oluşturan yazılımdaki hatalar (irade, akıl, tutum, davranış) ya da eksiklikler kader olarak tanımlanıp bir çıkmaz rehabilitasyonun öyküsü haline getirilmektedir. Toplum isterse kötüğün sosyal bulaşmasından ve ortaya koyduğu öğretiden uzaklaşarak iyiliği merkeze alacak tarihsel birikime ve ortak akla sahiptir. Bizim yapmamız gereken bu ortaklık idesinin tekerrürünü güçlü kılmaya çalışmaktadır.

Araştırmaya katılan katılımcıların sosyo-demografik bilgileri, dilenenlerin kaç yıldır dilendiklerine, dilenenlerin çocuklarından ya da ailesinden başka dilenenlerin olup olmadığına, dilenenlerin Niğde'de dilenme sebeplerine, dilenenlerin başka yerde dilencilik yapıp yapmadıklarına, dilenenlerin evlerinin olup olmadığına ve nasıl bir evde yaşadıklarına, dilenenlerin neden çalışmadıklarına ve iş olsa çalışıp çalışmadıklarına, dilenenlerin günlük ne kadar kazandıklarına, dilenenlerin en çok nerelerde dilendiklerine, dilenenlerin ilk ve sonrasında dilenirken utanıp utanmadıklarına, dilenenlerin niçin dilendiklerine, dilenenlerin en çok ne zaman para kazandıklarına, dilenenlerin dilenirken ne söylediklerine ilişkin bulgular, dilenenlerin dilenirken yalan söyleyip söylemediğine, dilenenlerin başka yerden yardım alıp almadığına, dilenenlerin giderlerinin ne kadar olduğuna, dilenenlere en çok sorun çıkaran kişilere, dilenenlerin yönetenlerden ne beklediğine, dilenenlerin zengin olsalar ne yapacaklarına ilişkin bulgulara ve bu bulguların yorumlara yer verilmiştir. Aynı sorular hemen hemen her gün dilenenlerle karşılaştıkları için zabıta ekiplerine de sorulmuştur.

Araştırmaya katılan 10 dilencinin cinsiyetine baktığımızda 7'si kadın 3'ü erkektir. Sahada genelde kadın ve çocuk dilenci olduğu gözlemlenmiştir.

Dilencilerin öğrenim durumuna baktığımızda ise 7'si ilkokul mezunu, 3'ü okur-yazar değildir. Bu durum dilenciler için önemli değildir. Okumak- yazmak ihtiyaçları olan bir şey de değildir.

Araştırmada "nerelisiniz?" sorusuna 4 kişi Adana'dan geldiğini, 3'ü Kayseri'den, 2'si Antep'ten, 1'i de Osmaniye'den geldiğini söylemiştir. Burada katılımcıların en çok Adana'dan geldiği görülmektedir. Bu dilenciler yaz mevsimi burada dilenip sıcaklar azalınca geri dönmektedirler ki bu dilencilere de *"mevsimlik dilenci"* denilmektedir.

Tablo 1'de görüldüğü gibi "evli misiniz?" sorusuna 10 katılımcıdan 7'si evliyiz cevabını vermiştir. Analizlere göre dilencilik meslek olarak yapılıp anne-babadan çocuklara geçtiğini düşünmekteyiz.

Katılımcılara çocuk sayısı sorulduğunda en az 4, en fazla 8 çocuk olduğu söylenmiştir. Dilenciler için çok çocuk olması büyük avantajdır. Çünkü çocuk fazla olursa kazanılan parada fazla olacaktır. Bunun yanında çocuk toplumdaki insanlar için zayıf noktadır. Acıma duygusunu kamçılayan bir gruptur çocuklar. Yasal olarak bakıldığında da zabıta ya da polisler tarafından çocuklara herhangi bir ceza yaptırımı uygulanmadığı için çocuklar burada aileleri tarafından daha çok kullanılmaktadır.

Tablo 2'de görüldüğü gibi dilenciler ne kadar süredir dilendiklerini 1 ayla 1 yıl arasında bir sayı belirterek ifade etmekte ama bunun aksine zabıta ekipleri aynı dilencileri uzun süredir gördüklerini ve doğuştan bunu yaptıklarını belirtmektedir. Bu da dilencilerin sorulara doğru yanıt vermediğini, çekindiklerini göstermektedir. Dilenciler için uzun zamandır dilencilik yapmak onlara kıdem kazandırmakta, bu durum kendi içlerinde söz sahipliğini artırmaktadır. Dilenciler, dilenmeyi çocuklarına kadar aktararak sülalece dilenmekte, bu duruma alıştıkları için zaman fark etmemektedir.

Zabıta memurlarından biri: *"Sürekli gördüğümüz dilenciler var, bunlar bu yaptıklarını meslek haline getirenler. Ama arada gözüküp bir daha görünmeyen dilenciler var. Bence bunlar meslek haline getirmeyenler."* şeklinde belirtti. Zabıta ekibinin söylediğine göre dilenciliği mecbur hissettiği için yapanlarda vardır.

Tablo 3'te görüldüğü gibi dilenenlerden 8'i ailede başka dilenen var mı sorusuna çocuklar dilenmiyor sadece ben, 2'si eşim ve ben dileniyoruz şeklinde cevap vermiştir. Bunun aksine görüşülen zabıta ekiplerinin hepsi ailece ve sülalece dilendiklerini dile getirmiştir. Sahada gözlemlenen sonuca göre dilenenlerinin çoğunu çocuklar oluşturmaktadır. Dilencilik nesilden nesle aktarılmakta bu durum böylece devam etmektedir. Çocuklar ve kadınlar toplumda zayıf

kişiler ve yardım edilmesi gereken gruplar olarak görüldüğü için dilenciler bu durumu kullanarak en çok dilenenler bu gruplar olmaktadır.

Zabıta memurlarından biri: "*Bu iş mafyalığa döndü. Ekip dilencileri belli bölgelere bırakıp alıyorlar."* Burada da görüldüğü gibi dilencilik terörü (çetesi) dediğimiz olgu ortaya çıkmıştır. Sülalede hepsi bu durumun içindedir.

Diğer bir zabıta memuru ise: *"Çocuk dilenci sayısı artıyor. Çocuklara yaptırım ya da ceza uygulanmadığı için çocukları kullanıyorlar."* Uygulanan cezai yaptırımlar dilencileri başka alternatiflere götürmektedir. Burada da onlar için en iyi araç çocuklardır.

Tablo 4'te görüldüğü gibi dilenenlere neden Niğde'de dilendikleri sorulduğunda 5'i eşim tarlada çalışmak için geldi, 4'ü Adana sıcak diye geldik, 1'i de bulunduğumuz yerde uyuşturucu olayları çoktu şeklinde cevap vermiştir. Buradan da anlaşılacağı gibi bu dilenciler genelde mevsimlik olarak gelmektedir. Diğer yandan kadın dilencilere sorduğumuzda eşlerimiz tarlada çalışıyor şeklinde cevap vermiştir.

Zabıta memurları ise bulundukları yerde çok dilenci ve dışlanma var, başlarında bela vardır, kaçmak için gelmişlerdir şeklinde belirtmiştir. Dilenciler en çok nerede kazanırlarsa orda olmaya çalışmaktadır.

Tablo 5'e bakıldığında dilenenlerin çoğu başka yerde dilenmediklerini dile getirmiştir. Bunun aksine zabıta ekiplerinin 16'sı her yerde, 4 'ü yolculuk esnasında bile dilencilik yaptıklarını dile getirmiştir. Burada dilencilerin doğru söylemediği ortadadır. Sürekli gezdikleri ve her yerde dilencilik yaptıkları yüzlerine yansımaktadır. Dilenenler, yanık ve kirli ten, özensiz bir giyime sahiptir.

Tablo 6'da görüldüğü gibi dilencilerin ev durumu sorulduğunda 6'sı kirada, 2 si çadırda, 1'i gecekonduda yaşadıklarını, 1'inin de evinin olmadığı test edilmiştir. Zabıta ekiplerinden aldığımız cevapta bu durumu doğrulamaktadır. Fakat gözlemle sonucuna göre dilenciler nasıl bir evde oturduğunu önemsememekte, eve ne kadar para geldiğine bakmaktadırlar.

Tablo 7'de görüldüğü gibi dilenenlerin neden çalışmadıkları ve iş olsa çalışıp çalışmadıklarına dair soru karşısında 7'si çalışırım, 3'ü çocuklara bakan yok şeklinde cevap vermiştir. Zabıta ekipleri ise bunun aksine iş imkânı sağlayınca işi beğenmiyorlar ya da hasta olduklarını söylüyorlar şeklinde cevap vermiştir. Bu sonuçlarda dilenenlerin dilenmeyi kolay yoldan ya da oturdukları yerden para kazanma olarak gördükleri için bu durumu sürdürüp başka işlere yönelmediklerini göstermektedir. Bir diğer durum ise zabıta ekiplerinden 8 kişi dilenenlere yaşam şartlarından dolayı iş verende olmuyor şeklinde cevap vermektedir. Goffman(2014)'a göre, biz bazı grupları ya da insanları bedenin korkunçluklarından, bireysel karakter bozukluklarından ya da etnolojik özelliğinden kaynaklı damgalarız. Biz damgalı bir kişinin insandan sayılmayacağın inanırız ve bu yüzden ayrımcılık uygularız. Damgalanan ve dışlanan birey damgasını içselleştirir ve ona uygun hareket etmeye başlar. Toplum vicdani olarak dilencilere yardım etse de onlara güvenmemekte, onları etiketlemektedir.

Tablo 8'e bakıldığında dilencilerden 5'i 40-50 TL kazandığını, 50 TL ve altı, 2'side 100 TL kazandığını dile getirmiştir. Fakat zabıta ekipleriyle bu durumu görüşünce dilencilerin doğru söylemediği ortaya çıkmıştır. Zabıta ekiplerinden 14'ü dilencilerin 300-800 tl, 6 'sı 800 ve üzeri kazandığını dile getirmiştir. Burada dilenciler paralarını zabıta ekiplerinden saklamaktadır çünkü zabıta memurları paralara yasa gereği el koymaktadır.

Kazanılan paraya baktığımızda ise günlük aldıkları para oldukça yüksektir. Toplum ne kadar verirse dilencilik o kadar artacaktır. Toplum burada iki şekildedir. Birincisi günah çıkarmak için dilencilere para vermektedir. Bir de Goffman'ın "uygar kayıtsızlık" dediği görüpte görmemezlikten gelme davranışını uygulamaktadır.

Tablo 9'da dilenciler daha çok nerelerde dileniyorsunuz sorusuna 4'ü trafik ışıklarında, 3'ü cami önünde, 2'si hastane önünde, 1'i ise fırında şeklinde cevap vermiştir. Zabıta memurlarının 8'i dilencilerin cafe ve trafik ışıklarının önünde, 6'sı market önü ve üniversite önünde, 5'i de hastane önünde dilendiklerini dile getirmiştir.

Zabıta memurundan biri: *"İnsanların duygularının yoğun yaşandığı yerde dileniyorlar. Marketten çıkan eli dolu insanların karşısına çıkıp dileniyorlar. Karşılaştırma ve sosyal tabakanın etkisi"* şeklinde cevap *vermiştir."*

Tablo 10'da görüldüğü gibi dilenenlere "ilk kez dilenirken ve sonrasında utanma duygusu yaşadınız mı?" diye sorulduğunda 5'i utanıyorum, aynı kişilerden 4' ü zorlandık şeklinde cevap vermiştir. Bazıları da daha sonra alıştık şeklinde ifade etmiş, bunun yanında gurur kırıcı bir şeydi şeklinde belirtmişlerdir. Dilenenlerden 4'ü utanmadık, 3'ü de zorlanmadık şeklinde cevap vermiştir. Bu da dilenenlerin bu durumu yaşam tarzı haline getirdiklerini, normalleştirdiklerini ve hatta bunu bir suç olarak algılamadıklarını göstermektedir.

Tablo 11'de görüldüğü gibi dilenenlere niçin dilendikleri sorulduğunda 8 kişi, maddi sıkıntı-yoksulluk ve çocuğun ihtiyaçları için şeklinde cevap vermiştir. Görüldüğü gibi dilenenler tek seçenek olarak dilenmeyi görmekte, çalışmayı düşünmemektedir. İş, bir dilenci için oturup ve el açıp para kazanmaktan ibarettir.

Tablo 12'ye baktığımızda dilencilerin en çok para kazandığı günler Cuma günleri ve dini günlerdedir. Burada duygusallık yoğun olduğu için dilenciler insanların duygularını sömürerek para kazanmaktadır. Genelde dini inançtan dolayı insanlar dilencileri geri çevirmemektedir.

Tablo 13'de görüldüğü gibi görüşülen dilencilerin hepsi dilenirken Allah rızası için şeklinde söylemekte, dua etmektedir. Bu da dilencilerin insanların duygularına sömürerek, onlara vicdan yaptırmayı hedefledikleri görülmektedir. Bu durumun onlara iyi para kazandırdıklarını düşündükleri için bu tarz söylemleri çeşitlendirmekte ve arttırmaktadırlar.

Zabıta memurlarından biri: "Dini kullanarak ve insanların duygularını sömürerek dileniyorlar." şeklinde cevap vermiştir.

Tablo 14'te görüldüğü gibi dilencilerle zabıta ekiplerinin cevapları arasında yüzde yüz bir çelişki vardır. Zabıta ekipleri dilencilere bire bir tanık oldukları için yalan söylediklerini dile getirmiştir. Dilenciler ise çekindikleri için yalan söylemiyoruz şeklinde cevap vermiştir.

Dilencilere herhangi bir yerden yardım alıp almadıkları sorulduğunda 5'i sosyal yardımdan, 2'si vakıftan yardım aldığını, 3'ü de yardım almadığını söylemiştir. Bunun sonucu gösteriyor ki dilenciler aynı zamanda bu tarz yerleri takip edip gerekeni yapmaktadır. Çünkü ikametgâhı Niğde'de olmayan vatandaşlar sosyal yardımdan yararlanamamaktadır. Diğer 3'ünün yararlanamama sebebi sürekli gezgin olmaları olabilir.

Tablo 16'ya baktığımızda dilencilerden 6'sı 500 TL'den fazla, 4'ü 300-400 TL olduğunu söylemiştir. Tablo 8'e baktığımızda dilencilerin kazandıkları para bunun çok aşağısındadır. Zabıta ekiplerinin söylediğine göre ise kazandıkları para ihtiyaçlarını gidermektedir. Bunun yanında bu insanlar ihtiyaçtan fazlasını tüketmemekte, lüks yaşamamaktadır.

Tablo 17'ye bakıldığında dilenenlere en çok sorun çıkaran zabıta ekipleridir. Dilencilerin tepkisi ise "ne yapalım hırsızlık mı yapalım" şeklindedir. Fakat zabıta ekipleri de dilencilerden çok şikayetçidir. Zabıtalar dilencileri köşe bucak sürekli kovaladıklarını, dilencilerin kendilerini yorduklarını, dilenciler cebindeki paraları kaptırmamak için direndiklerini ve kavga çıkardıklarını söylemektedir. Aynı zamanda genelinde kesici alet çıktığını dile getirmiştir. Bu da dilencilerin tehlikeli olduğunu göstermektedir.

Dilencilerden 2'si yaşlılar sıkıntı çıkarmakta, 4'ü kimse zorluk çıkarmıyor şeklinde cevap vermiştir.

Tablo 18'e bakıldığında dilenenlerin 6'sı yönetenlerden para yardımı, 3'ü çocuklarının ihtiyaçlarının giderilmesini, 2'si ev kirasının ödenmesini, 1'i ise iş istemektedir. Burada da görülmektedir ki dilenciler kısa süreli yardım istemektedir. İş isterdim diyen sadece 1 kişidir. Bu da kolay yolla para kazanmanın peşinde olduklarını göstermektedir.

Tablo 19'da görüldüğü gibi dilenenlerin 5'i "şükür ederim", buna paralel olarak 4'ü de "herkese yardım ederdim" şeklinde cevap vermiştir. Bu da dilencilerin kendini haklı çıkarma adına verilmiş bir cevaptır. Bunun yanında dilenenlerden 3'ü ev alırdım, 3'ü de çocuklara yatırım yapardım şeklinde cevap vermiştir. Bu da dilencilerin göçebe hareket ettiklerini ve sabit bir eve sahip olmadıklarını göstermektedir.

Dilencilik bir suçtur ve dilencilikle mücadele deyince akla ilk gelen belediye zabıta memurlar ve polislerdir. Oysaki sosyo-ekonomik sebeplerin yanında ahlâki sapmaların bir yansıması olarak ortaya çıkan dilencilik sorununa karşı etkin ve kalıcı bir şekilde mücadelede, genelde sosyal politikaların, özelde sosyal hizmetlerin önemi büyüktür. Değişik dezavantajlı ve sorunlu sosyal grupların maddî problemlerine uygun çözümler üreten sosyal politikalar, sosyal hizmetler aracılığı ile de özellikle toplumsal değerlere ve kurallara uymakta zorlanan kişi ve grupların sosyal rehabilitasyonu ile yakından ilgilenmektedir. Dilencilikle mücadelede bir taraftan yoksulların hayat şartlarını iyileştirmeye yönelik koruyucu sosyal politikalara diğer taraftan da rehabilitasyon ağırlıklı sosyal-pedagojik faaliyetlere ihtiyaç vardır (Seyyar, 2008: 329'dan akt. Palabıyık, 2010: 53). Bunun yanında toplumun dilencilik karşısında ne yapacağı konusunda bilinçlendirilmesi gerekmekte ve toplum ona uygun davranması gerekmektedir. Toplum aslında davranış biçimleri ve söylemleriyle dilenciliği üretmektedir. Özellikle engelli insan burada çok istismar edilmektedir. Toplumdaki bazı bireyler engellilere "şu amcana şunu söyle sana 10 tl vereceğim, bunu yap sana 20 tl vereceğim" gibi cümleler kurarak dilenmeyi, almayı normalleştirmektedir.

Diğer bir ifade ise Goffman'ın odaklanmamış etkileşimdir. Odaklanmamış etkileşim bireyin karşılıklı olarak ötekilerin varlığının farkında olduğun gösterdiklerinde gerçekleşmektedir. Dilenci ile kurulan ilişkilerde onun varlığından haberdar olmak ve ona göre davranmak şeklinde tanımlanabilir. Dilenciye para verildiği için dilenmektedir.

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İstanbul Time (GMT +3)

8th International EMI
Entrepreneurship & Social Sciences Congress
17-19 November 2022 Aksaray / Türkiye (www.emissc.org)

CONGRESS PROGRAM

With **215 papers** prepared by **337 academics** from **129 institutions** and **18 countries**: **Nigeria, New Zealand, USA, Canada, Romania, England, TRNC, Kyrgyzstan, Uzbekistan, Azerbaijan, Kazakhstan, Argentina, Pakistan, Georgia, Oman, United Arab Emirates, Morocco (Marrakesh) and Bangladesh.**

Presentations will be Turkish and English. There are 5 conference rooms:
Helvadere Auditorium, Ihlara Valley, Selime Cathedral, Hasan Mountain, Gelveri
For presentations, zoom ID and links will be shared with participants before the congress

Thursday 17 November 2022 08:00-09:00	Registration
17 November 2022 09:00	**Opening Speeches** Assoc.Prof.Dr. **Mohammed ABUBAKAR**, Moderator of EMI Congress Prof.Dr. **Himmet KARADAL,** Chair of EMI Congress Prof.Dr. **Mustafa TÜMER**, Eastern Mediterranean University (TRNC) Prof.Dr.**Erdoğan EKİZ**, Dean of Faculty,TEAM University, **Uzbekistan** **Recital of Turkish Music:** Assoc.Prof.Dr. **Ali Kerim ÖNER** & Dr.**Ayçin ÖNER** (1. *Meni attın aygız, 2. Kimseye etmem şikayet, 3. Mümkün mü unutmak*) Assoc.Prof.Dr. **Gulzhanat TAYAUOVA**, Vice rector, Turan University, **Kazakhstan** Assoc.Prof.Dr. **Yusif ALIYEV**, Director, State Pedagogical University, **Azerbaijan** Asst.Prof.Dr. **Hazar DÖRDÜNCÜ**, İstanbul Nişantaşı University Prof.Dr. **Hasan Ali KARASAR,** Rector, Cappadocia University Prof.Dr. **Filiz KILIÇ,** Deputy Chairman Nationalist Movement Party (MHP) Dr. **Evren DİNÇER**, Aksaray Mayor

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10:30	**Coffee break**
17 November 2022 11:00	**Opening Session: *"Entrepreneurship in New Era"*** **Moderators:** Assoc.Prof.Dr. **İnci ERDOĞAN TARAKÇI** & Prof.Dr. **Himmet KARADAL** Assoc.Prof.Dr. **Mohammed ABUBAKAR**, Coordinator of EMI Congress Assoc.Prof.Dr.**Gülbeniz AKDUMAN,** Coordinator of EMI Congress Assoc.Prof.Dr. **Elira TURDUBAEVA**, University of Central Asia, **Kyrgyzstan** Assoc.Prof.Dr.**Sabir SHAHTAKTI,** Head of AZERTAG's Turkey Bureau Assoc.Prof.Dr.**Dumitru GOLDBACH**, Bucharest University, **Romania** Asst.Prof.Dr.**Serap EMIK**, Higher Colleges of Technology, **United Arab Emirates** Prof.Dr.**Saeed SHOBEIRI,** Teluq University, **Canada** Prof.Dr. **Şevki ÖZGENER**, Nevşehir Hacı Bektaş Veli University **Ümit KAYA**, Chairman of the World Trade Business Development Council Mr. **Fesih Zeki MERT,** CEO of Van Horne, **Canada**
13:30	**Parallel Sessions (face to face presentations)**
17:00	**Closing Session**
19:00	**Gala Dinner** at **19:00** at **Ağaçlı Restaurant**
18 November 2022	**09:00- Aksaray City Tour (Ihlara Valley, Selime Cathedral and Cappadocia…**
19 November 2022	**09:00- Online Parallel Sessions**
19 November 2022	**15:15: Closing session and best paper awards**

Face Parallel Sessions

Thursday, 17 November 2022

MODERATORS

Rooms/Classes	Thursday, 17 November	Moderator
Helvadere Auditorium	**13:30-15:00**	**Prof.Dr. Şevki ÖZGENER** **Assoc.Prof.Dr.Gülbeniz AKDUMAN**
	15:15-16:45	**Prof. Dr. Orhan ELMACI** **Dr.Nasiye Çiğdem ULUÇ**
Ihlara Valley	**13:30-15:00**	**Prof.Dr.Remzi ALTUNIŞIK** **Prof. Dr. Bülent KARA**
	15:15-16:45	**Prof.Dr. Füsun YENİLMEZ** **Prof.Dr.Nuray GİRGİNER**
Selime Cathedral	**13:30-15:00**	**Prof.Dr.Yaşar AYYILDIZ** **Assoc.Prof.Dr.Yahya Can DURA**
	15:15-16:45	**Prof. Dr. Feridun KAYA** **Asst.Prof.Dr.Gözde MERT**
Hasan Mountain	**13:30-15:00**	**Prof.Dr. Emine FIRAT** **Assoc.Prof.Dr.Muhammet SAYGIN**
	15:15-16:45	**Prof.Dr.İsmail AKBAL** **Dr. Hülya ER**
Gelveri	**13:30-15:00**	**Prof.Dr. Hakan AYDIN** **Prof.Dr. Vahit İLHAN**
	15:15-16:45	**Assoc.Prof.Dr.Yunus DEMİRLİ** **Asst.Prof.Dr.Menekşe ŞAHİN KARADAL**

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23. Gulzhazira KOSMAGANBETOVA	
24. Azamat NURMATOV	
25. Gulmira KUTTYBAYEVA	

Face to Face Parallel Sessions

Thursday, 17 November 2022 Helvadere Auditorium sessions

Helvadere Auditorium	Thursday, 17 November	Moderator
	13:30-15:00	Prof.Dr. Şevki ÖZGENER Assoc.Prof.Dr.Gülbeniz AKDUMAN
	15:15-16:45	Prof.Dr. Orhan ELMACI Dr.Nasiye Çiğdem ULUÇ

Thursday, 17 November 2022 Helvadere Auditorium sessions

Helvadere Auditorium	13:30-15:00	Moderator	Prof.Dr. Şevki ÖZGENER Assoc.Prof.Dr.Gülbeniz AKDUMAN

1. Kim Daha Mutlu? Çalışan Mutluluğunun Demografik Özellikler Bazında Analizi - **Dr.Evren DİNÇER**, **Prof.Dr.Himmet KARADAL**, **Assoc.Prof.Dr.Gülbeniz AKDUMAN**
2. Exploring the Success stories and Challenges of Transnational Entrepreneurs. A Case Study of Turkish Entrepreneurs in the UAE - **Dr.Serap EMIK**
3. Çalışma Yaşamındaki Z Kuşağının İş Yaşamından Beklentileri ve Covid-19 Pandemisinin Beklentilerine Olan Etkisi-Bankacılık Örneği - **Hakan UĞURBULDUK, Assoc.Prof.Dr. İ. Efe EFEOĞLU**
4. Destination Branding: Romania Case - **Assoc.Prof.Dr.Dumitru GOLDBACH, Phd student Mircea I. POPA, Assoc.Prof.Dr.Fatih PEKTAS, Senior lecturer Bogdan ALEXANDRESCU**
5. A just state is the basis of a prosperous society - **Sutbayeva Raikhan, Asst.Prof.Dr.Menekşe ŞAHİN KARADAL, Saubetova Bibigul**
6. Analysis of Demographic Variables Affecting Digital Citizenship in Turkey - **Assoc.Prof.Dr.Gülbeniz AKDUMAN, Prof.Dr.Himmet KARADAL, Dr.Evren DİNÇER**
7. Tax and Investment Repatriation by Foreign Subsidiaries: Evidence from Bangladesh - **Prof.Dr.Mohammad TAREQ, Prof.Dr. Abdullah AL MAHMUD**

15:00-15:15	Coffee BREAK

Helvadere Auditorium	15:15-16:45	Moderator	Prof. Dr. Orhan ELMACI Dr.Nasiye Çiğdem ULUÇ

1. Essence of Social Entrepreneurship in Sustainable Corporate Governance and Future Prescience on Expected Economic Outcomes- **Dr.Nasiye Çiğdem ULUÇ**
2. Corporate Governance Integration of Social Entrepreneurship: Future Insights Based on Fieldwork in the Healthcare Industry- **Dr.Nasiye Çiğdem ULUÇ**
3. What Causes Culture Shock? - **Assoc.Prof.Dr.Yusif ALIYEV, Dr.Sarkhan JAFAROV**
4. The Embodiment of Social Relationships In Animal Tales - **Yadulla ALAKBAROV**
5. Investigating Selection and Recruitment Practices in Tashkent SMEs - **Azamat NURMATOV**
6. Entrepreneurial Competencies of Education Managers and Entrepreneurial Education in Kazakhstan - **Gulzhazira KOSMAGANBETOVA, Prof. Dr. Kundyz AGANINA**
7. Bilimsel Yayınlarda Kullanılan (Graphical Abstract) Grafik Özetler Nasıl Tasarlanır? - **Assoc.Prof.Dr. Arzu GÜRDAL**
8. Gezegensel Sınırlar Eşiğinde İşletme Raporlarında Vizyon Arayışları: Entegre Raporlamada Konsensüs ve Akreditasyon - **Prof. Dr. Orhan ELMACI**

Face to Face Parallel Sessions

Thursday, 17 November 2022 Ihlara Valley sessions

Ihlara Valley	Thursday, 17 November	Moderator
	13:30-15:00	Prof.Dr.Remzi ALTUNIŞIK Prof. Dr. Bülent KARA
	15:15-16:45	Prof.Dr. Füsun YENİLMEZ Prof.Dr.Nuray GİRGİNER

Thursday, 17 November 2022 Ihlara Valley sessions

Ihlara Valley	13:30-15:00	Moderator	Prof.Dr.Remzi ALTUNIŞIK Prof. Dr. Bülent KARA

1. Fenomenlerin Kadın Tüketicilerin Satın Alma Karar Sürecine Etkisi - **Prof.Dr.Remzi ALTUNIŞIK, Feyza BAYRAKTAR, PhD Candidate Murat ER**
2. Kazakistan'da yüksek öğretimin uluslararasılaşması - **Assoc.Prof.Dr.Tayauova GULZHANAT, Kuttybayeva GULMİRA, Yegizbayeva GAUHAR**
3. Demarketing Outcomes in the Tourism Sector: A Cross-Cultural Comparison of Turkey and North-America - **Assoc.Prof.Dr.İnci ERDOĞAN TARAKÇI, Prof.Dr.Saeed SHOBEIRI**
4. İnsana Yakışır Yaşamanın Arayışında İnsanlığı İnciten Hal Dilencilik: Niğde Örneği – **Kübra İNAN, Prof.Dr.Bülent KARA**
5. Kadın ve Erkek Çalışanların Örgütsel Stresle Başa Çıkma Sürecinde Yönetimden Beklentileri: Aksaray AFAD Örneği - **Prof. Dr. Bülent KARA, Hümeyra GÜNAR**
6. İçsel İşten Ayrılma ve Hizmet İnovasyon Davranışı Arasındaki İlişki: Türkiye-Almanya Örneği - **Assoc.Prof.Dr.Ferda ÜSTÜN, Assoc.Prof.Dr. Erdinç BALLI, Assoc.Prof.Dr. Ayşe İpek KOCA BALLI**
7. Bilgi Sistemleri Başarı Modelinin Restoran Yönetim Sistemlerinde Kullanımı - **Assoc.Prof.Dr. Erdinç BALLI, Assoc.Prof.Dr. Ayşe İpek KOCA BALLI, Assoc.Prof.Dr. Ferda ÜSTÜN, Prof.Dr.Himmet KARADAL**

15:00-15:15	Coffee BREAK

Ihlara Valley	Thursday, 17 November 15:15-16:45	Moderator	Prof.Dr. Füsun YENİLMEZ Prof.Dr.Nuray GİRGİNER

1. Minimizing Waste by Using Cutting Stock Model: The Case of One Dimensional Cutting Stock Problem in Automotive Industry – **Prof.Dr.T. Erman ERKAN** Hayat Kurtaran Bir Girişimcilik Süreci-Yerli Solunum Cihazı Üretimi - **Prof.Dr.Nuray GİRGİNER, Dr.Aslışah ŞENAK DÜZARAT**
2. Kadın Üretici Pazarlarındaki Girişimci Kadınların Çalışma Motivasyonu-Mersin Örneği - **Prof.Dr.Nuray GİRGİNER, Kevser GÖÇMEN**
3. Asya Kaplanları ve Endüstri-İçi Ticaret Faaliyetleri - **Prof.Dr. Füsun YENİLMEZ, Phd. Student Nurevşan KUÇLU**
4. Görünmeyen Emek/Görünen İş Bölümü: Ev İçi İş Bölümünün Annelik İdeolojileri Bağlamında İncelenmesi - **Dr.Eda KILIÇ**
5. Gelişmiş ve Yükselen Ekonomilerde Doğrudan Yabancı Yatırımlar ve Çevre Politikalarının Çevresel Bozulmaya Etkileri: Çevresel Kuznets Eğrisi Modelinden Ampirik Kanıtlar - **Kübra SEZEN, Asst.Prof.Dr.Esin KILIÇ**
6. Ar-Ge Faaliyetleri ve İnovasyonun Teşvik Edilmesinde Bilim ve Teknoloji Politikalarının Önemi: Güney Kore, Finlandiya ve Türkiye İçin Karşılaştırmalı Bir Değerlendirme - **Yağız BİRİNCİ, Asst.Prof.Dr.Esin KILIÇ**
7. Effect of Digitalization on Economic Growth: Panel Data (AnalysisDijitalleşmenin Ekonomik Büyümeye Etkisi: Panel Veri Analizi) - **Prof.Dr.Himmet KARADAL, Assoc.Prof.Dr.Yahya Can DURA, Dr.Evren DİNÇER**

Face to Face Parallel Sessions

Thursday, 17 November 2022 Selime Cathedral sessions

Selime Cathedral	Thursday, 17 November	Moderator
	13:30-15:00	Prof.Dr.Yaşar AYYILDIZ Assoc.Prof.Dr.Yahya Can DURA
	15:15-16:45	Prof. Dr. Feridun KAYA Asst.Prof.Dr.Gözde MERT

Thursday, 17 November 2022 Selime Cathedral sessions

Selime Cathedral	Thursday, 17 November 13:30-15:00	Moderator	Prof.Dr.Yaşar AYYILDIZ Assoc.Prof.Dr.Yahya Can DURA

1. Örgütsel Bilgi Kültürünün Yenilik Algısına Etkisi - **Dr.Oğuz DEMİREL**
2. The Increase in Health Misinformation Online and Solutions for How to Cope With it - **Asst.Prof.Dr.Gulcin Ipek EMEKSIZ**
3. Turistlerin Sokak Lezzeti Algıları, Davranış Niyetleri ve Tatminleri Arasındaki İlişkinin İncelenmesi - **Assoc.Prof.Dr. Zafer BUZCU, Assoc.Prof.Dr. Sibel OĞUZ, Assoc.Prof.Dr.Erdinç BALLI**
4. Can Your Job Passion Stop You When the Social Undermining Pushes You to Leave? - **Dr.Burcu TOSUN, Dr.Gamze GÜNER KİBAROĞLU**
5. An Overview of Aviation Safety – An Updated Bibliometric Analysis - **Prof. Dr. Ferhan ŞENGÜR, Res. Asst. Ferhat İNCE**
6. Yolcuların Havalimanlarındaki Self Servis Teknolojileri Kullanım Davranışlarının İncelenmesi - **Ress.Asst.Zahid Selim YILMAZ, Prof.Dr.Ferhan ŞENGÜR**
7. Kadın Kooperatiflerinin Başarısında Yönetsel Yetkinliğin Etkileri: Karşılaştırmalı Örnek Olay Analizi - **Asst.Prof.Dr.Şenay KARAKUŞ UYSAL**

15:00-15:15	Coffee BREAK

Selime Cathedral	Thursday, 17 November 15:15-16:45	Moderator	Prof. Dr. Feridun KAYA Asst.Prof.Dr.Gözde MERT

1. Üniversite Tercih Süreçlerini Etkileyen Faktörler Bağlamında Ebeveynlik Tarzı ve Bilinçli Farkındalık İlişkisi: Üniversite Öğrencileri Üzerine Bir Araştırma - **Assoc.Prof.Dr.Murat ESEN, Phd.Student Ebru ÇİL, Phd.Student İrem ÇETİNKAYA**
2. Medyada Metaverse Haberleri: Dijital Gazeteler Üzerine Bir İçerik Analizi - **Assoc.Prof. Dr.Hatice BAYSAL**
3. Bir Aş(k) Hikayesi: Lokanta İşletmecisi Olan Anne Girişimcilerin Rekabet Deneyimleri - **Assoc.Prof.Dr. Mehmet Kaplan**, **Asst.Prof.Dr. Berna Turak Kaplan**
4. Eğitimin Sosyal Sermaye ve Girişimcilik Niyetine Etkisi: Lisans Öğrencileri Üzerine Bir Çalışma - **Dr.Tuğba İMADOĞLU, Prof.Dr.Mustafa Fedai ÇAVUŞ**
5. Ahlaki Olgunluk ve Depresyon, Anksiyete, Stres (DAS) Üzerindeki Etkileri - **Prof.Dr.Mustafa Fedai ÇAVUŞ, Assoc. Prof. Dr. Ayşe GÖKÇEN KAPUSUZ**
6. Gazi Mustafa Kemal Atatürk'ün Stratejik Liderliği Işığında Girişimcilik - **Prof.Dr.İsmail Hakkı ERASLAN, Dr.Meryem KAYA**
7. Gazi Mustafa Kemal Atatürk'ün Stratejik Liderliği Işığında Örgütsel Yönetim - **Prof.Dr.İsmail Hakkı ERASLAN, Dr.Meryem KAYA**

Face to Face Parallel Sessions

Thursday, 17 November 2022 Parallel Sessions

Hasan Mountain	Thursday, 17 November	Moderator
	13:30-15:00	Prof.Dr. Emine FIRAT Assoc.Prof.Dr.Muhammet SAYGIN
	15:15-16:45	Prof.Dr.İsmail AKBAL Dr. Hülya ER

Thursday, 17 November 2022 Hasan Mountain sessions

Hasan Mountain	Thursday, 17 November 13:30-15:00	Moderator	Prof.Dr. Emine FIRAT Assoc.Prof.Dr.Muhammet SAYGIN

1. Kalkınma Ajansları Vasıtasıyla Yoksullukla Mücadele Kalkınma-Büyüme Verimlilik Artışı: TR 71 Bölgesi - Prof.Dr. **Emine FIRAT,** Doctorate Student **Serhat HIŞIRLI**
2. The Relation Between Venture Capital Investment Trusts and Financial Markets - **Asst.Prof.Dr. Fatih KAYHAN**
3. Üniversite Öğrencilerinin Dijital Teknolojiye İlgi Düzeyinin ve Aldığı Girişimcilik Eğitiminin Dijital Girişimcilik Niyetlerine Etkisi - **Prof.Dr.İsmail BAKAN, Assoc.Prof.Dr.İnci Fatma KURTULGAN, Asst.Prof.Dr.Zümrüt Hatice ŞEKKELİ**
4. Örgütsel Yenilikçiliğin Bilgi Yönetimi ve Mavi Okyanus Stratejisi Arasındaki Aracı Rolü - **Dr. Selma KOCA**
5. Kentsel Markalaşma ve Konumlandırma: Silifke Örneği - **Assoc.Prof. Dr. Muhammet SAYGIN**
6. Kişi-Örgüt Uyumu ile Yenilikçi İş Davranışı Arasındaki İlişki - **Dr.Önder ULU**

15:00-15:15	Coffee BREAK

Hasan Mountain	Thursday, 17 November 15:15-16:45	Moderator	Prof.Dr.İsmail AKBAL Dr. Hülya ER

1. Sivil Toplum Kuruluşlarının Küresel Çevre Sorunları ve İklim Değişikliği Konusundaki Konumları - **Prof.Dr.İsmail AKBAL, Münevver Merve TAŞCI**
2. Online Shopping Experiences of Active Seniors Aged 65 and Over - **Assoc.Prof.Dr. Süreyya Karsu, Assoc.Prof.Dr. Meftune Özbakır Umut, Asst.Prof.Dr.Hande Tasa, Prof.Dr.Meltem Nurtanış Velioğlu, Prof.Dr.Dilşad Çoknaz**
3. Kapitalizm ve Sosyal Adalet İlişkisi Üzerine Bir Değerlendirme - **PhD Student Selma İPEK**
4. Çalışanların Politik Yeti Düzeyleri ile İzlenim Yönetimi Taktikleri Arasındaki İlişkinin İncelenmesi - **Asst.Prof.Dr.Leyla İÇERLİ, Gül BİLEN**
5. Sosyal Sorumluluk Uygulamalarının Sponsor İşletmelerin Marka İmajı, Farkındalığı ve Sadakatine Etkileri: Spor Kulüpleri Üzerine Bir Araştırma - **Assoc.Prof.Dr.Suat BEGEÇ, Dr.Ali KURTULAN**
6. Using Prisma's Methodology to Provide a Systematic Approach to the Social Sciences - **Assoc.Prof.Dr.Suat BEGEÇ**
7. İslam Kerimov Dönemi Sonrası Türkiye – Özbekistan Arasında Dış Ticaret Alanındaki Gelişmeler - **Ümit AKPINAR**
8. Kripto Parayla İlgili Çevrimiçi Şikâyetlerin İncelenmesi - **Prof.Dr.Ruziye COP, Lect. Sare Gizem ARSLAN, Dr. Hülya ER**

Face to Face Parallel Sessions

Thursday, 17 November 2022 Parallel Sessions

Gelveri	Thursday, 17 November	Moderator
	13:30-15:00	Prof.Dr. Hakan AYDIN Prof.Dr. Vahit İLHAN
	15:15-16:45	Assoc.Prof.Dr.Yunus DEMİRLİ Asst.Prof.Dr.Menekşe ŞAHİN KARADAL

Thursday, 17 November 2022 Gelveri sessions

Gelveri	Thursday, 17 November 13:30-15:00	Moderator	Prof.Dr. Hakan AYDIN Prof.Dr. Vahit İLHAN

1. DIGICOMP Projesi Dijital Yetkinlik Modeli ve Rehberliği Eğitim Programlarının Nicel ve Nitel Analizi - **Prof. Dr. Hakan AYDIN, Assoc.Prof.Dr. Mehmet Sena KÖSEDAĞ**
2. Online Violence against Women Journalists in Central Asia - **Assoc.Prof.Dr. Elira TURDUBAEVA**
3. Sosyal Medya Fenomenleri Gündelik Hayat Paylaşımları Üzerinden Ne Söyler? - **Prof.Dr. Vahit İLHAN, Ress.Asist. Ceyhun BAĞCI**
4. Who Conducts the Orchestra: A Shared Responsibility of Parents, Teachers and Pedagogues in Children's Education Who Conducts the Orchestra: A Shared Responsibility of Parents, Teachers and Pedagogues in Children's Education - **Asst.Prof.Dr.Figen YILMAZ, Dr.Eda KAHYALAR**
5. The Comparison Between Foreign Aid Preferences of Turkey and Azerbaijan: Similarities, Differences and Opportunities for Cooperation - **Assst.Prof.Dr.Sevinç ÖZTÜRK**
6. Girişimcilikte Kendi Markanı Yaratmak mı? Franchising Almak mı? - **Mervenur YERLİ, Assoc.Prof.Dr. Derya ÖZTÜRK**
7. Küçük ve Orta Ölçekli İşletmelerin Markalaşma ve Kurumsallaşma Sürecinde KOSGEB İçin Yeni Bir Destek Modeli - **Dr. Tayfur EGE**

15:00-15:15	Coffee BREAK

Gelveri	Thursday, 17 November 15:15-16:45	Moderator	Assoc.Prof.Dr.Yunus DEMİRLİ Asst.Prof.Dr.Menekşe ŞAHİN KARADAL

1. Fransa ve Türkiye'de Hükümet Sistemleri - **Asst.Prof.Dr. Fethi KILIÇ, Asst.Prof.Dr. Ümmügülsüm KILIÇ**
2. Sözleşme Özgürlüğü ve Sözleşme Yapma Zorunluluğu - **Asst.Prof.Dr. Fethi KILIÇ, Asst.Prof.Dr. Ümmügülsüm KILIÇ**
3. Aksaray ve Nevşehir İlişkileri (1918-1933) - **Dr.Mustafa Fırat GÜL**
4. Organizational Justice In Universities- A Comparison in Turkey - **Ph.D. Gökhan KOCA, Nursel KARADAĞ YILMAZ**
5. Güneydoğu Anadolu Bölgesinden Mersin İline Yönelik Göçlerdeki Dönemsel Değişimler (1975-2021) – **Prof.Dr.Veysi GÜNAL**
6. Covid-19 Pandemisi Döneminde Türkiye'de Hukuk Mahkemelerindeki Davaların Coğrafi Dağılışı - **Prof. Dr. Mehmet Sait ŞAHİNALP**
7. Türk Halk Müziği Türkü Sözlerindeki Yeradları (Toponomi) Üzerine Bir İnceleme - **Asst.Prof.Dr.Mehmet AKBIYIK**
8. Turizme Kazandırılması Gereken Bir Mekân: Van Kalesi Güneyindeki Eski Van Şehri - **Asst.Prof.Dr.Mehmet BOZKOYUN**

Online Parallel Sessions
Saturday, 19 November 2022

İstanbul Time (GMT +3)

8th International EMI
Entrepreneurship & Social Sciences Congress
17-19 November 2022 Aksaray / Türkiye
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With **213 papers** prepared by **333 academics** from **129 institutions** and **18 countries**: **Nigeria, New Zealand, USA, Canada, Romania, England, TRNC, Kyrgyzstan, Uzbekistan, Azerbaijan, Kazakhstan, Argentina, Pakistan, Georgia, Oman, United Arab Emirates, Morocco (Marrakesh) and Bangladesh.**

Presentations will be Turkish and English. There are 5 conference rooms:
Helvadere Auditorium, Ihlara Valley, Selime Cathedral, Hasan Mountain, Gelveri
For presentations, zoom ID and links will be shared with participants before the congress

Thursday 17 November 2022 08:00-09:00	**Registration**
19 November 2022 09:00	**Opening Speeches** Assoc.Prof.Dr. **Muhammet SAYGIN**, Moderator of EMI Congress Prof.Dr. **Himmet KARADAL,** Chair of EMI Congress **Dr. Dababrata CHOWDHURY** Coordinator of EMI Congress (**UK**) Prof.Dr.**Erdoğan EKİZ**, Dean of Faculty,TEAM University, **Uzbekistan** Dr. **Evren DİNÇER**, Aksaray Mayor

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15:30	**Closing session and best paper awards**

Online Parallel Sessions, Saturday, 19 November 2022 Helvadere Auditorium sessions

Helvadere Auditorium	Thursday, 19 November	Moderator
	09:00-10:30	Dr.Jabbarova Anora JAVLIEVNA Dr. Nasiye Çiğdem ULUÇ
	10:30-12:00	Assoc.Prof.Dr.Murteza HASANOĞLU Asst.Prof.Dr.Menekşe ŞAHİN KARADAL
	13:00-14:30	Assoc.Prof.Dr.Gülbeniz AKDUMAN Assoc.Prof.Dr. Gozde Inal Cavlan

Saturday, 19 November 2022 Helvadere Auditorium sessions

Helvadere Auditorium	Saturday, 19 Nov. 09:00-10:30	Moderator	Dr.Jabbarova Anora JAVLIEVNA Dr. Nasiye Çiğdem ULUÇ

1. Expanding Investment Potential by Improving the Economic Functionality of Higher Education Institutions - **Prof.Dr.Shavkat Sharipov Safarovich**
2. Methodological Foundations of Heuristic Learning **Assoc.Prof.Dr.Gayrat Kadirov URAKBAEVICH, Assoc.Prof.Dr.Komil MUROTMUSAEV**
3. Separate Formulation of Adjective Comparisons of Phraseological Units - **Assoc.Prof.Dr.Jabbarova Anora JAVLIEVNA**
4. The Main Factors of Punctuation (Syntactic) Development in English and Uzbek Languages - **Ganiyeva KHAYRINISO**
5. Cognitive-Pragmatic and Linguistic Aspect of Phraseological Units - **Dr.Abdugafur MAMATOV**
6. The Role of Startups in the Digital Economy - **Aliyev Murodjon Tursun**
7. Social-Psychological Characteristics of Professional Self-Development of Future Teachers - **Shakarboeva Shakhnoza ABDULAKIMOVNA**
8. A Competent Approach as a Model of the Development for the Professional Training of the Future Teachers - **Assoc.Prof.Dr. Umida FAYZULLAEVA**
9. The Development of Pedagogical Education in the United Kingdom and Uzbekistan - **Ulugbek JABBAROV**
10. Kadın İşgücünün İşgücü Piyasasına Katılımında İşkur'un Rolü TRB1 Bölgesi Örneği - **Duygu Aydın ÇOKAL, Assoc.Prof.Dr. Gül GÜN**

Helvadere Auditorium	Saturday, 19 Nov. 10:30-12:00	Moderator	Assoc.Prof.Dr.Murteza HASANOĞLU Asst.Prof.Dr.Menekşe ŞAHİN KARADAL

1. The Relationship Between Entrepreneurship Supports and Employment in Turkey (Türkiye'de Girişimcilik Destekleri ve İstihdam İlişkisi) - **Prof.Dr.Mustafa ÇAĞLAR ÖZDEMİR, Assoc.Prof.Dr. Volkan IŞIK**
2. Analysis of Regional Issues at the Glance of Turkish States Union - **Assoc.Prof.Dr.Murteza HASANOĞLU, Assoc.Prof.Dr.Nesrin SÜLEYMANLI**
3. Pedagogical Problems of Distance and Traditional Education - **Turaeva Shoira Muxtarovna**
4. The Importance of Teaching Phonology in the Foreign Language Classes - **Boltaeva Gulilola Khurshid kizi**
5. Cases of Cultural Adaptation through the Transformation Method in Literary Translation - **Botirova Hakima Abdukodir kizi**
6. Communicative Approaches and Methods of Teaching Languages - **Safarova Dildora**
7. Pedagogical Problems of Distance and Traditional Education - **Turaeva Shoira MUXTAROVNA**
8. Determinants of E-Wallet Acceptance - **Fatma KINIŞ**
9. Art Entrepreneurship in the Context of Communication and Business Management (İletişim ve İşletme Yönetimi Bağlamında Sanat Girişimciliği) - **Asst.Prof.Dr.Menekşe ŞAHİN KARADAL, Assoc.Prof.Dr.Tülin SEPETÇİ**

Helvadere Auditorium	Saturday, 19 Nov. 13:00-14:30	Moderator	Assoc.Prof.Dr.Gülbeniz AKDUMAN Assoc.Prof.Dr. Gozde Inal Cavlan

1. Dijitalleşme Çağında Yeni Fırsatlar: Gemi İkmalinde Girişimcilik - **Asst.Prof. Dr. Firat BOLAT**
2. Influences of Knowledge Management on Organizational Integration and Sustainable Entrepreneurship in SME - **Olufisayo Akinlotu, Assoc.Prof.Dr. Gozde Inal Cavlan**
3. Problems of Transport and Logistics Companies at the Present Stage of Economic Development - **Smailova B., Assoc.Prof. Dr.Chakeeva K., Kadyrova K.**
4. Title Notes for Latin American Educational Integration – Prof. and Master **Sergio Quiroga**
5. Effects of Export Marketing Strategıes on Performance: The Case of Georgian Beverage Companies - **Fuat Karaev**, PhD candidate, **Assoc.Prof.Dr. Maka Bugulashvili**
6. Linguistic Characteristics of Emotional Expressiveness of Gender Identity Words and Phraseology in Different Language Systems – **Dr.Maia Kobakhidze**
7. Fen Bilimleri Ders Kitaplarına Yönelik Araştırma Eğilimlerinin İncelenmesi - **Asst.Prof.Dr.Gülşah GÜRKAN**
8. Ortaokul Öğrencilerinin Bilimsel Okuryazarlığa İlişkin Motivasyon ve İnançlarının Teknoloji Standartları Yeterlilikleri ile İlişkisinin İncelenmesi - **Asst.Prof.Dr.Gülşah GÜRKAN**
9. Finansal Başarı/Başarısızlık ile Hisse Senedi Fiyatları Arasındaki İlişkilerin Panel Veri Analizi ile İncelenmesi: Borsa İstanbul Turizm Sektörü Örneği - **Prof. Dr. Ferudun KAYA, Dr. Emrah ÖGET**
10. Güç Mesafesinin Türk İşletme Yöneticileri Davranışlarına Yansıması, Kültürel Bir Değerlendirme - **Assoc.Prof.Dr. Mesut ATASEVER**

Online Parallel Sessions - Saturday, 19 November 2022 Ihlara Valley sessions

Ihlara Valley	Thursday, 19 November	Moderator
	09:00-10:30	Prof. Dr. Emin Civi Dr.Mohammed ABUBAKAR
	10:30-12:00	Prof.Dr.Esra KARABACAK Assoc.Prof.Dr. İnci ERDOĞAN TARAKÇI
	13:00-14:30	Prof.Dr. Sima NART Assoc.Prof.Dr. Duygu HIDIROĞLU

Saturday, 19 November 2022 Ihlara Valley sessions

Ihlara Valley	Saturday, 19 Nov. 09:00-10:30	Moderator	Prof. Dr. Emin Civi Dr.Mohammed ABUBAKAR

1. Ethical Principles in Higher Education Teaching: The Case of An Adult Education Course - **Prof.Dr.Siham EL-KAFAFI**
2. Strategies adopted by SME sector in UAE to enhance innovative work behaviour of Employees - **Asst.Prof.Dr.AbdulQuddus Mohammed**
3. Leadership qualities leading to innovation in SME sector in UAE - **Asst.Prof.Dr.AbdulQuddus Mohammed**
4. The Relationship between Knowledge Risk Management and Sustainable Organizational Performance: The Mediating and Moderating Role of Leadership Behavior - **Gbenga Daniel Akinsola**
5. The Epic Age and Time Tradition - **Assoc.Prof.Dr. Aitbayeva B.M.**
6. Evolution of Marketing Myopia - **Venkata Naga Sai Kiran Kolakaluri, Prof. Dr. Emin Civi**
7. The Paradox in Leadership Research - **El Mustapha Ait Sidi Mhamed**
8. Knowledge Economy as an Element of Agglomeration Effects - **Assoc.Prof.Dr. T.K.BEKZHANOVA, Assoc.Prof.Dr. D.D.ESHPANOVA, E.NURGUZHIN**
9. The Philosophy of Jadids - **Prof.Dr. Ochilova Bakhti MURADOVNA**
10. Is Bitcoin a threat to bank deposits? Evidence from BRICS-MINT countries - **Asst.Prof.Dr.Tuğba BAŞ, Asst.Prof.Dr.Orhan ÖZAYDIN, Assoc.Prof.Dr.Yahya Can DURA**

Ihlara Valley	Saturday, 19 Nov. 10:30-12:00	Moderator	Prof.Dr.Esra KARABACAK Assoc.Prof.Dr. İnci ERDOĞAN TARAKÇI

1. Dil ve Estetik Yapı: Bir Kıbrıs Türk Masalı Estetik Örneği - **Prof.Dr.Esra KARABACAK**
2. Ideology and Class Representations in Contemporary Culture - **Dila DERKAN**
3. Audience worship to Marvel Cinematic Universe - **Dila DERKAN**
4. The Major Events & the First Aviators in the History of Cyprus Turkish Aviation - **İzzet DERKAN**
5. Temel Girişimcilik Yetkinliklerinin Keşfedilmesi ve Sentezi - **Res.Asist. Oylum Şehvez ERGÜZEL, Res.Asist. Samet ÖZDEMİR, Res.Asist. Seren ÖZSOY**
6. Küresel İnovasyon Performansı ile Çevresel Bozulma Arasındaki İlişkinin Keşfi: Panel Veri Analizi - **Assoc.Prof.Dr.Ahmet Yağmur ERSOY, Res.Asist. Seren ÖZSOY**
7. Dış Ticaret Girişimciliği Belirleyicilerinin SWARA Yöntemi İle Önceliklendirilmesi - **Assoc.Prof.Dr.Ahmet Yağmur ERSOY, Asst.Prof.Dr.Metin SAYGILI, Res.Asist.Çağdaş ATEŞ**
8. Legal regulation of the trial when recruitment in the modern labor law of Azerbaijan and foreign countries: issues of theory and legislative practice - **Assoc.Prof.Dr. Mammadov Rashad Yusif**
9. Göçmen İşçilerin Korunması - **Rufat ABDULLAYEV, Prof.Dr. Kenan ÖREN**
10. Sosyal Medya Paylaşım Etiği - **Mahmud YAGUB**

Ihlara Valley	Saturday, 19 Nov. 13:00-14:30	Moderator	Prof.Dr. Sima NART Assoc.Prof.Dr. Duygu HIDIROĞLU

1. Çalışanlar Perspektifinden Kurumsal Sürdürülebilirlik: Türk Giyim Sektöründe Ampirik Bir Çalışma - Instructor **Emine Demet ÖRGÜT, PhD Candidate Ahmet BİLGİLİ, Prof.Dr. Sima NART**
2. Kurumsal Sürdürülebilirlik Perspektifinde Yaratıcı Muhasebe Üzerine Literatür Taraması ve Değerlendirilmesine Yönelik Betimsel Bir Çalışma - **Prof. Dr. Orhan ELMACI, Selman ÖZMEN**
3. Devletin Söylemsel Yapıları: Azerbaycan'da Anti-Feminist Söylemler - **Namig KARIMOV**
4. How do we manage to Diversity: Diversity climate effect of job satisfaction - **Dr.Gamze GÜNER KİBAROĞLU**
5. Yengeç Sepeti Sendromunun Örgütsel Sinizme Etkisi: Konya İl Merkezi'nde Kamu Çalışanları Üzerine Bir Araştırma - **Pınar Kader ALPARSLAN, Prof.Dr. Hüsnü Serdar ÖGE**
6. Un Üreticilerinde Örgütsel Performans Değerlendirme: Hıdıroğlu Un Üreticisi Örneği - **Assoc.Prof.Dr. Duygu HIDIROĞLU**
7. Kurumsal Şirketlerin Girişim Sermayesi Yatırımlarının İncelenmesi ve Portföy Teorisine Göre İdeal Girişim Sermayesi Portföyü Araştırması - **Tarık SAYDIRAN, Sıla AYGÜN**
8. Re-Thinking Socio-Economic Development in South Asia: A Case Study of Colonial District Multan (1849-1901) - **Asst.Prof.Dr.Abida Kausar CHUADHARY**
9. Manuscript Copies of the Work "Tazkirai Shuaro"- **Assoc.Prof.Dr.Dostova Surayyo SAVRONOVNA**
10. Formation of the social economy and ways of development at the regional level - **Sutbayeva RAIKHAN, Prof.Dr.Himmet KARADAL, Bibigul SAUBETOVA**

Online Parallel Sessions - Saturday, 19 November 2022 Selime Cathedral sessions

Selime Cathedral	Thursday, 19 November	Moderator
	09:00-10:30	Prof.Dr.Ferhan ŞENGÜR Prof.Dr.İbrahim Sani MERT
	10:30-12:00	Prof.Dr.İlknur KUMKALE Dr. Gözde MERT
	13:00-14:30	Prof. Dr. Ayşe İRMİŞ Assoc.Prof.Dr.Sibel ÖZAFŞARLIOĞLU

Saturday, 19 November 2022 Selime Cathedral sessions

Selime Cathedral	Saturday, 19 Nov. 09:00-10:30	Moderator	Prof.Dr.Ferhan ŞENGÜR Prof.Dr.İbrahim Sani MERT

1. Evaluation of Passenger's Airline Selection Criteria - **Res.Assist.Kübra Nur CİNGÖZ, Assoc.Prof.Dr.Didem RODOPLU ŞAHİN**
2. Havayolu Kargo Yük Planlamasına İlişkin Problemler: AHP Yöntemi ile Önem Derecelerini Belirleme **- Esra YELKEN, Assoc.Prof. Dr. Savaş S. ATEŞ**
3. TÜBİTAK 4004 Havacı Kızlar Girişimciliğe Adım Atıyor Projesi Sonrası Öğrencilerin Girişimcilik Eğilimlerinin Belirlenmesi - **Prof. Dr. Ferhan ŞENGÜR, PhD Candidate Hilal Tuğçe LAPÇIN, Assoc.Prof.Dr. Nazire Burçin HAMUTOĞLU**
4. Havalimanı Hizmet Kalitesini Etkileyen Faktörlerin CRITIC ve ENTROPİ Yöntemleriyle İncelenmesi: Avrupa Havalimanları Örneği - **Lecturer Esra YAŞAR, Asst.Prof.Dr.Eda ÇINAROĞLU**
5. Havayolu İşletmelerinin Finansal ve Operasyonel Performanslarını Etkileyen Kriterlerin Entropi Yöntemi ile Değerlendirilmesi - **Merve ÜNLÜ, Asst.Prof.Dr.Eda ÇINAROĞLU**
6. Gelişen Girişimlerde Pazar ve Teknolojik Değişimin Yenilik Performansına Etkisi: Girişimci Cesaretinin Düzenleyici Rolü - **Assoc.Prof.Dr. Mete Kaan NAMAL, Asst.Prof.Dr.Cenk TUFAN, Assoc.Prof.Dr.Kemal KÖKSAL, Prof.Dr.İbrahim Sani MERT**
7. Pandemi Döneminde Finans Sektöründe Teknolojik Yeniliklerin Önemi ve Alınan Tedbirler - **Ekrem Tuğgen DOĞRUÖZ, Mehmet MERT, Asst.Prof.Dr.Gözde MERT, Asst.Prof.Dr.Ahmet ERKASAP**

Selime Cathedral	Saturday, 19 Nov. 10:30-12:00	Moderator	Prof.Dr.İlknur KUMKALE Dr. Gözde MERT

1. Yüksek Öğretimde Girişimcilik Eğitiminin Endüstri 4.0'a Adaptasyonu: Türkiye Örneği - **Gonca DEMİREL, Prof.Dr.İlknur KUMKALE**
2. Teknoloji Geliştirme Bölgelerindeki Teknolojik Girişimlerin Beyaz Yakalı Çalışana Yönelik İnsan Kaynakları Stratejileri - **Lecturer Dr. Yasin AKKUŞ**
3. Aile İşletmelerinde Girişimcilik: Kayseri'de Bir Örnek Olay Çalışması - **Asst.Prof.Dr. Yavuz Sezer OĞUZHAN**
4. İnovasyonun Altın Çemberinde Yaratıcı Girişimcilik - **Asst.Prof.Dr. Gülaçtı ŞEN**
5. KOBİ'lerde Yeşil İnovasyon: Araştırma Literatürü Odaklı Bir İnceleme - **Res.Asst.Dr. İbrahim YIKILMAZ, Prof.Dr Muhsin HALİS**
6. Pandemi Sürecinde Algılanan Sosyal Destek ile Anksiyete Arasındaki İlişkinin İncelenmesi: Üniversite Öğrencilerine Yönelik Bir Araştırma - **Dr.Canan BAYSAL, Prof.Dr.Muhsin HALİS**
7. Dijital Ayak İzi Yönetimi: Dijital Defin - **Dr. Hazal Koray ALAY, Dr. Meri Taksi DEVECİYAN**
8. Girişimcilik Tutkusu ve Yenilikçi Davranışlar İlişkisinde Liderlik Görevlerinin Aracı Rolünün İncelenmesi: Mühendislik Meslek Grubu Örneği - **Asst.Prof.Dr.Hazal Koray ALAY, Exp. Rasim KESKİN**
9. Kurumsal Girişimcilik ve Örgüt Kültürü Üzerine Teorik bir Çalışma - **Asst.Prof.Dr.Ahmet ERKASAP, Asst.Prof.Dr.Gözde MERT**

Selime Cathedral	Saturday, 19 Nov. 13:00-14:30	Moderator	Prof. Dr. Ayşe İRMİŞ Assoc.Prof.Dr.Sibel ÖZAFŞARLIOĞLU

1. Girişimci Pazarlamanın İnovasyon Çiftustalığı Üzerine Etkisi; Pazar Türbülansı ve Teknoloji Türbülansının Düzenleyici Rolü - **Burak Buğrahan DEVRAN, Asst.Prof.Dr. Güngör HACIOĞLU**
2. Covid-19 Salgınının Samsun'da Faaliyet Gösteren Girişimciler Üzerindeki Etkisi: Kafe İşletmeleri Örneği - **Assoc.Prof.Dr.Bahar TÜRK, Ayşen AVCI**
3. Gençlerin Dijital Göçebelik Potansiyelleri Üzerine Bir Araştırma - **Assoc.Prof.Dr. Serdar ÇAKAN, Dr.Benan GÖK**
4. Bölgesel Kalkınmada Girişimciliğin Önemi - **Ömer YALNIZ**
5. ABD'de Yaşayan Girişimci Ahıska Türklerinin Girişimcilik Motivasyonlarının Niteliksel Bir Araştırması - **Assoc.Prof.Dr.Sibel ÖZAFŞARLIOĞLU**
6. Girişimciyi Diğerlerinden Beyin Aktivitesi Düzeyinde Ayırt Edebilir miyiz? EEG ile Yaratıcılık ve Fırsat Tanımlama Üzerine Deneysel Bir Araştırma - **Dr.Hicran Utkun DİNCER AYDIN**, **Prof. Dr. Ayşe İRMİŞ, Burcu DEMİRKUNDAK, Serdar KEVELCİOĞLU**
7. Serhat Kalkınma Ajansı'nın TRA2 Bölgesi Turizmi Üzerindeki Rolü - **Dr.İhsan KURAN, Assoc.Prof.Dr.Suna MUGAN ERTUĞRAL, Prof.Dr.Metin TOPRAK**
8. Perception, Management, and Organizational Issues Related to Syrian Migrants in Turkiye - **Asst.Prof.Dr.Osman KURTER**

Online Parallel Sessions - Saturday, 19 November 2022 Hasan Mountain sessions

Hasan Mountain	Thursday, 19 November	Moderator
	09:00-10:30	Prof.Dr.Ömer TURUNÇ Assoc.Prof.Dr.Hüseyin ŞENKAYAS
	10:30-12:00	Assoc.Prof.Dr. Zafer ADIGUZEL Dr. Hülya ER
	13:00-14:30	Prof. Dr. Ramazan Kahraman UYGUN Assoc.Prof.Dr. İrfan TOSUNCUOGLU

Saturday, 19 November 2022 Hasan Mountain sessions

Hasan Mountain	Saturday, 19 Nov. 09:00-10:30	Moderator	Prof.Dr.Ömer TURUNÇ Assoc.Prof.Dr.Hüseyin ŞENKAYAS

1. Yes, I'm a Shopaholic! But What Type? - **Asst.Prof.Dr. Filiz EROĞLU**
2. An investigation regarding the relationships among brand parity, brand image, brand satisfaction, and brand loyalty - **Prof.Dr.Ömer TURUNÇ, Asst.Prof.Dr.Cem KARAYALÇIN**
3. Döngüsel Gıda Tedarik Zinciri İçin Blok Zincir Kullanımı - **Assoc.Prof.Dr.Hüseyin ŞENKAYAS**
4. COVID-19 Vulnerability and Determinants of Health Inequality - **Dr.Sera ŞANLI**
5. Bakım Hizmetlerinde Hizmet Kalitesinin Ölçülmesi: Özel Bakım Merkezleri Örneği - **Asst.Prof.Dr.Fatih ELİBOL**
6. Referandum ve Plebisit Kavramları Doğrultusunda Türkiye'nin Referandum ve Plebisit Tarihi - **Assoc.Prof.Dr. İsmail SAFİ, Lecturer Talip KURŞUNCU**
7. Turizm Sektöründe Tematik Restoranlar :Dünya ve Türkiye Örnekleri - **Lec.Tezel MALKOÇOĞLU, Lec.Alpaslan ADİL, Salim Okan GÜNDOĞDU**
8. Büyük Nesillerimizin Çocuklara Öğretimini İyileştirmek - **Prof.Dr.Guljahon JUMANAZAROVA**
9. Pandemi Döneminde Üniversite Öğrencilerinde Anksiyete Düzeyi ile Sigara ve Sosyal Medya Alışkanlıkları Arasındaki İlişki - **Asst.Prof.Dr. Berin TUĞTAĞ DEMİR, Asst.Prof.Dr. Funda KOCAAY, Lec.Hilal Melis ALTINTAŞ**

Hasan Mountain	Saturday, 19 Nov. 10:30-12:00	Moderator	Assoc.Prof.Dr. Zafer ADIGUZEL Dr. Hülya ER

1. Turizm Sektöründe Yeşil Bilişim Teknolojilerinin Kurumsal Sürdürülebilirliğe Etkisi - **Lect.Hilal BULUT, Lect.Sultan ÇETİNKAYA, Asst.Prof.Dr.Mustafa ATSAN, Lect. Bilge Kaan ERCAN**
2. Çalışanların İnsan Kaynakları Uygulamalarına Yönelik Algılarının Örgütsel Bağlılık ve İş Tatminine Yönelik Etkilerinin İncelenmesi - **Lec.Dr.Dilek ESEN**
3. The Impact of Lean Supply Chain, Green Logistics and Environmental Impacts on Organizational Performance- **Assoc.Prof.Dr. Fatma Sonmez Cakir, Assoc.Prof.Dr. Zafer Adiguzel**
4. Psikolojik Sağlamlığın Presenteeism (İşte Var Ol(A)Mama) Davranışı Üzerindeki Etkisi: İlkokul Öğretmenleri Üzerine Bir Araştırma - **Efekan Taha ÖZEL, Prof. Dr. Ali ERBAŞI**
5. Coğrafi İşaretlerin Kullanımının ve Hukukî Korumasının İşletmeler Açısından Önemi - Ress.Asist. **Gamze ÇAKI ÇİFCİ, Assoc.Prof.Dr. Sertaç ÇİFCİ**
6. Kamu Çalışanlarının Motivasyonunda Etik İklim Ne Kadar Önemli? Kamu Hizmeti Motivasyonu ve Misyon Değeri Bağlamında Bir Analiz - **Assst.Prof. Dr. Şerafettin ERTEN, Lecturer İbrahim TÜRKMEN**
7. Öğretmenlerin Aydınlık Kişilik Algılamaları İle İş- Aile Çatışması Arasındaki İlişki, **Asst.Prof.Dr.Murat AK, Teacher Hasan KURTBOĞAN**
8. Duygusal Zekânın Duygusal Emek ve Duygusal Tükenmişlik İle İlişkisi: Öğretmenler ve Bankacılar Üzerine Bir Araştırma - **Assoc.Prof.Dr.Meral Erdirençelebi, Ayşen Yıldız, Assoc.Prof.Dr.Ebru Ertürk**

Hasan Mountain	Saturday, 19 Nov. 13:00-14:30	Moderator	Prof. Dr. Ramazan Kahraman UYGUN Assoc.Prof.Dr. İrfan TOSUNCUOGLU

1. Türkiye'de Kadın Emeği Çalışmalarının İncelenmesi: Lisansüstü Tezler Üzerine Nitel Bir Analiz - **Asst.Prof.Dr.Gonca GEZER AYDIN, Prof. Dr. Ramazan Kahraman UYGUN**
2. Ekolojik Girişimciliğin Kavramsal Çerçevesi ve Örnek Vakalarla Araştırılması: Keşifsel Bir Çalışma - **Prof. Dr. Ramazan Kahraman UYGUN, Asst.Prof.Dr.Gonca GEZER AYDIN**
3. Okul Öncesi Dönemde Akran Zorbalığı İle İlgili Yapılan Çalışmaların İncelenmesi - **Zeynep Deniz SEVEN, Feyza UÇAR ÇABUK**
4. Kardeşler Arası Şiddet: Bir Derleme Çalışması - **Gülden İREVÜL, Zeynep Deniz SEVEN**
5. Okul Öncesi Öğretmenlerinin Akran Şiddetine İlişkin Görüşlerinin İncelenmesi - **Feyza UÇAR ÇABUK**
6. Duygusal Zekânın Duygusal Emek ve Duygusal Tükenmişlik İle İlişkisi: Öğretmenler ve Bankacılar Üzerine Bir Araştırma - **Assoc.Prof.Dr. Meral Erdirençelebi, Ayşen Yıldız, Assoc.Prof.Dr. Ebru Ertürk**
7. İlkokul 4. Sınıf Öğrencilerinin Sosyal Beceri Düzeyleri ile Girişimcilik Eğilimleri Arasındaki İlişkinin İncelenmesi - **Prof.Dr.Neriman ARAL, Lecturer Emine ARSLAN KILIÇOĞLU**
8. Sürdürülebilir Girişimcilik Eğitimi: "Erken Çocukluk Dönemi" - **Prof.Dr.Neriman ARAL, Lecturer Emine ARSLAN KILIÇOĞLU**
9. The Certain Factors Influence on the Teachers of English - **Assoc.Prof.Dr. İrfan TOSUNCUOGLU**
10. Conflict Management Approaches in Intragroup Conflicts - **Assoc.Prof.Dr.Elmira A.IBRAYEVA**

Online Parallel Sessions - Saturday, 19 November 2022 Gelveri Parallel Sessions

Gelveri	Thursday, 19 November	Moderator
	09:00-10:30	**Prof.Dr. Bünyamin AYHAN Assoc.Prof.Dr.Yavuz AKÇİ**
	10:30-12:00	**Prof.Dr.Vefa KURBAN Assoc.Prof.Dr.Metin KAPLAN**
	13:00-14:30	**Assoc.Prof.Dr. Azize ESMERAY Assoc.Prof.Dr. Sertaç ÇİFCİ**

Saturday, 19 November 2022 Gelveri sessions

Gelveri	Saturday, 19 Nov. 09:00-10:30	Moderator	Prof.Dr. Bünyamin AYHAN Assoc.Prof.Dr.Yavuz AKÇİ

1. The Political Economy of the New Media and Digital Oligarchs - **Assoc.Prof.Dr. Selahattin ÇAVUŞ, Assoc.Prof.Dr. Salih TİRYAKİ, Prof.Dr. Bünyamin AYHAN**
2. Sucu Çocuk Reklamı Analizi: Girişimcilik Perspektifinden - **Assoc.Prof.Dr.Yavuz AKÇİ**
3. Consumers' Media Consumption Behavior with COVID-19 in Turkey - **Asst.Prof.Dr.Ahmet TÜRKMEN**
4. Sosyal Medyada Irkçılık Kavramı: Ekşi Sözlük Örneği - **Assoc.Prof.Dr.Rengim SİNE NAZLI, Asst.Prof.Dr. Gülşah SARI**
5. Maceraperest (Aventurera-Alberto Gout/1949) Filminin Türsel Açıdan Değerlendirilmesi - **Asst.Prof.Dr.İkbal BOZKURT AVCI, Asst.Prof.Dr.Derya ÇETİN**
6. Üniversite Öğrencilerinin Sosyal Medya Kullanımları ve Sosyal Sermayeleri Arasındaki İlişkinin Veri Madenciliği ile İncelenmesi - **Dr.Nazlı SEYHAN**
7. Vatandaşların Çatışma Süreçleri İlgili Bilgi Arayışında Medyaya Duydukları Güven - **Asst.Prof.Dr.Ayşenur DAL**
8. Beyaz Yakalı Çalışanlar Perspektifinden Evden Tele Çalışmada Gri Alan: İş Sağlığı ve Güvenliği - **Ayşıl KABAKÇI**
9. Sürdürülebilirlik, İlçe Belediyeleri ve Kurumsal Web Siteleri: Konya Örneği - **Kahraman Kağan KAYA**

Gelveri	Saturday, 19 Nov. 10:30-12:00	Moderator	Prof.Dr.Vefa KURBAN Assoc.Prof.Dr.Metin KAPLAN

1. Oil in the Caspian Basin and Road to the Nobel Prize (Hazar Havzasında Petrol ve Nobel Ödülü'ne Uzanan Yol)- **Prof.Dr.Vefa KURBAN**
2. Assessment of the Importance of Azerbaijani Gas in the Gas Supply of Europe in the Conditions of the Global Energy Crisis - **Dr.Tekmez KULU, PhD Candidate Ali RZAYEV**
3. An Examination on The Preparation of Sustainability Reports in Turkey According to The GRI Guidelines– **Asst.Prof.Dr.Bilal Zafer BERİKOL**
4. Osmanlı Maliyesinde Vergi Gelirlerinin Ertesi Yıllara Bırakılmasının Nedenleri: Bakaya - **Dr. Derviş Tuğrul KOYUNCU**
5. The Turkish Economic Policies of The 1923-1938 Ataturk Period - **Assoc.Prof.Dr.Elnur Hasan MIKAIL, Dr.Ali Nazmi ÇORA, Assoc.Prof.Dr.Hakan ÇORA**
6. Analysis of the Impact of Internet Use, Energy Consumption and Economic Growth on CO2 Emissions: An Application to OECD Countries - **Assoc.Prof.Dr. Serap ÇOBAN, Nurten ULUSAY, Res.Assist. Tayyibe Işıl DOĞAN**
7. Psikolojik Sermayenin Sonuçlarına İlişkin Bir Literatür Taraması - **Başak YILDIZ**
8. Sanal Kaytarma Davranışını Etkileyen Faktörler - **Ecem AZAK**
9. İş Ertelemenin Öncülleri ve Sonuçları - **Abdullah Halil İbrahim İSOT**
10. Örgütlerde Dedikodunun Algılanan Örgütsel Dışlanma Üzerindeki Etkisi: Güzellik Merkezleri Çalışanları Üzerine Bir Araştırma - **Prof.Dr.Aykut BEDÜK, Ebru FIRAT**

Gelveri	Saturday, 19 Nov. 13:00-14:30	Moderator	Assoc.Prof.Dr. Azize ESMERAY Assoc.Prof.Dr. Sertaç ÇİFCİ

1. İklim Değişikliğinin Sürdürülebilirlik Raporlamasında Yeri: BİST Sürdürülebilirlik Endeksinde Yer Alan Şirketlerde Bir İnceleme - **SMMM Tuğba ERDOĞAN, Assoc.Prof.Dr. Azize ESMERAY**
2. E- İhracat Uygulamaları Üzerine Bir Araştırma - **Süleyman CEYLAN, PhD Student**
3. BİM Mağazalar Zinciri ve Türkiye'de Faaliyet Gösteren Perakendeci İşletmelerin Finansal Performanslarının Dematel ve Electre III Yöntemi İle Değerlendirilmesi - **Dr. Hasan KAZAK**
4. BİST Sürdürülebilirlik Endeksinde Yer Alan Şirketlerin Sürdürülebilirlik Performansları Kovid-19 Pandemi Döneminde Önemli midir? - **Ahmet Burak BAYINDIR, Prof.Dr. Mine AKSOY KAVALCI**
5. The Role of Green Information Technologies on Green Economic Growth - **Asst.Prof.Dr.Ahmet GÜNEY, Dr.Safa ARSLAN**
6. Romanda Kişiler Dünyası ve Karakter Yapıları II - **Assoc.Prof.Dr.Veysel ŞAHİN**
7. Re-Thinking Socio-Economic Development in South Asia: A Case Study of Colonial District Multan (1849-1901) - **Asst.Prof.Dr.Abida Kausar CHUADHARY**
8. Artist Review Showing a Postmodern Approach in Art Production: Jenny Saville - **Mahmut Rıfkı ÜNAL**
9. Semantic Characteristics of Extraordinary Sentences - **Assoc.Prof.Dr.Siddikova Shokhida Isokovna**
10. Türkiye'de Ücret Gelirlerinin Vergilendirilmesinin Vergilemede Adalet İlkesi Açısından Değerlendirilmesi - **Asst.Prof.Dr. Serdar ŞAHİN**

Congress Participants' Institutions	
1.	Academy of Public Administration of **Azerbaijan**
2.	Adana Alparslan Türkeş Science and Technology University
3.	Akdeniz University
4.	Aksaray Municipality
5.	Aksaray University
6.	Anadolu University
7.	Ankara Medipol University
8.	Ankara University
9.	Ankara Yıldırım Beyazıt University
10.	Antalya Science University
11.	Arrows Research Consultancy, **New Zealand**
12.	Atatürk University
13.	Atilim University
14.	Aydın Adnan Menderes University
15.	Azerbaijan State University of Culture and Arts, **Azerbaijan**
16.	Azerbaijan Television and Radio Broadcasts, **Azerbaijan**
17.	Baku Eurasian University, **Azerbaijan**
18.	Bartin University
19.	Başkent University
20.	Batıkent MTAL
21.	Beykent University
22.	Bilecik Seyh Edebali University
23.	Bilkent University
24.	Bolu Abant İzzet Baysal University
25.	Bitlis Eren University
26.	Bucharest University, **Romania**
27.	Canakkale Onsekiz Mart University
28.	Concordia University, **US**
29.	Cukurova University
30.	Çanakkale Onsekiz Mart University
31.	Dokuz Eylül University
32.	Düzce University

33.	Eastern Mediterranean University, **TRNC**
34.	Ege University
35.	Ercan Air Traffic Control Centre, **TRNC**
36.	Erciyes University
37.	Esil University, Almaty, **Kazakhstan**
38.	Eskisehir Technical University
39.	European University of Lefke, **TRNC**
40.	Fırat University
41.	Fortunetech Information Technologies
42.	Galatasaray University
43.	Gaziantep University
44.	Ghazi University, **Pakistan**
45.	Girne American University, TRNC (**Nigeria**)
46.	Guba branch of **Azerbaijan** State Edagogical University
47.	Gümüşhane University
48.	Hacettepe University
49.	Harran University
50.	Higher Colleges of Technology, **United Arab Emirates**
51.	ICAES, **Argentina**
52.	International Black Sea University, **Georgia**
53.	Isparta Applied Sciences University
54.	Isparta Süleyman Demirel University
55.	Istanbul Esenyurt University
56.	Istanbul Kültür University
57.	Istanbul Medipol University
58.	Istanbul Okan University
59.	İnönü University
60.	İstanbul Arel University
61.	İstanbul Aydın University
62.	İstanbul Bilgi University
63.	İstanbul Gedik University
64.	İstanbul Governorship
65.	Istanbul Metropolitan Municipality

66.	İstanbul Nişantaşı University
67.	İstanbul Sabahattin Zaim University
68.	İstanbul Şişli Vocational School
69.	İstanbul Ticaret University
70.	İstanbul University
71.	İzmir Katip Çelebi University
72.	Jizzakh State Pedagogical University, **Uzbekistan**
73.	Kahramanmaraş Sütçü İmam University
74.	Karabuk University
75.	Karamanoğlu Mehmetbey University
76.	Kars Kafkas University
77.	Kayseri University
78.	Kazakh National Pedagogical University named after Abai, **Kazakhstan**
79.	Kazakh National University, **Kazakhstan**
80.	Kırklareli University
81.	Kırşehir Ahi Evran University
82.	Kocaeli University
83.	KOSGEB
84.	KTO Karatay University
85.	Kütahya Dumlupınar University
86.	Malatya Turgut Ozal University
87.	Manisa Celal Bayar University
88.	Mersin University
89.	Migros Ticaret A.Ş.
90.	Ministry of Internal Affairs of the Republic of **Azerbaijan**
91.	Ministry of Youth and Sports
92.	Muğla Sıtkı Koçman University
93.	Munzur University
94.	Narxoz University, **Kazakhstan**
95.	National University of Science and Technology International Maritime College Oman, **Oman**
96.	Near East University, **TRNC**
97.	Necmettin Erbakan University
98.	Niğde Ömer Halisdemir University

99.	Ondokuz Mayıs University
100.	Ordu University
101.	Orriental University, **Uzbekistan**
102.	Osmaniye Korkutata University
103.	Pamukkale University
104.	Sakarya University
105.	Sakarya University of Applied Sciences Sakarya University
106.	Samsun University
107.	Selcuk University
108.	Suleyman Demirel University
109.	Sulkhan Saba Orbeliani University, **Georgia**
110.	Süleyman Demirel Univesity
111.	T.R. Ministry of Education
112.	Tashkent State Pedagogical University, **Uzbekistan**
113.	TEAM University, **Uzbekistan**
114.	Teluq University, **Canada**
115.	Tokat Gaziosmanpaşa University
116.	Trakya University
117.	Tunceli Provincial Directorate of Labor and Employment Agency
118.	Turan University, **Kazakhstan**
119.	University of Central Asia & International Ala-Too University, **Kyrgyzstan**
120.	University of Dhaka, **Bangladesh**
121.	University of Essex, **UK**
122.	University of New Brunswick Saint John, **Canada**
123.	University of Portsmouth, **UK**
124.	University of Turkish Aeronautical Association
125.	University Politehnica of Bucharest, **Romania**
126.	Uşak University
127.	Yalova University
128.	Yessenov University, **Kazakhstan**,
129.	Zonguldak Bülent Ecevit University