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Chapter 1

EVALUATION OF FINANCIAL PERFORMANCES OF ENERGY FIRMS IN BORSA İSTANBUL BY CRITIC AND COPRAS METHODS

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1. INTRODUCTION

Energy is one of the most important inputs of economic and social development that has been fought for and on the agenda of all countries since the 1970s. The energy sector has very important role in economic growth and it is a key strategic area in the development policies and programs of countries. With an increase in energy demand and the tendency of energy resources depletion, the energy sector has become more important worldwide (İskenderoğlu et al., 2015; 87).

With performance analysis, enterprises could not only evaluate their assets and liabilities but also estimate how efficient they are. Evaluating their performance facilitates businesses to see their shortfalls, to determine factors that affect their performance negatively, and to achieve goals on time (Tayyar et al., 2014: 21). In addition, while measuring resource efficiency, firms could see the competition ranking in their sector at the same time.

In this study, seven enterprises in energy sector, publicly-traded in the BIST, were examined to evaluate financial performance. Additionally, ten financial ratios (including growth, profitability, liquidity, turnover, and leverage ratios) were used as evaluation criteria. CRITIC and COPRAS methods, multi-criteria decision making methods, are used integrately in performance analysis.

This study consists of six parts. The rest of the study is organized as follows. In the second section, literature is given about CRITIC and COPRAS methods. In the third part, CRITIC and COPRAS methods and their application steps are explained. The aim, scope, and the data of the study are explained in the fourth section. In the fifth part, application steps were explained and the analyzes have been made. In the last section, the results have been evaluated.

2.LITERATURE

The CRiteria Importance Through Intercriteria Correlation (CRITIC) method is primarily employed to determine the objective weight of criteria. The CRITIC method is applied when the criteria are correlated. The COMplex PROportional ASsessment (COPRAS) method is an approach for not only evaluating but also determining the most suitable alternative among all alternatives. The COPRAS is used for multicriteria evaluation of both maximizing and minimizing criteria values.

In this part, studies using CRITIC and COPRAS methods are summarized in tables.

2.1.THE CRITIC METHOD

Diakoulaki et al. (1995) used CRITIC method to obtain the weights of criteria in order to measure the performance of 8 companies in the Greek

pharmaceutical industry for the first time in their study.

The studies carried out using the CRITIC method in the performance evaluation area are summarized in Table 1.

Table 1: Financial Performance Studies Using CRITIC Method

Source	Methods	Application
Çakır and Perçin (2013)	CRITIC- SAW, TOPSIS, VIKOR	Measured the financial performance of 10 logistics companies in the list of FORTUNE Turkey's top 500 companies for 2011.
Kazan and Ozdemir (2014)	CRITIC – TOPSIS	Calculated the financial performance scores of 14 large-scale holdings traded in BIST by using 19 financial ratios between 2009-2011.
Yalçın and Ünlü (2017)	CRITIC – VIKOR	Evaluated the pre-IPO (2010) and post-IPO (2012) financial performances of 16 publicly traded companies in 2011 to appraise their initial public offering performance.
Şenol and Ulutaş (2018)	CRITIC-ARAS	Evaluated the financial performances of 12 companies which operate in the chemical, petrol, rubber and plastic products sectors in the BIST.
Kıracı and Bakır (2018)	CRITIC – EDAS	Ranked 13 airline companies according to their performance considering the effects of the financial crisis in the period of 2005-2012.
Aydın (2019)	CRITIC – TOPSIS	Analyzed the performance of Life Insurance and Pension companies operating in the Turkish insurance industry on a sectoral basis in 2015, 2016 and 2017.

Besides financial performance valuation, CRITIC method has been used in different fields. For example, Madić, and Radovanović, (2015) applied CRITIC and ROV methods for the selection of non-traditional machining processes while Wang, and Zhao (2016) used AHP and CRITIC methods to optimize the mechanical properties of ceramic tool materials. In addition, Ghorabae et al. (2017) employed the CRITIC and WASPAS methods for the evaluation and selection of the appropriate logistics provider. Finally, Demircioğlu and Coşkun (2018) used the CRITIC and MOOSRA methods to choose the most appropriate uninterruptible power supply.

2.2.THE COPRAS METHOD

COPRAS Method first developed by Zavadskas and Kaklauskas (1996) at Vilnius Gediminas Technical University. Below, studies about financial performance related to COPRAS method and other fields are summarized in Table 2.

Table 2: Financial Performance Studies Using the COPRAS Method

Source	Methods	Application
Das et al. (2012)	FAHP-COPRAS	Analyzed the performance of 7 enterprises in the Indian Institute of Technology (IIT) in 2007-2008.
Esbouei and Ghadikolaei (2013)	FAHP-COPRAS	Ranked the 6 best businesses in the auto parts manufacturer sector by their financial performance in Tehran Stock Exchange (TSE)
Özbek and Erol (2017)	ARAS-COPRAS	Evaluated the performance of 7 factoring firms between 2013 and 2016.
Yavuz and Öztel (2017)	ENTROPİ – COPRAS	Evaluated the companies in the Information and Communication Sector between 2010 and 2015 considering ten financial rate criteria.
Toprak and Çanakçıoğlu (2019)	ENTROPİ – COPRAS	Appraised the financial performance of the largest 11 commercial banks in terms of asset size in Turkey for 2017.
Ayçin and Çakın (2019)	MACBETH-COPRAS	Evaluated the BIST SME Index within the framework of 9 financial ratio criteria.

The COPRAS method was not only used to determine financial performance but it has been used in the other field of studies. For instance, Kaklauskas et al. (2010) employed COPRAS method to select the smart buildings meanwhile Gabrijela et al. (2012) used the COPRAS method to evaluate the investment projects. Moreover, Özdağoğlu (2013) has used the COPRAS method to select the eccentric press machines for manufacturing enterprises. Lastly, Sarıçalı ve Kundakçı (2016) have exercised the AHP and the COPRAS methods integratedly to determine the best hotel alternatives.

3. METHODS AND STEPS

3.1.CRiteria Importance Through Intercriteria Correlation (CRITIC)

CRITIC method is one of the weighting methods that assign neutral weights of criteria. In order to find the criteria weights, the method directly uses objective data, without consulting to any decision maker or specialist. The CRITIC method was developed by Diakoulaki et al., 1995. The method uses correlation analysis to find out the contrast between criteria (Yılmaz and Harmancıoglu, 2010).

The criteria, in other words, the implementation steps of the CRITIC method used in determining the weights of financial ratios, are given below (Ighravwe and Babatunde, 2018:433, Akbulut,2019:253).

Step 1: Development of the Decision Matrix (X)

The initial decision matrix is created by using m alternatives and n criteria values.

$$X = X_{ij} = \begin{bmatrix} x_{11} & x_{12} & \dots & x_{1n} \\ x_{21} & x_{22} & \dots & x_{2n} \\ \vdots & \vdots & \dots & \vdots \\ x_{m1} & x_{m2} & \dots & x_{mn} \end{bmatrix} \quad (1)$$

$$i = 1, 2, \dots, m; \quad j = 1, 2, \dots, n$$

Step 2: Normalization of the Decision Matrix

The decision matrix is normalized in the second step. The normalized formulas of the criteria vary from benefit or cost. Equation 2 is used if the criterion values are desired to be maximum (benefit criterion) and equation 3 is used if the criterion values are desired to be minimum (cost criterion).

$$r_{ij} = \frac{X_{ij} - X_{minj}}{X_{maxj} - X_{minj}} \quad (2)$$

$$r_{ij} = \frac{X_{maxj} - X_{ij}}{X_{maxj} - X_{minj}} \quad (3)$$

X_{minj} = The lowest value of the j criterion

X_{maxj} = The highest value of the j criterion

Step 3: Development of the Standart Deviation Matrix (σ_j)

In the third step, after the normalization process, the standard deviation matrix is developed by taking the standard deviation of the criteria.

$$\sigma_j = \sqrt{\frac{\sum_{i=1}^n (r_{ij} - \bar{r}_{ij})^2}{n}} \quad (4)$$

Step 4: Development of the Correlation Coefficient Matrix (p_{jk})

In the fourth step of the method, the correlation coefficient is calculated in order to measure the degree of the relationship between the criteria and the correlation coefficient matrix is developed.

$$p_{jk} = \frac{\sum_{i=1}^m (r_{ij} - \overline{r_j})(r_{ik} - \overline{r_k})}{\sqrt{\sum_{i=1}^m (r_{ij} - \overline{r_j})^2 \sum_{i=1}^m (r_{ik} - \overline{r_k})^2}} \quad (5)$$

Step 5: Calculating the Value of Total Information Amount (H_j)

Standard deviation values in Equation 4 and Correlation coefficient values in Equation 5 are converted to total information quantity matrix.

$$H_j = \sigma_j \sum_{i=1}^m (1 - p_{jk}) \quad (6)$$

Step 6: Obtaining Criterion Weights (W_j)

The last step of the CRITIC method is to obtain the objective weights results from the normalization of values. This is achieved with the help of equation 7 below.

$$W_j = \frac{H_j}{\sum_{k=1}^n H_j} \quad (7)$$

3.2. COmplex PROportional ASsessment (COPRAS)

The COPRAS method includes a stepwise ranking process to figure out the performance of each alternative. The method indicates the best decision alternatives on the basis of best-worst ranking. The COPRAS could be easily performed to complicated situations involving a large number of alternatives, considering the max and min criteria values in multi-criteria evaluation.

The implementation steps of the COPRAS method used in the financial performance ranking are given below (Zavadskas vd., 2008:241; Popović vd., 2012:261; Sariçalı ve Kundakçı, 2016: 51).

Step 1: Development of the Decision Matrix (D)

A set of quantitative and qualitative criteria is selected. Then, the decision matrix is constructed showing alternatives and the evaluation criteria.

$$D = \begin{bmatrix} x_{11} & x_{12} & \dots & x_{1n} \\ x_{21} & x_{22} & \dots & x_{2n} \\ \vdots & \vdots & \dots & \vdots \\ x_{m1} & x_{m2} & \dots & x_{mn} \end{bmatrix}_{i=1,2,\dots,m; \quad j=1,2,\dots,n} \quad (8)$$

Step 2: Normalization of the Decision Matrix (X_{ij})

The decision matrix is normalized in the second step. Equation 9 is used to normalize the decision matrix.

$$X_{ij}^* = \frac{x_{ij}}{\sum_{i=1}^m x_{ij}} \quad (9)$$

x_{ij} = normalized value

Step 3: The Weighted Normalized Decision Matrix (d_{ij})

Weights of each evaluation criteria have been determined using the CRITIC method. Weights of each evaluation criteria (W_j) are multiplied by the normalized decision matrix (X_{ij}) to develop a weighted normalized decision matrix. It is shown in equation 10 below.

$$d_{ij} = X_{ij}^* \cdot W_j \quad (10)$$

W_j = weight of j. Criterion

Step 4: Determining the Beneficial and Non-Beneficial Criteria (S_i^+ and S_i^-)

In this step, beneficial and non-beneficial criteria are determined. Here, the alternatives are described by beneficial criteria, S_i^+ (equation 11), and non-beneficial criteria, S_i^- (equation 12).

Beneficial

$$S_i^+ = \sum_{j=1}^k d_{ij} \quad (11)$$

$j=1,2,\dots,k$

Non-Beneficial

$$S_i^- = \sum_{j=k+1}^n dij \quad (12)$$

$$j=k+1, k+2, \dots, n$$

Step 5: Calculating the Relative Importance Level of Alternatives (Q_i)

For each alternatives, relative importance level (Q) is calculated with the help of equation 13. The alternative, which has the highest value, has the best performance value.

$$Q_i = S_i^+ + \frac{\sum_{i=1}^m S_i^-}{S_i^- * \sum_{i=1}^m \frac{1}{S_i^-}} \quad (13)$$

$$Q_{\max} = \text{the biggest } Q_i \quad (14)$$

Step 6: Finding the Performance Score of Alternatives (P_i)

In the last step, the performance level of the alternatives is calculated. The values related to alternatives under selection could range from %0 to %100. Performance score of alternatives is stated as (equation 15)

$$P_i = \frac{Q_i}{Q_{\max}} * 100\% \quad (15)$$

4.AIM AND DATA SET

In this study, it was aimed to implement the CRITIC and COPRAS methods to evaluate the financial performance of 7 enterprises in BIST Energy Sector for 2016-2018 fiscal years. Stock exchange codes and titles of these enterprises are given in Table 3.

Tablo 3: Energy Sector Enterprises Within the Scope of the Study

Rank	Codes	Titles
1	AKENR	AKENERJI ELEKTRİK ÜRETİM A.Ş.
2	AKSEN	AKSA ENERJİ ÜRETİM A.Ş.
3	AKSUE	AKSU ENERJİ VE TİCARET A.Ş.
4	AYEN	AYEN ENERJİ A.Ş.
		BOMONTI ELEKTRİK MUHENDİSLİK
5	BMELK	MUSAVIRLIK İNŞAAT TURİZM VE TİCARET A.Ş.
6	ODAS	ODAS ELEKTRİK ÜRETİM SANAYİ A.Ş.
7	ZOREN	ZORLU ENERJİ ELEKTRİK ÜRETİM A.Ş.

In this study, ten financial ratios are employed to evaluate financial performance. These ratios consist of profitability, liquidity, activity, financial structure and growth rate. In Table 4, financial ratio formulas and codes are shown below.

Table 4: Ratios, Formulas, and Codes

Ratio Groups	Names	Formulas	Codes
Profitability Ratios	Return on Equity (ROE)	Net Income/Shareholders' Equity	K1
	Return on Assets (ROA)	Net Income/ Total Assets	K2
Liquidity Ratios	Current Ratio	Current Assets/Current Liabilities	L1
	Cash Ratio	Cash and Cash Equivalent/ Current Liabilities	L2
Turnover Ratios	Equity Turnover	Net Sales/Total Equity	F1
	Accounts Receivable (AR) Turnover	Net Sales/Average Accounts Receivable	F2
Leverage Ratios	Financing Ratio	Equity/Total Liabilities	M1
	Financial Leverage Ratio	Total Debt/Total Liabilities	M2
Growth Ratios	Operating Profit Growth	Operating Profit - Previous Year Operating Profit / Previous Year Operating Profit	B1
	Asset Growth	Total Assets – Previous Year Total Assets / Previous Year Total Assets	B2

5. FINDINGS AND RESULTS

In this study, the CRITIC and COPRAS methods were used integrately and analysis was made in two stages. In the first part of the analysis, criteria weights were determined by using CRITIC method. After that, financial performances of enterprises were evaluated periodically by COPRAS method.

5.1. Determining the Criteria Weights by Using CRITIC Methods

Financial tables (banlance sheet and income statement) of the enterprises in energy sector were obtained from Public Disclosure Platform. The data set was created from the financial ratios by using the balance sheet and income statement items.

As a first step of the CRITIC method, the initial decision matrix is created shown in Table 5 (In the study, 2018 fiscal year data were used to demonstrate the steps.).

Table 5: Generating Initial Decision Matrix

	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
AKENR	-3.379	-0.273	0.222	0.013	4.811	16.861	0.088	0.919	-0.092	-0.030
AKSEN	0.014	0.004	0.860	0.019	2.568	4.201	0.393	0.718	1.363	0.238
AKSUE	0.452	0.151	0.378	0.048	0.452	8.516	0.503	0.665	9.001	-0.025
AYEN	-0.089	-0.019	0.572	0.198	1.398	12.588	0.264	0.791	0.908	0.153
BMELK	-0.472	-0.138	0.124	0.055	0.243	5.724	0.414	0.707	-1.204	0.009
ODAS	-0.298	-0.082	0.380	0.007	1.051	10.214	0.378	0.726	-0.414	0.728
ZOREN	0.015	0.002	0.550	0.096	2.841	12.682	0.160	0.862	0.905	0.416

In Table 6, the decision matrix is normalized and standart deviations are calculated, taking into account the optimum levels for each financial ratio according to its benefits and costs.

Table 6: Normalization of the Decision Matrix

	MAX	MAX	MAX	MAX	MAX	MAX	MIN	MIN	MAX	MAX
	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
AKENR	0.000	0.000	0.132	0.030	1.000	1.000	1.000	0.000	0.109	0.000
AKSEN	0.886	0.653	1.000	0.060	0.509	0.000	0.264	0.794	0.252	0.353
AKSUE	1.000	1.000	0.345	0.213	0.046	0.341	0.000	1.000	1.000	0.006
AYEN	0.859	0.599	0.609	1.000	0.253	0.662	0.577	0.503	0.207	0.242
BMELK	0.759	0.318	0.000	0.248	0.000	0.120	0.215	0.834	0.000	0.051
ODAS	0.804	0.450	0.348	0.000	0.177	0.475	0.302	0.762	0.077	1.000
ZOREN	0.886	0.648	0.579	0.468	0.569	0.670	0.826	0.225	0.207	0.588
σ_i	0.336	0.313	0.333	0.353	0.353	0.346	0.359	0.362	0.336	0.368

After normalizing criteria and calculating their standard deviation, The correlation matrix was formed for criteria and shown in Table 7.

Table 7: Correlation Matrix of Criteria

	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
K1	1	0.871	0.463	0.323	-0.751	-0.644	-0.685	0.720	0.402	0.308
K2	0.871	1	0.504	0.265	-0.544	-0.445	-0.610	0.612	0.772	0.080
L1	0.463	0.504	1	0.209	0.146	-0.290	-0.055	0.093	0.129	0.307
L2	0.323	0.265	0.209	1	-0.197	0.226	0.190	-0.145	0.002	-0.121
F1	-0.751	-0.544	0.146	-0.197	1	0.622	0.844	-0.863	-0.294	-0.083
F2	-0.644	-0.445	-0.290	0.226	0.622	1	0.829	-0.845	-0.147	-0.011
M1	-0.685	-0.610	-0.055	0.190	0.844	0.829	1	-0.996	-0.488	0.015
M2	0.720	0.612	0.093	-0.145	-0.863	-0.845	-0.996	1	0.438	0.034

B1	0.402	0.772	0.129	0.002	-0.294	-0.147	-0.488	0.438	1	-0.334
B2	0.308	0.080	0.307	-0.121	-0.083	-0.011	0.015	0.034	-0.334	1

Using the standard deviations and correlation coefficients, the total amount of information and the weight values are given in Table 8 (Total $H_j = 30.654$).

Table 8: Total Amount of Information Values and Weights

	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
H_j	2.683	2.343	2.498	2.913	3.574	3.357	3.576	3.605	2.862	3.244
W_j	0.088	0.076	0.081	0.095	0.117	0.109	0.117	0.118	0.093	0.106

The weight values of the criteria are given in Table 9. Using the COPRAS method to rank, the most important ratios for 2016 period were; current ratio, financing ratio, and asset growth ratio while financial leverage ratio, credit turnover ratio, and cash ratio were the most important 2017. Finally, the most important ratio 2018 were financial leverage ratio, financing ratio, and equity turnover ratio.

Table 9: Weights of the Criteria for 2016-2018

	2016	2017	2018
K1	0.080	0.090	0.088
K2	0.088	0.088	0.076
L1	0.101	0.084	0.081
L2	0.092	0.100	0.095
F1	0.097	0.076	0.117
F2	0.083	0.159	0.109
M1	0.121	0.072	0.117
M2	0.099	0.184	0.118
B1	0.088	0.066	0.093
B2	0.150	0.082	0.106

5.2. Obtaining Financial Performance Ranking by COPRAS Methods

In this section, the financial performances of seven enterprises were analyzed by COPRAS methods.

The first step of the COPRAS method was to create initial decision matrix for enterprises (alternatives) and financial ratios (criteria) in Table 10. (In the study, 2018 fiscal year data were used to demonstrate the steps.)

Table 10: Initial Decision Matrix of Alternatives and Criteria Values

	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
AKENR	-3.379	-0.273	0.222	0.013	4.811	16.861	0.088	0.919	-0.092	-0.030
AKSEN	0.014	0.004	0.860	0.019	2.568	4.201	0.393	0.718	1.363	0.238
AKSUE	0.452	0.151	0.378	0.048	0.452	8.516	0.503	0.665	9.001	-0.025
AYEN	-0.089	-0.019	0.572	0.198	1.398	12.588	0.264	0.791	0.908	0.153
BMELK	-0.472	-0.138	0.124	0.055	0.243	5.724	0.414	0.707	-1.204	0.009
ODAS	-0.298	-0.082	0.380	0.007	1.051	10.214	0.378	0.726	-0.414	0.728
ZOREN	0.015	0.002	0.550	0.096	2.841	12.682	0.160	0.862	0.905	0.416
TOTAL	-3.757	-0.354	3.086	0.436	13.364	70.786	2.200	5.388	10.468	1.488

As seen in the matrix, profitability and growth ratios of some enterprises were negative. Using Z-score (standard score) method, modification was made to negative matrix values in equation 16 and equation 17 (Orçun, 2019: 445).

$$z_{ij} = \frac{x_{ij} - \overline{x_j}}{\sigma_j} \quad (16)$$

$$z'_{ij} = z_{ij} + A \quad A > | \min z_{ij} | \quad (17)$$

For example; return on equity of AKENR is -3.379. The average equity profitability matrix is -0.537 and standard deviation is 1.286. All z_{ij} values in the matrix are calculated and $\min z_{ij}$ is found as -2.210. A value is found as 2,300 and equity profitability is added to the matrix column. Thus, the adjusted return on equity for AKENR was 0.090.

Table 11: Adjusted Decision Matrix based on Z-Scores

	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
AKENR	0.090	0.024	0.222	0.013	4.811	16.861	0.088	0.919	0.337	0.032
AKSEN	2.728	2.111	0.860	0.019	2.568	4.201	0.393	0.718	0.761	0.989
AKSUE	3.069	3.222	0.378	0.048	0.452	8.516	0.503	0.665	2.990	0.049
AYEN	2.648	1.941	0.572	0.198	1.398	12.588	0.264	0.791	0.629	0.688
BMELK	2.351	1.040	0.124	0.055	0.243	5.724	0.414	0.707	0.013	0.169
ODAS	2.486	1.465	0.380	0.007	1.051	10.214	0.378	0.726	0.243	2.746
ZOREN	2.729	2.096	0.550	0.096	2.841	12.682	0.160	0.862	0.628	1.627
TOTAL	16.100	11.900	3.086	0.436	13.364	70.786	2.200	5.388	5.600	6.300

The adjusted decision matrix is normalized and converted to the normalized decision matrix shown in Table 12.

Table 12: Normalized Decision Matrix

	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
AKENR	0.006	0.002	0.072	0.030	0.360	0.238	0.040	0.171	0.060	0.005
AKSEN	0.169	0.177	0.279	0.043	0.192	0.059	0.179	0.133	0.136	0.157
AKSUE	0.191	0.271	0.122	0.110	0.034	0.120	0.229	0.123	0.534	0.008
AYEN	0.164	0.163	0.185	0.453	0.105	0.178	0.120	0.147	0.112	0.109
BMELK	0.146	0.087	0.040	0.125	0.018	0.081	0.188	0.131	0.002	0.027
ODAS	0.154	0.123	0.123	0.017	0.079	0.144	0.172	0.135	0.043	0.436
ZOREN	0.169	0.176	0.178	0.221	0.213	0.179	0.073	0.160	0.112	0.258

The weighted normalized decision matrix in Table 13 is generated by the normalized decision matrix multiplying the criteria weights found by the CRITIC method.

Table 13: The Weighted Normalized Decision Matrix

	MAX	MAX	MAX	MAX	MAX	MAX	MIN	MIN	MAX	MAX
	K1	K2	L1	L2	F1	F2	M1	M2	B1	B2
AKENR	0.0005	0.0002	0.0059	0.0029	0.0420	0.0261	0.0047	0.0201	0.0056	0.0005
AKSEN	0.0148	0.0136	0.0227	0.0041	0.0224	0.0065	0.0209	0.0157	0.0127	0.0166
AKSUE	0.0167	0.0207	0.0100	0.0105	0.0039	0.0132	0.0267	0.0145	0.0498	0.0008
AYEN	0.0144	0.0125	0.0151	0.0431	0.0122	0.0195	0.0140	0.0173	0.0105	0.0116
BMELK	0.0128	0.0067	0.0033	0.0119	0.0021	0.0089	0.0219	0.0154	0.0002	0.0028
ODAS	0.0135	0.0094	0.0100	0.0016	0.0092	0.0158	0.0200	0.0158	0.0041	0.0461
ZOREN	0.0148	0.0135	0.0145	0.0210	0.0248	0.0196	0.0085	0.0188	0.0105	0.0273

Considering the benefits and cost conditions of the criteria, S_i^+ and S_i^- values and relative importance level (Q_i) are calculated as in Table 14.

Table 14: S_i^+ ve S_i^- Values (2018)

Codes	S_i^+	S_i^-	Q_i
AKENR	0.0836	0.0247	0.1276
AKSEN	0.1134	0.0365	0.1432
AKSUE	0.1256	0.0412	0.1520
AYEN	0.1387	0.0312	0.1735
BMELK	0.0487	0.0374	0.0778
ODAS	0.1097	0.0359	0.1400
ZOREN	0.1460	0.0273	0.1859

In the last step, the performance rankings of the alternatives are calculated. In accordance with the criteria, the enterprise with the best financial performance in energy sector takes 100. The other companies, according to their performance, are listed in Table 15.

Table 15: Performance Ranking Results (2018)

Codes	P _i	Rank
AKENR	68.638	6
AKSEN	77.038	4
AKSUE	81.783	3
AYEN	93.368	2
BMELK	41.846	7
ODAS	75.340	5
ZOREN	100.000	1

The performance scores (P_i) and sector rankings of enterprises for 2016, 2017, 2018 are shown in Table 16.

Table 16: Performance Scores and Sector Rankings between 2016-2018

Codes	P _i (2016)	Rank	P _i (2017)	Rank	P _i (2018)	Rank
AKENR	70.994	6	54.732	6	68.638	6
AKSEN	73.724	4	74.727	4	77.038	4
AKSUE	65.938	7	62.747	5	81.783	3
AYEN	71.268	5	93.890	3	93.368	2
BMELK	82.494	2	50.041	7	41.846	7
ODAS	100.000	1	96.606	2	75.340	5
ZOREN	75.735	3	100.000	1	100.000	1

To show all these together graphically, the change in performance between 2016-2018 periods on an enterprise basis is given in Figure below.

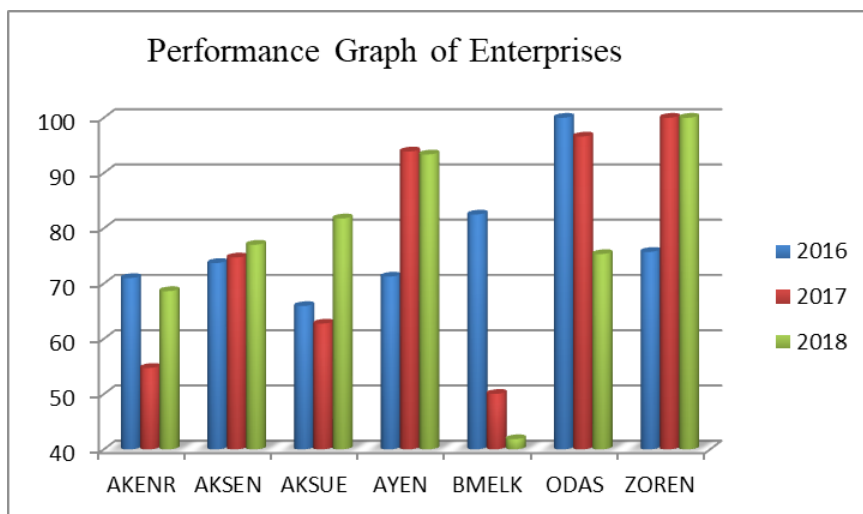


Figure: Performance Graph of 7 Enterprises

The financial performance results show that the best performing company in 2016 was ODAS while AKSUE was the worst performing company. BMELK, ZOREN, and AKSEN were other good performing enterprises after ODAS. In 2017, the best performing company was ZOREN meantime BMELK was the worst. In 2018, ZOREN showed the best performance again. Afterwards, AYEN, AKSUE, and AKSEN were the companies that performed well after ZOREN, respectively. Finally, BMELK displayed the worst performance just as in 2017.

6. SUMMARY AND CONCLUSIONS

In the study, it was aimed to evaluate the financial performance of companies in the energy sector between 2016-2018 in BIST and CRITIC and COPRAS methods were used as integrated to achieve this goal. In the measurement of financial performance, seven firms formed the evaluation alternatives of the study, while profitability, liquidity, turnover, leverage, and growth ratios constituted the evaluation criteria. This was a two-step analysis. In the first step, financial ratio weights were determined using the CRITIC method, while in the second step financial performances were evaluated using the COPRAS method.

According to the average financial performance results of the enterprises in the energy sector, it was found that the company with the best performance was ZOREN. The second best performing company was ODAS. The average financial performance of BMELK and AKENR was less than other firms.

It is thought that the results obtained in this study will benefit the managers, investors and other stakeholders in the sector. Unlike other studies, almost all of the businesses in the energy sector were included in the analysis. It is thought that the study may contribute to the literature by shedding light on other studies to be conducted in the field of financial performance evaluation.

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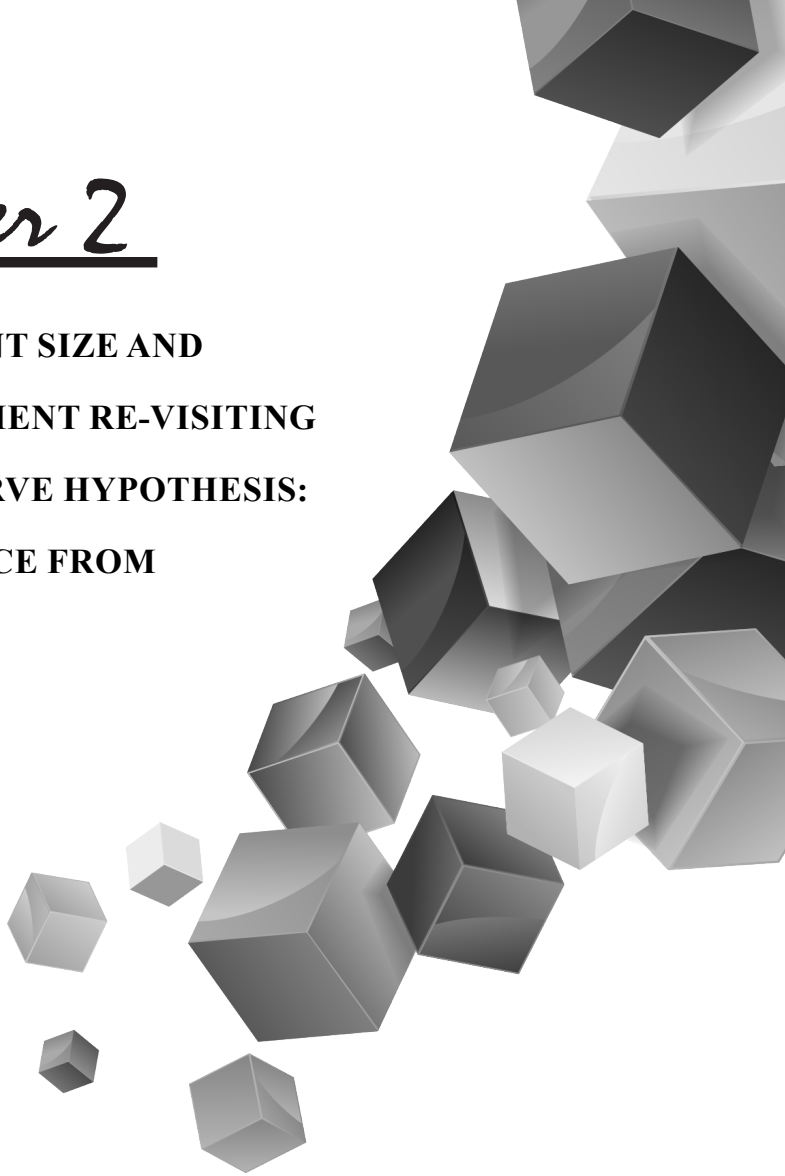
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Chapter 2

GOVERNMENT SIZE AND UNEMPLOYMENT RE-VISITING ABRAMS CURVE HYPOTHESIS: THE EVIDENCE FROM TURKEY



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1 Introduction

The phenomenon of unemployment, which is a problem countries have faced after the Great Depression (1929), is still one of the primary issues that engage policymakers nowadays, since it can have negative effects on the economic, social and political dynamics of a country. Some of the important outcomes created by unemployment in economic aspects are the level of production, income, and social welfare declining. The decreasing level of social welfare can lead to social disorder and cause the social structure to change. Unemployment creating negative effects both on the economic and social dynamics of a country brings about a change in the political structure of a country, without a doubt. This change is closely associated with how and in what direction policies are or should be basically in the fight against unemployment and is open to discussion. In this context, the budget, the regulatory and supervisory functions of the public sector and its role in the fight against unemployment are discussed among economists. There are two prevailing economic views about the policy/policies that should be applied in fighting against unemployment: First one of these is the economists who believe that the price mechanism solves the economic problems. The economists from this group suggest that the public sector's share in the economy should be as little as possible since it can cause economic instability. In spite of this, the economists from the second group assign an active role to the public sector in the economy. They assert that economic problems can be overcome by total demand policies, in case the price mechanism does not work. According to this, the public sector grows thanks to the policies that are applied by the government, and the expanding public sector causes economic growth. This group of economists suggests that the problem of unemployment can be fought effectively through the way they recommend. Within this context, countries try to prevent many economic, social and psychological drawbacks of unemployment by following different policies. Despite this, the public sector is also considered as the source of unemployment depending on its increasing share in the economy (Topal and Gunay 2018). Because the growth of the public sector can cause unemployment by cutting down on efficiency in resource allocation. On the other hand, the government can ensure efficiency by eliminating market failures and externalities with its regulatory role and can boost employment with expansionary policies, especially during the periods of crisis (Durkaya and Ceylan 2016).

Two significant questions are becoming prominent in the scope of these views: what should be the dosage of government's intervention to the economy and how should the government allocate its budget? Because each intervention of the government and the way it allocates its budget have explicit and different impacts both on micro and macro levels on the

economy. For example, public expenditures on capital stock and services determine the private sector and household decision-making processes by affecting capital efficiency and utility, respectively (Dayangaç et al. 2008). Otherwise, the effects of education or health spendings and unemployment insurance payments on unemployment would be different from each other (Abrams 1999). Karras (1990 and 1993) researched the effects of the government size on output and employment. He examined government expenditures as permanent and transitory and concluded that permanent expenditures have more effect on output and employment compared to transitory expenditures. According to Karras, who determined that permanent expenditures affected employment positively while transitory expenditures affected employment negatively, the rise of permanent expenditures reduces consumption levels of individuals by creating negative wealth effects. Consequently, individuals desire to work more as a reaction to such a case (Barro 1981; Ahmed 1986; Karayalcin 1999; Marattin and Salotti 2014). On the other hand, Abrams (1999) examined the effect of total government expenditures on output and employment empirically and exhibited his findings, which would take place as the Abrams Curve in the literature later on. Abrams (1999) detected a positive relationship between the size of the government and the rate of unemployment in his study about the examples of developed country economies. This relationship is named as the Abrams Curve Hypothesis in the literature (Christopoulos and Tsionas 2002).

The Abrams Curve Hypothesis has been widely examined in the literature both theoretical and empirical. However, there is not a certain consensus on the effects of the public sector on employment and the direction and size of these effects. For example, Roubini and Sachs (1989) and also Feldmann (2010) suggested that increasing unemployment would cause the public sector to grow due to high unemployment payments, transfer, and subsidies. Christopoulos and Tsionas (2002), on the other hand, revealed that the increase in government size increased unemployment in the short-run but the effect differed from country to country. Moreover, they determined that the increase in government size reduced unemployment at the end of approximately 4-5 periods in 10 European countries. They explained the reason for this as political pressure to the government about preventing unemployment. Similarly, Christopoulos et al. (2005) detected that the Abrams Curve hypothesis was valid in 10 European countries. Unlike these studies, Aslan and Kula (2010) concluded that the hypothesis of Abrams Curve was not valid for Turkey. As can be seen, the hypothesis of Abrams Curve differs from country to country. However, there is quite a significant point drawing attention in the empirical researches so far. The effect/effects of the government size on output and employment and the direction and the size of the effect has/have been mostly researched

through the econometric methods based on linear relationships. For example, Christopoulos and Tsionas (2002) used the Toda-Yamamoto method in their studies, Christopoulos et al. (2005) used the panel data analysis, Aslan and Kula (2010) used the Johansen Cointegration test, Sa (2011) used the OLS method, Wang and Abrams (2011) used the panel data analysis and Erdogan et al. (2018) used the VAR method. Thus, the fact that whether the Abrams Curve hypothesis is valid can be sensitive to the econometric methods used.

Is/are the effect/effects of the government size on unemployment, the direction and the size of it linear or not? If the relationship between the variables is not linear, how reliable is it to use *linear econometric approaches* to test the Abrams curve hypothesis? Starting from this point of view, there are three aims of this study. The first is to reveal whether the possible impact of the government size on the unemployment rate is linear. The second is to test the pass-through effect from the public sector to the unemployment rate, and the size and the time of the possible effect. Third and the primary aim of the study is to reveal the short-run and long-run effects of the government size on the unemployment rate and to determine whether the Abrams curve hypothesis is valid for the Turkish economy. The study includes 2007:01-2018:03 quarterly period of the Turkish economy. The Almon estimation method is used in researching the possible effect(s) of the government size on the unemployment rate. In the other parts of the study, the theoretical and empirical literature related to the subject is primarily mentioned. The empirical findings are presented after the econometric method and data set are introduced. Finally, the empirical findings acquired are evaluated within the frame of the study's aims.

2 The Summary of Theoretical and Empirical Literature

The Abrams Curve hypothesis mainly asserts a positive relationship between government size and the unemployment rate. There are many theoretical reasons behind the explanation of this relationship. Increasing resource demand of the public sector can exclude investment expenditures of the private sector (crowding out effect). As the private sector is crowded out, the ability of the private sector to employ the people is getting also decrease (Feldmann, 2006). The legislative regulations restricting the productivity of the private sector can decrease the efficiency of the labour market by violating the price signals (Christopoulos et al. 2005). Moreover, the growing public sector, as well as public employment, can decrease the profitability, investments, and employment of the private sector by increasing the level of real wage (Alesina et al. 2002). In this case, what the clear effect on employment depends on the public sector's capacity to create employment and the size of the private sector. For example, Ramey (2012) revealed that the increase in public employment decreased the total unemployment rate.

The budget composition is also important while the public sector grows. In this context, focusing on the income redistribution instead of areas such as education and infrastructure which would increase the efficiency of the public expenditures can cause unemployment by decreasing the will to work (Scully 1989; Dayangac et al. 2008). Government regulations such as health and unemployment insurance reduce the cost of unemployment on the supply side but increase the labour cost on the demand side. This can affect the level of employment negatively by decreasing the supply and demand for labour. Increasing tax rates, which is due to financing problem of the public expenditures, affects work-leisure time decisions of individuals can cause a decrease in the labour supply (Barro 1981; Abrams 1999). For example, Nickel et al (2005) concluded that the labour taxes (stoppage, income and consumption taxes) increased unemployment in the 1961-1995 period in OECD countries. Similarly, Daveri and Tabellini (2000) concluded that the labour taxes (stoppage, income tax and social insurance payments) affected the unemployment rate positively in 14 industrialised countries during the 1965-1995 period. This effect is more than the other countries in continental Europe. However, the tax increases can decrease the disposable income of consumers and thus, the total demand and also the labour demand. As long as companies complete the decreasing labour demand with capital inputs, the marginal efficiency of the capital would decrease. The decreasing efficiency of the capital declines economic growth as well as private investment. This situation causes unemployment to increase in the long-run. Moreover, the insufficient efforts of the unions against tax burden cause net incomes to decrease and leisure time preference and voluntary unemployment to rise (Feldemann 2006).

In empirical literature, there are many studies to examine the relationship between unemployment and government size. For example, Karras (1990 ve 1993), researched the effects of the government expenditures on employment in 18 countries for 1957-1987 and 1968-1984 via the time series and panel data analysis respectively. In the study, government spendings are classified as permanent and transitory expenditures. The findings show that the effects of government expenditures on employment differ among countries. For example, permanent expenditures affect employment positively in some countries, whereas transitory expenditures negatively (Austria, Belgium, Canada). In some other countries (England, Sweden, Italy) the opposite case is valid. According to the results of the panel data analysis, permanent expenditures affect employment positively while transitory expenditures negatively. Another result is that the effects of permanent expenditures on output and employment are more than the transitory expenditures. Young ve Pedregal (1999), analysed the effects of public current expenditures and the private sector investment expenditures on unemployment in the USA for 1948-1988. The findings indicate that the

increase in public expenditures and the private sector investment would decrease unemployment. Christopoulos and Tsionas (2002) investigated the relationships between the size of government and unemployment in ten European countries via the Toda-Yamamoto causality analysis in 1961-1999. According to the findings, the public expenditures increase unemployment in the short-run however this relation varies by countries and reverses after 4-8 periods. According to the authors, the deterioration in employment in the short and medium run results from the crowding-out caused by public consumption expenditures. In the long-run, public investment expenditures lead to an improvement in employment. In general, there is evidence that the Abrams curve hypothesis can be valid. Christopoulos et al. (2005) analysed the validity of the Abrams curve hypothesis in 10 European countries for the 1961-1999. The findings obtained from the panel data analysis show that the Abrams curve hypothesis is valid. Feldmann (2006) examined the effects of the government size on the youth, women, low-skilled, general and long-run unemployment in 19 industrialised countries for the 1985-2005 period. There is a positive relationship detected between the government size and the various unemployment rates. On the other hand, the effect is more clear on women and low-skilled unemployment rates. Feldmann (2010) researched the impact of the government size on unemployment in 52 developing countries for 1980-2003. The findings are in agreement with Feldmann's (2006). In other saying, the increase of the government size raises the rates of women, youth, total and long-run unemployment. Aysu and Gokmen (2011) researched the effects of the government size on unemployment in 17 OECD countries for the 1900-2007 period via the panel data analysis. According to the results, the size of the government affects unemployment positively. Sa (2011) researched the effects of the government size on the economic growth and unemployment in 32 developed and 51 developing countries, for the 1996-2006 period through the OLS. The findings show that the government size in both country groups affects the unemployment rates positively. This effect is 3 times more in developing countries than in developed ones. Wang and Abrams (2011) researched the effects of public expenditure on the long-run unemployment rate in 20 OECD countries for 1970-1999. According to the findings acquired from the panel data analysis, the size of the expenditure affects the unemployment rate positively. However, the effect of the transfer expenditures and subsidies is higher compared to the current expenditures. Holden and Sparrman (2018) researched the effects of public expenditure on the unemployment rate in 20 OECD countries for 1980-2007 through the panel data method. The results show that public expenditures decrease unemployment. The effect increases in the first two periods, decreases later on and lasts in the 8th period. Kovaci et al. (2018) researched the effects of final consumption expenditures of the public sector on unemployment in 28 EU countries for 2005-2016. The results

acquired from dynamic panel data analysis show that the size of the public sector affects unemployment positively.

Aslan and Kula (2010) examined the relationships between government expenditures and unemployment for 2000:1-2007:3 period through the time series analysis in Turkey. The findings show that government size decreases unemployment. according to this, the Abrams curve hypothesis is not valid for the Turkish economy. Kanca and Bayrak (2015) examined the relationship between the government expenditures components (current, investment, transfer) and unemployment in Turkey for 1980-2013 via the time series analysis. According to the results: there is not a long-run relationship between the variables; there is a bidirectional causality relationship between transfer expenditures and the unemployment rate; transfer expenditures and investment expenditures affect the unemployment rate negatively, while current expenditures positively. However, variables excluding transfer expenditures are statistically insignificant. Durkaya and Ceylan (2016) researched the relationships between government size and unemployment in Turkey for the 2002-2014 period by quarterly data. According to the findings, there is a long-run and negative relationship between the variables. Topal (2017) researched the effects of government investments on youth and general unemployment in Turkey for 26 regions through the panel data analysis. In the study examining the 2004-2016 period, the findings show that the government investments decrease youth and general unemployment in the long-run, except for TR90 and TRC3 regions. Bolukbas (2018) examined the relationships between the government expenditures and the rates of youth and general unemployment for the Turkish economy for 2005:1-2018:1 period, through the Toda-Yamamoto and time-varying causality tests. There is a unidirectional relationship from the government expenditures to the unemployment rates, according to the findings. Erdogan et al. (2018) examined the relationship between the government size and various macroeconomic variables in Turkey for 2006:1-2016:2 period, through the Vector Autoregression (VAR) method, Action-Reaction Function, Variance Decomposition, and VAR Causality analysis. According to the results acquired from the action-reaction function, the size of the government affects unemployment positively in the 2nd, 3rd and 4th period but negatively in the 5th, 6th and 7th period. According to the variance decomposition results, the most important source of unemployment is the economic growth while the government size is responsible for only 4.6% of the unemployment. Topal and Gunay (2018) researched the validity of the Abrams curve hypothesis in Turkey for 1965-2016. According to the findings acquired the bound test, the size of the public sector decreases the unemployment rate in the short-run and increases it in the long-run. In other words, the Abrams curve hypothesis is valid for the long-run.

3 Data and Methodology

The data set contains quarterly observations of the government size and unemployment rate over the 2007:01-2018:03 time-period for the Turkish economy. All data comes from the EVDS-Central Bank of the Republic of Turkey. Before starting the analysis, the unemployment rate and gross domestic product were seasonally adjusted by using the Census X12 method. GS is the government size, and UR is the unemployment rate. The government size is obtained from government total expenditures/gross domestic product. GS and UR are the logarithm.

In this study, the pass-through of the government size to the unemployment rate is examined by employing the Almon model. The Almon estimation method proposed by Almon (1965) has been used extensively in the estimation of distributed lag models. The Almon estimation method uses polynomial distributed lags to specify the lag structure. The Almon model has many advantages over its alternatives. One of these advantages is that the regression coefficients are estimated on a polynomial. It may be regarded as the least squares method under the linear constraint that the regressions coefficients lie on a polynomial of a chosen order. Therefore, the loss or inefficiency of Almon's model could be smaller than that of the unconstrained least squares method (Amemiya and Morimune 1974, Monroe 1981).

In this study, in order to test the pass-through of the government size to the unemployment rate for the Turkish economy, the following steps are used in the estimation procedure.

Step 1: We consider the distributed lag (Equation 1).

$$UR_t = \gamma + \beta_0 GS_t + \beta_1 GS_{t-1} + \dots + \beta_p GS_{t-p} + u_t \quad (1)$$

where (u_t) is a σ^2 uncorrelated random variable with zero mean and constant variance, the independent variable GS_t is assumed to be distributed independently of (u_t) , p is the optimal lag and γ is the constant term. In this step, we determine an optimal lag, selecting the minimum value of Akaike info criterion.

Step 2: This step is important in terms of selecting the optimal order of polynomial. The order of polynomial is the loss minimized in the distributed lag model. The order of polynomial depends on several factors: the true values of the regression coefficients, the number of lags assumed in the model, the sample size, the ratio of variance of the dependent variable

to that of the error term, and the degree of the autocorrelation of the residual term (Amemiya and Morimune 1974). In this step, all coefficients of Equation 1 are defined by the following polynomial in Equation 2. Then, a reduced equation is obtained. r is the order of the polynomial.

$$\beta_i = f(i) = \varphi_0 + \varphi_1 i + \dots + \varphi_r i^r$$

(2)

Step 3: At the final step, the size and duration of the impact of the government size on the unemployment rate are estimated by using the reduced equation. Thus, the short-run and long-run effects of the government size on the unemployment level can be computed by using the Almon estimation method.

4
The Empirical Findings

Before estimating the distributed lag, an optimal lag is selected based on the minimum value of Akaike info criterion. As seen in Table 1, the minimum value of Akaike info criterion is **-1.231529** when the optimal lag is five.

Table 1
The Selection of Optimal Lag

Lag	Akaike
5	-1.231529
4	-1.092669
3	-0.960944
2	-1.024457
1	-1.084952
0	-1.134827

Under the optimal lag, Equation 3 shows the distributed lag model used to estimate Almon model.

$$UR_t = \gamma + \beta_0 GS_t + \beta_1 GS_{t-1} + \beta_2 GS_{t-2} + \beta_3 GS_{t-3} + \beta_4 GS_{t-4} + \beta_5 GS_{t-5} + u_t$$

(3)

Table 2
The Results of the Distributed Lag Model

Dependent Variable: UR				
Variable	Coefficient	Std. Error	t-Statistic	
C	2.287957	0.208964	10.94904***	
GS	0.375276	0.101252	3.706376***	
GS(-1)	0.402474	0.130937	3.073790***	
GS(-2)	0.030341	0.052047	0.582960	
GS(-3)	0.022081	0.060345	0.365916	
GS(-4)	-0.364545	0.149937	-2.431316**	

GS(-5)	-0.456328	0.146672	-3.11217***
R-squared	0.348810		
Adjusted R-squared	0.237177		
F-statistic	3.124626**		

Note: *** indicate significance at the 1% level. ** indicate significance at the 5% level.

The results of the distributed lag model can be seen in Equation 3 in Table 2. According to Equation 3, the duration of the impact of GS on UR is approximately two years in the Turkish economy. Equation 3 is run under HAC-Newey West. Therefore, the possible autocorrelation and heteroscedasticity problems are amended. As seen in Table 2, constant term, the coefficients of GS, GS_{t-1} , GS_{t-4} , and GS_{t-5} are statistically significant at least at the 5% level.

After estimating Equation 3, all coefficients of Equation 3 are defined by Polynomials 4-9. In this study, the order of the polynomial is assumed as two, as a result of following the relevant literature (Erdem and Yamak 2018).

$$\beta_0 = f(0) = \varnothing_0 \quad (4)$$

$$\beta_1 = f(1) = \varnothing_0 + \varnothing_1 + \varnothing_2 \quad (5)$$

$$\beta_2 = f(2) = \varnothing_0 + 2\varnothing_1 + 4\varnothing_2 \quad (6)$$

$$\beta_3 = f(3) = \varnothing_0 + 3\varnothing_1 + 9\varnothing_2 \quad (7)$$

$$\beta_4 = f(4) = \varnothing_0 + 4\varnothing_1 + 16\varnothing_2 \quad (8)$$

$$\beta_5 = f(5) = \varnothing_0 + 5\varnothing_1 + 25\varnothing_2 \quad (9)$$

In this step, the polynomials (4-9) are placed in the structural regression Equation 3 with a lag length of five. Then, the reduced forms are run under the Ordinary Least Squares. Therefore, the size and duration of the impact of GS on UR are estimated by using the reduced equation. The reduced equation is shown in Equation 10. In Equation 10, D1 is dummy variables for the period of 2008:01-2010:04.

$$UR_t = \gamma + \varnothing_0 W1_t + \varnothing_1 W2_t + \varnothing_2 W3_t + \alpha D1 \varepsilon_t \quad (10)$$

The series W are calculated as follows:

$$\begin{aligned} W1_t &= GS_t + GS_{t-1} + GS_{t-2} + GS_{t-3} + GS_{t-4} \\ W2_t &= GS_{t-1} + 2GS_{t-2} + 3GS_{t-3} + 4GS_{t-4} + GS_{t-5} \\ W3_t &= GS_{t-1} + 4GS_{t-2} + 9GS_{t-3} + 16GS_{t-4} + 5GS_{t-5} \\ &\quad + 25GS_{t-6} \end{aligned}$$

In Table 3, the coefficients of the reduced model can be seen. The reduced model can be re-written as in Equation 11. As seen in Table 3, all variables are statistically significant at least at the 10% level. The F-statistics is statistically significant at the 1% level.

$$UR_t = 3.24 + 0.17 W1_t - 0.05 W2_t - 0.02 W3_t + 0.31 D1_t \varepsilon_t \tag{11}$$

Table 3 The Results of the Reduced Model

Dependent Variable: UR			
Variable	Coefficient	Std. Error	t-Statistic
C	3.240266	0.178133	18.19019***
D1	0.307423	0.040603	7.571408***
W1	0.170778	0.035313	4.836088***
W2	-0.053846	0.030071	-1.790644**
W3	-0.021647	0.010891	-1.987691**
R-squared	0.718736		
Adjusted R-squared			
R-squared	0.688329		
F-statistic	23.63724***		

Note: ***, and ** indicate significance at the 1% level and 5% level, respectively.

After the coefficients of Equation 10 are estimated, the short and long-run effects of GS on UR can be computed by using polynomials. β_0 gives the short-run effect of GS on UR. $\beta_0 + \beta_1 + \dots + \beta_5$ gives the long-run effect of GS on UR.

Table 4 The Results of the Almon Model

β_i	Coefficient	Std. Error	t-Statistic
β_0	0.19188	0.07637	2.51269
β_1	0.20298	0.04127	4.91863

β_2	0.17078	0.03531	4.83609
β_3	0.09528	0.03852	2.47383
β_4	-0.02350	0.04774	-0.49236
β_5	-0.18559	0.07966	-2.32971
Sum of Lags	0.45183	0.08135	5.55450

Table 4 shows the results of the Almon model. As seen in Table 4, the short-run effect of GS on UR is 0.19, and the long-run effect of GS on UR is 0.45. As seen in Table 4, the short and long-run coefficients are statistically significant at least at the 10% level. In the Turkish economy, the short and long-run effects of GS on UR are positive. Therefore, it can be said that the Abrams curve hypothesis is valid in short and long-run in the Turkish economy. The short-run effect of the GS on UR implies that UR increases (decreases) approximately by 2 percent if GS increases (decreases) by 10 percent in the short-run. At the same time, the long-run elasticity coefficient also implies that the UR increases (decreases) approximately by 5 percent if GS increases (decreases) by 10 percent in long-run. The pass-through of GS to UR is approximately 1.5 years.

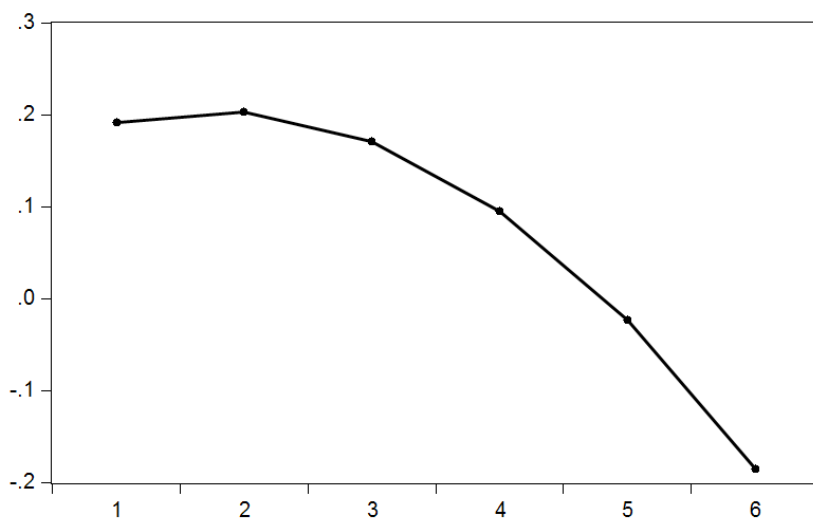


Figure 1. The non-linear pass-through of the government size to the unemployment rate

In Graph 1, the pass-through of GS to UR is shown. According to Graph 1, the pass-through of GS to UR is non-linear in Turkey's case. The

Almon model estimates of the regression coefficients are found to satisfy the inverted U-shaped relationship between GS and UR. As seen in this graph, the pass-through effect of GS on UR increases until the first lag, and it decreases after this point.

5 Conclusion

In the literature, the validity of the Abrams curve hypothesis has been frequently discussed. In the empirical literature, the debate has been mostly tested by the classical time series approaches, such as causality and vector auto regressions based on linear relationships. However, to investigate the validity of the Abrams hypothesis, the non-linear distributed lag models give more accurate results than traditional linear models.

This paper attempts to re-examine the non-linear pass-through of the government size to the unemployment rate for the Turkish economy over the period 2007-2018 (quarterly). The empirical analysis applies non-linear distributed lag model developed by Almon (1961). According to the empirical findings of this study, the pass-through of the government size to the unemployment rate is non-linear for the Turkish economy. The Almon model estimates of the regression coefficients are found to satisfy the inverted U-shaped relationship between the government size and the unemployment rate. The statistical results indicate that the short-run effect of the government size on the unemployment rate is 0.19, and the long-run effect of the government size on the unemployment rate is 0.45. These findings, which indicate the short-run effect of the government size on the level of unemployment rate, imply that the unemployment rate increases (decreases) approximately by 2 percent if the government size increases (decreases) by 10 percent in the short-run. At the same time, the long-run elasticity coefficient implies that the unemployment rate increases (decreases) approximately by 5 percent if the government size increases (decreases) by 10 percent in the long-run. The pass-through of the government size to the unemployment rate is approximately 1.5 years. In the Turkish economy, the short and long-run effects of the government size on the unemployment rate is positive. Therefore, it can be said that the Abrams hypothesis is valid in short and long-run in the Turkish economy.

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Chapter 3

THE ANTECEDENTS OF OPERATIONAL PERFORMANCE IN TEA SECTOR: A QUANTITATIVE RESEARCH OF ISO 9000 STANDARDS^{1,2}

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1. INTRODUCTION

ISO International Standards are strategic tools aiming to ensure that products and services are safe, reliable and of high quality, and minimize wastes and faults of organizations, and reduce costs by increasing efficiency. They help organizations access new markets, integrate developing countries, and facilitate free and fair global trade (ISO, 2020). The ISO 9000 standard series is a general practice to develop a quality management system that aims to improve product quality through managing organizational resources and processes (Franceschini et al., 2006).

According to ISO (2020), ISO 9001: 2015, which can be used by any organization regardless of its field of activity and size, is used in more than one million companies and organizations in more than 170 countries. The standard includes a series of quality management principles that include strong customer focus, motivation and implications of senior management, process approach and continuous improvement. It is stated that using ISO 9001: 2015 provides advantages for many organizations by ensuring that customers receive consistent and quality products and services. According to the ISO Survey 2018 report, there are 878,664 number of ISO 9001: 2015 certificates in 1,180,965 sites in 40 defined sectors in the world while there are 7,988 number of certificates in 9,865 sites in Turkey (ISO Report, 2020). Worldwide increased usage is considered as a clear measure in the success of ISO 9001.

Advocates of the standards emphasize advantages such as improved operational efficiency, increased customer satisfaction, increased market share, cost savings, competitive advantage, higher perceived quality, increased income and operating income (Bhuiyan and Alam, 2005; Corbett et al., 2005; Douglas et al., 2003). Certification is a way to appeal to specific consumer markets and suppliers to distinguish products (Carter and Cachelin, 2018) as well as a sign that makes consumers meet a verified standard of a product or process (Grunert and Achmann, 2016).

The researches (Dimara et al., 2004; Terlaak and King, 2006; Boiral and Amara, 2009) indicate that ISO 9000 certification has a positive effect on the performance of the company while some other studies (Bayati and Taghavi, 2007; Dunu and Ayokanmbi, 2008; Karapetrovic et al., 2010) states that there is no effect. There are also criticisms that the certification process is costly and takes long time for companies without actual gain in monetary success (Joubert, 1998; Stevenson and Barnes, 2001). Despite all these criticisms, nowadays ISO 9000 certification has become necessary for almost all small and large organizations (Fatima, 2014).

Most of the ISO 9000 studies are especially in the service and

manufacturing sectors (Alonso-Almeida et al., 2013). This study investigates the impact of ISO 9000 quality certification on operational performance in tea factories. Tea sector in the Eastern Black Sea region has an important place in the economy of Turkey. According to Tea Sector Report (ÇÇSR, 2018) of ÇAYKUR (State owned company), tea is the second most beverage consumed in the world following water. Turkey ranked the first with 3.5 kg per capita tea consumption in 2016 in the world. According to 2017 statistics, Turkey was the sixth in dry tea production and the seventh in tea cultivation area in the world. The figures make the contribution of the improvement in operational performance to the regional and national economy significant. The studies in the literature are mostly qualitative, but as far as we are concerned, quantitative studies are not sufficient on sector basis. In this context, the study may lead to the quantitative researches on tea sector so that the sector could access to both domestic and international markets effectively and efficiently by improving processes, increasing innovation, reducing errors, and providing benefit to products with competitive advantage.

2. THEORY AND HYPOTHESES DEVELOPMENT

ISO 9000 certification can contribute to the performance of organization which it is effectively implemented to and forms the basis of a quality organization when an environment of change is created (Feng et al., 2007). There is a relationship between ISO certification and improved financial performance, and ISO 9000 certification improves productivity, product quality and work quality (Corbett et al., 2005).

Organizations applying ISO certificates expect to optimize the product design process with quality assurance programs, improve product quality, establish good relations with suppliers and create a public image. ISO 9000 improves standards along with organizational and work procedures. ISO 9000 provides better working performance with improved corrective action processes. A widely reported benefit of certification in the literature increases efficiency and higher operational effectiveness (Mak and Kong, 2014). The study examines the impact of employee internalization of ISO 9000 quality system on improved process and operational performance.

2.1. Internalization

Internalization in relation to examining the ISO 9000 standards is particularly concerned with obtaining explicit information and converting it into implicit information, and implementing it to organizational aim (Knight and Liesch 2002). The internalization of ISO 9000 standards is the process of translating clear information to understandable information without being told (Cai and Jun, 2018). Internalization is concerned with the adoption of key applications by managers and decision-makers in their

daily use. For successful implementation of ISO 9000, employees must first clearly understand the standards and comply with these standards in their daily practice (Naveh and Marcus, 2005).

The high level of internalization well reflects the effective use of the basic practices of ISO 9000 in the daily activities, which promote strategic quality management and provide continuous process improvement with streamlined operations (Nair and Prajogo, 2009; Ataseven et al. 2014).

Four main elements are identified in the ISO 9000 internalization process, namely documentation, process improvement, training and auditing (Cai and Jun, 2018). Internalized procedures shape, guide and direct the behavior of employees related to organizational tasks that help to create human capital, which arise with qualified, motivated and confident employees (Ataseven et al., 2014).

2.2. Process Improvement

ISO 900 standards cover process management which is the basis of the quality system. ISO 9000 standards, that have the ability to achieve outputs in quality products or services in operating systems effectively and efficiently, mainly aim to provide guidance on identifying, designing, installing and continuously improving key processes (Ataseven et al., 2014). A critical role is played by encouraging the participation and training of employees and the smooth implementation of standards in process improvement (Huarng et al., 1999).

In ISO 9000 certified organizations, it is claimed that employees more involved in quality management through the certification duration (Anderson et al., 1999). Process improvement includes innovative elements that are facilitated through qualified labor with positive changes (Subramaniam and Youndt, 2005). Operations can be improved when employees feel confident due to their skill, personal learning and abilities, which result in positive outputs (Hasgall and Shoham, 2008).

An organization applying ISO 9000 standards makes a statement informing its potential customers that they have a regular and structured process management system aiming for continuous improvement for their products and services (Starke et al., 2012). A company holding ISO 9000 certificate implies that it provides premium quality of services and products to stakeholders, in other words, its employees, the market, its suppliers and consumers within the scope of internal and external benefits. Both benefits also contribute to the improvement of operational performance.

2.3. Operational Performance

A research on manufacturing companies has found a positive relationship between ISO 9000 certification and operational performance

(Lo et al., 2007). It is stated that the adoption of ISO 9000 should be a strategic decision since the ISO 9000 quality management system affects all four groups (i.e. customers, processes, employees and financial performance) on the balanced scorecard (Rusjan and Alic, 2010). The certification is a kind of management system which is linked to performance improvement (King et al., 2005).

Although there is generally a positive relationship between ISO 9000 certification and job performance, there are also contradictions. It is not certain that certified companies would be less profitable without implementing ISO 9000 (Sampaio et al., 2012). Although neither ISO 9000 nor TQM directly affects business performance, it has been observed that it increases corporate competitiveness and this leads to improved business performance (Han et al., 2007). In addition, ISO 9000 implementation improves the operational performance, but does not automatically lead to improved business performance (Naveh and Marcus, 2005).

On the theoretical basis given above, the employee internalization of ISO 9000 standards would affect the improvement of existing processes and operational performance in organizations. Improving processes would also affect operational performance. Accordingly, the hypotheses of the research were formulated as follows.

H1. Internalization of ISO 9000 quality management system affects process improvement.

H2. Internalization of ISO 9000 quality management system affects operational performance.

H3. Process improvement affects operational performance.

H4. Internalization differs by gender.

H5. Process improvement differs by gender.

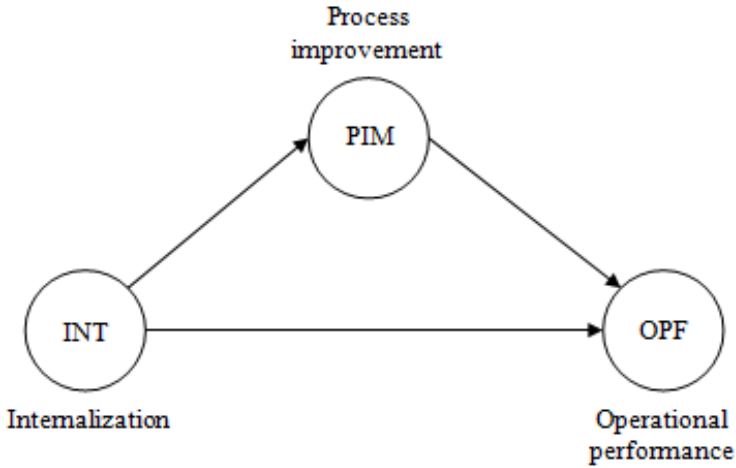
H6. Operational performance differs by gender.

H7. Internalization differs by company ownership.

H8. Process improvement differs by company ownership.

H9. Operational performance differs by company ownership.

The model of the research was formed as in Figure 1. The model was tested using the methodology given below.

Figure 1. *The research model*

3. METHODOLOGY

Previous research in the literature was used for the scales of the study. The scale created by Arauz and Suzuki (2004), Briscoe et al. (2005), Naveh and Marcus (2005) and used by Nair and Prajogo (2009) was adapted for internalization. The scale defined by Ataseven et al. (2014) was adapted for process improvement. The scale created by Naveh et al. (2004) and used by Huo et al. (2014) was adapted for operational performance. Five-point Likert was preferred for the scales coded 1 representing ‘I totally disagree’ and 5 representing ‘I totally agree’.

The questionnaire form of the research was prepared based on these scales. A trial survey was conducted on eight participants in order to test the eligibility of the form. The questionnaire was finalized by using the feedback information obtained. The population of the research consisted of all tea processing factories, either private or public, operating in the Eastern Black Sea region in Turkey. The data of the research were collected from the employees selected by convenience sampling method with face-to-face interview in the factories operating in the towns of Hopa, Arhavi, Fındıklı, Ardeşen and Pazar in the provinces of Artvin and Rize. 101 employees participated in the surveys, 7 of them were eliminated due to incomplete or incorrect information and the analyses were performed with 94 questionnaires in total. SPSS v23 statistics program was used to calculate the demographic characteristics and to test the hypothesis in analyzing the data. In addition, SmartPLS program was used for structural equation modelling. Researchers can prefer this nonparametric program since it can be used in small sample sizes (Hair et al., 2014). Hair et al.

(2014) state that at least ‘ten times rule’ is sufficient for the fitness of the sample size (Toklu and Ustaahmetoğlu, 2016). The sample size was confirmed as sufficient for the analyses as it was examined on this basis. Appendix 1 summarizes the research variables and items.

4. CONCLUSION

Table 1 summarizes the demographic characteristics of the participants in the form of descriptive statistics.

Table 1. Descriptive statistics.

Demographic characteristics		Frequency	%
Gender	Female	28	29.8
	Male	66	70.2
Age	21-30	22	23.4
	31-40	34	36.2
	>40	38	40.4
How many years have you been working in the factory?	0-3	14	14.9
	4-10	26	27.7
	11-20	24	25.5
	>20	30	31.9
Education status	College	12	12.8
	University	82	87.2
Position in the factory?	Labor	2	2.1
	Engineer	46	48.9
	Mid-level manager	34	36.2
	Top level manager	12	12.8
Owner	Public	62	66.0
	Private	32	34.0

29.8% of the participants were female while 70.2% were male. 23.4% were in the age range of 21-30; 36.2% were in the age range of 31-40 while 40.4% were over 40 years old. 14.9% had working experience of 0-3 years; 27.7% had working experience of 4-10 years; 25.5% had working experience of 11-20 years while 31.9% of them had over 20 years of working experience. 87.2% were university graduates while 12.8% were below graduate degree. 2.1% were workers; 48.9% were engineers, 36.2% were mid-level managers while 12.8% were top-level managers according to their position in the plants. 66% of the participants were in the public sector while 34% were in the private sector.

4.1. Data Analysis

The measurement model and the structural model were examined in the analysis of the research model since the structures in the model were ensured as reliable and valid.

4.2. Measurement Model

Item reliability and composite reliability should have satisfactory scores in the reliability and validity of latent variables. Convergent and discriminant validities were structurally checked. The preferred threshold is 0.70, but values of 0.40 and above are also acceptable for exploratory research (Hulland, 1999). Here, items with low factor loadings were excluded from the analysis. The model was considered reliable because each remaining item fulfills the condition. Cronbach's Alpha coefficient and composite reliability were above 0.70 threshold. Convergent and discriminant validities are essential for the validity of the model. Average Variance Extracted (AVE) value should be higher than 0.5 threshold (Bagozzi and Yi, 1998). The AVE values of the model fulfilled the condition. Table 2 shows item loadings, Cronbach's Alfa, composite reliability and AVE values.

Table 2. *Measurement model*

Latent Variable	Item	Loading	Cronbach's Alpha	Composite Reliability	AVE
INT (Internalization)	INT1	0.843	0.898	0.929	0.766
	INT3	0.896			
	INT4	0.882			
	INT5	0.880			
PIM (Process Improvement)	PIM1	0.927	0.889	0.923	0.751
	PIM2	0.792			
	PIM3	0.869			
	PIM4	0.872			
OPF (Operational Performance)	OPF2	0.895	0.838	0.903	0.756
	OPF4	0.875			
	OPF6	0.834			

Fornell and Larcker (1981) analysis was applied for discriminant validity of the model. Diagonal values in bold font indicate the square root of AVE. Each diagonal value should be higher than the corresponding row and column values (Toklu, 2019). Table 3 confirms the result and validity of the analysis.

Table 3. *Fornell-Larcker analysis*

	INT	PIM	OPF	Yes/No
INT	0.875			Yes
PIM	0.815	0.866		Yes
OPF	0.783	0.825	0.870	Yes

4.3. Structural Model

The change in the process improvement (PIM) was explained by internalization (INT) with the value of $R^2 = 0.664$ (R^2 Adjusted = 0.660). The change in operational performance (OPF) was explained both by

internalization (INT) and process improvement (PIM) with the value of $R^2 = 0.717$ (R^2 Adjusted = 0.711).

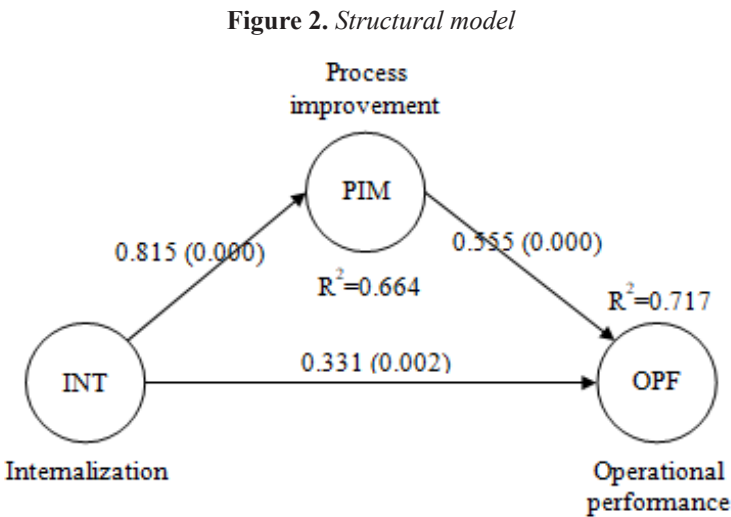
When the f^2 effect dimensions were analyzed, it was determined that internalization had an impact on the process improvement with the value of 1.976, and process improvement had an impact on the operational performance with the value of 0.366. The results demonstrated that the structural model had sufficient explanatory power.

T statistics were used for statistical significance of paths or relationships in the model. Accordingly, the path between internalization (INT) and process improvement (PIM) was significant with the value ($t = 34.419$; $p < 0.01$). The path between the process improvement (PIM) and operational performance (OPF) was significant with the value ($t = 5.428$; $p < 0.01$). The path between internalization (INT) and operational performance (OPF) was significant with the value ($t = 3.042$; $p < 0.01$). The results confirmed that all hypotheses were significant and supported. Table 4 summarizes the research's hypotheses and the results of the structural equation modelling.

Table 4. Hypotheses and results of the structural equation modelling

Hypothesis	Stdβ	Sample Mean	Standard Deviation	T Statistics	p values	Result
H1: INT→PIM	0.815	0.819	0.024	34.419	0.000	Supported
H2: INT→OPF	0.331	0.326	0.109	3.042	0.002	Supported
H3: PIM→OPF	0.555	0.562	0.102	5.428	0.000	Supported

Figure 2 illustrates the final structural model.



In addition, t tests were also run to check the effects of gender and company ownership in internalization, process improvements and operational performance variables. Company ownership was found significant in internalization, process improvements and operational performance while gender was not. Private firms were significantly different from public firms. Table 4 summarizes the remaining hypotheses and the results of t tests

Table 5. *Hypotheses and results of t tests*

Hypothesis		Result
H4. Internalization differs by gender.	$t(92)=-1.149$; $p=0.254>0.05$	Not Supported
H5. Process improvement differs by gender.	$t(92)=-0.238$; $p=0.812>0.05$	Not Supported
H6. Operational performance differs by gender.	$t(92)=-0.664$; $p=0.508>0.05$	Not Supported
H7. Internalization differs by company ownership.	$t(87.239)=-6.358$; $p=0.000<0.05$	Supported
H8. Process improvement differs by company ownership.	$t(92)=-5.554$; $p=0.000<0.05$	Supported
H9. Operational performance differs by company ownership.	$t(84.851)=-7.491$; $p=0.000<0.05$	Supported

5. DISCUSSION

In this study, the impact of the application of ISO 9000 quality management system was researched on operational performance in tea companies. The impact of ISO 9000 quality management system internalization was investigated on the process improvement and operational performance with a proposed model.

Internalization is the process of transforming explicit information into implicit that is understood and then applied to the purpose. Internalization was found effective in the process improvement. The finding is in consistent with the literature (Nair and Prajogo, 2009; Ataseven et al. (2014). Internalization may not be possible in cases where there is not enough training on quality systems. In some studies, ISO 9000 system may be defined as an additional workload. Repetitive workload should be eliminated by employing software programs in order not to have negative image of the quality management system, since double recording (recording for ISO standards and recording for existing jobs) affects efficiency.

Process management and continuous improvement are key elements of ISO 9000 quality management system. It was found that the process improvement affects the operational performance of the companies. The finding is in consistent with the literature (Kakouris and Sfakianaki, 2018;

Sun and Cheng, 2002). The works performed according to the procedures determined by international standards increase the motivation of the employees and reduce the negative outputs such as errors and defects. Although the existence of a quality management system does not reveal positive results in the context of image and satisfaction in collaboration with employees in the supply chain, it is an obligation to meet at least the basic requirements. The ISO 9000 system offers value as it ensures the quality is assured.

Process improvement was found to affect operational performance. The finding is in consistent with the literature (Rusjan and Alic, 2010; King et al., 2005). Since the ISO 9000 quality management system is a journey towards Total Quality Management, the main purpose of all these systems is to improve processes and improve operational performance. Reduction of waste can be achieved by increasing the outputs with continuous improvements.

Internalization explained the change in the process improvement with a rate of 66.4%. The ratio highlighted the importance of internalization. Thus, it is obvious that more training and applications should be done in order for the employees to internalize the quality management system. Similarly, it also explained the change in operational performance and the process improvement with a significant rate of 71.7%. With the processes improvement based on these findings, focusing on the innovation capability of the companies and increasing the efforts to develop awareness for these variables may contribute to the development of performance targets in general.

The research also investigated the effects of gender and company ownership in internalization, process improvements and operational performance. Company ownership was found significant, while gender was found insignificant on them. Private sector employees have higher scores than public sector. It could be pointed out that private sector was more aware of the quality issues and paid attention to the ISO 9000 standards by making investments.

Turkey is a country that is among the leading tea manufacturers in the world. Although it is the country where the most tea is consumed in the world, it is observed that there is a big gap between its current position and target to be reached in terms of effectiveness, efficiency and export. The improvement of the tea fields has to strengthen its position with the developments in agriculture and processing technologies. Although there are studies in recent years, it is certain that more research and developments are essential. The Eastern Black Sea region in Turkey has a higher development potential due to its unique geographical and demographic structure. Improving the quality of tea can be pioneered by

ensuring compliance with quality systems and environmental standards, and raising awareness among stakeholders. Developing quality awareness in all areas may trigger to integrate into the World market. The prerequisite for following the countries such as China, Sri Lanka and India, which are the major tea producers and exporters in the world, is to make investment in the quality systems and to speed up to develop the adaptation skills of the companies.

This research has certain limitations. The research is limited to operational performance only, as companies choose to keep or share their financial status as trade secrets. It was conducted with a certain number of plants and participants. Only the private and public production companies that process tea constitute the population of the research. However, there are many businesses operating in the packaging and trade in the sector. The effects of different variables related to ISO 9000 on performance may be the subject of further research. The sector deserves more research based on its importance in Turkey.

APPENDIX 1. THE RESEARCH VARIABLES AND ITEMS

Internalization of ISO 9000 system in the enterprise

INT1. All employees were trained on the understanding of total quality and the requirements of ISO 9000 during the implementation of ISO 9000

**INT2. Quality policy, objectives and procedures of our company were clearly explained to all employees*

INT3. The quality policy and procedures for quality management were clearly documented and updated constantly

INT4. We always continue our daily practices in accordance with the procedures documented according to ISO 9000 requirements

INT5. Internal audit is carried out regularly and its results are used as the basis for improving processes

Process improvement

PIM1. Consistency regarding how transactions made was improved

PIM2. System was established for the audible measurement and control of processes

PIM3. Corrective and remedial action mechanism was established

PIM4. Improved processing capability was provided in accordance with technical specifications

Operational performance

**OPF1. Product performance was improved*

OPF2. Brand image increased

**OPF3. Innovation (innovation) was provided in the product*

OPF4. Cost effectiveness was ensured

**OPF5. Price competition was ensured*

OPF6. On time delivery started to be realized

**Excluded from analysis due to low factor load.*

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Chapter 4

THE EFFECT OF THE PERSON- ORGANIZATION FIT ON INTRAPRENEURSHIP: THE MEDIATING ROLE OF JOB SATISFACTION¹

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Introduction

Companies are looking for ways to reach and sustain success in today's environment with ever-increasing competition. For this purpose, companies endeavour to bring out the entrepreneur souls of employees and to encourage them to choose that direction. With this understanding called intrapreneurship, what companies are trying to do is to reveal the innovative and marketable ideas of their employees and to transform these ideas into profitable products and services. Today, almost all the accomplished companies owe their success to this understanding. For this reason, the subject of intrapreneurship is an important one both for the business world and the academic world. Considering its importance, it is vital to define what brings out intrapreneurship. Within this scope, this study tries to answer whether the person-organization fit affects intrapreneurship tendencies and if so, whether job satisfaction has a mediating role in this effect. Additionally, this study tries to prove the validity and reliability of The Intrapreneurship Scale developed by Stull (2005) in Turkish.

Conceptual Framework and Hypotheses

When both national and international literature is reviewed regarding intrapreneurship, it is seen that concepts such as corporate entrepreneurship, internal corporate entrepreneurship, and corporate venturing can be interchangeable with intrapreneurship (Antoncic and Hisrich, 2001). Additionally, it is difficult to define intrapreneurship in a way to be accepted universally (Vargas-Halabí, Mora-Esquivel, and Siles, 2017). Having said that, the concept of intrapreneurship was first used by Pinchot in 1985 and defined as “the way of thinking used by independent entrepreneurs to set up and develop businesses”. In broad terms, intrapreneurship is defined as creating new entrepreneurship in an already-existing organization (Celik, Yilmaz, and Ulukapi, 2017). As per another definition, intrapreneurship is the process of creating a new business to increase organizational profitability and competitiveness and to realize strategic renewal in an already-existing organization. With that sense, intrapreneurship is evaluated as a process supporting every individual and their cooperation interactions in an organization (Gurel, 2012).

Along with these definitions, it is seen that intrapreneurship is approached and explained in different dimensions in the literature. For instance, in some studies, intrapreneurship is evaluated under three dimensions. In these studies, the first dimension of intrapreneurship is innovative execution and behaviours. Innovation involves creating a new product and improving existing ones. The second dimension of intrapreneurship is taking risks. A person engaging in an entrepreneurial action takes a risk and this means he/she can either achieve the desired

results or be disappointed. What is important here is for the individual to take a calculable and acceptable risk (Ozdemir, Saygili, and Yildirim, 2016). The third and final dimension of intrapreneurship is focusing on opportunities. Businesses should seize opportunities and renew organizational processes and structures in order to respond to ever-changing environmental conditions better and more importantly, to be the leader in change (Agca and Kurt, 2007). In some studies, dimensions of proactivity and autonomy are added alongside with innovation and taking risks, leading intrapreneurship to be evaluated under four dimensions. Among these dimensions, proactivity can be defined as an employee being able to see applications harming the organization or the business while the other colleagues cannot see them or to notice applications that would bring added value and competitive advantage to the business. Whereas autonomy is the displayed freedom of an employee or a group of employees while presenting an idea or a vision or while realizing that idea or vision. In other words, autonomy is the ability to present an opinion and to practice it with one's own free will (Esitti, 2017).

Intrapreneurship, in a way, is setting forth the relationship between what is and what should be in an existing organization. Additionally, every organization could face different factors in the process of entrepreneurship. The process of entrepreneurship is based on the interrelation of three basic elements such as opportunity, resource, and organization. At the heart of this process lies the intrapreneur who puts these three basic elements together to create value (Naktiyok and Bayrak Kok, 2006). The intrapreneur has distinctive characteristics such as the liberty to use resources of the organization, setting time limits to self and planning actions accordingly, performing own market research and evaluation, trying to make others believe the righteousness of own actions, having the skill of control, being innovative and being able to solve problems (Basar and Tosunoglu, 2006). Additionally, an intrapreneur is someone who has the vision and who undertakes the task to create an entrepreneurial spirit and atmosphere in an existing organization. His/her dream is to transform an idea or an opportunity into a profitable economic reality. And to achieve this, the intrapreneur tries to do everything he/she can in the organization (Naktiyok, 2004).

It is seen that businesses value intrapreneurship increasingly more these days. The main reason behind this is the competitive advantage the intrapreneurship brings to the organizations. Especially the effect intrapreneurship has on the performance of the organization creates this advantage for the organizations. Indeed, various studies prove the positive effect of intrapreneurship on the performance of the organization (Pinchot 1985; Rule and Irvin 1988; Guth and Ginsberg 1990; Zahra, 1995; Zahra and Covin 1995; Zahra and Garvis 2000; Antoncic and Hisrich,

2003; Wiklund and Shepherd 2005). For this reason, it is important for organizations to define the factors revealing intrapreneurship. In that scope, there have been studies in the literature trying to show the factors revealing intrapreneurship. When these studies are reviewed, it is seen that organizational and environmental factors have significant effects on intrapreneurship and the dimensions of intrapreneurship (Zahra, 1991; Antoncic and Hisrich, 2001). Whereas in this study, it is projected that the person-organization fit and job satisfaction shall have a positive and significant effect on intrapreneurship.

The person and his/her organization represent two important fields of human relationships. For this reason, the fit between person and organization is utterly important for organizational behaviour studies. However, in practice, the concept of the person-organization fit is confused with person-environment fit and person-job fit concepts. The concept of the person-organization fit is a sub-dimension of person-environment fit and it is a broadened version of person-job fit. Person-environment fit is based on Murray's Need-Press Model and Lewin's Field Theory (Wang and Wang, 2018). According to Murray, needs are associated with cultural experiences that mark the end of values, ideas, and attitudes adopted in a society. And according to Lewin, it is trying to explain the course of actions by linking them together with the function of the person and his/her environment (Polatci, Ozcalik, and Cindiloglu, 2014).

According to the person-organization fit theory, employees are interested in organizations that are harmonious with what they value, and which provide the resources they need and they continue to be a part of these organizations. It is seen in the literature that the person-organization fit is evaluated with different aspects. One is the subjective fit measuring how much the employees believe their own attributes match with that of the organization. Alternatively, the other is the objective fit comparing employee's own attributes with the organization's independent rating. Finally, there is the one called perceived value fit which means an individual's self-evaluation and a comparison of the organization with similar dimensions (Esitti, 2017).

When studies about the person-organization fit are reviewed, it is seen that researchers generally turn towards different distinctions. One of these distinctions is supplementary fit and complementary fit. Supplementary fit underscores the situation in which the person and the organization are interested in each other based on their similarities in both the employee's job selection process and the organization's employment process. In this context, the most frequently used similarity is the fit between the values of the person and the organization (Kilic and Yener, 2015). As for complementary fit, it is seen when the attributes of a person

or an organization provide the wishes and needs of the other. In other words, complementary fit comes in sight when the person completes the environment, he/she is in or when what is missing in that environment is completed by the person (Muchinsky and Monahan, 1987). Another distinction for the person-organization fit is need-supply and demand-ability fit distinction. According to need-supply approach, the person-organization fit is seen only when the organization satisfies the needs, wishes and preferences of the person. In return, according to demand-skill fit approach, the person-organization fit is seen only when the person holds the skills that would meet the demands of the organization (Kristof, 1996).

It is reckoned that when the person-organization fit increases, intrapreneurship of the person increases, the person takes more risks for the organization and will be in creative thinking, will be after innovation, and will put in great effort to rapidly put these innovations into practice. Because the person-organization fit is seen when the things a person values are the same things an organization values and this way it is not surprising to see the person making an effort and create new ideas for the organization. Hence, when studies focusing on the results of the person-organization fit are reviewed, it is seen that the person-organization fit has a positive and significant effect on organizational trust and organizational citizenship behaviour (Wei, 2012; Tugal and Kilic, 2015; Ahmadi et al., 2014). In a study performed in five-star accommodation establishments in Istanbul, which focuses on the effect of the person-organization fit on intrapreneurship, it is seen that the person-organization fit affects intrapreneurship and all of its dimensions positively and significantly. Additionally, it is found that the person-organization fit affects the innovation dimension of intrapreneurship the most (Esitti, 2017). In their study performed with 474 employees of 30 information technology companies in China, Huang, Yuan, and Li (2019) found that the person-organization fit affects innovation positively and significantly. Moreover, it was determined that career commitment and job involvement are also effective in this relationship. Considering these statements and research results, the below hypothesis is developed.

H₁: The person-organization fit positively and significantly affects intrapreneurship.

Job satisfaction is defined as the positive attitude a person has towards his/her job and the feeling of satisfaction seen as a result of the fit between the person and working life or the workplace conditions. What comes to mind when job satisfaction is concerned are the financial benefits gained from work, the happiness an employee has from working with people with whom they enjoy working, and the pleasure of creating something (Kursat and Iscan, 2008). Job satisfaction in general is defined as the positive

feelings about the job awaken in the person as a result of the evaluation of the attributes of work (Akbas and Cetin, 2015).

There can be two reasons uttered why the concept of job satisfaction is important in work life. The first of these reasons is the effect of job satisfaction on the employees. The feelings an employee has towards work is important for the well-being of the employee. Secondly, job satisfaction has organizational results as well (Bagci, 2018). Organizational importance of job satisfaction is based on the close relationship it has with concepts such as productivity, alienation, intention to leave, conflictions, occupational accidents (Kok, 2006).

There are many factors affecting job satisfaction. These factors are classified in the literature in various ways. The factors affecting job satisfaction basically can be the job itself, job conditions, career opportunities, colleagues, the structure of the organization, leadership type, and salary policies (Soysal and Tan, 2013). It is also reckoned that the person-organization fit will have a positive and significant effect on job satisfaction. Indeed, there are studies in the literature supporting this notion. For instance, Boxx et al. (1991) performed a study on 387 private sector employees employed as middle and high-level managerial positions in the logistics sector and found that the person-organization fit levels determine the differences in the levels of job satisfaction of employees. In national literature, it is found that Kilic and Yener (2015), as a result of the study they performed with 196 bank employees, defined that the person-organization fit has a positive and significant effect on job satisfaction. In the study performed with 280 blue-collar employees employed in private healthcare institutions, Bagci (2018) reached to the conclusion that the person-organization fit has a positive effect on internal and external job satisfaction. Considering these statements and research results, the below hypothesis is developed.

H₂: The person-organization fit positively and significantly affects job satisfaction.

Considering these statements, it is expected to see a positive effect of job satisfaction on intrapreneurship as well. Because it would be natural to see an employee who is content with his job to be engaging in beneficial activities for his/her organization. Indeed, there are studies confirming this expectation. For instance, Gurbuz et al. (2010) suggest that organizational factors (reward system, organizational communication, organizational structure, and rules) increase job satisfaction of employees, and employees with high job satisfaction show an increased amount of intrapreneurship behaviour. In other words, in the relationship between organizational factors and intrapreneurship, job satisfaction has a mediating role. Meydan (2011), in the study performed with 172 low and medium management level

public institution employees, concluded that job satisfaction has a positive and significant effect on intrapreneurship. Considering these statements, the below hypothesis is developed.

H₃: Job satisfaction positively and significantly affects intrapreneurship.

As can be seen from the above explanations, there are studies in the literature focusing on the relationships between variables such as the person-organization fit, job satisfaction, and intrapreneurship. However, these studies are trying to underline the interrelation between these variables. There has been no study found on the mediating effect of job satisfaction in the relationship between person-job fit and intrapreneurship. Nevertheless, it is projected that the mediating effect of these variables can be seen based on the existing interrelations in the literature. Considering these statements, the below hypothesis is developed.

H₄: Job satisfaction has a mediating effect on the effect of the person-organization fit on intrapreneurship.

Research Method

The Purpose of the Study, Sample and Scales

There are three main purposes of this study. First of which is to define whether there is any effect of the person-organization fit and job satisfaction on the intrapreneurship behaviour of employees. The second purpose is to define whether there is any mediating effect of job satisfaction on the effect of the person-organization fit on intrapreneurship behaviour. The third one is to test the validity and reliability of the intrapreneurship scale developed by Stull (2005) in Turkish. To serve these three purposes, data were collected from bank employees through questionnaires. Questionnaires are prepared and distributed to 250 bank employees online. 102 of the 250 employees responded to the questionnaires and it was seen that there were missing answers in the sent questionnaires. When the ones with missing answers are omitted, 83 questionnaires were used to review the relationships between the variables.

The questionnaires were prepared as four sections. In the first section, questions are included in order to define the demographic attributes of the participants. In the second section, Stull's (2005) the intrapreneurship scale of 15 statements was placed. This scale has been proven in terms of validity in countries such as the Netherlands (Wakkee et al., 2008), Spain (Morianio et al., 2009). However, in Turkey, the validity of this scale has not been evaluated yet. For this reason, this study also aims to prove the validity of this scale in Turkish as well. The scale measures intrapreneurship under three dimensions. These dimensions are risk taking, proactiveness, and innovativeness. Each of the dimensions is measured with 5 statements.

In the third section of the questionnaire, the person-organization fit scale developed by Netemeyer, Boles, McKee, and McMurrian (1997) is included. The scale consists of 4 statements and measures the person-organization fit as a single dimension. Additionally, the validity and reliability of the person-organization fit scale developed by Netemeyer et al., have been proven in Turkish in various studies. For instance, Bagci (2018) found that Cronbach Alpha reliability value of the person-organization fit scale is 0,785. This finding shows that the scale is reliable. In the fourth section of the questionnaire, the job satisfaction scale, which is developed by Brayfield and Rothe (1951) and has been proven valid with 5 statements in Turkish by Keser (2005), is added. The scale measures job satisfaction as a single dimension. Moreover, Keser (2005) as a result of the research put forward that the Cronbach Alpha reliability value of the scale is 0,755. This finding of Keser suggests that the scale is reliable. Statements regarding the variables included in the questionnaire are presented in Appendix 1.

Findings

The research primarily focuses on kurtosis and skewness values to see whether the data show a normal distribution or not. It is seen that the values are between -1 and +1. Normal distribution is thus accepted with these values (Leech, Barrett, and Morgan, 2005). As per this result, it is decided that parametric tests can be used in analyses.

Later on, in order to define the reliability of the scales, Cronbach Alpha values are reviewed. As per the analysis, it is determined that the intrapreneurship scale's Cronbach Alpha value is 0,811, while that of the person-organization fit scale is 0,919, and that of the job satisfaction scale is 0,873. These findings show that the scales used in this study are proved to be reliable.

After seeing the reliability of the scales, exploratory and confirmatory factor analyses are used to define the construct validity of the scales. As per the results of exploratory factor analysis, it is determined that the intrapreneurship scale gathers under three dimensions. Additionally, due to the fact that statements of "Intrap1" and "Intrap10" are loaded with values close to more than one dimension, these statements are removed from the scale. It is determined that the KMO value of the intrapreneurship scale is ,784 and the result for the sphericity test is ,000. It is determined that articles of the scale explain 61,90% of the total variance and are varied between values ,450 and ,823. It is concluded that the person-organization fit scale gathers under one dimension and its KMO value is ,771, while sphericity test result is ,000. Articles of the scale have varied values between ,885 and ,920. Additionally, the articles explain 80,84% of the total variance. As for the job satisfaction scale, the KMO value is ,834, and the sphericity test result is ,000. It is also seen that the articles of the scale

explain 66,88% of the total variance and have varied values between ,733 and ,889. Additionally, it is defined that job satisfaction also gathers under one dimension.

After exploratory factor analysis, confirmatory factor analysis is done on the scales. The confirmatory factor analysis results of the intrapreneurship scale are evaluated first and it is seen that the factor load of item “Intrap3” is below ,50. For this reason, the related item is removed and confirmatory factor analysis is done once again. As a result of the analysis, it is seen that scale meets the prerequisites this way ($> ,50$) and goodness of fit are at an acceptable level. According to exploratory and confirmatory factor analyses, the intrapreneurship scale of 15 items was shaped to have 12 items in this study. Estimated results of confirmatory factor analysis of the intrapreneurship scale are shown in Figure 1.

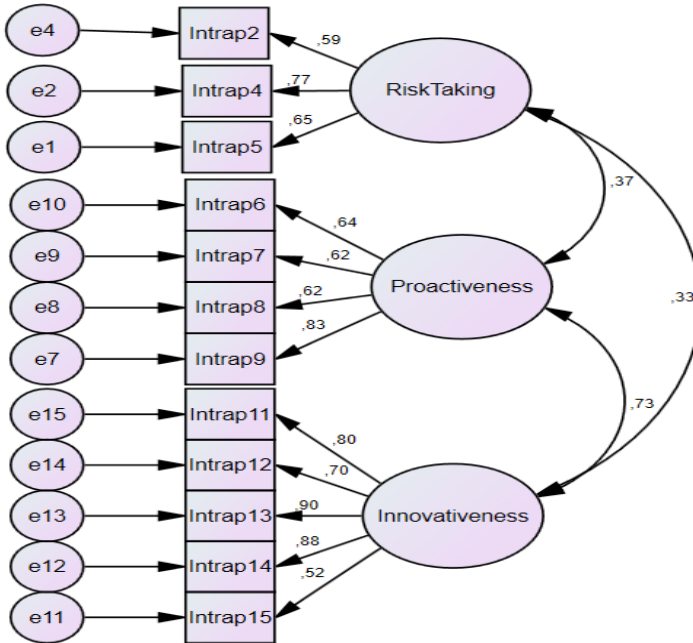


Figure 1. *The Confirmatory Factor Analysis of The Intrapreneurship Scale*

When the results of the confirmatory factor analysis of the person-organization scale are reviewed, it is seen that item factor loads meet prerequisites ($> ,50$). On the other hand, it is seen that among the goodness of fit values of the scale, CMIN/DF and RMSEA values are higher than the reference value. However, it is defined that if modification is made between items “POF1” and “POF2”, these values would meet prerequisites. Thus,

modification is made between these items. Post-modification estimated results of the scale are shown in Figure 2.

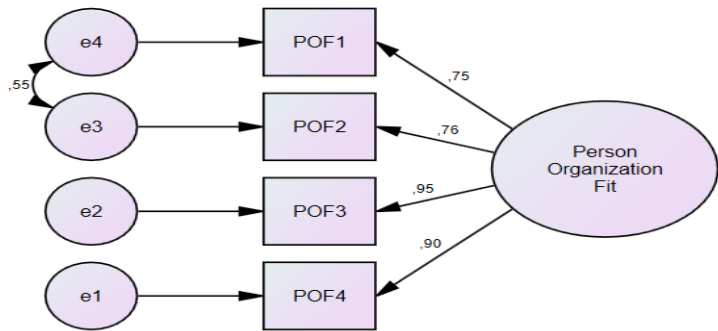


Figure 2. *The Confirmatory Factor Analysis of The Person-Organization Fit Scale*

Finally, when the confirmatory factor analysis of the job satisfaction scale is reviewed, it is seen that similarly, article factor loads meet the prerequisites ($>.50$). On the other hand, it is seen that among the goodness of fit values of the scale, the value of RMSEA is higher than the reference value. Depending on this result, a modification is made between “JS4” and “JS5” and making RMSEA value reach goodness of fit value. Post-modification estimated results of the job satisfaction scale are shown in Figure 3.

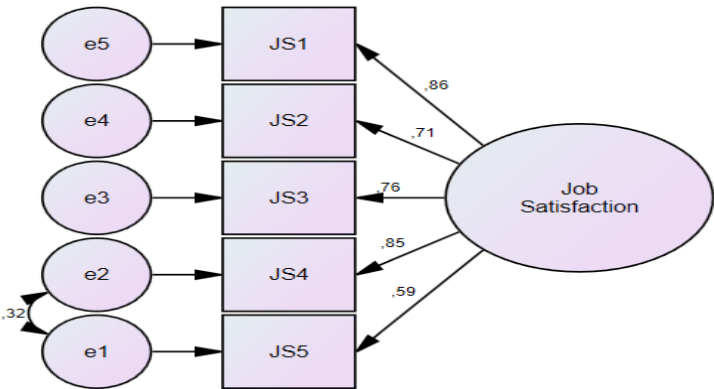


Figure 3. *Confirmatory Factor Analysis of The Job Satisfaction Scale*

After the estimates of the scales are given, the goodness of fit values of the confirmatory factor analyses are shown in Table 1.

Table 1. *Results of Goodness of Fit Index of the Scales*

Variables	CMIN/DF (0< χ^2 /sd ≤ 5)	RMR (≤,10)	CFI (≥,90)	IFI (≥,90)	TLI (≥,90)	RMSEA (≤,05-≤,08)
Intrapreneurship	1,417	,087	,952	,954	,935	,071
Person-Org Fit	2,447	,015	,995	,995	,967	,064
Job Satisfaction	1,106	,029	,998	,998	,995	,036

Correlation analysis is done to define the strength and direction of the relationship between variables and the findings are shown in Table 2. Additionally, means of variables and standard deviations are shown in the table as well.

Table 2. *Means of Variables and Results of Correlation Analysis*

Factors	\overline{X}	SS	1	2	3
1- Intrapreneurship	3,656	,582	1		
2- Person-Org Fit	3,596	1,116	,371**	1	
3- Job Satisfaction	3,867	,908	,321**	,452**	1

When Table 2 is reviewed, it is seen that while a positive (,371) and significant relationship is seen between intrapreneurship and the person-organization fit, a positive (,321) and a significant relationship is also seen between intrapreneurship and job satisfaction. In addition to this, it is seen from the table that there is a positive (,452) and significant relationship between the person-organization fit and job satisfaction. After defining the direction and strength of the relationships between variables through these findings, structural equation modeling is performed with AMOS to test the hypotheses and the cause and effect relationship and mediation relationship between the variables are evaluated. However, to analyze the relationship between variables with structural equation modeling, it is required not to have a multicollinearity issue between variables. For this reason, primarily, multicollinearity between variables is evaluated based on VIF (variance inflation factor) and the tolerance values (variance rate which cannot be explained with variables) of variables. Since the VIF value is below 10 and tolerance value is above 0,10, it is accepted that there is no multicollinearity issue. This way it is concluded that structural equation modeling can be done. Based on this result, structural equation modeling, the estimates of which is shown in Figure 4, is performed.

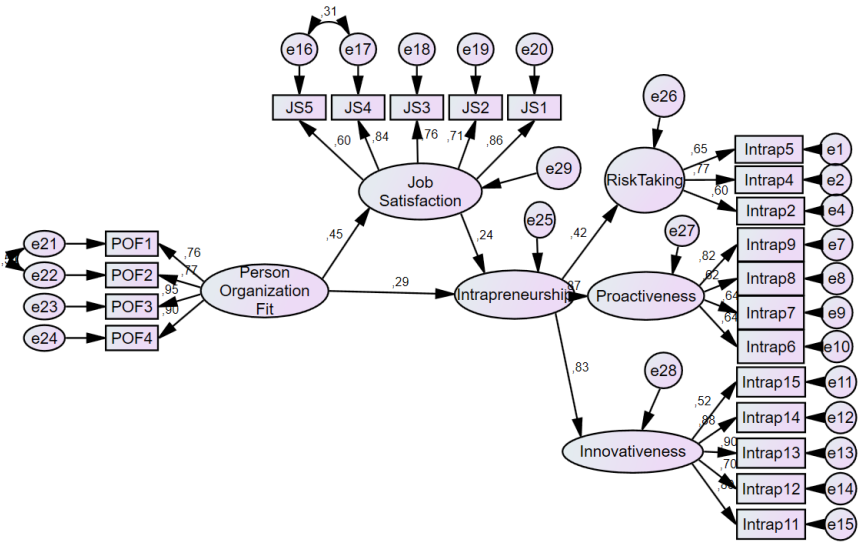


Figure 4. *The Estimated Results Of Structural Equation Model*

After the estimated results are given on the model, the goodness of fit values are presented in Table 3.

Table 3. *Model Fit Values*

Indices	Reference Value	Measurement Model
CMIN/DF	$0 < \chi^2/sd \leq 5$	1,482
RMR	$\leq 0,1$,096
CFI	$\geq 0,90$,910
IFI	$\geq 0,90$,912
TLI	$\geq 0,90$,902
RMSEA	$\leq 0,08$,077

As can be seen in Table 3, model fit values meet prerequisites. Thus, it can be stated that the model is acceptable. Later on, estimates of relationships between variables and significance levels are reviewed and findings are presented in Table 4.

Table 4. *The Estimated Results of the Model and Significance Levels*

Hypothesis	Dependent Variable		Predictor Variable	Standardized R. L.	P
H ₁	Intrapreneurship	<----	Person-Organization Fit	,286	,059
H ₂	Job Satisfaction	<----	Person-Organization Fit	,454	,000
H ₃	Intrapreneurship	<----	Job Satisfaction	,240	,001

It is understood from Table 4 that the person-organization fit positively (,454) and significantly ($p=,000$) affects job satisfaction, however, its positive effect (,286) on intrapreneurship is not significant ($p=,059$). Nonetheless, it is gathered from the table that job satisfaction has a positive (,240) and significant ($p=,001$) effect on intrapreneurship. Considering these results, **H₂ and H₃ are accepted** whereas H₁ is rejected. Afterward, direct and indirect effects between variables are reviewed and the results are presented in Table 5.

Table 5. *Direct, Indirect and Total Effects of Variables*

Variables	Effects	Person-Organization Fit	Job Satisfaction
Job Satisfaction	Direct	,454	,000
	Indirect	,000	,000
	Total	,454	,000
Intrapreneurship	Direct	,286	,240
	Indirect	,109	,000
	Total	,395	,240

When Table 5 is reviewed, it is seen that the direct effect of the person-organization fit on intrapreneurship is at the level of ,286 whereas the indirect effect is at the level of ,109. When Table 4 is reviewed, it is seen that the effect of the person-organization fit on intrapreneurship is not significant. Correspondingly, in order to define the mediating relationship, job satisfaction is removed from the model and the effect of the person-organization fit on intrapreneurship is reviewed without a mediator. The model from which job satisfaction is removed can be seen in estimated results in Figure 5.

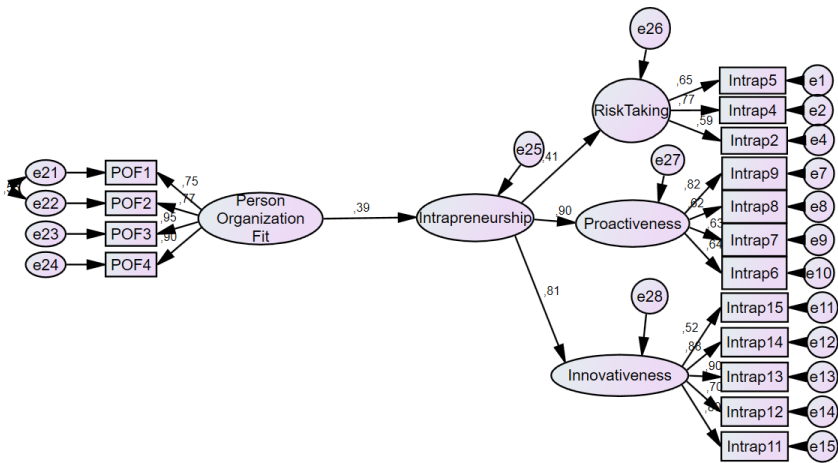


Figure 5. Model of the Relationship Between The Person-Organization Fit and Intrapreneurship

After the model without a mediator is reviewed, it is also evaluated as per goodness of fit and it is concluded that the model meets the prerequisites. The goodness of fit values of the model without the mediator is presented in Table 6.

Table 6. Goodness of Fit Values of the Model Without Mediator

Indices	Reference Value	Measurement Model
CMIN/DF	$0 < \chi^2/sd \leq 5$	1,659
RMR	$\leq 0,1$,096
CFI	$\geq 0,90$,910
IFI	$\geq 0,90$,912
TLI	$\geq 0,90$,901
RMSEA	$\leq 0,08$,080

After reviewing the goodness of fit values of the model without a mediator, standardized regression loads and significance values are checked and findings are shown in Table 7.

Table 7. The Estimates of Model Without Mediator and Significance Values

Dependent Variable	Predictor Variable	Standardized R. L.	P
Intrapreneurship	<---- Person-Organization Fit	,393	,011

When Table 7 is reviewed, it is seen that the person-organization fit positively (.393) and significantly ($p=.011$) affects intrapreneurship. In

the model in which job satisfaction is mediating variable, it was defined that the effect of the person-organization fit on intrapreneurship was not significant. As per these findings and results that are shown in Table 5, it can be said that in the effect of the person-organization fit on intrapreneurship, job satisfaction has a **fully mediating role**, in other words, the effect of the person-organization fit on intrapreneurship is through job satisfaction. Accordingly, **H₄ hypothesis is accepted**.

Evaluation and Conclusion

As a result of this study performed on bank employees, it is concluded that the person-organization fit has a positive and significant effect on job satisfaction. Similarly, it is concluded that job satisfaction has a positive and significant effect on intrapreneurship. Apart from these conclusions, in a model including the person-organization fit, intrapreneurship, and job satisfaction, it is seen that the effect of the person-organization fit on intrapreneurship is not significant. When job satisfaction is removed and the direct relationship of the person-organization fit and intrapreneurship is evaluated, it is seen that the person-organization fit positively and significantly affect intrapreneurship. As a result of these findings, it can be stated that in the model in which there is job satisfaction variable, the person-organization fit's effect on intrapreneurship is through full mediating. In other words, the effect of the person-organization fit on intrapreneurship is through job satisfaction. Based on these findings, organizations who desire to increase the intrapreneurship of their employees should engage in activities which would increase the employee's fit with the organization and their job satisfaction. This is because nowadays, it is believed that what leads organizations to success and what makes them more powerful compared to their competitors is the new and creative ideas they have from their employees. For this reason, it is utterly important for organizations to place emphasis on activities which that increase the intrapreneurship behaviour of employees, to encourage intrapreneurship, and also to attach importance to topics that would affect the emergence of intrapreneurship, such as the person-organization fit and job satisfaction. This way, organizations can take firm steps towards their goals. In addition to these explanations, this study can be evaluated as a first in the literature. Because, there was not any study in the literature which focuses on the variables such as the person-organization fit, job satisfaction, and intrapreneurship all at once and which evaluates job satisfaction as mediating variable on the effect of the person-organization fit on intrapreneurship. For this reason, the findings we reached can be seen as important for the literature. Additionally, another important finding we reached is regarding the intrapreneurship scale. Intrapreneurship scale, developed by Stull in 2005, is a scale of which validity is proven in different countries before. However, its validity in Turkish has not been evaluated before. In this

study, it is defined that this scale is valid in Turkish as well and can be used in other future studies. However, in order to reach more significant results regarding the validity of the scale, larger and different samples need to be studied.

Apart from these statements, as can be seen in every study, there are certain constraints in this study as well. Primarily, the study is limited to the thoughts of the participants of the period in which questionnaires were done. Another constraint is that the data were only collected from one bank and this prevents the results of this study from being generalized. Additionally, there are many other factors affecting intrapreneurship. For this reason, the fact that this study only focuses on the relationship between three variables can be assessed as a constraint. As per these constraints, researchers are suggested to include different variables into this model and evaluate these relationships with larger and different samples in order to be able to generalize the results.

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Appendix 1.

Intrapreneurship Scale

1. Yeni projelere veya faaliyetlere temkinli yaklaşırım.
2. Başarılı olmama ihtimali olan şeyleri yaparım (denerim)
3. Uygun (Hesaplanmış) riskleri almaktan kaçınırım
4. Başarılı olmama ihtimali olan etkinliklerde bulunuyorum
5. Başarısızlık olasılığına rağmen uygun (hesaplanmış) riskleri alırım
6. Değişikliklere cevap vermek yerine, değişiklikleri başlatarak bir adım önde olurum
7. Hoşlanmadığım (Sevmediğim) şeyleri aktif olarak düzeltir veya iyileştiririm
8. Gelecekteki sorun, ihtiyaç veya değişiklikleri önceden düşünerek hareket ederim
9. Projelere başlamak için inisiyatif alırım
10. Değişikliklere ihtiyaç olmadan önce, değişiklikleri uygulama eğilimindeyim

11. Yararlı yeni fikirler üretirim
12. Yeni süreçler, hizmetler veya ürünler geliştiririm
13. İş görevlerine yenilikçi yollarla yaklaşırım
14. İşleri yapmanın yeni yollarını bulurum
15. İşleri sıklıkla eşi benzeri olmayan yollarla yapıyorum

Person-Organization Fit Scale

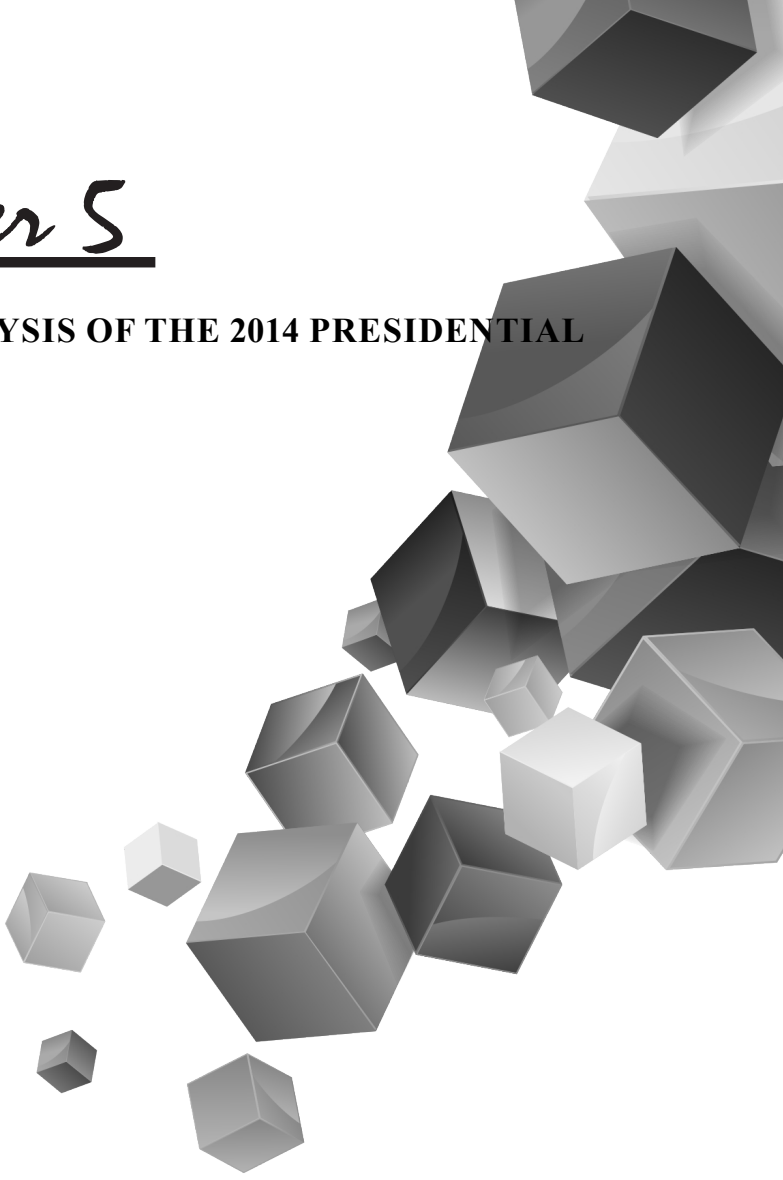
1. Kişisel değerlerimin çalıştığım işletme ile iyi bir uyum içinde olduğunu düşünüyorum
2. Çalıştığım işletmenin değerleri, benim diğer insanlarla ilgili düşüncelerimle uyumludur
3. Çalıştığım işletmenin değerleri, benim dürüstlük ile ilgili düşüncelerimle uyumludur
4. Çalıştığım işletmenin değerleri, benim hakkaniyetle (adaletle) ilgili düşüncelerimle uyumludur

Job Satisfaction Scale

1. İşimi severek yaparım
2. Mutluluğu işimdeyken buluyorum
3. Mevcut işimden çok memnunum
4. İşimi tatsız buluyorum
5. İşyerinde zaman geçmek bilmiyor

Chapter 5

MEDIA ANALYSIS OF THE 2014 PRESIDENTIAL ELECTION^{1*}



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Introduction

In this study, the rates and forms of the names of the candidates for the presidential elections of August 10, 2014, were discussed. The news on the first pages of *Hürriyet*, *Yeni Şafak*, *Cumhuriyet*, and *Zaman* newspapers, starting from 27 July 2014, until 09 August 2014, were examined. In the first part of the study, concepts such as news, discourse, and news discourse will be examined and information will be given about the methods of discourse analysis. After drawing the conceptual framework, the power of the media to set the agenda and the issues of the agenda will be examined within the framework of the media's relations with the public and politics.

Then the presidential elections will be carried out by the Republic of Turkey in chronological order. The elections will be summarized from the first election held by the Assembly in 1923 when Mustafa Kemal was the president, to the last election held by the people in 2014 when Recep Tayyip Erdogan became the president. Legal procedure on presidential elections; The laws made by lawmakers and the relevant developments in the constitution will be handled chronologically. On the other hand, the political crises and coup periods that affect our political life will be analyzed within the framework of their impact on the presidential elections.

In the section that constitutes the roof of the study, the news about the presidential candidates in the 4 newspapers followed for the written media research covering two weeks before the election date (27 July -09 August) were evaluated. The positive editorial contribution to the news enables the positive detection of the news, while the negative editorial contribution to the news leads to the negative evaluation of the news. News that does not contain editorial contributions is determined impartially. This study, which aims to determine how newspaper news languages are created by using content analysis method; to reveal the ideological structures of print media, it has adopted the ideology-news relationship problematically. The main aim of the research is to determine how and how much the presidential candidates are in the media outlets in the last two weeks before the elections. Thus, there will be an opportunity to assess the role of the media, which has been on the agenda from time to time, informing public opinion. Whether the press gives the Presidential election objectively will be examined.

News, Discourse, and Ideology

There are many definitions of what the news is. While the concept of news at first was defined as “everything that happened”, “everything we didn’t know yesterday”, “the information people talk about” and “what the readers want to learn”, considering the desire to know and learn, then the conditions of the day and the requirements of the journalistic profession

It is also defined as “everything that is appropriate for the time”, “report on the time” and “the report of an event” (Devran, 2010). News informs, educates, entertains, upsets, delights. So what’s the news? The news is the most influential media content since it is thought to be related to reality or itself (Girgin, 2002).

The discursive content of the news text may undergo some deterioration/changes (traditional values, educational level, etc.) not only during the production or presentation phase of the text but also in the perception phase. In this sense, the news can be understood within the whole of social relations that it exists as a “discourse” created from the meaning story of a “story” but referring to more than the words it contains (Ergül, 2005).

The reporter should also make sure that he answers what, why, where, when, how, and who is called the 5 Ws (and an H) of journalism. Otherwise, unanswered and unenlightened questions may arise in the reader’s mind. Over time, it was tried to avoid possible questions about the reliability of the news by adding information about the source of the news to the target audience by adding the “from where” question to this 5 W (Devran, 2010).

Even the simplest decisions made by individuals throughout their lives are formed with the contribution of their judgment. Every decision is a choice. The individual puts his personality in every choice he makes. Therefore, when making an individual, either consciously or unconsciously;

1. Aesthetics (beautiful, ugly, attractive, repellent)
2. Professional (creative, encouraging, necessary)
3. Logical (consistent, inconsistent, restrained, unmeasured)
4. Socio-cultural (efficient, inefficient, hardworking, lazy, useful, useless)
5. Moral (honesty, immorality)

activates their values. Each of these values conditions the reporter on how to approach the news. Thus, news production generally affects the personality of the messenger, the society in which they live, and the structure of the organization that produces the news (Girgin, 2002).

According to İnal; The factors that affect the production of news texts can be listed as follows:

1. The discourse of the news; It is formed within the daily practices of journalism. In other words, journalism has been organized as a work to overcome temporal, spatial, and financial limitations.

2. The discourse of the news; It is formed within the professional

ideologies of journalists. More specifically, journalism norms that develop with the transformation of the press into a commercial enterprise and subsequent horizontal and vertical monopolization phenomenon shape the discourse.

3. The discourse of the news; The news is produced by concrete historical conditions and production moment. Political, economic power/power relations formed cross-sections in the social formation are reflected in the texts.

4. The discourse of the news; It is structured within the economic policy of the media. In other words, profitability anxiety requires the preparation of more people-oriented content, which leads to the selection of more selling topics that lead to similarity while testing diversity (İnal, 1996).

Linguists focused on discourse and tried to develop critical discourse analysis methods by focusing on issues such as power, hegemony, class, genre, ethnic discrimination, interest, reconstruction, institutions, social structure, and social order. Critical discourse analysis benefited from the work of Habermas, especially the concept of legitimacy developed by him and the concepts of power, domination, discipline, and discourse levels developed by Foucault. Discussions about discourse begin with the evaluation of the language theory of Ferdinand de Saussure about language. As emphasized before, Saussure used the terms *langue* and word (*parole*) and stated that language should be separated from the word. "When language is a social phenomenon, the word is an individual phenomenon" and it is related to the way language is used ... (Devran, 2010). The language, which is generally known as a means of expressing people's feelings and thoughts, has an organization in itself, offers a unique structure, and is discussed in the social life with the expression of linguist F.de Saussure. Morse code) is a definitive approach that is now combined on it (Çamdereli, 2012). The main function of the language is to convey thoughts through these indicators. This emphasis of Saussure on the concept of the indicator is important in terms of discourse theory.

In his study, Foucault developed a theory of knowledge/power rather than addressing discourse structures. Discursively, power does not belong to a particular person, state, or institution. Power spreads through different social practices. Power discourse produces knowledge, structure, and subjectivity. For this reason, Foucault does not limit discourse analysis not only with texts but also takes the relations between discourses to another level of discourse. According to Foucault, power is closely related to discourse, and therefore it is not possible to achieve a universal reality. Because no position other than discourse can be mentioned and cannot escape representation. Its real effect is built-in discourse.

What we call discourse are actions that apply/distort/disrupt these rules and the rules and refer to a “discursive formation”, not to particular language games, but the interaction/articulation between multiple language games. The consistency that a discursive formation can have is only a hegemonic consistency, and in fact, hegemonic logic is fully effective at the level of discursive formations (Laclau, 2009). On the other hand, our minds control our actions as individuals. If the other person’s mind, knowledge, and opinions are affected, his actions can also be influenced and controlled. Besides, if individuals’ minds can be affected by text or individuals, then we can state that discourse indirectly controls the actions of people. For this reason, persuasion and manipulation have become one of the important issues of our time.

Today, the concept of “ideology” has become one of the important concepts in media studies, whether on the content or reception. In this case, it is effective for the media to build the events in a new language and to reconstruct the dominant ideological point of view of the media body and present it to the public. Different meanings can be attributed to an event in news with different discourses of the media. Ideology was first conceived by Destutt de Tracy as terminology and intellectual draft area, to explicitly dominate the entire human intellectual environment, including moral, economic, political, physical, and mathematical account areas, and ultimately, the purely political field (Toruk & Sine, 2012). Tracy named the concept of ideology as the name of an anti-metaphysical science of thought. Then, different definitions were made by different thinkers in the historical process of ideology. Some of these definitions are as follows: Production process of meaning, indicators, and values in social life; a set of ideas or belief systems belonging to a particular social group or class; ideas to legitimize a sovereign political power; systematically distorted communication; conflict of discourse and power, etc. Ideologies are reconstructed and communicated with language, and thus the continuation of hegemony is ensured. In other words, language is central to the formation of power and power in this process, as hegemony is based on meanings or the way individuals make sense of things.

News Discourse

The process of creating a communication society begins with the print media. News texts are discourses in context. While going towards an era where discourse is more important than the text itself, analyzing how and to whom the news is transmitted more than what it makes it more understandable for the discourse used in the text. There is an arid world that forms itself before the development of a text. The discourse established develops according to the socio-cultural structure of the society that forms its world or the psycho-social mind processes.

News discourse is usually a tool for public opinion creation and direction in which the ruling power in the countries primarily wants or is dominant. In general, it is possible to divide the media content into “news” and “other things”. Because, the choice of news, its forms of presentation (evaluation), news discourse, can create a much wider misleading area (Girgin, 2002). The language used by the media to express the newsworthy events conveys the dominant views about the dominant groups and events to the whole society. As the media conveys the discourse of the ruling groups, it can present its discourse as the rhetoric of the ruling groups.

The power of the print media stems from the perception of language directly, not indirectly. When the geometric world formed by the combination of words is translated into writing, “power in the language” begins to emerge. The power of discourse moves with those who hold power. Discourse can be thought of as a way of describing, describing, classifying people, things, and even information and abstract systems of thought. Another feature of the written thing is “mental processes”. Election campaigns are the methods and techniques used by political parties and politicians to win elections within the framework of the relevant legal regulations in the country or in certain regions of the country to make legislations to the councils or to elect local governments (Aktaş, 2004). When we talk about the use of media in political campaigns, we can count the issues that come to the fore in the media, political party announcements, broadcasting policies of television and newspapers. Two concepts related to the media used during the political election campaigns are used. The first one is the paid media, which is used for the fee paid, and the other is the earned media.

Media and Election Campaigns

Election campaigns are the technical process that is carried out in political campaign work carried out by the candidates of parties or parties during the general election or local election periods in the political arena to win the election. The agenda of coming up and staying on the agenda, the propaganda announcements of the party and candidates, and the broadcasting policies of the media can be counted as examples of media use in political campaigns (Devran, 2011: 1).

In order to talk about election campaigns, parties and candidates must compete with each other. The aim is to realize the public mobilization for giving information, persuasion, and voting. According to the researches, it was seen that election campaigns were more effective on undecided voters, which were defined as “floating votes”, and which party was not certain until the last days of elections, rather than being effective on determined voters. Two concepts are used in the literature regarding the media used in election campaigns in the field of politics. The first is the media that is

used for a fee (paid media), and the second is the media (earned media) supported by mutual benefit, ideology, or for different reasons. Among the dreams and hopes of the voters and the promises of the candidates; Thanks to the communication implemented through the election campaigns, a link is established and a bridge is established (Aktaş, 2004: 49-50).

The election campaign period is the period when the political party or individual politician intensely promotes or propaganda. For the candidate to be elected, if the candidate is not an independent candidate, every message to the society, more precisely, to the voter must change his attitude and behavior. Because time is tight and every message should be oriented towards the result. In this context, the political actor/politician should actually be a part of the election campaign or cooperate on the following issues, which are recommended to be carried out in his own promotion activities:

- It is necessary to be in close contact with the party during the election campaign.
- The party's general slogan and sub-slogans should be used by all candidates.
- The own slogans of the candidate that integrates, fuses, and supports it can be created.
- The party's election manifesto should be read very well, assimilated, and disclosed where necessary, depending on the voter's structure. For example, in a meeting with young people, the information included in the topics to be addressed and in the election declaration should be projected.
- Each politician candidate's own promises should be determined in advance and should be matched with his party's program.
- The candidate should determine the ways in which he will introduce himself or propaganda. This is by knowing the electorate very well.
- It should not be entered into promises that are very difficult to do, and that are not believable in the electorate when announced.
- Certain, concrete events should be discussed and issues that would contradict the party should not be entered.
- Instead of providing information on the Internet or preparing thick promotional books in an environment where the literacy rate is low, the visual material should be prepared (distributed with lots of pictures), short annotated flyers, and brochures.
- Distribution of prepared brochures is also important. It should be ensured that these are distributed to the places to be spoken by the candidate as much as possible, or to a certain level by their relatives and

parties. This type of written material distributed to children and youth by money is not effective; It should be known that it is not read, but it is not remembered.

- Various promotional materials can be prepared and distributed within the framework of the economic strength of the candidates. In these, permanent promotional items that individuals can use individually or as a family should be selected without exaggeration. Here, reminder products can be made that capture the conditions of the day, society, and developing technology.

- In the distribution of promotions, there should be fine ways that easily reach the target audience.

“Law on Basic Provisions of Elections and Voter Registers” numbered 298 determined the limits of using television during election campaigns. According to this law, while the candidates cannot present advertisements for propaganda on television, the candidates can advertise to newspapers in the current period. Political parties try to benefit from these channels in other ways because they cannot advertise on television for money. As the ways political parties and candidates use the most in this direction; coming to the agenda by taking part in the news in different ways, participating in open sessions, being a guest of various live broadcasts, etc. countable.

Media Agenda Setting Theory

In terms of the dictionary, the word agenda, which is met with the word agenda in English, is derived from the root of the day in Turkish. The ordering of the subjects and events in the order of importance in the period experienced in history is called the agenda. It is stated that agendas emerge as a result of dynamic interactions, as different issues become more important and lose importance over time (Terkan, 2005: 42). The relationship between politics and media can be examined in the context of the Agenda Setting Theory. By examining the relationship between the two institutions on the agenda they brought up; It tries to show its effects against each other. Agenda Setting Theory is based on the idea that the issues that the public speaks and thinks are determined by the way the news is presented by the media. Cohen expresses this situation as follows; “The media may not be successful in telling people what to think most of the time. However, he is successful in expressing what his audience should think about.” (Güneş, 2014: 3).

Agenda setting approach; It is based on the thesis that the issues and problems deemed important by the public are also important by the media and the public agenda is determined by the media. Theory; The political agenda, the public agenda and the media agenda focus on the relations in its context and try to reveal the effects of each agenda on each other from

various perspectives (Terkan, 2005: 42). The theory is the most general term; deals with the role and effects of the media in the formation of thoughts, beliefs, and attitudes. Maxwell E. McCombs and Donald L. Shaw are the first to articulate the theory. The bilateral United States (USA) conducted an empirical study during the presidential election period. In the study, the media agenda and the public agenda were compared (Yüksel, 2007: 577).

McCombs and Shaw found in their study on the 1972 Presidential elections published in 1977 that mass media set the public agenda. Thus, with these studies, the theory proposed a research model to empirically test the ideological impact of media on buyers. The media's 'new' position, which does not produce news in terms of reporting, 'reproduces events', makes sense and conveys these meanings, has started some discussions about continuing to be considered as the fourth force. The media has already exceeded the power attributed to it, and this has led to the need to develop new approaches to its effects. One of these approaches belongs to Ramonet and Ramonet says this regarding the power of the media; first of all, there is a sense of intertwining between the dominant media and political power, and at such a point, citizens are skeptical about whether the "fourth power" is performing its critical function. Besides, to speak of the "fourth power," the first three powers must exist and the hierarchy that regulates them remains valid in the classification of Montesquieu. In reality, the economy holds its first power today. The second place is undoubtedly the undisputed media they are the means of action, action, and decision (obviously these two powers are intertwined) so that political power is only in third place (Ramonet, 2000: 46).

The theory tries to determine the relationships between the three different agenda structures that it determines as the elements that form the agenda-setting process and the level of influence against each other. The Agenda Setting Theory has advanced with other impact researches. Bernard Cohen's statement, "The media may not be successful in telling what to think, but it is extremely successful in telling what to think about," recorded the basic idea of the basic model of the theory (Yüksel, 1999: 25). Studies on the political agenda-setting model started in 1972 by Cobb and Elder. The contribution of Lang and Lang and the Watergate event study, in which the public and media relations are analyzed, are very important for the development of the agenda-setting studies (Severin & Tankard, 1994: 389).

Some issues need to be addressed with the influence of the media and the public in determining the political agenda. In particular, the ideological neutrality of the news texts, the political stances of the news sources, the current environment in the social and financial structure, how the political events take place in the media and the process of determining

the content, the determining role of these situations on the behavior and attitudes of the voter should be emphasized. In such studies, efforts are made to “determine the factors involved in taking any issue or problem into government policies” (Yüksel, 2001: 43).

Presidential Elections in Turkey

The presidency has great importance in the period from the adoption of the republic as the form of government as of the value it represents. Turkish political life is very fragile. The constitutions that direct our political life emerged in 1921, 1924, 1961, and 1982, respectively. In addition to the gains and losses of these constitutions, the coup periods and the social movements experienced point to important periods in terms of our political system.

The President has always preserved his value with his limited powers at the beginning and his feature of being the head of the republic and the state. With the changes made in the constitutions, the powers of the president have also changed and they have come to a position that includes many powers (Gözcü, 2014: 2). Eleven different names came to the top of the state in the nineteen elections held since the proclamation of the Republic in 1923. Mustafa Kemal Atatürk and İsmet İnönü were elected four times, Celâl Bayar three times, Cemal Gürsel, Cevdet Sunay, Fahri Korutürk, Turgut Özal, Süleyman Demirel, Ahmet Necdet Sezer and Abdullah Gül once. Kenan Evren became president without being elected (Tanrıverdi, 2014: 4). Recep Tayyip Erdoğan, on the other hand, became president for the first time in the last elections.

Presidents elected by the parliament for seven years are now elected by the people for a maximum of two terms, with the constitutional amendment made in 2007 for the presidential elections. A single candidate participated in the 12 presidential elections held between 1923-1961 and these elections were completed in the first round. In the six elections after 1966, there was more than one candidate. While there were no problems with the elections held during the period when the 1921 and 1924 Constitutions were in effect, the presidential elections during the 1961 and 1982 Constitutions caused political crises. During the search for a solution, constitutional amendments came up four times; Proposals for changes in the 1973, 1980 and 2000 elections were rejected by the Assembly; The Constitutional amendment, which came to the fore in the Presidential elections in 2007, was accepted with a referendum and radical changes were made in the election system (Ergül, 2014: 3).

There are some debates about the nature of our political system, due to the many powers and provisions delegated to the Presidency. Although it is a parliamentary system, the current powers of the president undermine

the parliamentary system feature. The administration and form of the state and the provisions of the presidential elections were determined in the 1921 constitution with the amendment made in 1923. The provisions that the executive power can be exercised by the president and the council of ministers were determined in the 1924 constitution. In the 1961 Constitution, which was made to represent the Presidency, the powers and responsibilities of the president-i republic were rearranged. In some articles in the Constitution, the president has been held irresponsible due to his actions. Since signatory power is in the prime minister and the council of ministers, they will be solely responsible. Because it adopted the principle of separation of powers, namely the fact that the legislature, executive and judiciary will be executed by different powers and the impartiality of the presidency, 1961 has created an essentially parliamentary system (Gözcü, 2014: 4-5).

Turkish political life has seen many coups. The 1982 Constitution is a product of one of these coups, the 80 coups. Although it is an effective constitution, it gives extraordinary powers to this authority during the period when the soldiers are effective in the appointment of the president. The president is irresponsible and parliament cannot dismiss his office. Another defeat is that it allows the election of someone outside the assembly. As a result of all these developments regarding Presidential powers and elections, with the change in 2007, the right to vote was given to the public for the first time (Gözcü, 2014: 7).

Discourse Analysis of Candidate News in the Media

Discourse analysis, which is a research method used in social and cultural studies, is a research method that deals with the meaning created by text and speech and are generally used in social and cultural studies. Many different fields such as sociology, psychology, linguistics, media, and political sciences constitute the theoretical infrastructure of discourse analysis in an interdisciplinary manner. Discourse analysis shifts the focus of attention to social events created by language users who communicate in social and cultural contexts. In this context, presidential election periods, one of the shaping elements of our social and political life, constitute an important example in terms of measuring how the media and politics reflect and shape the cultural and social structure. In this section, the news on the front pages of *Hürriyet*, *Yeni Şafak*, *Cumhuriyet*, and *Zaman* newspapers between 27 July 2014 and 09 August 2014 of the candidates for the presidential elections of 10 August 2014 were analyzed with the method of discourse analysis.

Candidate News Analysis for Cumhuriyet Newspaper

In *Cumhuriyet* newspaper, one of the media organs followed up about three presidential candidates, a total of 9 news appeared on the first page

of the newspaper in the two weeks before the election. When the news in the Cumhuriyet newspaper was examined, it was determined that the news about Ekmeleddin İhsanoğlu was higher than the news of the other two candidates. In the news about İhsanoğlu, the language used in favor of İhsanoğlu draws attention. An attitude against the principles of journalism in an editorial sense is observed when all of the news featured are examined.

When the news about Selahattin Demirtaş on the first page of the Cumhuriyet newspaper is examined, it is seen that the speeches that the candidate criticized the other two candidates were covered. When the news of Recep Tayyip Erdogan in the Republic is examined, it is noteworthy that the polemics between Erdogan and other candidates are reported. Negative editorial contribution to the news that Erdogan is the subject of causes the news to be evaluated negatively.

Candidate News Analysis of Yeni Şafak Newspaper

When the news on the front pages of Yeni Şafak newspaper from 27 July 2014 to 09 August 2014 of the candidates for the 10 August 2014 Presidential elections is examined, it is seen that only the news about Recep Tayyip Erdogan is included among the candidates. When the news about Erdoğan on the first page of Yeni Şafak newspaper is examined, it is determined that the news is positive due to the positive editorial contribution made to the news.

Candidate News Analysis for Hürriyet Newspaper

Hürriyet newspaper, one of the media organs monitored about the three presidential candidates, contained 25 news on the first page of the newspaper during the two weeks before the election. When the news in Hürriyet was examined, it was found that the news on which Ekmeleddin İhsanoğlu was the subject was higher than the news of the other two candidates. In the news about İhsanoğlu, the language used in favor of İhsanoğlu draws attention. An attitude that is against the principles of journalism in an editorial sense is observed when all of the news featured are examined.

When the news about Selahattin Demirtaş on the first page of the Hürriyet newspaper is examined, it is seen that the speeches that the candidate criticized the other two candidates were covered. When the news of Recep Tayyip Erdogan in Hürriyet is examined, it is noteworthy that the polemics between Erdogan and other candidates are reported intensely.

Candidate News Analysis for Zaman Newspaper

When the news of the candidates in the 10 August 2014 Presidential elections was examined in the Zaman newspaper from 27 July 2014

to 09 August 2014, it is seen that only the news about Ekmeleddin İhsanoğlu among the candidates was included. When the news about İhsanoğlu on the first page of the Zaman newspaper is examined, it is determined that the news is positive due to the positive editorial contribution to the news.

Result

This study is based on the news on the front pages of Hürriyet, Yeni Şafak, Cumhuriyet, and Zaman newspapers between 27 July 2014 and 09 August 2014 by candidates for the 10 August 2014 Presidential elections. The news about the Presidential candidates in 4 newspapers followed for the written media research covering two weeks before the election date (27 July -09 August) were evaluated.

According to the final results announced by the Supreme Election Council, Erdoğan got 51.79%, İhsanoğlu 38.44% and Demirtaş 9.76% in the Presidential elections. The research conducted gives some clues about the extent to which the written media can affect the formation of the said voting rates. While the positive editorial contribution to the news ensured that the news was determined positively, the negative editorial contribution to the news caused the news to be evaluated negatively. News that do not contain editorial contribution has been determined impartially.

When all the news about the election campaigns of the candidates in the print media in the last two weeks of the propaganda process is considered, it is possible to talk about a result parallel to the election results. Erdogan, with the most news about him, was the winner of the election, while Demirtaş, who was the least reported, was the candidate with the least votes. When we look at the news that the candidates are presented positively, Erdoğan has the biggest share. İhsanoğlu is in second place and Demirtaş is in third place. It is possible to talk about an inversely proportional relationship with the election results in the distribution of negative news to candidates. The first and biggest contradiction between the research data and the election results is that the biggest share of the negative news reports is overwhelmingly about Erdogan. Demirtaş, who completed the election at the back, was the name that was given the least negative news, again in contradiction with the election results.

The main purpose of the research, “how and how much” presidential candidates took part in the printed media in the last two weeks before the elections were determined. As a result of the findings, when the results of the elections and the news intensity of the candidates are compared, the great role of the media in forming a public opinion is once again revealed. In this study based on content analysis, the relationship between ideology and news has been problematic. For this purpose, efforts have been made

to determine the content formation in newspaper news and the ideological attitudes in the background of the news.

In this context, Cumhuriyet newspaper published three articles for each of the three candidates. The news about Recep Tayyip Erdoğan is negative. When the news about Selahattin Demirtaş is examined, it is seen that it is based on Erdoğan's criticism. The news about the candidate Ekmeleddin İhsanoğlu, who served as the Secretary-General of the Organization of Islamic Cooperation, was written in an affirmative language. The opposition to the government and the opposition's nomination of a candidate close to the mindset of the government left the newspaper confronted with a paradox. This attitude about a candidate that contradicts the general ideology of the newspaper is a very important indicator of the impasse that arises in terms of the relationship between media ownership, ideology, and politics in our country. In this respect, it can be said that the newspaper is objective in its publications, that is, it is an object of the process and that it is not fair in its publications.

Yeni Şafak newspaper, on the other hand, only covered news about Recep Tayyip Erdoğan, one of the candidates, during the period under investigation. All of the published news is affirmative. It is a natural process in terms of ideology for the newspaper to include only Recep Tayyip Erdoğan. The fact that he ignores other candidates and acts as Erdoğan's spokesperson in this process is an indication that his publications are not fair.

Among the candidates, Zaman Newspaper of the period reserved only a place for the roof candidate of the opposition, Ekmeleddin İhsanoğlu. This attitude of the newspaper contradicts the general ideology "shown". The biggest reason for this contradiction is the tension with the government after the 17 December process. The fact that the newspaper only includes İhsanoğlu is an indication that it is not acting fairly. Hürriyet newspaper featured all three candidates. The weight of the news belongs to İhsanoğlu and Erdoğan. The news about Erdoğan is generally negative. İhsanoğlu news is affirmative. It does not appear fair in terms of content that appears fairer in news counts than other media outlets. The paradox determined for the Cumhuriyet newspaper is also valid for this newspaper.

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Chapter 6

EFFECT OF SELF-LEADERSHIP ON THE LEVEL OF ACHIEVING CAREER GOALS



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INTRODUCTION

The leader best suited to today's conditions is the person who leads others so they can lead themselves. At the heart of this powerful form of leadership, which Manz and Sims (1991) call super leadership, lies the uncovering of the energy of self-leadership within the individual. The person will be successful as long as he can lead himself in finding solutions to the difficulties and problems he has encountered in business life and during the day.

At the same time, the individual who is striving to reach his career goals must first know himself to achieve this. In this context, having self-leadership skills will bring him one step closer to success.

In this study, firstly, concepts related to self-leadership and achieving career goals were explained. Then, the results of the survey study applied to associate's degree students were given.

1. Conceptual Framework

1.1. Self-Leadership Concept

Self-leadership is the process of self-influence that individuals achieve by providing the self-management and motivation they need to fulfill their duties and tasks (Manz, 1986: 589). The concept of self-leadership represents an individual-level perspective that emerges through self-influence to control the actions and thoughts of individuals. The purpose of self-leadership is for individuals to manage themselves more effectively to improve their lives and work by learning and applying certain behavioral and cognitive strategies (D'Intino vd. 2007: 105).

The concept of self-leadership first appeared in the mid-1980s (Manz, 1983) with the expansion of the concept of self-management. The roots of the concept are based on self-control theory and Kerr and Jermier's (1978: 375-403) suggestion that the level of self-control of employees in definite situations can be a substitute for leadership.

Among the leadership substitutes arising from employees; experience, talent, professional discipline, indifference to rewards, and the need for independence (Zel, 2001: 149). One of the leadership substitution arising from employee level to control himself of employees stating that Manz and Sims (1980) study conducted by renewing the concept of 'self-governance' and 'self-leadership' concept and defined the concepts of 'self-management' and 'self-leadership' as a process in which individuals control their behaviors.

It was established on the basis of self-leadership theory that suggests specific behavioral and cognitive strategies aimed at positively influencing individual performance output (Houghton ve Yoho, 2005: 67).

Self-leadership strategies can basically be examined in three categories (Houghton ve Neck, 2002: 673; Neck ve Houghton, 2006: 271; Houghton, 2000: 5); behavior-focused strategies, natural reward strategies and constructive thought pattern strategies.

1.1.1. Behavior-Focused Strategies

Behavior-focused strategies are based on the individual's self-perception and effective control of this knowledge to manage himself (Manz, 1992: 27; Houghton ve Neck, 2002: 673). This strategy includes the process of encouraging the behaviors that the individual enjoys to do in increasing performance and the process of controlling his behavior to carry out the work that is required to be done in the face of unpleasant behaviors (Manz, 1992: 18; Neck ve Houghton, 2006: 271).

Behavior-focused strategies consist of five sub-strategies: self-observation, goal setting, self-rewarding, self-punishment, and clues (Houghton ve Neck, 2002: 673; Neck ve Houghton, 2006: 271).

1.1.2. Natural Reward Strategies

Natural reward strategies, the second of the self-leadership strategies, focus on the likes of the job or activity and strive to create the conditions in which the individual is motivated and rewarded by the work or activity (Houghton ve Yoho, 2005: 67). There are two basic natural reward strategies. The first is to embed more enjoyable and enjoyable elements in specific activities so that the work itself can be perceived as a natural reward. The second strategy involves shaping and changing work-related perceptions by diverting attention away from the unpleasant features of the job and drawing it to what is seen as a natural reward.

Both strategies tend to create feelings of self-efficacy and determination and constitute the two main motivational mechanisms (Neck ve Houghton, 2006: 272; D'Intino vd., 2007: 107).

1.1.3. Constructive Thought Pattern Strategies

Constructive thought pattern strategies include the establishment and maintenance of the functional model of habitual thinking (Houghton ve Neck, 2002: 674; Manz ve Neck, 1999: 62; Manz ve Sims, 1989: 45; Neck ve Houghton, 2006: 272). Performance can be positively affected by establishing constructive thought patterns. Constructive thought pattern strategies include identifying and modifying dysfunctional thoughts and assumptions, mental description, and positive self-talk (Neck ve Houghton, 2006: 272).

1.2. The Level of Achieving The Career Goal

Career planning and goal setting are processes developed for career

success. Therefore, the individual should consciously participate in these processes and make an effort.

1.2.1. Goal Setting Process

Hard but achievable goal: Some research shows that hard goals lead to higher job performance than easy goals. However, whether the goals is difficult or easy does not have a significant effect on performance. The importance and achievement of the goal are even more important.

Clear and apparent goal: Clear and apparent goals cause performance to be regulated more effectively. (Locke ve Latham, 2002: 706-707).

Time boundedness: Time boundedness is an important element, especially in terms of the planning process required to achieve the goals. Closer targets can be reached in a shorter time than distant targets. Therefore, it can be said that close goals cause a higher level of motivation (Austin ve Vancouver, 1996: 344-345).

Important and meaningful goal: Studies on goals show that progressing towards goals that are compatible with an individual's intrinsic motives, important and meaningful for him, positively affects the well-being and motivation of the individual (Locke ve Latham, 2002).

2. METHOD

2.1. Purpose of The Research

The purpose of this study is to measure how much the self-leadership behaviors of vocational school students have on the level of achieving their career goals, and to make various suggestions on this issue.

2.2. The Sample of Research

The sample of the study consists of the associate degree students at the Doğanhisar Vocational School affiliated to the Selçuk University in the 2019-2020 academic year. The research scale was applied to 282 students by using the random sampling method from the universe. Accordingly, all the questionnaires were distributed by hand during the implementation phase and all of them were evaluated.

2.3. Data Collection Techniques

In the first step in collecting data in this study, the students who are the selected research group; A personal information form comprising three items expressing their status according to variables such as age, gender, marital status, and in which department was used.

In this study, it was first developed as 50 items by Anderson and Prussia (1997), then it was revised by Houghton and Neck (2002) and reduced from 50 to 35 items and then adapted to Turkish by Tabak et al.

(2009) and the number of items was 29'. A self-leadership scale, which was simplified by reducing to a, was used.

The self-leadership scale, which was revised by Houghton and Neck (2002) with a reduced number of items, comprises a 35-item, 5-digit Likert type (Frequency level 1 = Never, 2 = Seldom, 3 = Sometimes, 4 = Generally, 5 = Always). Scale; It has a 3-dimensional and 9 sub-factor structure. These factors are; Behavior-Focused Strategies (goal setting, self-rewarding, self-punishment, self-observation, clues), Natural Reward strategies (focusing thought on natural rewards), and Constructive Thought Pattern Strategies (imagining accomplished performance, self-talk, evaluating beliefs and assumptions) are listed as. In the present study, the classification made in the Self Leadership Scale was based on and the 29-item self-leadership scale developed by Tabak et al. (2009) was used.

Also, a question group comprising 6 items was used to determine the level of achievement of the career goals of the students taking part in the study. It has been tested in one dimension. According to the analysis, the level of reliability of the question group at achieving career goals was high (0.902).

2.4. Analysis of Data

Statistical analysis of the data is considered in a model that will reveal the effects of the independent variable on dependent variables. SPSS 15.0 and Amos 6.0 programs were used to analyze the data. Accordingly, EFA (Exploratory Factor Analysis) and then CFA (Confirmatory Factor Analysis) analyzes were performed in the SPSS program.

2.5. Research Model and Hypotheses

A conceptual model was developed under the purpose of the study and the established hypothesis was given by symbolizing the relationships between variables on this model. The conceptual model of the study is shown in Figure 1.

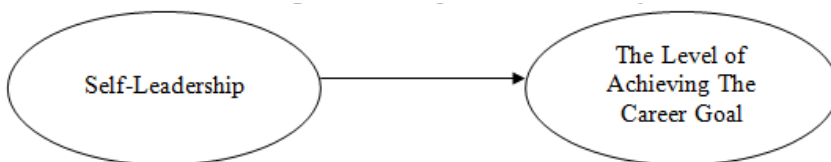


Figure 1: Conceptual Model of Study

The research hypothesis, which is tried to be expressed in the conceptual model, can be expressed as follows;

H1: Self-leadership has a positive effect on the level of achieving career goals.

2.6. Results and Evaluation

The frequency and percentage rates of the demographic characteristics of the students participating in the study in the total sample are as follows;

Table 1: *Distribution Table of Students by Age Variable*

Variable	Frequency	Percentage
17-20	130	46,1
21-24	138	48,9
25-28	14	5,0
Total	282	100,0

Table 2: *Distribution Table of Students by Gender Variable*

Variable	Frequency	Percentage
Woman	137	48,6
Man	145	51,4
Total	282	100,0

Table 3: *Distribution Table of Students by Marital Status Variable*

Variable	Frequency	Percentage
Married	8	2,8
Single	274	97,2
Total	282	100,0

Table 4: *Distribution Table of Students by Departments Variable*

Variable	Frequency	Percentage
Logistics	41	14,5
Sport Management	70	24,9
Banking and Insurance	50	17,8
Finance	60	21,2
Transportation Services	61	21,6
Total	282	100,0

When we examine Tables 1-4, it is seen that 137 of the students participating in the study are women (48.6%) and 145 of them are men (51.4%). It was determined that 130 of the students were between the ages of 17-20, 138 of them were between the ages of 21-24, and 14 of them were between the ages of 25-28. Also, only 8 of the students participating in the study were married, 274 of the students who participated in the

study were single, again, 41 (14.5%) of the students who participated in the study were from the Logistics Department, 70 (24.9%) from the Sports Management Department, 50 (%) 17,8) Students of the Banking and Insurance Department, 60 of them (21.2%) of the Department of Finance, 61 of them (21.6%) of the Department of Transportation Services.

While analyzing the data in the research, firstly EFA and then CFA were used to verify the results determined in the EFA analysis. EFA, SPSS, CFA and AMOS programs and analyzes were used in the study. Before the exploratory factor analysis (EFA) was performed, KMO value was calculated, which shows the suitability of sample size for factor analysis for self-leadership and career goals attainment scales. The KMO value is 0.707 and 0.671, respectively, and being higher than 0.50 (Chong & Rundus, 2004) shows that our sample is sufficient for factor analysis. Also, Bartlett's Sphericity Test was conducted, which determined the suitability of the data to factor analysis. According to the test results, a significant relationship was found between variables. These results show that the data are suitable for EFA.

The most common method to evaluate the reliability of the scales was the Cronbach alpha test. According to the analysis, the alpha value was found to be 0.741. The fact that the coefficient found is greater than 0.70 (Ravichandran and Rai, 1999; Jonsson, 2000; Hair et al., 1998) has shown that the sub-dimensions of the measurement model are reliable. The EFA results of the level of self-leadership and achieving the career goals are expressed on Table: 5.

Table 5: EFA Results

SELF-LEADERSHIP		
Behavior Focused Strategies	Item Number	Factor Loads
Self Reward		
When I do an assignment especially well, I like to treat myself to some thing or activity I especially enjoy.	O4	0,747
When I do something well, I reward myself with a special event such as a good dinner, movie, shopping trip, etc.	O13	0,851
When I have successfully completed a task, I often reward myself with something I like.	O22	0,804
Self-Punishment		
I tend to get down on myself in my mind when I have performed poorly.	O6	0,466
I tend to be tough on myself in my thinking when I have not done well on a task.	O15	0,611
I feel guilt when I perform a task poorly.	O24	0,732
I sometimes openly express displeasure with myself when I have not done well.	O30	0,714
Self-Observation		
I make a point to keep track of how well I'm doing at school	O7	0,486
I usually am aware of how well I'm doing as I perform an activity.	O16	0,553
I pay attention to how well I'm doing in my work.	O25	0,410
I keep track of my progress on projects I'm working on.	O31	0,717
Self-Cueing		
I use written notes to remind myself of what I need to accomplish.	O9	0,779
I use concrete reminders to help me focus on things I need to accomplish.	O18	0,770
Natural Reward Strategies		
I focus my thinking on the pleasant rather than the unpleasant aspects of my school activities.	O8	0,478
I try to surround myself with objects and people that bring out my desirable behaviors.	O17	0,587

When I have a choice, I try to do my work in ways that I enjoy rather than just trying to get it over with.	O26	0,717
I seek out activities in my work that I enjoy doing.	O32	0,485
I find my own favorite ways to get things done.	O35	0,410
Constructive Thought Pattern Strategies	Item Number	Factor Loads
Self-Goal Setting		
I establish specific goals for my own performance.	O2	0,736
I consciously have goals in mind for my work efforts.	O11	0,663
I work toward specific goals I have set for myself.	O20	0,765
I think about the goals that I intend to achieve in the future.	O28	0,680
Self-Talk		
Sometimes I find I'm talking to myself to help me deal with difficult problems I face.	O3	0,817
Sometimes I talk to myself (out loud or in my head) to work through difficult situations.	O12	0,827
When I'm in difficult situations I will sometimes talk to myself to help me get through it.	O21	0,808
Evaluating Beliefs and Assumptions		
I think about my own beliefs and assumptions whenever I encounter a difficult situation.	O5	0,422
I try to mentally evaluate the accuracy of my own beliefs about situations I am having problems with.	O14	0,648
I openly articulate and evaluate my own assumptions when I have a disagreement with someone else.	O23	0,717
I think about and evaluate the beliefs and assumptions I hold.	O29	0,479
N=282 ; KMO=0,707; Bartlett Sph. Testi Chi-Square=2072,904, p=0,000 Total Variance Explained = 81,760 Factor Loads ≥ 0,40		
THE LEVEL OF ACHIEVING THE CAREER GOAL		
The Level of Achieving The Career Goal	Item Number	Factor Loads
I know what I have to do to reach my career goals.	K1	0,695
While setting my career goals, I consider my individual vision.	K2	0,500
It is also effective to be aware of my abilities and to move towards the right career goals.	K3	0,653
In the future, I would like to come to a position that will make a difference in the organization I work for and to be an effective individual.	K4	0,596
I can make too much effort to reach my career goals.	K5	0,702
Even if it is a difficult task, I can afford to work long hours to achieve it.	K6	0,680
N=282 ; KMO=0,671; Bartlett Sph. Testi Chi-Square=297,067, p=0,000 Total Variance Explained= %72,681 Factor Loads ≥ 0,50		

Also, CFA, which is used to verify the factors or dimensions defined in EFA and to test the reliability and validity of the scale, calculates some values that show the statistical significance of the proposed model. Before conducting the confirmatory factor analysis, each item of the four subscales in behavior-focused strategies was summed and averaged, and it was applied to the subscales in similar operational thought model strategies (Doğan and Şahin, 2008: 152).

Since the natural rewards strategy consists of a single subscale, all items were taken from this subscale. All values calculated by CFA in the study were calculated with AMOS 6.0 program and are shown on Table 6.

Table 6: CFA Results

SELF-LEADERSHIP				
Behavior Focused Strategies	Item Number	Std. Reg.	t	p
Self Reward ($\alpha=0,938$; V.E=%60,188)	Oz2	0,806	3,393	<0,001
Self Punishment ($\alpha=0,985$; V.E=%15,821)	Oz3	0,851	3,512	<0,001
Self Observation($\alpha=0,963$; V.E=19,008)	Oz4	0,805	5,714	<0,001
Self Cueing ($\alpha=0,938$; V.E=%60,188)	Oz5	0,819		
Natural Reward Strategies	Item Number	Std. Reg.	t	p
I focus my thinking on the pleasant rather than the unpleasant aspects of my school activities.	O8	0,901	6,305	<0,001
I try to surroundmyself with objects and people that bring out my desirable behaviors.	O17	0,906	6,240	<0,001
When I have a choice, I try to do my work in ways that I enjoy rather than just trying to get it over with.	O32	0,890	6,170	<0,001
I seek out activities in my work that I enjoy doing.	O35	0,921	6,642	<0,001
I find my own favorite ways to get things done.	O26	0,904		
Constructive Thought Pattern Strategies	Item Number	Std. Reg.	t	p
Setting Goals by Imagining Successful Performance	Oz1	0,925	6,003	<0,001
Self Talking ($\alpha=0,963$; V.E=19,008)	Oz6	0,885	7,835	<0,001
Evaluating Beliefs and Assumptions ($\alpha=0,938$; V.E=%60,188)	Oz7	0,909		
THE LEVEL OF ACHIEVING THE CAREER GOAL				
The Level of Achieving The Career Goal	Item Number	Std. Reg.	t	p
I know what I have to do to reach my career goals.	K1	0,883		
While setting my career goals, I consider my individual vision.	K2	0,890	6,995	<0,001
It is also effective to be aware of my abilities and to move towards the right career goals.	K4	0,901	7,443	<0,001
In the future, I would like to come to a position that will make a difference in the organization I work for and to be an effective individual.	K5	0,911	7,566	<0,001
I can make too much effort to reach my career goals.	K6	0,891	7,491	<0,001
Even if it is a difficult task, I can afford to work long hours to achieve it.	K3	0,898	9,222	<0,001

When the CFA results above examined, the t values corresponding to the standardized loads of the items representing each dimension were found to be statistically significant. All dimensions found in EFA were also detected in CFA. According to these results, the H1 hypothesis (Self-Leadership has a positive impact on the level of achieving career goals) accepted.

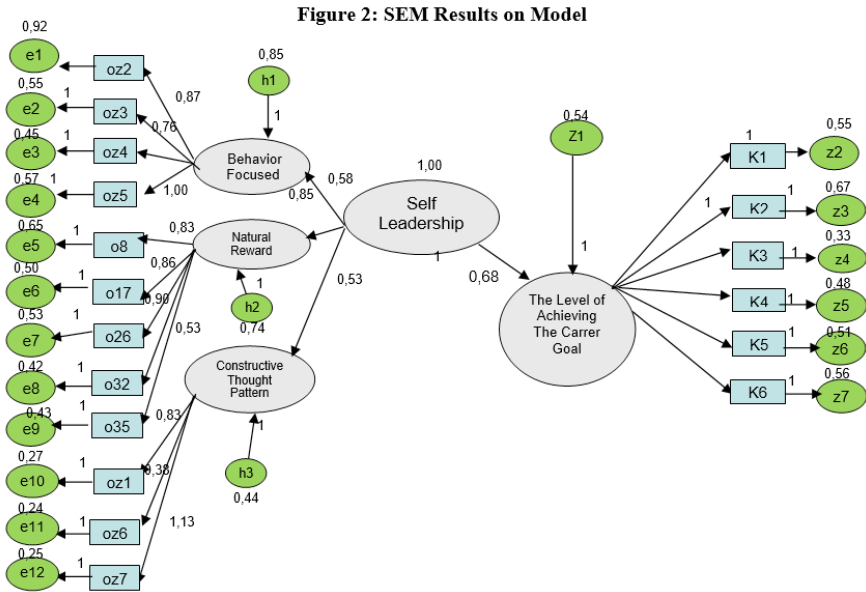
2.6.1. SEM Results

As a result of the analysis, the modifications required by the AMOS 6.0 program were made and it was shown whether the proposed model in Table 7 was appropriate.

Table 7: Fit Indices of the Proposed Model

Fit Indices	Good Fit Values	Acceptable Fit Values	Proposed Model
RMSEA	$0 < RMSEA < 0.05$	$0.05 \leq RMSEA \leq 0.10$	0.048
NFI	$0.95 \leq NFI \leq 1$	$0.90 \leq NFI \leq 0.95$	0.904
CFI	$0.97 \leq CFI \leq 1$	$0.95 \leq CFI \leq 0.97$	0.954
GFI	$0.95 \leq GFI \leq 1$	$0.90 \leq GFI \leq 0.95$	0.953
AGFI	$0.90 \leq AGFI \leq 1$	$0.85 \leq AGFI \leq 0.9$	0.901
χ^2/df	$0 < \chi^2/df < 3$		1.65

When Table: 7 is examined, the fit indices RMSEA, GFI, and AGFI values of the model are within good fit limits, while NFI and CFI values are within acceptable limits. From this point of view, it understood that the model is consistent and appropriate with the empirical data used in the analysis the model is statistically valid. At the same time, it is expected that χ^2/df value is less than 3 in the literature. As seen on Table 7, this value was determined as 1.65 (216,243 / 131).



According to our model in Figure 2, it has been observed that Self-Leadership positively affects the level of achieving career goals (0,68). Accordingly, there is a 0.68 level relationship between self-leadership

and the level of achieving career goals. As the self-leadership perception increases, the level of achieving the career goals of individuals increases.

H1 hypothesis was accepted.

CONCLUSION

Today, in order for people to have a successful career, it is necessary to take responsibility in the decisions made, be assertive, autonomous, and who do not need the support of others continuously, who know themselves and know their competencies and inadequacies in this context, and try to eliminate their deficiencies. It is important to investigate the factors that affect self-leadership strategies in understanding and using the concept of self-leadership. Turkey does not have any studies on this subject. In this study, it was aimed to investigate the factors affecting self-leadership and the effect of self-leadership on the level of achieving career goals. It is aimed to fill the literature gap with the results of this study.

The following results have been reached within the framework of the answers given by the students participating in the study.

Accordingly, it is seen that 137 of the students participating in the study are women (48.6%) and 145 of them are men (51.4%). It was determined that 130 of the students were between the ages of 17-20, 138 of them were between the ages of 21-24, and 14 of them were between the ages of 25-28. Also, only 8 of the students participating in the study were married, 274 of the students who participated in the study were single, again, 41 (14.5%) of the students who participated in the study were from the Logistics Department, 70 (24.9%) from the Sports Management Department, 50 (%) 17,8 Students of the Banking and Insurance Department, 60 of them (21.2%) of the Department of Finance, 61 of them (21.6%) of the Department of Transportation Services.

It has been determined that the self-leadership approach, which is an influencing process by providing the motivation necessary for self-direction and success, has a positive effect on the achievement of career goals of individuals in the light of the results obtained from the research.

Most of the results obtained support other studies in the literature. There are some limitations in generalizing the results of this study to all university students. Because the sample of the research consists of the students of a vocational school at Selcuk University. It is obvious that future studies with larger samples may perform more effective results.

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Chapter 7

DETERMINANTS OF RISK FACTORS DISCLOSURE IN TURKISH IPO PROSPECTUSES¹



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1. Introduction

Going public provides an opportunity for companies to introduce and explain themselves to the public through prospectuses, which contain various information on the past and present activities of the company, and its projections for the future. This includes company history, structure, ownership, risk factors, financial statements, valuation methodology, use-of-proceeds, business operations, earnings forecasts, and initial public offering (IPO) process. Managers, having to disclose most of the information for the first time, need to decide which information to disclose and which one to withhold (Verrecchia, 1983; 2001). The disclosed information has both hard and soft parts (Stein, 2002). For example, numerical information such as earnings and offer price are hard information which has a clear methodology and interpretation while textual disclosure is soft information, which is harder to process and interpret. Recent research has begun to pay attention to the textual content of prospectuses. Hanley and Hoberg (2010) and Ding (2016) examine the impact of standard and informative prospectus content on returns. Arnold, Fische and North (2010) investigate the effect of ambiguous prospectus information on underpricing. McGuinness (2019) tests the association between risk factor disclosures and returns.

This study investigates determinants of the risk factor disclosure. Prior to IPO, managers take many decisions about the prospectus and going-public process, risk factor disclosure being one of them. These decisions are expected to determine the information content of the prospectus and risk factor disclosures. Specifically, this study hypothesizes that critical characteristics of the IPO such as size, use-of-proceeds specificity, price discount, institutional allocation, and lockup length and disclosure ambiguity affect the risk factor disclosure. This is a developing field of research and none of the present studies examined the effect of ex-ante decisions on the prospectus risk factors. Moreover, the simultaneous nature of these decisions implies that the relation between underpricing and risk factors is endogenous (Woolridge, 2002; Nikolaev & van Lent, 2005; Cheynel, 2013; Clinch & Verrecchia, 2015; McGuinness, 2019). As endogeneity is one of the most important issues in the voluntary disclosure literature (Healy & Palepu, 2001), this study employs an IV 2SLS regression to examine the endogenous relationship.

The mitigation of information asymmetry between issuer and investors is vital to the success of the IPO as well as long-term sustainability of the business and healthy functioning of the equity markets. Given the fact that issuers are often better informed about their company, various mechanisms and disclosure regulations are put in place to prevent expropriation of investors. The investor participation provides liquidity and depth to

secondary markets; therefore issuers often take measures to signal their quality (Allen & Faulhaber, 1989) and to ensure that the offering is well-subscribed. For this purpose, they tend to offer discounts (Rock, 1986) over the estimated value of the shares, reveal how they are planning to spend the collected proceeds (Leone, Rock & Willenborg, 2007; Kim & Weisbach, 2008), may exercise their allocation discretion (Aggarwal, Prabhala, & Puri, 2002; Mazouz, Mohamed, Saadouni, & Yin, 2017), and implement voluntary lockups to signal their long-term commitment to the company (Brav & Gompers, 2003, Mohd-Rashid, Abdul-Rahim, & Che-Yahya, 2019; Tutuncu, 2019). Although the disclosure is regulated to various degrees in different markets, issuers have substantial control over the length and content of the prospectus and its sections. In Turkey, disclosure of valuation methodology is regulated by SPK (2010a; 2013a), allocation rules by SPK (2010b; 2013b), lockups by SPK (2013a; 2013c), and use-of-proceeds by SPK (2013a). These regulations; however, leave substantial degree of discretion to insiders to determine the extent of disclosure and implementation of the rules. This study intends to inform the debate on whether greater risk factor disclosure reduces ex-ante information asymmetry (Beatty & Ritter, 1986; Ding, 2016). If larger coverage of risk factors enhance the risk perception of risk-averse investors, they are likely to demand better returns (Ritter, 1984) since disclosure of non-favourable information may increase the uncertainty, making the valuation of issuer more difficult (Kothari, Li, & Short, 2009). If greater risk factor disclosure truly informs the investors and mitigates uncertainty, they are more likely to be satisfied with small or moderate returns as the IPO will be more accurately priced. Prior literature suggests that the relationship between risk factors and initial returns is weak (Ding, 2016) or non-existent (McGuinness, 2019), while Arnold et al. (2010) show that ambiguous risk factors disclosure is associated with greater underpricing.

A sample of 128 firms that went public at Borsa Istanbul between 2010 and 2019 is utilized in this study. Risk factors (RF) are examined in three forms: Total RF, Business RF, and Other RF. The average prospectus consists of 129 pages, of which nearly 9 (7%) reserved for RF disclosure. The average issuer discloses 23.6 risk factors, of which 16 (68%) are related to business activities and 7.5 (32%) are related to other elements. Univariate and multivariate tests indicate that issuer size, ambiguity, lockup length, institutional allocation and use-of-proceeds specificity are main determinants of the RF disclosure. The evidence for Total RF and Business RF is strong, while Other RF disclosure is not related to most of these elements. We interpret this as a matter of relevance, as Business RF section contains operational and sectoral risks which are likely to be

more unique and informative whereas Other RF section is reported mainly in a standardized fashion. Consistent with this argument, Total RF and Business RF are negatively associated with first day returns, which leads us to conclude that risk factors section mitigates ex-ante uncertainty through its informative capacity. This result also provides a window into minds of insiders preceding the IPO, a period where they decide on multiple variables to disclose in the prospectus. Insiders tend to report Business RF carefully to complement quality signals such as longer lockup length, larger institutional allocation and greater use-of-proceeds specificity. The fact that greater Business RF disclosure is positively associated with the firm size also implies the necessity of detailed reporting commensurate with the uncertainty and exposure over large operations and larger value at risk. This study contributes to the disclosure literature by providing new evidence that shows the relevance of risk factors section to investors and insiders alike.

The next section details risk factors and their classification. Section 3 explains data and summary statistics. Section 4 presents the empirical model and test results. Section 5 concludes.

2. Risk factors disclosure

Risk factors are usually published in the second section of the prospectus following the summary. Arnold et al. (2010) and McGuinness (2019) previously classify them into three and four major groups, respectively. Their combined classification includes risks that are related to business, industry, offering, global factors, and other elements. The classification is based on prospectus structure as well as the researcher's judgement. This study utilizes a binary classification based on the reporting of the risk factors section in Turkish IPO prospectuses. We observe that issuers often do not follow a standard structure in their reporting, as operational risks and industrial risks are often jointly reported under one subsection. Similarly, the risks related to offering, managing family, litigation, and finances are reported in a non-standard structural fashion. We classify operational and industrial risks as Business RF, while due to heterogeneous nature of the remaining risks and their implications, we collectively report them under Other RF title. While Business RF is purely textual and follows a flexible captioning, the Other RF contains lots of financial technicalities such as exchange rate exposure. Financial risk factors follow a five-point structure to convey detailed numerical information on the foreign exchange positions and debt dealings of the issuer, which is difficult to process for less informed investors. The issue risk factors, which is part of the Other RF, also duly discloses standard risks such as lack of voting rights for issued shares, the hazard of not being able to pay dividends, litigation

risks, and the risk of value loss in the secondary market. The analysis of risk factors sections leads us to conclude that managers are able to meaningfully exercise their discretion only in the Business RF disclosure, while financial risks and offering risks are often reported in a standard fashion, not leaving space for customization of risk factors and exercise of discretion. Therefore, this study hypothesizes that only Business RF are relevant to insiders' decisions preceding the IPO. It is expected that Business RF, and consequently Total RF would be significantly associated with critical ex-ante characteristics and decisions such as size, disclosure ambiguity, valuation discount, lockup length, use-of-proceeds specificity, and institutional allocation.

Ambiguity can be defined in different ways. This study uses Arnold et al. (2010) measure with a slight modification and utilizes number of pages instead of word counts. This is required because most prospectuses are scanned images which are not convertible to countable texts. This measure scales risk factors section by the prospectus and intends to capture the perception of the intangible textual information by investors. In other words, it measures how risk factors section is placed by insiders within the prospectus and what percentage of the prospectus is occupied by the risk factors section. Arnold et al. (2010) conjecture from an investor perspective that larger ambiguity would be perceived as lower quality and thus require larger returns. From insider perspective, greater coverage of risk factors relative to the prospectus volume would entail disclosure of more specific and in-depth risk factors. This detailed coverage, particularly for Business RF, may signal quality of the issuer and managers' command over the firm activities, while skimpy and weak coverage may signal shirking duties, hiding negative information and weak command of operations. This would especially be true for larger issuers and issuers targeting greater institutional investment, as managers tend to disclose more information when a greater fraction of the investor base is informed (Kumar, Langberg, & Sivaramakrishnan, 2016). On the other hand, larger size entails greater deliberation over the wealth benefits of disclosure, as larger firms tend to target institutional investors (Tutuncu, 2020), and apply book-building method where information is exchanged between the parties (Benveniste & Spindt, 1989). If greater disclosure of risk factors mitigates ex-ante uncertainty, it should be positively associated with longer lockup length (Brav & Gompers, 2003; Tutuncu, 2019) and greater use-of-proceeds specificity (Leone et al., 2007) since these represent long-term commitments by insiders to the company and investors. Similarly, these issuers need to offer smaller price discounts to attract investors if the disclosure mitigates ex-ante uncertainty about the value. Prior literature suggests that more risk factors disclosure leads to greater underpricing as

risk factors may be perceived as negative information and investors would demand better returns (Beatty & Welch, 1996). However, the evidence for this relationship is weak and there is controversy over the negative perception of risk factors. Ding (2016) finds that informative risk factor disclosure helps reduce the ex-ante uncertainty. McGuinness (2019) shows that risk factor enumeration is not significantly related to underpricing. We argue that risk factors disclosure is significantly associated with key pre-IPO decisions and has a negative effect on initial returns due to its informative properties. The following hypotheses are constructed based on this discussion:

Hypothesis 1: Greater number of risk factors is positively associated with ambiguity, size, use-of-proceeds specificity, lockup length, institutional allocation, and negatively associated with price discounts.

Hypothesis 2: Greater number of risk factors is negatively associated with initial returns after dealing with the endogeneity bias.

3. Data and summary statistics

The sample coverage extends from 2010 to 2019, spanning two financial crises and marking the beginning and demise of the second wave of IPOs in Turkey. This study covers 128 out of 129 firms that went public during this period. Most of the data is hand collected from prospectuses and their attachments obtained from Public Disclosure Platform (KAP) website. Risk factors section is quantified based on the item enumerations in the prospectus. If risk factors are not individually enumerated, items in boldface are counted. If risk items are not given in boldface, each paragraph and in some cases where the section is kept brief, captioned sentences are counted to manually enumerate the risk factors. The section typically contains three or four subsections: operational risks, industrial risks, financial risks, and issue risks. The former two and the latter two are merged to construct a more homogenous classification, since we observe that these factors are often reported in the same subsection, and as discussed before, operational and industrial risk elements contain information unique to the company and managers have more flexibility over their disclosure, while financial and issue risk factors are more or less standard fashion where limited space exists for managerial discretion. These two main groups are named Business Risk Factors (Business RF) and Other Risk Factors (Other RF). An example to the risk factor disclosure is given below.

The risk factors for Aksa Enerji are exemplified as follows. The prospectus contains 342 pages, of which 37 pages are dedicated to the disclosure of risk factors. Business RF constitute 33 pages, and the

remaining 4 pages explain Other RF. The company discloses a total of 45 factors, of which 36 belong to Business RF and 9 belong to Other RF.

Risks associated with the energy sector in Turkey:

- Changes in tariff regulations may adversely affect the revenues...
- The expansion capability of the company partially depends on its ability to successfully purchase privatized electric companies...
- The energy industry is subject to complex regulations which may change in the future.

Risks associated with operations:

- The company is dependent on the gas, oil and electric distribution facilities owned and operated by other companies. At the same time, investors should bear in mind that the work towards nuclear energy is progressing and it will affect the energy prices when operational. This can negatively affect the gas powered plants and put them in financial difficulty due to cost competition...
- The purchase guarantee is not expected for hydroelectric plants that will be operational after 2013. Presently, none of the company plants work under the purchase guarantee of state...
- The company does not engage in risk-mitigating activities to mitigate market risk...
- The operational payoffs of the company are subject to seasonal and quarterly fluctuations...
- The company faces a credit risk that is likely to increase in line with the expansion...
- The company trusts management and qualified personnel.

Risks associated with the managing family:

- The company is managed by blockholders whose interests may not entirely align with other shareholders...
- The company has given collaterals and warrants to Kazanci Grup, details of which are provided below.

Risks associated with investing in equity:

- A limited portion of the company goes public. The low public ratio may adversely affect the liquidity and price of shares...
- The sale of significant chunks of equity in the future, or the perception of the occurrence of such event may adversely affect the share price...

- The company may not announce and pay out dividends to shareholders.

The summary statistics provided in Table 1 show that Business RF are the main component of Total RF, where on average, 16 of the 23.6 risk factors are reported under Business group. This corresponds to two third of all risk factors. The number of Total RF ranges from 8 to 60. Among the Business RF, companies disclose more operational risks than sectoral, and more financial risks than issue risks under the Other RF. Although the average number of risk factors is lower, the structural patterns are similar to Hong Kong IPOs reported in McGuinness (2019). On the other hand, the disclosure statistics compare favourably over Beatty and Welch (1996), who report 14.2 risk factors for the average issuer. The average prospectus is 129 pages long, and the length of prospectus extends from 37 pages at the minimum to 453 pages at maximum. The risk factors range from 2 to 37 pages. Average risk factors section covers approximately 9 pages. The overall ambiguity ratio, calculated as risk factors section length scaled by total prospectus length, shows that 7% of the prospectus is covered by risk factors. This ratio is smaller than 12.05% reported by Arnold et al. (2010) where ambiguity calculation is word count based. Other statistics show that average issuer is valued at 188 million dollars at offer price, underpriced by 6.9%, discounted by 23.2%, receive 48 million dollars in proceeds, disclose their spending intention for 68.4% of the proceeds, institutional investors are allocated 17.69% of the shares offered, and insiders sell 8.68% of the existing equity. 95 (74%) of the issuers implement voluntary lockups, 61 (48%) of which are equivalent to or shorter than 180-day and 34 (26%) are longer lockups.

Table 1: Summary Statistics

	Mean	Median	Min	Max	N
Total RF	23.60	22.50	8	60	128
Business RF	16.05	14	2	49	128
-Operation RF	11.86	11	0	44	128
-Industry RF	4.18	3.50	0	37	128
Other RF	7.51	7	0	20	128
-Financial RF	5.05	5	0	15	128
-Issue RF	2.46	2	0	12	128
PROSPECTUS	129.4	110	37	453	128
RF Pages	8.93	7.5	2	37	128
Business RF Pages	4.94	3	1	33	128
Other RF Pages	3.98	3	0	13	128
Summary Pages	13.95	14	2	38	128

AMBIGUITY1 (Total RF/ Prospectus)	0.070	0.065	0.006	0.186	128
AMBIGUITY2 (Business RF/ Prospectus)	0.036	0.030	0.002	0.148	128
AMBIGUITY3 (Other RF/ Prospectus)	0.033	0.028	0	0.091	128
Initial return	0.069	0.016	-0.173	1.08	128
DISCOUNT (%)	23.2	21.6	0	54.2	128
PROCEEDS (mil \$)	48.08	10.47	1.49	713.08	128
SIZE (mil \$)	188.8	36.42	4.750	2852	128
SPECIFICITY (%)	68.4	1	0	1	128
INST (%)	17.69	0	0	97.5	128
SECONDARY (%)	8.68	2.1	0	45	128

Table is based on the prospectus information collected by the Author. RF stands for Risk Factors. Employed RF enumeration methodology is similar to McGuinness (2019). AMBIGUITY measures are inspired by Arnold et al. (2010). This study employs page counts of risk factors scaled by total prospectus page counts as ambiguity proxies. Initial return is the difference between first day close price and offer price, divided by offer price. PROSPECTUS is number of pages in the offer document. DISCOUNT stands for valuation discount offered and applied by underwriters over the estimated price of IPO to obtain the final offer price. SIZE is the market capitalization at the offer price. SPECIFICITY is the specific use-of-proceeds disclosed by the issuer (Leone et al., 2007). INST is the percentage initial institutional allocation calculated as allocated shares divided by total shares offered. SECONDARY is the percentage shares sold by incumbent shareholders at the IPO.

3. Empirical results

Table 2 reports univariate tests for differences in the enumeration of risk factors. The difference tests are carried out for ex-ante managerial decisions and offer characteristics. Two observations can be made from the Table. First, the differences in the valuation DISCOUNT are not significant, implying that insiders do not take into account risk factors when announcing a certain price discount. This is surprising given the fact that more risk factor disclosure should be associated with greater returns (i.e. more discount), or smaller returns if they mitigate uncertainty. This result suggests that discounts are irrelevant, a result confirmed by the regression analysis. Second, significant differences exist in Total RF and Business RF, with the exception of SPECIFICITY grouping where significance is weak. Therefore, the preliminary analysis suggests that AMBIGUITY, SIZE, LOCKUP, INST and BIG5 is positively associated with greater RF disclosure. These findings are confirmed by the correlation matrix in Table 3. As expected, Total RF and Business RF are positively correlated with all variables except DISCOUNT and SPECIFICITY. The SIZE variable is strongly correlated with PROSPECTUS, INST, BOOKBUILDING, and BIG5. Although this does not cause collinearity

in the multivariate regression, we treat SIZE as proxies for the first three variables as replacing SIZE with them yields significant coefficients. The strong correlations are expected since companies using bookbuilding tend to target institutional investors, who are informed type, requiring more detailed disclosure (Kumar et al., 2016), and consequently larger prospectus, and the fact that companies are much larger when institutions are allocated shares through exercise of insider discretion (Tutuncu, 2020).

Table 2. Tests for differences in risk factor disclosures

	Mean	Median	Mean	Median	Differences	
	AMBIGUITY1 > Median		AMBIGUITY1 < Median		Mean	Median
Total RF	26.86	25	20.17	18	6.69*** (3.91)	7*** [3.82]
Business RF	18.56	16	13.44	13	5.12*** (3.40)	3*** [3.12]
Other RF	8.26	8.5	6.7	6	1.56** (2.34)	2.5*** [2.79]
	SPECIFICITY = Median		SPECIFICITY < Median			
					Mean	Median
Total RF	24.76	23	21.6	19	3.16* (1.72)	4* [1.85]
Business RF	16.78	14	14.81	14	1.97 (1.22)	0 [0.32]
Other RF	7.92	8	6.81	7	1.11 (1.60)	1* [1.86]
	SIZE > Median		SIZE < Median			
					Mean	Median
Total RF	25.82	25	21.48	20	4.34** (2.46)	5** [2.10]
Business RF	18.18	16	13.94	12	4.24*** (2.78)	4** [2.72]
Other RF	7.61	7	7.51	7	0.10 (0.14)	0 [-0.19]
	LOCKUP > 180-day		LOCKUP ≤ 180-day			
					Mean	Median
Total RF	28.09	28	21.98	20	6.11*** (3.11)	8*** [2.93]
Business RF	19.85	18	14.68	13	5.17*** (3.03)	5** [2.78]
Other RF	8.18	8	7.27	7	0.91 (1.17)	1 [1.37]
	INST		NON-INST			
					Mean	Median
Total RF	27.04	27	21.46	20	5.58*** (3.12)	7*** [2.75]
Business RF	19.14	17	14.14	12	5*** (3.24)	5*** [3.25]
Other RF	7.92	7	7.26	7	0.66	0 [0.54]
	BIG5		NON-BIG5			
					Mean	Median
Total RF	27.74	27	22.49	20	5.25** (2.43)	7** [2.44]

Business RF	19.33	17	15.18	13	4.15** (2.21)	4** [2.44]
Other RF	8.44	7	7.26	7	1.18 (1.42)	0 [0.75]
	DISCOUNT > Median		DISCOUNT < Median			
Total RF	23.51	22.5	23.6	21	-0.09 (-0.04)	1.5 [0.02]
Business RF	16.11	14	15.96	14	0.15 (0.08)	0 [0.16]
Other RF	7.34	7	7.63	7	-0.29 (-0.42)	0 [-0.06]

Variables are stratified by medians. Median SPECIFICITY is 100% since 81 issuers fully disclose their use-of-proceeds intentions. 32 issuers implement book-building method and 96 issuers use fixed price method. 33 issuers have no lockup, 61 issuers have 180-day or shorter lockup, and 34 issuers have lockups longer than 180-day. 49 issuers disclose planned institutional allocations in the prospectus. BIG5 is a dummy variable representing the largest five grossing lead investment bankers in the IPO market between 2010 and 2019. 27 issuers have BIG5 underwriters.

Table 3. Correlation matrix

	Total RF	Bus. RF	Other RF	AMB.1	SPEC.	LOCKUP	BIG5	DISC.	BOOKB.	INST	SIZE
Total RF	1										
Business RF	0.901***	1									
Other RF	0.532***	0.155*	1								
AMBIGUITY1	0.388***	0.330***	0.212**	1							
SPECIFICITY	0.132	0.091	0.186**	0.080	1						
LOCKUP	0.267***	0.267***	0.060	-0.036	0.054	1					
BIG5	0.217**	0.214**	0.046	-0.104	-0.191**	0.011	1				
DISCOUNT	0.031	0.078	-0.078	-0.051	-0.118	-0.023	0.226**	1			
BOOKBUILDING	0.209**	0.168*	0.064	0.021	-0.283***	0.036	0.541***	0.255***	1		
INST	0.327***	0.318***	0.044	-0.012	-0.304***	0.141	0.701***	0.305***	0.681***	1	
SIZE	0.321***	0.351***	-0.026	-0.017	-0.342***	0.141	0.609***	0.288***	0.633***	0.793***	1
PROSPECTUS	0.422***	0.380***	0.218**	-0.073	-0.151*	0.099	0.625***	0.223**	0.480***	0.689***	0.687***

The underwriter reputation proxy BIG5 is a proceeds-based variable, therefore it is somewhat inspired by the SIZE, however, not directly linked. Following the prior literature, the reputation variable is kept in the models. The determinants of the risk factors is investigated by the following OLS regression model:

$$\text{Riskfactors} = \alpha + \beta_1 \text{AMBIGUITY} + \beta_2 \text{SPECIFICITY} + \beta_3 \text{DISCOUNT} + \beta_4 \text{LOCKUP} + \beta_5 \text{SIZE(INST)} + \beta_6 \text{BIG5} + \beta_7 \text{GIP} + \xi \quad (\text{Eq. 1})$$

Riskfactors represents Total RF, Business RF, and Other RF functions. The models are additionally estimated by a median quantile regression (QREG). Only Total RF quantile model is reported due to similarity of results with the OLS estimation. The Eq. 1 forms the first stage regression for the instrumental variable (IV) regression used to investigate the relation between initial returns and risk factors. All models have an added binary developing enterprises market (GIP) control because the companies going public at GIP do not meet the standards of the main market and have to publish a separate statement warning investors about potential risks involved with investing in them. The regressions in the second stage include industry and year fixed effects. The underpricing model may be written down as follows:

$$\text{Initialreturn} = \alpha + \beta_1 \text{IVTotalRF}(\text{BusRF}) + \beta_2 \text{GIP} + \beta_3 \text{LOCKUP} + \text{Fixedeffects} + \psi \quad (\text{Eq. 2})$$

Table 4. Determinants of risk factors (OLS&QREG) and initial returns (2SLS)

	OLS TotalRF	OLS BusRF	OLS OtherRF	QREG Total RF	2SLS TotalRF	2SLS BusRF
AMBIGUITY1	5.16*** (4.68)	5.52*** (3.78)	3.59** (2.59)	3.95** (2.43)		
SPECIFICITY	0.191*** (2.95)	0.208** (2.18)	0.202* (1.85)	0.209** (2.17)		
DISCOUNT	-0.130 (-0.46)	0.038 (0.10)	-0.344 (-0.68)	-0.306 (-0.72)		
SIZE	0.084*** (3.89)	0.118*** (3.70)	-0.013 (-0.37)	0.089** (2.13)		
LOCKUP	0.001*** (3.29)	0.001*** (3.19)	0.000 (0.82)	0.000 (1.35)	0.000 (1.38)	0.000 (1.48)
BIG5	0.117 (1.57)	0.091 (0.88)	0.179 (1.33)	0.075 (0.59)		
GIP	-0.085 (-0.94)	-0.023 (-0.21)	-0.026* (-1.70)	-0.207 (-1.61)	-0.178 (-0.53)	-0.025 (-0.74)

IVTotalRF/ BusRF					-0.189*** (-2.75)	-0.183*** (-2.83)
Industry dummies	No	No	No	No	Yes	Yes
Year-fixed effects	No	No	No	No	Yes	Yes
Constant	2.18*** (15.57)	1.55*** (6.55)	1.68*** (9.07)	2.66*** (11.37)	0.629*** (3.07)	0.531*** (3.23)
Adj./Pseudo R ²	36.48	32.39	9.33	37.36	n/a	n/a

Variables are defined in Table 1 and Table 2. N=128 in all regressions. Dependent variable in the OLS and Quantile regression (QREG) is natural logarithm of risk factor enumerations. Dependent variable of 2SLS regressions is first day return. Total RF and Business RF are instrumented variables in the first stage baseline model. Other RF is not significantly associated with initial returns and not reported.

The results are presented in Table 4. The tests are repeated with the three AMBIGUITY proxies, however, only the first one is reported because the results are identical. OLS regressions support the predictions in Hypothesis 1 and preliminary findings in Table 2. Specifically, pre-IPO characteristics are significant determinants of the risk factors disclosure, with the exception of DISCOUNT. As expected, these characteristics do not significantly explain disclosure of Other RF, which are more or less reported in a standard fashion. The positive signs on AMBIGUITY, and SPECIFICITY coefficients suggest that larger prospectus space allocation for the risk factors disclosure and greater specificity in the use-of-proceeds are associated with greater risk factor enumeration, while issuers with longer lockups report more risk factors consistent with their commitment function. Similarly, larger firms and issuers targeting institutional investors are associated with greater risk factor disclosure. The significant negative coefficient on IVRiskFactors in the second stage underpricing (2SLS) regressions demonstrate the role of risk factors disclosure in reducing uncertainty more clearly. The findings support the Hypothesis 2 that, Total RF and Business RF disclosure is determined by a series of ex-ante decisions and offer characteristics, which together serve to mitigate uncertainty and improve pricing of the shares. The association between risk factors and initial returns is stronger than Ding (2016) and McGuinness (2019), which is likely to be due to endogenous variables considered in the first stage regression and informative role of the Business RF where managers can exercise their disclosure discretion. On the contrary, McGuinness (2019) uses an OLS model which considers risk factors exogenous. We can confirm that OLS tests of underpricing model in Eq (2) yields insignificant coefficients. Moreover, McGuinness (2019) instruments issue risk factors in the following 2SLS tests for volatility. Issue RF are much smaller than Business RF, and as we argued,

have limited ability for managerial discretion. The evidence presented here confirms that risk factors disclosure has a significant role to play in mitigating ex-ante information asymmetry.

4. Conclusion

This study utilises 128 Turkish IPOs from the last decade to investigate determinants of risk factors disclosure in prospectuses and potential effects on underpricing. Because IPO process and regulations require many decisions to be taken and disclosed prior to going public, it is expected that risk factors disclosure, and in particular, risk factors associated with the non-standard reporting and managerial discretion (Business RF) would be positively aligned with the vital managerial decisions such as use-of-proceeds, institutional allocation, lockup length, and ambiguity, as well as with company size if the disclosure has an adverse selection mitigation function. The results lend considerable support to the hypotheses that predict a positive relationship between risk factors and ex-ante characteristics and show that greater risk factor disclosure is associated with smaller initial returns after dealing with the endogeneity of risk factors disclosure to initial returns. Therefore, the research concludes that risk factors disclosure contains useful information for investors to process in valuing the company, considering the mindset of insiders preceding the IPO as greater disclosure leads to less underpricing.

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Chapter 8

INTEGRATION OF INTERVAL ROUGH AHP AND MABAC METHODS FOR EVALUATING THIRD-PARTY LOGISTICS PROVIDER

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1. Introduction

Outsourcing in logistics usually means using an external company called a 3PL service provider that can perform some or all of the company's logistics activities. (Keshavarz Ghorabae, Amiri, Zavadskas, Antucheviciene, 2017) and the phenomenon of outsourcing supports 3PL services based on mutual trust (Aguezzoul, 2014). At the present time, the tendency of cooperation with external partners has become widespread to increase the competitiveness abilities of businesses in the supply chain. In this day and age of re-engineering, many firms have concentrated on basic activities that are critical to continue their existence in lean inventories and global competition and individual distribution functions such as transportation, storage and payment of freight bill have been provided by external suppliers for a long time (Sink, Langley and Gibson, 1996). Third-party logistics service procurement stems from the desire to build virtual businesses through service improvements, improving performance, cost reduction, focus on core business and strategic cooperations (Meloni, Carter, 2006; Aguezzoul, 2014).

Third party logistics are activities carried out by a logistics service provider on behalf of a carrier and consisting of at least transport and storage management and execution. In addition to these activities, activities such as inventory management, activities in regard to monitoring and information, value added activities such as secondary installation and installation of products, and even other activities such as supply chain management can be included (Marasco, 2008).

Because of the growing importance of logistics services, businesses need to evaluate and select service providers carefully (Bansal and Kumar, 2013). One of the most important and risky processes in outsourcing is the selection and assessment of the optimum 3PL service provider among the alternatives (Li, Ying, Chin, Hong, Xu, 2018) and it is also a key factor for the development of supply chain partnerships (Raut, Kharat, Kamble, Kumar, 2016). For this reason, choosing the most suitable 3PL provider has become an important problem for global companies to investigate (Boyson, Corsi, Dresner, Rabinovich, 1999).

Generally, the opinions of experts from different fields with different information are utilized to evaluate different alternative options and multiple criteria are taken into consideration. These criteria may be quantitatively or qualitatively different, and assessment inputs provided by experts may contain uncertainty or indecision (Martinez, Liu, Ruan, Yang, 2007). Choosing an efficient and compatible 3PL includes many criteria, techniques and methods. The complexity of the decision and multiple criteria increase the attractiveness of multi-criteria decision making (MCDM) approaches for solving such problems. MCDM is a methodological

framework that aims to put forward a proposal to decision makers among a limited set of alternatives when evaluating multiple criteria (Aguezzoul, 2014). 3PL provider selection can be seen as a complex MCDM problem that should be taken into account during the decision making process due to the availability of quantitative, qualitative and multiple criteria (Raut et al., 2016). But due to the complexity of the MCDM process's many real indicators and the uncertainty in human thought, there are difficulties in providing precise numerical information about the characteristics of the decisions. However, there are difficulties in providing precise numerical information about the characteristics of the decisions due to the complexity of the MCDM process's many real indicators and the uncertainty in human thought (Vasiljević, Fazlollahtabar, Stević, Vesković, 2018).

The assessment process of 3PL provider usually takes place in an uncertain environment. The problem of uncertainty in the decision-making process led to the development of many approaches, such as how to understand and handle defective information (Karavidić ve Projović, 2018). Uncertainty or indecision in the decision-making process is expressed by interval numbers, rough numbers, fuzzy numbers or gray numbers (Gigovic, Pamucar, Bajic, Drobnjak, 2017). These approaches are the most appropriate tools for defining qualitative criteria by using linguistic scales, defining indicators for qualitative criteria, and expressing relevant uncertainties and ambiguities with the reliability of expert assessments (Pamucar, Chatterjee, Zavadskasc, 2019). In the literature, it has been seen that fuzzy sets are used in many of its applications in the selection and assessment of 3PL service provider (Aguezzoul, 2014). Fuzzy sets are a powerful and widely used tool to address uncertainty. However, subjectivity in attitude can affect the final decision while choosing a suitable membership function for fuzzy sets, and therefore care must be taken (Pamucar, Mihajlovic, Obradovic, Atanaskovic, 2017). Interval rough numbers (IRN) is another effective approach that can be used to deal with imprecise numerical values in the decision data and collective decisions subjectively without defining the membership function (Kao, Nawata, Huang 2019). Yet, it is very difficult to determine the limit of interval in interval numbers and experiences or intuitions of decision makers are relied on (Gigovic et al., 2017). In this study, an integrated IRN-AHP-MABAC method was used in evaluating 3PL service providers that export most of the production to a production business.

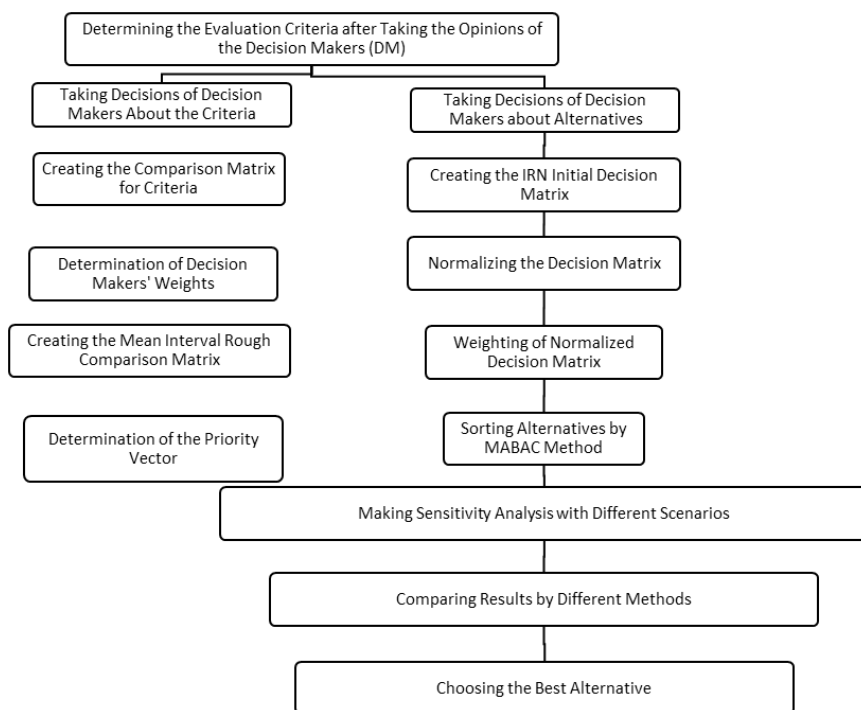


Figure 1. *The framework of the implementation*

In this study, the assessment criteria to be used to evaluate 3PL service providers are also determined. In the literature, a list of criteria frequently used in assessment was compiled and it and its explanations were shared with company officials requesting assessment. Firm officials for assessment, namely decision makers (DM), have determined nine assessment criteria that they consider appropriate for themselves. The criteria and literature information used in the assessment are given in Table 2.

IRN-AHP-MABAC method that was used in this study and developed by Pamucar, Stevic and Zavadskar (2018) among many new MCDM models exists as an assessment method, enables decision makers to express their preferences as clearly as possible and aims to reduce the subjectivity and uncertainty in the decision-making process.

The main objectives of this study are listed below;

1. The main purpose of the study is to evaluate the 3PL service providers of a manufacturing business.
2. To investigate the usability of the IRN-AHP-MABAC method, which takes the uncertainties in the decision making process into account for the assessment of 3PL service provider.

3. To compare the posteriori of this method with other MCDM methods used under uncertainty and instability and determine its effectiveness.

This study consists of 6 chapters. In the second chapter, the literature about selecting and evaluating 3PL service provider was examined. In the third chapter, the methodology of Interval Rough Number (IRN) was stated. In the fourth chapter, an application was performed and a ranking for the alternatives was obtained. In addition, the sensitivity of the results to different scenarios and criterion weights was examined. In addition, this method employed in the decision making process that contains uncertainty and indecision was compared with other results of the MCDM method. In the last chapter, the results were evaluated and discussed.

Evaluating 3PL Service Provider

Third party logistics services are multiple distribution activities where functions that are not preferred to be offered and / or managed by the purchasing organization are provided by an external party without the owner of the inventory (Sink et al. , 1996). The activities of 3PL service providers are generally given in Table 1.

Table 1. *Activities of 3PL Service Providers (Bansal and Kumar, 2013).*

Logistic Function	Activity
Transport	Transport, shipment, consolidation, delivery contract, payment of freight bill / audit, cross-docking, transportation of household goods, load tendering, financial intermediation.
Storage	Storage, receiving, assembly, returned goods and equipments.
Inventory Management	demand forecasting, position analysis, network counselling and channelization / layout design.
Order Fulfillment	order entry, performing an order, client management and call center services
Information Systems	EDI / VANS, leading / scheduling, artificial intelligence, specialized systems, barcoding, RFID, web based connection and monitoring.
Value Added Activities	Design and recycling of package, marking / labeling, billing, call center services and privatization.
Reverse Logistics	Getting in used products whose useful lives have run out and transporting them.

Evaluating and selecting a suitable and compatible 3PL partner is crucial for any business to be successful. In order to choose a versatile and sustainable 3PL that can increase supply chain performance, environmental, social and economic dimensions should be taken into consideration (Raut et al., 2016).

It is highly important to determine and weight the assessment criteria to be used in the assessment of 3PL service providers. Besides

the assessment method, the weight of 3PL assessment criteria largely depends on business priorities and strategies. When these weights are given arbitrarily and subjectively, regardless of the effect of stakeholders' business goals and needs on the assessment criteria, the selected 3PL company cannot fully meet its expectation (Ho, He, Lee, Emrouznejad, 2012). For this reason, while determining the weights of the criteria and receiving opinions about the alternatives, the opinions of an expert who had experience and knowledge in the company related to 3PL services and was directly associated with this subject were utilized in this study.

In the literature, it has been seen that many different assessment criteria are used to evaluate and rank 3PL service providers. For assessment, Raut et al. (2018) used the criteria of freightage per ton / km, fleet capacity, type / power of transport vehicle (disclaimer %), driver disclaimer (%), requested output and 3PL performance, flexibility, reaction time.

While the criteria of cost, service level, professionalism level, geographical location, references in the same sector, innovation ability and level of cooperation with customer were used in Bianchini's study (2018), Datta, Samantra, Mahapatra, Mandal and Majumdar (2013) used the criteria of width of service network, work experience, characterization of the service, compliance, financial stability, flexibility, performance, price, physical equipment and information systems, quality, strategic attitude, trust and honesty. Halder, Qamaruddin, Raut, Kamble, Kharat and Kamble S.J. (2017) used the criteria of vehicle disclaimer (%), driver disclaimer (%), reaction time, achieved target, flexibility, special fleet power, freightage per ton / km. Ghorabae, Amiri, Zavadskas and Antuchevičienė (2017) evaluated 3PL service providers by using the criteria of expected cost, service, quality, flexibility, delivery, risk, financial structure. As it is seen, in addition to the assessment criteria such as cost, relationship level, service, quality, which are widely used in the literature, more specific criteria such as driver disclaimer and vehicle disclaimer have also been used for assessment and selection of 3PL service providers. In this study, general and specific assessment criteria in the literature and their explanations were shared with the company where the implementation will be made. As a result of the common opinion, it was decided to use the assessment criteria given in Table 2 together with their explanations and the studies where they were used.

Overall, the assessment process of 3PL providers can be defined as an MCDM problem because it is a complex process that is simultaneously under the influence of both abstract and concrete criteria (Aguzzoul, 2014). Choosing the right 3PLs involves much more than scanning a range of price lists and choices depend on a wide range of both quantitative and qualitative factors (Ho et al., 2012). 3PL providers should be evaluated

according to the company's criteria in order to carry out the outsourcing process in logistics (Keshavarz, Ghorabae et al. , 2017) . While assessment criteria are sometimes common criteria for everyone, they sometimes can be determined according to the specific needs of businesses. The selection of 3PL provider begins with the creation of decision criteria about description and assessment of candidate 3PL providers with the highest potential to meet the company's service (Boyson et al.,1999).

Table 2. *Criteria Used in Assessment*

Criterion's Name	Criterion's Description	Criterion's Type	Studies Where the Criterion Was Used
Price	It describes the total cost of outsourcing in logistics. It refers to the sum total of items such as cost saving, expected lease cost, operating cost and storage cost.	Maximum Point, Criterion of the Best Benefit	Pamucar et al. (2019), Raut et al. (2018), Şenturk, Ergineli Binici (2017), Ghorabae et al. (2017), Datta et al. (2013), Bianchini (2018), Bansal, Kumar (2013), Bansal, Kumar, Issar (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Dapiran, Lieb., Millen, ,Sohal (1996). Liu, Wang (2009), Jharkharia, Shankar (2007),
Relationship Level	It is the sharing of risks and gains between the user and the 3PL service provider. It includes the features of reliability, truth, dependency, alliance, compatibility, reciprocity.	Maximum Point, Criterion of the Best Benefit	Datta et al. (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Dapiran, Lieb., Millen, ,Sohal (1996), Liu, Wang (2009), Jharkharia, Shankar (2007),
Services	Service Quality. Expertise, range of services, before / after sale customer services and value added services	Maximum Point, Criterion of the Best Benefit	Pamucar et al. (2019), Raut et al. (2018), Ghorabae et al. (2017), Datta et al. (2013), Bianchini (2018), Bansal, Kumar (2013), Bansal, Kumar, Issar (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Dapiran, Lieb., Millen, ,Sohal (1996), Liu, Wang (2009), Jharkharia, Shankar (2007),
Flexibility	The ability of users to meet the requirement that will especially evolve in parallel with their future growth The ability to respond to market and service demands within the scope of expectations.	Maximum Point, Criterion of the Best Benefit	Pamucar et al. (2019), Şenturk, Ergineli Binici (2017), Ghorabae et al. (2017), Datta et al. (2013), Bansal, Kumar, Issar (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Liu, Wang (2009), Jharkharia, Shankar (2007),

On-Time Shipment and Delivery	On-time shipment and delivery. Quickness in shipment and delivery, the level of meeting the expectation at the time of transit / delivery.	Maximum Point, Criterion of the Best Benefit	Raut et al. (2018), Şenturk, Ergineli Binici (2017), Ghorabae et al. (2017), Datta et al. (2013), Bianchini (2018), Bansal, Kumar (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Liu, Wang (2009), Jharkharia, Shankar (2007),
Financial Position	Having financial power for the continuity of logistic operations. Development of equipments and services in accordance with the user's demands.	Maximum Point, Criterion of the Best Benefit	Ghorabae et al. (2017), Datta et al. (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Liu, Wang (2009), Jharkharia, Shankar (2007),
Goodwill	It expresses the first opinion about 3PL company. It is the overview of how good it is in meeting the expectations.	Maximum Point, Criterion of the Best Benefit	Pamucar et al. (2019), Şenturk, Ergineli Binici (2017), Datta et al. (2013), Bianchini (2018), Bansal, Kumar (2013), Bansal, Kumar, Issar (2013), Spencer , Rogers and Daugherty (1994), Liu, Wang (2009), Jharkharia, Shankar (2007),
Information System	It is the information system that provides communication capacity. It expresses EDI, monitoring technologies, the capacity of accessing to information, usage of computer networks, information level and confidence.	Maximum Point, Criterion of the Best Benefit	Şenturk, Ergineli Binici (2017), Datta et al. (2013), Spencer , Rogers and Daugherty (1994), Bottani and Rizzi (2006), Liu, Wang (2009), Jharkharia, Shankar (2007),

Many researchers have carried out works to select the appropriate 3PL provider in the logistics process. Many different assessment methods such as Multi-Criteria Decision Making Techniques (MCDM), statistical techniques, artificial intelligence, mathematical programming models and integrated approach were used for the assessment of 3PL service provider. For the assessment of used 3PL service provider, Aguezzoul (2014) examined 67 studies conducted between 1994-2013 and it was determined that the most commonly used method was MCDM methods. In addition to this, while cost is the most widely used assessment criterion, it was followed by the criteria of relationship level, service and quality. Uncertainty in the decision-making process has been added to MCDM methods in progress of time, fuzzy and rough sets have also been included in the solution.

Instead of using a single method and giving its results, methods where more than one method are integrated and the accuracy of the results are controlled by various sensitivity analysis methods have begun to be preferred. Bansal and Kumar (2013) aimed to add a new dimension to the decision maker by proposing a hybrid analysis with the hierarchy process (AHP) and the preference ranking organization method (PROMETHEE) for enrichment assessment in selecting 3PL. It has been observed that this model is an effective, understandable and easier tool for selecting 3PL. Also, it has been concluded that AHP allows the purchaser to categorize and rank its priorities appropriately, and finally scale it according to the importance of various criteria. Ecer (2018) stated that selection process of 3PL should be cared because the level of uncertainty is high.

In order for uncertainty to be able to be integrated into the solution, a model in which Fuzzy AHP and Average Solution to Distance (EDAS) applications, which are easy to understand and perform, are integrated has been presented.

Liu and Wang (2009) presented an integrated fuzzy approach for the assessment and selection of 3PL providers. In this method, they developed the fuzzy Delphi method to determine important assessment criteria, the fuzzy difference method to eliminate unsuitable 3PL providers, and the fuzzy linear assignment approach for the final selection. This approach provided a more accurate, effective and systematic decision support tool for selecting 3PL provider. Singh, Gunasekaran and Kumar (2018) evaluated the cold chain 3PL service providers by using the hybrid Fuzzy AHP-TOPSIS method due to the fact that the 3PL service activities took place in a fuzzy environment. Fuzzy TOPSIS is a widely accepted multi-criteria technique due to the simultaneous use of ideal and anti-ideal solutions and an easily programmable calculation procedure. Sahu, Datta and Mahapatra (2015) presented a fuzzy-based assessment platform that applies the theory of interval-valued fuzzy numbers (IVFNs) for the assessment and selection process of 3PL providers. Keshavarz Ghorabae et al. (2017) proposed a new integrated approach based on the importance of criteria with inter-criteria correlation (CRITIC) and weighted total product assessment (WASPAS) methods to assess 3PL providers with interval type-2 fuzzy sets (IT2FS). Sremac, Stevic, Pamucar, Arsic and Matic (2018) evaluated the logistic service providers by using IR-SWARA (Step-Wise Weight Assessment Ratio Analysis) and IR-WASPAS models. Pamucar et al. (2019) assessed and ranged by BWM (Best Worst Method), WASPAS and MABAC methods based on interval rough numbers.

The used methods have been examined through literature research. The IRN-AHP-MABAC method was not used in the assessment and sorting of 3PL service providers. The flexibility of IRNs increases accuracy

in evaluating alternatives by helping decision makers define the problem more intelligently (Pamucar et al., 2019).

2. Rough Set

It has been proven that the rough set theory introduced by Pawlak in 1982 is an excellent mathematical tool like fuzzy and gray theories for analysis of an indefinite definition of objects (in decision problems) in decision making (Greco, Matarazzo, Slowinski, 2001). Rough set theory is an appropriate method for problems of decision making and multi-criteria sorting (Pawlak, 1994). Recent studies have proven that this theory is effective in expressing complex human behaviours without defining membership function. (Kao et al., 2019). Conventional rough-set theory classifies by recognizing inconsistency between objects (or alternatives) on multiple properties (Shen et al., 2019).

2.1. Interval Rough Numbers (IRN)

Interval rough numbers (IRN) are one of the effective tools that can be used to express their uncertain decisions in numerical values and to deal with group decisions without defining membership function (Kao et al., 2019). In this study, an approach based on interval rough numbers was applied to measure the uncertainties and uncertainties including by the decisions. Decision makers often remain in a dilemma while giving a certain value to the qualities of the decision (Pamucar, 2018). Within the same model, multiple decision makers (DM) can be found, each of them may differ from each other regarding the value of decisions. While one of the decision makers wants to give a value between 4-5, the other may think that a value between 2-3 should be given. Pamucar et al. (2007) explained the IRN methodology as follows.

Assume that there is a set of k classes representing DM preferences $R = (J_1, J_2, \dots, J_k)$ provided that they belong to a sequence which satisfies the condition $J_1 < J_2 < \dots < J_k$ and another set of k classes that also represent DM preferences $R^* = (I_1, I_2, \dots, I_k)$. Assume that all objects are defined in the universe U and related to DM preferences. In R^* every class of objects is represented by the interval $I_i = [l_{ii}, u_{ii}]$ provided that and $l_{ii} \leq l_{i1}, 1 \leq i \leq m$ and $l_{ii}, u_{ii} \in R$ are satisfied. Then, l_{ii} denotes the lower interval limit, while u_{ii} denotes the upper interval limit of the class i . If both class limits (lower and upper limits) are presented so as $l_{i1}^* < l_{i2}^* < \dots < l_{ij}^*, l_{u1}^* < l_{u2}^* < \dots < l_{uk}^*, (1 \leq j, k \leq m)$ are satisfied respectively, then two new sets containing the lower class $R_l = (l_{i1}^*, l_{i2}^* \dots l_{ij}^*)$ and the upper class $R_u = (u_{i1}^*, u_{i2}^* \dots u_{ik}^*)$ can be defined respectively. If such is the case, then for any class $l_{ij}^* \in R (1 \leq i \leq j)$ and $l_{ui}^* \in R (1 \leq i \leq k)$, the lower approximation of l_{ii}^* and l_{ui}^* can be defined as follows.

$$\underline{Apr}(l_{ii}^*) = U\{Y \in R_l^* (Y) \leq l_{ii}^*\} \quad (1)$$

$$\underline{Apr}(I_{ui}^*) = U\{Y \in /R_u^*(Y) \leq l_{ui}^*\} \quad (2)$$

The above-mentioned approximations of I_{li}^* and I_{ui}^* are defined by applying the following expression

$$\overline{Apr}(I_{li}^*) = U\{Y \in /R_l^*(Y) \geq l_{li}^*\} \quad (3)$$

$$\overline{Apr}(I_{ui}^*) = U\{Y \in /R_u^*(Y) \geq l_{ui}^*\} \quad (4)$$

Both object classes (inner and lower classes I_{li}^* and I_{ui}^* are defined by their lower limits $\underline{Lim}(I_{li}^*)$ and $\underline{Lim}(I_{ui}^*)$ and upper limits $\overline{Lim}(I_{li}^*)$ and $\overline{Lim}(I_{ui}^*)$, respectively

$$\underline{Lim}(I_{li}^*) = \frac{1}{M_L} \sum R_l^*(Y) / (Y) \in \underline{Apr}(I_{li}^*) \quad (5)$$

$$\underline{Lim}(I_{ui}^*) = \frac{1}{M_L} \sum R_u^*(Y) / (Y) \in \underline{Apr}(I_{ui}^*) \quad (6)$$

where M_L and M_L^* denote the number of objects contained in lower approximations I_{li}^* and I_{ui}^* , respectively. The upper limits $\overline{Lim}(I_{li}^*)$ and $\overline{Lim}(I_{ui}^*)$ are defined by expressions (7) and (8)

$$\overline{Lim}(I_{li}^*) = \frac{1}{M_U} \sum R_l^*(Y) / (Y) \in \overline{Apr}(I_{li}^*) \quad (7)$$

$$\overline{Lim}(I_{ui}^*) = \frac{1}{M_U} \sum R_u^*(Y) / (Y) \in \overline{Apr}(I_{ui}^*) \quad (8)$$

where M_U and M_U^* denote the number of objects contained in upper approximations I_{li}^* and I_{ui}^* , respectively. For the lower class of objects, the rough boundary interval from I_{li}^* is represented as and $RB(I_{li}^*)$ denotes the interval between the lower and upper limits:

$$RB(I_{li}^*) = \overline{Lim}(I_{li}^*) - \underline{Lim}(I_{li}^*) \quad (9)$$

While for the upper object class, the rough boundary interval I_{ui}^* is obtained based on the following expression

$$RB(I_{ui}^*) = \overline{Lim}(I_{ui}^*) - \underline{Lim}(I_{ui}^*) \quad (10)$$

Then the uncertain class of objects I_{li}^* and I_{ui}^* can be expressed using their lower and upper limits

$$RN(I_{li}^*) = [\underline{Lim}(I_{li}^*), \overline{Lim}(I_{li}^*)] \quad (11)$$

$$RN(I_{ui}^*) = [\underline{Lim}(I_{ui}^*), \overline{Lim}(I_{ui}^*)] \quad (12)$$

It can be seen that every class of objects is defined by its lower and upper limits, which create an interval rough number that can further be defined as:

$$IRN(I_{li}^*) = [RN(I_{li}^*), RN(I_{li}^*)] \quad (13)$$

Interval rough numbers have their own arithmetic operations. are characterized, which differ from arithmetic operations with classic rough numbers. Arithmetic operations between two rough interval numbers

$IRN(A) = ([a_1, a_2], [a_3, a_4])$ and $IRN(B) = ([b_1, b_2], [b_3, b_4])$ are performed by using the following expressions (14)–(18)

$$IRN(A) + IRN(B) = ([a_1, a_2], [a_3, a_4]) + ([b_1, b_2], [b_3, b_4])$$

$$IRN(A) + IRN(B) = ([a_1 + b_1, a_2 + b_2], [a_3 + b_3, a_4 + b_4]) \quad (14)$$

$$IRN(A) - IRN(B) = ([a_1, a_2], [a_3, a_4]) - ([b_1, b_2], [b_3, b_4])$$

$$IRN(A) - IRN(B) = ([a_1 - b_1, a_2 - b_2], [a_3 - b_3, a_4 - b_4]) \quad (15)$$

$$IRN(A) * IRN(B) = ([a_1, a_2], [a_3, a_4]) * ([b_1, b_2], [b_3, b_4])$$

$$IRN(A) * IRN(B) = ([a_1 * b_1, a_2 * b_2], [a_3 * b_3, a_4 * b_4]) \quad (16)$$

$$IRN(A)/IRN(B) = ([a_1, a_2], [a_3, a_4]) / ([b_1, b_2], [b_3, b_4])$$

$$IRN(A)/IRN(B) = ([a_1/b_1, a_2/b_2], [a_3/b_3, a_4/b_4]) \quad (17)$$

$$k * IRN(A) = k * ([a_1, a_2], [a_3, a_4]) = ([k * a_1, k * a_2], [k * a_3, k * a_4]) \quad (18)$$

Any two interval rough numbers $IRN(\alpha) = ([\alpha^L, \alpha^U], [\alpha'^L, \alpha'^U])$ and $IRN(\beta) = ([\beta^L, \beta^U], [\beta'^L, \beta'^U])$ are ranked by the use of the following rules (Pamucar et al., 2017).

(1) If an interval of the interval rough number is not strictly bounded by another interval, then:

- (a) If the condition is satisfied that $\{\text{and}\}$ or $\{\text{and}\}$ then .
- (b) If the condition is satisfied that $\{\text{and}\}$, then .

(2) If the intervals of interval rough numbers $IRN(\alpha)$ and $IRN(\beta)$ are strictly bounded, then it is necessary to determine the points of intersection $I(\alpha)$ and $I(\beta)$ of the interval rough numbers $IRN(\alpha)$ and $IRN(\beta)$.

Then, if the condition is satisfied that $\beta'^U < \alpha'^U$ and $\beta^L > \alpha^L$

- (a) If the condition is satisfied that then .
- (b) (b) If the condition is satisfied that then .

We get the intersection points in the following way

$$\mu_\alpha = \frac{RB(\alpha_{ui})}{RB(\alpha_{ui}) + RB(\alpha_{li})}; RB(\alpha_{ui}) = \alpha'^U - \alpha'^L, RB(\alpha_{li}) = \alpha^U - \alpha^L \quad (19)$$

$$\mu_\beta = \frac{RB(\beta_{ui})}{RB(\beta_{ui}) + RB(\beta_{li})}; RB(\beta_{ui}) = \beta'^U - \beta'^L, RB(\beta_{li}) = \beta^U - \beta^L \quad (20)$$

$$I(\alpha) = \mu_\alpha \cdot \alpha^L + (1 - \mu_\alpha) \cdot \alpha'^U \quad (21)$$

$$I(\beta) = \mu_\beta \cdot \beta^L + (1 - \mu_\beta) \cdot \beta'^U \quad (22)$$

Similar rules may be applied in the case of $\alpha'^U < \beta'^U$ and $\alpha^L > \beta^L$.

3. IRN-AHP-MABAC Model

This study used the IR-AHP-MABAC model proposed by Pamucar et al. (2018). In this model, interval rough numbers numbers were used to express the uncertainties in the decisions of the decision makers. IRN-AHP method was used for the significance levels (weights) of the criteria, and MABAC method was used to list the alternatives, Which was developed at the Center for Research in the Field of Logistics (University of Defense, Belgrade) (Pamucar and Cirovic, 2015).

3.1.IRN-AHP Method

The AHP method was developed by Thomas L. Saaty (1982). This method expresses uncertainty in decisions through a series of binary comparisons and is a method that reveals the subjective and objective aspects of decisions based on the results (Ayag, Samanlıoğlu, 2020). Subjectivity and uncertainty arise in cases where more than one decision-making group decides. Interval rough numbers can be used to use this subjectivity with the AHP method. The methodology of the method is given below (Pamucar, 2018).

Step 1. Creating a hierarchical structure of the evaluation criteria: We determine k decision makers, which will form the hierarchy of the problem and determine the most important and least important criteria.

Step 2. Creating a hierarchical structure of the evaluation criteria: Decision makers make binary comparisons of criteria using the 1-9 scale of Saaty (Saaty and Vargas, 2012). Each decision maker creates a comparison matrix as follows.

Table 3. Value of random index depending on the rank of matrix.

<i>n</i>	1	2	3	4	5	6	7	8	9	10
<i>RI</i>	0,00	0,00	0,52	0,89	1,11	1,25	1,35	1,4	1,45	1,49

$$Z_{\epsilon} = \begin{bmatrix} 1 & z_{12}^{\epsilon}, z_{12}'^{\epsilon} & \dots & z_{1n}^{\epsilon}, z_{1n}'^{\epsilon} \\ z_{21}^{\epsilon}, z_{21}'^{\epsilon} & 1 & \dots & z_{2n}^{\epsilon}, z_{2n}'^{\epsilon} \\ \vdots & \vdots & \ddots & \vdots \\ z_{n1}^{\epsilon}, z_{n1}'^{\epsilon} & z_{12}^{\epsilon}, z_{12}'^{\epsilon} & \dots & 1 \end{bmatrix} \quad 1 \leq i, j \leq n; 1 \leq \epsilon \leq k \quad (23)$$

If the decision maker is unstable between the two values when comparing the criteria (two values on the scale of 1-9), it can use both values ($z_{ij}^{\epsilon} \neq z_{ij}'^{\epsilon}$). If not, it uses a single value $z_{ij}^{\epsilon} = z_{ij}'^{\epsilon}$. For example if the decision maker cannot decide between 4 and 5, it uses values of $z_{ij}^{\epsilon} = 4$ and $z_{ij}'^{\epsilon} = 5$. if it can express its decision with a single value (for example 5) it uses values of $z_{ij}^{\epsilon} = 5$ and $z_{ij}'^{\epsilon} = 5$.

Step 3. Expert determination of the weight coefficients: In this step, we determine the consistency of the experts' evaluations in the comparison

matrices (Z_k). For this, the consistency rate (CR) proposed by Saaty and Vargas (2012) is used. The degree of consistency is first calculated $CI = (\lambda_{max} - 1)/(n - 1)$, Where n is the number of kriterias, and λ_{max} is the maximum own value of the comparison matrix, then the consistency ratio CR is calculated by the ratio between the consistency index and the random index (RI) (24). RI R 1 depends on the number of criteria in the matrix and consistency is achieved if the CI value is less then or equal 0.1.

$$CR = \frac{CI}{RI} \quad (24)$$

Two consistency ratios are obtained here (CR_e and CR'_e). By finding the arithmetic mean of these two values a single consistency value is obtained for each decision maker ($CR = (CR_e + CR'_e)/2$). Weights of decision makers are obtained by normalizing the rate of consistency (24-25).

$$W_{Ee} = \frac{1}{CR_e} ; 1 \leq e \leq k \quad (25)$$

$$w_{Ee} = \frac{W_{Ee}}{\sum_{i=1}^k W_{Ee}} ; 1 \leq e \leq k \quad (26)$$

Step 4. Construction of an averaged interval rough comparison matrix: Values in the comparison matrix are converted to interval rough numbers $IRN(z_{ij}^e)$ using equations 1-13.

$$IRN(z_{ij}^e) = [RN(z_{ij}^{eL}), RN(z_{ij}^{eU})] = ([z_{ij}^{eL}, z_{ij}^{eU}], [z_{ij}^{e'L}, z_{ij}^{e'U}]) \quad (27)$$

z_{ij}^{eL} and $z_{ij}^{e'L}$ represent the lower affinity of the object class z_{ij}^e and $z_{ij}^{e'}$, z_{ij}^{eU} and $z_{ij}^{e'U}$ respectively, the upper affinity of the object class z_{ij}^e and $z_{ij}^{e'}$, respectively.

Rough sequences and $RN(z_{ij}^{eL})$ and $RN(z_{ij}^{e'U})$ are obtained using equations 28 and 29.

$$RN(z_{ij}^{eL}) = \{[z_{ij}^{1L}, z_{ij}^{1U}], [z_{ij}^{2L}, z_{ij}^{2U}], \dots, [z_{ij}^{kL}, z_{ij}^{kU}]\} \quad (28)$$

$$RN(z_{ij}^{e'L}) = \{[z_{ij}^{1'L}, z_{ij}^{1'U}], [z_{ij}^{2'L}, z_{ij}^{2'U}], \dots, [z_{ij}^{k'L}, z_{ij}^{k'U}]\} \quad (29)$$

Then, by applying equation (31) and (32), the average interval numbers $IRN(z_{ij})$ are obtained.

$$RN(z_{ij}^L) = RN(z_{ij}^{1L}, z_{ij}^{2L}, \dots, z_{ij}^{kL}) = \left\{ z_{ij}^L = \prod_{e=1}^k z_{ij}^{eL(W_{Ee})} \right\} \quad (30)$$

$$RN(z_{ij}^{U'}) = RN(z_{ij}^{1'U}, z_{ij}^{2'U}, \dots, z_{ij}^{k'U}) = \left\{ z_{ij}^{U'} = \prod_{e=1}^k z_{ij}^{e'U(W_{Ee})} \right\} \quad (31)$$

$$z_{ij}^{U'} = \prod_{e=1}^k z_{ij}^{e'U(W_{Ee})} \quad (32)$$

where W_{ϵ} is the expert's weighting coefficient. $RN(z_{ij}^L)$ and $RN(z_{ij}^U)$ = represent the lower and upper limit of the weight $IRN(z_{ij})$ range rough number.

$$Z = \begin{bmatrix} 1 & IRN(z_{12}) & \dots & IRN(z_{1n}) \\ IRN(z_{21}) & 1 & \dots & IRN(z_{2n}) \\ \vdots & \vdots & \ddots & \vdots \\ IRN(z_{n1}) & IRN(z_{n2}) & \dots & 1 \end{bmatrix} \quad 1 \leq i, j \leq n; 1 \leq \epsilon \leq k \quad (33)$$

The resulting matrix using equation 30 is given below.

$$Z = \begin{bmatrix} 1 & [z_{12}^L, z_{12}^U], [z_{12}^L, z_{12}^U] & \dots & [z_{1n}^L, z_{1n}^U], [z_{1n}^L, z_{1n}^U] \\ [z_{21}^L, z_{21}^U], [z_{21}^L, z_{21}^U] & 1 & \dots & [z_{2n}^L, z_{2n}^U], [z_{2n}^L, z_{2n}^U] \\ \vdots & \vdots & \ddots & \vdots \\ [z_{n1}^L, z_{n1}^U], [z_{n1}^L, z_{n1}^U] & [z_{n2}^L, z_{n2}^U], [z_{n2}^L, z_{n2}^U] & \dots & 1 \end{bmatrix} \quad (34)$$

Step 5. Calculation of the priority vector: This vector is determined for all of the evaluation criteria and the range is the weight coefficients in the form of a rough number $IRN(W_j)$ is calculated using equations 35 and 38.

$$IRN(a'_{ij}) = \sum_{j=1}^n IRN(z_{ij}) = ([\sum_{j=1}^n z_{ij}^L, \sum_{j=1}^n z_{ij}^U], [\sum_{j=1}^n z_{ij}^L, \sum_{j=1}^n z_{ij}^U]) \quad (35)$$

$$IRN(W_{ij}) = ([W_{ij}^L, W_{ij}^U], [W_{ij}^L, W_{ij}^U]) = \frac{IRN(z_{ij})}{\sum_{j=1}^n IRN(z_{ij})} = \frac{[z_{ij}^L, z_{ij}^U], [z_{ij}^L, z_{ij}^U]}{[\sum_{j=1}^n z_{ij}^L, \sum_{j=1}^n z_{ij}^U], [\sum_{j=1}^n z_{ij}^L, \sum_{j=1}^n z_{ij}^U]} \quad (36)$$

$$W = \begin{bmatrix} 1 & [w_{12}^L, w_{12}^U], [w_{12}^L, w_{12}^U] & \dots & [w_{1n}^L, w_{1n}^U], [w_{1n}^L, w_{1n}^U] \\ [w_{21}^L, w_{21}^U], [w_{21}^L, w_{21}^U] & 1 & \dots & [w_{2n}^L, w_{2n}^U], [w_{2n}^L, w_{2n}^U] \\ \vdots & \vdots & \ddots & \vdots \\ [w_{n1}^L, w_{n1}^U], [w_{n1}^L, w_{n1}^U] & [w_{n2}^L, w_{n2}^U], [w_{n2}^L, w_{n2}^U] & \dots & 1 \end{bmatrix} \quad (37)$$

$$IRN(w_j) = ([\sum_{j=1}^n w_{ij}^L, \sum_{j=1}^n w_{ij}^U], [\sum_{j=1}^n w_{ij}^L, \sum_{j=1}^n w_{ij}^U]) / n \quad (38)$$

3.2. IRN-MABAC Method

This method consists of the following 6 steps.

Step 1. Construction of the initial decision-making matrix (X) : In this step, decision makers evaluate each alternative (m) according to criteria (n) . decision vectors are determined

$$A_i = (IRN(x_{i1}), IRN(x_{i2}), \dots, \dots, IRN(x_{in})), \quad IRN(x_{ij}) = ([RN(x_{ij}^L), RN(x_{ij}^U)], [RN(x_{ij}^L), RN(x_{ij}^U)]), \quad i = 1, 2, \dots, m (m = \text{number of alternatives}) \text{ and } j = 1, 2, \dots, n (n = \text{number of criterias}).$$

$$X = \begin{bmatrix} IRN(x_{11}) & \dots & IRN(x_{1n}) \\ IRN(x_{21}) & \dots & IRN(x_{2n}) \\ \vdots & \ddots & \vdots \\ IRN(x_{m1}) & \dots & IRN(x_{mn}) \end{bmatrix} \quad (39)$$

Step 2. Normalization of the elements from the initial matrix (N) : the elements of this matrix are calculated using equation 41-44.

$$N = \begin{bmatrix} IRN(t_{11}) & \dots & IRN(t_{1n}) \\ IRN(t_{21}) & \dots & IRN(t_{2n}) \\ \vdots & \ddots & \vdots \\ IRN(t_{m1}) & \dots & IRN(t_{mn}) \end{bmatrix} \quad (40)$$

$$IRN(t_{ij}) = ([t_{ij}^L, t_{ij}^U]), ([t'_{ij}^L, t'_{ij}^U]) = \left[\frac{x_{ij}^L - x_j^-}{x_j^+ - x_j^-}, \frac{x_{ij}^U - x_j^-}{x_j^+ - x_j^-} \right], \left[\frac{x_{ij}^L - x_j^-}{x_j^+ - x_j^-}, \frac{x_{ij}^U - x_j^-}{x_j^+ - x_j^-} \right] \quad (41)$$

b) if the criteria are cost criteria

$$IRN(t_{ij}) = ([t_{ij}^L, t_{ij}^U]), ([t'_{ij}^L, t'_{ij}^U]) = \left[\frac{x_{ij}^U - x_j^+}{x_j^- - x_j^+}, \frac{x_{ij}^L - x_j^+}{x_j^- - x_j^+} \right], \left[\frac{x_{ij}^U - x_j^+}{x_j^- - x_j^+}, \frac{x_{ij}^L - x_j^+}{x_j^- - x_j^+} \right] \quad (42)$$

where x_j^+ and x_j^- are the maximum and minimum limit values in the range.

$$x_j^- = \min_j \{x_{ij}^L, x_{ij}^U\} \quad (43)$$

$$x_j^+ = \max_j \{x_{ij}^U, x_{ij}^L\} \quad (44)$$

Step 3. Calculation of the weighted matrix elements (V) :

$$IRN(v_{ij}) = IRN(w_i) \cdot IRN(t_{ij}) + IRN(w_i). \quad (45)$$

$IRN(w_i)$ = criterion weights and $IRN(t_{ij})$ = the elements of the normalized matrix

$$V = \begin{bmatrix} [v_{11}^L, v_{11}^U], [v'_{11}^L, v'_{11}^U] & \dots & [v_{1n}^L, v_{1n}^U], [v'_{1n}^L, v'_{1n}^U] \\ [v_{21}^L, v_{21}^U], [v'_{21}^L, v'_{21}^U] & \dots & [v_{2n}^L, v_{2n}^U], [v'_{2n}^L, v'_{2n}^U] \\ \vdots & \ddots & \vdots \\ [v_{m1}^L, v_{m1}^U], [v'_{m1}^L, v'_{m1}^U] & \dots & [v_{mn}^L, v_{mn}^U], [v'_{mn}^L, v'_{mn}^U] \end{bmatrix} \quad (46)$$

Step 4. Determining the border approximation area matrix (G) : equality 47 is used.

$$IRN(g_i) = (\prod_{j=1}^m IRN(v_{ij}))^{1/m} = \{[\prod_{j=1}^m v_{ij}^L]^{1/m}, [\prod_{j=1}^m v_{ij}^U]^{1/m}, [\prod_{j=1}^m v'_{ij}^L]^{1/m}, [\prod_{j=1}^m v'_{ij}^U]^{1/m}\} \quad (47)$$

$$G = [IRN(g_1) \quad IRN(g_2) \quad \dots \quad IRN(g_n)] \quad (48)$$

Step 5. Calculation of matrix elements of distance of alternatives from the border approximate area (Q) : It is obtained by subtracting the g matrix from the v matrix.

$$Q = V - G = \begin{bmatrix} [v_{11}^L, v_{11}^U], [v_{11}^L, v_{11}^U] & \dots & [v_{1n}^L, v_{1n}^U], [v_{1n}^L, v_{1n}^U] \\ [v_{21}^L, v_{21}^U], [v_{21}^L, v_{21}^U] & \ddots & [v_{2n}^L, v_{2n}^U], [v_{2n}^L, v_{2n}^U] \\ \vdots & & \vdots \\ [v_{m1}^L, v_{m1}^U], [v_{m1}^L, v_{m1}^U] & \dots & [v_{mn}^L, v_{mn}^U], [v_{mn}^L, v_{mn}^U] \end{bmatrix} - [IRN(g_1) \quad IRN(g_2) \quad \dots \quad IRN(g_n)] \quad (49)$$

$$Q = \begin{bmatrix} IRN(v_{11}) - IRN(g_1) & \dots & RN(v_{1n}) - IRN(g_1) \\ RN(v_{11}) - IRN(g_1) & \dots & RN(v_{2n}) - IRN(g_2) \\ \vdots & \ddots & \vdots \\ RN(v_{m1}) - IRN(g_1) & \dots & RN(v_{mn}) - IRN(g_n) \end{bmatrix} \quad (50)$$

Each of the alternatives (A_i) can belong to the upper approximate area (G^+) or the lower approximate area (G^-) in the border approach area (G) ($A_i \in G \vee G^+ \vee G^-$). The upper approximate area G^+ represents the area where the ideal alternative (A^+) is, while the low inhibition area G^- represents the area where the non-ideal alternative (A^-) is. If $IRN(q_{ij}) \in G^+$ the alternative A_i is close to or equal to the ideal alternative, If $RN(q_{ij}) \in G^-$, the alternative A_i is close to or equal to the anti-ideal alternative. In order for any alternative to be better, a lot of criteria must belong to the upper approach area (G^+).

Step 6. Ranking of alternatives: With Equation 51, we calculate criteria function values from alternatives. By adding the Q matrix elements in rows, the values of the criteria functions of each alternative are calculated.

$$IRN(S_i) = \sum_{j=1}^n IRN(q_{ij}) \quad (51)$$

To get the final order of the alternatives, equations 52 and 53 are used, and the IRN are converted to crisp numbers.

$$\mu_i = \frac{RB(S_{ui})}{RB(S_{ui}) + RB(S_{li})}; RB(S_{ui}) = S_i^U - S_i^L, RB(S_{li}) = S_i^U - S_i^L \quad (52)$$

$$S_i = \mu_i * S_i^L + (1 - \mu_i) * S_i^U \quad (53)$$

5. Application of the IRN-AHP-MABAC Model

5.1. Application of the IRN-AHP Method

Step 1. Creating a hierarchical structure of the evaluation criteria:

A list was created for the evaluation criteria used when evaluating the literature to 3PL companies by researching the literature. This list has been sent to company decision makers and they have determined the criteria they will use in the evaluation according to their own demands. Evaluation criteria and the studies they use are given in Table 2.

Step 2. Creating a hierarchical structure of the evaluation criteria:

For each evaluation criterion, the binary comparison matrix is created by decision makers and this matrix is presented in Table 4 of the Matrix. The superiority of the criteria against each other was determined by binary comparison matrix by three different DM's. At this point, decision makers could not make the evaluation for many criteria with a single crisp number. Therefore, the lower (Z_{ij}^e) and upper values ($Z_{ij}^{e'}$) used in the binary comparison matrix are shown together. For example, if the decision maker could not decide between 1 and 3 for the criterion, 1 was taken as the upper value and 3 as the upper value and [1,3] was expressed as the rough number. If the criterion evaluation is expressed with a single crisp number, the same craps number is written on the upper and lower values.

Step 3. Expert determination of the weight coefficients:

After completing step 2, the consistency rates of the comparison matrices were calculated.

Since the evaluation of each decision maker is expressed with a lower and a higher value, two different consistency ratios are calculated using Equality 24-26 CR^e and $CR^{e'}$ and then the arithmetic mean of these two values is a consistency ratio CR value was obtained. The weight values for each decision maker are given in Table 5. For Dm1,

$$CR^e = 0,051/1,45 = 0,36 \quad CR^{e'} = 0,1/1,45 = 0,052$$

$$CR = \frac{0,036 + 0,069}{2} = 0,052$$

$$w = 1 \div 0,052 = 19,205$$

$$W_e = \frac{19,205}{87,66} = 0,22$$

Table 4. Binary Comparison Matrix of Criteria

DMI	C	RL	S	F	SD	FP	P	IS	TC
C	1-1	5-6	6-7	3-5	2-3	7-8	1-2	8-9	9-9
RL	1/6-1/5	1-1	2-3	1/3-1/2	1/8-1/7	2-3	1/3-1/2	2-3	5-5
S	1/7-1/6	1/3-1/2	1-1	1/4-1/3	1/3-1/2	1-2	1/2-1/2	2-2	4-4
F	1/5-1/3	2-3	3-4	1-1	1/2-1/1	2-2	1/3-1/2	3-3	6-6
SD	1/3-1/2	7-8	2-3	1-2	1-1	3-4	1-2	4-5	7-7
FP	1/8-1/7	1/3-1/2	1/2-1/1	1/2-1/2	1-4-1/3	1-1	1/4-1/3	1/2-1/1	3-3
P	1/2-1/1	2-3	2-2	2-3	1/2-1/1	3-4	1-1	4-4	8-8
IS	1/9-1/8	1/3-1/2	1/2-1/2	1/3-1/3	1/5-1/4	1-2	1/4-1/4	1-1	2-2
TC	1/9-1/9	1/5-1/5	1/4-1/4	1/6-1/6	1/7-1/7	1/3-1/3	1/8-1/8	1/2-1/2	1-1
DM3	C	RL	S	F	SD	FP	P	IS	TC
C	1-1	3-4	5-6	1-2	1-2	3-4	1-2	2-3	9-9

RL	1/4-1/3	1-1	3-4	1/3-1/2	1/4-1/3	2-3	1/2-1/1	1-2	5-5
S	1/6-1/5	1/4-1/3	1-1	1/5-1/4	1/4-1/4	1/2-1/1	1/3-1/3	1/2-1/2	2-2
F	1/2-1/1	2-3	4-5	1-1	1/2-1/1	2-3	1-2	2-3	7-7
SD	1/2-1/1	3-4	4-4	1-2	1-1	3-4	2-3	2-3	8-8
FP	1/4-1/3	1/3-1/2	1/2	1/3-1/2	1/4-1/3	1-1	1/2-1/2	2-3	3-3
P	1/2-1/1	1-2	3-3	1/2-1/1	1/3-1/2	2-2	1-1	2-3	6-6
IS	1/3-1/2	1/2-1/1	2-2	1/3-1/2	1/3-1/2	1/3-1/2	1/3-1/2	1-1	4-4
TC	1/9-1/9	1/5-1/5	1/2-1/2	1/7-1/7	1/8-1/8	1/3-1/3	1/6-1/6	1/4-1/4	1-1

Table 5. Weights of DM's

	CR^c	CR^f	CR	w	W_c
DM1	0.036	0.069	0.052	19.205	0.219
DM2	-0.006	0.057	0.026	38.855	0.443
DM3	0.022	0.046	0.034	29.601	0.338

Step 4. Construction of an averaged interval rough comparison matrix :

The rough numbers (Z_{ij}^c, Z_{ij}^f) in the comparison matrix in Table 4 are converted to the interval rough numbers $IRN(Z_{ij}^c)$ using equation 1-13. Thus, the matrix Z_k is created by calculating $RN(Z_{ij}^c)$ and $RN(Z_{ij}^f)$. These calculations are made below for c and f criteria.

$$Z_{cf}^c = \{3, 2, 1\}$$

$$Z_{cf}^f = \{5, 3, 2\}$$

Lower and upper values were determined for each series element using the equation between 1-8. (\overline{Lim} ve \underline{Lim}). For the first object class,

$$\underline{Lim}(3) = \frac{1}{3}(3 + 2 + 1) = 2, \quad \overline{Lim}(3) = \frac{1}{1}(3) = 3 \quad \dots \dots \dots$$

$$\underline{Lim}(1) = \frac{1}{1} * (1) = 1, \quad \overline{Lim}(1) = \frac{1}{3}(3 + 2 + 1) = 2$$

For the second object class,

$$\underline{Lim}(5) = \frac{1}{3}(5 + 3 + 2) = 3,333, \quad \overline{Lim}(5) = \frac{1}{1}(5) = 5$$

$$\underline{Lim}(2) = \frac{1}{1}(2) = 2, \quad \overline{Lim}(1) = \frac{1}{3}(3 + 2 + 5) = 3,333 \quad \dots \dots \dots$$

With these calculations, coarse sequences forming the rough number range were obtained.

$$RN(Z_{cf}^L) = [2; 3], RN(Z_{cf}^{LU}) = [3, 33; 5], IRN(Z_{cf}^L) = ([2; 3], [3, 33; 5])$$

... ..

$$RN(Z_{cf}^{2L}) = [1; 2], RN(Z_{cf}^{2LU}) = [2; 3, 33], IRN(Z_{cf}^{2L}) = ([1; 2], [2; 3, 33])$$

Using the DM's weights in Equations 31 and 32 and Table 5, mean range rough numbers are obtained $IRN(Z_{cf}) = ([1, 39, 2, 41], [2, 47, 3, 94])$.

$$IRN(Z_{cf}) = RN(Z_{cf}^L, Z_{cf}^{2L}, Z_{cf}^{3L}) = \begin{cases} Z_{cf}^L = 2^{0,222} * 1,5^{0,430} * 1^{0,348} = 1,39 \\ Z_{cf}^U = 3^{0,222} * 2,5^{0,430} * 2^{0,348} = 2,41 \\ Z_{cf}^{2L} = 3,33^{0,222} * 2,5^{0,430} * 2^{0,348} = 2,47 \\ Z_{cf}^{2U} = 5^{0,222} * 4^{0,430} * 3,33^{0,348} = 3,94 \end{cases}$$

The entire matrix created with these calculations is given in Appendix A1

Step 5. Calculation of the priority vector:

In this step, the matrix values in appendix A1 are normalized using Equations 35 and 36 and Normalized weight coefficients matrix (W) is obtained.

$$IRN(\alpha'_{3j}) = \sum_{j=1}^9 IRN(Z_{3j}) = \begin{cases} \sum_{j=1}^9 Z_{3j}^L = 1,39 + 0,67 + 0,44 + \dots + 0,19 = 5,86 \\ \sum_{j=1}^9 Z_{3j}^U = 2,41 + 1,35 + 1,32 + \dots + 0,37 = 10 \\ \sum_{j=1}^9 Z_{3j}^{2L} = 2,47 + 0,58 + 0,44 + \dots + 0,18 = 6,28 \\ \sum_{j=1}^9 Z_{3j}^{2U} = 3,94 + 1,8 + 1,88 + \dots + 0,27 = 13,03 \end{cases}$$

First, stun values were summed and interval rough numbers $IRN(\alpha'_{3j}) = ([5,86; 10], [6,28; 13,03])$ were obtained. Then, each stun element is divided by stun total and $IRN(W_{cf})$ values are calculated.

$$IRN(w_{cf}) = \frac{([1,38; 2,41], [2,47; 3,94])}{([5,86; 10], [6,28; 13,03])} = ([0,11; 0,38], [0,25; 0,67])$$

The normalized weighting coefficient matrix is given in appendix A2. Then criteria weights are found. For this, the values of normalized weight coefficients matrix (appendix A2.) are summed according to Equality 35 and divided by the number of criteria (38). Thus, weight coefficients are determined for each criterion (appendix A3). These weights $IRN(W_i)$ are listed and this order (19-20) is given in appendix A3.

$$IRN(W_1) = ([0,99], [3,56]), ([1,51], [4,80])/9 = ([0,11], [0,40]), ([0,17], [0,53])$$

In this study, criteria weights are also listed by using Crisp-AHP and Fuzzy-AHP methods using crisp numbers and fuzzy numbers. The range in the binary comparison matrix of the criteria was converted to crisp numbers by calculated the arithmetic average of the numbers In the fuzzy method, the rough numbers are converted to triangular fuzzy numbers.. The ranking of the criterion weights was the same for all three methods.

The uncertainty in the decision-making process is not taken into account in the Crisp-AHP method. However, fuzzy methods incorporate uncertainty and subjectivity into the model. The fuzzy AHP model incorporates uncertainty using fuzzy clusters that fix boundaries depending on the membership function, while gap numbers are flexible in range and adapt to valid uncertainties in the data (Pamucar et. Al., 2018). The same ranking in these three methods indicates that the criteria weights are suitable for the solution.

5.2. Application of the IRN-AHP Method

In order to evaluate the alternatives, IRN-MABAC method was applied using the criteria weights determined in the previous section.

Step 1. Construction of the initial decision-making matrix (X):

The three DM's evaluated seven different alternatives according to nine different criteria. While making the evaluation, 1-9 scale of the Saaty (19582) was used and if the decision maker could not decide between the two values in this scale, we wanted them to enter both values together ($x_{ij}^{\underline{e}}, x_{ij}^{\overline{e}}$). The result of this assessment are also given Appendix A4.

Rough numbers (RN) in the decision table are converted into IRN using Equations 1-13. Then weighted range rough numbers were obtained. Using interval rough numbers and DM's weights to obtain mean weight interval numbers (appendix A5) (31-32).

Step 2. Normalization of the elements from the initial matrix (N):

In this application, all evaluation criteria are “benefit” criteria. Therefore, normalized matrix values were $IRN(t_{ij})$ obtained using Equations 41-44 (appendix A6).

$$IRN(t_{15}) = ([t_{15}^{\underline{v}}], [t_{15}^{\overline{v}}]), ([t_{15}^{\underline{v}'}], [t_{15}^{\overline{v}'}]) = \left(\left[\frac{3,28 - 3,28}{5,42}, \frac{4,21 - 3,28}{5,42} \right], \left[\frac{4,28 - 3,28}{5,42}, \frac{5,22 - 3,28}{5,42} \right] \right)$$

$$IRN(t_{15}) = ([0,00; 0,17], [0,19; 0,36])$$

$$x_s^- = \min_s \{3,28; 3,53; \dots \dots \dots; 4,21; 4,53\} = 3,28$$

$$x_s^+ = \max_s \{8,07; 7,07 \dots \dots \dots; 8,01; 7,47\} = 8,70$$

Step 3. Calculation of the weighted matrix elements (V):

Using the equation 45 matrix (46) values are calculated $IRN(v_{ij})$ (appendix A7).

$$IRN(v_{15}) = ([0,04; 0,2; 0,05; 0,28] * (0,00; 0,17; 0,19; 0,36) + (0,04; 0,2; 0,05; 0,28)$$

$$IRN(v_{15}) = (0,04; 0,24; 0,06; 0,39)$$

Step 4. Determining the border approximation area matrix (G):

Using the equation 47 matrix (48) values are calculated $IRN(g_{ij})$ (appendix A8).

$$IRN(g_{15}) = \begin{cases} \prod_{j=1}^7 v_{ij} = (0,04 * 0,04 * 0,05 * 0,07 * 0,06 * 0,07 * 0,06)^{1/7} = 0,056 \\ \dots \dots \dots \\ \prod_{j=1}^7 v_{ij} = (0,39 * 0,41 * 0,44 * 0,56 * 0,57 * 0,53 * 0,50)^{1/7} = 0,048 \end{cases}$$

Step 5. Calculation of matrix elements of distance of alternatives from the border approximate area (Q):

Using the equation 49 matrix (50) values are calculated $IRN(q_{ij})$ (appendix A9).

$$IRN(q_{15}) = (0,04; 0,24; 0,06; 0,39) - (0,06; 0,3; 0,08; 0,48) = (-0,44; 0,16; -0,24; 0,33)$$

Step 6. Ranking of alternatives:

The value $IRN(S_i)$ of each alternative is calculated for Alternatives using equation 51.

$$\begin{aligned} IRN(S_1) &= \sum_{i=1}^9 IRN(q_i) \\ &= (-0,73; 0,46; -0,26; 0,92) \\ &\quad + (-0,44; 0,30; -0,22; 0,54) \dots \dots \dots (-0,06; 0,03; -0,05; 0,04) \\ IRN(S_1) &= (-3,41; 1,73; -1,84; 3,18) \end{aligned}$$

These IRN values are then converted to Crisp numbers and ranked using equations 52 and 53. The highest value is considered the best alternative (appendix A10).

$$\mu_{S1} = \frac{5,02}{10,16} = 0,49$$

$$RB(S_{u1}) = 1,73 - (-3,41) = 5,14$$

$$RB(S_{11}) = 3,18 - (-1,84) = 5,02$$

$$S_1 = 0,49 * (-3,41) + (1 - 0,49) * 3,18 = -0,075$$

5.3. Sensitivity Analysis

The purpose of the sensitivity analysis is to examine the validity of the method used in the study. Whether the changes to be made in the weighting coefficients of the evaluation criteria change the alternative order or not is examined. In this study, the results of 3P logistic service providers' assessment were analyzed by 9 different scenarios. While the weight of one criterion determined in each of these scenarios is increased by 35%, the others will be decreased by 35%. The favorite criterion will be determined sequentially. As favorite criteria, Criterion C has been selected for Scenario 1 and Criterion RL for Scenario 2.

As it is seen in Figure 2, alternative A5 is on the first rank and alternative A6 on the second rank in the original application for 9 scenarios. In 8 scenarios, alternative A3 is on the seventh rank. Displacement was observed in A1, A4, AA2 and A7 rankings. These changes have also been shown by Pearson's sequential correlation coefficients and these values are quite high (Appendix A11). As it can be understood from these results, since alternatives A5 and A6 do not lose 1st and 2nd rankings in any way, they have sufficient advantages compared to other alternatives and changing the weight of the criteria does not cause ranking of these alternatives to change. According to the results of the sensitivity analysis, it can be said that the IR-AHP-MABAC method is a very reliable assessment in regards to alternative assessment. The rank of alternatives A5 and A6 has not changed for nine different scenarios. The ranking of other alternatives is mostly the same.

The change in the criterion weights may have an effect on the alternative ranking, as well as the used assessment method. The changes which different assessment methods will create in the alternative rankings are undesired situations. Therefore, different methods were used in this study to verify the ranking results found through the same data set. The results of IRN-AHP-MABAC method were compared with the results of F-TOPSIS, F-COPRAS, F-MULTIMOORA, F-WASPAS and F-MABAC methods. There is no cost criteria (the lowest value is the best) in this study. Price is an assessment criterion and the one with lower value is expected to be better. However, while getting expert opinions, they were asked to evaluate the alternatives regarding price advantage according to the Saaty's 1-9 scale. Accordingly, all the criteria are utility (the highest is the best) criteria.

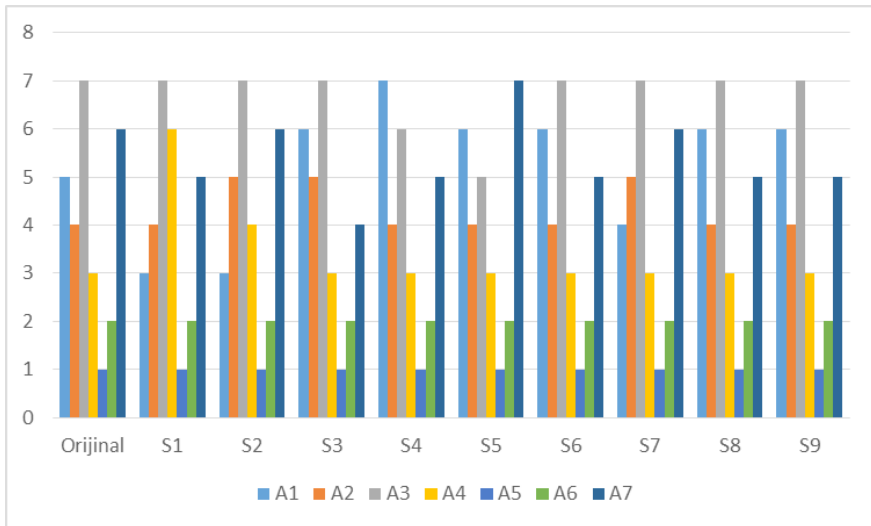


Figure 2. *Change of Alternative Rankings for Different Scenarios*

In the full product algorithm, which is the third method of the F-MULTIMOORA method, there are values of cost criterion in the denominator section while calculating the value of “U”. Since there is no cost criterion in this study and that the denominator is “0” will make the operation undefined, the value of “0.0001” has been defined as denominator instead of “0” (Willem Brauers, Personal Interview, 14.01.2020).

In all F-TOPSIS, F-COPRAS, F-MULTIMOORA, F-WASPAS, F-MABAC methods, alternatives A5 and A6 were the most important alternatives on the 1st and 2nd rank. A3 had the third rank in F-MULTIMOORA and F-MABAC methods, as in the IRN-AHP-MABAC method. It was on the fourth rank in F-WASPAS method, but it was on the seventh rank in F-TOPSIS and F-COPRAS methods. Changes have also been observed in the rankings of other alternatives. Pearson’s sequential correlation coefficients were calculated to see the relationship between alternative ranking results of different methods and it was presented in Appendix 12. According to these results, IRN-AHP-MABAC method and F-MULTIMOORA method have the highest correlation value (0,758).

As seen in these results, A5 is the best and A6 is the second best alternative for every different scenario and method. The results of the study were shared with the production business where the application was performed. General manager, production manager and foreign trade manager, who are in the decision-making position in the business, separately stated that the alternative rankings that came out showed parallelism with their opinions. This manufacturing business stated that

they want to evaluate 3PL providers and other suppliers regularly and share the results with the suppliers to ensure company development. Thanks to this study, it has been presented that this method is suitable for evaluating 3PL service providers and it has been approved by the company where the application was performed by looking at the results.

6. Discussion and Results

In this study, third party logistic service providers with which a manufacturing business works and plans to work were evaluated and interval numbers were used as expression of assessment. In order to determine the limits of the interval numbers, the opinions of decision makers with the necessary experience working directly with the suppliers in this regard were taken. The study includes the methodology of interval rough sets, the operation of hybrid AHP-MABAC method and sensitivity analyzes through which application results were compared with the obtained results by using different methods. In order for a manufacturing company that exports 95% of the production to evaluate the companies providing third-party logistic service for itself and with which it plans to work in the future according to more than one criteria, the method of IRN-AHP-MABAC is used.

The measures used in the assessment were expressed as interval numbers, AHP method was used to determine weights of criteria and later, MABAC method was utilized to sort the alternatives.

9 different scenarios were tried to examine the sensitivity of this model to the change in criterion weights. In each of these scenarios, the value of one evaluation criterion was increased by 35% while the others were decreased by 35%. Then, the alternative rank obtained via IRN-AHP-MABAC method was compared with the ones obtained as a result of the application of F-TOPSIS, F-COPRAS, F-MULTIMOORA, F-WASPAS, F-MABAC methods. The degree of relation between correlation coefficients and ranking results of different methods was determined.

Via this method, a reevaluation can be carried out when the number of alternatives increases for the same company in the future. It can also be used as an assessment method in decision-making problems throughout the supply chain. This method will be a good tool to deal with the indecision and uncertainties experienced by decision makers.

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Appendix

A.1. Average IR Matrix.

	C	RL	S	F	SD	FP	P	IS	TC
C	1.00	0.33	0.27	0.46	0.43	0.20	0.34	0.40	0.14
RL	0.33	1.00	0.27	0.79	0.76	0.28	0.86	0.49	0.23
S	0.27	0.79	1.00	0.31	0.29	0.17	0.24	0.19	0.13
F	0.46	0.31	0.24	1.00	0.43	0.23	0.44	0.31	0.19
SD	0.43	0.41	1.00	0.94	1.30	0.25	0.32	0.43	0.22
FP	0.20	1.00	0.45	0.94	0.44	1.00	0.39	0.39	0.19
P	0.34	0.79	0.30	1.77	0.44	0.34	1.00	0.73	0.37
IS	0.40	0.30	0.30	0.95	1.11	0.25	0.51	1.00	0.28
TC	0.14	0.43	0.31	2.58	0.43	1.86	0.31	2.84	0.20
	C	RL	S	F	SD	FP	P	IS	TC
C	1.00	1.62	1.00	1.39	1.16	1.00	1.00	1.07	0.30
RL	1.62	3.71	1.00	2.42	3.43	0.86	2.26	1.59	0.43
S	1.00	3.71	1.00	2.42	3.43	0.86	2.26	1.59	0.43
F	1.39	2.42	1.00	2.42	3.43	0.86	2.26	1.59	0.43
SD	1.16	3.43	1.00	2.42	3.43	0.86	2.26	1.59	0.43
FP	1.00	2.42	1.00	2.42	3.43	0.86	2.26	1.59	0.43
P	1.00	2.42	1.00	2.42	3.43	0.86	2.26	1.59	0.43
IS	1.07	2.43	1.00	2.43	3.43	0.86	2.26	1.59	0.43
TC	0.30	0.43	0.43	0.28	0.28	0.28	0.28	0.28	0.28

A.2 Normalized Weight Coefficients Matrix.

	C	RL	S	F	SD	FP	P	IS	TC
C	0.21	0.07	0.06	0.10	0.09	0.04	0.07	0.08	0.03
RL	0.07	0.26	0.25	0.28	0.27	0.10	0.30	0.17	0.08
S	0.06	0.25	0.05	0.05	0.05	0.03	0.04	0.03	0.02
F	0.10	0.28	0.05	0.12	0.12	0.06	0.12	0.09	0.05
SD	0.09	0.27	0.05	0.07	0.07	0.06	0.12	0.07	0.04
FP	0.04	0.06	0.05	0.06	0.06	0.04	0.06	0.04	0.03
P	0.07	0.30	0.06	0.12	0.12	0.04	0.12	0.04	0.04
IS	0.08	0.17	0.03	0.09	0.09	0.04	0.09	0.04	0.04
TC	0.03	0.08	0.02	0.03	0.03	0.03	0.03	0.03	0.03
	C	RL	S	F	SD	FP	P	IS	TC
C	0.21	0.08	0.06	0.10	0.09	0.04	0.07	0.08	0.03
RL	0.07	0.26	0.25	0.28	0.27	0.10	0.30	0.17	0.08
S	0.06	0.25	0.05	0.05	0.05	0.03	0.04	0.03	0.02
F	0.10	0.28	0.05	0.12	0.12	0.06	0.12	0.09	0.05
SD	0.09	0.27	0.05	0.07	0.07	0.06	0.12	0.07	0.04
FP	0.04	0.06	0.05	0.06	0.06	0.04	0.06	0.04	0.03
P	0.07	0.30	0.06	0.12	0.12	0.04	0.12	0.04	0.04
IS	0.08	0.17	0.03	0.09	0.09	0.04	0.09	0.04	0.04
TC	0.03	0.08	0.02	0.03	0.03	0.03	0.03	0.03	0.03

A.3. Weight Coefficients of Evaluation Criteria According to Different Application Methods.

Arahk Kaba Set Uygulama						Kesin Sayı Uygulama		Bulanık Set Uygulaması			
Criteria	IRN(Wj)				Rank	Crips(Wj)	Rank	Fuzzy(Wj)			Rank
C	0.11	0.40	0.17	0.53	1	0.26	1	0.188	0.26	0.325	1
RL	0.06	0.24	0.08	0.31	4	0.13	4	0.091	0.124	0.163	4
S	0.04	0.20	0.05	0.28	5	0.10	5	0.067	0.087	0.129	5
F	0.07	0.23	0.08	0.31	3	0.14	3	0.105	0.145	0.208	3
SD	0.07	0.30	0.09	0.35	2	0.16	2	0.117	0.167	0.204	2
FP	0.03	0.09	0.03	0.10	8	0.05	8	0.038	0.05	0.074	8
P	0.03	0.19	0.03	0.20	6	0.07	6	0.06	0.077	0.097	6
IS	0.04	0.14	0.03	0.16	7	0.06	7	0.048	0.062	0.078	7
TC	0.02	0.05	0.02	0.05	9	0.03	9	0.024	0.028	0.034	9

A.4. Decision Matrix.

DM1

	C		RL		S		F		SD		FP		P		IS		TC	
A1	8	9	7	8	3	4	2	3	5	6	2	3	7	8	4	5	3	4
A2	5	6	6	7	4	5	7	8	7	8	4	5	5	7	3	5	5	6
A3	4	5	5	6	4	5	5	6	6	8	6	8	4	6	4	6	5	7
A4	3	4	3	4	7	8	4	5	8	9	8	9	7	8	7	9	7	9
A5	7	8	8	9	8	9	7	8	5	7	7	9	7	9	7	9	7	8
A6	7	8	7	8	8	9	7	8	4	6	7	9	5	7	7	8	7	8
A7	5	6	5	6	7	8	6	7	6	7	5	7	4	6	6	7	6	7

DM3

	C		RL		S		F		SD		FP		P		IS		TC	
A1	6	8	4	6	3	4	3	4	4	5	2	3	5	7	3	4	3	5
A2	5	7	3	4	3	5	3	4	5	6	3	4	3	5	3	4	3	5
A3	5	7	3	5	4	5	5	6	5	7	5	6	5	6	3	5	4	6
A4	3	5	5	7	7	8	6	7	7	8	8	9	6	8	6	8	6	7
A5	6	8	5	7	8	9	6	8	8	9	7	8	8	9	7	8	5	7
A6	6	7	6	8	7	8	6	8	7	9	5	7	7	9	5	7	4	6
A7	5	6	4	6	6	7	5	7	5	7	4	6	3	7	5	6	5	7

A.5. December Rough Decision Matrix.

	C	RL	S	F	SD	FP	P	IS	TC
A1	6.43	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16
A2	5.00	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16
A3	5.00	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16
A4	5.00	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16
A5	5.00	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16
A6	5.00	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16
A7	5.00	5.00	4.11	2.35	7.43	8.00	6.43	6.43	3.16

A.6. Normalized Interval Rough Decision Matrix.

[illegible]

A.7. Weighted Decision Matrix.

[illegible]

A.8. G Matrix.

C		RL		S		F		SD		EP		P		IS		TC																					
G	0.15	0.58	0.27	0.92	0.07	0.34	0.12	0.52	0.06	0.30	0.08	0.48	0.09	0.36	0.13	0.57	0.09	0.45	0.15	0.64	0.04	0.04	0.12	0.04	0.16	0.04	0.27	0.05	0.34	0.05	0.19	0.05	0.27	0.02	0.07	0.02	0.08

A.9. Q Matrix.

V-G	C	RL	S	F	SD	FP	P	IS	TC
A1	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73
A2	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73
A3	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73
A4	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73
A5	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73
A6	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73
A7	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73	-0.78	-0.76	-0.73

A.10. Ranking Alternatives.

Alternative	IRN(Si)				Crisp(Si)	Rank
A1	-3.41	1.73	-1.84	3.18	-0.075	5
A2	-3.41	1.68	-1.82	3.31	-0.061	4
A3	-3.41	1.56	-1.80	3.18	-0.117	7
A4	-3.34	1.80	-1.78	3.38	0.013	3
A5	-3.29	2.15	-1.66	3.85	0.257	1
A6	-3.32	2.05	-1.67	3.74	0.197	2
A7	-3.38	1.62	-1.75	3.18	-0.080	6

A.11. Pearson Correlation Coefficients

	S1	S2	S3	S4	S5	S6	S7	S8	S9
S1	1.000	,893**	,643	,536	,536	,679	,786*	,679	,679
S2		1.000	,750	,643	,714	,786*	,964**	,786*	,786*
S3			1.000	,929**	,750	,964**	,857*	,964**	,964**
S4				1.000	,893**	,964**	,786*	,964**	,964**
S5					1.000	,857*	,821*	,857*	,857*
S6						1.000	,893**	1,000**	1,000**
S7							1.000	,893**	,893**
S8								1.000	1,000
S9									1,000

A.12. . Ranking Alternatives for Different Methods

	IR-MABAC	F-TOPSIS	F-COPRAS	F-WASPAS	F-MABAC	F-MULTIMOORA	F-MOORA-RATIO SYSTEM	F-MOORA- REFERENCE POINT	F-FULL MULTICATIVE FORM
A1	5	3	5	7	7	5	5	3	7
A2	4	5	4	6	6	7	7	4	6
A3	7	6	6	5	5	6	6	6	5
A4	3	7	7	4	3	3	3	7	3
A5	1	1	1	1	1	1	1	1	1
A6	2	2	2	2	2	1	2	2	2
A7	6	4	3	3	4	4	4	5	4

A.13. Pearson Correlation Coefficients of Different Methods

	IR-MABAC	F-TOPSIS	F-COPRAS	F-WASPAS	F-MABAC	F-MULTIMOORA
IR-MABAC	1	.536	.536	.607	.714	.758 [*]
F-TOPSIS		1	.893 ^{**}	.500	.393	.593
F-COPRAS			1	.679	.536	.560
F-WASPAS				1	.964 ^{**}	.857 [*]
F-MABAC					1	.890 ^{**}
F-MULTIMOORA						1

Chapter 9

ADAPTATION OF SYRIAN REFUGEES INTO TURKISH CULTURE: DOES LANGUAGE PROFICIENCY IN TURKISH HELP?

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Introduction

Turkey and Syria share a long border which measures 822 km (Karipek, 2017). The relationship between these two countries has a long history. However, first-hand contact between Turkish citizens and Syrian citizens used to be limited to the population living in the border towns, such as Hatay and Mardin. When the Syrian civil war broke out in 2011, millions of Syrians fled their country and took refuge in Turkey (ORSAM and TESEV Report, 2015). The refugees flooded border towns, and this influx of needy people stretched health and educational services beyond their limits (Karatepe, 2019; Yıldırım, Komşuoğlu and Özekmekçi, 2019).

Immigration history in Turkey dates back to the Ottoman Empire. Especially when the Ottoman Empire started to disintegrate and to lose many parts of its land, the Muslim population fled the lost land and took refuge in mainland Anatolia. Over the decades, Turkey dealt with thousands of immigrants arriving at different times. In the beginning, Syrians wanted to go back to their country when the war ends; however, they think that they cannot find the same country they left behind because of the destruction which has occurred for years due to attacks and bombardments, so the number of Syrians who would like to live in Turkey permanently is increasing day by day. Especially the women refugees are willing to stay in Turkey, to learn Turkish and to communicate in Turkish (Tunç, 2015), and this is an observed situation in other refugee groups around the world. They state that they are happy in Turkey and thankful to the Turkish people for their generosity, hospitality and help. Besides, most of the Syrian participants said that they would gladly become a citizen of Turkey if they were offered, in particular, dual citizenship (Brookings and USAK Report, 2013; HUGO, 2014). On the other hand, in the report published by HUGO (2014), educated and professional Syrians expressed that they would like to migrate to another country such as USA, Canada or one of the Western European countries. In contrast to the results above, the research that was done by Dorman (2014) shows that 64% of the participants want to go back to Syria, 24% of them to stay in Turkey, and 12% of them to relocate to another country.

There are some issues about Syrians' integration and adaptation process which must be taken into consideration. Although it might be thought that these two communities, Turkish and Syrian, are similar due to the geographical area and religious background, they are vastly different not only from a cultural perspective but also from historical and societal viewpoints (Brookings Report, 2014), and 70% of Turkish people would agree that they are different (Erdoğan, 2014; Tunç, 2014). Thus, these differences in terms of culture, language and lifestyle make the integration and adaptation process more challenging (ORSAM and TESEV Report,

2015) and 81% of Turkish people do not think that the Syrians are integrated into Turkish society well (World Bank Report, 2015). The reason for this failure can be due to their lack of Turkish proficiency. Coşkun and Emin (2016) report that teaching Turkish to refugees has not reached its desired target because of insufficient teaching materials and lack of qualified teachers. They recommend that Turkish educational authorities employ Syrian teachers who have a good command of Turkish to assist Syrians to acquire Turkish. It seems that many Syrians are aware of the importance of learning Turkish in their new life, because the demand for Turkish classes has risen among them, including adults. Besides social interactional purposes, especially Syrian children and teenagers ask for Turkish classes with a certificate such as from TÖMER, since Turkish universities require students to provide proof of Turkish proficiency. When they are able to be accepted at Turkish universities or schools, this will transform their life and facilitate their acculturation process (Brookings and USAK Report, 2013; Dorman, 2014).

Despite the unsupportive circumstances mentioned above, the report introduced by ORSAM and TESEV (2015) points out that some of the refugees have already adapted themselves very successfully to their new environment. It states that lots of Syrian babies have been born in Turkey, and those babies whose parents were the first-comers learnt the language without even a proper schooling (Taşkın and Erdemli 2018).

Many of these refugees have been living in Turkey for almost 9 years now. Accommodating around 3,605,252 (<https://en.goc.gov.tr/temporary-protection27>) refugees has posed a host of social and political problems (ORSAM and TESEV Report, 2015). Many studies have been carried out to investigate different perspectives of the refugee crisis in Turkey (Bağcı, 2012; Bektaş, 2004; Taşkın and Erdemli, 2018; Yıldırım, Komşuoğlu and Özekmekçi, 2019). This study aims to shed light on the impact of good proficiency in Turkish language on the acculturation process of Syrian refugees.

Review of Literature

The topic of cross-cultural adaptation has been in focus for the past 90 years in the western world. It became a formal field of research in the 1930s when the Social Science Research Council in the USA began to use the term ‘acculturation’ to refer to the new field of study (Kim, 2014). The publications on long-term cross-cultural adaptation focused on the psychological and social stress the immigrants / refugees have as a result of their displacement and isolation. Berry (1975) refers to this as ‘acculturative stress’. Berry (1980, 1990) proposed a new perspective on long-term adaptive change. His proposal brings in a psychological and ‘pluralistic way’ to look at the process of settling into a new cultural environment.

Berry's theory was based on two main issues that immigrants have to deal with '(1) cultural maintenance and (2) contact and participation in the host society and its culture' (Kim, 2014: p. 230). Berry's Model regards the adaptation process not as a linear process of change which automatically leads to assimilation of individuals into the host culture (Berry, 1990, 1997), but rather, as a complex process. For this reason, researchers investigating this phenomena need to adopt a multi-disciplinary perspective, since adaptation to another culture has psychological, sociological, cultural and anthropological aspects. Berry's Model looks at acculturation from two main aspects: 'preservation of one's heritage culture' and 'adaptation to the host society' (Phinney *et al.*, 2001: p. 495).

Even though the reasons for immigration differ, all immigrants face the same ordeal of moving between their home culture and the mainstream culture of their new country (Liu, Volcic and Gallois, 2014). This process is called 'acculturation', which is defined as a dual process of cultural and psychological change that occurs when people from different cultural backgrounds interact, and these changes may occur over months, years or even centuries (Berry, 2005). The people displaced as a result of war, natural disasters or other types of social and political conflict can suffer from a host of consequences of culture shock, as they were not prepared for such an overwhelming change in their life. This is usually a painful and traumatic experience, even leading to mental and physiological illnesses (Sheikh and Anderson, 2018).

Berry (1997 and 2001) described four strategies of acculturation: 'integration', 'assimilation', 'separation' and 'marginalisation'. 'Integration' is regarded as the most desired strategy since it indicates the least number of social problems; however, 'marginalisation' is the least favoured outcome as it indicates social and psychological problems (Sheikh and Anderson, 2018). On the other hand 'assimilation' indicates de-identification with the individual's native culture and its progressive replacement with the host culture (Berry, 1997). 'Integration' is described as the process of identifying oneself with the host culture. This process eases the traumatic consequences of culture shock. Those individuals that fail to adapt to the host culture become 'separated'. That is, they identify themselves only with their home culture. As a result, some of them may even be 'marginalised'. That is, they also lose their attachment to their national identity. These two strategies of 'separation' and 'marginalisation' may lead to depression and lower-self-esteem (Kunst and Sam, 2013; Sheikh and Anderson, 2018). Various studies have investigated the correlation between acculturation and other variables such as education (Karipek, 2017; Kunst and Sam, 2013) and psychological well-being (Bağcı and Canpolat, 2019)

The adaptation process also depends on the attitudes of the host

community towards the immigrants. If the immigrant group is not welcomed warmly by the host group, and when the cultural differences between these two groups are too great, then the intergroup boundary might be too high. The host society may not be very willing to bridge the differences between the cultures and tolerate the immigrants (Bağcı, 2012). According to the study carried out by Bağcı (2012), when there is a negative stereotyping about the immigrants in the society, it may create some obstacles for intergroup relations and communication.

Kluzer, Ferrari and Centeno (2009) point out that learning the language of the host country is essential for the integration and adaptation process. When the individuals who live and work among the host community members do not know the language of the host society, it may lead to possible misunderstandings and conflicts, so this may hamper the process of adaptation. It can also lead to the formation of negative feelings towards the refugees. Vedder (2005) discusses this situation under the term 'language assimilation model'. This model suggests that the adaptation of immigrants depends on how proficient they are in the national language, and the researcher presented evidence supporting this idea. It also cannot be ignored that working environments which are amenable for socialisation and adaptation to new life can lead to rapid language acquisition. Boyd and Cao (2009) found that the immigrants who are more proficient in the national language find good job positions. That is, language proficiency is essential for immigrants. Interaction between the host society and refugees will assist refugees' psychological well-being. For example, Bağcı and Canpolat (2019) found that friendly contact between groups will decrease refugees' stress levels and anxiety, and will help them become socially accepted.

In their study investigating language learning beliefs of 120 Syrian refugees (72 males and 48 females), Akkaya and Ulum (2018) found that the participants believed that Turkish was not a very difficult language and that if they studied for one hour every day, they would advance in 1-2 years' time. Besides, the participants believed that learning a language was easier for children than for adults. The results showed that participants were aware that it was important to practise, and that if they could speak good Turkish, this would help them find good jobs. The participants also indicated that they really wanted to improve their Turkish, so that when they met a Turkish person who was eager to talk with them, they saw this as an opportunity to improve their speaking skills. In addition to such beliefs, which showed their high motivation to learn Turkish, they appeared to develop certain convictions which might not facilitate their learning. These may have stemmed from their former experiences in Syria. For example, they said that they should avoid using new expressions and structures that they learned before having mastered them very well, lest incomplete

learning led to habit formation which was difficult to get rid of. They also claimed that they should primarily improve their vocabulary in order to develop their language competency. Akkaya and Ulum (2018) concluded that their participants had positive beliefs about learning Turkish, which kept them motivated to learn more.

Methodology

This study was carried out in Turkey with Syrian refugees. It aimed to explore how well they have adapted and integrated into Turkish society depending on some factors such as gender, age, and time spent living in Turkey. This study was based on a quantitative research design. To obtain answers to the questions below, a quantitative data collection tool was used.

1. Which acculturation strategy do Syrian refugees use most?
2. To what extent does the length of time they have spent in Turkey impact their acculturation process?
3. To what extent does their proficiency in Turkish language impact their acculturation process?
4. To what extent does the individual's purpose in Turkey impact his/her acculturation process?
5. Does being satisfied with what they have got impact their acculturation process?

Participants

The participants were 153 Syrian adult refugees (average age: 28,32 yrs; M: 37; 74 male and 79 female) who have been living in Turkey for some time, and they were chosen randomly via social media. The participants were asked to fill in a questionnaire. Adults were specifically targeted because the researchers were concerned that puberty may have different effects on the acculturation process and that these effects should be studied specifically (see also Berry, Phinney, Sam and Vedder, 2006).

Data Collection

The questionnaire was uploaded to Syrian refugee groups on social media. It was adapted from four different researchers' questionnaires (Bağcı, 2012; Bektaş, 2004; Paulhus, 2013; Vadher, 2009). The data were analysed with the SPSS 23 program. The questionnaire consists of six sections: The first part of the questionnaire aimed to elicit demographic information about the participants. The second part aimed to explore their expectations before they came to Turkey and to what extent their expectations had been met. The third section had items which targeted collecting information on how they perceived differences between Turkish

and Syrian cultures. In the fourth section, the participants were asked to mark the frequency of some social situations. Finally, in the sixth section, participants were asked to mark the correct degree which matched their opinion. From the second section onwards participants were presented with items on a Likert scale rated 1 to 5. The questionnaire was reliable at a level of .81 according to the calculation of Cronbach's alpha.

Data Analysis

After the normality test was applied, it was found that the skewness and kurtosis values of the questionnaire items were between -1.5 and +1.5. This means that the data were distributed normally according to the principles defined by Tabachnick and Fidell (2013), so parametric tests, T-test, One-Way ANOVA, Two-Way ANOVA, Coefficient and frequency tests were applied to analyse the data and also, the correlations between the items were tested.

Findings

The participants, who were 74 male and 79 female adult Syrian refugees, took part in the study voluntarily. In terms of their occupations, they can be divided into 5 groups. Fifty-five of the participants were students, 43 of them were white-collar employees, and 26 of them were blue-collar employees, whereas 16 of them were housewives, and 13 of them were unemployed.

They are divided into 5 main groups in terms of the length of time they had spent in Turkey. A large number of the participants ($n=50$) had been living in Turkey for more than three years, but only 2 of them had been here for less than six months when the data were collected. Information about the length of time the other participants had spent in Turkey was 6-12 months ($n=10$), 13-18 months ($n=27$), 19-24 months ($n=26$), 25-30 months ($n=22$) and 31-36 months ($n=16$).

Demographic data analysis revealed that many of them had a good education. Most of them graduated from ($n=72$) university and high school ($n=62$), whereas 9 of them graduated from secondary school, 8 of them graduated from other kinds of schools, and only 2 of them graduated from primary school.

Seventy-two of them were married, 65 of them were single, 9 of them were engaged, and 7 of them were widowed, but there were no participants who were divorced. Moreover, 69 of the participants had children.

Fifty-five of the participants had already visited other countries before they came to Turkey; however, the ones who had never been abroad except for Turkey were in the majority, with the number of 98. Besides, 82 of them, which is the majority with the percentage of 53.6, stated that they

were planning to go back to their country once the war ended, while 47 of them said that they had come to Turkey for good, and 24 of them indicated that they intended to move to another country.

Table 1 Crosstabs results between the participants' purposes and their

	primary school	secondary school	high school	university	other	
Purpose I came to Turkey permanently	0	3	19	22	3	47
After the war, I will go back to Syria	1	5	31	40	5	82
After some time, I will go to another country	1	1	12	10	0	24
Total	2	9	62	72	8	153

Participants were asked what they thought about their level of Turkish and it was found that 33 of them were beginners, 34 of them were elementary, 23 of them were pre-intermediate, 16 of them were intermediate, 26 of them were upper-intermediate and 21 of them were advanced.

Table 2

T-test results of the item 'Turkish people should do more to learn about the customs and heritage of different cultural groups in this country.'

Gender	N	Mean	SD	T	Df	p
Male	74	4.12	1.13	3.39	151	.001
Female	79	3.45	1.27			

As shown in the table above, for the item stated above the table, there was a significant difference between males ($M=4.12$, $SD=1.13$) and females ($M=3.45$, $SD=1.27$); $t(151) = 3.39$, $p=.001$). A significant variation in the attitude towards Turkish culture between males ($M=3.20$, $SD=1.09$) and females ($M=2.27$, $SD=1.04$) was found; $t(151)=2.48$, $p=.014$. On the other hand, no significant difference was found from the perspective of acceptance or rejection of Turkish culture (the lowest mean were 2.85 and the highest mean was 3.31 among all tests and comparisons). However, there was a positive correlation between the attitudes of Syrians on Turkish culture and their adaptation ($r=.597$, $N = 153$, $p=.000$). It is obvious that although they did not think that the cultures were completely different, they also did not think that they were very similar to each other ($M=2.89$).

The questionnaire contained some items aiming to identify their expectations before arrival and to what extent these had been met. Table 3 shows that the extent to which their expectations were met depended on

what they were hoping to find and why they came here. One-ay ANOVA test was applied to see if there was a difference regarding their purpose.

Table 3
One-way ANOVA post hoc results for the significance of participants' expectations regarding their purposes for coming to Turkey

		Mean Difference	95% Confidence Interval				
(I) Reason	(J) Reason	(I-J)	Std. Error P		Lower Bound	Upper Bound	
Tukey HSD I came to Turkey permanently	After the war, I will go back Syria	.30	.15	.133	-.06	.67	
	After some time, I will go to another country	.59*	.21	.018	.08	1.09	

According to the results, the expectations of the ones who came to Turkey permanently (hereafter group A) had been met more (M=3.12, SD=.72) than that of the ones (M=2.53, SD=.79; p=.018) who were planning to move to another country (hereafter group B). Another significant difference was also found in that the treatment they received from Turkish people differed according to their purpose of being in Turkey. The results showed that group A had been treated in a more friendly manner (M=1.81, SD=.85) than group B (M=2.34, SD=.91; p=.045).

Table 4 One-way ANOVA post hoc results of the relationship between Syrian refugees and Turkish people

		Mean Difference	95% Confidence Interval				
Dependent Variable		(I-J)	Std. Errorp		Lower Bound	Upper Bound	
I enjoy social activities with Turkish people.	Tukey HSD	After the war, I will go back to Syria	.15	.20	.751	-.34	.64
		After some time, I will go to another country	.71*	.28	.035	.03	1.39
I would like to marry a Turk rather than a Syrian.	Tukey HSD	After the war, I will go back to Syria	.57*	.20	.018	.08	1.06
		After some time, I will go to another country	.18	.28	.800	-.49	.85
Turkish people avoid speaking with me because of my ethnicity.	Tukey HSD	After the war, I will go back to Syria	-.46	.20	.060	-.94	.01
		After some time, I will go to another country	-.73*	.27	.023	-1.39	-.08

I feel that I have adapted to Turkish culture.	Tukey HSD	I came to Turkey permanently	After the war, I will go back to Syria	.45*	.18	.046	.00	.89
			After some time, I will go to another country	.59	.25	.059	-.01	1.19

According to the results of the one-way ANOVA test, the relationship also differed regarding their purpose. Group A had more positive opinions about enjoying activities with Turkish people ($M=3.46$, $SD=1.10$) than group B had ($M=2.75$, $SD=1.29$; $p=.035$). Furthermore, the correlation between their adaptations and the extent to which their expectations had been met was positive, ($r=.354$, $N=153$, $p=.000$). As seen in Table 4, there was a significant difference regarding the desire to marry a Turkish person ($p=.018$) between group A ($M=2.68$, $SD=1.18$) and the refugees who wanted to go back to their countries once the war ended (hereafter group C) ($M=2.10$, $SD=1.07$).

Another significant difference ($p=.023$) was found between group A ($M=1.57$, $SD=.92$) and group B ($M=2.25$, $SD=1.18$) in terms of the results of the item 'Turkish people avoid speaking with me because of my ethnicity.' For the last item stated in Table 3, 'I feel that I have adapted to Turkish culture', significance ($p=.046$) was seen again between groups A ($M=3.34$, $SD=.93$) and B ($M=2.75$, $SD=1.15$).

Additionally, a negative correlation was found between the attitudes of Turkish people towards Syrians and adaptation of the refugees ($r=-.163$, $N=153$, $p=.045$). This means that the less they received negative treatment from Turkish people, the more they were adopted into the culture. Apart from the results presented in the table above, an important difference ($p=.006$) was found between group A ($M=1.57$, $SD=.99$) and group C ($M=2.29$, $SD=1.36$) from the aspect of feeling anxious among a group of Turkish people.

Also, the results of the coefficient and ANOVA tests showed that the treatment the immigrants received from Turkish people and the attitudes of the latter towards Syrians had an impact on immigrants' reasons for being in Turkey ($p=.014$). The analysis revealed that group B had been treated worse ($M=2.34$, $SD=.91$) than group A ($M=1.81$, $SD=.85$; $p=.045$).

Table 5 One-way ANOVA post hoc results of the time the Syrians have spent in Turkey and their attitudes towards the importance of learning Turkish culture for communication

Dependent Variable	(I) Time	(J) Time - Months	Mean Difference (I-J)	Std. Error	95% Confidence Interval		Sig.
					Lower Bound	Upper Bound	

Syrians' attitudes towards the importance of learning C2 to communicate	Tukey6-12 HSD months	Less than 6	-.90	.71	.871	-3.04	1.24
		13-18	.,86	.34	.160	-1.88	.16
		19-24	-1.36*	.34	.002	-2.39	-.33
		25-30	-1.21*	.35	.,013	-2.27	-.16
		31-36	-1.46*	.37	.003	-2.57	-.34
		3 years +	-1.04*	.32	.024	-1.99	-.08

Table 6
Descriptive statistics of one-way ANOVA showing means for the number of Syrians and their attitudes towards host culture regarding the time they have spent in Turkey

Time (Months)	N	Mean	SD
Less than 6	2	4.00	1.41
6-12	10	3.10	1.19
13-18	27	3.96	1.05
19-24	26	4.46	.64
25-30	22	4.31	.77
31-36	16	4.56	.81
3 years +	50	4.14	.98

The length of time these individuals have spent in Turkey plays a significant role in terms of their attitudes towards learning about Turkish culture. This result was calculated after taking out the group who had lived in Turkey for less than 6 months. In addition, it was found that there was a significant difference between the participants who had lived in Turkey for 13-18 months (M=2.62, SD=.88) and the ones who had lived there for more than three years (M=3.36, SD=1.00; p=.043).

The most significant differences were observed when language proficiency was considered. The participants were asked to rate their own proficiency in Turkish.

Table 7 *Attitudes of Syrians on Turkish culture regarding their language proficiency*

95% Confidence Interval	Std. Error	Mean Difference (I-J)	(J) Level of Turkish	(I) Level of Turkish	Dependent Variable
Upper Bound	Lower Bound				
2.0001	1.3246	.001290121	16234*	beginner	advanced
Tukey HSD Attitudes on Turkish Culture					
1.7916	1.1257	.01428845	95868*	elementary	
1.8396	.0279	.03931369	93375*	pre-intermediate	
1.4215	-.5703	.81934488	42560	intermediate	
1.225-	.2386	.29030493	64194	upper-intermediate	

A significant difference was found between those with advanced Turkish language proficiency (M=3.73, SD=.86) and the ones with beginner's proficiency (M=2.57, SD=1.00), elementary level (M=2.77, SD=1.26) and pre-intermediate (M=2.83, SD=.,01).

The results clearly show that the advanced speakers had more positive attitudes towards Turkish culture. It was also observed that their perceptions on how well they knew Turkish culture differed depending on their proficiency. The difference was seen between beginner speakers ($M=2.48$, $SD=1.00$) and intermediate speakers ($M=3.50$, $SD=1.09$; $p=.023$), upper-intermediate speakers ($M=3.34$, $SD=1.9$, $p=.026$) and advanced speakers ($M=3.95$, $SD=.66$; $p=.000$), which is the highest score.

Table 8

Adaptation of Syrians depending on their language proficiency

<u>Levels</u>	<u>N</u>	<u>Mean</u>	<u>SD</u>
Beginner	33	2.42	1.06
Elementary	34	2.79	.91
Pre-Intermediate	23	3.08	.99
Intermediate	16	3.31	1.01
Upper-Intermediate	26	3.38	.80
Advanced	21	3.47	1.12

Table 8 presents the mean scores of the participants for the item 'I feel that I have adapted to Turkish culture' with respect to Turkish proficiency of the participants. There seems to be a direct relationship between how well they thought they were settled in their new life and their language proficiency. Moreover, according to two-way ANOVA results, the participants who had beginner level seemed to feel less adapted no matter how long they had lived in Turkey. For instance, the ones who had lived in Turkey for more than 3 years and were beginners indicated that they felt less adapted ($M=2.40$, $SD=.43$) in comparison to the participants who had advanced language skills and had lived in Turkey for more than three years ($M=3.61$, $SD=.26$). Most importantly, the analysis revealed that they believed that the immigrants living in Turkey should communicate in Turkish ($M=4.03$, $SD=1.12$).

Lastly, a significant relationship between the participants' occupation and their attitude towards Turkish culture was found: white-collar employees ($M=3.19$, $SD=.92$) and unemployed participants ($M=2.26$, $SD=1.18$; $p=.048$). Second significance was found between the unemployed participants and students ($M=3.20$, $SD=1.08$; $p=.035$). Besides, the students seemed to have more positive attitudes towards Turkish culture than other occupational groups. Housewives indicated that they preferred spending time with Syrians more often ($M=.68$, $SD=1.13$) than blue-collar employees did ($M=2.53$, $SD=1.21$; $p=0.32$).

Discussion

The aim of this study was to find detailed information on the acculturation of a group of Syrian refugees living in Turkey. The findings show that adapting to a new way of life in a different environment is a challenging process which is influenced by a cohort of social factors, such as gender, occupation and their future plans. These factors, together with the Turkish language proficiency level of individuals, present a complicated picture.

The first important finding is the acculturation strategy which is used by Syrians. The participants of the current study seem to prefer the 'integration' strategy (Berry, 1997; 2001) to assimilation. They tend to neither reject nor accept Turkish culture completely, but they prefer preserving their culture, traditional norms and values. However, contrary to Oberg's (1960) adjustment stages, participants' adaptation level differed depending on their Turkish language proficiency rather than on the length of time they had lived in Turkey. However, a difference was calculated between the participants who had lived in Turkey for 13-18 months and the ones who had lived there for more than three years. It seems that a period of 3 years spent in Turkey is a kind of a threshold for these immigrants.

However, this does not mean that the time spent in the host country has no effect on the adaptation process, as it might be unwise to deny the effect of time on adaptation. It is obvious, according to the results, that the longer they stayed, the more positive attitudes on Turkish culture they had. Nonetheless, the findings failed to support our initial claim that length of stay would have a strong impact on acculturation. Because an individual's ability to acquire Turkish and willingness to communicate with the host society appear to play a more vital role, these refugees should be supported in this respect.

In opposition to the findings of Savicki (2011), probably the most important finding made in the current study is that language proficiency has a more positive impact on the adaptation process than any other variable does. It can be considered as a proof that the degree of the participants' perceptions about how well they had adapted to Turkish society increased in direct proportion to their proficiency level rather than the time they had spent in Turkey (Karipek, 2017; Vedder, 2005; Boyd and Cao, 2009; Kluzer, Ferrari and Cento, 2009). Another proof is that the participants' opinions about their adaptation differed depending on their perceived proficiency, even if their length of stay was the same.

Participants' adaptation level was correlated with each time variable separately regarding their language level. That is, as their perceived language proficiency level increased, so did the degree of their adaptation.

Thus, it can be concluded that there was a significant relationship between individuals' feeling of being more at home and their language proficiency (Coşkun and Emin, 2016; Brookings and USAK Report, 2013; Dorman, 2014).

Another factor which affected the adaptation of Syrians was the purpose of coming to Turkey. The ones who were planning to stay permanently appeared to have adapted in a better way than the ones who were planning to go back to Syria after the war.

The results also show that the attitudes and behaviours of Turkish people towards Syrians affected their purposes of being in Turkey. Besides, the data shows that there was a negative correlation between the attitudes of Turkish people towards Syrians and refugees' integration. The more they were treated badly, the less they felt affinity with the country (Bağcı, 2012). However, the findings have not shown any indication of negative experiences in this respect.

Some of the participants (n=82) wanted to go back to their country when the war ended. Forty-three of the females were agreed on this idea whereas 25 of them wanted to stay in Turkey (Dorman, 2014) which is contrary to the findings of the report published by the European Commission (2017). The desire to settle down in Turkey correlates positively with positive attitudes on Turkish culture. The findings also suggest that some female refugees had less positive attitudes towards Turkish culture. Accordingly, the participants who would like to stay in Turkey had more positive attitudes on Turkish culture than other groups that had different purposes. They appeared to be more open-minded and willing to spend time with Turkish people and to consider getting married to a Turkish citizen. In addition, the findings also show that those who had developed positive attitudes towards Turkish culture were the ones whose expectations had been met since their arrival in Turkey. This could be related to which side of the glass they saw. Some individuals may have been more fortunate than others. This perspective may have been influenced by the degree of traumatic experiences they had in Syria. In addition, another surprising finding of the present study is related to the participants' level of education and their plans to go back to Syria. The majority of the participants who graduated from university and high school would like to go back to their country once peace is achieved (Karipek 2017). This finding is in contrast to the findings of the report published by HUGO (2014).

Whether participants had a job or not appeared to impact their acculturation process. Another factor which had an impact on adaptation was occupation. In fact, it affected the adaptation process indirectly by affecting the refugees' attitude to the host culture, since it is clearly seen in the findings that there was a positive correlation between adaptation

and attitudes towards culture. The more positive attitude they had, the more they were adapted to Turkish culture, and the participants' attitudes differed depending on the job they did. Students and white-collar employees had the most positive attitude, whereas the unemployed ones had the least positive perspective. The reason for this could be the time students and white-collar employees spent with Turkish people. They were among a group of Turkish people all day long, so they were exposed to Turkish culture and language even if they did not want to. Perhaps because of this exposure, their attitude was more positive than that of the others. On the other hand, housewives preferred spending time at home with family members. This could be the reason why the female participants' attitude on Turkish culture appears more negative in comparison to that of the male participants.

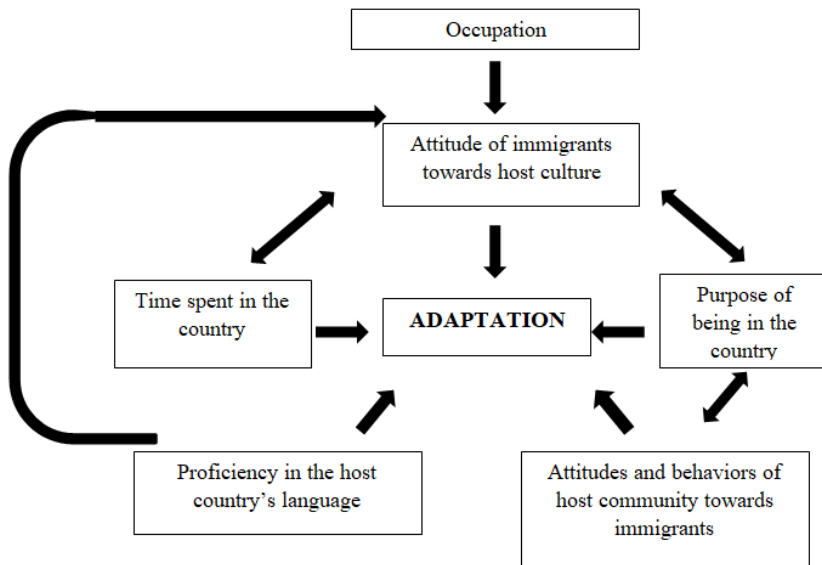


Figure 1 Factors affecting adaptation

It seems that acculturation of a group or community is a multi-faceted process. This requires a close examination from many perspectives (Kunst and Sam, 2013; Berry, Phinney, Sam and Vedder, 2006).

Conclusion

To sum up, the acculturation process of Syrian refugees living in Turkey depends on different variables. The obvious variable affecting the process appears to be proficiency in the Turkish language. For this reason, in order to facilitate their acculturation process, the Turkish authorities should provide better and more systematic Turkish courses which can be

embedded in the mainstream education. This would be more convenient and affordable, as state schools are free for all. Moreover, metropolitan city municipalities provide courses in Turkish as a second language in addition to the vocational training and hobby courses they run in community centres.

We can conclude that when immigrants' proficiency in Turkish language increases, their adaptation and their attitude towards Turkish culture, which is correlated with adaptation, increase as well (Vedder, 2005; Boyd and Cao, 2009; Kluzer, Ferrari and Cento, 2009). It seems that both internal factors (attitude of immigrants towards host culture and purpose of being in the country) and external factors (language proficiency, occupation, attitude and behaviour of host community, and time spent in the country) direct their acculturation process. The flowchart which was created with the help of the data collected for the current study clearly demonstrates how these internal and external factors are related.

In summary, the research presented in this paper provides information about the adaptation of Syrians living in Turkey and the factors which have an effect on their acculturation process. Even though there are studies and reports on Syrian refugees, what is new in the current study is the link which the researcher tries to find between the factors affecting the adaptation process and the demonstration of the factors in a scheme based on the results of the study.

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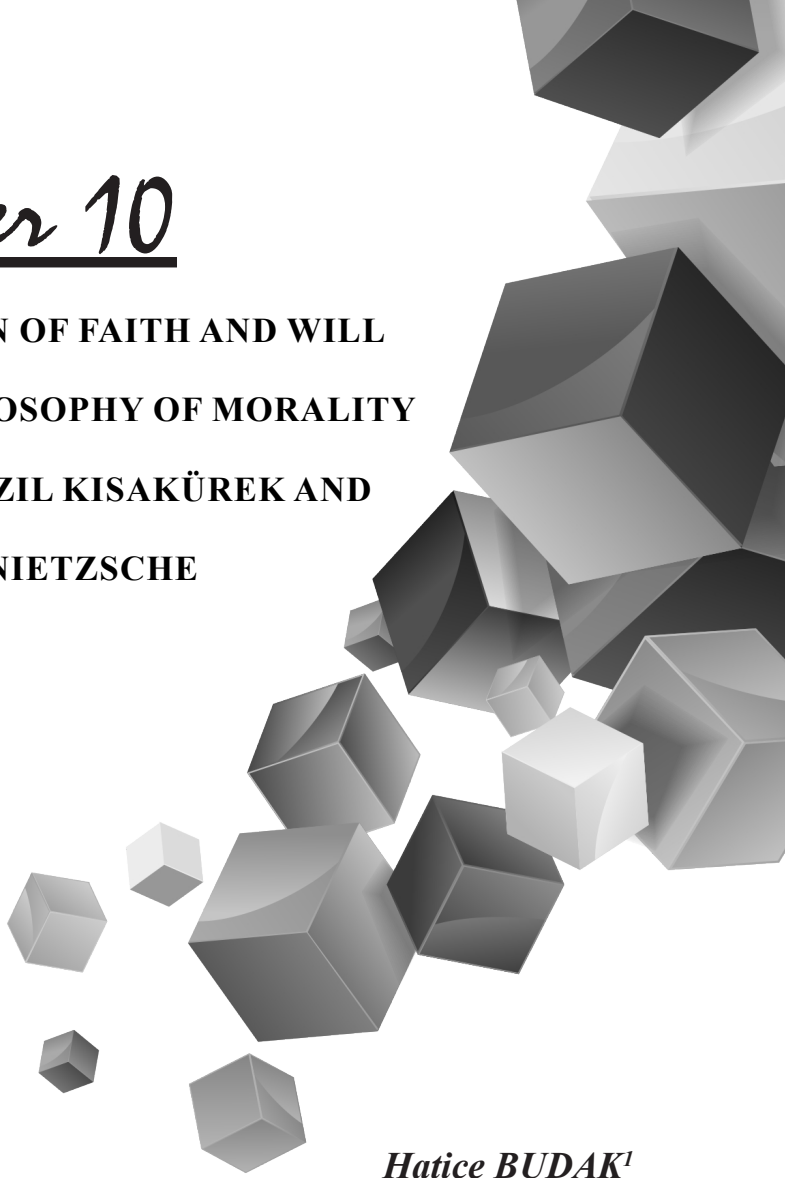
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Chapter 10

**BEING A MAN OF FAITH AND WILL
IN THE PHILOSOPHY OF MORALITY
OF NECİP FAZIL KISAKÜREK AND
FRIEDRICH NIETZSCHE**



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INTRODUCTION

The question of the place and existence of man in the universe has always been a subject of intense debate among philosophers. As humans are social beings, man trying to conceive and define his place in nature should, therefore, do it only in correlation with the community he lives in. For this reason, morality that is not only a philosophical but also a social phenomenon has always been at the core of the debate to define who and what man is. The dynamic and fast-changing structure of human communities, and the fact that changes in societies usually come along with crises or that they lead to crises are all factors that have influenced the approach of thinkers who work and reflect on ideas concerning human being and moral values. This study has sought to investigate the ideas of Necip Fazıl Kısakürek (1904-1983) and Friedrich Nietzsche (1844-1900) on human existence and systems of morality they developed under the conditions specific to the period and region they lived in.

The thought system developed by Kısakürek is centred on the intense and critical West-East comparison, with special focus on the factors based on contrasts. This discussion also determines the frame of his concept of human existence and morality. For Kısakürek, East and West is, at the first place, is a representation of contrasts, controversies and different concepts. While the West represents the world of reason, the East is that of faith and spirit (Çağan, 2005: 130).

The main aim of Kısakürek in this comparison of West and East, in which he shows the strong and weak points of both and indicates the differences between these two poles, is not to give precedence to one over the other. His purpose is rather to indicate the unity of two civilisations, one trying to find the other half it has lost. This unity intertwined with a strong harmony would provide the rationalist-materialistic West to find its soul it has been deprived of, and it would, on the other hand, provide the spiritual East to gain dominance on the matter (Kısakürek, 1982: 61).

Kısakürek argues that the West has no solid ground that would enable it to get out of its moral corruption; the East, however, possesses such a ground. He is further of the opinion that the ethical-spiritual remedies the East would create basing on its own resources would enable an enlightenment not only in the East, but they would also provide a relief to the West.

In a similar vein, Nietzsche, who lived a century before Kısakürek, based his philosophy on the modern society and modern man of the 19th century. Doing this, he did not only criticise the period he lived in, but he also explained the ways how to create a new man on the foundations of a man that was alienated in his own plane ignoring his own essence.

Nietzsche is an important philosopher in the Western philosophy as a thinker who questioned the modern individual concept and the related values as well as the culture and moral principles of the period he lived in. The main focus of the philosophy of Enlightenment dating back centuries has always been on the man's free will and sovereignty of his reason, and advanced ideals such as progress. According to Nietzsche, the ultimate point Western Europe arrived through Enlightenment was a decayed world where the modern man found himself alone with the problems of modernism, stuck in a condition of alienation and nihilism. As a philosopher who suffered in the face of the agonies modern man had to face, Nietzsche started a fight against the traditional understanding of morality in the West which he considered as the cause of the disaster the West created, so that the West could move out of this self-created disaster. Nietzsche held the view that the values of humanity were corrupted especially through Christianity in the Europe of the 19th century, and that the ideals embedded in the Enlightenment maintained this corruption in the adverse direction, as a result of which, he argued, Europe was stuck in a condition which he called decadence. It was a Europe which lost its human instincts, was sickened and domesticated, making it into a being contrary to its self (Yaşlı, 2010: 38). With his words *'the fate of Europe is here. Fearing the man, we also lose our love, our respect, our hope in him. His view disgusts us now'*, Nietzsche (Nietzsche, 2011a: 58) argued that the West was dragged down into a nihilism with all the diseases it suffered from. But he considered such a nihilism to be an intermediate stage that would enable the *Übermensch* (the superman) would create new values, but not an end point where all the values were lost, and all the humans were drowned in a sea of meaninglessness.

In short, we can say that the philosophy of Nietzsche based on the thought that all the good of the West are nothing than something embedded in falsehood is a thought system focusing on the criticism of modern epistemology and Christian morality. With this critical stance, Nietzsche hoped to reach a point of victory which would enable the creation of the superman that would destruct the existing values and create new ones. This critical approach did not aim to defend a world deprived of meanings; what he aimed was to endow man the power to create new values.

Based on the thoughts of Kısakürek and Nietzsche that man should improve from his self-critical adventure into a condition of self-glorification, we can say that they both share the same ideals. Both thinkers set off on a journey with the aim to enable man to reach an ideal-superior condition from a level marked with human deficiencies. However, both have differing views in respect of the moral values that should accompany man in his odyssey and the end station at which man should arrive in the end.

The present study aimed at investigating the ideas of Kısakürek and Nietzsche on human existence and moral values and determining the similar and differing points in their thought systems within the limitations of the study. The present study was performed in descriptive-comparative method in which the researchers used the technique of literature review where the studies on the original works of Kısakürek and Nietzsche and those written on their philosophy systems were reviewed.

First, the study separately discusses the concepts of Kısakürek and Nietzsche on human existence and morality. Second, using the comparative method the study discusses the ideas of both thinkers, thereby determining similar and diverging points. The conclusion section includes the findings of the study.

THE HUMAN AND MORALITY CONCEPTION OF NECİP FAZIL KISAKÜREK

Kısakürek argues that any concept of morality should focus on man. An understanding of his description of what man is would also lead us to an understanding of his definition of morality.

According to Kısakürek (1982:119), to understand the existence of man, one should understand, in the first place, the Almighty Creator, the unique and omnipotent creator of the universe, who only says “be” to create everything out of nothing.

Even though Kısakürek used a number of evidence to conceive the existence of God, he based his opinion in this respect on the argument (Kısakürek, 1984: 29) of the absolute explicitness of the existence of God, thereby being faithful to an argument of Abdülhâkim Arvasi, whom he called as his master, saying: *‘A faith in perfectness needs only one thing: evidence’*.

Basing on the mystical belief of Sufism among others, Kısakürek expresses the relationship between God-universe and man in words *“God created the universe for the man, and he created man to reach his own mystique”* (Kısakürek, 1987: 109).

Kısakürek argues that man is always involved in a quest, with focus on such questions as “Who am I?”, “What am I?”, “Where did I come from and where do I go to?”, “What is my aim and duty?”. In other words, it is an endeavour to understand first his inner world, and then the outer world, namely his place in the universe (Kısakürek, 1977: 5).

Kısakürek considers man, again based on the belief of Sufism, to be in a state of existence between being and death. His conception of being as the aim of creation is that it is involved in three forms. The first is expressed in a life harbouring all the hope for the after world rather than this one;

this is a life basing on all the rules of Islam, an inactive life without any ambitions, any desires, any thoughts and any sufferings. As this is the first stage of transition from animal to human, it represents the lowest level of being. The second one is the condition of a man full of thoughts and emotions. This can be considered like an embroidery of the eternal life, preserved and embroidered on the elements of life. While this second form of being is a great one for this world, it is one of middle level for the after world. The third form is the absolute being; it is a summit that embraces every level. Man at this level has reached a position where he becomes entitled to what is entrusted to him, to being with the God, to get over the non-existence and to defeat death. According to Kısakürek, faithful people from lower levels of society enjoy the first form of being. The second form is one that can only be experienced by people of knowledge and wisdom. On the other hand, saints and persons of exalted virtue can enter through the gates of the third form, namely the gates of being. There is another, more superior form independent from these, an utmost and unreachable form of being that can only be experienced by prophets (Kısakürek, 2011: 231-232).

Thus, Kısakürek argues that man is involved in two questions of essential importance, namely “the desire for existence” and “the fear of non-existence”. In the face of these two essential questions, man has always to do with a positive or a negative pole such as existence and non-existence, light and darkness, and divine and miserable. Man who seeks to find himself among these understands that he is a creation effective in the universe, having also a task to rise up from bottom to top. Man is the noblest among all the beings having a task of rising up to divine wisdom; in this sense he has been entrusted with a noble and exalted soul (Kısakürek, 1977: 5-6).

In his task of finding himself between existence and non-existence, man will hold the keys of the spirit in one and those of the matter in the other, and when he conquers these two realms, he will then reach a realm “not changing”, “not growing old” and “not having an end” (Kısakürek, 2018: 112).

Because man in Islam represents a bond mortality both in the realm the world and matter where man tries to move forward in soul and self, and also in the after world which welcomes every individual in an integral eternity, Kısakürek contends (2018: 112) that Islam has written “you will not die” on the face of man by way of divine light.

That man is composed of two elements, namely of soul and body is a view that has taken root in the Western philosophy and has also had a certain influence on the Turkish thought world; it is a view Kısakürek opposes. He describes the spirit and soul as forces given to man, which

combine in the essence of the heart that is called spiritual heart (Kısakürek, 1999: 200). If one cannot fight against his self and fail to establish a bond between his self and soul, the self would force man into a realm that is lower/vulgar, just contrary to the soul which directs man towards a realm beyond the matter, one that dominates the matter and is transcendent and divine (Kısakürek, 1982: 131-133).

With respect to the voluntary position of man in the face of existence and non-existence, Kısakürek takes a critical stance regarding the concept of freedom characterised by the Enlightenment philosophy. The question of the man's freedom as a concept in the Western philosophical systems described as a notion of independence to any authorities based on self-confidence is described as a submission to God and truth. In other words, Kısakürek describes the notion of freedom as a bondage of servitude to God (Aydın, 2015: 102).

Kısakürek also opposes the concept of the relationship of man and society described in the Western philosophy and sociology as, "Man depends on society. Society is an entity over all the individuals as separate components of society, and it has its own reality independent from man". Kısakürek argues that man and society cannot be seen as two separate entities one superior than the other. According to him, the sole source of the concept of the most advanced society can be found in Islam. He is of the opinion that the interpretation of Islam that man and society are the one and the same thing describes the individual and society in their genuine and independent meanings (Kısakürek, 2018: 117).

Kısakürek contends that a faithful man created by the almighty creator whose existence needs no evidence, who conceives his existence and non-existence in a bond of servitude to God and reaches a level of immortality in this way is both subject and object of morality. Even though the Creator stands in the core of Kısakürek's human and moral concept, he also emphasizes the role and share of the reason in this respect.

Kısakürek argues that man's reason is not a limitless and self-evident characteristic, but it is Islam that has determined the limits of the reason. Contrary to the view dominating in the West, there is no dominance of the reason in Islam. Islam rather speaks of the submission of the reason, and that the reason finds its reality after this submission. But a submission to whom and what? The reason submits to God, and it is only after such submission that the reason returns to its original possessor. The reason which becomes perfect after such submission reaches a position of everything and all. In other words, the reason in Islam is a condition of being somewhere between existence and non-existence, bound within limits to the extent as required and limits to the extent as not required. Comparing Islam with other religions and philosophy systems, this is the

specific feature of the true religion with respect to the limits of the reason (Kısakürek, 1982: 12-15).

The reason in Islam plays a maximum role considering the universe and exercising the rights; this maximum role also makes one to accept that the reason does also play a minimum role in some matters. This balance Islam established between faith and reason has, however, been disrupted by some people involved in religion, be it in the divine or humane domain, or in philosophy, on behalf of religion or science-philosophy, respectively, thus imprisoning man within the bounds of the reason deprived of spirit. The reason Kısakürek values, on the other hand, is a divine light in the heart of man; it is the perfect reason acting in the servitude of religion. The reason of man (of the genuine faithful man) is one that is in servitude of religious laws (Kısakürek, 2018: 182-185).

Kısakürek argues that man possesses good and evil as a potential force. He expresses that the absolute goodness has its source in God, and man's soul and his perfect reason (reason bound to the soul) stands at the core of goodness. On the other hand, while the devil stands at the source of evil, man's self is at its core (Kısakürek, 1985: 220). As it is not possible to eliminate man's self, there will always be evil in the world. But man can prevent that the potential evil grows into absolute density by controlling his self, which can be done by way of self-discipline.

Man needs a guide to take the evil under control and set free the goodness. Kısakürek argues in this respect that philosophers who put the soul under the command of the plain reason cannot do this guidance; it is only the prophets and their followers that can do it under the guidance of the reason reaching a divine level in harmony with the religious rules (Kısakürek, 1982: 33).

Kısakürek claims that there is no evident truth changeable from one individual to another. There is only one truth; it is the one that is communicated by God and the prophet. For this reason, man can only reach the truth after he accepts the guidance of the Prophet (Kabaklı, 1995: 169), because the prophets are the guarantees to lead man to the level of perfect reason, and through perfect reason to the truth (Kısakürek, 2018: 183).

Following the tracks of Kısakürek's human concept in general, we can describe how he handles the concept of morality, because the divine source from which morality springs out will shape the moral values based on man's inborn characteristics.

Kısakürek argues (2018: 93) that morality has two sources: *"With religion and philosophical sects in place of religions... in other words, poems of faith, be it true or false, around the unity to which the universe*

would be returned... However, when we consider such philosophical sects, which consider themselves to be in place of religion in respect of a general and functional faith and function in society, in the domain of absolute religion because of their cases, then we can turn to the real source from where moral values spring out: religion ..”

Kısakürek argues that every system should show men its ethical view, and there is no religious sect without a moral concept; if any, it is not a complete one. However, no moral concept can be established on a thought system which has no metaphysical concept that cannot mould worldly matters and those regarding the hereafter in the same pot. For this reason, true religions and morality that are built on these are perfect and true faith systems (Kısakürek, 2018: 93).

Kısakürek bases his definition of ethics on the thought, because he believes that thought and morality are intertwined one in the other; as thought is associated with acts, morality should also get into action. He does not consider the morality only on an individual plane, but he emphasizes its embracing and empowering force for human communities. Kısakürek describes morality in words “what man conceives through thought is evaluated through emotions” In a unity of integral components, while the thought explains the why of a phenomenon, morality explains its how. Through the questions with why, thought represents the attempt to conceive the universe, and morality the attempt to take an action against the universe. Thought involves knowledge, and morality involves action; both are so intertwined with each other that one requires the other to exist (Kısakürek, 1985: 255).

Kısakürek attempts to finalise his definition of morality by comparing the moral concepts of the West and Islam. For a European, morality is an attitude which every philosophy of life attempts to mould in its spirit. Put in other words, in the Western philosophy the spiritual attitude of every thought is called morality, a concept that advocates that morality is a result of the thought. Islam, on the other side, advocates that the spirit of morality is the source of truth. In this concept, ethics is not only a result of world view, but also its cause (Kısakürek, 1982: 138).

In this sense, Kısakürek considers the morality within the boundaries of artificial teaching of good manners or falsified human boundaries, but not within it, as is the case in the Western philosophical communities. He maintains that superior moral values are the base of religion, and they gain a meaning only within the boundaries of religion (Kısakürek, 1982: 144).

As he believes that the source of goodness is God, its rules do not change; they are eternal. Man who is obliged to seek the eternal beauties of God and live in accordance with these has to renew himself. In his

endeavour to return to its essence, man is at the top, but absolute goodness always exists.

He believes that in an order where there is absolute good and evil, value judgements cannot be enhanced at the will of man. The position of man in the face of the absoluteness of values is that he can voluntarily choose between evil and good, and he can renew himself through education.

Continuity in the changes in man can be achieved by setting long-term, great and even eternal goals. The path that leads to that goal is certainly a challenging one, and on this path man has the same tendency both towards evil and good. But goodness is absolute, and evil is not permanent. The responsibility of man is to turn evil into good (Kısakürek, 1990: 209).

Morality of Islam to which man, who is burdened with the responsibility of turning evil into good, should hold on has four main columns, namely sincerity, love, self-sacrifice and mercy. Kısakürek believes that these four columns are the most effective ones that can enlighten the soul and control the self (Kısakürek, 2018: 115). He believes that characteristics such as conceit, hostility, lies, envy etc. all embedded in the self can lead man to humiliation.

Morality that protects man from such humiliation should be nested with the reason and the spirit submitted to God and guide man under the guidance of the Prophet. In this context, the last ideal of the morality presented to humanity by Muhammad, Prophet of Islam, is expressed in the revelation: *“Equip yourself with the morality of God”* (Kısakürek, 2018: 116). Every individual who lives according to this order is the one who has reached the third level of “being” (the level of being with God), one who lives in harmony with the rules of religion.

In conclusion we can say that, for Kısakürek, the unique, essential and most perfect morality system in the world is the one that is revealed by Islam; today, as it was yesterday, this is the eternal truth. What we should understand and do is to inspire and instil the morality of Islam in our souls in the new realm of time and space (Kısakürek, 2018: 96).

HUMAN AND MORALITY CONCEPT OF FRIEDRICH NIETZSCHE

The views of Nietzsche with respect to morality is associated with man whom he puts at the core of his thought system. Nietzsche believes that life experiences are mainly based on the meanings people attribute to them, and that the same experience is projected in a varying way from one person to another. He argues, in this context, that moral judgment and evaluation is nothing than the rationalisation of man's unconscious physiological processes through man (Nietzsche, 2013: 98-104).

The idea that humans are not equal stands at the origins of Nietzsche's human concept. The differences between people's behaviours and attitudes against the life is the main reason of inequality between men. Nietzsche believes, therefore, that a standard human type does not exist; he argues that "humans are divided into different types based on their consciousness levels and physiological features" (Baykan, 2000: 91).

Another important reason of Nietzsche's human classification is different levels of *Machtgelüst* (desire for power, also called will to power) in men and its different ways of reflection. Nietzsche usually uses this term of will to power/desire for power to mean "a tendency in all beings, be it alive or not, to unload their energy and widen their power space, a driving force in living organisms or the drive of dominance embedded in humans as a being only having the ability of desire or will" (Çörekçioglu, 2014: 36).

Nietzsche categorizes humans as tragic man, herd man, free man and *Übermensch*, the superman. Among these four categories, he especially highlights the herd type in critical context and the superman in the context of glorification.

The herd man is a dependent and weak individual that needs other people to maintain his existence. His weakness is reflected in his acceptance of life as a whole and in the weakness of his desire for power. He guarantees his existence by abiding by the herd standards and rules of herd solidarity. But an excessive use of herd standards causes man to suppress his life functions and other instincts (Baykan, 2000: 96-97).

For Nietzsche, the herd man is a valueless being, so weak and desperate that he cannot move further alone in life. This lack of value in the herd man arises from his existence and actions in line with the moral rules and traditions dominating in society, and his habit only to act when he receives orders from other people.

The free man in the human type categorisation of Nietzsche is an intermediate type between the herd man and higher man. The free man is a man out of morality, who has broken away from the herd he was born in. He tries to see his realities through his own eyes, not through the eyes of other people or authorities; he is always in search of his own truth (Kuçuradi, 1997: 53). The free man has the courage and power to oppose the existing values of society, but has not yet reached the stage of creating new values. The free man is considered as a stage necessary to reach the stage of the superman. s

Nietzsche argues that the superman is a biological possibility rather than a philosophical concept, enabling man to realise his essential potential. The higher man is one who is aware of his body and one who sanctifies

his body. An individual with proper conscious level and physiological structure rises to the level of superman, if and when he can overcome the phenomenon of decadence, and reach the level of powerful and essential life as promised by Dionysos. The superman is the type of man who can create his own truth based on the analysis of the truth dominating society and re-find, in this way, his own essence (Baykan, 2000: 119).

He argues that nobility is one of the outstanding characteristics of the superman. A noble man is one who does not consider himself as equal with a weak man and always stays at a distance from such people (Kuçuradi, 1997: 76).

Nietzsche claims that the superman has to encounter several challenging obstacles when trying to reach the goal of becoming the superman (in German *Übermensch*); the herd, in particular, is the most challenging of such obstacles. For Nietzsche, the superman is one who manages to oppose the oppression of the herd morality, aiming to create new values. In creating new values, he will not act in accordance with the herd man's interest. However, he is not a human type that does want to eliminate the herd man; what he is trying to destroy is the desire of the herd morality, a morality proper for the life and structure of the herd man, to dominate all humans.

Nietzsche argues that the superman is not one without morality; he is one who considers himself over morality, in other words out of and beyond morality (Wisser, 1990: 82). With all the new values he has created as a result of a challenging combat, the superman is the human type who knows to guide and lead humans.

Opposing the transcendent morality concept, Nietzsche expresses that the essential mission of philosophers is to set up an order to value hierarchy. Accordingly, he sets himself a target "to create a new and experiencing morality, one that have sound aims" (Kuçuradi, 1997: 10).

In his works, Nietzsche presents many definitions of morality, also highlighting its several aspects. He writes: "*Morality is a break-off from the will as the cause of man's existence; it is a system of valuing acts that only slightly touch the life conditions of any being*" (Nietzsche, 2002: 25-147).

For him, morality is the product of man's conceptions; "it is the whole of ready-to-use judgements that were all pre-created regards the value of things. Being moral is, in fact, nothing than the acceptance of such ready judgements without questioning" (Örnek, 2015: 94).

While describing what morality is and its place in man's life, he also focuses on its relationship with traditional values. In this sense, morality

is just obedience to tradition, which is a superior authority which humans have to obey, not because it orders what is good for humanity, but only because humans just obey it, from which it follows that morality alone can have no say in any domain dominated by tradition. Morality can only exist at the boundaries of tradition. This means, the smaller the place of tradition in man's life, the smaller is the place and function of morality in his life as well (Nietzsche, 2013: 19-20).

Man is a rather artificial, non-transparent animal, who is tricky and is always telling lies. Consequently, the morality created by such a creature is a false one (Nietzsche, 2017: 227). He claims that the majority of the moral rules have been established and protected by incapable and weak humans with the aim to maintain the continuity of society. However, this kind of morality deprives man of identity and freedom, because "the essential core of any morality constitutes a long-term coercion" (Nietzsche, 2017: 100).

This coercion exercised by morality, which causes the self-alienation of man, stands at the core of Nietzsche's critical stance against morality. Morality is a tool created to domesticate the animalistic features of man (Gökalp, 2014: 114). Clerics/priests especially have re-interpreted the moral values that appeal to the herd man into superior values, and have continued to oppress man through concepts such as after world, hell etc., all created by themselves. This oppression on the nature of man has turned man into one full of ill-will and resentment against his life impulses and motives (Baykan, 2000: 33).

Nietzsche argues that adverse feelings arise from moral laws that lead to the decay of mankind. He claimed that the most superior values of his time lacked will to power, and a decay is inevitable where there is no will to power (Nietzsche, 2011b: 17).

Will to power is a desire urging one to dominate, to order and to create new values. Will to power does not involve dominating humans in the domains of politics, religion, society etc. or capturing the power in a form of social relationship. The dominance of man who gets aware of the will to power in life is on his own self, and his command is on his creation of new values (Dürre, 2017: 71).

The notion of will to power as put forward by Nietzsche not only expresses the survival in harmony with life, but it also highlights the force of man in a process of continuous action to always achieve higher levels in life, a force that enables man to go beyond himself.

He uses the concept of eternal recurrence to represent that not only man, but everything in the universe is in a state of continuous being. This concept also includes the interpretation that the universe has a cyclical process of being (Nietzsche, 2007: 221).

Using the cyclical time conception of eternal recurrence, Nietzsche connects the future to the now; thus, there is no after-world to go; the only place we can go and live in is this world of phenomena. In this way, Nietzsche establishes the idea of immortality, a concept Christianity reserves for the after world, just on this earth, without promising any immortality here on earth, but by implying that we can reach immortality only by adding value to life (Dürre, 2017: 45).

The concept of eternal recurrence Nietzsche put forward proposes that the universe is in a continuous process of being. This proposition does oppose the idea of a static universe, but it also is a rejection of all metaphysical principles and truths.

To ease the unrest that arises from the rejection of all life patterns, Nietzsche puts forward the concept of *amor fati* (love of one's fate), another important concept in his philosophy. *Amor fati* occurs when one desires and loves his life as it is, saying yes to his life (Kuçuradi, 1997: 72).

Nietzsche argues that two essential types of morality systems are especially seen in their finest forms in the European civilisations in the course of its history; the master morality (morality of aristocrats or powerful people) and the slave morality.

He argued that the slave (herd) morality is the one of the herd men who unquestionably submitted themselves to the morality concept effective in his age.

One of the reasons why herd morality flourishes in a human community is the acceptance of the precedence given to society over the individual. This acceptance provides that the herd man, who is in fact a weak individual, considers himself as a part of the whole called society, and thus is empowered by the power of the whole based on the share he gets from this power, because, as is the case for every living being, the herd man must be powerful to survive in life. Based on this argument, we can say that herd morality emerges from the will to power of the herd-weak man.

With his argument "the spirit of the herd must be dominant in the herd, but it should not go beyond it" (Nietzsche, 2002: 159), he underlines that it is not natural to eliminate the herd morality in *de facto* manner, and that the problem arises when the herd morality surpasses the herd man's life and tries to penetrate into the lives of people outside the herd.

On the other hand, he defines the master morality (which is the morality of aristocrats or powerful people) as the morality of the noble-higher (super) man, who does never submit himself to the herd morality, never ignores the reality of change and evolution in life and accordingly

renews himself in harmony with changing conditions. As the morality of the superman only relies on the value-creating right endowed to the powerful and noble man and always sets sight on the benefits of the egoist as well as the noble man, it is an aristocratic morality (Dede, 1996: 84-87).

For Nietzsche, the morality system of modern communities is one that is characterised with disruption and alienation of man to his essence, a concept Nietzsche calls “decadence”. This process of decadence can show itself in politics, art, religion, morality, in short in every domain of society. The common point of all the decadence processes seen in different spheres of life is that it holds on to corrupt values and preserves them. Decadence occurs in morality when man despises the body, instincts and (positive) emotions and thus suppresses his own biological structure. “Decadence” in the domain of religion takes place when one looks down upon the world one lives in, and elevates, in return, God and the after world as God’s eternal realm to a degree of spiritual purity and excellence (Baykan, 1989: 13).

While Nietzsche criticizes the corruption the concept of decadence indicates, he accepts that decadence is a requisite and rational outcome arising from the renewal and growth drive of any society. In this context, the main problem for Nietzsche is not the confrontation with decadence, but it is the condition when decadence spreads in all the spheres of society like a contagious disease, and society fails to overcome this disease. The main endeavour in this respect lies in the fight in full force to ensure that the disease of decadence does not penetrate into healthy parts of the organism (Nietzsche, 2002: 38-39).

While Nietzsche considers the decadence problem as a result of moralisation, he explains the principle that would save man from this corruption as “revaluation”. Man who has adopted the principle of moralisation turns into an unnatural, inflexible and conservative individual. “Revaluation” is the process where man overcomes the decadence to his own essence. Concepts such as freedom, will to power and creation Nietzsche underlines in his views concerning man indicate the same meaning embedded in revaluation (Baykan, 2000: 90-91).

The process of revaluation of values indicates the birth process of superman. He proclaims the good news of the ideal of superman as follows: *“O super men! The mountain of the human future is now suffering the birth pains. God is dead: and what we wish from now on is that – superman lives on”* (Nietzsche, 2007: 304).

Nietzsche’s goal was a world where man dominates, rather than a world where the Gods are the dominating force (Timuçin, 1995: 100). The birth of the superman that would enable the humans to reach this goal

means the death of God, because the death of God does not only represent the death of a transcendent being, but it also indicates the death of the concept by which God provides the moral values necessary to maintain the nature, reason and life (Berkowitz, 2003: 22). God was dead, and man was now alone by himself, and he would now be, as a worldly being, be able to legislate his own values.

The argument of Nietzsche that it is man that adds value who also indicates the change potential of values. In other words, the content and influence of values would change to the same extent as man as value-adding actor develops and changes. As far as morality and values are concerned, Nietzsche opposes the phenomenon that man turns values with a changing capacity into dogmatic ones and then becomes a slave of those values created by himself (Nietzsche, 2002: 28).

As an immoralist who clearly expresses his opposition to religion and traditional morality, Nietzsche argued that there was a need for a new morality, and recommended, in this respect, that man should act in a way not habitual and unquestioned as had been done before and learn to reflect on life and things in a manner more different than before (Nietzsche, 2013: 79).

The criterion of the alternative morality proposed by Nietzsche in place of the one he opposed and even wanted to eliminate is very simple and clear; every attitude, every behaviour and every doctrine that is contrary to life and poisons it is evil. On the other hand, everything that empowers life and contributes to it is good. Life has an integral value in every aspect of it, and it should be upheld whatever the cost (Atbakan, 2017: 147). Put essentially, Nietzsche does not oppose any morality that is in harmony with man's instincts and contributes to the goals set by the superman.

A COMPARATIVE ANALYSIS ON THE PHILOSOPHY SYSTEMS OF N. FAZIL KISAKÜREK AND FRIEDRICH NIETZSCHE ON “WHO” MAN IS AND “WHAT” MORALITY IS

Kısakürek and Nietzsche, who essentially believe that man is on a quest, share a common point in this respect. Man is involved in an attempt to find out who he is, how he came into being, from where he comes and where he goes to, what the purpose of his existence is and what his duty is. Both thinkers believe that man who is stuck in-between the desire of existence and fear of non-existence must know who he is, and be able to go beyond himself on a continuous process of being that leads him to self-renewal. They both underline that this is a challenging process, but they hit different paths at the crossroads that should direct man either to light or to darkness and put forward two human concepts that distinctly diverge one from the other.

The starting point of their morality concepts is associated with their perspective they hold with respect to man. The similar point in their handling the phenomenon of morality is their critical stance against the moral systems that dominated the period they lived in as well as their goal to create a new model of morality. Contrary to the philosophers who attempted to put forward a morality model parallel to the modern doctrine in the 19th century in Europe, Nietzsche is a philosopher who shocked the established faith and moral patterns of society he lived in; he is an active thinker who set new goals for man and was tormented by pressure of putting forward ideas to create a new model of morality. Similarly, Kısakürek is also a *suffering* philosopher who opposed the morality concept that dominated the East in general and Turkey in particular in the 20th century. For him, this morality, which was framed by the Western movements and was accepted and imitated as a product of a modern civilisation and drifted far away from its essence, represented a moral corruption. This suffering philosopher was also tormented by pressure of creating a new morality system marked with faith and action and based on the glorious reminiscence of truth.

Kısakürek's realm of thought focuses on the explanation of the social, religious and moral nuisances inflicted by the West on itself and also on the East, building of probable paths that would lead man from a miserable life style to a life full of divinity, and the responsibility to exactly define the true value of man in the realm of existence. Kısakürek was a man with a cause who compared the eastern and western civilisations, showed the negative and positive points of both civilisations, seriously criticized, however, the Western civilisation that, he believed, had the primary responsibility for the decadence and ultimately put forward an ideal social model. Nietzsche is also a philosopher who declared a war against the Western civilisation dating to antique times and Christian and herd morality created by this civilisation, focused on an ideal human model that would overcome the decadence created by this morality and advocates a morality system based on human values. Both philosophers who made it their mission to realise an ideal human and social model follow two different paths in creating the formula to this end and provide a solution to the problem of the source and function of morality.

In the history of thought the subject of morality has been an object of continuous debate at the core of the problem of value. Starting from this fact, Kısakürek expressed that none of the thought systems originated in Europe rejected the morality in this or that way, but only explained its content under different patterns. Accordingly, a communist does not also deny the existence of morality, but accepts the morality of matter, and a spiritualist, on the other hand, adopts the morality of spirit (Kısakürek, 1982: 137).

If we evaluate Nietzsche basing on this argument of Kısakürek, we can say that, even though he took an immoralist stance against established moral values, he did not completely oppose morality and defended an instrumental morality concept originating from man and was in harmony with man's instincts and his will to power. Kısakürek, on the other hand, attempted to mould morality with reason and spirit in the same pot and define it as a space where both are combined together, and argued that such a morality springs out of Islam.

According to Kısakürek, while morality has its source in Islam, the roots of moral values lie in Quran and sayings and deeds of Muhammad the Prophet. For Nietzsche, the source of morality lies in man, not in religion. Nietzsche argues that man should be ethical and moral, not because God exists (this is only an imagination of man) and he is afraid of God, but because he should be moral for himself as a human being, and create his own values based on his own self, not on mystical beings.

For Kısakürek, morality originating from religion is one man should rely on to capture the truth. Nietzsche contends, however, that morality should be seen as a tool for man and life, but not as a purpose (as is the case in art and science). Morality is a tool that enables man to reach the goal to enhance himself and his life, and have a positive stance against life (Nietzsche, 2002: 165).

Another aspect addressed by both thinkers is the importance of man's will and his faculty of reason to question the traditional patterns presented to humans as ready recipes. However, while Nietzsche harshly refused to accept religion as a source of morality, and argued that man had to create his own hierarchy of values entirely based on his own sources, Kısakürek defined his own concept of morality based on the orders and prohibitions set in Islam, the last religion God sent to humans, and argued that man had to obey the revelations of religion, and sayings and ideas communicated by Muhammad the Prophet.

Nietzsche asserted that the function of morality should consist in evidencing the existence of man and things outside this world, but it should help man to realise his will to power as his most essential instinct and to enjoy in life, in general, his essential instincts. He strongly underlines that morality should be reduced to an extent which enables man to enhance himself (Nietzsche, 2002: 174). For Kısakürek, on the other hand, the function of morality consists in serving the laws of God and disciplining the desires of man's self to provide that his perfect reason and spirit get in harmony with each other, thus paving the way enabling him to reach the verity of God. Kısakürek emphasizes the growth and expansion of the influence sphere of morality, so that man can complete his maturity and development.

For Nietzsche, world does only exist in the man's interpretation and identification of things by a name, as a result of which there exist so many views of world and morality. But as this indicates the individuality and singularity of man, it poses no problems for Nietzsche, because Nietzsche opposes the interpretation of morality as a universal aspect and underlines the individual nature of moral norms with the following words: "*My law applies only to my own kind. I have no laws for all*" (Nietzsche, 2007: 329). Kısakürek, on the other hand, who believes that there is only one single truth, rather advocates the universality of morality against pluralising the truth.

Nietzsche considered man as the source of value-production, and argued that the content and judgments of his values could change, depending on the stages of change in his search for his self. According to Kısakürek, on the other hand, the one and single source of moral good is God, and the rules of the absolute good do not depend on the interpretation of man; in other words they do never change. The responsibility of man in the face of God's commands is to express voluntary preferences and being able to renew himself by way of disciplining the desires of the self.

Kısakürek believes that man must find himself in the face of the realities of existence and non-existence, and life and death. If the man who is terrified of the idea of dying out can manage to see through the perspective of the almighty God, he conceives that he is the noblest being in the universe and representative of eternity as one burdened with the divine task of obeying God. Nietzsche believes that someday these matters associated with morality would be no more of importance, because when man who seeks a shelter in morality because of his weakness against life becomes a superman, he would no more attribute a moral meaning to the world and cease to search the truth and immortality in the after world (Nietzsche, 2013: 17).

Nietzsche's views on faith and faithful people sets the framework of his morality concept as well. Nietzsche believes that the power and free character of a thought can be measured and evidenced through a sceptical stance. Individuals, on the other hand, that have faith and obediently bind themselves in something fail to see the truth underlying that thing, because an obedient bondage is a kind of prison, and prisoners can move away from the prison only to a certain distance. Faith or belief in anything what-so-ever will inevitably bind the individual to that thing. It cannot be expected from a man of faith (in other words a man of herd) to have a goal for himself; he is only a tool to be accordingly utilised. If a man can break off from his faith, then he can set a goal for himself. To be able to break the chains of bondage, the man of faith should adopt a perspective that does not limit his views, an initiative that requires a strong will power (Nietzsche, 2008: 109-110).

Nietzsche believes that man has faith not because God exists, but because man creates God to satisfy his need to bind to something, to have faith in something. This God, however, is only an imagination, a fantasy. For Nietzsche, who asks men, “*Can you create a God? Then do not speak to me of any Gods. But you can well create the Superman*” (2007: 84), man has the possibility to create, based on his own sources, the superman, but not the God. In him, he has the concept of the superman, who has the desire to go beyond himself to create his own values by disciplining his emotions, and thus to realise his will to power.

Kısakürek, on the other hand, compares the bodies of a “giant”² and a flea in order to explain the rift between man’s truth and imagination. Man, who is in fact so small and weak like a flea, considers himself so powerful and undefeatable like a giant, which is an indication of the blindness he is embedded in. Man who can awake from this blindness and find the truth does not know, out of shame for his fallacy, where to put himself (Erol, 2014: 70).

The roots of the super man’s morality lies in man’s life instincts. If we explain something on the basis of instincts, we cannot explain the deeds and acts of man through reason. In this respect, Nietzsche is of the opinion that, even though reason is a characteristics of man, he has other characteristics that precede reason, such as instinct and will (Ülken, 1968: 111). The superman is one who conceives the reality on the basis of his instincts, and creates, on the basis of his will, new values proper for the thus changed reality. What Kısakürek advocates, on the other hand, is that man should fight his own self to be able to question himself, overcome his crises and rise his level by capturing the truth.

For Nietzsche, the greatest bondage superman has is that he has to this world. In this respect, he brings forward the notion of amor fati, which is the acceptance and love of man for everything that bonds him to the world; in other words, it is his yes to the world. In Kısakürek’s thought system, on the other hand, while man does not totally ignore the world, without, however, totally binding himself to it, he has an attitude that makes him to adopt a path towards God and creates a bond to the after world. Kısakürek explains his view in this respect as follows: “*Islam looks at the world through two perspectives, one contrary to the other, and integrates these two viewpoints into one single perspective. One of these is the world of mortality and nothingness, whereas the other one is a new world and step from this world to the eternal life. In other words, Islam sees a world as a condition in full harmony, where existence leads to non-existence, and in return, non-existence paves the path to a new existence. For this reason,*

2 From the poem titled “The Giant” of Necip Fazıl Kısakürek: “*I am such a giant, which, in fact, is a flea. So, show me a hole, a hide-away, to hide my shame away...*”

man can build a balanced existence in the face of the mortal/false and eternal/true worlds without creating a bondage of servitude to the world, and thus conceive the excellent nuances in Islam, without driving himself to despair and in comprehension that he has been created as a caliph, a successor of Islam in this world” (Kısakürek, 2018: 110-111).

Kısakürek describes man as a being in search of eternity with eager desire, who, however, is doomed to live more miserably than a sewer rat in any thought system other than Islam, no matter which level he has in life. With the idea and enthusiasm for eternal life, Islam has made man into a great hero blessed with glory light. The secrecy Islam endowed man can be found in an expression like: “God created the universe for the man, and created the man to reach his own mystique” (Kısakürek, 2018: 113).

Undoubtedly, morality is a field that only involves man. Accordingly, Kısakürek also places man at the core of his morality concept. However, he does not look on man as a research object in the field of philosophy, but he tries to conceive and explain man through the perspective of Islam. He handles man as a being who is in combat against his self rather than against his soul, in a condition of continual rise and fall, and who is, through his deeds and actions, the noblest of all the creatures (Kurt, 2000: 25).

In this context, Nietzsche and Kısakürek has differing views with respect to the value they attribute to man. Nietzsche believes that men are not equal by nature, and strongly and mercilessly criticises particularly the type of man he defines as herd man. Kısakürek also criticises the man who gets overwhelmed by his self; however, based on the principle in Islam that no man is superior to other men except for devoutly religious God-fearing people, he looks on all men as equal beings.

While only the superman is entitled to be valuable in Nietzsche’s classification of humans, Kısakürek considers all men as the noblest among all the creatures. Kısakürek, who argues that the root of morality lies in Islam, does not describe man based on his worldly features such as goods, position in business, beauty etc. he possesses, but basing his interpretation on moral values, he describes a moral man as a superman man (Kısakürek, 1983:116).

The superman definition of Nietzsche is, neither in respect of a different man nor a different God, not a man who becomes lifeless and degenerated by sacrificing himself in and for God (Wisser, 1990: 95). Even though Kısakürek also underlines the need of man to continually search and develop himself, he argues that the end station where man would find himself is God. In other words, while in Nietzsche’s morality system man finds himself in the non-existence of God, it is in the existence of God that man finds himself and rises to his position in the universe in that of Kısakürek.

Kısakürek defines the freedom of man as a condition where man submits himself to God in faith and a slavish devotion; Nietzsche, the other hand, argues that man's freedom consists in his living in harmony with his physiology without ignoring his nature and instincts and his submission to the will to power embedded in his self. With his words, "*I am telling you, my brothers, stay loyal to soil, and do never believe those who account you stories about supernatural hopes*" (Timuçin, 1995: 102), Nietzsche advises man to stay here on earth and lead his life in this world, not in the after world.

Kısakürek places the religion of Islam, in other words the verses of Quran and the person of Muhammad the Prophet at the centre of his human and morality concept. The persons by whom man should take an example in his goal to reach God and enjoy genuine freedom in an unconditional bondage to Him are Muhammad the Prophet in the first place, and then saints and those people with a degree of holiness close to these personages. Nietzsche posits that superman particularly creates his own existence and values by doing what is needed to realise his potential and will to power. Man should not follow the example of prophets and clerics, but of his own personality. Men follow the example of supermen (i.e. artists, politicians, commanders, philosophers who have a deep influence on societies), because superman has the power and energy to rule human communities.

Despite clear differences in their human and morality concepts, both thinkers meet at a common argument that man has to go beyond himself and be a good man. Apart from that, they want that man who reaches maturity from a raw condition or becomes superman from a condition of being sheep in the herd should be a role-model for society.

Another aspect about which they had similar arguments in the initial phase, but later had different views is that they opposed the views that defined man based on a dualism of matter (body) and spirit. Contrary to the dualism advocated in the Cartesian philosophical system that had influenced the Western philosophy beginning from R. Descartes, Nietzsche did not consider the human spirit as a separate element from his body and always tried to define man on the basis of his physio-biological aspects. Kısakürek, on the other hand, described the self (body) and spirit as forces endowed to man and combined in the truth of the heart, and defined man as a rising being by building an association between his self and spirit, without, however, ignoring his self and also without totally submitting himself to it.

CONCLUSION

The thought systems put forward by N. Fazıl Kısakürek and Friedrich Nietzsche developed under the conditions of region and period they lived

in. In the Turkey of the 20th century, which experienced the westernisation and modernisation process on the basis of systems totally imported from the West, the life of Kısakürek was marked with the traces of the Eastern civilisation and Islam. Nietzsche, on the other hand, who lived in the specific conditions in the Europe of the 19th century that was experiencing an Enlightenment and modernisation process, led a life under the influence of the Western civilisation and Christianity.

In the period Kısakürek lived in, while theories such as positivism, materialism and evolutionism dominated the science and philosophy communities in Turkey, it was communism that was popular and effective in the political domain. The central place of the matter in the philosophical systems and science in the West and the tendency to explain material phenomena on the basis of the positivist method based on experiment and observation, and other notions such as determinism etc. all addressed man on the basis of matter, as was the case in all other domains. Apart from the tendency to handle man by isolating man and society from metaphysical and transcendental values at a point at which we arrived as a result of our modernisation experience based on western values and our scientific reforms, Kısakürek addressed man on the basis of his characteristics of material nature (body) and spirit and even analysed the social structure basing his views on religion and moral values.

In the period he lived in, Nietzsche also opposed to the philosophical systems, rationalism, Western metaphysics, Christian morality, super-sensuous worlds and all other values, which, he believed, would lead to the fall of Europe. Nietzsche maintained that, the Western metaphysical concept did, beginning from Socrates and including the concept of reason advocated in the Enlightenment, give priority to reason against emotions, while, on the other hand, it held body and what is physical in contempt. Criticising this tradition of rationalistic philosophy, he highlighted man's body and power rather than his reason.

Both philosophers who are men of great merit flourished in different regions and under different socio-cultural conditions, meet at a common point when they criticise, in their respective human and morality concepts, the social structures in societies they lived in. Kısakürek claims that man trying to find himself is involved in a challenging process, and that those who arrive at the level of maturation would be the ones who stand firm and courageously fight further to reach their goal. Nietzsche is also of a similar opinion in this respect, namely that the self-realisation of man can only be realised in challenging processes such as suffering, solitude, and will to power and by taking a challenging stance against conventional codes. But in this common domain marked with similar thoughts, there

are differences in their human and morality concepts, one incompatible with the other.

Kısakürek and Nietzsche both advocate different theories with respect to the roots of morality and the bond of man to God. For Nietzsche, the source of morality lies in the existence of man, his conceptions regarding things as well as his interpretations based on feelings and emotions. Feelings and emotions, so he claims, are extensions of man's physiology, and as such their place in the wholeness of man's life cannot be ignored. However, the influence of adverse feelings and emotions do weaken man's will to power that is the most essential instinct/feeling of man. Man with a reduced will to power would become dependent on other people and authorities, and further lead a life in the shade of herd morality and the threat of decadence. In the face of this reality, man should, before relying on traditional moral values, remember that morality is a produce of his own conception and should not be a slave of a self-produced phenomenon.

In his human concept, Nietzsche strongly criticises the Christian morality with respect to its approach that handles man's body and physiological structure as an object of scorn. Addressing man's body and his material features with scorn and contempt demotivates man's desire and power to live on.

Nietzsche proposes the refusal of morality as a solution to the decadence arising from the herd morality based on scorning the world, body and instincts. Kısakürek, on the other hand, places morality at the core of his thought system, because, he maintains, morality frees man from the slavery of his self and instincts, leading him to a life in the servitude of truth and as a result to a life in true freedom.

Kısakürek argues that the root and meaning of the man's existence lies in God's existence and His creation, but for Nietzsche, man's existence is a self-evident phenomenon. In this context, while Kısakürek tries to enforce man's bond to God, Nietzsche advises man to kill God as a way of self-creation. While, in his morality concept basing on religion, Kısakürek claims that man can capture the happiness in the eternal life in the thereafter only by disciplining his self, by not necessarily completely ignoring this world, Nietzsche does not accept such notions as God, religion and after world, and advises man to have a positive stance against this world and lead a life in harmony with his instincts.

While Kısakürek criticises the man who cannot overcome the slavery of his self on one hand, he considers him as the noblest being among creatures created by God on the other. Nietzsche, on the other hand, strongly criticises the human type he considers to be inferior and weak

in his human classification, and only sees the superman born out of self-creation as the noble man.

Both thinkers put forward the idea that man should be involved in a continual change process to be able to go beyond himself, and show a dynamism to consider and evaluate life in all its aspects. It is at this very point, however, that their paths diverge. Kısakürek explains the dynamism of man as a condition where man reaches complete freedom through an absolute bond to God, adopts the morality revealed by Muhammad the Prophet, sets a model for other men and society by perfecting his personality under the guidance of the Prophet and commits himself not only for his salvation, but also for that of others. For Nietzsche, the dynamism of man occurs in a condition in which man realises his will to power as the essential driving force in life and thus leads other men by way of ignoring the traditional moral values and killing God to create his own moral values.

Concluding, we can say that Kısakürek and Nietzsche, who lived in different regions and periods, are two philosophers of great significance who developed human and morality concepts under the influence of their personal experiences in a life marked with emotional breakdowns as well as rises and falls. Both advocate the need of a morality system that would carry man to a superior level in a human concept marked with a dynamic man conscious of his responsibility for his own development. While Kısakürek argues that only “the man of faith” would be successful in this challenging path, Nietzsche claims that it is “the man of desire” who would have success in this respect. Even though they chose to go different paths at the junctions point where their thought systems meet, the importance of Kısakürek and Nietzsche lies in the fact that they can shed light upon the debates of today’s human communities in respect of human and morality concepts.

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Chapter 11

AN OVERVIEW OF THE CHANGE IN COVID-19 AND BRAND LOGOS



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1. Introduction

The new type of coronavirus (COVID-19), which first emerged in Wuhan, the capital of Hubei province of China in December 2019, has crossed the country's borders in a short time and has been on the agenda of the world's health, economy and all areas affected by these two. With the rapid spread of the virus throughout the world, the World Health Organization (WHO) has maximized the alarm level by declaring "public health emergency" and finally "pandemic". In Turkey, such an effective epidemic is observed for the first time after the Plague epidemic. Various measures are taken to deal with this epidemic, which is on the alert of the whole world. In today's world where competition and interest relations are high, every society prioritizes scientific, technological and commercial activities according to its own strategy, takes measures and promotes related institutions and fields of activity. In this study, the change of logos along with the COVID-19 outbreak was investigated as a brand identity item consisting of a mixture of graphic and printing elements that increases the awareness and recall of a brand among competing brands. In line with this purpose, firstly, the concept and importance of brand communication, and the role of logos and logos in brand communication as a brand identity element are mentioned. In the last part of the study, together with COVID-19, the changes made by the brands with their social responsibility awareness are given.

Severe summarized as acute respiratory syndrome coronavirus 2 (SARS-COV-2) spread, especially China's Wuhan starting from the city, affecting almost the entire world in a few weeks the total number of tests in Turkey with 25.05.2020 date 6621749 The total number of cases reached 262.507 and 4.340 of these cases died, and the total number of intensive care units was 6.183 as of this date and the total number of intubations is 841. However, the total number of healing is 239.797 (<https://covid19.saglik.gov.tr/>). Having a greater number recovered by the number of cases in Turkey reveals that many countries have developed successful health care system in this case by the epidemic.

Although there is no such thing as an end to the pandemic, a date can't be given for all restrictions imposed by the state to end. The Chinese government, in particular the World Health Organization simultaneously with, vaccines and treatments are being developed in many countries including the US and Turkey. Since COVID-19 is constantly mutating, the year 2021 is given, although it isn't clear in the availability and application of this vaccine.

This virus, which reaches pandemic rates in the world, affects human health, social life, trade, e-commerce, marketing strategies of brands and

even the economies and politics of countries. Although the first rule of preventing the spread of this virus is hygiene, it requires maintaining social distance. These measures, up to the curfew by the states, force people to do their jobs from their homes, to minimize their shopping as much as possible and, if possible, to shop for their needs on brands' websites. Some world-famous brands have developed strategies as social responsibility awareness in order to adapt to this difficult process for consumers and to encourage them to comply with these protection methods. The most important of these is that brands change their logo.

Another important change that brands make is that they produce content in their social media (platforms such as websites, instagram, facebook, twitter) to call consumers to stay at home. In fact, these social platforms create different GIFs (Thank You Hour, Stay at Home GIF, etc.) in their logos and content to contribute to the process, especially on Instagram, and who want to sell on Instagram under the name of Small business support so that local small businesses can maintain their commercial existence or has brought a feature that will enable all users to see the website for individuals and businesses who want to promote it to consumers. Some E-Commerce sites (Trendyol, etc.) have decreased the commissions they receive from the sellers, they have allowed non-commercial producers and personal sales, obviously every business that has power has tried to support each other in this process. Another nice improvement "Yet We Contact Turkey" is the collection of donations in the name of the campaign. In this process, the Republic of Turkey Ministry of Family and Social Studies provided financial aid to citizens who had financial difficulties, and provided support under the name of short-time allowance to workplaces that had to close their workplaces or work part-time. In addition, deferrals and convenience for tax and loan debt payments were introduced. Some banks have provided loans with low interest rates and up to 36 months, which can be used by citizens and SMEs (Small and medium-sized businesses) in a difficult situation. With the pandemic, these examples that can be reproduced have been realized in order to overcome the difficulties faced by the people, who are the main vessels of the country's economy, with the least damage.

In the study, by referring to the general meanings of logos as brand, brand communication and brand identity, the COVID-19 epidemic was given to the changes made in the logos of the brands.

2. COVID-19 Virus, Symptoms, Ways of Transmission and Treatment

The first serious illness known to be caused by coronaviruses, a large family of viruses that can cause a wide range of diseases, emerged in China

with the 2003 Severe Acute Respiratory Syndrome (SARS) outbreak. Later, a second serious disease epidemic started in Saudi Arabia with the Middle East Respiratory Syndrome (MERS). Finally, on December 31, 2019, Chinese officials caused the World Health Organization to cause a serious disease, later called SARS-CoV-2. warned of the outbreak of a new strain of coronavirus (Zheng, 2020). Globally, there have been 23.752.965 confirmed cases of COVID-19, including 815.038 deaths reported to World Health Organization as of August 26, 2020, but milder cases are likely to haven't been diagnosed (<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>).

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. The first serious illness known to be caused by coronaviruses, a large family of viruses that can cause a wide range of diseases, emerged in China with the 2003 Severe Acute Respiratory Syndrome (SARS) outbreak. Later, a second serious disease epidemic started in Saudi Arabia with the Middle East Respiratory Syndrome (MERS). Finally, on December 31, 2019, Chinese officials caused the World Health Organization to cause a serious disease, later called SARS-CoV-2 warned of the outbreak of a new coronavirus.

Most people who contract COVID-19 experience mild to moderate symptoms and recover without the need for special treatment. The virus that causes COVID-19 is usually transmitted through droplets formed by the infected person coughing, sneezing or exhaling. Since these droplets are very heavy, they can't remain suspended in the air and immediately fall to the ground or surfaces. If the virus is inhaled while near someone infected with COVID-19, or if the eyes, nose or mouth are touched after touching an infected surface, the person becomes infected.

Turkey has begun to take tedbri before the start of the epidemic. Accordingly, Pandemic Coordination Boards and Operation Centers were established at national and provincial level. This was an adaptable plan for the New Coronavirus Disease (COVID-19). Teams were formed to work 24/7 and a Scientific Committee was established at the Public Health Emergency Operations Center under the General Directorate of Public Health. "COVID-19 Risk Assessment", "COVID-19 Directive" and "Case Report Form", personal protective equipment regulations, need-based guides, treatment algorithms, brochures and related documents have been published. With these, as well as in Turkey pandemic because the state has gone to restrictions on many issues. Some of these are given below (<https://covid19bilgi.saglik.gov.tr/tr/covid-19-yeni-koronavirus-hastaligi-nedir.html>).

It is recommended not to travel abroad as much as possible. in case you need to travel abroad must comply with the following rules:

- The basic principles proposed to reduce the overall risk of transmission of acute respiratory infections also apply to the Novel Coronavirus Disease (COVID-19). These;

- Hand cleaning has to be observed. Hands should be washed at least 20 seconds with soap and water, alcohol-based hand antiseptics absence of soap and water should be used. There is no need to use antibacterial soap or antiseptic, regular soap is enough.

- Hand wash the mouth, nose and eyes must not be touched.

- Avoid contact with sick people should (be at least 1 m away if possible).

- Hands should be cleaned frequently, especially after direct contact with sick people or the environment.

- If possible, should not go to health centers due to the large number of patients go to health institutions should minimize contact with other patients when necessary.

- Nose and mouth when coughing or sneezing should be closed disposable paper handkerchief, wipes or inside the elbow should be used, if possible, should not be entered into crowded places, if necessary, should be entered, nose and mouth should be closed and medical masks should be used.

- Avoid raw or undercooked animal food products. Well cooked food should be preferred.

- Farms, livestock markets and the overall risk of infection, such as areas where the animals should be avoided in areas of high cut.

- Traveling to any respiratory symptoms occur within the next 14 days, the closest to mask the health care provider must be installed and travel history should be reported to the doctor.

Considering the rate of spread of coronavirus and its impact on human health, a pandemic has been declared in order to increas the protective measures in general. By applying the infection prevention and control measures; It may be possible to reduce the spread of infection in the community and THUS reduce the number of people who will be infected in the early stages of the pandemic and the cases that will occur due to the pandemic. Protection and control measures can be made in three dimensions during an epidemic. Protection and control measures can be taken for the source, the way of transmission, and the healthy person.

Measures that can be taken for source; Finding the source, reporting the disease, definitive diagnosis, treatment of patients, isolation, carrier search, surveillance of suspects, health education, eradication of animals in a zoonotic disease.

- Measures to be taken against the way of infection; improving environmental conditions (disinfection), inspection of food and beverage items, health education, use of personal cleaning and protective equipment, improving housing conditions, restricting population movements.

- Measures that can be taken against the healthy person; vaccination, seroprophylaxis, chemoprophylaxis, quarantine observation, healthy nutrition. Countries are at potential risk for dangers that could lead to international devastating epidemics. Severe consequences may arise due to the spread of microorganisms that cause diseases, the spread of diseases and deaths and epidemic diseases, and the panic that will occur.

Turkey's 15.05.2020 date are disclosed 4-step normalization plan. Under this plan; the first phase is planned as of May 11, the second phase is 27 May-31 August, the third phase is September 1-December 31, and the fourth phase is January 1, when the vaccine is expected to be found.

With all these, the world order is expected to change after corona. The area of interest of this study in the world order is the marketing strategies and brand values of brands. The foresight of the researchers on this issue is that retailing will gradually decrease, artificial intelligence technologies become coordinated with marketing at the highest level, investment in e-commerce will increase and the value of brands that can't provide this may decrease rapidly.

3. Brand Concept

The brand, defined as a name, term, sign, symbol or design or a combination of all of these, in order to conceptualize the products or services of a seller or seller group and to make them privileged in the competitive environment, is in essence a non-born, produced and is a manageable name (Kotler, 1991; Kapferer, 2008). What makes a name truly a brand are loyalty, differentiation, density and trust.

The brand, which has the power to turn the business into high values or decline, can be defined as the total accumulation of all the experiences of the consumer regarding the brand according to the consumer's perspective and the brand is formed exactly at all contact points with the consumer (Kapferer, 2004). The factor that makes the brand successful is that it can provide added value that is closest to the needs of consumers, the most relevant and unique in the minds of consumers (Chernatony &

McDonald, 1998). The fact that the brand can easily become prominent around the world and spontaneously evoke desired relationships can make it one step ahead of its competitors.

Brands evolve over time. The first stage is about the brand expressing the identity of the manufacturer (ie label). The second stage is that it can explain its functional superiority (perceived by the customer as differentiation). The third stage is called the emotional bond it arouses in the consumer, while the fourth stage is about the power of the brand to express itself and the last stage (ie the fifth stage) above the pyramid is known as cult.

In today's marketing world where time is more important than anything, there are many businesses that offer the same product or service for consumers, and the primary goal of brands that want to take their place in this market, strengthen them and maintain their continuity is to be reliable. Where there is no risk, there is no brand (Kapferer & Laurent, 1995). In a sense, the brand's reliability is time and risk-reducing. Perceived risk in the consumer mind; It can be economic, functional, experiential, psychological or social. It often takes years for a brand to minimize perceived risk. While conducting market research by consumers who intend to purchase a product or service, the fast and easy access brought by technology can access many price filtering, product technical features and moreover, the comments of millions of users arising from the use of the product or service within seconds. In this sense, the awareness and reliability of a brand can often override the product or service offered by the brand. On the other hand, the power of brands to influence consumers is based on associations in the consumer mind. These associations (also called brand image) include the following.

- What is the brand territory (perceived competence, typical products or services, specific knowledge)?
 - What is the quality level (low, medium, premium, luxury)?
 - What are its features?
 - What is its most distinctive quality or benefit (also called perceived positioning)?
 - Which typical consumers is the brand interested in?
 - What are brand personality and brand images?

Strong brands offer consumers long-term security and growth, higher sustainable products and increased asset value, as they provide differentiation in the competitive environment, premium prices, high sales volumes, economies of scale and lower costs and greater demand security

(Temporal, 2000). While the most important factor in choosing the brand concept is consumer needs, other factors that enable a brand to gain power; The addressed market is the point of contact with the consumer, the environment, communication with the consumer - the product or service with consumers who are all sources of cumulative brand experience. In this context, brands that can adapt to the current environment and environment, change strategy in any troublesome situation and survive in a competitive environment in the long term are strong. Park et al. (1986), brands; They say it is a mixture of symbolic, functional and experiential benefits.

- Functional benefits include meeting the consumer's expectations from the product or service.
- Symbolic benefits are those that can satisfy the consumer's ego, reflect it in the environment.
- Experiential benefits, which can create a feeling that the consumer can't give up the brand after experiencing the brand.

Based on the meaning of the brand concept, the brand will be able to define the products offered by the brand owner; It can be concluded that there is an intermediary between the brand owner and the consumer, including the sum of the elements of asset names, symbols, design terms. Includes names and logos containing intellectual property rights from brands. If the brand is to be considered as a human being, it should have a name, a clothing that has become synonymous with it, that is, a logo to be called by the consumer. Strong brands have been in the minds of consumers, sometimes just with the logo. For example; A consumer who hears or sees the phrase "Just Do It" knows that this sentence belongs to Nike. Since Nike is a very strong brand, it has taken its place at the forefront of the competition with just one sentence, without even needing its name or logo. This is actually brand awareness. If an example is given from the same brand; While the name was written together with the logo on the products, as the value increased, the name was removed from most of the products and the use of only the logo became widespread.

4. Brand Identity

A brand is an identity that separates the product, service or organization it represents in the competition market, with its unique spirit that creates trust in the market and creates loyalty over time (Ward et al., 1999). The character of the brand is the reason for perception for its consumers. This is sometimes positive and sometimes negative. In a sense, the brands of businesses that produce or sell under a brand with a good identity, sometimes provide training and sometimes provide services, are

protective shields. In this sense, brand identity is a concept that includes both abstract and concrete perceptions about the brand (Elden, 2009). Aaker (2009) compares human identity and brand identity to each other and says that both of them provide direction, purpose and meaning.

In order for a business to communicate with its consumers, they need to shape their brands in parallel with the consumer characteristics that they will appeal to before they market their products or services. The most important factor in a brand is its reliability. While brand identity is noteworthy, it should also be able to trigger customers to shop from the brand again and again by giving them confidence. Creating a successful brand requires dominating the markets and consumers it wants to be (Aaker, 1996). In order for brands that can be distinguished from their peers even with fine details to be preferable among their competitors, it is a prerequisite that they represent a product or service that is not available in the market or have a positive perception in the minds of consumers. In a sense, brand identity should be able to give information about its owner's vision and mission. For example; Let's consider a consumer who sees himself well as his income. Generally, the benefit this consumer wants to get when purchasing a brand's product is to be satisfied. On the contrary, considering a consumer with a low income level, what he wants against the amount paid is to meet his needs with less cost. According to these two consumers with different income levels, the identity that the brand should wear is expensive for one, packaging and personalized applications, while it should be cheaper and available everywhere than that of its competitors. The perceived identity of the brands that are tried to be given with this example, according to the consumer, represents his personality as in the same people. (Aaker and Joachimsthaler, 2000).

Brand identity and brand reputation help the brand to be distinguished from competing offers when faced with aggressive competition in the market. This situation triggers the growth of the brand by gaining customer loyalty. A strong brand identity, well understood and experienced by customers, helps build the trust that leads the brand to stand out from the competition. Businesses that offer a consistent, different and relevant brand identity can create a preference in the market, add value to their products and services, and give a price premium (Schmitt & Simonson, 1997).

There is a distinction between brand image and brand identity since brand identity is the strategic tool of the effort to create the brand image, which is the sum of perceptions realized by consumers (Aaker, 1996). Brand image of the (existing brand associations), by contrast, it is inspiring and brand identity may mean that the image should be changed or enlarged. Brand building to be excellent, good planning of the brand

image, nutrition, protection and support is essential to carefully (Knapp, 2000). Consistently, the company offers a diverse and relevant brand identity may be preferred in the market, contributing to the value of the product or service they represent strings and price premium (Schmitt and Simonson, 1997).

Brand identity; a special positioning of a company's goods or services, brand name, tagline, logo, basic messages and promises to customers, and brand experiences that create interaction with customers, not for a short-term advertising campaign, but for a perception that is aimed to last for years are all controllable elements. These controllable elements can be changed according to internal and external environmental effects (Perry and Wisdom III, 2003: 14-15). One of the main topics of the study, logo change is one of the basic brand identity elements and changes from time to time. Before moving on to the reasons that make this change necessary, the concept of the brand logo has been mentioned in detail.

5. Logos in Brand Identity

Every brand owner uses logos to make their brands more creative and innovative in the developing competitive world conjuncture, to separate their products, services or organizations from similar ones, and to enter the minds of their consumers. The use of logo is a phenomenon that should be included in marketing strategies and has a positive contribution to increase sales. Creating a logo requires great effort in order to succeed in being connected with the brand image desired to be formed in the mind of the consumer. The process of choosing a logo that seems simple has become complicated today, feeding the internal culture of too many businesses towards home values and feeding towards the perception of the activities and offers of the market (Morgan, 1999, p.11). It isn't only limited to for-profit businesses, but also by many charities, government offices and non-governmental organizations, it is common to use logos to create a perception in the society.

Brand logos of businesses, products, and has seen an identity symbol function for organizations, target of the customer base creates positive brand association and contributed to the positive perception of the brand, but also ensure its iconic logo (eg a square frame; expresses confidence) and the verbal component of a assumes a symbolic function that represents the core values of the business (Van Grinsven and Das, 2014; Henderson and Cote, 1998; van Riel and van den Ban, 2001; Henderson et al., 2003; Simoes et al., 2005, p.155).

Creating a logo; brand is the most basic element of corporate and organizational identity. Logo, which is an important element of the brand

strategy to create impact and trust, shouldn't only satisfy the consumers visually, but should be created by including efforts to establish and maintain an emotional bond with the customer (Bloch, 1995).

Corporate strategies and core values can be changed depending on internal and external environmental influences. Likewise, this is reflected in the brand logos. For example, the traditional red and yellow color combination of MacDonald's logo, a deep hunter to create a more environmentally friendly image in Europe was transformed into green and yellow combination. The purpose of making this business is to strengthen corporate core values as a new part of the Social responsibility policy and communication plan and spread.

6. Changes Made by Businesses to Their Logos with the COVID-19 Pandemic











Corporate social responsibility is defined as about corporate behavior and corporate obligations and the fulfillment of including business ethics promises to society, not only meet the legal regulations at the same time is an extension of business ethics and management ethics must respond to public pressure and social expectations (Lussier, 2000; Ferrell and Geoffrey, 2000; Daft, 2003; Vogel, 2004). Therefore, corporate social responsibility, is surrounded by business ethics principles to protect the interests of all company stakeholders.

While the perception aroused by the consumers of corporate social responsibility activities based on the obligations of an enterprise to the society increases their purchase intentions, it also improves the brand's new product or service promotions and evaluations of other products in its portfolio (Brown and Dacin, 1997; Sen and Bhattacharya, 2001; Biehal and Sheinin, 2007). Corporate social responsibility; It can increase customer loyalty and turn it into an act of defending the brand by customers (Drumwright & Braig, 2004).

Brands are an important factor that triggers the consumer's purchase intention and satisfies the benefit received from consumption after purchase. The customer who is dependent on the brand should perceive every asset in his mind, from the brand's name, logo to the customer audience it addresses. Among these assets, the logos that the brand has changed to represent its corporate social responsibility constitute the main line of the study. During the COVID-19 pandemic process, some local and national brands have changed their logos to help attract the attention of the public to the trio of wearing masks, distance, hygiene and the necessity of staying at home unless necessary.

The brands that changed their logo during the pandemic period are given in Table 1.

Table 1. Some brands that went through logo changes during pandemic

Brand or Business	Before	After
Audi		
Volkswagen		
Mercedes		
Coca-Cola		
McDonald's		

DHL		
Burger King		
Corona Extra		
Mobil		
United Airlines		
Target		
Olympic Games		

Starbucks		
Maltepe University		
The Us Open (Tennis)		
Mercado Libre		
Goodyear		
LinkedIn		

NBA		
Nike		
Mastercard		

Table 1. Includes the change in the logos of brands that can be accessed on digital platforms. In addition, it is thought that there are brands, profit-making and non-profit businesses that have made logo changes but haven't announced to the public.

Result

Today, consumers; While turning to the products or services of the enterprises, they take into account whether the operations of the enterprise comply with social norms, their effects on the ecological environment and their sensitivity to social responsibilities. This situation, which is seen with the differentiation of consumers' expectations, is due to the development of technology and the easy access to information for seconds. In this context, consumers' intention to purchase or realization is also dependent on businesses taking responsibility for social issues. They want to work with socially responsible businesses and buy their products and shares. Pollution in the ecological environment, the use of raw materials that adversely affect the ecological balance, waste caused by excessive consumption, global warming, workers who aren't employed under suitable conditions and with appropriate wages, etc.The measures taken and reactions to the situations that highlight the perception of social responsibility in the eyes of the consumer are whether the enterprises have social responsibility or not. are situations that shed light. The pandemic caused by the COVID-19 virus, which was effective in the emergence of

this study, has also been one of the processes that all organizations and brands that appeal to the for-profit or non-profit society must show social responsibility to contribute to the process. Some businesses have changed, with great care, their advertisements on Coronavirus-related issues. Some of them are free masks and disinfectants etc. produced products and distributed them to citizens in need. In this process, Turkey was given in aid to many countries. In the study, it was examined that the companies change their logo to create awareness. The logo is a unique and distinctive symbol represented by a graphic sign and a stylized name expressing the identity of the company. An effective logo is strategic for a brand's communication because it helps to understand what a company is doing and what its goals and values are. The logo isn't only a visualization of the brand, but also encourages and manages relationships between the brand and various buyers. As such, it is a strategically valuable asset that brands build over time and manage with great care, because for consumers, the brand matches the logo. Today, governments, individual public and private institutions all over the world promote the concept of "social distance".

In the research part of the study, some of the brands announced the logo changes given in the table by posting messages and videos. As part of the fight against COVID-19, Audi separates the rings in its logo; "Let's not leave our house, let's keep the distance, let's stay healthy, let's support each other." gave the message. Volkswagen, the German automaker, is another brand that emphasizes the importance of social distance by changing its logo just like Audi. In the video published by Volkswagen, "Thank you for maintaining your social distance" by moving the two shapes that make up the "W" letter in its logo away from each other. shared a message like. In the video the brand has released, there is a text that can refer to the recent Dieselpgate crisis, "We traditionally at Volkswagen are together and support each other in all crises ...". Again, one of the best brands in the world, Mercedes has undergone a logo change without explanation. "Staying apart is the best way to stay one," Coca-Cola, one of the largest beverage producers in the world, told a digital billboard in Times Square in New York. and at the same time moved the letters in his logo away from each other. The Brazilian branch of McDonald's fast food restaurant chain pulls the golden arches that make up its logo away from each other to draw attention to the importance of social distance, and McDonald's Brazil shares the changed version of its logo, in Portuguese, "We left for a while to be together." shared a message in the form. Ligatures on the Maltepe University logo were separated due to the coronavirus outbreak. The new logo prepared to draw attention to the social distance rule gives the message "Let's Keep the Distance". The German logistics company DHL also said, "Thank you for keeping your social distance." published a message as. Burger King Turkey, instead of changing the logo to remove

the logos from each other elements such as other brands, has been directly chose a logo design that emphasizes stay at home. The shape of the representative hamburger breads in the brand's logo has been changed and the name "Burger King" has been brought under the roof of a house.

Except for the usual decisions taken by businesses due to marketing strategies, it is supported by cooperation for the first time in all countries of the world: "maintaining social distance". Even brands that haven't undergone any changes since the establishment of their brands didn't hesitate to change for this situation. It isn't known exactly what further changes the ongoing pandemic will bring to the world. It is thought that the study will contribute to the literature and shed light on the future studies. It is thought that the advice given to future studies may be to measure the response of the consumer to logo change.

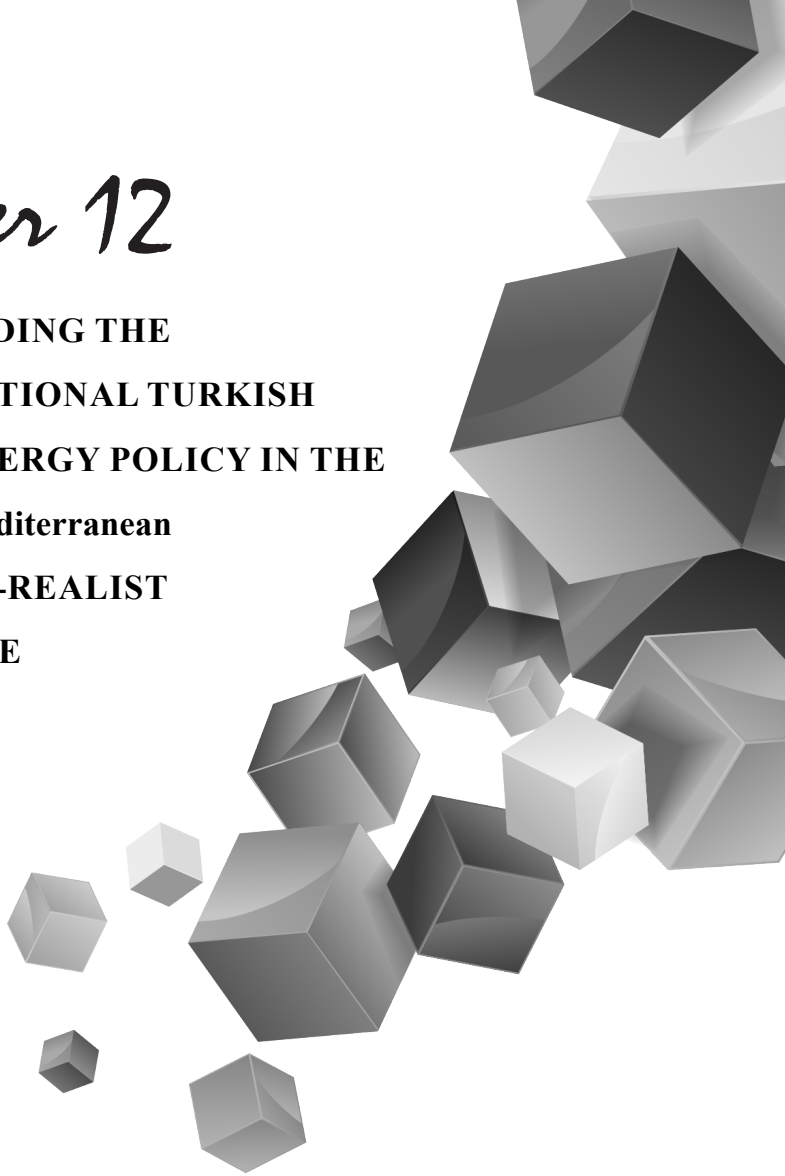
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Chapter 12

UNDERSTANDING THE CONFRONTATIONAL TURKISH FOREIGN ENERGY POLICY IN THE EASTERN Mediterranean FROM A NEO-REALIST PERSPECTIVE



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Introduction

Successive hydrocarbon discoveries in Israel, Egypt, and the Republic of Cyprus (RoC) have raised questions whether prospects for a regional cooperation that go beyond the energy field would emerge and enhance the efforts to solve long-standing political conflicts in the Eastern Mediterranean (Demiryol, 2019; İşeri and Andrikopoulos, 2013). The prospects for new energy discoveries that would boost regional economic welfare have served as a considerable incentive for Israel, Greece, the RoC, and Egypt to engage in cooperation ranging from the delimitation of maritime borders to organizing joint military exercises. The establishment of the Eastern Mediterranean Gas Forum in January 2019 to cement regional ties for consolidating coordination on energy issues has been a recent outcome of that cooperation. Such energy based cooperation, however, has created tension and instability for Turkey due to unresolved questions such as the Cyprus issue, delineation of maritime boundaries, and overlapping ownership claims on continental shelf rights in the Eastern Mediterranean (Demiryol, 2019).

The changing statusquo in the Eastern Mediterranean due to energy discoveries added a new turmoil to Turkey's historical enmity with Greece and further strained its uneasy relations with Israel and Egypt (Özertem, 2016). The establishment of energy alliances by Greece, the RoC, Israel, and Egypt for ensuring access and exploration of hydrocarbon resources facilitated the exclusion of Turkey from the Eastern Mediterranean's maritime borders (Telci, 2019). Moreover, with the involvement of the Gulf states, Russia, the United States (U.S.) and some European countries, most notably France, to the Eastern Mediterranean naval confrontation and their broader engagement in civil wars in Libya and Syria, Turkey began to face a new geopolitical front in the Eastern Mediterranean (Aydıntaşbaş et al, 2020). Particularly with the recent Turkish engagement in Libya, regional energy competition has gained a new dimension with different actors supporting rival sides in the Libyan war.

As a reaction to changing regional balance of power that has raised its security concerns, Turkey has mobilized coercive diplomacy and endorsed a strategy of military deterrence (Demiryol, 2019; Özertem, 2016). To advocate naval rights of the Turkish Cypriots and exercise its own maritime sovereignty, Turkey has adopted a balancing strategy and enforced an assertive foreign energy policy that is articulated as the Blue Homeland doctrine (Cupolo, 11 August 2020). Constituting an ideological framework for defending maritime claims of Turkey in the Mediterranean, the Blue Homeland doctrine provided the basis for the implementation of controversial policies such as the Turkish-Libya Memorandum of Understanding (MoU) that defines naval boundaries between the two

countires. Turkey's sending the Oruc Reis seismic vessel on 10 August to the disputed waters near the Greek island of Kastellorizo as a reaction to Greece's conclusion of an maritime accord with Egypt on 6 August 2020 can be seen as another manifestation of the Blue Homeland doctrine.

From a neo-realist perspective, this paper attributes such an assertive Turkish foreign policy in the Eastern Mediterranean to the high uncertainty stemming from the containment policy leveraged against Turkey by regional states. From a neo-realist perspective, any change in the balance of power in an anarchic international system would increase threat perception of states triggering security dilemma that would in turn urge states to engage in balancing activities to ensure their survival (Waltz, 1986, p.117). Assuming states as self-help rational actors interacting with each other for maximising their respective power, the neo-realist perspective highlights the absence of trust among states and the difficulty of cooperation under conditions of anarchy (Jervis, 1978; Grieco, 1988). From a neo-realist perspective, the concern for survival requires states to forego economic benefits when necessary in order to prioritize state security. The neo-realist perspective thus serves as a powerful tool to understand why Turkey implements coercive diplomacy vis-a-vis regional actors that established an energy-based alliance against Turkish maritime sovereignty in the Eastern Mediterranean.

This paper that draws on official documents, media coverage of the Eastern Mediterranean issue, and the public discourse of policy-makers is composed of three parts. The first presents the main premises of the neo-realist perspective. The second part examines how the energy-based complex alliance between Israel, the RoC, Greece, and Egypt supported by the EU, the U.S., and some Gulf states have increased Turkey's threat perceptions regarding its maritime sovereignty. The third part highlights the measures Turkey has implemented as a reaction to the regional containment policy that undermines its naval rights in the Eastern Mediterranean.

Main Premises of the Neo-Realist Theory

As a dominant theory of international relations, neo-realism seeks to explain recurrent patterns of conflict, competition, war, and peace among states. Kenneth Waltz (1979), a prominent figure of the structural realism established the basis of the neo-realist theory through his remarkable work, 'Theory of International Politics'. Focusing on the structure of the system, which Waltz (1979) assumes to be anarchic, the neo-realist perspective examines the power struggle among states within the international system. The condition of anarchy refers to the constant lack of supreme authority that enforces its power upon states in the international system (Waltz, 1979, p.66). Because of the anarchic nature of the system, the neo-realist perspective expects states to be concerned with their security, and compete

with one another for power gains (Snyder, 2002).

Considering the concern for survival as a major and common motivation for all states under conditions of anarchy, Waltz (1979, p.121) and Mearsheimer (2001, p.47) argue that states exist in a self help system in which each state undertakes responsibility for ensuring its own security. Due to this concern for survival against potential aggressors, the concept power emerges as a major priority for states (Mearsheimer, 2001). Mearsheimer (2001) argues that states should grasp the opportunities that emerge in the international system to increase their relative power vis-a-vis competitors. Attributing outcomes in international politics to the changes in the distribution of capabilities among states, Waltz (1979, p. 80) argues that any change in the state behavior is closely connected to the changes in the structure, or distribution of power among states. Endorsing this assumption, Mearsheimer (2001) similarly claims that when designing their foreign policy, states take into consideration how power is distributed among states in the international system. Such a perspective leaves no room for the domestic politics, including state-society relationship, regime type, leader perception, to play a role in determining foreign policy.

From a neo-realist perspective, with a legitimate use of force, states are assumed to be the principal actors in world politics (Grieco, 1988, p.488; Mearsheimer, 2001, p.30). Non-state actors, including international organizations, civil society organizations or multinational corporations, are regarded as of secondary importance in world politics since they are considered as lacking the power to exert force and determine outcomes. Considering that international outcomes are determined by power, particularly military aspect of power, neo-realist perspective suggests that states rely on their own capabilities to secure their survival (Mearsheimer, 2001) .

This concern for power coupled with the feeling of insecurity stemming from the uncertainty of not knowing other states's intentions, make states to worry about their relative gains (Waltz 1979, pp.105-106). The neo-realist perspective highlights that states that are concerned with their relative gains try to calculate the amount of power at their disposal with that of other states (Grieco, 1988). This concern for relative gains makes cooperation among states difficult to make and maintain due to the unequal distribution of gains. States are expected to refrain from cooperation if gains are assumed to favor the other state more than itself, which may in turn cause disparities of power (Grieco, 1988). As there is no central authority to which a state can turn to in order to defend itself in case of an aggression, states feel obliged to design their foreign policy in a rational way.

From a neo-realist perspective, another factor that explains the centrality of power for states stems from the lack of trust among them. Not knowing other states's intentions, each state tends to increase their relative power in the system to ensure its survival. Jervis (1978) argues that the mistrust of states vis-a-vis each other can trigger feelings of fear which in turn creates a condition of security dilemma. Jervis (1978) considers security dilemma as a situation that occurs when the measures employed by a state to increase its own security and power threatens other states that may lead to more insecurity than originally intended. As states cannot know for sure how the other state will act with its increased military capacity, it is assumed to have the tendency to increase its military power to balance its competitor or engage in a preemptive attack to maintain the statusquo (Jervis, 1978). According to the neo-realist perspective, states can use balance of power and bandwagoning strategy to any shift in the distribution of power in the system and the emergence of a threat to their security (Waltz, 1979).

As analyzed below, through its concepts such as anarchy, relative gains, security dilemma, balance of power strategy, the neo-realist perspective serves as a useful tool to understand why Turkey refrains from cooperating with regional actors for economic benefits and instead focus on ensuring its and Northern Cyprus's maritime sovereignty in the Eastern Mediterranean.

Energy Based Regional Cooperation as a Tool for Containing Turkey in the Eastern Mediterranean

The early energy discoveries in the Eastern Mediterranean started with the Noa and Mari-B gas fields in Israeli maritime zone in 1999 and 2000, respectively. The discovery of gas fields with much larger capacities in the Tamar (235 bcm) in 2009 and Leviathan region (450bcm) in 2010 off the coast of Israel encouraged large energy companies, including ENI, Noble, Exxon, BP, and Total to invest in further exploration and drilling in the region. These efforts led to the discovery of the Aphrodite field in Cypriot waters in 2011, followed by the Zohr field in Egypt in 2015 (Demiryol, 2019, p.448).

According to estimations, the Levant basin has promising reserves of a mean volume of 122 trillion cubic feet (tcf) (Ateşoğlu Güney, 2019, p.18). This energy potential has served as a major incentive for littoral states to update their maritime legislation and define their maritime jurisdiction zones where they can engage in exporation and drilling activities. To consolidate domestic jurisdiction regarding the exploration and exploitation of energy resources within its martitime borders, the RoC, for instance, enacted the Hydrocarbon Law in 2007 (Kahveci Özgür, 2017). It aligned its Continental Shelf Law that provides for a 200 nautical mile

Exclusive Economic Zone (EEZ) based on the United Nations Convention on the Law of the Sea (UNCLOS) in 2014 (Gürel et al., 2013). Without negotiating with the Turkish Cypriots, the RoC unilaterally concluded a series of EEZ delimitation agreements with Egypt (2003), Lebanon (2007, yet to be ratified by the Lebanese Parliament), and Israel (2010). Turkey considered such bilateral agreements for the demarcation of EEZs and exploration of the hydrocarbon resources in those areas without taking the consent of Turkey or Turkish Cypriots, as undermining Turkish maritime sovereignty (Özdemir, 2020; Demiryol, 2019). Turkey claims that the EEZ claimed by the RoC overlaps with Turkey's continental shelf (Ateşoğlu Güney, 2019).² Moreover, Turkey insists that the two communities in Cyprus should possess equal rights under international law to benefit from energy resources offshore the island (Özdemir, 2020; Ateşoğlu Güney, 2019).

As a party to the UNCLOS, the RoC legitimizes its maritime claims by promoting the legitimacy of the UNCLOS to nullify Turkish claims. As Turkey considers certain provisions of the UNCLOS (Articles 3, 33, and 121 of the Treaty) posing a threat to the Turkish interests in the Aegean Sea due to the disagreement with Greece over maritime borders, Turkey has not become a party to UNCLOS (Ateşoğlu Güney, 2019, p.23). Rejecting maritime claims Greece and the RoC make on the basis of the UNCLOS, Turkey argues that when islands are located in a way that competes directly against continental land areas, they should be deprived of full maritime zones (Erciyes, 2012). Holding the longest coastline in the Mediterranean, Turkey asserts that its consent should be taken for any agreement that determines how naval boundaries will be drawn and how energy resources will be shared (Zaman, 2020). Along this line, Fatih Dönmez, the Minister of Energy and Natural Resources, has highlighted that Turkey should not be isolated from the energy dynamics in the Eastern Mediterranean if a final solution will be designed among regional countries (Küçükgöçmen, 18 June 2019).

Energy interests such as the need to develop and export the gas discovered in the region have facilitated a close cooperation among Israel, the RoC, Greece, and Egypt. Several projects regarding the export of the Eastern Mediterranean gas, including the EastMed pipeline were supported by such countries (Demiryol, 2019, p.453). Despite financial costs, technical hurdles, and political disputes that make the EastMed Project a less likely option for investment, the European Commission (2019) declared it as a project serving the common interest for the European Union (EU). This energy based cooperation was

2 Based on the UN Law of the Sea, coastal states are entitled to claim up to 200 nautical mile of maritime zone from their coast. However, the concave shape of the Eastern Mediterranean Sea leads to overlaps in those zones each country makes a claim. Thus, it is necessary for littoral states to negotiate with each other to define their respective maritime borders (Ateşoğlu Güney, 2019).

complemented with security cooperation among Israel, Greece, the RoC, and Egypt to increase geopolitical leverage against Turkey (Özertem, 2016). The deterioration of the Israeli-Turkish relations after the Mavi Marmara incident in May 2010, of the Turkish-Egyptian relations after the coup against the Mursi government in 2013, coupled with the historical Greek-Turkish enmity, have constituted common motivations for regional countries to cooperate against Turkey. For instance, upon the withdrawal of Turkey in 2010 from the routine naval exercises (the Reliant Mermaid) conducted by Turkey, Israel, and the U.S. since 1997, the U.S. and Israel invited Greece to join the exercises. With the participation of Greece, the exercises were renamed as Noble Dina that aimed at protecting offshore energy infrastructure from a potential enemy (Demiryol, 2019). With the defense agreement signed between Israel and Greece in September 2011, Greece enabled Israeli navy and air force to be deployed at bases in Greece and carry out training in Greece's airspace (Nastos, 2013). Moreover, by signing a Status of Forces Agreement with Israel in July 2015, (SOFA), Greece became an important defence partner of Israel (Demiryol, 2019, p.455).

Energy interests also brought Israel and the RoC that had previously no substantial level of cooperation over six decades together (Adamides and Christou, 2015). To enhance natural gas cooperation, Israeli Prime Minister, Netanyahu visited the island in February 2012. The subsequent conclusion of a defense agreement with the RoC, Israel had the opportunity to use the RoC's airspace and territorial waters. These steps provided the basis for Israel, Greece, and the RoC to conduct joint naval and air exercises that heightened Turkey's threat perception in the Eastern Mediterranean. This trilateral cooperation was strengthened with the participation of Egypt that closely cooperated with Greece and Cyprus to discuss the use of hydrocarbon resources in the Eastern Mediterranean. With a Memorandum of Understanding concluded with the RoC in February 2015, Egypt aimed at constructing a pipeline that would transfer the gas extracted at the Aphrodite field to its liquid natural gas (LNG) facility. In January 2019, Egypt hosted the Eastern Mediterranean Gas Forum (EMGF), which brought Egypt, Greece, Italy, Israel, GCASC, and Jordan together. This forum that aimed at knitting close ties among regional actors for the establishment of a regional gas market excluded Turkey and the Turkish Republic of Northern Cyprus (TRNC) (Johnson, 2019). Moreover, in a joint document concluded in 2019, the defence ministers of Egypt, Greece, and Cyprus, agreed to hold joint military exercises and deepen defense cooperation. The same document condemned Turkey's activities in the Eastern Mediterranean for being provocative (Farouk, 2019). After the trilateral meeting, the Defense Minister of Egypt, Mohamed Zaki stressed the common need for three countries to protect their interests against the threat posed by Turkey in the Eastern Mediterranean (Farouk, 2019).

What has exacerbated Turkish perception of containment in the Eastern Mediterranean further has been the EU support given to Greece and the RoC concerning their maritime claims. The EU considers Turkish drilling efforts as a violation of maritime zones claimed by both countries (European Council, 2018). The EU fiercely objects to the Turkish declaration of navigational telex system (NAVTEX) to conduct drilling activities in the Eastern Mediterranean. When Turkey announced a NAVTEX on 3 May 2019, the then EU's foreign affairs commissioner Federica Mogherini (2019) considered Turkish action as illegal and invited Turkey to respect the sovereignty of Cyprus. Upon Turkey's insistence to engage in drilling activities in its and TRNC's continental shelf, Greece and the RoC made a call to the EU to take a hard-line position against Turkey (Smith, 2019). Responding to this call, the European Council (22 March 2018; 20 June 2019; 27 February 2020) has repeatedly expressed its concerns and strongly condemned the drilling activities in various sets of conclusions. The EU also imposed on Turkey several sanctions, including the postponement of high-level meetings between the EU and Turkey and the reduction of the 2020 pre-accession assistance to Turkey (European Council, 15 July 2019). In February 2020, the EU imposed sanctions on two Turkish executives from the Turkish Petroleum Corporation responsible for exploration and drilling activities in the Eastern Mediterranean (European Council, 27 February 2020).

Another actor that has increased Turkey's threat perception in the Eastern Mediterranean has been the U.S. that has made alliances with Israel, Greece, and the RoC and increased its involvement in the region through its exploration companies such as Noble Energy and ExxonMobil (Özdemir, 2020). It is within such a geopolitical structure that Turkey conducts its assertive foreign energy policy to protect its interests in the Eastern Mediterranean. Based upon a zero-sum perception and relative gain concern, although a regional cooperation based on energy interests would offer Turkey many benefits such as contributing to its energy supply security and fulfilling its desire to be an energy hub, Turkey gives priority to alleviating its security concerns (İseri and Bartan 2019; Demiryol, 2019). Foregoing potential economic benefits, Turkey follows hawkish policies to undermine the containment policy leveraged against it by a coalition of regional countries supported by the EU and the U.S. (Telci, 2019; Özertem, 2016).

Defending Turkey's Sovereign Rights in the Eastern Mediterranean

Defining energy cooperation as a common denominator for regional peace in the Political Vision 2023, Turkey emphasized how regional energy-based interests would contribute to domestic political stability and economic welfare in the country (İşeri and Bartan, 2019). However,

although Mediterranean energy resources would reduce Turkish import dependency by diversifying its energy imports and contribute to its desire to be regional energy hub, geopolitical considerations urged Turkey to prioritize its security and maritime sovereignty. In order to defend Turkey's and Turkish Cypriots' maritime boundaries, Turkey combined diplomatic measures with balancing efforts based on the threat of force.

Accusing the RoC of dividing its EEZ into 13 blocks in 2007 to accelerate drilling activities off the coasts of the island by energy companies, Turkey claimed that most of the blocks claimed by the RoC overlapped with the Turkish continental shelf (Karbuş, 2018, p.249). As a retaliation to the commencement of drilling activities by Noble Energy in Block 12 in September 2011, Turkey signed a continental shelf delimitation agreement with the TRNC. Based upon this agreement, the TRNC concluded with Turkish Petroleum Corporation (TPAO) an exploration license granting agreement that has been a major source of dispute between Turkey and the RoC due to the overlaps with the majority of the 13 blocks already claimed by the RoC (Demiryol, 2019, p.452). Considering Greek Cypriot's unilateral exploration offshore the island as a violation of the rights of Turkey and the TRNC, Mevlüt Çavuşoğlu, the Minister of Foreign Affairs, expressed Turkey's determination to carry out its activities on its continental shelf (Kambas, 11 February 2018). Highlighting energy independence as indispensable for strong economy and national security, Fatih Dönmez, the Minister of Energy and Natural Resources, highlighted the Turkish resolution to prevent any bid in the Eastern Mediterranean that violates its maritime sovereignty (ETKB, 2018). Erdogan upheld this discourse by expressing Turkey's desire to pursue exploration activities in the Eastern Mediterranean 'until common sense prevails on the issue' (Cupolo, 11 August 2020).

To materialize this discourse, Turkey sent seismic and drilling vessels to the territorial waters within its continental shelf to show its naval existence in the region. Turkey's exploration of hydrocarbon resources through its seismic vessels, Oruç Reis and Barbaros Hayrettin Paşa together with drilling vessels, Fatih and Yavuz has been an important balancing effort that aimed at consolidating Turkish maritime rights in the Eastern Mediterranean. The drillings Turkey conducted through such vessels offshore the zone claimed by the RoC have been a source of tension leading, for instance, to the suspension of peace negotiations for the settlement of the Cyprus issue (Kahveci Özgür, 2017; Biresselioğlu, 2019, p.125). When in 2014 Turkey issued a NAVTEX for seismic research on the part of the island where ENI-Kogas consortium was conducting drilling on behalf of the RoC, the RoC announced its withdrawal from the UN-mediated negotiations (Demiryol, 2019:452; Özertem, 2016). Greece and the RoC supported by the EU attribute the failure of peace negotiations in the island to Turkish assertive actions.

Another important step Turkey took as part of its balancing strategy has been the conclusion of Memoranda of Understanding (MoU) for the delimitation of maritime jurisdictions with Libya on 27 November 2019. The MoU that established 18.6 nautical miles of a continental shelf and exclusive economic zone between Libya and Turkey served as an important step to overcome the containment policy followed by regional actors to isolate Turkey in the Eastern Mediterranean. The regional states together with the EU reacted fiercely to Turkey's MoU with Libya. The European Council announced on 12 December 2019 that 'The Turkey-Libya Memorandum of Understanding on the delimitation of maritime jurisdictions in the Mediterranean Sea infringes upon the sovereign rights of third states, does not comply with the Law of the Sea and cannot produce any legal consequences for third states' (Tzogopoulos, 2019). Describing Turkey's drilling activities as illegal and expressing its full solidarity with Cyprus, the European Council (15 July 2019) urged Turkey to follow good neighbourhood policy and solve regional disputes diplomatically.

The Turkish Ministry of Foreign Affairs (2019) responded to this call by expressing Turkey's determination to protect its rights within its maritime jurisdiction areas. To show its determination, Turkey issued another controversial NAVTEX on 10 August 2020 for conducting drilling in an area that Greece claims to be within its EEZ to protest the conclusion of an maritime accord between Greece and Egypt on 6 August 2020. With this NAVTEX, Turkey not only sent the Oruc Reis survey vessel, escorted by warships to the contested waters between Crete and Cyprus, it also announced its intention to conduct military exercises in the area between the islands of Rhodes and Kastellorizo (Gürçan, 10 August 2020). By threatening Turkey that there would be 'no tolerance' for Turkey's actions, the Greek Foreign Minister Nikos Dendias urged Turkey on 11 August 2020 to leave the area immediately. Expressing Turkish determination to continue exploration and drilling activities, on 13 August 2020, the Turkish President Erdoğan warned that anyone attacking the Turkish drilling vessel Oruç Reis would pay a heavy price (Zaman, 13 August 2020; Evans, 13 August 2020).

Expressing the EU's solidarity with Greece and the RoC against Turkish activities in the Eastern Mediterranean naval confrontation, Josep Borrell, High Representative of the EU for Foreign Affairs and Security Policy called Turkey for immediate deescalation of the tensions over offshore drilling rights in the region and engage in dialogue with Greece. Indicating its desire to reinforce its military presence in the Eastern Mediterranean to ensure that Turkey respects international law, France provided Greece with military support (Zaman, 13 August 2020). French and Greek ships expressed their desire to conduct joint naval exercises on the waters that Turkey announced NAVTEX for seismic survey. France

also demanded that the EU impose further sanctions on Turkey over its actions in Libya and the Eastern Mediterranean (Zaman, 13 August 2020). In addition to the EU, Israel also expressed its solidarity with Greece in the recent naval tension between Turkey and Greece (Zaman, 13 August 2020). Despite Turkey's alienation in the crisis, Erdogan said that 'Turkey will not back down to threats of sanctions nor to incursions on its claimed territory in the Mediterranean' (Koca and Spicer, 15 August 2020). He added that 'We will never bow to banditry on our continental shelf. We will not back down against the language of sanctions and threats' (Koca and Spicer, 15 August 2020).

Conclusion

From a neo-realist perspective, this paper has examined why Turkey has followed an assertive foreign energy policy in the Eastern Mediterranean. Although energy-based cooperation with regional partners would help contribute to Turkey's desire to diversify its energy imports and establish itself as an energy hub, Turkey has felt excluded from the opportunities that emerged with the energy discoveries in the region. The paper has shown that energy-based alliance among Israel, Greece, the RoC, and Egypt supported by external actors such as the EU and the U.S. has provoked political tension for Turkey. An important finding of the paper reveals that energy discoveries cannot be seen just as an economic issue, but also as an issue with a security dimension. Considering that the regional alliance over hydrocarbon resources have changed the regional balance of power and increased its threat perceptions, Turkey has treated energy discoveries not in terms of the economic benefits they would provide but in terms of security and maintaining the regional statusquo.

Another important finding indicates that Turkey has followed a balancing strategy against the containment policy that regional and global actors exercised against it in the Eastern Mediterranean. The Egypt-Israel-Cyprus-Greece front increasingly gained military support from France and the United States, each of which has significant economic investments in the Eastern Mediterranean. By defending its maritime sovereignty as well as the rights of Turkish Cypriots, Turkey has tried to respond to the containment it faces by undertaking proactive measures such as concluding a controversial MoU with Libya and deploying its vessels to the contested waters for drilling and exploration activities. Such policies have increased tension in the Eastern Mediterranean. The increasing escalation in the region over the access to hydrocarbon resources has been in line with the neo-realist perspective that considers the nature of international relations as competition and struggle for power among states.

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Chapter 13

DIGITAL MARKETING IN HOTEL ENTERPRISES: A REASEARCH ON THE 5-STAR HOTELS IN KUŞADASI

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INTRODUCTION

Thanks to the developments in internet technologies in the recent years, the marketing activities of the enterprises have been transferred from traditional methods to digital platforms. Unlike the traditionally known methods, digital marketing involves the marketing activities performed by using the internet, mobile and interactive platforms in order to promote the brand and the work done and support all the marketing activities (Chaffey & Smith, 2013). Today, digital marketing has also significantly affected the activities of hotel enterprises within the tourism industry. Hotel enterprises communicate with their current and potential customers by means of their web pages, social media accounts, e-mail, mobile applications, blogs and online reservation platforms. The digital platforms in which the information, announcements, photos and videos about the hotel are shared, and the evaluations of the customers regarding the hotel can be found, are visited by the consumers prior to making a holiday purchase decision and guide the purchasing decision of the consumers. For this reason, it is necessary that hotel enterprises should attach importance to digital marketing so that they do not fall behind the competition and that they are able to perform effective marketing activities.

The purpose of this study was to find out what the digital marketing applications of the 5-star hotel enterprises operating in Kuşadası are, determine which digital marketing platforms they are involved in, and reveal the advantages and disadvantages of digital marketing for the hotels from the perspectives of the hotel managers. In accordance with this purpose, first of all, literature review was presented regarding the concept of digital marketing, digital marketing tools and digital marketing in hotel enterprises, and after that, the articles published on similar topics both in the national and international literature were mentioned. Finally, the findings obtained from the interviews with the hotel managers were presented. The study was completed with the suggestions for the hotel enterprises to use digital marketing more effectively.

The Concept of Digital Marketing

Digital marketing is the marketing activities performed in digital environment by using the internet, mobile and interactive platforms (Chaffey & Smith 2013: 102). With the development of technology and the increase in the number of internet and mobile device users, the most effective and low-cost way for enterprises to get in touch with their target audiences is digital platforms. The enterprises that benefit from the opportunities offered by digital platforms can achieve many functions from the promotion of their products and services to sales, after-sale support and services. In addition to this, they can also communicate easily with consumers and follow their requests and suggestions (Ryan, 2016: 1660).

Digital marketing is also commonly referred to as internet marketing, online marketing or web marketing (Atshaya & Rungta, 2016). The reason for this is the fact that it is a marketing technique developed by using the internet. According to Camilleri (2018), the difference of digital marketing from traditional marketing is that digital marketing is low-cost, measurable and interactive. Besides, the demographic information of the users and their consumption habits can be obtained thanks to the features of digital platforms like surfing the web page, search history and geographic location (Camilleri, 2018). By means of these features, it is also easier for enterprises to apply effective marketing strategies for their target audiences.

Digital marketing is composed of four basic steps:

1. Obtain: These are the activities carried out in order to direct the consumer to the website or the page where the sale is made. Search engine optimization (SEO), search engine marketing (SEM), social media marketing, e-mail marketing and content marketing are all involved in this step (Chaffey & Smith., 2013: 379).

2. Conquer: These are the activities performed in order to conquer the customer after beginning to surf on the website. These activities are content management, efforts for supporting customer decision, and giving persuasive messages (Chaffey & Smith, 2013: 189).

3. Measure-Optimize: It is the step in which the success of the enterprise is measured and its rights and wrongs are understood. The success of the website and the success of the competing enterprises are compared. In order to achieve this, some methods of test and analysis are applied (Smith, 2011: 490).

4. Own and Grow: They are the works done so as to keep the customers satisfied and retained. Loyalty programs, service customization and e-mail marketing are the techniques to be used (Chaffey & Smith, 2013: 193).

Digital Marketing Tools

A set of tools are required in order to carry out the marketing activities in digital environments so that the products and services are promoted, potential customers are reached and current customers are retained. The most used ones among these tools are; search engine optimization (SEO) and search engine marketing (SEM), websites, e-mail marketing, social media marketing and mobile marketing (Istvanic, Milic & Krpic, 2017).

1. Search Engine Optimization (SEO) and Search Engine Marketing (SEM): SEO is the whole of all the work done in order for the websites or webpages to be ranked higher in the search engines like Google. Thanks to SEO, users can access any website very easily (Puchkov, 2016: 5). SEM,

on the other hand, is the paid advertising activities that enable your website or product to reach the targeted audiences as a result of the searches done in the search engines like Google, Yandex, Bing, etc. Google AdWords and Yahoo Search Marketing are the two major search engine advertising programs (<https://dijilopedi.com/arama-motoru-mazarlamasi>).

2. Websites: These are the environments that enable the enterprises to provide information about themselves on the internet, allow them to carry out promotional and advertising activities, and support communication with the customers. A website must be able to meet the needs of its consumers, create customer loyalty and make its customers revisit the website. Furthermore, due to the fact that websites play an interactive role between the consumers and enterprises, those which can attract their consumers, make them feel the website is safe and satisfy their consumers are defined as successful websites (Harridge, 2004).

3. E-Mail Marketing: It is the fact that the enterprises utilize e-mail methods for product promotion, communication, and sales and marketing activities by benefiting from the digital environment. Electronic messages arrive its receiver with an e-mail address anywhere in the world fast and secure with zero cost in a few seconds (Strader & Shaw, 1999: 84).

4. Social Media Marketing: Today, one of the most important digital marketing tools is social media. By 2019, approximately 3.6 billion people all over the world had already been social media users (www.wearesocial.com/global-digital-report-2019). Social media marketing is the technique of using the individuals and social media channels that have an influence on each other through their shares on social networks in accordance with their own purposes (Singh, 2010: 10). In Turkey, the most widely used social media tools are Facebook, Instagram and YouTube (www.wearesocial.com).

5. Mobile Marketing: Mobile marketing is the fact that the enterprises promote their products and services through mobile devices by benefiting from the power of developing technology (Hofacker et al., 2016: 27).

Digital Marketing in Hotel Enterprises

According to 2020 data, the number of internet users all over the world has reached up to 4.54 billion people, the number of mobile phone users all over the world has reached up to 5.19 billion people, and the number of social media users all over the world has reached up to 3.80 billion people. In Turkey, there is a total of 62 million Internet users, 77 million mobile phone users, and 54 million social media users. When the tools of using the Internet are considered, it is revealed that the most commonly used tool in Turkey is mobile phone, with a ratio of 74.8% (<https://wearesocial.com/digital-2020>). The numbers reveal the importance of digitalization and

digital marketing both in the world and in Turkey. Hotel enterprises, which have been trying to survive in such an environment where competition is increasing, have been utilizing digital marketing methods so as to communicate with their current and potential customers and retain them. In order to be able to achieve success in international marketing and advertising, hotel enterprises are trying to obtain competitive advantage by designing their own websites or by having the experts design these websites (Salavati & Hashim, 2015: 367). In addition to this, they have been carrying out their marketing activities by using social media tools, putting mobile applications into practice and actively participating in other digital platforms.

Thanks to the digital marketing activities carried out in the hotel enterprises, new customers can be reached, personalized service can be provided to customers and thus, it becomes possible to increase the sales (Jagongo & Kinyua, 2013). Today, the digital marketing technologies used in the tourism and hotel industry include e-mail marketing, websites, social networks, mobile applications, blogs and online reservation platforms (Leite & Azevedo, 2017: 92). In the study conducted by Pan, Maclaurin and Crotis (2007), the researchers examined the travel experiences shared by the tourists on blogs and stated that travel blogs were an effective and low-cost method of learning the opinions of customers. In the study conducted by Chan and Denizci Guillet (2011), they examined the social media activities of the hotels operating in Hong Kong and revealed the importance of using social media tools effectively in customer loyalty.

Today, while consumers make their hotel preferences, they collect information by doing research on the internet before making a purchase decision. In the studies investigating the effects of digital marketing on sales, it was concluded that there was a positive relationship between the increase in sales and digital marketing factors (Yasmin, Tasneem, & Fatema, 2015). Furthermore, the studies also revealed that online reviews positively affected the sales of hotels, their images in digital environments and the purchasing process of consumers (Ye, Law & Gu, 2009; Xie, Zhang & Zhang, 2014). According to the results of another study, the cost of bookings made by using the websites of the hotels was 3-3,5\$ less (Starkov, 2002). It was also found out that the promotions and advertisements of the hotels made on the internet were more effective than traditional methods due to the fact that they allowed the use of more visuality and sound effects (Garces et al., 2004).

The advantages provided by digital marketing to hotel enterprises can be summarized as follows:

- The enterprises that benefit from the opportunities provided by the digital environment are able to reach larger audiences and promote their

products and services, carry out sales activities, and manage after-sale customer relations (Wymbs, 2011: 95).

- A hotel website that offers its customers useful information about the hotel and extra advantages helps to increase sales and promote the hotel (Chung & Law, 2003).

- Thanks to their websites, hotel enterprises are able to save up more in sales and marketing activities when compared to brochures and other advertising tools (Karamustafa et al., 2002).

- Hotels are able to communicate with their current and potential customers faster and with lower costs via e-mail (Karamustafa et al., 2002).

- Thanks to digital tools, hotel enterprises can attain new income opportunities such as online sales and advertising revenues (Karamustafa et al., 2002).

Literature Review

In the study conducted by Hsu (2012), the use of Facebook as an international e-marketing strategy by 6 major hotel enterprises operating in Taiwan was examined and it was revealed that the hotels used Facebook pages as an electronic marketing tool. However, due to the fact that the only language option used on the page was Chinese, it was found out that the hotels could not address international markets.

In their study, Leung, Bai and Stahura (2015) investigated the marketing activities of two different social media sites (Facebook and Twitter) in the hotel industry. It was determined as a result of the study that social media experiences of the hotel customers affected their attitudes towards the social media site, that different social media sites utilized the same marketing activity, and that the hotel managers used the same marketing tactics for Facebook and Twitter marketing.

In their study, Li, Wang and Yu (2015) examined the website marketing activities of the hotels in the USA. A questionnaire was applied to the employees of three major hotel chains operating in the USA and it was found out that using current website by the hotels in the USA involved relatively limited information as they focused on disseminating information.

In their study, Loncaric and Radetic (2015) investigated the digital marketing practices of the hotels in Istria, the most developed tourism district of Croatia. It was revealed as a result of the research that the majority of the hotels (83.3%) used institutional websites as the marketing communication tool, and that the internet and websites were significant components of the marketing strategies of these hotels.

In their study, Salem and Cavlek (2016) examined the websites of 113 hotel enterprises operating in Egypt, and also obtained the views of 406 hotel customers so as to evaluate the website contents of the hotels. It was revealed as a result of the hotel that the websites of the hotels should be redesigned in accordance with the expectations of their customers, and that using hotel social media accounts more actively and paying more attention to mobile applications by the hotel managers were important digital marketing elements.

Bayram, Bayram and Altunöz (2016) investigated the websites and Facebook accounts of 13 hotel enterprises operating in Muş, Turkey and determined that the web pages and Facebook pages of the hotels should be made more functional.

In their study, Pamukçu and Arpacı (2016) examined the websites of 135 hotel enterprises in Turkey with halal concept and found out that the services offered in the hotels were mostly involved in their websites.

In their study on how fifty-nine 4 and 5-star hotels in Porto, Portugal used the digital marketing tools, Leite and Azevedo (2017) revealed that each hotel used at least one digital marketing tool but there was much progress to be made as they had shortcomings. It was emphasized as a result of the study that different reservation systems should be utilized and all the digital platforms should be connected to each other.

Li et al. (2017) conducted a survey on 289 individuals who used the websites of the hotels in China and found out that the elements of being user friendly, entertaining and complementing attracted attention in the quality of the hotel website.

In the study by Karamehmet and Aydın (2017), the Facebook shares of 441 5-star hotels operating in Turkey were considered and it was revealed that the shares with informative content and having picture often attracted attention, whereas video sharing was conducted less.

Pelsmacker, Tilburg and Holthof (2018) investigated the effects of digital marketing strategies (having a digital marketing plan, responding to guest reviews, following online reviews) on hotel occupancy in 132 hotels operating in Belgium and it was revealed as a result of the study that digital marketing strategies affected hotel performance.

In their study, Ünal and Çelen (2018) evaluated 652 accommodation enterprises operating in Turkey within the framework of the hotel website and size. It was revealed as a result of the study that the websites of the accommodation enterprises in Turkey included contact information and location but they did not involve the variables regarding the requests and offers of their guests.

Hung (2018) examined 153 hotel websites operating in Taiwan and revealed that there was a consistency problem regarding the positioning of the hotels between online website quality and offline star ratings.

In the study conducted by Khmiadashvili (2019) in order to analyze how 70 hotel enterprises operating in Tbilisi, Georgia used digital marketing, it was revealed that the most effective digital online marketing channel used by the hotels was Facebook and the most dominant online distribution channel was Booking. It was also emphasized that the employees working in the hotels should be digitally literate.

Ercan (2020) analyzed the websites of 79 5-star hotel enterprises in Alanya, Turkey in terms of their digital marketing performances and revealed that the digital marketing performance of the resort hotel websites was poor in sales promotion tools dimension, and it was inadequate in public relations and mobile features dimension. It was also determined that the performance of the hotel websites was excellent in the information about the services offered in the hotel dimension.

In the study conducted by İnce and Doğantan (2020) on the benefits of the digital marketing tools used by 21 hotel enterprises, it was determined that the hotels utilized social media, institutional websites, applications and Google advertising tools, and that digital marketing provided low-cost in the hotel enterprises as well as long-term growth in the market size, access to large audiences, personalized service, increased efficiency and profitability.

The Purpose, Importance and Method of the Research

Intensive competition experienced in the tourism market has led hotel enterprises to digital marketing in the promotion, marketing and sales of their products and services, and in the creation of customer loyalty in the after-sale process. The purpose of this study was to find out what the digital marketing applications of the 5-star hotel enterprises operating in Kuşadası were, determine which digital marketing platforms they were involved in, and reveal the advantages and disadvantages of digital marketing for the hotels from the perspectives of the hotel managers. As a result of the literature review, it was determined that the researches conducted regarding the digital marketing applications of the hotels were mostly on the web pages and social media accounts, and that there were no studies found on the digital marketing practices of the hotels, especially in Kuşadası. In addition to this, the 5-star hotels operating in Kuşadası were involved in the scope of the research considering the fact that 5-star hotel enterprises provide services with a more institutional and professional understanding and that they use digital platforms more effectively. The population of the research was composed of the managers of the 5-star

hotel enterprises operating in Kuşadası. At the time of the research, there was a total of 15 5-star hotels operating in Kuşadası (Aydın Provincial Directorate of Culture and Tourism). Due to Covid-19 pandemic, two of the 15 5-star hotel enterprises could not open their doors to guests, and one hotel enterprise was closed down due to lack of reservation. The data of the research was collected from a total of 12 hotel managers between August 10 and August 20, 2020. Within the scope of the research, face to face interview technique, one of the qualitative research methods, was used and the interviews were conducted with the hotel managers by making an appointment with each of them in advance. While preparing the research questions, the related literature was reviewed and the studies of Yılmaz (2019) and İnce and Doğantan (2020) were utilized. The findings obtained as a result of the interviews were analyzed by using descriptive analysis method.

FINDINGS

In this study, which was conducted in order to find out what the digital marketing applications of the 5-star hotel enterprises in Kuşadası were, the demographic information regarding the hotel managers interviewed was given in Table 1.

Table 1. Demographic Information Regarding the Participants

Participant	Age	Gender	Educational Status	Position	Work Experience
1	42	Male	Undergraduate	General Manager	20 years
2	39	Male	Undergraduate	Sales and Marketing Manager	15 years
3	40	Male	Undergraduate	General Manager	20 years
4	39	Male	Undergraduate	General Manager	21 years
5	40	Male	Undergraduate	General Manager	23 years
6	39	Female	Undergraduate	Digital Marketing Expert	17 years
7	35	Male	Undergraduate	Digital Marketing Expert	10 years
8	40	Male	Undergraduate	Sales and Marketing Manager	19 years
9	37	Male	Undergraduate	Digital Marketing Expert	13 years
10	42	Male	Undergraduate	Sales and Marketing Manager	19 years
11	38	Male	Undergraduate	Sales and Marketing Manager	18 years
12	38	Male	Undergraduate	Digital Marketing Expert	16 years

As could be understood from Table 1, 4 of the individuals interviewed were working as general managers, 4 of them were working as digital marketing experts and the rest 4 were working as sales and marketing managers in the hotels. Only 1 of the individuals interviewed was female,

while the others were male. Considering the age and sector experience in general, it could be seen that those who were working as digital marketing experts were younger and their sector experience was lower. All the individuals interviewed had received undergraduate education.

The hotel managers were initially asked the question of “Do you think digital marketing is important in the hospitality industry?”. All the managers stated that digital marketing was very important for effective communication with the customer today. Participant 4 responded *“Traditional marketing methods are no longer used, digital platforms are more prominent for sales and marketing”*, while Participant 11 expressed *“Digitalization has reached very important levels all over the world, it is necessary not to fall behind this, it is necessary to follow innovations and carry out applications in the hotel accordingly”*.

To the question of “What are your reasons for using digital marketing?”, the participants responded “communicating with the guests, getting feedback from guests, strengthening the image of the hotel and performing sales”. Participant 1 stated *“Digital marketing is very important in terms of increasing the sales of the hotel, everyone is intertwined with technology today, people are using smart phones even when they are booking hotel rooms”*, whereas Participant 7 expressed *“The popularity of the hotel has increased thanks to digital platforms, we received very positive feedbacks thanks to our marketing efforts”*, and Participant 12 said *“Thanks to the comments of the guests made on social media, we acknowledge the expectations of the guests better and come up with solutions accordingly”*. It was found out that digital marketing has many advantages such as acknowledging the requirements of the guests better, communicating with them effectively, and creating a brand image.

To the question of “If you don’t pay much attention to digital marketing, what are your reasons?”, only 3 hotel managers replied that they could not pay attention to this issue. For the reason of this, they expressed that since they were chain hotel enterprises, digital marketing activities were carried out from the headquarters and they could not interfere in these activities. They also stated that they could not allocate sufficient budget for digital marketing. Furthermore, Participant 5 stated *“Even if we want to attach importance, it is beyond our power. Digital marketing activities are performed with the help of an agency from the headquarters, it is insufficient, but unfortunately we do not have the chance to interfere in these activities”*, while Participant 12 expressed *“No budget is allocated for digital marketing. Unfortunately, it is not among the priorities of the hotel owners”*.

The responses given to the question of “What digital marketing tools do you use?” were presented in Table 2. According to Table 2, the

number of hotels performing marketing through e-mail was only 3, and the number of hotels performing mobile marketing was only 1. It was revealed that these two marketing channels were not preferred most due to the fact that permission should be obtained from the guests because of the Law on the Protection of Personal Data. It was also determined that the hotels utilizing e-mail and mobile marketing methods were relatively older hotels and mostly preferred these methods to communicate with their repeat guests. All the hotel managers interviewed stated that they used web pages, social media accounts, Search Engine Optimizations and online booking platforms as the digital marketing tools. 8 of the hotel enterprises expressed that they used Search Engine Marketing and placed paid advertisements on Google AdWords. Participant 1 responded “*We use Booking, Expedia, Hotelbeds, Otelz, Sunhotels and our own online sales panel as online booking platforms*”, whereas Participant 4 stated “*Sponsored advertisements that we place on Google and Instagram are increasing our sales. We think that these channels are very effective, and they enable us to reach potential customers as well*”.

Table 2. Digital Marketing Tools Used in the Hotels

Digital Marketing Tools	Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7	Hotel 8	Hotel 9	Hotel 10	Hotel 11	Hotel 12
E-mail	X	X	X	X	X	✓	X	X	✓	✓	X	X
Mobile Marketing	X	X	X	X	X	X	X	X	X	✓	X	X
Web Page	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Social Media	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Search Engine Optimization	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Search Engine Marketing	✓	X	✓	✓	X	✓	✓	✓	✓	X	✓	X
Online Reservation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

To the questions of “Which social media accounts do you use?”, “Who manages your social media accounts?”, “Who responds the questions from social media?”, and “Who prepares the contents of your social media

posts?”, all the hotel managers responded that Facebook and Instagram were the social media tools preferred most. Twitter and YouTube were also among the common social media tools preferred by the hotels but they were preferred less. When the reason for this was asked, they replied that Facebook and Instagram were the tools preferred most by the consumers all over the world, and that they were more effective in reaching their target audience and current customers. They also expressed that those who managed their social media accounts were their digital marketing expert or guest relations staff. 4 of the hotel enterprises interviewed stated that their social media accounts were managed by means of the support from social media agencies. 2 of the other hotels mentioned that the accounts were managed by their digital marketing experts in their hotels, whereas the rest were managed by the hotels’ guest relations or sales and marketing staff. They also stated that the digital marketing expert or guest relations staff responded to the questions of their guests. Participant 3 said *“We have the opportunity to organize the advertisements on Instagram according to our target audience. For example, we now offer advertisements for the families with children in Turkey, all the families with children see the advertisement of waterslide kiddie pool in our hotel, and in this regard, social media is very advantageous for us”*, whereas Participant 4 stated *“The sales and marketing staff of the hotel make video and photo shootouts. All the photos and videos are presented for my approval before being shared and the posts are made after my approval. The staff also has to respond to the messages from social media within 24 hours”*, Participant 5 replied *“The social media agency we are working with manages the social media accounts since we are a chain hotel. They come to the hotel and take photos, all the posts and contents are prepared by the agency and they respond to incoming messages”*, Participant 7 expressed *“With the support of a professional photographer, the images of the hotel are prepared, and then the sales and marketing team creates contents and posts”*, and Participant 11 stated *“We are using the images prepared by the agency we were working with before. Our digital marketing expert prepares the contents, places them on the images, and posts them after the approval of the sales and marketing manager”*.

To the question of “What are the advantages and disadvantages of digital marketing for your hotel?”, all the managers replied that its positive effect was more. Participant 3 stated that *“Since we are a brand hotel, we receive positive feedback from our guests on digital platforms, our brand value increases with positive comments”*, whereas Participant 6 expressed that *“Especially foreign guests pay much attention to the comments and ratings made on the websites like TripAdvisor. Thus, it becomes an advantage for us as the score of our hotel is high, that is to say, the hotel is being advertised automatically”*, and Participant 9 mentioned that

“Advertising costs are reduced thanks to digital media; especially social media is a very effective and low-cost method in terms of marketing”. It was also observed that some hotels provided services to their customers through mobile applications, offered many services such as hotel reservation, room service, complaints and suggestions through the application, and used this as a marketing tool. Hotel managers emphasized that digital marketing had not only positive but also negative aspects. Participant 1 stated *“Last year, a guest from abroad who bought a holiday at the end of the season from a tour operator who did not have an agreement with our hotel experienced a problem with the reservation. Despite the fact that it was a problem not caused by our hotel, we tried to solve the problem. Nonetheless, the guest made very strict and negative comments about our hotel on all digital platforms, accused our hotel of being a fraud; the complaints are still on the review websites though we reached out to the guest, explained the situation and helped”*, while Participant 8 mentioned *“There are guests who had no dissatisfaction during their stays but who has made disparaging comments about the hotel after leaving the hotel on the review websites like TripAdvisor. For us, guest satisfaction comes first, the whole team has been working hard so as to solve all kinds of problems within the hotel. However, it is sad to have such comments”*, and Participant 12 expressed *“The biggest disadvantage of digital media is that anyone who wishes can write anything. Since you do not have the chance to interfere, criticisms can be made, though sometimes wrong, and even from time to time, we encounter some people who make negative comments by using fake accounts only in the name of defaming the hotel”*.

CONCLUSION AND SUGGESTIONS

Internet use is increasing day by day, both by tourism enterprises and by the consumers. Hotel enterprises are required to use digital marketing effectively so as to be able to gain competitive advantage, reach new customers and ensure the satisfaction and continuity of their current customers. Digital marketing provides great benefits to hotel enterprises by offering fast, easy, low-cost and effective advertising and promotion opportunities. In this study, it was aimed to obtain information about the digital marketing applications of the 5-star hotels operating in Kuşadası and reveal the advantages and disadvantages of digital marketing for the hotels.

In the study, it was revealed that the hotel managers were aware of the importance of digital marketing. Digital marketing was used in the hotels in order to support the improvement of services by establishing effective communication with the customers, creating brand loyalty, and providing better understanding of the customers. The hotel businesses that did not attach enough importance to digital marketing were mostly chain

hotels operating under the control of the headquarters. It was determined as a result of the interviews that performing digital marketing activities from a single center and by the affiliated agency did not give the desired result and efficiency. In addition to this, the hotel owners who did not want to allocate any budget for digital marketing constituted an obstacle for the digital marketing efforts of the managers. The most commonly used digital marketing tools by the hotels interviewed were web pages, search engine optimizations, social media and online booking platforms. This conclusion is in parallel with the results of the studies conducted by Loncaric and Radetic (2015) and İnce and Doğantan (2020). It was also determined that the most commonly preferred social media tools by the hotels were Facebook and Instagram. In the studies conducted by Hsu (2012), Leung, Bai and Stahura (2015), Karamehmet and Aydın (2017) and Khmiadashvili (2019), Facebook and Instagram were found to be the most commonly used social media tools by the hotels. Those who managed social media accounts, prepared social media contents and responded to incoming messages were mostly those working in the hotels, either sales and marketing staff or guest relations staff. The number of hotels who obtained professional support and worked with a social media agency was quite few. Furthermore, the number of hotels who employed a digital marketing expert and set up a separate team and department for this task was quite few as well. This conclusion is in parallel with the requirement emphasized in the study conducted by Khmiadashvili (2019) that the staff working in the hotel should be digital literate, and it also shows that the hotels interviewed did not attach enough importance to digital marketing and allocate sufficient budget.

Hotel managers expressed that digital marketing had many advantages such as providing access to target audiences, performing low-cost promotional and advertising activities, and increasing sales. In addition to this, they also stated that digital marketing had some disadvantages. Fictional comments made on hotel review and rating websites, fake comments made to defame the image of the hotel on social media were among the negative aspects determined in this regard.

According to the results of the research, digital marketing will be an indispensable marketing method for hotel enterprises in the future. However, hotels are required to provide the necessary infrastructure for this issue and employ expert staff or get professional support in this regard. In-service training about Internet and information technologies should be provided to the present staff and it should also be ensured that all the staff are digital literate. Besides, the websites of the hotels should be kept up to date and they should be functional and user-friendly. On the web pages, there should be options for consumers to share their questions, complaints and suggestions. In order for all these to be implemented within the

hotels, hotel owners and managers should also allocate a budget for digital marketing.

The fact that this research, which investigated the digital marketing applications of the 5-star hotels in Kuşadası, only involved the destination of Kuşadası and only the 5-star hotels operating in Kuşadası are among the limitations of the research. A similar study can be conducted by carrying out research with different hotel types and in different destinations.

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Chapter 14

QUALITY PERCEPTIONS OF UNIVERSITY STUDENTS WHO RECEIVE HEALTH SERVICE IN HEALTH INSTITUTIONS OF KARS PROVINCE

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Introduction

Facultative initial studies to explore service marketing and quality issues date back to the mid-1960s. However, interest in the subject has gained significant momentum in the last two decades (Murti et al., 2013). The technological advances, globalization, crystallization of innovation and information have led the industrial age to evolve into the information age, which has transformed consumers into more demanding and single-minded individuals (Taş, 2009). These developments were reflected in service marketing as well as product marketing and changed consumers' quality perceptions of service. Hence, the labor-intensive service sector, which has a substantial role in marketing, has become a sector worth studying.

The significance of providing services that cover all the service businesses in line with the customer requests, needs and expectations also play an important role in health services. The most important indicator of service quality in the health sector is the patient satisfaction level. Considering that the customer in this sector is a "patient" and the possibility of experiencing more emotional behaviors due to physical discomfort, it should be known that ensuring satisfaction and permanence is also a more challenging process and that customers, the "patients", are only satisfied with the services they perceive as quality (Yarar & Bağcıoğlu, 2017; Soysal & Koçoğlu, 2018). Thus, the necessity of setting targets to improve their service quality over customer expectations to achieve comparative advantage against their competitors, and to maintain a high quality of human life and permanence becomes even more significant (Taş, 2012).

This study aims to investigate the quality perceptions of the service provided in health institutions to university students in this context. This research offers potential contributions to the relevant literature. This study was carried out particularly on the university student population, which has a certain impact on the development of a city. The first reason behind this selection is to determine the status of service quality and to improve the shortcomings in the health sector. Secondly, it is the idea that this subject may become one of the reasons why university students should prefer Kafkas University. In addition, there is no study on the quality perceptions regarding service marketing of university students perceived service in the health sector of Kars province.

Conceptual Framework

The concept of service has always been challenging to define because of its features such as abstraction, heterogeneity, inseparableness, and instability (Rasulzade, 2019). Therefore, it would be accurate to develop a perspective based on several definitions on the service concept instead

of explaining it over a single definition. In its most basic form service means *“operating a job or doing something that benefits someone”*. Some of the definitions made about the concept of service from past to present are as follows: *“all activities that do not result with a concrete product”*; *“Transactions offered by manufacturers to consumers, which are not fundamentally owned, but benefit both parties”* (Koç, 2018; Memiş, 2019).

In this context, the service concept is *“an activity or series of activities with a more or less abstract structure, which occurs instantly in the interaction between physical resources or systems of a customer or a service provider and offered as a solution to customer problems”* (Ekici, 2012).

The most referred, general, and currently valid definition is the definition made by the American Marketing Association. According to this definition, services are defined as *“activities and products which is substantially abstract with a function between provider and consumer, is open to exchange, immobile, non-storable and not easily disrupted depending on the level of sensitivity between the parties of the process”* (Mucuk, 2016; Yaşayan, 2014).

As the service sector is a human-oriented sector by nature, activities aimed at satisfying the demands and needs of consumers and the duties and responsibilities that employees are required to exercise necessitate more dedication and effort than other sectors (Yapraklı & Sağlık, 2010). This emphasizes two concepts, service quality and customer satisfaction, in the service sector.

Quality is one of the fundamental cornerstones of the system in the service sector (Temizkan, 2019). The literature indicates that service quality perceptions is a complex and difficult process to analyze (Azizan & Mohamed, 2013). Although quality is a subjective concept and it forms different perceptions, it is an indicator of the extent to which consumers' expectations are satisfied after the products or services they purchase (Memiş, 2019). With other words, quality is *“a process that starts with the customer's needs and ends with the customer's perception”* which depends not only on the service provider but also on the observation of the customer receiving the service (Vural, 2016). Quality has recently become a basic business concept that has dramatic effects on multi-disciplinary practices and business value (Akter et al., 2010). The service quality which is defined as *“the degree of satisfying the customer expectations by the service provided”* is asserted to be the difference between customer service expectations and perceived service (Büyükoçkan et al., 2011; Güleş et al., 2011). The consumer's service quality perceptions are explained by the level of satisfaction (Aydın, 2016; Aksoy, 2012). If the expectations are higher than the performance, the perceived quality is not satisfactory and

hence customer dissatisfaction occurs (Büyüközkan et al., 2011).

Scholars who state that consumer service quality perceptions are a complex process, therefore, there are five indispensable dimensions in achieving success in service quality (Çağlıyan, 2017; Ravichandran et al., 2010; Kidak et al., 2015);

- Reliability (ability to perform a promised service correctly and reliably),
- Responsiveness (willingness to help customers (patients) and rapid provision of service),
- Empathy (showing personal attention to customers (patients) and humane behavior),
- Assurances (employees being knowledgeable, courteous, and the ability to earn customers' trust), and
- Tangibility (the tools and equipment used, the written materials, the physical appearance of the staff and the enterprise).

However, perceived quality is defined as *the “evaluation process in which consumers compare their expectations with service perceptions”* (Kondasani & Panda, 2015). The service quality model essentially questions how customers perceive the service quality is addressed. Thus, it has been stated that the answer to this question should reveal the service quality components and these concepts and models will conduce to more successful results (Kozak & Aydın, 2018).

Customer service quality perceptions consists of three components. These components are technical quality, functional quality, and corporate image. Technical quality includes the quantitative features that the customer obtains through the service. As the functional quality, which is a more substantial variable than technical quality for consumer perception and service differentiation, expresses how consumers receive the service. Technical quality is related to which service is provided, and functional quality is related to how service is provided. The corporate image is the positive or negative mark that the company acquires in the mind of the customer (Bilgin & Göral, 2017; Koç, 2018; Yarimoğlu, 2014).

Moreover, customer satisfaction, in its most general sense, is satisfying customer expectations or performing above them with a certain aim in regards (Soysal and Koçoğlu, 2018). Businesses should see customer satisfaction not as data but as an entire set of efforts to increase the quality of service provided (Soysal, 2015). Delivering high service quality to customers is the key to success in the service industry, providing companies with the opportunity to differentiate themselves in competitive markets. In addition, it is important to make improvements

for high service quality, customer satisfaction and loyalty, enthusiasm to recommend the company to others, reduction of customer complaints and customer retention in today's intensely competitive environment (Murti et al., 2013; Meesalaa and Paul, 2018).

Considering all this information, it would be suitable to discuss the quality perceptions in the health institutions that are under the focus of this study.

The health sector has a much different and substantial structure compared to other service sectors. The main reasons behind this are the high number of consumers, called as *"patient"*, in health services, the fact that the health services provided have a direct impact on the daily life quality of the people, and it includes an important and vital issue such as human life (McColl-Kennedy et al., 2012; Ekiyor and Çetin, 2017).

In this context, health services are defined as *"A nationally organized permanent system to achieve the goals that change according to the needs and demands of the society by using different types of health professionals in certain health institutions and thus to provide the health care to people and the society with all kinds of preventive and medicinal activities."* (Karabulut, 2009). Health services are also defined as *"Services provided for improving the well-being and happiness of the society by ensuring the protection, improvement and continuity of individuals' physical, mental and social health"* (Aslantekin et al., 2007). In many countries, healthcare is not considered a business, but a public sector service for *"welfare"*. However, it is known that health services are also opened for competition in the private sector today. Thus, healthcare services have become a highly competitive sector in many countries (Hasin et al., 2001).

On the other hand, the main purpose of healthcare companies is to provide these healthcare services that society needs, with the quality expected by the patient, at any time and with the lowest possible cost (Papatya et al., 2012). Health quality is defined as the degree to which services achieve desired health outcomes for individuals and populations (Narang et al., 2015). Quality in health care is a *"common expression of factors such as accuracy, timeliness, completeness, candidness and sincerity, satisfying customer needs, knowledge of the service provider, aesthetics and the company reputation"* (Öz & Uyar, 2014).

In this context, three health quality elements have been specified (Narang et al., 2015);

- Structure (infrastructure, IT personnel, financing, etc.),
- Process (caregiver and patient interaction) and
- Result (health status, mortality, patient satisfaction, etc.).

In addition, many hospitals focused on patient satisfaction with ISO 9000 Quality Management System, national healthcare regulation systems and total quality management practices. Besides working on feedback regarding this issue by considering this as an important dimension of quality in healthcare delivery (Hasin et al., 2001; Zerenler and Ögüt, 2007). The reform process in the health sector started in the 1990s in Turkey. Leading to changes made under the Transformation in Health Project was launched in 2003 focusing on the issues that already existed in the health sector but to be resolved (Kocak and Tiryaki, 2011).

Consequently, intensified competition, diversity and expectations have developed a new type of healthcare consumer today. These new generation healthcare consumers (such as patients, patient families and potential consumers), who are conscious and aware of the quality themselves, demand higher service quality, increased satisfaction, disease prevention and reduction of medical errors (Yavan, 2019; Lee et al., 2012).

The patient is often the only person experiencing the entire process of a health issue, from the initial symptom to contact with the healthcare system through examination, treatment, monitoring activities, and rehabilitation. However, it is observed that technical quality is primarily focused on healthcare development and functional quality takes the backseat with a narrow perspective (Elg et al., 2012). Nevertheless, it should be known that if a healthcare company desires preference over others, it should function as an institution that gives importance to service quality and where technical and functional quality are provided together. Moreover, providing a simultaneous and holistic health service plays a major role in achieving the quality of service (Korkmaz and Çuhadar, 2017).

Within this perspective, the study aims to evaluate the quality perceptions of the students who receive health services in health institutions of Kars province (public hospital, university health research and practice hospital, dental hospital, and family health centers).

Methods

Research Hypotheses and Model

Five hypotheses and a research model have been developed and presented in Figure 1 was:

H₁: There is a significant difference in the quality perceptions of students by gender for the health services provided in the health institutions of Kars province.

H₂: There is a significant difference in the quality perceptions of students by gender for the health services provided in the health institutions of Kars province.

H₃: There is a significant difference in the quality perceptions of students by education level for the health services provided in the health institutions of Kars province.

H₄: There is a significant difference in the quality perceptions of students by social security for the health services provided in the health institutions of Kars province.

H₅: There is a significant difference in the quality perceptions of the students by the annual number of applications to a health institution for the health services provided in the health institutions of Kars province.

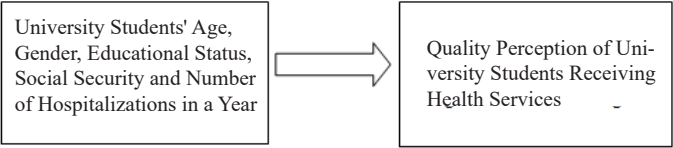


Figure 1. *Research Model*

Population and Sampling

The research population consists of undergraduate, graduate and PhD program students at the University of Kars province for 2019-2020 academic year. Due to time limitations, the entire population could not be included, and a sample was chosen. The sample size is calculated, with 95% confidence and 5% error margin, as at least 383 people (<https://www.surveysystem.com>, 14.11.2019). Following the surveys conducted with 418 people, deficient and incorrect ones were excluded from the evaluation and analyzes were made with a total of 414 units.

Table 1. *Participant Features*

Variable		n	%
Gender	Male	201	49.4
	Female	213	50.6
Age	18-25	398	96.1
	26 - 40	16	3.9
Educational Status	Associate Degree	107	26.3
	Undergraduate	295	70.7
	Graduate	12	3.5
Social Security	SSI	336	81.3
	Health Card	50	11.7
	Private Health Insurance	22	4.9
	No Social Security	6	2.1

Annual Number of Applications to a	1-5	394	95.2
Health Institution	6 - 15	20	4.8

Table 1 shows that 49.4% of the respondents are male and 50.6% are females. 96.1% of the participants are students between the ages of 18-25 and 2.9% are between the ages of 26-35. Regarding the education levels of the participants, it is observed that 70.7% are undergraduate, 26.3% are associate degree students, 1.9% are graduate students and 1.1% are PhD students. In terms of social security, 81.3% of the participants are protected by SSI, 11.7% Health Card, 4.9% Private Health Insurance and 2.1% has No Social Security. Considering the annual number of applications to a health institution, it has been determined that 95.2% makes 1-5 visits annually, 3.8% makes 6-10 and 1% visits health institutions 11-15 times.

Data Collection Tool

The survey technique was used as a data collection tool in this study. The study utilized Vural (2016), Çetinkaya (2013) and Çelebi's (2014) five-point Likert scale in the survey form. Necessary permissions were obtained from the parties for the scale to be used in this research.

The developed survey form consists of two parts. As the first part of the survey contains questions about demographic variables, the second part consists of questions to measure students' quality perceptions of health services provided in health institutions (public hospital, university health research and practice hospital, dental hospital and family health centers).

Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1) levels are used in the data collection tool. Scores and meanings used in five-point Likert-type evaluation are as follows: 1 point "*Strongly Disagree*" "*Very Negative*" score range (Very Low Level), 2 points "*Disagree*" "*Negative*" score range (Low Level), 3 points "*Partially Agree*" "*Medium*" score range (Intermediate), 4 points "*Agree*" "*Positive*" score range (High Level), 5 points "*Strongly Agree*" "*Very Positive*" score range (Very High Level). Table 2 shows the score ranges and the values of the items in the data collection tool.

Table 2. *Score Ranges in Data Collection Tool*

Score Ranges for Options	Meaning	Range Value
1.00-1.80	Strongly Disagree	"Very Negative" score range (Very Low Level)
1.81-2.60	Disagree	"Negative" score range (Very Low Level)
2.61-3.40	Partially agree	"Intermediate" score range (Intermediate Level)
3.41 - 4.20	Agree	"Positive" score range (High Level)

4.21 - 5.00	Strongly Agree	“Very Positive” score range (High Level)
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The exploratory factor analysis performed to determine the validity of the scale is shown in Table 3.

Table 3. *The Exploratory Factor Analysis (EFA) of the Scale for University Students’ Service Quality Perceptions Provided in Healthcare Organizations*

Item No	Statements	Factor Load Factor 1
1	Attitudes and behaviors of health institutions’ staff reassure patients.	.848
2	The spaces to wait for registration are quite spacious and comfortable.	.841
3	Physicians give the patient sufficient information about their disease and spare enough time.	.854
4	Health institutions staff (doctors, nurses) are polite and respectful towards patients.	.855
5	People working in health institutions have a clean and neat appearance.	.877
6	There are counseling units, welcoming and guidance employees in health institutions.	.879
7	The counseling units and welcoming and guidance employees are accessible and work effectively in healthcare facilities.	.862
8	There are services for disabled citizens (wheelchairs, disabled tracks, sinks, car parks, etc.) in health institutions.	.883
9	The materials used in health institutions are premium products with the latest technology.	.839
10	Health institutions working schedule is planned in the most convenient timeframes for all patients.	.841
11	Complaints, suggestions, and opinions are easily stated to the patient rights units and these units deal with the applications.	.842
12	All patients who visit public health institutions can get examined with no fee.	.870
13	Health institutions (rooms, waiting areas, sinks and toilets etc.) are generally clean and tidy.	.858
14	There are bathrooms, toilets and beds or sofas for accompanying persons in the buildings with inpatient treatment of the health institutions.	.861
15	Televisions, nurse call bells, and position-changing beds are used in patient rooms.	.864

16	Service healthcare professionals provide patients with sufficient information about their procedures (fever, blood pressure measurement, phlebotomy, medication, etc.).	.878
17	The staying rooms are comfortable, the food is warm and clean.	.831
18	The staff of health institutions provides the expected service as soon as possible.	.847
19	Healthcare professionals have the necessary knowledge to answer questions asked by patients.	.829
20	Health institutions that provide suitable services pay special attention to patients individually.	.817
21	The physical structure of the health institutions and the appearance of its rooms are visually appealing.	.884
22	Health institutions have staff who personally cares for each patient.	.855
23	Health institutions are concerned and sincere in solving the problems experienced by patients.	.820
24	The materials used by health institutions in service delivery have a uniform appearance.	.839
25	Each staff pay attention to personal privacy (such as closing the door while being examined, the curtain in between, or pulling the cover).	.863
KMO Value:	.932	
Bartlett Test Score:	$\chi^2 = 3104.336$ p = .000	
Cronbach's Alpha	.91	
Total Variance Explained: 71.63		71.63

As it is observable in Table 3, Kaiser - Meyer - Olkin (KMO) “.932” and Bartlett Test values “3104.336 (p=0.500)” show that the scale is suitable for EFA. The scale consists of one dimension, as shown in Table 3 and Figure 1, and the variance explained was found to be 71.63%.

Cronbach Alpha internal consistency coefficient was calculated to test the reliability of the scale. The fact that the result was .91 indicates that the scale is exceptionally reliable. It is concluded that the measurement tool is valid and reliable according to the validity-reliability test results of the measurement tool, which have been done in previous studies and in this research.

Data Analysis

The data obtained in the research were analyzed using SPSS 21 statistical software. The significance level was determined as (p=.55) in the data analysis process. Levene test value was found (p>.05) in

the homogeneity tests conducted to decide the most suitable analysis techniques for the research and the data were found to be homogeneous. Kolmogorov-Smirnov and Shapiro-Wilk normality tests were applied (test result for all dimensions: $p>.05$) to determine the normality of the data, especially, the mean, mode, median values, skewness-kurtosis values, scatter plots (QQ plot, box plot, histogram), and the data were found to be normally distributed ($p>.05$). Due to these results, one of the parametric techniques, per cent and independent groups t-test and one-way ANOVA techniques were used in the research.

Findings

In this part of the study, the data obtained through the data collection tool from the participants were analyzed to answer the research questions. First, responses to the scale on university students’ quality perceptions of the service provided in health institutions were presented in Table 4.

Table 4. *Average Value of the Scale on University Students’ Quality Perceptions of the Service Provided in Health Institutions*

	n	\bar{X}	S.S.	Value
The Scale on University Students’ Quality Perceptions of the Service Provided in Health Institutions	414	1.90	1.50	Very Negative Score Range (Very Low Level)

As shown in Table 4, the participants’ average score ($\bar{X} = 1.90$, $ss = 1.00$) of “*The Scale on University Students’ Quality Perceptions of the Service Provided in Health Institutions*” was determined as Very Negative Score Range (Very Low Level) and Negative Score Range (Low Level) values. Accordingly, it is concluded that university students perceive the quality of service offered at health institutions at an exceptionally low level.

Table 5. *Analysis of University Students’ Quality Perceptions of the Service Provided in Health Institutions Based on Gender Variable*

Variable		n	\bar{X}	ss.	sd.	t	p
Gender	Female	201	1.89	1.50	414	.851	.622
	Male	213	1.91	1.51			

According to the results of independent sample t-test in Table 5, it was determined that there was no statistically significant correlation between university students’ perceptions of service quality offered in health institutions and gender variable ($t_{(414)} = .841$, $p>.05$).

Table 6. *Analysis of University Students' Quality Perceptions of the Service Provided in Health Institutions Based on Different Variables*

Variable		n	\bar{X}	ss.	sd.	Avg of Frames		F	P
Age	18 - 25 years (1)	398	1.78	1.51	In-group	411	.999	1.59	.216
	26 - 40 years (2)	16	1.87	1.50	Intergroup	3	1.001		
Educational Level	Associate Degree (1)	107	1.89	1.52	In-group	411	.996	1.64	.338
	Undergraduate (2)	295	1.78	1.51					
	Graduate (3)	12	1.81	1.51	Intergroup	3	.999		
Social Security	SSI (1)	336	1.77	.99	In-group	411	.991	1.61	.284
	Health Card (2)	50	1.76	.98					
	Private Health Insurance (3)	22	1.86	.97	Intergroup	3	.995		
	No Social Security (4)	6	1.82	.99					
Annual Number of Applications to the Health Institution	1-5 (1)	394	1.78	1.51	In-group	412	1.500	1.60	.292
	6-15 (2)	20	1.82	1.53					
	11-15 (3)	2	1.81	1.52	Intergroup	2	1.504		

According to Table 6, it was found that there was no statistically significant difference between the ages of the participants and their perceptions of service quality in health institutions [$F_{(3-411)} = 1.59, p > .05$]. It was revealed that there was no statistically significant difference between the education level of the participants and their perceptions of service quality in health institutions [$F_{(3-411)} = 1.64, p > .05$]. It was revealed that there was no statistically significant difference between the social security types of the participants and the perceptions of service quality offered in health institutions [$F_{(3-411)} = 1.61, p > .05$]. It was revealed that there was no statistically significant difference between the number of annual applications of the participants to a health institution and their perceptions of service quality in health institutions [$F_{(3-411)} = 1.60, p > .05$].

Discussion, Conclusion, and Suggestions

Customer satisfaction and service quality, which is important for all businesses, has become more important for healthcare institutions, as it is a sector serving in risky conditions. Error is not acceptable in this sector because of the importance of human life. For a health institution to provide customer satisfaction and quality, the service it provides must be reliable, patient-oriented, timely, effective, equitable, sustainable, and efficient. As the quality of the healthcare service offered to customer increase,

their perceptions of service quality will increase positively and customer satisfaction will be ensured (Öz and Uyar, 2014, Aral et al., 2018).

In this study, it is aimed to investigate the quality perceptions of university students who receive health services in health institutions in Kars province.

When the socio-demographic characteristics of the participants are analyzed, it is seen that the percentage of women is slightly higher than the percentage of males. Considering the age of the participants, it was found that 96.1% of the participants were in the 18-25 age group. When the education level of the participants is examined, it is seen that undergraduate students constitute the majority as 70.7%. Looking at the social security status of the participants, it is seen that 81.3% of them are protected by SSI. When the number of annual applications to a health institution within a year is analyzed, it is seen that 95.2% of the participants receive health care services 1-5 times per year.

Considering the literature, Erdem (2007), Kılıç et al. (2015) and Erzeybek et al. (2019) showed that there are statistical differences based on the demographic characteristics different from the findings of this study.

No statistically significant difference was found between the gender of the participants and the perceptions of service quality offered in health institutions, similar to the studies conducted by Bakan et al. (2011), Çıraklı et al. (2014), Ekinci (2015) and Vural (2016). There was no statistically significant difference between the ages of the participants and the perceptions of service quality offered in health institutions, in parallel with the studies conducted by Bakan et al. (2011), Çıraklı et al. (2014) and Temizkan (2019).

It was revealed that there was no statistically significant difference between the education level of the participants and the perceptions of service quality offered in health institutions, similar to the studies conducted by Bakan et al. (2011), Çıraklı et al., Taş (2009) and Vural (2016). There was no statistically significant difference between the social security types of the participants and the perceptions of service quality offered in health institutions. No statistically significant difference was found between the number of annual applications of the participants to a health institution and the perceptions of service quality offered in health institutions.

In this study, it was concluded that the quality perceptions of the students who received health services from health institutions in Kars province is ranging from extremely negative to negative. Therefore, all hypotheses were rejected.

Health services are one of the basic elements of the social state (Koçak & Tiryaki, 2011). For this reason, it is seen that the health institutions in

Kars need a structural transformation to improve their service quality in line with the expectations of university students who are quite important for the development of the city.

As a result of the research, the suggestions are made as follows;

- People want to feel more special when it comes to a sensitive issue like human health. For this reason, health institutions can make improvements towards expectations by considering the feelings and thoughts of healthcare users and can make necessary investments to eliminate their deficiencies.

- It may be advised to healthcare institution managers to work towards motivating staff and ensuring their satisfaction. In this way, internal customer satisfaction can indirectly affect external customer satisfaction and change quality perceptions in a positive way.

- Additionally, more efforts should be put on the sustainability of Total Quality Management in health institutions.

- This study is limited to the students of Kafkas University in Kars province, and studies with different universes and sampling or comparative applications with different universities will bring a different perspective to the subject.

- Also, since this is a quantitative research, qualitative or mixed research can be conducted.

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Chapter 15

PUBLIC SERVICES UNDER THE UNIVERSAL SERVICE LAW NO.5369 AND ANALYSIS OF ITS APPLICATIONS IN TURKEY

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Introduction

In states where the liberal economy is dominant, it is not possible for people to reach all the public services they need or to benefit from public services equally in every part of the country. Even within the same country, it may be common to have difficulties in providing services owing to many factors, particularly geographical conditions. However, governments still take measures to ensure that citizens can benefit from basic public services to the maximum extent.

Law no 5369 on the Universal Service entered into force in 2005 terms of some public services in Turkey.⁴ The Law sets out the procedures and principles regarding the provision of universal services, which have the nature of public service, but which are financially difficult to meet by the operators, and to fulfill the universal service obligation in the electronic communication sector and other areas determined within the scope of this law.⁵

Regardless of geography, for communication landline services, pay phone services, telephone directory services, emergency call services and basic internet services and communication services related to danger and safety at sea are services that are mandatory for use by all citizens are considered essential services under the law. One year after the Law No. 5369 came into force, amendments were made in Article 6 concerning the obligations in providing universal services by Law No. 5538.⁶ In 2008, with the Electronic Communication Law No. 5809⁷, the name of the Law and articles 1 to 7 and additional item 1 were changed. In 2013, Article 3 was amended by Law No. 6462.⁸ With the Law No. 7061 Amending Some Tax Laws and Some Other Laws⁹ enacted in 2017, amendments were made in the definitions in article 2 and in the income section of universal service in article 6. Lastly, in order to comply with the amendments made in the Constitution No: 700, some amendments were made in Article 5 and 6 again with the Decree Law on Amending Some Laws and Decree Laws.¹⁰

It is observed that the developing technologies and the changes in the service expectations of the society are reflected in the legislation. Frequent changes show that universal service will continue to be evaluated in multiple dimensions, especially the definition and revenues of universal service.

4 OG: 25.06.2005/25856.

5 Law no 5369 Article 5.

6 Law on Addition of Some Provisions in Budget Laws No. 5538 to Relevant Laws and Decree Laws, and Amendments to Some Laws and Decree Laws, OG: 12.07.2006 / 26226.

7 OG: 10.11.2008 / 27050 Repeated.

8 Law No. 6462 on the Amendment of Some Laws and Decree Laws for the purpose of Changing the Statements Regarding Disabled Individuals in the Decree Laws and Laws, RG: 03.05.2013 / 28636.

9 OG: 05.12.2017/30261.

10 OG: 07.07.2018/30471 Repeated.

1. The Concept of Public Service and Universal Service

The concept of public service, whose history is as old as the state, can be defined as an activity¹¹ carried out by public legal entities or private persons under their supervision to satisfy a common and general need that has gained importance for the society and can also be defined as public interest-oriented activities carried out by a public legal entity or a private person under its control. It is possible to say that this concept and its application area have been expanding in recent years with a broad definition in the form of activities¹² for the purpose of public interest provided or undertaken by the public legal entity.

The scope of public services that will continue to exist as long as the state institution exists differs from period to period and from country to country according to political ideology and state regime. There were some who argued that the state should provide very limited public services, as well as those who claimed that it should provide public services in all areas. Throughout history, thinkers such as Aristo, Plato, Rousseau, Farabi, Ibn Haldun, Yusuf Has Hacıp expressed their opinions and wrote works dealing with the quality of these services and how they should be provided.¹³ These discussions still exist with different dimensions.

When the regulations and studies made in the field of public service are examined, which is one of the main subjects of the Administrative Law, it is seen that the pattern of the public service is challenged with the rise of the market model and the increase in trend of free market competition.¹⁴ The Constitutional Court made an important determination in terms of showing the importance of the issue by explaining this structure of public services: *It is a fact that the concept of public service has a scope that expands and expands beyond the field of services carried out by the state and other public legal entities in terms of both theory and practices, and the scope is expanding. Services that fall into the concept of modern public service cannot be limited to state activities only.*¹⁵ On the other hand, in the scope, purpose and definitions section of the Directive for Universal Services and Users Rights¹⁶ numbered 2002/22 / EC dated 7 March 2002; European Commission has defined universal services as a minimum service group that should be of certain quality with a affordable price that all end users will have access to without compromising competition. Although

11 GİRİTLİ, İsmet, İdari Hukuk, İstanbul, 2006, p. 847.

12 GÖZLER, Kemal, İdari Hukuk, Bursa, 2003, p. 219.

13 ÖKMEN, Mustafa and DEMİR, Fatih, "Philosophical Bases of Public Service and Transformation in New Public Administration", Süleyman Demirel University Journal of FEAS, Vol: 15, Issue: 3, 2010, p. 22.

14 GÖZBÜYÜK, Şeref and TAN Turgut, İdare Hukuku, Ankara, 2008, p. 671.

15 Constitutional Court, 22.12.1995, E.1994 / 70, K.1994 / 65-2, AMKD, No.31, C.1, p. 408.

16 European Commission, Universal Service, (<https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2002:108:0051:0077:EN:PDF,15.12.2018>).

public services within the scope of universal service are not different from public service obligations in terms of purpose; It shows a “limited” in scope and “no discretionary” feature in terms of determination.¹⁷ These regulations have revealed that the concept of universal service is of great importance for both parties providing public service and benefiting from these services. Thus, today, universal service practices have a direct impact on the general development levels of the countries. Many countries have placed special emphasis on universal service practices to ensure economic and social welfare after privatizations.¹⁸

First introduced in the late 1800s by Theodore Newton Vail for the American Telephone & Telegraph Company, universal service concept entered the American Telecommunications industry in 1934 with a law. Since access to basic telephone services was restricted in certain areas, arrangements were made with the subsidies granted by this law to enable communication in rural areas.¹⁹ It is known that when the concept of universal service was introduced in the USA, there were many telephone companies in the USA. The concept of “universal service” has been used in the sense that the U.S. customers can reach the customers of the rival company by the telephone as the first group could not reach the latter group before, and its meaning and content have differentiated in the following periods.²⁰ It passed from the USA to European countries and was exported from there to other countries with some encouraging and challenging factors. The history of the concept was seen as the guarantee of the functions of the capitalist system, and was also regarded as the minimum group of public services, at a reasonable price and quality, but without undermining competition, for the access of customers (citizens) to the public service.²¹

According to Yalçın; In the USA, the concept of universal service is used to bring public features to a special service, although it was originally brought up by private company executives. In Europe, on the contrary, the same concept is used to privatize a service that is almost entirely public in the beginning.²² When the concept of universal service, which is also

17 AKILLIOĞLU, Ethem, “Avrupa Topluluğu Kamu Hizmeti Yükümlülükleri İle Genel Ekonomik Yarar Hizmetleri Kavramları Üzerine Notlar”, (<https://www.rekabet.gov.tr/Dosya/dergi/21-pdf>, 17.12.2018).

18 ÇINAR, Süleyman, Evrensel Hizmetin Finansmanı ve Türkiye Örneğinin Değerlendirilmesi, Master Thesis, Ankara, 2013, p. 3.

19 ASLAN, Özlem, “Evrensel Hizmet ve Türkiye Uygulaması”, Bütçe Dünyası, 2007 Fall, p. 4.

20 MICHALIS, Maria, “The Debate over Universal Service in the European Union”, Convergence, 6/2, 2002 p. 82.

21 YALÇIN, Lütfi, “Kamu Yönetiminin Kuramsal Çerçevesine Bir Müdahale Örneği Olarak Evrensel Hizmet Kavramı”, Mevzuat Journal, Year:13, No:149, Mayıs, 2010, (<https://www.mevzuatdergisi.com/2010/05a/04.htm>, 12.01.2019).

22 YALÇIN, Mevzuat Dergisi. (<https://www.mevzuatdergisi.com/2010/05a/04.htm>, 12.01.2019).

associated with the concept of social welfare, is examined historically, the obligation of this service was fulfilled by either a public monopoly or a private monopoly and the financial system was arranged accordingly. In the free market period following this process, new problems were brought to the agenda and the problems of providing and financing universal service in a competitive environment were encountered. The existence of some issues such as redistribution, network externalities, which occur depending on the sector in which the universal service obligation is the subject, revealed the reasons for the existence of the universal service obligation. In this respect, determining what the main goals of universal service policy are and determining the policy components that will enable them to reach these goals effectively have great importance.²³

2. Universal Service in Turkey

The concept of universal service in Turkey, which is an important step in the privatization of the telecommunications services enacted in 2000 Law No. 4502, started with the process taken under provision to stop Turk Telekom's monopoly of fixed telephone services in 2003. During this period, it was subject to research by the Ministry of Transport and the Competition Authority, discussed in scientific articles, examined at conferences and entered into draft laws, but it did not attract the attention of the society. Although the concept of universal service was used for the first time in Turkey with the Law No. 4502, which amended the Law No. 406, the most important regulations regarding the establishment of the concept of universal service in our system were made with the Law No. 5369 on "Providing Universal Service and Amending Some Laws".²⁴ The law was adopted in parliament without encountering any opposition. The concept of universal service has been seen as a high European value especially by public institutions examining the subject and has not been discussed.²⁵

The concept of "Universal Service" as an imported concept, although it entered into our legislation with the "Law on Providing Universal Service" dated 2005, is not very new. Although the function of the minimum service obligation mentioned in article 1 of the Telegram and Telephone Law No. 406 dated 4.2.1924 and later repeating articles 1 and 4 of the Telecom Law No. 4502 dated 27.01.2000, was not previously called the concept of universal service, it can be said that it is in Turkish legislation system.²⁶

The purpose of Article 1 of the Law on Providing Universal Service

23 KABASAKAL, Ali, "Evrensel Hizmet Yükümlülüğünün Uygulanması ve Türk Demiryolu Sektörü", Volume: 3, Number: 2, 2006, p. 137.

24 OG: 25/6/2005/25856.

25 YALÇIN, Mevzuat Dergisi. (<https://www.mevzuatdergisi.com/2010/05a/04.htm>, 12.01.2019).

26 AKILLIOĞLU, Rekabet Dergisi, p. 53.

No. 5369 and Amending Some Laws²⁷ defined as *To determine the procedures and principles regarding the provision of the universal service, which has the nature of public service, but which is financially difficult to be met by the operators, and to fulfill the universal service obligation in the electronic communication sector and other areas determined within the scope of this Law.*²⁸

Within the scope of universal service, fixed phone services listed in Article 5 of the Universal Service Law²⁹, pay phone services, telephone guide services to be provided in print or electronic form, emergency call services, internet services, passenger transportation services to residential areas that can be reached by sea, maritime communication and navigation security can be listed as communication services. *Taking into account the social, cultural, economic and technological conditions of the country, it can be determined by the Council of Ministers on a proposal to be made by the Ministry at certain intervals, not exceeding three years, by taking the opinions of the institution and operators. In the provision of universal service with the 3rd article of the Law and in the arrangements to be made in this regard;*

- *Everyone living within the borders of the Republic of Turkey, regardless of place of residence and separation, benefits from the universal service.*

- *Universal service can be met by considering the amount of gross domestic product per person and is offered at a reasonable price level.*

- *Measures are taken to implement appropriate pricing and technology options so that low-income, disabled people and groups in need of social support can also benefit from universal service.*

- *Universal service is offered at predetermined service quality standards.*

- *Continuity is essential in the delivery and access of universal service stated that these principles are taken into consideration with these declarations.*

In Electronic Communications Law No. 5809³⁰, the name of Law No. 5369 was changed to “Universal Service Law” and stated as:

Incomes required for the provision of universal service are notified

27 OG: 25/6/2005/25856.

28 With the 67th article of the Law No. 5809 dated 5/11/2008; The phrase “in the electronic communication sector” in this article has been changed to “the electronic communication sector and other areas determined under this Law” and is written in the text.

29 OG: 10.11.2008/27050 Duplicated.

30 OG: 10.11.2008/27050 Duplicated.

to the Ministry of Transport, Maritime Affairs and Communications³¹ at the rates and dates specified in Article 6. This amount is recorded under the name "Universal service revenues". Article 7 of the Law calculates the universal service net cost of the enterprise to provide universal service, and the service provider performs this service.

3. Expansion Tendency of Services Provided Under the Universal Service Law

While dealing with the uncertainty of the limits of this concept, those who work on universal service also pointed out that their scope may expand and contract, and they are suitable for shifting to different areas.³² Yalçın stated the following regarding this situation: *The limits of the concept of universal service have been determined by those who put forward the concept in the historical process and brought it back to the agenda when necessary. The boundaries of the concept have never been fixed. The concept covers only fixed telephony services in a narrow sense, and communication technologies that also include the Internet in a broad sense. In fact, the concept is suitable for adaptation to other public service areas other than communication technology. There were some who started using it for services for the concept of health, education, mail, etc.*³³ This shows that universal service practices will vary in line with the expectations and demands of the society, especially the technological developments. On the other hand, some universal service applications may be out of scope in the same direction. Considering that the concept of universal service is dynamic, the last paragraph of Article 5 of the Universal Service Law allowed some services to be included in this scope. According to this article, considering the social, cultural, economic and technological conditions of the country, the scope of universal service has been stated that the Council of Ministers can be determined again by the Ministry upon the proposal to be made by the Ministry by taking the opinions of the institution and operators at certain intervals for not exceeding three years. For example, the obligation to prevent frequency pollution is included in the scope of universal service with this type of regulation. In other words, it is an arrangement reflected in the application. The Council of Ministers has been given the authority to extend the scope of universal service. However, it was not authorized to narrow.

The Council of Ministers took a decision in the middle of June 2010, extending the scope of universal services defined in Law No. 5369. With

31 The name of the Ministry was changed with the Decree No. 703 to the Ministry of Transport and Infrastructure. RG: 09.07.2018 / 30473 Repeated.

32 MICHALIS, Maria, "The Debate over Universal Service in the European Union", *Convergence*, 6/2, 2002 p. 89.

33 YALÇIN, Mevzuat Dergisi. (<https://www.mevzuatdergisi.com/2010/05a/04.htm>, 12.01.2019).

the decision³⁴ published in the Official Gazette dated 29 June 2010 and numbered 27626, three more services were added to the services listed in the 5th article of the Universal Service Law No. 5369.

Those are:

1- Digitizing the printed information and documents of public institutions and organizations by transferring them to electronic media in order to be used in public information systems and e-Government services.

2- In order to facilitate the living conditions of disabled citizens by taking advantage of the technological developments, to buy communication and similar devices in order to meet their communication needs, and to transfer them to the relevant institution or organization without charge for a specified period.

3- The provision in the clause (g) of the first paragraph of Article 5 of Law No. 5369; For the purpose of maritime communication and navigation safety, the implementation of the duties carried out by the Wireless Communications Directorate of the General Directorate of Coastal Safety only in the form of communication infrastructure and communication expenses.

According to Ulusoy, the concept of universal service was brought as an alternative to the concept of public service by the EU bodies. Universal service concept, which can be expressed in the form of minimum and indispensable public service, will expand its application area from mail and communication sector to other sectors such as energy, water and transportation according to Ulusoy's assumption.³⁵ On the other hand, a regulation was made that narrowed the scope of universal service rather than expanding it. For example, with the amendment, the universal service of the Wireless Communication Directorate of the General Directorate of Coastal Safety, which provides the provision of maritime communication and cruise safety communication services mentioned in the clause (g) of Article 5 of Law No. 5369, only "communication infrastructure and communication expenses" from its duties. It is as a kind of limitation. It can be said that this decision of the Council of Ministers brings different discussions on universal service, which undoubtedly enters into our lives with the developing technology.

With the Decision of the Council of Ministers published in the repeated edition of the Official Gazette dated July 4 and numbered 27984,

34 Enactment of the Decision on Inclusion of Some Services in Universal Service; On the letter of the Ministry of Transport dated 10/6/2010 and numbered 794, it was decided by the Council of Ministers on 14/6/2010 according to the 5th article of the Universal Service Law No. 5369.

35 ULUSOY, Ali, "Fransız ve Avrupa Birliği Kamu Hizmeti Anlayışlarının Türk Hukukuna Etkisi", Ankara Hukuk Fakültesi Dergisi, 48/1-4, 1999, p. 169.

a totally 20128 settlements, including 61 villages of Gümüşhane, were included in the scope of “Universal Service”. With the inclusion of these villages, which do not have a mobile phone communication infrastructure, within the scope of universal services, it has become imperative that mobile phone operators include the mentioned settlements in the coverage area. In organizations where the universal service obligation and the free market mechanism are dominant, companies whose purpose is profit maximization do not find it profitable to invest. For this reason, it is aimed to provide service that has the quality of public service to the areas that they do not want to provide service. At the same time, universal service is the most common argument that justifies the existence of exclusive rights within the framework of the concept of “general economic benefit”.³⁶

Türk Telekom Company, which is the legal compulsory operator in terms of providing basic telecommunication services to all users at a reasonable price regardless of region distinction in Turkey, has been determined as the Minimum Universal Services responsible. However, it is not yet decided (clear) which operators would handle the Universal Service obligation, how the Universal Service costs would be calculated and funded where there is high cost of providing the service after the sector’s opening to competition, which, in turn, brings Turkey the heavy task of policy-making and proposing regulation.³⁷ It is seen that legal regulations on this matter have not been completed yet.

On the other hand, there may be problems within the scope of universal service implementation. For instance, if there is only one private company in the market, this company can operate in lines that profitable ones and do not want to operate on lines those do not consider profitable. In this case, universal service obligation will be given and the lines will be more lines that the company does not want to operate. The identification of the group benefiting from the universal service obligation regulation is also important for the determination of the policy. When we consider the postal service, the answer to the question of whether the letter who sends, or who lives in the countryside and receives the letter benefits from the universal service obligation will shed light on this issue.

In order to make a sound assessment, the issue should be handled from three different perspectives:

a. Firstly, in case the universal service obligation is not applied, the operator may implement the applications in order to increase the demand,

36 EGE, Yavuz, “Avrupa Birliği ve Türkiye’de Kamu Teşebbüsleri, Yasal Tekeller ve Rekabet”, Rekabet Dergisi, Sayı:9, 2002, s. 12.

37 SÜRÜCÜ, Tuncay, “Asgari Evrensel Hizmetlerde Kapsam ve Kaynak: En İyi Uygulamalar ve Öneriler”, Telekomünikasyon Kurumu Uzmanlık Tezi, Ankara, Kasım 2001.

not to the full address, but to deliver it to a common center determined for a region and to receive the mail owners from that center.

b. In cases where there is no universal service obligation, customers who sit in rural areas and deliver the mail to the full address may have to pay extra fees.

c. Cost increases due to delivery to the address may be asked by the service provider to pay the mail to the sender.

As a result, in cases where there is no uniform price application that does not reflect the cost differences, the resulting budget burden will be charged to the costly customer. At this point, a board can be formed with a change to be made in Universal Service Law No. 5369. The board can play a critical role in the elimination of the problems that may arise, especially to bring forward recommendations regarding the detection of universal service practices.

4. Applications in Turkey under the Act

Regulations regarding universal service are included in the Universal Service Law No. 5369. Communication and postal services and for emergency communication with universal service policies related to them and the duty to identify and follow up the implementation of strategies and targets are given to the General Directorate of Communications at the Ministry of Transportation and Infrastructure in Turkey. The General Directorate of Communication is one of the most effective and competent institutions regarding universal service. General Directorate of Communication made several studies under the titles of Internet Access of Schools without Internet Infrastructure, Information Technology Classroom Installation, Public Internet Access Center, Strengthening the Communication Infrastructure of the Red Crescent, Computer Assisted Science Laboratory, Establishment of Smart Classes in the Police Department, Web Based Language Education System Multimedia Language Classroom Establishment, Emergency Communication Satellite and Purchasing the Phone in this field.

4.1 Telecommunications Services

Services in the field of telecommunications can be listed as follows:

1. Fatih Project (Movement to Increase Opportunities and Improve Technology): In 2007 in 1798 schools and in 2008 in 18,481 schools Information Technologies Classes were installed and delivered to the Ministry of National Education. With this project, many schools have been provided with computer infrastructure. The goal of the Project is to

contribute to the development of the information society and to ensure the dissemination of information technologies including computer literacy.³⁸

2. **Seeing Eye Project:** With this project, in order to facilitate the lives of visually impaired citizens and to provide easy and safest transportation to their destination it is aimed to purchase and distribute a device that will guide people by voice thanks to the blind maps and navigation program.³⁹

3. **Uninterrupted Communication Project for the Red Crescent Emergency Communications:** In order for the Turkish Red Crescent Association to perform all kinds of communication services, including voice, data and image, via satellite, Türksat Company were installed 40 Satellite Terminals (VSAT) in the relevant units of the Red Crescent within the scope of the contract signed with.⁴⁰

4. **Digital Publishing Project:** With the Decision No. 2006/10318 of the Council of Ministers promulgated in the Official Gazette dated 27.04.2006 and numbered 26151, the services that the digital broadcasting (DVB-T, DVB-S, DVB-C) using different broadcast media and technology would be offered via digital terrestrial transmitters for the provision to roam in all residential areas in Turkey were included in the scope of universal service provided in article 5 of the Law. 5369 “Providing Universal Service and Amending Some Laws”. In this framework, two projects that provide infrastructure for Terrestrial Digital Broadcasting are carried out within the scope of universal service.⁴¹

5. **National Transport Portal:** The Action Plan for the 2006-2010 Information Society Strategy has been approved by the High Planning Council’s decision dated 11.07.2006 and numbered 2006/38, and the action of “Establishing the National Transport Portal” under the title of “Citizen-Focused Service Transformation” has been given to the responsibility of the Ministry. Project work started with the Contractor of the Company, Türksat in 2009, and the portal was launched at the end of 2012 with its interface and service content, at the website www.ulasim.gov.tr and with a mobile application running on 3 different operating systems.

4.2. Internet Services

Infrastructure Establishment in Settlements without Electronic Communication Infrastructure:

In accord with the universal service, it is intended to offer telephone

38 Haberleşme Genel Müdürlüğü, “Fatih Projesi” (<http://hgm.ubak.gov.tr/tr/sayfa/34>, 12.10.2018).

39 Haberleşme Genel Müdürlüğü, “Gören Göz Projesi” (<http://hgm.ubak.gov.tr/tr/sayfa/32>, 12.10.2018).

40 Ulaştırma Denizcilik ve Haberleşme Bakanlığı, İdare Faaliyet Raporu 2015, s.53.

41 Haberleşme Genel Müdürlüğü, “Sayısal Yayıncılık Projesi” (<http://hgm.ubak.gov.tr/tr/sayfa/33>, 12.10.2018).

and broadband Internet service by using (WiMAX) wireless access technologies (WiMAX-802.16e) to nearly 2526 villages, hamlets and similar settlements without land telephony and internet infrastructure throughout Turkey.⁴²

1. Expansion of GSM Coverage Areas Project: With the Decision of the Council of Ministers numbered 2011/1880, the establishment and operation of a mobile communication infrastructure for 2128 settlements in rural areas without GSM communication infrastructure are included in the scope of universal service in Turkey.

With this project, it was aimed to set up the mobile communication infrastructure and put it at the service of citizens for 1,799 settlements with population between 1 and 500 and without GSM communication infrastructure. In this context, a contract was signed between the Ministry of Transport and Turkcell Communication Services Company in 2013. Until December 2015, 1,792 installations were installed in residential areas without GSM communication infrastructure.

2- Project for establishing Internet Access Points: With this project, it was aimed to provide free access to internet and e-government services through IENs in public areas such as intercity bus terminals, PTT branches, airports, train stations.⁴³

3- Payment of Internet Access and Usage Fees for Student Dormitories within the General Directorate of Credit and Hostels Institution: In order to contribute to the formation of the information society and to expand the use of the Internet and to increase the accessibility of information, the provision of payment of internet access and usage fees of student dormitories within the General Directorate of Credit and Hostels Institution from the Universal Service budget included in the scope of universal service with the Decision of the Council of Ministers numbered 2014/6055 published in the Official Gazette dated May 22, 2014 29007 (repeated).

However, it was later terminated with the decision of the Council of Ministers, "On the Amendment of the Decision on the Inclusion of Some Services into the Universal Service and Removal of Some Services from the Universal Service", published in the Official Gazette No. 29806 dated 19 August 2016.

4- Project for Establishing Wireless Internet Access Points: Within the scope of Konya Plain Project, Eastern Black Sea Project, Southeastern Anatolia Project and Eastern Anatolia Project Action Plans (2014-2018) have been one of the duties assigned to the Ministry of Transport for the

42 Haberleşme Genel Müdürlüğü, (http://www.ubak.gov.tr/BLSM_WIYS/HGB/tr.20.03.2018).

43 Haberleşme Genel Müdürlüğü, (http://www.ubak.gov.tr/BLSM_WIYS/HGB/tr.20.03.2018).

development of electronic communication infrastructures in Turkey. It is planned to establish free wireless internet access points in the region where the internet usage rates are low and in the high density, in the square, park, cultural center, museum and other points determined by local administrations.⁴⁴

4.3 Emergency Calls, Maritime Transportation Communication and Navigation Safety Communication Services

Emergency Calls, Maritime Transportation and Navigation Safety Communication Services are given below.

1- Net cost payment of Gestaş Company and General Directorate of Coastal Safety: Passenger transportation services, sea communication and cruise safety communication services are included within the scope of Law No. 5369 for the transportation of residential areas that can be reached by sea. Within this framework, passenger transportation services between Çanakkale-Gökçeada, Kabatepe-Gökçeada, Çanakkale-Bozcaada, Yükyeri-Bozcaada, Erdek - Paşa Port - Avşa - Ekinlik- Marmara Islands are carried out by GESTAŞ within the scope of universal service. GESTAŞ company sends the information and documents related to the universal service cost to the Ministry every year. The net cost of universal service is calculated based on these information and documents,. Net cost amount calculated as 9.940.644,56 Turkish Liras was paid to GESTAŞ for the year 2014. Maritime Communication and Navigation Safety Communication Services are carried out by the Wireless Operation Directorate of the General Directorate of Coastal Safety. The information and documents of the Wireless Operation Directorate regarding the Universal Service cost pertaining to the universal service cost for the previous year are sent to the Ministry every year. The net cost of universal service is calculated based on these information and documents. In this calculation, personnel expenses are not included in the calculation within the framework of the Council of Ministers Decision No. 2010/569 published in the Official Gazette dated 29.06.2010 and numbered 27626. As a result of the calculations, it has been determined that the Wireless Operation Directorate does not have a net cost and is profitable. For this reason, no payments have been made to the Wireless Operation Directorate within the scope of Universal Service in the last four years.⁴⁵

2- IPA Project of Postal Services: Various problems are encountered due to the new regulations and practices in the field of postal services. In order to solve these problems, the Ministry and PTT A.Ş. jointly prepared to benefit from the experience of the European Union countries in the field

44 Ulaştırma Denizcilik ve Haberleşme Bakanlığı, İdare Faaliyet Raporu 2015, p.55

45 İdare Faaliyet Raporu, Ulaştırma Denizcilik ve Haberleşme Bakanlığı, 2015, s. 68-69. 68(<http://www.utikad.org.tr/images/BilgiBankasi/udhbidarefaaliyetraporu-4491.pdf>, 05.08.2017).

of legislation and technology and the IPA (Instrument for Pre-Accession Assistance) fund and Information and Communication Technologies Authority and Turkey Shipping Courier and Logistics Operators Association, where the stakeholders “Improvement of Quality of Postal Service Postal Sector Enhancement Project (EPSQ)” project preparatory work was carried out. In this project, regulations related to the legislation of postal services, the establishment of the cost accounting system of the postal sector, the net cost calculation and control of universal postal services, the creation of a glossary of postal terms and the collection of postal statistics are included as components of each institution.⁴⁶

Conclusion

Developments in the field of public service in the world and also in Turkey is recorded continuous growth and expansion and this situation is reflected in the legislation and practices. Funds under different names have been established in the countries in order to provide universal service. Within the scope of universal service a income item by the Ministry of Transportation and Infrastructure has been established in Turkey. Companies that are licensed by the Information and Communication Technologies Authority in the telecommunications sector need to transfer a certain amount to this income item every year. It is a fact that, similar to the universal service fund has not been established like in other countries in Turkey.⁴⁷ Within the universal service provision, in accordance with Law No. 5369 in Turkey there are many arrangements since 2005. Providing services that fall within the scope of universal service is the main target, but in these applications, the reflection of the service to the society in different dimensions has also been observed. It is noteworthy that more than 2 billion Turkish Liras has been accumulated in the Universal Service Fund created in the Ministry of Transport in 2005 in order to contribute to the development of the information society and to disseminate information technologies including computer literacy. However, it is possible to say that the fund, which was created with the shares cut from the revenues of the GSM and telecommunication companies, was used only for the purpose of only 10% of the fund in 5 years and the remaining part is still long, so the distance to be covered is very long.

In the Universal Service Law No. 5369, it is stated that the services that qualify as universal services can be determined by the President at certain intervals, not exceeding three years, taking into account the social, cultural, economic and technological conditions of the country. It would be appropriate to establish a board such as Universal Service

46 İdare Faaliyet Raporu, Ulaştırma Denizcilik ve Haberleşme Bakanlığı, 2015, s. 68. (<http://www.utikad.org.tr/images/BilgiBankasi/udhbidarefaaliyetraporu-4491.pdf>, 05.08.2017).

47 KENT, Bülent, “Telekomünikasyon Sektöründe Evrensel Hizmet Kavramı”, Gazi Üniversitesi Hukuk Fakültesi Dergisi, Cilt XVI, 2012, s. 170.

Board to update both universal services and to solve problems that may arise during applications. Representation of service recipients as well as service providers in the formation of the Board will contribute to the healthier functioning of the service system with its different dimensions. Consequently, the reasonable provision of universal services, regardless of the region and location of citizens, will strengthen the understanding of the social state.

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Chapter 16

COMPARATIVE ASSESSMENT OF TURKEY AND SOME SELECTED ASIAN AND EASTERN EUROPEAN COUNTRIES IN TERMS OF THE BUSINESS ENVIRONMENT USING THE TOPSIS METHOD

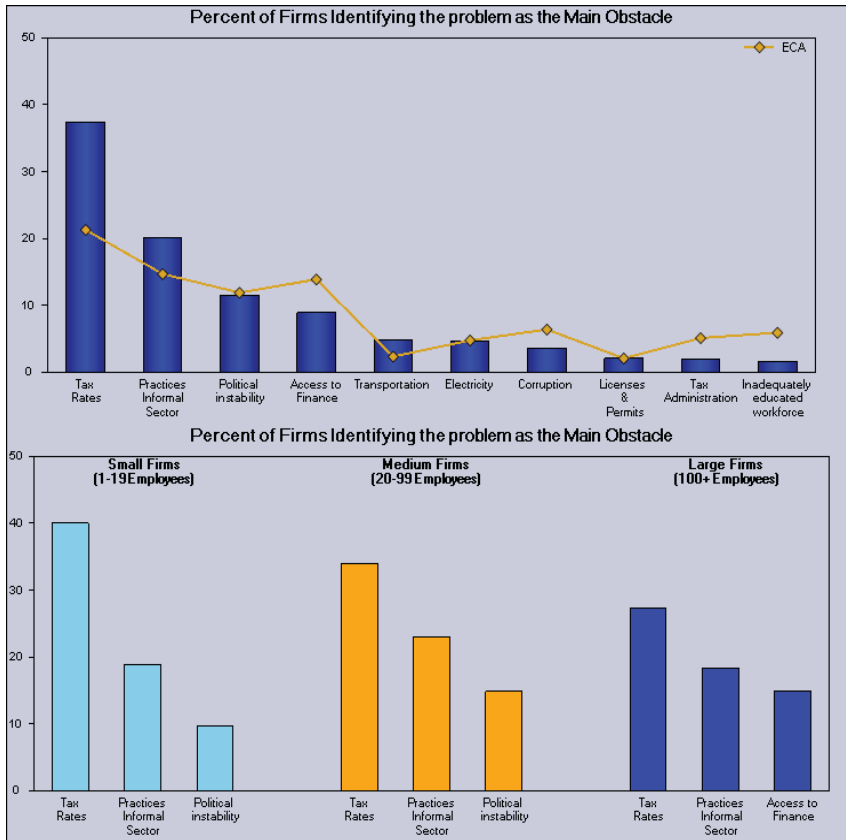
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1 Introduction

Imports and exports should continue in a balanced and regular manner for a sustainable economy. All countries should eliminate their deficiencies in terms of business environment indicators in order to increase their investments and trade volume. When the Turkish government's goals for the last 5 government programs in the area of economic and social welfare are analyzed, it is seen that the most important targets are to be in the world's top 10 economies, to reach 500 billion dollars export volume and to increase the national income per capita to 25 thousand dollars. When the last 5 government programs are analyzed, the "2023 Goals" statement is mentioned 2 times in the 60th Government Program, 27 times in the 61st Government Program, 57 times in the 62nd Government Program, 10 times in the 64th Government Program and 8 times in the 65th Government Program (Erdin & Ozkaya, 2017). Economic growth and social welfare, which are the most important issues of the Turkish government 2023 vision, are possible by increasing trade and investment volume. As mentioned at the outset, the balanced growth of imports and exports is necessary for balanced economic growth and sustainable business environment.

In order for the above mentioned goals to be realized, a more suitable and reliable environment should be provided for companies. The following figure shows the ten most important obstacle mentioned by firms operating in Turkey. In the figure, ECA represents the European Countries Average. In addition, the three most important obstacles that companies perceive according to their size are shown in the Figure 1.

Figure 1. *Snapshot of the Business Environment in Turkey (WorldBank, 2017)*

The business environment consisting of corruption, government regulations, women's employment, domestic and foreign investor rates in the private sector, crime, financial structure and credit, customs processes, quality certifications and external audit preferences, workforce preferences of companies and many similar indicators is a significant tool to evaluate countries market profile. Data used in this study that allows us to get an idea about Turkey's and selected countries business environment is obtained from the Enterprise Surveys made by the World Bank. In the business environment assessment, Turkey and some of Asia and Eastern European countries are compared. The evaluation is made by TOPSIS method, which is one of the most used multi-criteria decision making methods in the literature. Evaluation criteria were evaluated with equal weighting values in the TOPSIS analyzes. In this study, Turkey and the selected European and Asia countries are compared in terms of the business environment, according to the 2017 Enterprise Surveys data (WorldBank, 2017). Thus, it is aimed to determine the status of countries in terms of investment and trade and to inform the relevant stakeholders.

The Turkish Government is encouraging the private sector with the recent development policies in order to increase employment and taxes. Thus, resources can be created for public expenditures and growth of the current account deficit can be prevented. Private sector activity is directly linked to the conditions of the business environment. The study focuses on the factors that shape the business environment. The factors also play an important role regardless of whether a country is economically successful or not. A facilitator business environment encourages companies to operate effectively. Such conditions increase key productivity factors for sustainable development by encouraging firms to innovate.

A country with a productive private sector not only increases its employment but also collects more taxes for health, education and other public services. On the other hand, a bad business environment leads to an increase in obstacles to commercial activities. Thus, the probability of achieving employment, production targets and prosperity is decreasing.

2 Literature Review

In this section, a few studies in the field on similar subjects to this study are explained in the literature. These evaluations generally used methods such as comparison using descriptive statistics or indicating the current situation about a country. While Fogel (2001) was analyzing the entrepreneurial environment and enterprise development in Hungary, also made evaluations about the Asia and Eastern Europe region. Lall and Mengistae (2005) analyzed and evaluated the impact of the business environment and economic geography on productivity at the factory level, specific to the Indian industry. Akhtar and Sushil (2018) evaluated strategic performance management in an uncertain business environment in a case study in the Indian oil industry. Fabus (2018) evaluated Slovakia in terms of the business environment and doing business dimensions based on the global competitiveness index. Aribawa (2016) presented a strategic business environment assessment for e-commerce in Indonesia. Čepel, Stasiukynas, Kotaskova, and Dvorský (2018) compared the factors identified in the Czech Republic and Slovak Republic in order to identify and measure the important factors that shape the quality of the business environment in the SME segment and to establish the business environment quality index. Gaganis, Pasiouras, and Voulgari (2019) evaluated the business environments of 25 EU countries in terms of indicators such as corruption, government regulations, access to credit. Veselovsky, Izmailova, Bogoviz, Lobova, and Alekseev (2017) evaluated the business environment that developed in the Russian economy during the period of 2011-2016 and deteriorated with the anti-Russian sanctions and investigated the factors that caused this situation to worsen.

Table 1 provides a list of indicators and dimensions used to evaluate the business environment performance in the literature (Ayyagari, Beck, & Demirgüç-Kunt, 2007; Beck, Demirgüç-Kunt, & Levine, 2004; Christensen & Goedhuys, 2004; Loayza, Oviedo, & Servén, 2005; Rocha, 2012). Evaluating these indicators and determining the deficiencies are very important for the private sector performances of the economies.

Table 1. *Dimensions and Indicators Used in Evaluating the Business Environment in the Literature (Rocha, 2012)*

Thorsten and Demirgüç-Kunt, 2004	Loayza et al., 2005	Dyring, J. and Goedhuys, M., 2004	IFC's Doing Business	Ayyagari, Thorsten and Demirgüç-Kunt, 2007	Relevant Identified Aspects
Cost of Business Registration	Firm entry		Starting a business (1)	Cost of Entry	Firm entry
	Labor markets		Employing workers (3)	Labor Market Regulation	Labor markets
	Fiscal burden	Fiscal burden of government	Paying taxes (7)		Fiscal burden
	Trade barriers	Trade policy	Trading across borders (8)		Trade policy
	Financial markets	Banking and finance	Getting credit (5)	Credit Registry	Financial markets
Cost of Contract Enforcement	Contract enforcement		Enforcing contracts (9)	Cost of Contract Enforcement	
Cost and Efficiency of the Insolvency Process	Bankruptcy regulation		Closing a business (10)	Bankruptcy	Bankruptcy Regulation
Protection of Property Rights		Property Rights	Registering property (4)	Property Rights	Property rights
		Regulation		Regulatory Environment	
	(Governance)	Global Corruption Report		Institutional Development	Governance
		Government intervention in the economy			
		Monetary policy			
		Black market activity			
		Capital flows and foreign investment			
			Dealing with construction permits (2)		
			Protecting investors (6)		
					Business sophistication and Innovation

It is a fact that the number of investments and productivity increases in a business environment where legal regulations exist, the legal environment is reliable, infrastructure and technology are provided, and the management is encouraged. It has become a necessity to evaluate economies in this context and to present profiles of countries.

TOPSIS is a multi-criteria decision-making method that is frequently used to compare countries by taking advantage of various indices. Some of these are the following studies; Erdin and Ozkaya (2017) compared the

Association of Southeast Asian Nations (ASEAN) and Turkey with the TOPSIS method according to the sustainable development index. Kaynak, Altuntas, and Dereli (2017) compared the innovation performance of European Union (EU) candidate countries with an entropy-based TOPSIS approach. Ardielli (2019) used the TOPSIS method to evaluate EU countries in terms of good governance. Chou, Yen, Dang, and Sun (2019) compared Asian countries in terms of human resources in science and technology using fuzzy AHP and TOPSIS.

This study shows that multi-criteria decision-making methods are not used in business environment analysis and evaluations. Therefore, it brings novelty to the current literature by comparing the countries in terms of the business environment with TOPSIS analysis, which is one of the popular Multi Criteria Decision Making (MCDM) methods.

3 Data and Methodology

3.1 The Data

The qualitative and quantitative data about countries' business environment characteristics are collected through "The Enterprise Survey" that is conducted by the World Bank and its partners. The survey covers every size of companies that includes the entire manufacturing sector, the services sector, and the transportation and construction sectors in the region where it is made. These characteristics have been evaluated together with the productivity and performance of firms.

This study evaluates all the criteria of the questionnaire together. Therefore, the study makes an overall comparison of the countries and regions in terms of the business environment. In other words, it is a guide for policymakers and entrepreneurs. The main topics covered in the study include infrastructure, trade, finance, regulations, taxes and business licensing, corruption, crime and informality, finance, innovation, labour, and perceptions about obstacles to doing business. Turkey, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Israel, Latvia, Lithuania, Poland, Romania, Russia, Serbia, Azerbaijan, Belarus, Georgia, Ukraine, the average values of countries in Eastern Europe & Asia and the average values of upper-middle-income countries will be analyzed by the TOPSIS (Technique for Order Preference by Similarity to Ideal Solution) method which is one of the Multi-Criteria Decision Making (MCDM) methods. Eventually, it aims that Turkey is evaluated its own investor attraction with this business environment analysis according to the countries and groups it is compared with.

3.1.1 Evaluation Dimensions and Indicators

The evaluation consists of quantitative indicators including infrastructure, trade, finance, regulations, taxes and operating licenses,

corruption, crime and informality, finance, innovation and labour.

A. Corruption indicators

Corruptions made by public officials that companies deal with cause great damage to companies in terms of financial and administrative aspects. This situation affects the efficiency of the operational processes of the companies, increases the risks for the companies and results in the deterioration of the business environment.

Inefficient regulation by governments paves the way for public officials to enforce and take bribes to do business. The amount of these informal payments and bribes is quite high. Also, this situation is quite common in most countries. This environment causes many companies with growth potential to go bankrupt or monopoly firms to block the businesses of these small businesses through the bureaucracy. Companies have to spend on bribery in bureaucratic processes instead of investing in their business.

Table 2. *Corruption indicators (WorldBank, 2017)*

Incidence of Graft index	% of Firms Expected to Give Gifts In Meetings With Tax Inspectors	% of Firms Expected to Give Gifts to Secure a Government Contract	% of Firms Expected to Give Gifts to Get a Construction Permit	% of Firms Expected to Give Gifts to Get an Import License	% of Firms Expected to Give Gifts to Get an Operating License
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The first group of indicators used in the assessment uses the Graft Index, which is used to evaluate the expected bribes that companies have to pay in public service, permit and license transactions. The second indicator component, used in the assessment, seeks to identify and assess to what extent certain regulatory and administrative authorities require bribery in negotiations with tax inspectors or in contracts between the government and a company. The next indicator component evaluates the bribes paid during the acquisition of certain licenses or permits and focuses on the situation of companies expected to make informal payments in obtaining import and operating licenses and in the continuation of existing licenses and when obtaining construction permits.

B. Regulations, Taxes, and Business Licensing Indicators

Effective management of the taxation system, regulations and processes of obtaining business licenses and ensuring continuity, and purification of unlawful practices are among the most important elements of creating a reliable and sustainable business environment.

The factors that cause the business environment to become unreliable, inefficient and uncompetitive should be identified. Thus, it is important for all countries to make the necessary evaluations and regulations, taking into account all the sensitivities of the private sector and the public. These market disorders cause countries to lose their attractiveness for investors. In addition, the approval and license procedures that businesses must

take are quite costly and time-consuming. In this context, the Enterprise Surveys used in the assessment of the determined countries include qualitative and quantitative indicators used in evaluations for taxation systems, regulations and operating licenses.

Table 3. *Regulations, Taxes, and Business Licensing Indicators (WorldBank, 2017)*

Days to Obtain Import License	Days to Obtain Construction-related Permit	Days to Obtain Operating License	Senior Management Time Spent in Dealing with Requirements of Government Regulation (%)	Average number of visits or required meetings with tax officials
Open Shareholding Company (%)	Closed Shareholding Company (%)	Sole Proprietorship (%)	Partnership (%)	Limited Partnership (%)

The first part of the indicator group used in this evaluation index deals with the efficiency of commercial licensing and permit services. The indicators also take into account delays in these processes. Another indicator group that constitutes this evaluation assesses the time that the top management has to spend with public officials in these processes. It also evaluates the time spent on average one-year tax inspections and the number of meetings with inspectors. This set of indicators also presents the existence of different legal forms of companies in the private sector. The types of legal companies most used by countries in global markets can be classified as shareholder companies, public companies (open), sole proprietorships, partnerships and limited partnerships.

C. Average Firm Indicators

The Enterprise Survey data used in this study were collected from a sample group of registered private companies operating in non-agricultural activities. While collecting information about the business environment, information about the profiles of companies in the private sector of each country was also obtained. Thus, by evaluating the obtained data, it is tried to determine the situation of private sectors and the distribution of the firms in the market according to their characteristics.

Table 4. *Average Firm Indicators (WorldBank, 2017)*

Age (years)	% of Firms with Female Top Manager	% of Firms with Female Participation in Ownership	Private Domestic (%)	Private Foreign (%)	Government/State (%)
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In this evaluation, the first indicator shows the age of the companies calculated based on the year they operate. The lifetimes and experiences of companies are very important in terms of the business environment. As this period increases, it can be predicted that the business environment is supportive. In addition, new and old firms differ in their ability to cope with market challenges and processes in the business environment. Another topic that constitutes this part of the evaluation is the status of

women in company ownership and management. Through these indicators, it is attempted to evaluate whether the gender factor has an impact on companies in areas such as corruption, access to finance and technology. Other indicators focus on the market shares of public, domestic and foreign private sector companies. Thus, the profile of the economies are assessed in terms of the private sector and foreign investment.

D. Finance Indicators

If a country has a developed financial market, transactions related to payment transactions, deposit movements, investment financing are quite easy. These markets enable firms and lenders or investors to work effectively and efficiently with each other. Thus, it prevents the formation of a fund structure that is illegal or dependent on family and friends. Through the indicators used in this section, evaluations about the financing characteristics of companies and financial markets are made.

Table 5. *Finance Indicators (WorldBank, 2017)*

Internal Finance for Investment (%)	Bank Finance for Investment (%)	Trade Credit Financing for Investment (%)	Equity, Sale of Stock For Investment (%)	Other Financing for Investment (%)
Working Capital External Financing (%)	Value of Collateral Needed for a Loan (% of the Loan Amount)	% of Firms With Bank Loans/line of Credit	% of Firms With a Checking or Savings Account	

The first issue evaluated through indicators is which resources are used as financing sources. The predominantly utilization of the internal funding system is an indicator of an inefficient financial structure. In this context, companies are evaluated according to the types of financing they use in their investments. The financing profile of the economies is assessed with information about companies that use credit, need collateral, have check or saving accounts.

E. Infrastructure Indicators

Economies with strong infrastructures provide a business environment where companies can develop and operate more sustainably. Thus, it increases the competitiveness of the relevant economy with its competitors. This structure allows companies to work systematically with customers and suppliers by taking advantage of all the opportunities of modern technologies. Otherwise, companies operating on a large or small scale will not be able to perform properly and huge financial results will occur.

Table 6. Infrastructure Indicators (WorldBank, 2017)

Number of Power Outages in a Typical Month	Value Lost Due to Power Outages (% of Sales)	Number of Water Shortages in a Typical Month	Average Duration of the Water Shortage (hours)	Delay in Obtaining an Electrical Connection	Delay in Obtaining a Water Connections	Delay in Obtaining a Mainline Telephone Connection
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The number of power outages and water outages occurring within a month, the average duration of these outages, problems in telephone connections are evaluated in order to estimate the quality of the infrastructures that countries provide to companies. Problems experienced in essential infrastructure services or their absence cause economies to lose their investment attractiveness and competitive advantage.

F. Trade Indicators

The existence of open markets allows companies to access cheaper imported goods, improve export standards, and thus enable companies to become globally competitive. In these processes, companies have to deal with commercial bureaucracy for customs procedures and import-export licenses required for the trade. In these transactions, they experience great financial losses due to the problems experienced in the transportation and customs process. The Enterprise Surveys collects data about the experiences of companies in import and export processes and evaluates their effects on their commercial activities.

Table 7. Trade Indicators (WorldBank, 2017)

% of Exporter Firms	% of Firms that Use Material Inputs and/or Supplies of Foreign origin	Average Time to Clear Direct Exports Through Customs	Average Time to Clear Imports from Customs (days)	Losses during Direct Export Due to Theft (%)	Losses during Direct Export Due to Breakage or Spoilage (%)
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Indicators provide information about the intensity of foreign trade realized by the private sector, the proportion of companies exporting directly or indirectly, and the proportion of companies that use imported inputs to produce. Another issue is the average number of days required to clear imported and exported goods from customs. The prolongation of these periods may lead to additional warehouse costs at customs, deterioration of goods, loss of customers and closure of companies. One of the important issues is the transportation risks that may occur during the foreign trade process. They are export losses caused by theft, breakage or spoilage during transportation.

G. Crime and Informality Indicators

Crime is an important problem for the business environment as it brings security costs and resources that can be transferred to production are spent on fighting against it. This issue is considered as a social instability for domestic or foreign investors. They concern about this as a cost item for the business environment and doing business. In addition, if there

are no regulations and reliable legal institutions that can resolve disputes between companies and their clients, both of them may choose not to trade in this business environment. Informal companies are a threat to registered companies operating in the private sector. This situation creates unfair competition for registered companies. This causes the investor to look for a country with a more suitable business environment in these fields of trade. The Enterprise Surveys, which is used in this assessment, tries to provide information about the effect of crime on sales, justice perception of entrepreneurs in courts and the dimensions of informal trade.

Table 8. *Crime and Informality Indicators (WorldBank, 2017)*

% of Firms Believing the Court System is Fair, Impartial and Uncorrupted	Security Costs (% of Sales)	Losses Due to Theft, Robbery, Vandalism, and Arson Against the Firm (% of Sales)	% of Firms Formally Registered when Started Operations in the Country
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H. Innovation and Workforce Indicators

In this section, an assessment is made on technology use and innovation through the indicators used in the Enterprise Surveys. These indicators also provide information on the non-agricultural workforce.

Table 9. *Innovation and Workforce Indicators (WorldBank, 2017)*

% of Firms With Internationally Recognized Quality Certification	% of Firms with Annual Financial Statement Reviewed by External Auditor	% of Firms using their own Website	% of Firms Using Email to Communicate with Clients/suppliers	Average Number of Temporary Workers	Average Number of Permanent, Full Time Workers	% of Full Time Female Workers
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One of the indicators focuses on the ratio of companies with quality certificates that will provide a reliable and competitive advantage in international markets. In addition, it is used in indicators that give an idea about how much companies use Information and Communication Technologies (ICT). The use of these technologies paves the way for cheap and effective communication and doing business with national and international markets. Other indicators under this heading also draw attention to the proportion of the temporary and permanent workforce and permanent female employment. The regulations of the countries about the labour force directly affect the employment preferences of the companies. The most important effect of this is on full-time female employment. The participation of women in employment is very important for the effective and efficient use of human resources of countries.

3.2 Methodology

3.2.1 TOPSIS (Technique for Order Preference by Similarity to Ideal Solution) Method

TOPSIS (Technique for Order Preference by Similarity to Ideal Solution) was first developed by Hwang and Yoon (1981) and later by Lai,

Liu and Hwang (1994, 486-500) in order to find the best solution among practical alternatives (Erdin & Ozkaya, 2020a, 2020b). A positive ideal solution minimizes cost criteria or qualities while maximizing benefit criteria or qualifications. The negative ideal solution minimizes benefit criteria or qualities while maximizing cost criteria or qualifications. The TOPSIS method is expressed in six consecutive steps (Erdin & Ozkaya, 2017; Yoon, 1980): There are m decision points and n evaluation factors, which are the decision matrix.

Step 1: In the rows of the decision matrix, there are decision points whose superiorities are to be listed, and in the columns, there are evaluation factors to be used in decision making. Matrix A is the initial matrix created by the decision maker. The decision matrix is shown as formula 1:

$$A_j = \begin{bmatrix} a_{11} & a_{12} & \dots & a_{1n} \\ a_{21} & a_{22} & \dots & a_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ a_{m1} & a_{m2} & \dots & a_{mn} \end{bmatrix} \quad (1)$$

In matrix A_j , m represents the number of decision points, n represents the number of evaluation factors.

Step 2: Creating the Standard Decision Matrix (R)

The Standard Decision Matrix is calculated by using the elements of matrix A and the following formula 2:

$$r_j = \frac{a_j}{\sqrt{\sum_{k=1}^m a_k^2}} \quad (2)$$

The matrix R is defined by the matrix shown below:

$$R_j = \begin{bmatrix} r_{11} & r_{12} & \dots & r_{1n} \\ r_{21} & r_{22} & \dots & r_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ r_{m1} & r_{m2} & \dots & r_{mn} \end{bmatrix} \quad (3)$$

Step 3: Creating the Weighted Standard Decision Matrix (V): First, the weight values (w_i) of the evaluation factors are determined ($\sum w_i = 1$). Then the elements in each column of the R matrix are multiplied by the corresponding w_i value to form the V matrix. The V matrix is shown below:

$$V_j = \begin{bmatrix} w_1 r_{11} & w_2 r_{12} & \dots & w_n r_{1n} \\ w_1 r_{21} & w_2 r_{22} & \dots & w_n r_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ w_1 r_{m1} & w_2 r_{m2} & \dots & w_n r_{mn} \end{bmatrix} \quad (4)$$

Step 4: Creating ideal (A^*) and negative ideal (A^-) solutions:

Finding the ideal solution set is shown in the following formula 5:

$$A^* = \left\{ (\max_i v_j \mid j \in J) (\min_i v_j \mid j \in J') \right\} \quad (5)$$

The set calculated from formula(6) can be shown as $A^* = \{v_1^*, v_2^*, \dots, v_n^*\}$

The set of negative ideal solutions is formed by selecting the smallest of the weighted evaluation factors in the V matrix. Creating the negative ideal solution set is shown in the following formula 6.

$$A^- = \left\{ (\min_i v_j \mid j \in J) (\max_i v_j \mid j \in J') \right\} \quad (6)$$

The set calculated from the formula (8) can be shown as $A^- = \{v_1^-, v_2^-, \dots, v_n^-\}$. In both formulas, J represents the benefit (maximization) and J' indicates the loss (minimization).

Step 5: In the TOPSIS method, Euclidian Distance Approach is used to find the deviations of the evaluation factor value for each decision point from the ideal and negative ideal solution set. The calculation of the ideal discrimination (S_i^*) measure is shown in the formula (7) and the calculation of the negative ideal discrimination (S_i^-) measure is shown in the formula (8):

$$S_i^* = \sqrt{\sum_{j=1}^n (v_j - v_j^*)^2} \quad (7)$$

$$S_i^- = \sqrt{\sum_{j=1}^n (v_j - v_j^-)^2} \quad (8)$$

Step 6: The ideal and negative ideal separation measures are used to calculate the proximity (C_i^*) of each decision point relative to the ideal solution. The calculation of the proximity to the ideal solution is shown in the following formula 9:

$$C_i^* = \frac{S_i^-}{S_i^- + S_i^*} \quad (9)$$

The value C_i^* is in the range $0 \leq C_i^* \leq 1$ and $C_i^* = 1$ indicates the absolute proximity of the corresponding decision point to the ideal solution, and $C_i^* = 0$ indicates the absolute proximity of the corresponding decision point to the negative ideal solution.

3.2.2 Equal Weights Method

Being able to determine the weighting method requires knowledge about the distributions of real weights. Sometimes there are cases of inadequate knowledge to sort out the weights. Under similar conditions, real weights can be explained as a uniform distribution over n-unit simplex through $\{0 \leq w_j \leq 1 \text{ ve } \sum w_j = 1 \text{ } j=1,2,\dots,n\}$ clusters (Jia, Fischer, and Dyer 1998). Thus, the distributions and expected values of the weights within the hypothesis of inadequate or no knowledge about weights are explained by the equal weight vectors defined by Dawes (1974) as follows (Dawes 1974):

$$W_j = 1/n \quad j = 1, 2, \dots, n \text{ (n: number of qualifications)} \quad (10)$$

In this method, what the decision-maker needs to know about priorities is whether the relevant qualification is necessary. All qualifications considered necessary are weighted equally. Equal weighting is applied to the qualifications in the framework of this information.

4 RESULTS

In the study, TOPSIS method is applied by creating TOPSIS R codes by means of R Studio program and entering the values and weights of the qualifications into the program. The indicator values of the relevant alternative countries and groups are included in the decision matrices in the appendixes. Performance scores and country rankings of the evaluations made in terms of each dimension can be seen in Table 10 below. In addition, the weighted normalized values calculated during each evaluation are included in the appendixes. Outputs and comments of evaluations are as follows:

Table 10. *Performance Scores and Country Rankings of the TOPSIS Evaluations*

Ranking	Countries	Corruption Performance Score (C1*)	Countries	Regulation Performance Score (C1*)	Countries	Average Firms Performance Score (C1*)	Countries	Finance Performance Score (C1*)
1	Estonia	1	Poland	0.567015	Estonia	0.858914	Czech Republic	0.621566
2	Israel	0.994977	Turkey	0.552746	Romania	0.822155	Serbia	0.44598
3	Georgia	0.933548	Upper Income Countries (Average)	0.529343	Czech Republic	0.804681	Lithuania	0.347841
4	Poland	0.925581	Azerbaijan	0.519981	Upper Income Countries (Average)	0.799193	Georgia	0.323618
5	Latvia	0.910628	Belarus	0.515537	Latvia	0.791946	Ukraine	0.31612
6	Croatia	0.899714	Ukraine	0.50622	Croatia	0.768262	Israel	0.302825
7	Czech Republic	0.883375	Hungary	0.493689	Serbia	0.765407	Upper Income Countries (Average)	0.298852
8	Belarus	0.874903	Georgia	0.486617	Bulgaria	0.755184	Poland	0.2906
9	Turkey	0.873431	Latvia	0.463381	Poland	0.742405	Romania	0.271836
10	Romania	0.872646	Eastern Europe & Central Asia	0.459539	Hungary	0.736187	Latvia	0.26774
11	Upper Income Countries (Average)	0.822854	Estonia	0.425266	Georgia	0.723624	Croatia	0.267273
12	Serbia	0.80841	Czech Republic	0.415118	Eastern Europe & Central Asia (Average)	0.716612	Eastern Europe & Central Asia (Average)	0.266465
13	Hungary	0.789111	Lithuania	0.414626	Lithuania	0.711847	Bulgaria	0.258849
14	Bulgaria	0.774175	Serbia	0.410469	Russia	0.710456	Turkey	0.230978
15	Lithuania	0.757078	Croatia	0.402318	Israel	0.686263	Estonia	0.229041
16	Eastern Europe & Central Asia (Average)	0.74721	Bulgaria	0.401378	Turkey	0.657689	Hungary	0.217736
17	Russia	0.646374	Romania	0.391013	Ukraine	0.649352	Belarus	0.212395
18	Azerbaijan	0.41655	Israel	0.384768	Azerbaijan	0.598021	Russia	0.204928
19	Ukraine	0.0340343	Russia	0.359718	Belarus	0.315104	Azerbaijan	0.157335
Ranking	Countries	Infrastructure Performance Score (C1*)	Countries	Trade Performance Score (C1*)	Countries	Crime and Informality Performance Score (C1*)	Countries	Innovation and Workforce Performance Score (C1*)
1	Azerbaijan	0.932144	Lithuania	0.866514	Azerbaijan	0.914678	Israel	0.731042
2	Latvia	0.906332	Croatia	0.857044	Israel	0.911434	Czech Republic	0.716264
3	Ukraine	0.885428	Estonia	0.85131	Georgia	0.838208	Romania	0.646768
4	Belarus	0.880433	Romania	0.839994	Estonia	0.832636	Hungary	0.643284
5	Hungary	0.873471	Bulgaria	0.836482	Hungary	0.76997	Turkey	0.624511
6	Lithuania	0.868444	Serbia	0.825068	Latvia	0.737639	Estonia	0.618127
7	Israel	0.777664	Belarus	0.824992	Croatia	0.679915	Serbia	0.615553
8	Czech Republic	0.768306	Latvia	0.788448	Serbia	0.671928	Bulgaria	0.600904
9	Poland	0.751112	Georgia	0.787455	Poland	0.661156	Poland	0.597145
10	Croatia	0.736477	Israel	0.786153	Belarus	0.643558	Latvia	0.573139
11	Turkey	0.710395	Azerbaijan	0.778524	Eastern Europe & Central Asia (Average)	0.63112	Belarus	0.567124
12	Georgia	0.693218	Poland	0.778508	Czech Republic	0.61402	Azerbaijan	0.544068
13	Romania	0.654313	Turkey	0.772526	Romania	0.613934	Croatia	0.536474
14	Eastern Europe & Central Asia (Average)	0.64546	Eastern Europe & Central Asia (Average)	0.766748	Lithuania	0.588443	Russia	0.536395
15	Bulgaria	0.612384	Upper Income Countries (Average)	0.706507	Turkey	0.578439	Lithuania	0.525419
16	Russia	0.582439	Czech Republic	0.677114	Upper Income Countries (Average)	0.532761	Eastern Europe & Central Asia (Average)	0.501807
17	Upper Income Countries (Average)	0.546377	Russia	0.631119	Bulgaria	0.498846	Upper Income Countries (Average)	0.46561
18	Estonia	0.539173	Hungary	0.542453	Russia	0.494502	Georgia	0.394848
19	Serbia	0.527175	Ukraine	0.342619	Ukraine	0.198992	Ukraine	0.212486

A. Corruption Evaluation

The largest relative closeness among the countries is the Estonia with 1, Israel in second place with 0.994977 and Georgia is third with 0.933548 relative closeness. Also, Turkey ranks 9th with 0.873431 relative closeness. The countries in the top three have near-perfect values in all indicators. Russia, Azerbaijan and Ukraine, which are in the last three places, have very bad values especially in three indicators; the ratio of companies expected to give gifts in negotiations with tax inspectors, the ratio of companies expected to give gifts to make a government contract, and the ratio of companies expected to give gifts to get construction permits. Average values of the countries in the upper income group are in the middle, while the average values of Eastern Europe and Asian countries are fourth from the last. Ukraine has the worst score by far in terms of this assessment dimension. Estonia performs excellent performance.

B. Regulations, Taxes, and Business Licensing Evaluation

Poland has the largest relative closeness with 0.567015. The second country is Turkey with 0.552746. The values of Turkey and Poland are very close to each other. These two countries stand out compared to other countries, especially with their performances in indicators of import license days and the average number of visits with tax officials or the number of meetings required. The average of the countries in the upper income group is in the third place. When the scores are evaluated in terms of this dimension in general, even the highest score corresponds to a mediocre value. Countries generally perform poorly in this dimension. While Romania, Israel and Russia are in the last three places, their performance scores are very close to each other. Last five countries have very bad values especially in four indicators; days to obtain import license, days to obtain a construction-related permit, days to obtain an operating license, and closed shareholding company rate.

C. Average Firm Evaluation

In the “Average Firms” assessment, Estonia, Romania and Czech are ranked in the top three, respectively. The upper-income countries average value is very close to the value of the Czech Republic. Therefore, this country group also ranks fourth. Turkey, Ukraine, Azerbaijan and Belarus are in the last four in the list, respectively. While Belarus performs well in terms of criteria evaluating women’s participation in the business world, it scores poorly compared to other countries due to the large share of the public in the market. Turkey shows poor performance in this dimension since it has bad rates in firms with female top management positions and firms with female participation in ownership.

D. Finance Evaluation

In the financial assessment, Czech, Serbia, Lithuania, and Georgia are at the top of the list, respectively. In this evaluation, the Czech Republic shows a significantly higher performance than other countries. When the scores of countries in this dimension are evaluated in general, they have very bad values. Turkey has the worst value in the value of collateral required for loans (as a percentage of the loan amount) indicator. Also, Azerbaijan has quite poor values in terms of the collateral value needed for the loan (percentage of loan amount) and working capital external financing (%). There is also no significant difference between the performance scores of the average values of the country groups in the evaluation.

E. Infrastructure Evaluation

In the evaluation made in terms of infrastructure, Azerbaijan comes first with a very high score, followed by Latvia, Ukraine and Belarus,

respectively. Azerbaijan has almost perfect values in all indicators in the assessment. Except for the first three countries, most of the countries have poor values in indicators of delayed electricity, water and telephone connections. Estonia has significant problems with water shortages. By the way, the number of power outages in a typical month is an important problem in the upper-income countries, according to their average values.

F. Trade Evaluation

Lithuania, Croatia, and Estonia have scores close to each other in terms of trade dimension, and they are in the top three, respectively. Countries that rank from eight to 14th in this assessment have very close scores. Turkey has a higher score than both the upper-income group average and Eastern and Asian average values in terms of the trade dimension. Turkey loses a lot of time during the processes of clearing import and export goods from customs. While Russia has a very bad value especially in clearing imports from customs, Czech and Hungary have bad values in clearing both imports and exports from customs. The rate of exporting companies in Azerbaijan and Georgia is very low, such as 2% and 7%. When the indicators are evaluated, Croatia, Israel, Czech and Belarus stand out as foreign dependent countries as raw materials. Turkey is dependent on foreign inputs or supplies less than most countries in this comparison.

G. Crime and Informality

In the evaluation made in the dimension of Crime and informality, Azerbaijan and Israel are by far the first and second place compared to other countries, while Georgia and Estonia are third and fourth. The upper-income countries average value shows very bad performance, rank fourth from the last. Meanwhile, Turkey ranks 5th from the last. While Bulgaria, Russia and Ukraine are in the last three places, Ukraine has quite poor performance compared to other countries. In Ukraine, the perception of the companies that the decisions taken by the courts are unfair and the high-security costs cause the country to get a poor performance score. In Azerbaijan and Israel, a firm confidence in the fairness of judicial decisions has the highest value among these countries. The firm perception of the fair, impartial and uncorrupted of the judiciary in Turkey is 35 per cent. Russia and Turkey have the worst performance scores in terms of security cost after Ukraine.

H. Innovation and Workforce

In terms of innovation and workforce, Israel and the Czech Republic perform well, followed by Romania and Hungary. Turkey ranks fifth. Countries generally have mediocre performance scores. Georgia and Ukraine differ negatively from other countries with their poor performance. Israel performs better than other countries in indicators of the percentage

of firms with annual financial statements reviewed by the external auditor, the percentage of companies that use email to communicate with customers/suppliers, and the percentage of firms with internationally recognized quality certification. The Czech Republic, on the other hand, performs very well compared to most other countries in terms of the percentage of companies with annual financial statements reviewed by the external auditor, the percentage of companies with internationally recognized quality certificates, and the percentage of companies using their website. Hungary stands out with its full-time female employment rate and companies with internationally recognized quality certificates compared to other countries. Turkey has 22 per cent of full-time female employment rate and this rate is quite low in terms of ensuring sustainable growth and the effective utilization of human resources. In the Ukrainian economy, the insufficiency of the average number of companies with international certificates and the high rate of temporary workers cause them to get a low-performance score from the evaluation made in this dimension.

I. Evaluation of Alternatives According to All Criteria

Performance scores and ranking of the general evaluation can be seen in Table 11 below. In the evaluation made in terms of all indicators, countries have generally close performance to each other. Poland and the Czech Republic rank first and second, but they have very close values to each other. Latvia and Turkey have also very close scores and they rank third and fourth. Russia and Ukraine are in the last ranks in most evaluations made in terms of each dimension, and they perform poorly in general evaluation compared to other countries. Russia has bad values in indicators of corruption, regulation, crime and informality and finance dimensions. Ukraine generally has poor values in indicators of corruption, crime and informality, trade, average firms and innovation and workforce.

Table 11. *Performance Scores and Country Rankings of the TOPSIS Overall Evaluation*

Ranking	Evaluation Alternatives	Ci*
1	Poland	0.641495
2	Czech Republic	0.640109
3	Latvia	0.625161
4	Turkey	0.620633
5	Georgia	0.610531
6	Israel	0.609533
7	Croatia	0.607224
8	Lithuania	0.603084
9	Hungary	0.596469
10	Belarus	0.591991
11	Romania	0.590525
12	Estonia	0.586613
13	Upper Income Countires (Average)	0.58399
14	Serbia	0.580713
15	Eastern Europe & Central Assia (Average)	0.574635
16	Bulgaria	0.572827
17	Azerbaijan	0.559164
18	Russia	0.512804
19	Ukraine	0.445196

When we make a general assessment for Turkey, Turkey has bad values in terms of indicators in average firms, finance, crime and informality dimensions. It has poor performance values especially in the issues of corruption, fair decision expectation in court decisions and full-time female employment. On the other hand, it generally performs well in regulation, trade and innovation and workforce indicators.

5 Conclusion and Recommendation

Business assessment is an interesting and difficult topic to assess. As presented in the literature review, this topic involves many factors and dimensions. The study aims to compare the determined countries in terms of the business environment using indicators and dimensions in Enterprise Surveys. This data source is an important survey organized by the World Bank. The study also aims to provide countries with the opportunity to compare themselves with similar economies and see their deficiencies. The strengths and weaknesses of economies in terms of the business environment are also revealed. It gives an idea with its results to local and foreign investors who are considering investing in these markets. When the results of the study are evaluated, there are many things that countries should do in terms of corruption, trust in the judiciary, infrastructure, security and government regulations. The business environment of a country is directly related to sustainable growth, foreign investment and the welfare of its people. Until now, the analysis of the business environment has not been handled within this scope and with a multi-criteria method in which many

countries are evaluated together. Studies are carried out with descriptive statistics in general. Evaluating each dimension separately and all together with TOPSIS is a novelty that this study brings to the literature. Also in this study, a detailed assessment is made about the business environment in Turkey. In the evaluations, Russia and Ukraine differ badly from other countries. Poland, Czech Republic, Latvia and Turkey performs relatively good performance according to the overall rankings. Russia and Ukraine need to work hard to improve their current situation. It is expected that this study will continue with the evaluation of these and other countries in the future by using other multi-criteria decision making methods. It is recommended to perform more studies using different methods and data banks and to compare the results.

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Appendix A

Table A1. Decision Matrix of Corruption Evaluation

Weights (w)	0.1666	0.1666	0.1666	0.1666	0.1666	0.1666
Criteria	Incidence of Graft index	% of Firms Expected to Give Gifts In Meetings With Tax Inspectors	% of Firms Expected to Give Gifts to Secure a Government Contract	% of Firms Expected to Give Gifts to Get a Construction Permit	% of Firms Expected to Give Gifts to Get an Import License	% of Firms Expected to Give Gifts to Get an Operating License
Turkey	5.1	1.2	18.4	2.5	1.3	9.9
Eastern Europe & Central Assia (Average)	12.5	10	23.7	21.2	9	11.1
Upper Income Countires (Average)	7.6	7.4	20.6	15.5	6.3	6.3
Bulgaria	13.6	6.1	28.5	17.4	0	11.6
Croatia	4.7	0	14.4	12	3.3	1.3
Czech Republic	4.5	0.4	11.1	3.7	8.8	6.7
Estonia	0	0	0	0	0	0
Hungary	6.2	0	51.9	2.7	0	9.9
Israel	0.1	0	1.1	0.4	0.1	0
Latvia	6.8	0.9	5.7	11.2	0	0
Lithuania	12.5	10.9	12.9	31.3	2.8	6.6
Poland	0.5	2.1	18.7	0.7	0	0
Romania	5.7	6.8	7	12.9	0	5.8
Russia	16.1	7.3	30.9	26.8	27.5	12.6
Serbia	5.9	6.6	40.2	15.8	0.2	1.5
Azerbaijan	30.9	11.7	51.2	41.8	38.9	38.7
Belarus	6.5	3.4	17	15	0	1.4
Georgia	2.5	0.2	1.1	11.7	0	0
Ukraine	40.4	50.1	99.1	73.2	42	35.1

Table A2. Weighted Normalized Matrix of Corruption Evaluation

Criteria	Incidence of Graft index	% of Firms Expected to Give Gifts In Meetings With Tax Inspectors	% of Firms Expected to Give Gifts to Secure a Government Contract	% of Firms Expected to Give Gifts to Get a Construction Permit	% of Firms Expected to Give Gifts to Get an Import License	% of Firms Expected to Give Gifts to Get an Operating License
Turkey	0.0140244	0.00357961	0.0211218	0.00399464	0.00332138	0.0278395
Eastern Europe & Central Assia (Average)	0.0343734	0.0298301	0.0272058	0.0338746	0.0229942	0.031214
Upper Income Countires (Average)	0.0208991	0.0220742	0.0236472	0.0247668	0.0160959	0.017716
Bulgaria	0.0373983	0.0181963	0.0327158	0.0278027	0	0.03262
Croatia	0.0129244	0	0.0165301	0.0191743	0.0084312	0.00365569
Czech Republic	0.0123744	0.0011932	0.012742	0.00591207	0.0224832	0.0188409
Estonia	0	0	0	0	0	0
Hungary	0.0170492	0	0.0595773	0.00431421	0	0.0278395
Israel	0.000274988	0	0.00126272	0.000639143	0.000255491	0
Latvia	0.0186992	0.00268471	0.00654317	0.017896	0	0
Lithuania	0.0343734	0.0325148	0.0148082	0.0500129	0.00715374	0.0185596
Poland	0.00137494	0.00626431	0.0214662	0.0011185	0	0
Romania	0.0156743	0.0202844	0.00803547	0.0206124	0	0.01631
Russia	0.044273	0.0217759	0.0354709	0.0428226	0.07026	0.0354321
Serbia	0.0162243	0.0196878	0.0461466	0.0252461	0.000510982	0.0042181
Azerbaijan	0.0849711	0.0349012	0.0587737	0.0667904	0.0993859	0.108827
Belarus	0.0178742	0.0101422	0.0195147	0.0239679	0	0.00393689
Georgia	0.00687469	0.000596601	0.00126272	0.0186949	0	0
Ukraine	0.111095	0.149449	0.113759	0.116963	0.107306	0.0987036

Appendix B

Table B1. Decision Matrix of Regulations, Taxes, and Business Licensing Evaluation

Weights (w)	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Criteria	Days to Obtain Import License	Days to Obtain Construction-related Permit	Days to Obtain Operating License	Senior Management Time Spent in Dealing with Requirements of Government Regulation (%)	Average number of visits or required meetings with tax officials	Open Shareholding Company (%)	Closed Shareholding Company (%)	Sole Proprietorship (%)	Partnership (%)	Limited Partnership (%)
Turkey	8.1	36.5	39.7	19	0.7	1	60.2	25.8	4.1	8.4
Eastern Europe & Central Asia (Average)	14.7	80.5	24.3	11.9	1.4	3.6	79	10.9	1.9	2.1
Upper Income Countries (Average)	23.2	87.5	40.8	11.1	1.7	3.7	57.6	23.5	6.3	6.1
Bulgaria	21.5	109.1	40.6	16.1	1.8	0.5	82.7	13.9	2.8	0
Croatia	14	154.9	55.3	19.5	1	2.8	71	25.2	0.9	0
Czech Republic	30.7	74.4	20.8	13.9	0.9	0	86.1	13.8	0	0.1
Estonia	28.7	51.5	16.2	6.6	0.7	0.2	99.1	0	0.5	0
Hungary	22.5	74	25.9	11.3	1	0	89.2	0	0	10.8
Israel	24.1	391.5	192.9	4.3	0.6	2.6	27.4	58.3	9.2	0.5
Latvia	3	12.2	9.9	5.2	0.7	0.5	98.2	0.4	0	0
Lithuania	5.6	134.5	42.7	6	0.5	0.1	93	6.9	0	0
Poland	8.4	129.1	10.4	19.7	0.6	0.3	44.8	23.4	19.3	0.2
Romania	21.4	127.2	23.3	15.8	1.3	0.6	98.1	0	0.6	0
Russia	47.1	129.6	56.3	14.7	1.1	6.5	92.4	1	0	0
Serbia	19.7	124.8	12	13.5	1.3	2.3	97.1	0	0.5	0
Azerbaijan	5.8	13.8	5.3	0.2	1.7	13.4	72.1	14.6	0	0
Belarus	18.3	46.8	20.7	13.7	0.5	12.8	42.2	33.8	0	0
Georgia	7.3	34.1	4.8	0.9	0.6	1.7	83.2	14.1	1	0
Ukraine	17.4	1.3	16.4	19.5	1.3	12.3	53.8	26.6	0.4	0

Table B2. Weighted Normalized Matrix of Regulations, Taxes, and Business Licensing Evaluation

Criteria	Days to Obtain Import License	Days to Obtain Construction-related Permit	Days to Obtain Operating License	Senior Management Time Spent in Dealing with Requirements of Government Regulation (%)	Average number of visits or required meetings with tax officials	Open Shareholding Company (%)	Closed Shareholding Company (%)	Sole Proprietorship (%)	Partnership (%)	Limited Partnership (%)
Turkey	0.008928	0.00660582	0.0171241	0.0329942	0.0145581	0.00412263	0.017699	0.0278005	0.0178445	0.054942
Eastern Europe & Central Asia (Average)	0.016203	0.014569	0.0104815	0.0206648	0.0291162	0.0148415	0.0232263	0.0117452	0.00826939	0.0138736
Upper Income Countries (Average)	0.025571	0.0158359	0.0175985	0.0192756	0.0353553	0.0152537	0.0169346	0.0253222	0.0274196	0.0402994
Bulgaria	0.023698	0.0197451	0.0175123	0.0279583	0.0374351	0.00206132	0.0243141	0.0149778	0.021865	0
Croatia	0.015431	0.023034	0.023829	0.0338625	0.0207973	0.0115434	0.0208743	0.027154	0.00391708	0
Czech Republic	0.033838	0.013465	0.0089718	0.0241379	0.0187175	0	0.0253137	0.0148701	0	0.0006606
Estonia	0.031633	0.0092054	0.00698766	0.0114611	0.0145581	0.000824527	0.0291358	0	0.00217616	0
Hungary	0.0248	0.0133926	0.0111716	0.0196229	0.0207973	0	0.0262251	0	0	0.0713497
Israel	0.026563	0.0708542	0.0832049	0.00746711	0.0124784	0.0107188	0.00805571	0.0628206	0.0400413	0.0033032
Latvia	0.003307	0.00220797	0.00427023	0.009903	0.0145581	0.00206132	0.0288712	0.000431016	0	0
Lithuania	0.006172	0.023442	0.0184181	0.0104192	0.0103986	0.000412563	0.0273424	0.00743503	0	0
Poland	0.009259	0.0233647	0.0044859	0.0342098	0.0124784	0.00123679	0.0131714	0.0252144	0.0839996	0.0013213
Romania	0.023587	0.0230208	0.0100501	0.0274373	0.0270364	0.00247358	0.0288418	0	0.00261139	0
Russia	0.051914	0.0234552	0.0242843	0.0255271	0.022877	0.0267971	0.027166	0.00107754	0	0
Serbia	0.021714	0.0225865	0.00517604	0.0234433	0.0270364	0.00948206	0.0285478	0	0.00217616	0
Azerbaijan	0.006393	0.00249754	0.00228608	0.000347308	0.0353553	0.0552433	0.0211977	0.0157321	0	0
Belarus	0.02017	0.00846993	0.00892867	0.027996	0.0103986	0.0527697	0.012407	0.0346208	0	0
Georgia	0.008046	0.00617147	0.00207042	0.00156238	0.0124784	0.00700848	0.0244611	0.0119193	0.00435231	0
Ukraine	0.019178	0.000235276	0.00707392	0.0338625	0.0270364	0.0507084	0.0158174	0.0286626	0.00174092	0

Appendix C

Table C1. Decision Matrix of Average Firm Evaluation

Weights (w)	0.1666	0.1666	0.1666	0.1666	0.1666	0.1666
Criteria	Age (years)	% of Firms with Female Top Manager	% of Firms with Female Participation in Ownership	Private Domestic (%)	Private Foreign (%)	Government/State (%)
Turkey	15.9	5.4	25.4	96.6	2.8	0.1
Eastern Europe & Central Asia (Average)	13.5	19.9	32	92.7	5.9	0.6
Upper Income Countries (Average)	17.2	19.5	37.5	88.6	9.5	0.4
Bulgaria	15.2	24	39.1	94.7	5.3	0
Croatia	15.5	18.7	32.2	90.9	7.9	0.2
Czech Republic	16.5	11.6	30.7	85	14.9	0
Estonia	14.2	25.4	35.7	86	12.9	0
Hungary	14.2	20.4	47.1	94.1	4.7	0.1
Israel	22.4	10.1	27.3	96.3	3.5	0.2
Latvia	12.7	31.5	36.2	91.5	7.7	0
Lithuania	12.3	21	35.8	92.3	6.7	0.9
Poland	18.9	20.6	40.4	92.3	5.9	0.6
Romania	14.5	20.1	47	87.3	10.3	0
Russia	10.7	20.1	28.5	94.6	5.1	0.2
Serbia	15.4	25.7	38.3	93.6	6.1	0.2
Azerbaijan	11.7	2.4	4.1	100	0	0
Belarus	12.9	32.7	43.6	87.4	6.6	6
Georgia	8.1	32.1	33.9	95.4	4.6	0
Ukraine	13.7	18.9	31.4	98.1	1.2	0.6

Table C2. Weighted Normalized Matrix of Average Firm Evaluation

Criteria	Age (years)	% of Firms with Female Top Manager	% of Firms with Female Participation in Ownership	Private Domestic (%)	Private Foreign (%)	Government/ State (%)
Turkey	0.0410318	0.00958052	0.0275532	0.0398789	0.0146016	0.00269447
Eastern Europe & Central Assia (Average)	0.0348383	0.035306	0.0347127	0.0382689	0.0307677	0.0161668
Upper Income Countires (Average)	0.0443866	0.0345963	0.0406789	0.0365763	0.0495412	0.0107779
Bulgaria	0.0392253	0.0425801	0.0424145	0.0390946	0.0276388	0
Croatia	0.0399995	0.033177	0.0349296	0.0375258	0.0411974	0.00538893
Czech Republic	0.0425801	0.0205804	0.0333025	0.0350902	0.0777015	0
Estonia	0.0366447	0.0450639	0.0387263	0.035503	0.0672717	0
Hungary	0.0366447	0.0361931	0.0510927	0.0388469	0.0245099	0.00269447
Israel	0.0578058	0.0179191	0.0296142	0.0397551	0.018252	0.00538893
Latvia	0.0327738	0.0558863	0.0392687	0.0377735	0.0401545	0
Lithuania	0.0317416	0.0372576	0.0388348	0.0381038	0.0349396	0.0242502
Poland	0.0487736	0.0365479	0.0438248	0.0381038	0.0307677	0.0161668
Romania	0.0374189	0.0356608	0.0509842	0.0360397	0.0537131	0
Russia	0.0276126	0.0356608	0.030916	0.0390533	0.0265958	0.00538893
Serbia	0.0397415	0.0455962	0.0415467	0.0386405	0.0318107	0.00538893
Azerbaijan	0.0301932	0.00425801	0.00444756	0.0412825	0	0
Belarus	0.0332899	0.0580153	0.047296	0.0360809	0.0344181	0.0161668
Georgia	0.020903	0.0569508	0.0367737	0.0393835	0.0239884	0
Ukraine	0.0353544	0.0335318	0.0340618	0.0404982	0.0062578	0.0161668

Appendix D

Table D1. Decision Matrix of Finance Evaluation

Weights (w)	0.1111	0.1111	0.1111	0.1111	0.1111	0.1111	0.1111	0.1111	0.1111
Criteria	Internal Finance for Investment (%)	Bank Finance for Investment (%)	Trade Credit Financing for Investment (%)	Equity, Sale of Stock For Investment (%)	Other Financing for Investment (%)	Working Capital External Financing (%)	Value of Collateral Needed for a Loan (% of the Loan Amount)	% of Firms With Bank Loans/line of Credit	% of Firms with a Checking or Savings Account
Turkey	71.8	16.6	3	4.4	4.3	24.9	319.1	40.2	78.7
Eastern Europe & Central Assia (Average)	73	13.7	4.7	5.2	3.4	24.6	196.5	37.5	90.9
Upper Income Countires (Average)	67.1	18.8	5.9	4.3	3.9	32.7	192.1	42.5	92.8
Bulgaria	73.3	15	3.9	3.5	4.2	26.3	165.8	42.1	99.3
Croatia	71.9	18.7	3.5	3.5	2.5	25	194	53.4	99.2
Czech Republic	60.4	23.1	4.6	3.1	87	25.6	158	55.1	97.8
Estonia	76.1	20.9	1.5	0.5	1	23.8	152.2	40.1	100
Hungary	76.4	15.4	3.3	1.4	3.6	25.4	180.6	37.3	87.2
Israel	63.8	31.6	1.4	3.1	0.1	22.9	120.9	55.1	99
Latvia	78.1	6.2	6	6.5	3.2	21	230.7	20	89.6
Lithuania	62.6	16.7	5.5	7.3	7.8	40.8	192.8	32.8	96.3
Poland	73.7	12.2	9.5	1.8	2.8	26.6	154	31.6	92.7
Romania	72.7	14.6	2.9	4.6	5.2	33.2	186.8	47.4	49.4
Russia	84.3	6.3	3.3	2.8	3.3	18.1	154	21.6	100
Serbia	59	15.3	18.4	4.8	2.4	38.5	140.3	46.8	100
Azerbaijan	77	22.3	0.4	0.1	0.2	7.3	228.2	14.5	69.8
Belarus	78.2	14.4	3.9	1.1	2.5	21.3	153.6	30.4	92.2
Georgia	75.2	12	1.1	10.9	0.8	20.5	222.7	35.7	94.2
Ukraine	66.8	11.1	8.3	6.4	7.4	18.8	160.8	18.4	88.7

Table D2. Weighted Normalized Matrix of Finance Evaluation

Criteria	Internal Finance for Investment (%)	Bank Finance for Investment (%)	Trade Credit Financing for Investment (%)	Equity, Sale of Stock For Investment (%)	Other Financing for Investment (%)	Working Capital External Financing (%)	Value of Collateral Needed for a Loan (% of the Loan Amount)	% of Firms With Bank Loans/line of Credit	% of Firms with a Checking or Savings Account
Turkey	0.0254348	0.0248173	0.0123406	0.0237786	0.00539664	0.0242549	0.0429492	0.0263866	0.0219837
Eastern Europe & Central Assia (Average)	0.0258599	0.0204818	0.0193337	0.028102	0.00426711	0.0239627	0.0264479	0.0246144	0.0253916
Upper Income Countires (Average)	0.0237699	0.0281063	0.0242699	0.0252382	0.00489463	0.0318529	0.0258557	0.0278963	0.0259223
Bulgaria	0.0259662	0.0224253	0.0160428	0.0189148	0.00527114	0.0256187	0.0223158	0.0276337	0.027738
Croatia	0.0254702	0.0279568	0.0143974	0.0189148	0.00313758	0.0243523	0.0261114	0.0350509	0.0277101
Czech Republic	0.0213964	0.0345349	0.0189223	0.0167531	0.109188	0.0249368	0.021266	0.0361667	0.027319
Estonia	0.0269581	0.0312459	0.00617032	0.00270212	0.00125053	0.0231834	0.0204853	0.026321	0.0279335
Hungary	0.0270643	0.0230233	0.0135747	0.00756592	0.00451812	0.023742	0.0243078	0.024831	0.0243581
Israel	0.0226009	0.0472426	0.00575896	0.0167531	0.0001255	0.0223067	0.0162725	0.0361667	0.027542
Latvia	0.0276666	0.00926912	0.0246813	0.0351275	0.00401611	0.020456	0.030151	0.0131277	0.0250285
Lithuania	0.0221758	0.0249668	0.0226245	0.0394509	0.00978926	0.039743	0.0259499	0.0215294	0.0269
Poland	0.0261079	0.0182392	0.0390787	0.00927762	0.00351409	0.0259109	0.0207276	0.0207417	0.0258944
Romania	0.0257536	0.0218273	0.0119293	0.0248595	0.00652617	0.0323399	0.0251423	0.0311126	0.0137992
Russia	0.0298629	0.00941862	0.0135747	0.0151318	0.00414161	0.0176311	0.0207276	0.0141779	0.0279335
Serbia	0.0209005	0.0228738	0.0756892	0.0259403	0.00301208	0.0375026	0.0188837	0.0307187	0.0279335
Azerbaijan	0.0272769	0.0333389	0.00164542	0.00054042	0.00025101	0.00711088	0.0307145	0.00951756	0.0194976
Belarus	0.027702	0.0215283	0.0160428	0.00594465	0.00313758	0.0207482	0.0206738	0.019954	0.0257547
Georgia	0.0266393	0.0179402	0.0045249	0.0589061	0.00100403	0.0199689	0.0299743	0.0234329	0.0263134
Ukraine	0.0236636	0.0165947	0.0341424	0.0345871	0.00928725	0.018313	0.0216428	0.0120775	0.0247771

Appendix E

Table E1. Decision Matrix of Infrastructure Evaluation

Weights (w)	0.14285	0.14285	0.14285	0.14285	0.14285	0.14285	0.14285
Criteria	Number of Power Outages in a Typical Month	Value Lost Due to Power Outages (% of Sales)	Number of Water Shortages in a Typical Month	Average Duration of the Water Shortage (hours)	Delay in Obtaining an Electrical Connection	Delay in Obtaining a Water Connection	Delay in Obtaining a Mainline Telephone Connection
Turkey	1.7	0.9	0.3	0.2	8.3	3.1	0
Eastern Europe & Central Asia (Average)	1.6	0.9	0.3	0.5	33.4	27.4	22.5
Upper Income Countries (Average)	3.2	0.9	0.5	1.1	30.3	32.6	12.9
Bulgaria	1.2	0.4	0.1	1.4	49.2	70.1	25
Croatia	1	0.1	0	0	42.3	45.2	30
Czech Republic	0.4	0.2	0	0.5	58	25.5	20
Estonia	0.6	0.1	2.4	1.4	14	7.4	9
Hungary	0.3	0.2	0	0	23.5	25.1	10
Israel	0.1	0	0	0	55.3	35	25
Latvia	0.3	0.1	0	0.5	4.9	1	0
Lithuania	0.2	0	0	0	43.2	14	10
Poland	0.2	0.2	0	0	65.8	40.6	24
Romania	1.4	0.7	0.7	0.3	51.7	23	16
Russia	0.3	0.2	0.4	1.1	120.4	53.6	32
Serbia	0.9	0.5	0.3	0.3	50.5	155.4	40
Azerbaijan	0.5	0.1	0.1	0.1	4.3	5	3
Belarus	0.1	0.1	0.1	0.3	21.6	17.1	11
Georgia	1	0.5	0.2	1.7	8.6	8.4	4
Ukraine	0.3	0.2	0.1	0.5	6.7	7	4

Table E2. Weighted Normalized Matrix of Infrastructure Evaluation

Criteria	Number of Power Outages in a Typical Month	Value Lost Due to Power Outages (% of Sales)	Number of Water Shortages in a Typical Month	Average Duration of the Water Shortage (hours)	Delay in Obtaining an Electrical Connection	Delay in Obtaining a Water Connection	Delay in Obtaining a Mainline Telephone Connection
Turkey	0.0504942	0.0656936	0.0161861	0.00879598	0.00592636	0.00218239	0
Eastern Europe & Central Asia (Average)	0.0475239	0.0656936	0.0161861	0.0219899	0.0238482	0.0192895	0.0380866
Upper Income Countries (Average)	0.0950479	0.0656936	0.0269769	0.0483779	0.0216348	0.0229503	0.0218363
Bulgaria	0.035643	0.0291972	0.00539537	0.0615718	0.0351297	0.0493502	0.0423184
Croatia	0.0297025	0.00729929	0	0	0.030203	0.0318206	0.0507821
Czech Republic	0.011881	0.0145986	0	0.0219899	0.0414131	0.0179519	0.0338548
Estonia	0.0178215	0.00729929	0.129489	0.0615718	0.00999626	0.00520957	0.0152346
Hungary	0.00891074	0.0145986	0	0	0.0167794	0.0176703	0.0169274
Israel	0.00297025	0	0	0	0.0394852	0.0246399	0.0423184
Latvia	0.00891074	0.00729929	0	0.0219899	0.00349869	0.000703997	0
Lithuania	0.00594049	0	0	0	0.0308456	0.00985595	0.0169274
Poland	0.00594049	0.0145986	0	0	0.0469824	0.0285823	0.0406257
Romania	0.0415834	0.0510951	0.0377676	0.013194	0.0369148	0.0161919	0.0270838
Russia	0.00891074	0.0145986	0.0215815	0.0483779	0.0859679	0.0377342	0.0541676
Serbia	0.0267322	0.0364965	0.0161861	0.013194	0.036058	0.0109401	0.0677095
Azerbaijan	0.0148512	0.00729929	0.00539537	0.00439799	0.00307028	0.00351998	0.00507821
Belarus	0.00297025	0.00729929	0.00539537	0.013194	0.0154228	0.0120383	0.0186201
Georgia	0.0297025	0.0364965	0.0107907	0.0747658	0.00614056	0.00591357	0.00677095
Ukraine	0.00891074	0.0145986	0.00539537	0.0219899	0.00478393	0.00492798	0.00677095

Appendix F

Table F1. Decision Matrix of Trade Evaluation

Weights (w)	0.1666	0.1666	0.1666	0.1666	0.1666	0.1666
Criteria	% of Exporter Firms	% of Firms that Use Material Inputs and/or Supplies of Foreign origin	Average Time to Clear Direct Exports Through Customs	Average Time to Clear Imports from Customs (days)	Losses during Direct Export Due to Theft (%)	Losses during Direct Export Due to Breackage or Spoilage (%)
Turkey	38.6	39.6	6.2	6.4	0.4	0.5
Eastern Europe & Central Asia (Average)	23.6	64.5	4.4	6.1	0.2	0.8
Upper Income Countries (Average)	20.3	67.2	7.1	9.4	0.2	0.4
Bulgaria	20.7	61.7	2.3	1.5	0	0
Croatia	34.6	77.9	1.8	2.8	0	0.2
Czech Republic	51.4	80	11.3	8.7	0.1	0.5
Estonia	49.7	96.3	2	2.7	0	0
Hungary	23.3	59.1	3.7	8	1.2	2.7
Israel	20.3	80.6	4.6	3.5	0.1	0.1
Latvia	33.4	70	4.9	7.6	0.1	0.1
Lithuania	35	62.7	1.4	3.5	0	0.5
Poland	25.4	55.6	4.6	4.4	0.4	0.6
Romania	25.1	76.5	1.1	2.2	0	0
Russia	12.9	69.7	5.6	19.3	0	0.2
Serbia	29.3	71.3	2	5.7	0	0.4
Azerbaijan	2	22.7	2.2	4.2	0	0
Belarus	27.7	84.5	2.4	3.1	0.1	0.1
Georgia	7.4	56	2.9	2.2	0	0.2
Ukraine	16.9	46.8	4.1	3.9	2.5	5.2

Table F2. Weighted Normalized Matrix of Trade Evaluation

Criteria	% of Exporter Firms	% of Firms that Use Material Inputs and/or Supplies of Foreign origin	Average Time to Clear Direct Exports Through Customs	Average Time to Clear Imports from Customs (days)	Losses during Direct Export Due to Theft (%)	Losses during Direct Export Due to Breackage or Spoilage (%)
Turkey	0.0509929	0.0224342	0.0514662	0.0358953	0.0233717	0.0137785
Eastern Europe & Central Assia (Average)	0.031177	0.0365405	0.0365244	0.0342127	0.0116858	0.0220456
Upper Income Countires (Average)	0.0268175	0.0380701	0.0589371	0.0527211	0.0116858	0.0110228
Bulgaria	0.0273459	0.0349543	0.0190923	0.00841295	0	0
Croatia	0.0457086	0.0441319	0.0149418	0.0157042	0	0.00551139
Czech Republic	0.0679024	0.0453216	0.0938013	0.0487951	0.00584292	0.0137785
Estonia	0.0656566	0.0545558	0.016602	0.0151433	0	0
Hungary	0.0307807	0.0334813	0.0307137	0.0448691	0.070115	0.0744038
Israel	0.0268175	0.0456615	0.0381846	0.0196302	0.00584292	0.0027557
Latvia	0.0441234	0.0396564	0.0406749	0.0426256	0.00584292	0.0027557
Lithuania	0.0462371	0.0355208	0.0116214	0.0196302	0	0.0137785
Poland	0.0335549	0.0314985	0.0381846	0.024678	0.0233717	0.0165342
Romania	0.0331586	0.0433388	0.0091311	0.012339	0	0
Russia	0.0170417	0.0394864	0.0464856	0.108247	0	0.00551139
Serbia	0.038707	0.0403929	0.016602	0.0319692	0	0.0110228
Azerbaijan	0.00264212	0.01286	0.0182622	0.0235563	0	0
Belarus	0.0365933	0.0478709	0.0199224	0.0173868	0.00584292	0.0027557
Georgia	0.00977583	0.0317251	0.0240729	0.012339	0	0.00551139
Ukraine	0.0223259	0.0265131	0.0340341	0.0218737	0.146073	0.143296

Appendix G

Table G1. Decision Matrix of Crime and Informality Evaluation

Weights (w)	0.25	0.25	0.25	0.25
Criteria	% of Firms Believing the Court System is Fair, Impartial and Uncorrupted	Security Costs (% of Sales)	Losses Due to Theft, Robbery, Vandalism, and Arson Against the Firm (% of Sales)	% of Firms Formally Registered when Started Operations in the Country
Turkey	35.6	1.7	0.2	98.1
Eastern Europe & Central Assia (Average)	40.7	1.2	0.3	98.1
Upper Income Countires (Average)	42.3	1.1	0.6	92.1
Bulgaria	22.3	0.9	0.7	96.9
Croatia	36.2	0.2	0.4	96.2
Czech Republic	42.1	0.7	0.5	98.9
Estonia	68.9	0.5	0.2	98.4
Hungary	53.9	1.1	0	95.6
Israel	78.5	0.4	0.1	90.8
Latvia	39.5	0.6	0.2	98.8
Lithuania	32.5	0.4	0.6	100
Poland	47.3	1.1	0.3	98
Romania	51.8	1.2	0.4	95.9
Russia	29.7	1.7	0.4	98.3
Serbia	26.5	0.5	0.3	98.8
Azerbaijan	78.8	0.6	0	97
Belarus	53.1	1	0.4	98.8
Georgia	66.9	0.9	0	97.2
Ukraine	18.5	3.8	0.4	98.3

Table G2. Weighted Normalized Matrix of Crime and Informality Evaluation

Criteria	% of Firms Believing the Court System is Fair, Impartial and Uncorrupted	Security Costs (% of Sales)	Losses Due to Theft, Robbery, Vandalism, and Arson Against the Firm (% of Sales)	% of Firms Formally Registered when Started Operations in the Country
Turkey	0.0419195	0.0758204	0.030657	0.0578882
Eastern Europe & Central Assia (Average)	0.0479248	0.0535203	0.0459855	0.0578882
Upper Income Countires (Average)	0.0498089	0.0490602	0.0919709	0.0543476
Bulgaria	0.0262586	0.0401402	0.107299	0.0571801
Croatia	0.042626	0.00892004	0.0613139	0.056767
Czech Republic	0.0495734	0.0312201	0.0766424	0.0583602
Estonia	0.0811307	0.0223001	0.030657	0.0580652
Hungary	0.063468	0.0490602	0	0.0564129
Israel	0.0924349	0.0178401	0.0153285	0.0535805
Latvia	0.0465118	0.0267601	0.030657	0.0583012
Lithuania	0.0382692	0.0178401	0.0919709	0.0590094
Poland	0.0556964	0.0490602	0.0459855	0.0578292
Romania	0.0609952	0.0535203	0.0613139	0.05659
Russia	0.0349722	0.0758204	0.0613139	0.0580062
Serbia	0.0312041	0.0223001	0.0459855	0.0583012
Azerbaijan	0.0927881	0.0267601	0	0.0572391
Belarus	0.062526	0.0446002	0.0613139	0.0583012
Georgia	0.0787757	0.0401402	0	0.0573571
Ukraine	0.021784	0.169481	0.0613139	0.0580062

Appendix H

Table H1. Decision Matrix of Innovation and Workforce Evaluation

Weights (w)	0.14285	0.14285	0.14285	0.14285	0.14285	0.14285	0.14285
Criteria	% of Firms With Internationally Recognized Quality Certification	% of Firms with Annual Financial Statement Reviewed by External Auditor	% of Firms using their own Website	% of Firms Using Email to Communicate with Clients/suppliers	Average Number of Temporary Workers	Average Number of Permanent, Full Time Workers	% of Full Time Female Workers
Turkey	32.4	44.3	68.1	89.3	1.6	39	22
Eastern Europe & Central Asia (Average)	23.9	33.5	60.3	84.5	2.7	29	38.4
Upper Income Countries (Average)	20.3	50.1	49.3	83.1	3.7	37.1	37.1
Bulgaria	23.3	35.1	55.1	88	0.8	29.3	41.3
Croatia	23.5	31	70.1	95.3	1.9	22.9	33.1
Czech Republic	40.9	47.6	91	95.9	1.1	37.9	34.8
Estonia	28.7	40.6	79.6	97.2	1.2	22	35
Hungary	48.7	46.7	61.1	81	2.2	25.1	46.4
Israel	33	93.4	67.2	98.9	1.9	29.6	32
Latvia	19.5	36.7	48.1	92.6	0.8	18.1	44.3
Lithuania	17.9	28.2	67	98	1.7	22.2	38.4
Poland	33.1	16.3	84.1	90.6	1.2	44.1	38.8
Romania	34.4	36.5	67.8	89.2	0.5	22.9	41.8
Russia	12.6	23.2	64.6	95.1	1.4	38.7	43.4
Serbia	23.6	44.3	60.7	92.6	1.2	25.8	48
Azerbaijan	12.8	46.5	32.5	64.8	1.2	28.7	31.4
Belarus	13.5	43.3	66.4	88.6	2	42.5	50.9
Georgia	7.6	28.3	49.4	75.8	3.3	25.1	44.4
Ukraine	16.6	32.9	55.3	87.9	7.1	29.5	41

Table H2. Weighted Normalized Matrix of Innovation and Workforce Evaluation

Criteria	% of Firms With Internationally Recognized Quality Certification	% of Firms with Annual Financial Statement Reviewed by External Auditor	% of Firms using their own Website	% of Firms Using Email to Communicate with Clients/suppliers	Average Number of Temporary Workers	Average Number of Permanent, Full Time Workers	% of Full Time Female Workers
Turkey	0.0398933	0.0339388	0.0346518	0.0327935	0.0213832	0.0413745	0.0181882
Eastern Europe & Central Asia (Average)	0.0294275	0.0256648	0.0306829	0.0310308	0.0360841	0.0307657	0.0317467
Upper Income Countries (Average)	0.0249949	0.0383823	0.0250857	0.0305167	0.0494486	0.0393588	0.0306719
Bulgaria	0.0286887	0.0268906	0.0280369	0.0323161	0.0106916	0.0310839	0.0341442
Croatia	0.028935	0.0237495	0.0356695	0.0349969	0.0253925	0.0242943	0.027365
Czech Republic	0.0503592	0.036467	0.0463042	0.0352172	0.0147009	0.0402075	0.0287704
Estonia	0.0353376	0.0311042	0.0405034	0.0356946	0.0160374	0.0233395	0.0289357
Hungary	0.0599631	0.0357775	0.0310899	0.0297455	0.0294019	0.0266282	0.0383605
Israel	0.0406321	0.071555	0.0341938	0.0363189	0.0253925	0.0314022	0.0264555
Latvia	0.0240099	0.0281164	0.0244751	0.0340054	0.0106916	0.019202	0.0366244
Lithuania	0.0220398	0.0216044	0.0340921	0.0359884	0.0227196	0.0235516	0.0317467
Poland	0.0407552	0.0124876	0.0427932	0.0332709	0.0160374	0.046785	0.0320773
Romania	0.0423559	0.0279631	0.0344991	0.0327568	0.00668224	0.0242943	0.0345576
Russia	0.0159141	0.0177738	0.0328709	0.0349234	0.0187103	0.0410562	0.0358803
Serbia	0.0290581	0.0339388	0.0308864	0.0340054	0.0160374	0.0273708	0.0396833
Azerbaijan	0.0157603	0.0356243	0.0165372	0.0237964	0.0160374	0.0304474	0.0259595
Belarus	0.0166222	0.0331727	0.0337868	0.0325365	0.026729	0.0450876	0.0420808
Georgia	0.0093577	0.021681	0.0251365	0.0278359	0.0441028	0.0266282	0.0367071
Ukraine	0.0204392	0.0252051	0.0281387	0.0322794	0.0948878	0.0312961	0.0338962

Chapter 17

THE ROLE OF SOCIAL SUPPORT IN THE PSYCHOLOGICAL WELLBEING OF SYRIAN REFUGEES IN TURKEY: THE MEDIATING ROLE OF RESILIENCE AND SOCIOCULTURAL ADAPTATION

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1. Introduction

This paper seeks to find out the factors and resources that promote psychological adaptation of Syrian refugees in Turkey using acculturative and social psychological approaches. The research from a social psychological perspective distinguishes two aspects of adaptation outcomes as psychological adaptation and sociocultural adaptation (Ward & Kennedy, 1999). While psychological adaptation refers to mental health, wellbeing and feeling good in the new culture, sociocultural adaptation mostly refers to the ability to practice daily routines and being able to function in the host society. In this chapter, examining the relationship between demographics, resilience, social support, psychological wellbeing and sociocultural adaptation of Syrian refugees in Turkey, we aim to find out the factors affecting adaptation and to reflect on the protective factors promoting to the psychological adaptation of refugees.

Since 2011, the civil war in Syria caused more than 6.6 million Syrian refugees to be displaced (UNHCR, 2019). Although most Syrian refugees were located in the neighboring Middle Eastern countries, such as Jordan and Lebanon, and some were relocated in Western European countries, a big majority, 3.6 million Syrians is hosted by Turkey, which is the largest number in the world (UNHCR, 2019). Therefore, Syrian refugee crisis has been affecting large number of people all around the world and deserves close academic attention. Besides, the successful adaptation of refugees in Turkey is a momentous issue in issue for them, for Turkish society and government in a highly politicized and polarized situation.

Acculturation is broadly defined as ‘the process of cultural change that occurs when individuals from different cultural backgrounds come into prolonged, continuous, first-hand contact with each other’ (Redfield et. al, 1936). In his theoretical framework, Berry (1997) claims that immigrants choose one of the four strategies depending on the extent to which they would like to maintain their heritage culture and the extent to which they would like to seek interactions with the people of host culture. In integration strategy, immigrants maintain certain characteristics of heritage culture, adopt to the new culture as well. In assimilation, the person rejects the host culture and adopt to the new culture. If the person chooses separation, s/he maintains heritage culture and rejection to host culture. And, marginalization reflects the rejection of both cultures.

To understand how individuals deal with acculturative processes, Arends-Tóth and Van de Vijver (2006) have been reformulated the theory of Berry, adding and distinguishing between acculturation conditions, orientations, and outcomes. Acculturation conditions include factors such as characteristics of home and host culture, personal characteristics, social support, language ability, length of stay in the migrated context. Cultural

maintenance and cultural adoption, as two dimensions of acculturation orientations are placed between acculturation conditions and acculturation outcomes. Acculturation outcomes refer to psychological wellbeing and sociocultural adjustment. According to the model, acculturation conditions affect acculturation orientations and in turn affect both psychological wellbeing and sociocultural competence both in the ethnic and the host culture.

Previous literature emphasized that adaptation processes of immigrants is often stressful (Berry, 1997; 2005). However, there is considerable diversity in their adaptation processes (Safak-Ayvazoglu & Kunuroglu, 2019). While some migrants and refugees tend to have a smoother adaptation processes, other experience more difficulties (Safak-Ayvazoglu & Kunuroglu, 2019; Safak-Ayvazoglu et al 2020). To explain the variations in the adaptation processes of minorities, to date, many studies focused on the factors such as social distance, personality and perceived discrimination (Kunuroglu & Sevi-Tok, 2020), and mostly focused on the difficulties experienced by minorities. Therefore, less is known about the factors such as resilience (Gungor & Perdu, 2016), social support (Oppedal & Idsoe, 2015) or sociocultural adaptation (Kunuroglu et al. 2015) promoting psychological adjustment and general wellbeing of migrant groups. Although there are many studies focusing on the adaptation difficulties of refugees in receiving countries, there is a dearth of research examining acculturation experiences of refugees, especially Syrian refugees from a cross cultural perspective (Safak-Ayvazoglu et. al, 2020).

1.1. Resilience, Sociocultural Adaptation and Wellbeing

Resilience is broadly defined as “positive adaptation in the context of risk and adversity” (Masten & Powell, 2003, p. 4). In similar commonly used definitions, the word ‘resilience’ is used in context of past or present risk, traumatic life experience or threat in the absence of which, the successful adaption is perceived as competence (Stefanidi & Masten, 2015). Resilience perspective in acculturation research, in particular, focus on the factors impacting psychological wellbeing of immigrants from a broader perspective (Masten, 2001; Ungar, 2008). Unlike previous approach which perceives resilience as a personality trait (Costa & McCrae, 1980; Mucke, 1992), this perspective does not neglect the influence of cultural factors on psychological adjustment (Ungar, 2010) and suggests that mental health of minority is primarily influenced by the quality of resources available to them in their immediate environment (Ungar, 2010).

One of the factors associated with psychological adaptation and wellbeing (positive emotions, self-esteem and low depression) in minority groups is resilience (Gungor & Perdu, 2017). Masten and Obradovic

pointed at the concept of cultural competence as a central construct also in resilience when acculturation is investigated in relation to mental health (2016).

The influence of culture on resilience in culturally diverse environments has mostly been studied in Western cultures in which people are encouraged to be self-sufficient and independent and mostly the 'influence of cultural mismatch is influenced. In many non-western countries interdependence and relatedness are required to be happy (Kitayama et. al., 2010; Uchida et. al., 2008) and very little is known about the migration to nonwestern countries in which accessibility and availability of facilitative resources greatly differ.

Previous literature notes that the mediating mechanisms behind resilience and acculturation relationship has been hardly investigated although positive association between resilience and acculturation has been documented several times. There are very few studies examining the relationship between multiple positive psychology variables such as resilience, social support and mental health outcomes in migration context (Han, Berry & Zheng, 2016). Therefore, our study fills a gap in the literature focusing on the association between resilience, social support, acculturation outcomes and wellbeing.

1.2. Sociocultural Competence and Mental health

Previous research has largely reflected on the the association between sociocultural adaptation and mental health both in immigrant and refugee groups. (Birman& Taylor-Ritzler, 2007; Oppedal & Idsoe, 2012; Oppedal et al, 2005). Sociocultural adaptation was denoted to be a significant factor particularly for refugee groups in promoting and protecting their psychological health. It has been reported that refugees who have lower sociocultural competence in the host context have higher risk of having Post Traumatic Stress Disorder (PTSD) and depression or even suicidal thoughts (El-khoury, 2019). Although there are much research on the experiences of minority groups in developed countries such as USA (Birman 1998; Schwartz) and Western Europe (Bender Gungor & Perdu, 2017; Safak-Ayvazoglu et al 2020;) there is a dearth of research on the psychosocial adaptation of minorities in developing countries, especially in migrated contexts (Abbasi-Shavazi & Sadeghi, 2015; Kunuroglu & Sevi-Tok, 2020). Therefore in our study, the aim is not only find out who among refugees adapted better in Turkish context despite adverse conditions but also to identify the positive predictors of successful adaptation and wellbeing.

1.3. Social support and psychological adjustment

Due to their poorer social conditions, and discriminatory attitudes that they have to cope, minorities have been generally reported to be at

great risk of mental health problems and vulnerable to post traumatic stress syndrome (PTSD), depression, anxiety related social support and poor health conditions (Derluyn et al., 2009). During migration period, immigrants make decisions about how to negotiate their cultural identities with implications on their psychological adjustment as well as their sociocultural adaptation. However, recently quite a number of cross cultural research revealed that minorities have similar or sometimes higher levels of wellbeing as their native friends (Derluyn et al., 2009; Dimitrova, 2011; Güngör, 2008; Sam et al., 2008).

Previous research has reflected on the significant role of social support in positive acculturative outcomes and aspects of mental health such as PTSD and depression (Oppedal & Idsoe, 2015). In their meta-analysis study, Bender and colleagues reported that there is an overall positive association between social support and psychological adjustment and that subjective social support relates more strongly to psychological adaptation (2019). Therefore, revealing psychological resources promoting acculturation outcomes of refugees provide clinically relevant information that may enable interventions to promote wellbeing.

In the present study, factors causing variations in the psychological well-being of Syrian refugees are examined. This study set out to find answers to the following research questions:

1. What are the associations between psychological resilience, social support, sociocultural adaptation and psychological wellbeing of Syrians in Turkey?
2. Is there any relationship between acculturation outcomes of refugees and their return intentions?

2. Methodology

2.1 Participants

The present sample included 154 respondents who migrated to Turkey after the civil war in Syria. Due to the nature of our research population, we used convenience and purposive sampling to recruit our participants. In the first round, researchers approached staff in the international offices of the universities to identify Syrian students that were enrolled to both undergraduate and graduate programs as well as the Turkish language courses. Once the first set of participants was recruited, we asked them for referrals to increase our sample size. The criteria for participation in the research were being of Syrian descent, having refugee status in Turkey, and being older than 18 years old. The ages of respondents ranged within 20 to 54 ($M = 27.08$) and their duration of stay in Turkey ranged from 1 year to 9 years with an average of 3.8 years. All respondents obtained the

questionnaire as a hard copy. It took approximately 20-25 minutes to fill out the questionnaire. The data was collected between the dates October, 2018 to February, 2019. The individual characteristics of the respondents are displayed in Table 1.

Table 1 Demographic Characteristics of the Participants (N = 154)

Characteristic	Frequency	%
<i>Gender</i>		
Female	54	35.1
Male	99	64.3
<i>Education</i>		
Less than high school	53	34.4
High school or equivalent	60	39
Two year college or equivalent	15	9.7
Undergraduate degree or equivalent	21	13.6
Master degree	2	1.3
Doctorate degree	3	1.9
<i>Marital Status</i>		
Married	64	41.6
Divorced	6	3.9
Widow	2	1.3
In a relationship	9	5.8
Single	73	47.4
<i>Work Status</i>		
Full time job	48	31.2
Part time job	38	24.7
Retired	1	0.6
Unemployed, looking for a job	25	16.2
Unemployed, not looking for a job	26	16.9
Other	16	10.4

2. 2 Instrument

All measures and instruments were administered in Arabic.

2. 2.1. Demographics. In the first part of the survey, the participants were asked to provide information on their age, gender, education, occupation, age at the time of migration, duration of stay in Turkey, marital status, language proficiency and intention of return in the future.

2.2.2. Subjective wellbeing. We used 5 item Satisfaction with Life scale (Diener et. al., 1985) to assess perceived wellbeing. A sample item reads: "In most ways, my life is close to my ideal". Each item is rated on a 5 point scale ranging from very strongly disagree (1) to very strongly agree (7). The scale was adapted to Arabic by Abdallah T. (1998) and test and retest reliability of the scale was found .83. In the present dataset, Cronbach's alpha was. 79.

2.2.3. Social Support. We used Multidimensional Scale of Perceived Social Support (MSPPS) which is a 12 item scale measuring perception of social support from three sources; family, friends and significant other (e.g. There is a special person who is around when I am in need). (Zimet et. al. 1988). Each item is rated on a 7 point scale ranging from very strongly disagree (1) to very strongly agree (7). The scale was adapted to Arabic population by Aorian et al. (2010). The total reliability of the scale was found .74. In the present dataset, Cronbach's alpha was. 86.

2.2.4 Sociocultural Adaptation. We administered Sociocultural Adaptation to host domain Scale (Galchenko & Van de Vijver, 2007) which consists of 22 items (e.g. I find it difficult to make Turkish friends of the same sex as myself). Each item is rated on a 5 point scale ranging from very strongly disagree (1) to strongly agree (7). The test measures involvement of the migrants in the host culture. High scores represents more engagement. In the present dataset, Cronbach's alpha was. 82

2.2.5. Resilience. We administered adapted Arabic version of RRC-ARM (Resilience Research Center Adult Resilience Scale) which was developed by Ungar & Liebenberg (2011). The scale was developed by an emic approach based on the data from Western and non-western cultures and covers individual, relational and communal resources available to adults. scale consists of 28 items, each item is rated on a 5-point scale (1= *Totally disagree*, 5= *Totally agree*). In the present dataset, Cronbach's alpha was. 92.

2.2.6. Return Intention to Syria: The intent to remigrate to Syria was measured by a question of "How likely it is that you would leave Turkey in the next 10 years?" and intention to stay in Turkey was measured by asking "How likely it is that you would live in Turkey permanently?" The participants were asked to respond on a 3-point Likert scale with responses ranging from 1 (not likely at all) to 3 (very likely).

3. Data Analysis and Results

Initially, the correlation analyses were conducted between variables. The results of correlation analysis are presented in Table 1. The results of the correlation analyses showed positive significant relationships between all variables. That is, the dependent variable, life satisfaction was significantly positively correlated with social support ($r=.238$, $p<.001$), resilience ($r=.386$, $p<.001$), and sociocultural adaptation ($r=.286$, $p<.001$). Added to that, sociocultural adaptation was found to be positively significantly correlated with social support ($r=.235$, $p<.001$), and resilience ($r=.272$, $p<.001$).

Table 1. Correlation Analysis Results

	SSTS	RTS	SCA	SWL
SSTS	1	.464***	.235***	.238***
RTS	.464***	1	.272***	.386***
SCA	.235***	.272***	1	.286***
SWL	.238***	.386***	.286***	1
X	60.364	113.792	67.357	19.532
SD	14.904	16.483	14.017	6.686

*** $p < .001$; SSTS = Social Support Total Score; RTS = Resilience Total Score; SCA = Socio-Cultural Adaptation; SWL = Satisfaction with Life; X = Mean; SD = Standart Deviation

To understand the relationship between demographics of the informants and the dependent variables, some more correlational analysis were conducted. The results of the correlation analyses are presented at Table 2. The results showed that life satisfaction and sociocultural adaptation were only positively and significantly correlated with speaking skill of Turkish language. To understand if there is variance in return intention of refugees as well as their intention to live in Turkey permanently depending on the genders of the informants, we conducted One-way ANOVA. Results did not reveal any difference depending on the gender of the informants [for sociocultural adaptation: $F(2,154)=.186$, $p > .05$; for life satisfaction $F(2,154)=.175$, $p > .05$]. However, when we conducted the same analysis to examine the variance in psychological wellbeing and sociocultural adaptation of refugees depending on their return intention, the findings revealed that the scores differed depending on the answers given to the questions of “How likely is it for you to live in Turkey permanently?” [For sociocultural adaptation $F(2,154)=14.283$, $p < .001$; for life satisfaction $F(2,154)=3.600$, $p < .05$]. The post hoc analysis showed variance in sociocultural adaptation levels of all groups who answered the question of “How likely is it for you to live in Turkey permanently?” as “very likely”, “somewhat likely” and “not likely at all”. As for life satisfaction, the variance was found to be resulted from the groups who answered as “very likely” and “not likely at all”.

Table 2. Correlation Analysis with Demographic Variables

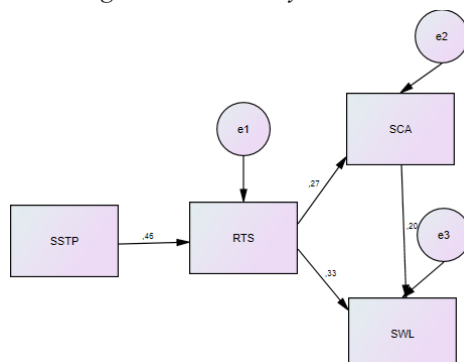
	SCA	SWL	AGE	TURKEY	SPEAK	READ	WRITE	LISTEN
SCA	1	.286***	-.003	-.046	.297***	-.054	.076	.052
SWL	.286***	1	.077	-.080	.198**	-.049	.041	-.017
AGE	-.003	.077	1	.193**	-.309***	-.190*	-.206**	-.302***
TURKEY	-.046	-.080	.193*	1	.010	.087	.024	-.095
SPEAK	.297***	.198**	-.309***	.010	1	.461***	.385***	.639***
READ	.054	.049	-.190*	.087	.461***	1	.693***	.437***
WRITE	.076	.041	-.206**	.024	.385***	.693***	1	.368***
LISTEN	.052	.017	-.302**	.095	.639***	.437***	.368***	1

* $p < .05$, ** $p < .01$, *** $p < .001$; SCA = Socio-Cultural Adaptation; SWL = Satisfaction with Life; TURKEY = “How many years have you been living in Turkey?”; SPEAK = Turkish speaking skill; READ = Turkish reading skill; WRITE = Turkish writing skill; LISTEN = Turkish listening skill.

Before moving onto Path Analysis, Multiple Regression analyses were conducted to investigate the associations between psychological well-being and other variables. The analysis revealed positive associations between life satisfaction, social support, psychological resilience and sociocultural adaptation [$F(3, 154)=11.458$, $p < .001$]. To be more precise, when all the variables are put into the same model, psychological resilience and sociocultural adaptation was found to predict psychological wellbeing of refugees [with the same order $t(154)=3.692$, $p < .001$; $t(154)=2.458$, $p < .01$]. Further, the model was found to explain 19% of the total variance.

In line with the aim of the study and in the light of the theoretical information, we tested a hypothesis on a model. The result of the Path Analysis which was conducted by AMOS program, is presented in Figure 1. The result of the analysis confirmed our model with very good fit indexes (CMIN/DF=1.419; CFI=.989; GFI=.991; NFI=.966; RMSEA=.048)..

Figure 1. Path Analysis Results



Note: SSTP = Social Support Total Score; RTS = Resilience Total Score; SCA = Socio-Cultural Adaptation; SWL = Satisfaction with Life

When we look into the model, social support is connected to resilience and it was found to significantly predict psychological resilience ($\beta=.46$). Social support was also connected to sociocultural adaptation by resilience. Resilience was found to significantly predict both psychological adaptation and sociocultural adaptation (with this order; $\beta=.27$ and $\beta=.33$). Added to that, sociocultural adaptation was added to model as a significant predictor of psychological adaptation ($\beta=.20$). The data regarding the model is presented at Table 3.

Table 3. Data on Path Analysis

	Estimates	S.E.	C.R.	S.R.W.	P
RTS <-- SSTP	.513	.079	6.472	.464	***
SCA <-- RTS	.231	.066	3.497	.272	***
SWL <-- RTS	.135	.031	4.394	.333	***
SWL <-- SCA	.101	.039	2.778	.201	***

Note: SSTP = Social Support Total Score; RTS = Resilience Total Score; SCA = Socio-Cultural Adaptation; SWL = Satisfaction with Life; S.E.=Standard Errors; C.R. = Critical Rration; S.R.W.=Standardized Regression Weights

4. Discussion and Conclusions

In this chapter, we the present study examined the associations between psychological resilience, social support, sociocultural adaptation and psychological well-being of Syrian refugees in Turkey. In considering psychological wellbeing as the outcome variable, we were interested in factors promoting wellbeing in Syrian refugees. The findings of our study demonstrated the overall positive association between social support, resilience, sociocultural adaptation and mental health of the refugees in Turkey. The results confirm that available resources in the environment, both social support and resilience promote sociocultural adaptation and psychological well-being of refugees.

Immigration influences the psychological well-being of all immigrant groups. However, the resettlement has considerable impact for refugees who have to leave their countries of origin, families and friends for unexpected reasons. Therefore, it is needed to understand the conditions that facilitate successful adjustment and psychological health of refugees. One factor promoting psychological health of refugees is social support. Our results underscored the crucial impact different sources of social support in psychological well-being of Syrian refugees. The results are in line with the research in the literature that social support was found to play a significant role in mental health outcomes of Sudanese refugees (Schweitzer, Melville, Steel & Lacherez, 2006).

Similarly, resilience is proposed to be a very relevant concept in psychological wellbeing of immigrant groups (Kimberly, 2000). Berry (1980) is one of the pioneering researchers discussing resilience on the stress coping acculturation framework. He claims that resources available to immigrants buffer the negative effects of acculturation. In line with the findings of previous research, our study revealed that resilience predicted both sociocultural and psychological adaptation.

The findings show that cultural competence in the host society can provide refugees with individual resources promoting psychological wellbeing. Our results also revealed that sociocultural adaptation predicted psychological well-being of refugees. Similarly, previous research noted that sociocultural adaptation leads to enhanced psychological health status of immigrants (Sam & Berry, 2010).

Finally, our findings showed that our Syrian refugees who are psychologically and socioculturally better adapted to Turkey have more intention to live in Turkey permanently. Haas and Fokkema (2011) also stated that adaptation to the immigrated countries decrease the likelihood of return to home country.

We are aware of the fact that our study is not without limitations. One major limitation of the study is the cross sectional design and therefore it fails to capture the different stages of adjustment to a foreign country. Our variables are likely to yield reciprocal relationships over time; to illustrate, sociocultural adaptation creates more social support resources, and they then promote sociocultural adaptation. Therefore, more research in longitudinal design is needed to understand the dynamics. Besides, self-report nature of the instrument might allow some biases such as social desirability and that can intervene the results of our research.

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Chapter 18

EFFECTS OF CONSUMER ETHNOCENTRISM ON PURCHASE INTENTION FOR DOMESTIC/FOREIGN PACKAGE TOURS: A CASE STUDY OF TURKEY¹

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1 This study derived from the doctoral dissertation titled “Tketici etnosentrizminin ve destinasyon kiřilięinin yerli turistlerin paket tur satın alma niyetleri zerindeki etkisinin belirlenmesi”.

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Consumer Ethnocentrism and Its Antecedents, Purchase Intentions

It is very important to understand the quality of the goods and services produced, as well as consumer behavior, in order for businesses to exist and survive in markets with increasing and challenging competition due to the globalization. In particular, countries that use the tourism sector as a development tool, and therefore businesses, need to know very well the tourist consumer expectations, desires, needs and trends.

Shimp and Sharma (1987), who measure consumer ethnocentrism for the first time and introduce the CETSCALE (consumer ethnocentrism scale) to the relevant literature, state that this phenomenon is the product of an idea that gives individuals a sense of belonging together with a sense of identity and explains which types of purchasing behaviors are acceptable to individuals. The basis of consumer ethnocentrism extends more to moral values than economic and functional thought. A consumer with this mindset believes that purchasing a foreign product is wrong. Because purchasing foreign products will harm the domestic economy, and with the damage to the economy, the people in the group that the individuals define themselves will lose their jobs and therefore purchasing foreign products is accepted as a non-patriotic behavior (Shimp, 1984). Therefore, consumer ethnocentrism creates an obstacle to the tendency to purchase foreign products.

Some consumers believe that not only because of their moral and economic dimensions, but also that the quality of foreign products is low and that the best products are produced in their own countries (Akdogan et al. 2012). Consumers with an ethnocentric tendency display a negative attitude when evaluating foreign products and this decreases their purchase intention towards foreign products (Good and Huddleston, 1995). In general, researches confirm that high consumer ethnocentrism does not approve of purchasing foreign products and increases the tendency to negatively evaluate foreign products (Auruskeviciene et al. 2012).

Looking at the explanations above, there are two main factors that lead to the occurrence of consumer ethnocentrism. These are the first factors that constitute consumer ethnocentrism; Purchasing foreign products harms the domestic economy and workforce and causes unemployment. The second factor is moral reasons; a person that purchases a foreign product exhibits behavior contrary to the feelings of nationalism, and a person who loves his country and nation should purchase a local product (Armağan and Gürsoy, 2011). Therefore, the premises that determine consumer ethnocentrism need to be determined.

One of these premises is cultural openness. Consumers in societies that are more culturally open and tolerant exhibit less ethnocentric behavior and are less likely to differentiate between domestic and imported products (Rhiney, 2011). Therefore, cultural openness is an important factor in attitudes towards imported products (Tsai et al., 2013) and can be defined as establishing relationships with people from different cultures and being willing to share their lives with other people (Kıyan, 2010). Pentz (2011) found a negative relationship between cultural openness and ethnocentrism in his research.

H₁: Cultural openness affects consumer ethnocentrism in a statistically significant and negative way.

Internationalism focuses on one's interest in the welfare of other nations and reflects the empathy created towards other nations (Balabanis et al. 2001). It is not necessary to interact with people from different cultures to be a globally conscious person. Only sensitivity to humanity's problems and a positive attitude towards humanity need to be exhibited here (Ganideh et al. 2012, 3). As a result, people who consider the welfare of the people of other countries are considered to have less ethnocentric tendency levels (Siamagka, 2009). Globally-conscious individuals consider purchasing imported products as a morally correct behavior in order to support international welfare and nations (Balabanis et al. 2001, 163).

H₂: Internationalism affects consumer ethnocentrism in a statistically significant and negative way.

National identity and commitment enable one to produce evaluative judgments about his own country and all other countries (Akhter, 2007). A nationalist has a sense of superiority for his/her own nation and sees his/her own country as a sovereign country (Kosterman and Feshbach, 1989, 271). Although nationalists have a more competitive personality, they may exhibit militaristic and aggressive behaviors and create prejudices against other countries and nations. Within the framework of these feelings, it can be said that nationalism has played an important role in the development of commercial protectionism (Balabanis et al. 2001, 162). Consumers may have nationalist feelings and then these emotions can influence their purchasing behavior. This will enable, nationalists in particular, to develop negative attitudes towards foreign products and to form more positive attitudes towards domestic products (Akın et al. 2009). Because the consumer who purchases a foreign product exhibits an act that does not coincide with the feeling of nationalism and this is not considered morally correct (Armağan & Gürsoy, 2011, 69). As foreign businesses and products enter the competition, nationalism and ethnocentrism indicate an increase (Shankarmahesh, 2006). As the nationalist tendencies of individuals increase, it has been observed that they exhibit more

ethnocentric tendencies, and it is observed in the literature that there are positive relationships between consumer ethnocentrism and nationalism (Balabanis et al. 2001; Lee et al. 2003; Vida et al. 2008).

H₃: Nationalism affects consumer ethnocentrism in a statistically significant and positive way.

The feeling of love and devotion a person has towards his own country is called patriotism or patriotism. Patriotism is a concept related to ethnocentrism and functions as the defense mechanism of the group to which individuals belong (Sharma et al. 1995). It has been observed that consumers with a sense of patriotism prefer domestic goods more than foreign goods. When the literature is examined, it is observed that there is a positive significant relationship between patriotism, one of the socio-psychological factors, and consumer ethnocentrism (Sharma et al. 1995; Ruyter et al. 1998; Klein and Ettenson, 1999; Balabanis et al. 2001; Lee et al. 2003; Javalgi et al. 2005; Vida et al. 2008).

H₄: Patriotism affects consumer ethnocentrism in a statistically significant and positive way.

Conservatism is people's resistance to time and their unwillingness to accept changes gradually and tend to keep traditions and social institutions alive. Extremist conservatives often have a strict religious belief and specific trade-political orientation, insist on the application of strict rules and punishments, prefer traditionalism and oppose hedonistic approach (Sharma et al. 1995). Conservatism is a phenomenon used to explain consumer ethnocentrism, and it has been revealed in previous studies that there is a relationship between conservatism and consumer ethnocentrism, and as a result of studies, it has been determined that as conservatism increases, consumers' ethnocentric tendencies also increase (Sharma et al. 1995; Ruyter et al. 1998; Balabanis et al. 2002; Javalgi et al. 2005; Altintas and Tokol, 2007).

H₅: Conservatism affects consumer ethnocentrism in a statistically significant and positive way.

Collectivism and individuality are among the variables that affect consumer ethnocentrism. Extensive research in the field of psychology has revealed that there are differences between collectivist cultures and individualist cultures (Javalgi et al. 2005). People with a collectivist culture are likely to show an ethnocentric tendency because they care about the social group they are associated with. Meanwhile, considering that individuals with an individualist culture will act in line with their own interests, they are expected to exhibit less ethnocentric behavior (Javalgi et al. 2005, 332). Studies have also found significant relationships between ethnocentrism and collectivism/individuality, and it has been found that

collectivists behave more ethnocentrically in consumption (Sharma et al. 1995; Ruyter et al. 1998; Javalgi et al. 2005; Cumberland et al. 2010).

***H₆:** Collectivism affects consumer ethnocentrism in a statistically significant and positive way.*

***H₇:** Individuality affects consumer ethnocentrism in a statistically significant and negative way.*

Consumer ethnocentrism has emerged as a phenomenon related to both product assessment and purchase intention (Han, 1988; Klein & Ettensoe, 1999; Netemeyer et al. 1991; Shimp and Sharma, 1987, Balabanis and Diamantoulos, 2004; Nguyen et al. 2008). In the studies conducted by the researchers, it has been concluded that consumers with high ethnocentric tendencies perceive domestic products as high quality while perceiving imported products as low (Kaynak and Kara, 2002; Wang and Chen, 2004; Lumb and Kuperman, 2012). In this case, it indicates that consumer ethnocentrism has a negative effect on the assessment of foreign products and brands and the attitude towards these products (Shimp and Sharma, 1987; Netemeyer et al. 1991; Sharma et al. 1995; Durvasola et al. 1997; Klein et al. 1998; Kumar et al. 2011; Auriskeviciene et al. 2012). As a result, there is a positive relationship between consumer ethnocentrism and intention to purchase domestic products (Suphellen and Rittenburg, 2001; Verlegh, 2007; Bozyiğit and Akkan, 2011; Li and He, 2013). Considering that vacationing abroad creates an economic effect of imported products, the ethnocentric tendency of the people increases with the economic crisis and the subsequent increasing unemployment, and this negatively affects the touristic travels to foreign countries.

***H₈:** Consumer ethnocentrism has a positive effect on the tourist destination of people perceived to Turkey.*

***H₉:** Tourist consumer ethnocentrism has a negative effect on the intention to purchase package tours to Greece.*

METHOD

The main purpose of this study is to examine the structural relationships between the socio-psychological characteristics of tourists, consumer ethnocentrism, and the intention of domestic tourists to purchase package tours. In line with this, the effect of the socio-psychological characteristics of tourists on consumer ethnocentrism and the effect of consumer ethnocentrism on the domestic and international package tour purchasing tendencies of domestic tourists will be examined.

The universe of this research consists of potential Turkish (local) tourists residing in Istanbul. The reason why Istanbul has been selected as the population in the study is the consideration that it represents the

Turkish tourists better as it receives a lot of immigration from various countries (Şen and Şen, 2015) and it is the most crowded province of Turkey in terms of population (TSI, 2015). Due to the nature of the subject matter of the research, a person must have the freedom to travel alone, domestically or abroad. Therefore, the universe of this research consists of Turkish tourists over 18 years old residing in Istanbul. According to the Turkish Statistical Institute (TSI) 2014 census, the number of citizens residing in Istanbul is approximately 14.4 million people. No separate data could be found on the basis of provinces for this year. When the distribution of the population by age on the basis of provinces in 2011 in TUIK data is examined, it is determined that there are approximately 4.25 million people in the 0-19 age group in Istanbul and 9.25 million people in the 20+ age group reside in Istanbul (TUIK, 2015). The convenience sampling method has been utilized as the sampling method in the research. The places of application of the surveys have been determined as travel agencies operating in Istanbul. The survey of the study has been applied at seven travel agencies in Istanbul, to the people who visited the travel agencies in order to obtain information and to purchase touristic products/services. In total, 2100 surveys have been left to these agencies. The total number of surveys conducted is 893 and 185 of them have been excluded from the analysis because they contained missing information. The data obtained from 708 surveys have been used in the analysis and it is thought that the results of the research obtained from these data are sufficient for generalization to the population.

The research survey used in collecting the data needed in this study consists of three parts. In the first part, there are statements measuring the socio-psychological characteristics of Turkish tourists participating in the study. Seven socio-psychological variables that are considered to be associated with consumer ethnocentrism are discussed in this study. These are cultural openness, patriotism, nationalism, collectivism, individualism, conservatism and internationalism. In this section, individuality has been measured with six statements and other variables with five statements.

In the second part of the survey used in the study, it has been aimed to measure the ethnocentrism levels of touristic consumers. Here, the Consumer Ethnocentrism Scale (CETSCALE) developed by Shimp and Sharma (1987) has been used. The CETSCALE scale consists of 17 statements and is applied with a 7-point rating of the Likert scale. However, 5-point rating has been used in this study. The scale has been found valid and reliable in many studies conducted in Turkey (Küçükemiroğlu, 1999; Kaynak and Kara, 2002; Kavak and Gümüşlüoğlu, 2006; Akin et al. 2009; Erdogan and Uzkurt, 2010; Özçelik and Torlak, 2011; Mutlu et al. 2011; Armağan and Gürsoy, 2011; Akdoğan et al. 2012; Asil and Kaya, 2013; İşler, 2013; Tayfun and Gürlek, 2014). The concept of “package tour” has

been used instead of the concept of “product” in the scale. For example, changes have been made to the scale as “package tours abroad” instead of “imported products” in the scale.

The third part of the survey includes the scales that determine the intention of tourists to purchase package tours. This part of scale has utilized the scales that Rybina (2010); Vida and Reardon (2008); Granzin and Olsen (1998) used in their studies in order to measure the intention of Turkish tourists to purchase package tours to Turkey. Besides two statements from the studies of Ahmet et al. (2013) have been included in the scale. In addition, the scale for intention to purchase foreign products developed by Klein et al. (1998), which is generally used in the literature (Yoo and Donthu, 2005; Wei et al. 2009; Sepehr and Kaffashpoor, 2012; Tayfun and Gürlek, 2014), has been used to measure the intention of Turkish tourists to purchase package tours to Greece. This scale consists of six items, but five items have been used in this study.

In the survey of this study, all of the items in the scales in the first three sections have been prepared according to the 5-point rating of the Likert scale. All of these items together with their sources are provided in Table 1.

Table 1. Items in the Scales Used in the Study

	Statements	Source
Cultural Openness	CO1 I find interacting with people from other cultures interesting.	Cleveland and Laroche, 2007
	CO2 Getting in touch with people from other cultures benefits me.	
	CO3 I'm interested in learning more about people from other countries.	
	CO4 I enjoy sharing my ideas with people of other cultures.	Yoon et al. 1996
	CO5 I enjoy communicating with people of other cultures.	
Patriotism	P1 I love my country.	Kosterman and Feshbach, 1989
	P2 Being a Turk is an important part of my identity.	
	P3 I am tied to my country.	
	P4 I'm proud to be a Turk.	Levinson, 1950
	P5 Being a patriot is an important characteristic of being a good citizen.	
Nationalism	N1 Turks are proud of their national heritage.	Kosterman and Feshbach, 1989
	N2 Turkey's success in the international sports competitions is important for me.	
	N3 It is important that Turks do their best in all kinds of activities.	
	N4 I feel great when I see the Turkish flag.	Anastasiadou et al. 2014
	N5 In terms of countries to live, Turkey is much better than many other countries.	Pentz, 2011

Collectivism	C1	The well-being of my colleagues is important to me.	Singelis et al. 1995
	C2	I feel good while cooperating with others.	
	C3	When the people around me are happy, I am happy too.	
	C4	Teamwork is important to me.	Pentz, 2011
	C5	When I am successful, I like to share its benefits.	
Individuality	I1	I love to take care of my own problems.	Chen and West, 2008
	I2	I like to act independently.	
	I3	I try to live as independent from others as possible.	
	I4	I prefer to make my own decisions rather than listen to other people's advice.	Singelis et al. 1995
	I5	I don't care when my views differ from those of others.	
	I6	I don't like trusting other people.	Chen and West, 2008
Conservatism	CO1	Public sale of any pornographic material should be prohibited.	Ray, 1983
	CO2	Turks should respect the symbols of their own country (flag, national anthem, etc.).	
	CO3	I think I adhere to the traditions of the society I live in.	Altıntaş and Tokol, 2007
	CO4	I will do my best to keep typical Turkish traditions in the future.	Pentz, 2011
	CO5	Religion is an important part of my life.	
Internationalism	IN1	When necessary, we must be willing to lower our living standards by collaborating with other countries so that the standard of living of all people in the world is equal.	Kosterman and Feshbach, 1989
	IN2	Reducing poverty in other countries is a matter of concern for us as well.	
	IN3	I am eager to lower my own living standards in order to raise the living standards of the poor countries of the world.	
	IN4	We cannot ignore the poor people suffering in other countries.	Pentz, 2011
	IN5	Poverty is an issue that concerns me.	

Consumer Ethnocentrism	Only travel holidays should be made for overseas package tours to Turkey for vacation not in kind.	Shimp and Sharma, 1987
	Package tours in Turkey comes before everything else.	
	Purchasing package tours from foreign countries does not sit well with being a Turk.	
	It is not right to purchase package tours from foreign countries because Turkish workers lose their jobs because of this.	
	A real Turkish holiday means purchasing a package tour from Turkey.	
	We need to purchase package tours from Turkey instead of purchasing package tours from other countries and help them get rich.	
	Turks should not purchase package tours overseas since this harms the tourism businesses in Turkey, increasing unemployment.	
	Even if the cost in the long run, I'd rather support package tours in Turkey.	
	We should only purchase touristic products services that are not available in Turkey but overseas.	
	Turkish tourists who purchase touristic package tours from other countries are responsible for the loss of their own people's jobs.	
	Purchase package tours produced by Turkish tourism businesses. Turks should not be unemployed	
	The best decision is to purchase package tours in Turkey for the holidays	
	Very few package tours must be purchased from other countries unless it is absolutely necessary.	
PI of Domestic Tours	There should be obstacles to the purchase of package tours from foreign countries.	Granzin and Olsen, 1998; Rybina, 2010; Vida and Reardon, 2008
	The tourism business in foreign countries should not be allowed to sell tour packages in Turkey	
	Heavy taxes should be imposed to reduce the purchase of package tours from foreign countries.	
	Instead of purchasing package tours from foreign countries for the holidays, Turks should always purchase package tours produced in Turkey.	
	Usually I try to purchase a package tour to Turkey for holidays.	
PI of Domestic Tours	I spend the time to purchase a package tour to Turkey for vacation.	Ahmed et al. 2013
	I try to purchase the campaign offered package tours to Turkey for vacation.	
	I criticize those who prefer package tours abroad for their holidays.	
PI of Domestic Tours	My only advise on matters purchasing package tours to Turkey for holidays to people I know.	

PI of Foreign Tours	I will feel guilty if I purchase a package tour to Greece®	Klein et al. 1998
	I would never purchase package tours to Greece.®	
	I avoid purchasing package tours to Greece as much as possible.	
	I don't like the idea of purchasing package tours from Greece.	
	When faced with two package product types with same features, one from Turkey and one from Greece, I'd be willing to pay 10% more by paying the package tour in Turkey.	

Note: ®Reverse coded in analysis. PI: purchase intentions

In the fourth part of the survey, there are questions to determine the socio-demographic characteristics of the participants. The questions about the age, gender and education level of the individuals have been prepared according to the nominal scale and only their income has been asked in an open-ended manner. In addition, this section includes questions about whether or not people have ever been abroad, their status of going on vacation, their holiday abroad and in Greece, their frequency of going on vacation and their vacation plans for the next year.

Explanatory factor analysis (EFA) and then confirmatory factor analysis (CFA) have been performed on the research data. Structural equation modeling (SEM) has been applied to test the research hypotheses.

Findings

56.8% of the research group is male and 32.2% is between the ages of 25-34. 34.3% of the participants are associate degree and 33.8% are undergraduate. 25.4% of the participants earn a monthly income between TRY 3001-5950. 39.1% of the participants have traveled abroad before and 30.9% have had a holiday abroad before. 51.6% of the participants have stated that they take a holiday once a year and 28.5% of the participants have stated that they take a vacation more than once a year.

Table 2. Socio-Demographic Characteristics of Turkish Tourists

Socio-Demographic Variables n		%
Gender		
Female	306	43,2
Male	402	56,8
Total	708	100,0
Age		
18-24 years old	151	21,3
25-34 years old	228	32,2
35-44 years old	176	24,9
45-54 years old	95	13,4
55-60 years old	49	6,9
61 years and older	9	1,3

Total	708	100,0
<i>Educational Status</i>		
Literate without diploma	36	5,1
Primary School	35	4,9
Secondary School	38	5,4
High School	73	10,3
Associate	243	34,3
Undergraduate	239	33,8
Postgraduate	44	6,2
Total	708	100,0
Income Status (Monthly)		
900 Turkish Liras (TRY) and below	15	2,1
TRY 901-1500	103	14,5
TRY 1501-2100	119	16,8
TRY 2101-3000	164	23,2
TRY 3001-5950	180	25,4
TRY 5951 and above	127	17,9
Total	708	100,0
Went overseas before?		
Yes	277	39,1
No	431	60,9
Total	708	100,0
Had an overseas vacation before?		
Yes	219	30,9
No	489	69,1
Total	708	100,0
Frequency of going on vacation		
More than once a year	202	28,5
Once a year	365	51,6
Once in 2 years	79	11,2
Once in 3 years	16	2,3
Once in more than 4 years	46	6,5
Total	708	100,0

EFA has been applied to the research data first. Among the socio-psychological variables, nationalism and patriotism have emerged in one dimension. Other personality traits appeared as separate dimensions. As a result of the EFA analysis of the consumer ethnocentrism scale, it has appeared in one dimension, but has been excluded from the analysis because the factor loads of the three statements have been less than 0.50. The intention to purchase domestic package tours and to purchase package tours abroad have also emerged in one dimension after EFA. Subsequently, CFA has been applied to the research data. After CFA, two items from “internationalism” scale, one item from domestic package tour purchase

intention scale, 2 items from TE scale, 2 items from individuality scale, one item from Patriotism-nationalism scale, and one item from conservatism scale have been excluded from the model because of low load values. Table 2 contains the parameter values of the model.

Table 2. Parameter values of the Measurement Model

Item	Paths	Factors	β	E	p	Item	Paths	Factors	β	E	p
P1	<---	Nat-Pat	,780	0,392	***	CO1	<---	Cul. Op.	,704	0,504	***
P2	<---	Nat-Pat	,872	0,240	***	CO2	<---	Cul. Op.	,808	0,347	***
P3	<---	Nat-Pat	,880	0,226	***	CO3	<---	Cul. Op.	,859	0,262	***
P4	<---	Nat-Pat	,867	0,248	***	CO4	<---	Cul. Op.	,814	0,337	***
P5	<---	Nat-Pat	,848	0,281	***	CO5	<---	Cul. Op.	,830	0,311	***
N1	<---	Nat-Pat	,859	0,262	***	DOMESTIC1	<---	Domes.	,865	0,252	***
N2	<---	Nat-Pat	,755	0,430	***	DOMESTIC2	<---	Domes.	,880	0,226	***
N3	<---	Nat-Pat	,795	0,368	***	DOMESTIC3	<---	Domes.	,893	0,203	***
N5	<---	Nat-Pat	,651	0,576	***	DOMESTIC5	<---	Domes.	,719	0,483	***
CO2	<---	Con.	,778	0,395	***	yab1	<---	Foreign	,888	0,211	***
CO3	<---	Con.	,858	0,264	***	yab2	<---	Foreign	,922	0,150	***
CO4	<---	Con.	,854	0,271	***	yab3	<---	Foreign	,931	0,133	***
CO5	<---	Con.	,740	0,452	***	yab4	<---	Foreign	,902	0,186	***
C1	<---	Coll.	,790	0,376	***	yab5	<---	Foreign	,770	0,407	***
C2	<---	Coll.	,781	0,390	***	E2	<---	CE	,683	0,534	***
C3	<---	Coll.	,794	0,370	***	E4	<---	CE	,783	0,387	***
C4	<---	Coll.	,815	0,336	***	E7	<---	CE	,823	0,323	***
C5	<---	Coll.	,787	0,381	***	E8	<---	CE	,747	0,442	***
I2	<---	Ind.	,619	0,617	***	E10	<---	CE	,804	0,354	***
I3	<---	Ind.	,864	0,254	***	E11	<---	CE	,845	0,286	***
I4	<---	Ind.	,746	0,443	***	E12	<---	CE	,858	0,264	***
IN2	<---	Int.	,879	0,227	***	E13	<---	CE	,828	0,314	***
IN3	<---	Int.	,632	0,601	***	E16	<---	CE	,780	0,392	***
IN5	<---	Int.	,713	0,492	***	E17	<---	CE	,824	0,321	***

***p<.001

After applying CFA to the measurement model, the measurement model was evaluated in terms of reliability with the statistics of Composite Reliability-CR, Average Variance Extracted-AVE (Fornell and Larcker, 1981) and Cronbach Alpha (Hair et al. 2010). The reliability and validity values of the model are given in Table 3. In the assessment made to determine the reliability of the model, the Cronbach Alpha value and the CR coefficient should be greater than 0.70, and the AVE value should be greater than 0.5 (Fornell & Larcker, 1981; Hair et al. 2010). It has been found that the composite reliability (CR) and Cronbach's alpha values of the structures in the measurement model have been all greater than 0.70.

		C. Alp.	CR	AVE	1	2.	3	4	5	6	7	8	9
1	Nat.-Pat.	.944	.946	.664	.512								
2	Conservatism	.879	.883	.654	.716	.512							
3	Collectivism	.894	.894	.629	.622	.501	.386						
4	Individualism	.784	.790	.562	.212	.256	.121	.065					
5	Internationalism	.776	.789	.560	.318	.456	.431	.234	.207				
6	Cultural openness	.898	.901	.647	.391	.181	.448	.202	.348	.207			
7	C. Ethnocentrism	.946	.933	.730	.273	.379	.183	.069	.234	-.002	.330		
8	Domestic Purc. Int.	.899	.936	.709	.422	.458	.229	.123	.219	.025	.575	.330	
9	Foreign Purc. Int	.945	.947	.782	-.166	-.182	-.016	-.048	-.045	.121	-.611	-.488	.373

Note: Calculation formulas $AVE = \Sigma \lambda^2 / \Sigma \lambda^2 + \Sigma \epsilon$ ve $CR = (\Sigma \lambda)^2 / (\Sigma \lambda)^2 + \Sigma \epsilon$

Table 3. *Validity Assessment and correlations between the constructs*

In the next stage, the discriminant and convergent validity of these dimensions must be checked to make a final decision about structural validity. It is researched whether the structures are separate from each other with discriminant validity. According to Fornell and Larcker (1981), the AVE value of such dimension must be greater than the square of the largest correlation between dimensions for discriminant validity. Looking at Table 3, it is observed that this is achieved. Hair et al. (2010) have suggested checking the convergent validity with CR and AVE values. For this, the AVE value must be greater than 0.50 and the CR value must be greater than the AVE value ($CR > AVE$; $AVE > 0.5$). The CR value is greater than the AVE value in all the structures in the research model.

After ensuring the reliability and validity of the measurement model, structural equation modeling (SEM) has been performed to test the research hypotheses. SEM analysis results and fit indices are shown in Table 4.

Table 4. *Results of the First SEM Analysis Made in Line with the Theoretical Framework*

Relationships			Std. β	t-values	p
Consumer Ethnocentrism	<---	Cultural Openness	-0.127	-2.638	0.008
Consumer Ethnocentrism	<---	Patriotism-Nationalism	0.097	1.404	0.160
Consumer Ethnocentrism	<---	Conservatism	0.301	4.312	***
Consumer Ethnocentrism	<---	Collectivism	-0.020	-0.361	0.718
Consumer Ethnocentrism	<---	Individuality	-0.026	-0.615	0.539
Consumer Ethnocentrism	<---	Internationalism	0.124	2.381	0.017
YDP	<---	Consumer Ethnocentrism	-0.616	-14.703	***
YIT	<---	Consumer Ethnocentrism	0.588	13.739	***
Cmin/df= 3.068 ; CFI= .917 ; RMSEA: .054; TLI=.911 ; IFI=917; GFI=.832 RMR= .0653					

The paths drawn from individualism, collectivism and patriotism-nationalism to consumer ethnocentrism proved to be insignificant at

the $p < .05$ level. These insignificant paths should be removed from the model. Relationships that are insignificant to the measurement model have been removed from the model, respectively. Firstly, the p value for patriotism-nationalism has been removed from the model since it has been 1.404 ($p < .05$), then the analysis has been made again and the value of collectivism has been found to be .179 and the p value as .858 ($p < .05$). After the collectivism has been removed from the model, the t value of individuality has been -0.567 and the p value has been .571 ($p < .05$) and this measurement model has been also removed from the structural model. The reason why some values do not match between the values in the table above and the explanations made is due to the fact that the insignificant relationships are extracted one by one. Table 5 includes the final model of the research, which consists of meaningful paths.

Table 5. *Latest SEM Analysis Results*

effects			St. Reg. Coefficients	t-values	P
Consumer Ethnocentrism	<---	Cultural Openness	-0.107	-2.595	.009 *
Consumer Ethnocentrism	<---	Conservatism	0.360	7.541	***
Consumer Ethnocentrism	<---	Internationalism	0.106	2.185	.029 *
Foreign package tour	<---	Consumer Ethnocentrism	-0.616	-14.687	***
Domestic package tour	<---	Consumer Ethnocentrism	0.587	13.716	***
*** $p < .001$. * $p < .01$					

The structural model has been evaluated by examining the standardized factor loadings, significance levels (t -values) and R^2 values. In Figure 1, parameter values for path coefficients and R^2 values are given. According to the analysis results, cultural openness ($\beta = -.107$, $t = -2.595$, $p < .01$) has a statistically significant and negative effect on CE. Conservatism ($\beta = .360$, $t = 7.541$, $p < .001$) and Internationalism ($\beta = .106$, $t = 2.185$, $p < .01$) have a statistically significant and positive effect on CE. Conservatism, internationalism, and cultural openness explain about 17% of the change in CE ($R^2 = .165$). While CE had a statistically significant and negative effect on the intention to purchase package tours overseas ($\beta = -.616$, $t = -14.687$, $p < .001$), on the intention to purchase domestic package tours ($\beta = .587$, $t = 13.716$, $p < .001$) has a statistically significant and positive effect. CE explains about 38% ($R^2 = .379$) of foreign package tour purchases, while explaining about 34% ($R^2 = .344$) of domestic package tour purchases. In line with these results, the hypotheses **H₁**, **H₅**, **H₈** and **H₉** have been supported.

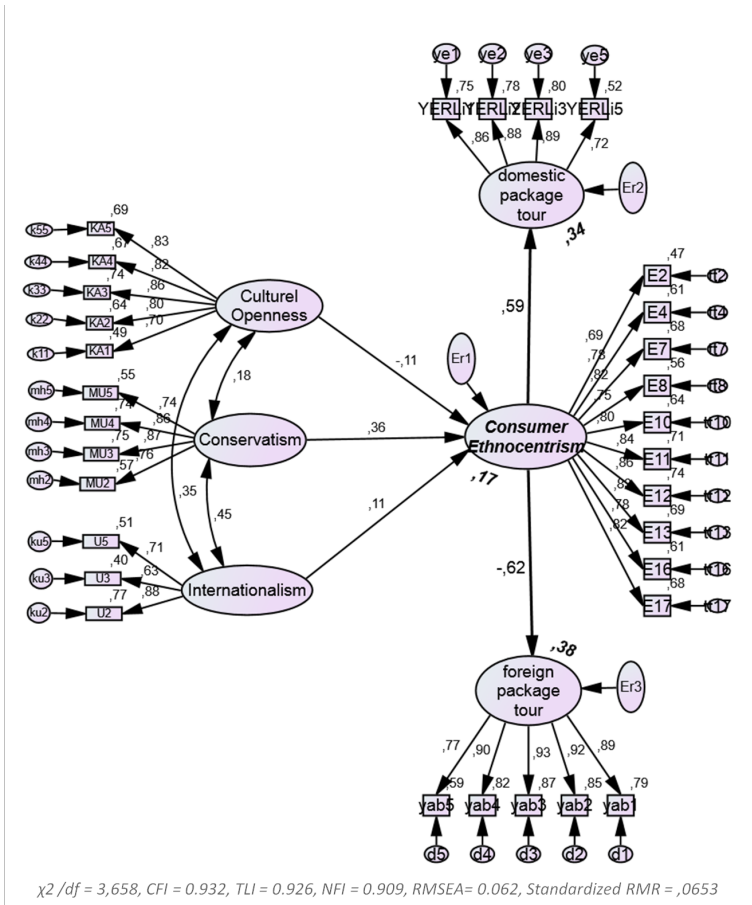


Figure 1. Results of SEM Analysis

Results

Certain businesses or countries maintain their presence in the international market outside their borders and compete with the local brands of those countries (Thomas & Hill, 1999). With globalization, consumption limits have disappeared and consumers have become alike within the framework of certain consumption patterns. However, although people are affected by each other and enter certain consumption patterns, some consumers are not included in these patterns because they are affected by different events and phenomena (Nguyen et al. 2008; Cleveland et al. 2009). One of the most important obstacles faced by businesses and countries in international trade is consumer ethnocentrism. Therefore, people who will trade in certain countries or who will conduct commercial activities in their own country should understand and interpret the CE phenomenon. Expressed as prejudice and negative attitude towards foreign

products, CE has been addressed in very few studies for tourists. However, it is one of the issues that should be examined for tour operators heading to local tourists or selling package tours abroad.

Consumer ethnocentrism has been first attempted to be explained by the socio-demographic characteristics of consumers. However, later researchers accepted the socio-psychological characteristics of individuals as a determinant of consumer ethnocentrism and began to examine the relationships between consumer ethnocentrism and these variables (Sharma et al. 1995; Ruyter et al. 1998; Balabanis et al. 2001; Suh and Kwon, 2002; Javalgi et al. 2005; Altintas and Tokol, 2007; Cleveland and Laroche, 2007; Vida et al. 2008; Vida and Reardon, 2008; Dmitrovic et al. 2009; Cumberland et al. 2010; Fernandez-Ferrin and Bande-Vilela, 2013; Fernandez-Ferrin, 2015). In this study, consumer ethnocentrism has been attempted to be explained by socio-psychological variables of tourists. Vida et al (2008), Klein and Ettenson (1999), Javalgi (2005), Ruyter (1998), Cumberland et al (2010) and Fernandez-Ferrin et al. (2013) have found patriotism or nationalism as important determinants of consumer ethnocentrism in their research. In other words, it is revealed in these studies that patriotic or nationalist consumers have more ethnocentric tendencies. There are studies that establish a positive and significant relationship between collectivism and consumer ethnocentrism (Ruyter et al. 1998; Yoo and Donthu, 2009; Javalgi et al. 2005; Cumberland et al. 2010). Balabanis et al (2001) and Lee et al. (2003) have found negative significant relationships between internationalism (global consciousness) and consumer ethnocentrism. However, in this study, it is concluded that the variables of patriotism-nationalism, collectivism, individualism and internationalism do not have a significant effect on consumer ethnocentrism and consumer ethnocentrism. Balabanis et al (2001) have found a positive relationship between consumer ethnocentrism with patriotism in their study in Turkey. With a similar result, Candan et al (2008) found a positive relationship between Turkish consumers' patriotism levels and consumer ethnocentrism. In this study, the collectivist ($\bar{x} = 4.05$) and patriotism-nationalism ($\bar{x} = 4.24$) attitudes of Turkish tourists in general have been revealed at a very high level. Therefore, although there is no relationship between these two socio-psychological variables and consumer ethnocentrism, it can be said that they are still effective in the formation of consumer ethnocentrism. At the same time, the fact that Turkish society is a society dependent on its homeland and nation may have resulted in no effect on consumer ethnocentrism. For Turkey, it can be stated that the consumers with different ethnocentric levels have similarly high patriotic and nationalist feelings.

In this study, one of the determinants of consumer ethnocentrism is cultural openness. According to the results of the study, cultural openness

negatively affects consumer ethnocentrism. In the study of Arı and Madran (2011), consumers who are open to different cultures have low levels of ethnocentrism. In the related literature, there are studies that found that cultural openness negatively affects consumer ethnocentrism and it coincides with the results obtained in this study (Sharma et al. 1995; Suh and Kwon, 2002; Kamaruddin et al. 2002; Strizhakova et al. 2008; Yoo and Donthu, 2009; Dmitrovic et al. 2009; Cumberland et al. 2010; Naziri et al. 2011; Fernandez-Ferrin et al. 2013). Getting to know different cultures closes the gap between cultures and this leads to a decrease in consumer ethnocentrism. Due to the nature of tourism, given the desire of certain types of tourists to know and learn about different cultures, it is expected that the ethnocentric tendencies of such tourists will emerge at a low level.

In this study, it has been revealed that another important determinant of consumer ethnocentrism is conservatism. It has been revealed that attitudes about conservatism positively affect consumer ethnocentrism. In the research conducted by Altintas and Tokol (2007), a positive relationship has been found between consumer ethnocentrism and conservative attitudes. Candan et al (2008) also found that conservative attitudes increase the level of consumer ethnocentrism in a study conducted on Turkish consumers. Similarly, in the study of Asil and Kaya (2013), people who define themselves as conservative have been found to have very high levels of ethnocentrism. There are also studies conducted in different countries revealing that there is a similar relationship between these two cases (Karasawa, 2002; Kamaruddin et al. 2002; Javalgi et al. 2005; Cumberland et al. 2010). As mentioned earlier, conservative people are traditional, religious, and resistant to change (Sharma et al. 1995). Therefore, conservatism is expected to increase consumer ethnocentrism. Recently, a product segment has been created for the conservative tourist type. Halal food or conservative hotel services are examples of this.

One of the relationships that is wanted to be revealed in the research is the relationship between consumer ethnocentrism and the tendency to purchase local touristic products. In this respect, it examined the relationship between Turkish tourists purchasing package tours to Turkey tendencies of ethnocentrism and consumer trends, purchase intent increased domestic tourism product has been shown to also increase. In previous researches, there are many studies that found a positive relationship between consumer ethnocentrism and the intention to purchase domestic products (Shoham and Brencic, 2003; Cutura, 2006; Nguyen, 2008; Vida, 2008; Urbonavičius, 2010; Bamber et al., 2012; Cutura et al. 2012). In some of the researches conducted on Turkish consumers, there are studies found that consumer ethnocentrism positively affects the intention to purchase domestic products (Bozyiğit and Akkan, 2011; Hacıoğlu et al. 2013). In the study by Tayfun and Gürlek (2014), a strong positive relationship has

been found between consumer ethnocentrism and purchase intention for domestic hotel and food and beverage business products.

Consumer ethnocentrism had a significant and negative impact on the intention to purchase package tours abroad (Greece), which is considered as a foreign product. In many studies conducted abroad, it has been revealed that consumer ethnocentrism has a negative effect on the intention to purchase foreign products (Durvasula et al. 1997; Klein et al. 1998; Suh and Kwon, 2002; Rybina et al. 2010; Sharma, 2012; Kuncharin and Mohamed, 2014). Similar results have been obtained in studies carried out in Turkey (Mutlu et al. 2011; Eren, 2013; Özer and Davganiuc, 2013; Yüce, 2014). Furthermore, in their study, Chan et al. (2010) found that consumer ethnocentrism has a negative effect on tourist travel abroad. A similar result has been obtained in their study.

The intention to purchase tourist items cannot be explained entirely by consumer ethnocentrism and many variables can affect the purchase intention of tourists. However, in this study, it has been revealed that consumer ethnocentrism has a serious effect on both domestic package tour purchase intentions, which are considered as domestic product, and international (Greece) package tour purchase intentions, which are considered as foreign product. Therefore, it can be said that one of the factors influencing holiday purchases of certain tourist groups is consumer ethnocentrism.

Increasing competition with globalization makes it difficult for businesses to succeed in the markets and this situation requires more struggle for local businesses. Turkey as a tourist destination, there are many competitors in the Mediterranean. The presence of consumer ethnocentrism in a country gives more competitive advantage to local businesses. In fact, this is a situation that foreign countries and businesses should pay attention to when choosing a country as a market. Therefore, the scale of consumer ethnocentrism has been evaluated in terms of touristic products in this study and the existence of consumer ethnocentrism among certain consumer groups, although not for all consumers, has been accepted to affect the purchase intention. Consequently, local and foreign tourism enterprises that choose Turkish tourists as their target market should determine the ethnocentric tendencies of Turkish tourists. It is also important to do this at regular intervals. Consumer ethnocentrism can be affected by economic and political events in certain periods. In some cases, the effect of consumer ethnocentrism on purchasing intention may vary depending on the product category or perceived product requirement. Touristic businesses or countries can benefit from consumer ethnocentrism while segregating their markets. Therefore, it is also important for them to correctly identify the factors that affect

ethnocentric trends. While establishing marketing communications, they can emphasize these situations in the messages they send. This study has revealed that conservative people are more ethnocentric. The communication they will establish with the target market consisting of these people and the marketing communication they will establish with the people who are determined to have little ethnocentric tendencies and who are culturally open are different. In the promotional activities to be carried out for the first group, while the businesses should give messages such as loyalty to their own countries, local employees and traditions, they should give marketing messages such as service quality, pleasure and service features to the people in the second group. Foreign countries and tourism businesses that choose Turkish tourists as their target market should also pay attention to ethnocentrism in their marketing activities and emphasize the values of that country in their promotion activities for the target market group whose existence is confirmed. If there are common cultural values between Turkey and their countries, these can be used in marketing communications. The fact that Turkey and Greece are neighbors and both nations living together throughout the history causes these countries to have common values. The use of symbols, elements and values belonging to Turks in the marketing messages of the tourism businesses in Greece may reduce the effect of ethnocentrism. In addition, the attitudes adopted by politicians are also important in managing consumer ethnocentrism. Greek authorities' employing amicable policies towards Turkey and emphasizing the friendship between Turkish and Greek nations may reduce the effect of consumer ethnocentrism or Turkish tourists may not indicate their ethnocentric tendencies in goods and services offered by Greece. In fact, this is also true for Turkish politicians. Previously, the policies pursued in the consumption of domestic goods in Turkey, may also be monitored for tourism enterprises and tourist products. Thus, it can be ensured that Turkish tourists who vacation abroad tend to domestic touristic trips. It should not be forgotten that some ethnocentric consumers avoid imported products regardless of price and quality, as a Turkish vacationing abroad creates an economic import effect.

As a result, consumer ethnocentrism can be effective in consumers' decisions by emerging in different countries and at different levels. In addition, the positive or negative development of people's thoughts and relations between countries over time can increase or decrease the effect of consumer ethnocentrism on purchasing. Therefore, the relationship of consumer ethnocentrism with its predecessors and its effect on purchasing should be examined periodically by marketers and researchers.

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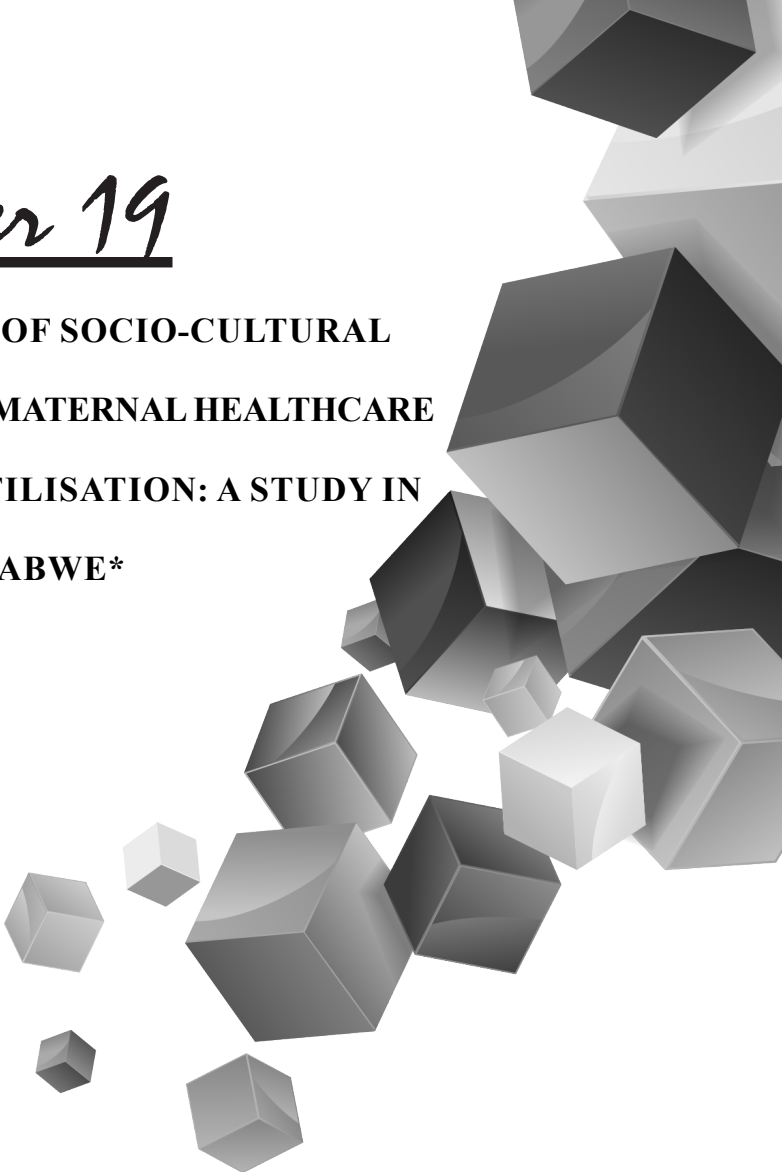
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Chapter 19

THE EFFECT OF SOCIO-CULTURAL FACTORS ON MATERNAL HEALTHCARE SERVICES UTILISATION: A STUDY IN RURAL ZIMBABWE*



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INTRODUCTION

Maternal mortality is a public health problem in most developing countries. Maternal health is defined as health services during pregnancy, delivery and postpartum periods. Maternal mortality ratio (MMR) is the number of maternal deaths per 100,000 live births. (WHO, UNICEF, UNFPA, 2019). According to the World Health Organisation(WHO), maternal death is the death of a woman while pregnant or within six weeks of termination of pregnancy, irrespective of the duration and site of the pregnancy, from any cause related to or aggravated by the pregnancy or its management but not from accidental or incidental causes (WHO, 2014). Maternal mortality ratio (MMR) is the number of maternal deaths per 100,000 live births. (WHO, UNICEF, UNFPA, 2019). Globally, around 303,000 women in 2017 died as a result of complications from pregnancy and childbirth (WHO, UNICEF, UNFPA, 2019). This means that around 830 women die every day from maternal health-related challenges. Almost all deaths (99%) occurred in developing countries. Maternal mortality is a health indicator that shows very large differences between countries and regions. Sub-Saharan Africa and Southern Asia accounted for nearly 85% of the estimated global maternal deaths in 2017 with Sub-Saharan alone accounting for nearly two thirds. Similarly, MMR is highest in developing regions of the world. The MMR in developing countries is approximately 15 times higher than in developed countries. In the world's least developed countries(LDCs), MMR is estimated at 415 deaths per 100 000 live births, while MMR in Europe is 10 deaths per 100 000 live births(WHO, UNICEF, UNFPA, 2019). In Zimbabwe, one of the countries with the highest maternal mortality rate, 650 women die for every 100,000 live births(ZIMSTAT, 2016).

Previous studies in Sub-Saharan Africa have linked differences in maternal health outcomes to differences in the socio-cultural construction of pregnancy and childbirth and socio-economic inequalities(Dodzo & Mhloyi, 2017; Fenny, Asuman, Crentsil, & Odame, 2019; Machira & Palamuleni, 2017; Mezmur, Navaneetham, Letamo, & Bariagaber, 2017). Furthermore, inadequate utilisation of maternal health services has been identified as a factor contributing to an increase in MMR(Machira & Palamuleni, 2017). Studies have also reported that some women in developing countries region do not trust hospital services and therefore prefer to give birth at home without the assistance of skilled professionals(Dodzo & Mhloyi, 2017). However, evidence demonstrates that half of the maternal deaths are preventable if women are provided with timely and adequate maternal healthcare services that include antenatal care(ANC), skilled attendance at birth, and postnatal care(PNC) (World Health Organization., 2018). In Zimbabwe, maternal mortality decreased from 960 deaths per 100,000 live births in 2010 to 651 deaths per

100,000 live births in 2015 (ZIMSTAT, 2016). Furthermore, antenatal care coverage and postnatal care rates increased to 69% and 72%, respectively. Despite the progress made, MMR, is still too high and large equity gaps remain with the rural, poorest or the uneducated women often left behind in accessing healthcare services critical to reducing maternal mortality and morbidity (Irwin & Solar, 2010). In Zimbabwe, almost two-thirds of births among rural women were delivered in health facilities, compared to over 90% of births among urban women (ZIMSTAT, 2016). Similarly, women with secondary or higher education were twice likely than women with no education to deliver their babies in health facilities. Differences across wealth quintiles are largest with richest women being more than six times more likely to receive antenatal care from a doctor than the poorest women (ZIMSTAT, 2016). This progress is insufficient to meet the target of 70 deaths per 100,000 live births and attaining 90% coverage of routine maternity services by 2030 set under the Sustainable Development Goals (SDG) agenda (WHO, UNICEF, UNFPA, 2019). More women continue to lose their lives due to complications linked to pregnancy and childbirth. Current efforts that include government health programs and policies are falling short in reducing high maternal mortality. Therefore, it is important to investigate the root causes of high maternal mortality in Zimbabwe.

Medical and epidemiological research and evidence suggest that current policies and programs for high maternal mortality should be revised and improved (Howell, 2018). The biomedical approach that focuses on providing medical treatment for pregnancy complications remains the predominant approach to prevent maternal mortality (Lassi, Das, Salam, & Bhutta, 2014). Undoubtedly, the approach has contributed to the reduction of global maternal mortality. However, the progress has been uneven across and within regions of the world. Studies have shown that maternal health is greatly influenced by social and cultural practices and beliefs (Paudel, Javanparast, Dasvarma, & Newman, 2018). Therefore, to ensure equitable progress it is critical to examine the socio-cultural aspects of maternal mortality. This involves understanding the sociocultural context that surrounds women's beliefs and practices during pregnancy, childbirth and postnatal care.

The social model of health is key to improving socio-economic and cultural conditions that create vulnerabilities to maternal health since it provides locally tailored health services (World Health Organization, 2014). Pregnancy and childbirth have been defined as social events that took place within a social system and understood within a cultural value system (Paudel, 2018). Socio-cultural structures affect people's behaviours, beliefs and perceptions during pregnancy, childbirth and postnatal period. Similarly, utilisation of maternal healthcare services is also affected by socio-cultural structures. Local traditions, culture and social values

also affect pregnancy and childbirth experiences resulting in significant impacts on women's health choices that can affect maternal and child survival. Therefore, health policies and programmes should address the socio-cultural determinants in preventing maternal mortality. This will give importance to socio-cultural based interventions in reducing maternal mortality. The socio-cultural context examined in this study includes traditional, religious, cultural and social factors that influence maternal healthcare utilisation in Zimbabwe. In the study based on these values and concepts, we evaluated theoretical and conceptual knowledge to explore the subject matter. Also, ways for improving maternal health services utilisation have been suggested.

CONCEPTUAL FRAMEWORK

Social Determinants Of Maternal Health

The study's conceptual framework is adapted from the WHO conceptual framework on social determinants of maternal health (SDH). The framework describes the contextual relationship between maternal health and social determinants. Social systems determine the distribution of wealth, power and prestige across social groups (e.g. education system, labour market, culture, racism and political systems. This result in stratifications in society according to socioeconomic position, income or wealth, educational level, occupational status, gender, race and other dimensions. The social determinants of health influence maternal health outcomes through intermediate determinants such as skilled staff, user fees, residential status, social capital, distance to the health facility, individual attributes marital status, income, support networks, social and cultural practices, laws, policies and health systems.

Household income, educational level and occupational status shape the socio-economic position of individuals. Generally, women of higher socioeconomic position have better access to maternal health services while women with low socio-economic positions report low utilisation levels of health services (Dimbuene et al., 2018). Studies have shown that women poor households experienced financial difficulties and ended up giving birth at home because of indirect and direct costs associated with maternal health care such as meals, accommodation, transportation (Dimbuene et al., 2018). Educational level is closely linked to an individual's social status through income and occupation (Irwin & Solar, 2010). Education influences information, knowledge and health-seeking behaviour (Irwin & Solar, 2010). Most studies found out that women with higher education are more likely to use maternal health services (Dimbuene et al., 2018). Cultural traditions, practices, beliefs and values greatly affect the status of women in society. Some cultural and traditional beliefs prevent women from utilising health services due to conflict between traditional and

modern medical practices. In studies done in Nigeria, Ghana and Uganda showed that Muslim women had low levels of maternal healthcare services utilisation (Ganle, Parker, Fitzpatrick, & Otupiri, 2014; Ononokpono & Odimegwu, 2014; Rutaremwa, Wandera, Jhamba, Akiror, & Kiconco, 2015). Challenges faced by Muslim women are linked to religious obligation of maintaining body sanctity through modest dressing and the avoidance of unlawful body exposure or contact with male caregivers lack privacy in health facilities, healthcare providers' insensitivity and insufficient knowledge to meet Muslim women's maternity care needs (Ganle et al., 2014). Furthermore, ethnical minority women utilised maternal healthcare services more than women from ethnically groups majority (Ononokpono & Odimegwu, 2014).

The design, operation and financing of health systems across developing countries affects the way women use health services. Previous studies in African countries identified inadequate health infrastructure, absence of female health provider, facilities that close too early, limited delivery choices and lack of privacy in health facilities as the common health system challenges (Ganle et al., 2014; Yaya et al., 2018). A study conducted in Ghana found that the limited and unequal distribution of skilled maternity services is a major health system barrier that prevents women from accessing and utilising maternity care services (Ganle et al., 2014). A woman's individual and biological attributes facilitate or hinder the utilisation of maternal healthcare services. Studies conducted in Burundi and Gambia demonstrated that older age, marital status, and family size have strong effects on maternal health, as some older married women, especially in rural areas, have added family care duties that hinder them from visiting health facilities (Lowe, Chen, & Huang, 2016). Similarly, in Swaziland reported that women aged 15-34 tend to give birth in institutions, though this trend declines as women grow older (Tsawe et al., 2015).

Women from rural and remote areas have less access to healthcare services due to long distance to health facilities, poor road networks and conditions and absence of a well-organized transport system (Donmozoun, Sombie, & Meda, 2014; Ganle et al., 2014; Machira & Palamulen, 2017). On the other hand material factors such as health insurance, exposure to media, urban residence and shorter distance to clinics resulted in higher levels of healthcare utilisation. (Machira & Palamuleni, 2017; Oyewale & Mavundla, 2015; Rutaremwa et al., 2015; Yaya, Uthman, Bishwajit, & Ekholuenetale, 2019). Psychosocial support, social capital and networks influence the utilisation of maternal healthcare services. Studies in Tanzania, Ethiopia, and Cameroon showed that women who belonged to and participate in large social networks used maternal health services frequently (McTavish & Moore, 2015; Shifraw, Berhane, Gulema,

Kendall, & Austin, 2016),(Asrese & Adamek, 2017). In Zambia, perceived psychosocial barriers and subjective norms concerning the quality of maternal health services are a barrier to health utilization(Sialubanje, Massar, Hamer, & Ruiter, 2015).

HEALTHCARE SYSTEM AND MATERNAL HEALTH SERVICES IN ZIMBABWE

The provision of health services is the responsibility of the government through the Ministry of Health and Child Care. The Ministry is also responsible for the development and implementation of health policies throughout the country. However, non-governmental organizations and the private sector contribute to the provision through healthcare financing and healthcare facilities across the country. The health care system in Zimbabwe has greatly deteriorated in the past two decades. All efforts that were introduced to address the inequalities that characterised the colonial period have been lost. During the colonial period, the minority whites had better access to quality health care including maternal health services. Shortly after independence, the new government moved quickly to redress some of the inequalities in health care. Despite the removal of racial inequalities, other forms of inequality persisted and even widened to this day. The economic and social crisis in the early 2000s acerbated the social and income inequality thereby affecting access to health services. As a result, health inequalities exist within and across population groups in Zimbabwe. These inequalities also reflect in maternal healthcare utilisation among women from different population groups in Zimbabwe. Maternal health inequalities are now largely shaped by social determinants such as education, wealth, social status and rural or urban residence.

Maternal healthcare services in Zimbabwe follows the WHO recommendations for positive maternal experience(World Health Organization, 2017). The WHO recommends at least eight antenatal care visits to reduce perinatal mortality and improve women's experience of care. Furthermore, at least three postnatal contacts are recommended for all mothers and newborns, on day 3 (48–72 hours), between days 7–14 after birth, and six weeks after birth(World Health Organization, 2017). There has been a gradual increase in maternal health utilisation levels over the years, even though they fall short of targets set by the government. Antenatal care coverage (four or more visits) and postnatal care (within 48 hours) is low at 69% and 72% respectively and only 57% of women receive PNC within two days after delivery(ZIMSTAT, 2016). These statistics point to challenges in maternal healthcare services utilisation. Over the years several programs and interventions have been introduced by the government in collaboration with international and local NGOs to improve maternal health. Interventions to reduce maternal mortality

introduced include technical and financial support to the health sector and direct program support. The National Health Strategy also aims to strengthen the provision of quality maternal health care. It aims to reduce the maternal mortality rate from 614 to 300 deaths by 2020.

Research on maternal healthcare utilisation in Zimbabwe is based on quantitative population household surveys such as Zimbabwe Demography and Health Surveys and Multiple Indicator Monitoring Surveys. These studies have reported unequal distribution in utilisation and coverage of maternal healthcare services in the country. However, they do not explain why and how health these inequalities occur. Quantitative research is poor at explaining the reason behind social phenomena. Therefore, a qualitative study is important to understand why women have different access and utilisation levels of maternal health services. The social determinants of health approach is a powerful model for explaining how different socio-cultural determinants affect access to health.

METHODS

The study aims to explore the socio-cultural and healthcare context of maternal healthcare utilisation among women living in rural Zimbabwe through interpreting women personal experiences, behaviours, beliefs, practices and perspectives. Perspectives and experiences of healthcare workers providing maternal healthcare services to rural women were also sought. The research adopted an interpretivism philosophy. The research philosophy is closely linked to the social model of health approach which enables us to explore the socio-cultural context of health care. Interpretivism is a research philosophy that believes that reality is multiple and fixed (Longhofer & Winchester, 2016). Interpretivism approaches encompass social theories and perspectives that embrace a view of reality as socially constructed or made meaningful through actors' understanding of events. Unlike positivism, interpretivism avoids rigid structural frameworks and seek to adopt a more personal and flexible research structure receptive to capturing meanings in human interaction and make sense of what is perceived as reality (Longhofer & Winchester, 2016). The information on how, where, why and when women use or do not use maternal health services was best obtained through interactions with the women, their communities and the health providers who live the experience. The personal expression of women's subjective perceptions, attitudes and reasons as to why they do or do not utilize healthcare services provided rich information and helped to explicate the key social factors that influence women's healthcare utilization behaviour (Creswell, 2017). Specifically, the study utilised the qualitative research approach to explore this naturally occurring phenomenon and interactions in the real world (Thorogood, 2004).

The determination of the study site and the sample size was influenced by the aims and objectives of the research. Therefore, the most appropriate research area was a rural community with low maternal healthcare services utilisation. The study was conducted in Makoni Rural District in Eastern Zimbabwe. The district was selected because it has characteristics of a typical rural area in Zimbabwe. A typical rural area in Zimbabwe has remote dispersed villages, high HIV prevalence rates, child and maternal mortality, low utilization of maternal health services and some of the lowest human development index (Zimbabwe National Statistics Agency, n.d.). The district provided a diversity of context with people from different religious and cultural beliefs. Makoni District comprised mostly of the Shona people of the Maungwe dialect. The total population of Makoni District is 272,340 and women constitute 52% of the total population. The district has 62,625 households and the average household size is 4. Travel distances by women to the nearest health centre averaged from 7 to 17 km. The fieldwork for this research was conducted in 5 of the 29 wards in the district between July and September 2019. Study wards were purposively sampled in consultation with the District health officer among those with the lowest maternal healthcare utilization rates. Each ward has at least one rural health centre that provide maternal health services. The rural health centre caters for at least 9 villages each with an average population of 300 people.

Data collection techniques were determined by the epistemological and ontological orientations of the study. Since the study aimed to understand the socio-cultural and health context of maternal healthcare services utilisation, the study had to collect rich in-depth data from the participants' natural habitats. This natural environment and data were obtained from interviews with individuals experiencing daily life in villages and surrounding rural health centres. Therefore, we conducted in-depth interviews and focus group discussions with women and healthcare workers. All interviews were conducted in the local Shona language. Each interview lasted between 1 and 1.5 hours depending on the participant responses. Interview questions comprised of main questions on women's beliefs and practices during pregnancy, childbirth and postpartum periods. Interviews were tape-recorded with participants' consent and later translated and transcribed by the researcher.

In-depth interviews were conducted with twenty-seven pregnant or postnatal women (having given birth within four weeks before the interview). Additionally, five focus group discussions (52 participants) were held with women participants. Furthermore, five nurses, six village health workers and six traditional birth attendants (TBA) from local villages participated in the study. Participants were recruited via the village health workers (VHW) who were approached first by local health centre staff and

the research team. VHWs were informed about the study and then invited women to participants. Their ages ranged from 18 to 34 years with numbers of children from 0 to 5, and age at marriage ranging from 15 to 24 years. Almost all were married except for four and the distance participants travelled to the nearest rural health facility ranged from 1-15km. TBA participants were identified through referrals after interviews with women. TBAs were elderly local women who were usually relatives or church mates of the participants. Interviews were simultaneously transcribed and translated verbatim into the English language based on the derived meanings. Data analysis was done through an open coding process using thematic data analysis (Braun & Clarke, 2006). Emerging themes were analysed both individually and across interviews transcripts to achieve a deeply informed understanding (Neuman, 2011).

FINDINGS AND DISCUSSION

The analysis of interview data provided three broad themes representing women and health service providers' experiences and perspectives. The findings are presented under the following themes: religio-cultural factors, social and physical environment, healthcare delivery context.

Religious and Cultural Beliefs Regarding Maternal Health

Religious and cultural beliefs play an important role in shaping attitudes and perceptions towards maternal health services among women. This has a significant impact on the decision on the type of healthcare service to use. Complications during pregnancy and childbirth were perceived as a part of women's natural lives. As a result, maternal health problems were common and accepted natural phenomena. Experiences surrounding maternal health issues were shared with close family members. Since family members, friends and neighbours of the participants have experienced health challenges, the occurrence of maternal health challenges among women has become a common and shared experience. Findings show that as most women hear about maternal deaths, they construct these deaths in their minds as a reality that must be accepted. One participant expressed how the stories about maternal health influenced her in accepting the challenge as reality.

"My grandmother was pregnant six times and all these pregnancies resulted in miscarriages. When she finally got pregnant with my mother, she died a few days after her birth. This also happened to a woman in this village who died on her way to the hospital." (Tatenda, 28 years old)

Interviews show that women have been internalised to accept maternal health challenges as inevitable events. Perceiving pregnancy challenges as naturally occurring phenomena has trivialised maternal mortality in rural Zimbabwe.

The central belief among participants was the presence of the invisible hand of Mwari/God in any pregnancy-related event. The interviewed women perceived any form of maternal health challenge to God will (*kuda kwaMwari*), God wrath (*shamhu yaMwari*), God's message (*kutaura kwaMwari*) and God's plan (*kuronga kwaMwari*). As a result, participants believed that it is up to God to find a solution to their problems. Participants in this study believed that health and illness were linked to spiritual powers. A dissatisfied dead person is believed to cause illness including birth complications as a way of registering their grievances. This belief is called *ngozi* and the only way to appease the spirit is through offerings. This belief hinders the use of healthcare facilities since solutions for *Ngozi* are not available from healthcare facilities. A young participant from one of the villages explained her reason for not going to the hospital as follows:

"When you get sick, you have to find out why you are sick. Most diseases here are caused by evil spirits and demons. In this case, going to the hospital will not help. They'll just take care of you there, so I prefer going to church for full healing. " (Ruramai, 22 years old)

The majority of the participants belonged to the religious conservative traditional churches. The Vapostori Church mixes both elements of the African traditional religion and Christianity. Their central belief is the healing power of the Holy Spirit(Mweya) which is believed to alleviate any form of sickness. As a result, Mweya plays a key role in providing healthcare by providing healing powers and spiritual gifts to church members. Most TBAs were members of the church and participants believed they possessed the essential maternal healthcare skills. Over-reliance on traditional healthcare systems result in delays in seeking care among the participants. In most cases, families wait for the consent of the faith healer and Mweya before taking their sick relative to healthcare facilities. A nurse working in a local clinic reported the following;

"Last month they brought a woman who had been bleeding for 4 days. When I asked them why they didn't come to the hospital early, they said that the faith healer wouldn't let them. "(Nurse)

Faith healing uses prayer, fasting and other gestures to elicit divine intervention in illnesses. In Zimbabwe, this type of healing is mainly practised by Christian church leaders and traditional healers. Furthermore, traditional and faith healers perform important social roles in society. Some of their duties include performing rituals related to healing, birth, death, rainmaking and finding lost domestic animals. Faith healers view their duties as serving God and most of them do not require any payment from women who use their services. A TBA stressed that they only require women to bring a token of appreciation.

“I have helped several women in this village to deliver their babies. Look, hospitals charge here charges \$ 150 for delivery, For me enough only one chicken is enough. “

As a result, traditional and faith healers are an integral part of maternal health since they are the first point of contact with women in villages. Since they are locally accessible, they are initially consulted while waiting to visit health facilities. However, this scenario has resulted in delays in reaching appropriate care, which is often fatal, when complications arise.

Participants reported that some religious groups disapprove of modern health services including maternal healthcare. The study found out that Vapostori churches regard modern medicine provided in health facilities as unholy and unacceptable. Participants who belonged to these churches reported severe punishment for seeking health care against the will of the Church/God. Forms of punishment highlighted include expulsion from the church, confiscation of church uniform and forced confessions. Punishment and shame resemble a form of social control within these religious groups. This mode of control strengthens the church's authority and discourages other church members who may decide to use health facilities. Furthermore, using modern healthcare services is considered a sign of weak faith. As shown in the following statement women are discouraged to visit health facilities by church leaders.

“Our church leader told us not to go to hospitals as members of the Apostolic church. He said it is against the principles of our beliefs. Medicines corrupt our sacred bodies. At the same time, taking medicine is a sign of a lack of faith in God. “ (Dambudzo, 25 years old)

The findings of this study clearly show that religion and culture are an important factor in the use of maternal health services.

Social and Physical Environment on Access to Maternal Health Care

Women's social and physical environment affects their access to maternal health services in rural Zimbabwe. Findings show that high social capital supports the use of maternal health services. Participants who reported strong social support networks and connections had better access and use of maternal healthcare services. Healthcare workers particularly VHWs reported that women staying with their nieces or sisters had ample time to visit health facilities. Additionally, women from densely populated villages visited health facilities more frequently than women living in isolated villages. A VHW expressed her opinion in the following statement.

“Sometimes we invite women to the clinic for health programs. I have observed fewer from mountain villages come. If they do they often leave early.”(VHW)

Social networks provide information, financial, material and emotional support critical in facilitating the use of health services. Social support is also provided by religious organizations and other social organizations in rural communities such as burial societies, prayer groups, self-help groups, agricultural cooperatives, savings cooperatives. These social groups form an integral part of the social structure in rural Zimbabwe. At group meetings, women's issues, including maternal health, are discussed in detail. A village health worker explained how they used these groups to spread health-related information.

"In our church weekly meetings, we take time to teach women and encourage them to visit hospitals. In big gatherings, we invite doctors and offer some health services. We also encourage women to share information with friends who cannot attend these meetings."(VHW)

This shows that women belonging to these social groups are provided with relevant support mechanisms such as health information which is key to better decision making in healthcare utilisation.

The geographical and physical environment presented challenges in timely accessing quality healthcare. Participants reported that it is common for women to give birth by the roadside while travelling to health facilities. A young woman described her experiences as follows.

"I wasn't aware that my pregnancy was due. Suddenly I started experiencing labour pains and, decided to visit the clinic, but it was too far. With no transport, I could not reach it on time and I gave birth on the roadside, with my mother's help. " (Yemurai, 20 Years Old)

Some participants reported travelling distances of up to 15 km to reach the nearest health facility. The government has made it a policy to reduce the average distance women travel to get to the nearest clinic. However, with the introduction of new settlements, more people are living in areas without proper health infrastructure. Distance to healthcare facilities is closely related to the indirect costs of accessing healthcare services. Participants highlighted the extra costs associated with bus fares, hiring a car or ambulance during emergencies. In a typical rural area such as Makoni, fewer people can afford additional costs associated with maternal health care. A village health worker assessed the economic situation in her village as follows:

"Life is very difficult in the villages these days and most women don't have money to buy food. Where will they find the bus fare to go to the clinic? The only solution is walking, if you cannot walk then you have to use traditional birth attendants. "

Health Care Delivery Context and Maternal Health Services Utilisation

Health delivery context is important in the acceptance and utilisation of health care services. Furthermore, the context in which health services are provided influenced women and communities' perceptions towards the quality of health services provided. Women who perceive health services provided as poor are less likely to utilize the services. Quality of care in the study was interpreted in two dimensions; provision of care and experience of receiving care. The attitudes of healthcare workers, especially nurses influence women's willingness to receive health services. Participants reported rude and hostile attitudes from local nurses which cultivated a feeling of resentment towards healthcare facilities. During interviews, it was revealed that nurses often ignore patients, even if they needed help. A focus group participant described her experience of being shouted and scolded after forgetting her ANC visit day at a local clinic. Similarly, most participants were concerned about the service provided in healthcare facilities as expressed by one participant.

"When I was in labour with my second child, I visited the nearby clinic where there were two more women. The nurses continued to ignore us despite being visibly in pain. Nurses often ignore pregnant women, and this behaviour is very common in all clinics. However, there is nothing we can do. " (Tafadzwa, 29 Years Old)

Additionally, other participants recalled their harsh treatments in the hands of healthcare providers. For instance, one woman described her experience at a nearby clinic:

"We arrived at the clinic early in the morning but there were no nurses. When they finally arrived, they ignored us first and ordered us to sing health songs. This continued for several hours until they went out for lunch without attending to us". (Rudo, 34 years old)

Women reported that not only do they want to receive healthcare, but also they want to feel safe and comfortable in healthcare facilities. In many cases, participants reported returning home without receiving any services due to maltreatment by healthcare providers. A participant shared her experiences on this issue below.

"They [Nurses] shouted at me on two occasions and I went home without having my checkup. We don't know how to talk there (in the health facility). We feel uncomfortable and confused. They don't tell us anything openly. All they do is complain about their salary. " (Tatenda, 28 Years Old).

Participants also cited long queues in health facilities as one of the factors that hinder them from receiving healthcare services. Women

sometimes wait in a queue for hours to receive services. This situation creates difficulties especially during the rainy season when women are engaged in agricultural activities. During the fieldwork, long queues at health facilities were evident. We observed women sleeping on the sidewalks and under trees shade waiting for long hours to receive maternal health care.

Furthermore, poor physical infrastructure in healthcare facilities jeopardizes the quality of healthcare provided. Most rural health facilities in rural Zimbabwe lack basic amenities such as running water and electricity. Generally, the water supply is provided by boreholes and electricity provided by candles or solar lights. Unavailability of a constant supply of electricity especially during the night is one of the biggest challenges faced by healthcare workers. A nurse narrated her experiences as follows.

“It is very difficult to help pregnant women at night because there is no electricity, we usually use lamps and torches at night. I’m the only nurse here, so I have to take care of all women at night alone, it’s very difficult.” (Nurse)

In rural health facilities, medicines and other resources needed for health services are not adequately provided by the government. During interviews and observations with healthcare workers, we discovered that basic medicines, syringes, bandages and even pain killers were always in short supply. As a result, health facilities ask women to bring some medical consumables needed during delivery. During focus group discussions, participants reported that consumables requested from pregnant women include syringes, methyl alcohol and gloves. Interviews with women revealed deep disappointment with insufficient essential medicines in health facilities.

“The clinic’s health service is not good. There is no medicine in the pharmacy. It’s closed. Sometimes we are asked to bring gloves when we go for delivery.” (Dorcas, 32 years old)

Sometimes the few medical consumables available are lost to corrupt activities. Women reported that some healthcare workers gave drugs to their preferred women. Nurses often provide certain medications and best care in exchange for money and other favours. In Zimbabwe, it is well known that healthcare professionals often steal and sell drugs on the black market.

While there are policies that advocate free maternal health care, women still face enormous indirect costs. Cost is a key factor responsible for low utilization rates of maternal health services, particularly among women in rural areas such as Makoni. Transportation and food costs were cited as the biggest obstacles to maternal healthcare. During focus group

interviews, women emphasized the challenges of visiting the clinic every month due to high transport costs. In one of the focus group interviews, a participant said:

“I live far from the clinic and each time I need to go for a prenatal care visit, I need money for transport. The bus fare costs me \$5 for a single trip. However, neither I nor my husband is employed. To reduce costs, I go to the clinic when I realize that I am about to give birth.”

Opening and closing times for health facilities emerged as a barrier to accessing healthcare during interviews. Rural health facilities open at 08:00 in the morning, followed by tea break from 10:00 to 10:30, lunch break from 13:00 to 14:00 and close at 16:30. In most cases, participants were not satisfied with this schedule since they had to wait for hours until nurses are back from their breaks. During the fieldwork, we succeeded in chatting with some women waiting at health facilities. A young woman sitting in a queue complained about being kept waiting too long.

“Lunchtime is between 13:00 and 14:00, but when the nurses go for lunch, they usually come back after more than an hour. All we do is wait for them.” (Mufaro, 18 years old)

To summarize maternal healthcare services utilisation is heavily influenced by religious and cultural beliefs that encourage women to seek alternative health care. Furthermore, the social and physical environment provides barriers and facilitators to women seeking health services. On the other hand, the healthcare delivery context shapes women perceptions of quality of care which influence the use of health services.

CONCLUSIONS AND RECOMMENDATIONS

Most of the studies in Zimbabwe are quantitative studies focused on macro-level factors and biomedical determinants of health use. Other studies focused on socio-demographic variables such as education, employment status and income level. There are few studies on the impact of socio-cultural factors and healthcare provision on healthcare utilization in rural areas. This lack of information has resulted in national health policies and strategies not addressing maternal health issues in an appropriate, acceptable and equitable manner that respects the culture of the population.

The research revealed that religious and cultural beliefs and practices, social and physical environment, quality perceptions, poorly organized health system and poor policy implementation affect the use of maternal healthcare services among women in rural Zimbabwe. Maternal health problems in rural Zimbabwe are socially constructed within a religious and socio-cultural context. Religious and cultural beliefs and practices have

emerged as a powerful factor influencing the interpretation of maternal health care and pregnancy issues. This has an impact on when, how and where to seek maternal healthcare services. The study also revealed that decisions about where to seek health services are made in a religious and cultural context. This context has led women to use traditional maternal health services before visiting health facilities. Additionally, traditional and faith healers play a key role in healthcare use since they are consulted regularly and responsible for advising women to visit health centres.

The physical and social environment, present barriers to women trying to access health services. Women who benefited from information, emotional and financial support from their social networks had better chances at healthcare utilisation. Factors such as long distances, geographic remoteness and poor road networks hinder healthcare use. This study revealed that the decision to receive healthcare from hospitals is made after a cost and benefit analysis involving a wide variety of factors. Therefore, women use traditional health services because of lower costs and less religious, cultural and economic barriers. The way healthcare is delivered plays a key role in shaping women's health-seeking behaviours. Perceptions of quality of care were shaped by health facility infrastructure, staff attitudes and healthcare system delivery. Generally, women perceive maternal health care services offered as lacking the desired quality. These perceptions discourage women from receiving services in healthcare facilities. As a result, women receive health care from traditional birth attendants in the villages. The home or village is considered familiar and a natural environment, that provides women with the freedom to do as they please. The low preference of health facilities is linked to their general environment which is characterized by long waiting queues, inadequate staff, shortage of drugs and equipment, and lack of infrastructure. Traditional and faith healers provide women with culturally sensitive services devoid of struggles encountered in health facilities. Also, weak healthcare systems place heavy burdens on women and healthcare workers discouraging women from seeking medical services in hospitals.

Based on the findings above the study make the following recommendations. These recommendations have policy implications on the design of maternal health services and policies. This study recommends the designing of a new maternal health services package that is medically safe and culturally sensitive through the strengthening of the socio-cultural competencies of health care workers. Policies and strategies should recognise the role of the socio-cultural context of health utilisation. National Health policies should direct health systems to respond to health and illness within the socio-cultural contexts in which they occur. The study also recommends the inclusion of local people, men, women, community leaders and health workers in the policy formulation process.

Local people should feel they have ownership of health policies and programmes for them to fully accept them. Rural health facilities should consider scheduling maternal health days on days women are off from their fields and gardens. This will allow women to attend health facilities without worrying about other issues. Furthermore, the study recommends that health workers visit women during field days, church gatherings and social events and provide them with healthcare during their free time. The government should ensure a constant supply of drugs and equipment's, strengthening of the referral system and upgrading of the health facilities infrastructure.

Although the present study has managed to provide answers to the research questions there is a need for further research to explore some of the issues raised under the limitations section. The study makes the following recommendations for further research. The study is based on experiences of women from a homogenous group with the same social-cultural background and experiences of women from a different group may be different. Additionally, participants from the study were from one rural district in Zimbabwe out of sixty-three. Therefore, due to the small sample size results from this study may not truly reflect the experiences of the entire rural women in Zimbabwe. Future research could be replicated to involve more participants from other different parts of rural Zimbabwe to enhance the research data dependability.

In conclusion, this study emphasizes that in rural Zimbabwe not only providing maternal health services at health facilities is important. Paying close particular attention to socio-cultural determinants and their influence on health care utilisation is equally important. This will allow the provision of culturally acceptable health services. There is no one size fit all approach in addressing the problem. Rather a holistic approach that targets the broader social determinants of health is needed. Policies and programmes must address the religious and cultural construction of knowledge, beliefs and practices of local communities, intrafamilial dynamics that perpetuate women disempowerment, perceptions of quality of care and poor healthcare systems. Community-based groups should be allowed to disseminate health information to target people beliefs, practices and perceptions. On the other hand, the government should ensure a conducive policy environment and strengthening the healthcare system to enable it to respond to the needs of local communities.

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Chapter 20

KİBRİT OTU: AN EDIBLE HERB

GROWN AND CONSUMED IN TURKEY



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1. Introduction

Humans are always faced with the need of eating & drinking as well as food shortage from the periods including hunting and gathering, discovery of agriculture and raising livestock. People tried to meet their needs related to food thanks to herbs and meat. However, they had to be careful with herbs especially during the “gathering” period. Hence, it is easy to say that there are herbs from the times when human beings began to live on earth. Dishes made from wild herbs are called as herb dishes today. In particular, meals are made from these herbs that are not toxic and harmful, and they are consumed for treatment purposes each considered as a source of healing. There are many dishes made with edible herbs in East Anatolia Region. In this book section considering the richness of edible herbs of Turkey, information was given about a unique herb called as “Kibrit Otu” (*Lycopodium clavatum*) (Figure 1) grown in Iğdır region of Turkey



Figure 1. *Kibrit Otu (Lycopodium clavatum)* (Retrieved from <https://www.nefisyemektarifleri.com/blog/kibrit-otu-faydalari-kimsenin-bilmedigi-her-derde-deva-10-ozelligi/>)

Turkey is considered as one of the world’s richest regions related to plant diversity and is known as one of the rare countries in terms of biodiversity (Çakılcıoğlu and Türkoğlu, 2010; Polat and Satıl, 2012). Turkey has different climatic conditions and is very rich in terms of plant species due to its location at the intersection of the flora region of other countries. While the number of plants species are around 11.000 in whole Europe, there are about 9.000 plant species in Turkey. The number of

endemic species is about 3.000, and the rate of endemism has a high value of approximately 30% (Güler, 2004).

Even though studies on edible herbs are generally focused on medical and ethnobotanical properties, it is witnessed that recent studies are done on gastronomic tourism or how these herbs are used in the kitchens. Medical studies are related to how edible herbs are used medicinally. On the other hand, ethnobotanical studies are about studies of classification, usage and definition of these plants uniquely by people belonging to a certain religion or culture (Abdulrahman, Fajemiroye, and Oladele, 2006). As can be seen from the definitions, researchers from different disciplines dealing with edible herbs with different point of views related to subjects. Another definition made on the subject is about plants that are about to disappear. Type of herbs that are in danger described as few in number, unable to adapt to changing environmental conditions or species whose population is gradually decreasing due to harmful animals (Lee, Yeo, Yun, and Yoo, 1999).

Edible herbs are food with components that are beneficial to human health such as vegetables, fruits and whole grains (Varona, 2001). Many edible plants have high nutritional value and rich in vitamins. In addition, it is stated that these herbs, especially in communities with scarce food resources, are extremely important for a balanced nutrition culture (Doğan, 2013). Moreover, it is also stated that edible herbs are richer than cultivated herbs mineral grown (Doğan, Başlar, Ay and Mert, 2004). These herbs are collected by the local people in certain seasons and sold as a product in the markets and converted into profit. In addition, some studies state that edible herbs, which are considered an important part of a healthy diet, have an important potential in delaying diseases. Based on the results of these works, studies investigating the determination of foods containing specific bioactive compounds such as antioxidants that protect and improve human health have been conducted (Knight, 2000). Some of the edible herbs are still used as medicine today. Some edible herbs are consumed with the belief of they are beneficial for health and these herbs are called as medicinal foods (Etkin, 1994). Human beings uses about 7.000 plant species for the purpose of food, medicine and other needs. It is known that there are approximately 70.000 plants that have edible parts. However, very few of these species (around 150) have been cultivated. Today, 90% of plant-based foods provided from only 82 species of plants (Spina, Cuccioloni, Sparapani, Acciarri, Eleuteri, Fioretti and Angeletti, 2008).

In this book section, one of these edible herbs (Kibrit otu) that give delicious flavors to the dishes and especially used in tea will be presented in details including the definition, features and benefits of Kibrit otu.

Kibrit otu is a plant that is unknown to many people. Today, this herb, which is used frequently in certain regions of our Turkey, is used due to the benefits for human body. Even if these benefits do not occur in everyone,

they are seen in four out of ten people. This plant is locally named in different ways in our country. Kibrit otu, known as wolf claw in some regions, is also known as ground moss in some regions. Although it is known by different names, the real name of this herb is Kibrit Otu. When the Kibrit otu finds a suitable environment, it begins to grow spontaneously. If it likes its place, it quickly spreads to the region and shows its prevalence in the region. The stems of this plant are covered with their own leaves. Small and densely arranged leaves give fruits in the form of cones. Today, this herb is mostly used in the pharmaceutical sector because its benefits have been proven. This plant comes out with not only benefits for the human body but also many benefits in the pharmaceutical industry. This plant is used to prevent the pills from sticking to each other, especially in factories and bottles. In addition, kibrit otu has an important place in protecting pills from moisture. Therefore, this plant is needed to investigate scientifically.

In this work, Kibrit otu will be taken in terms of specifications of herb itself, benefits, side effects, and usage areas. In shortly, below sub-titles will be covered in the book about this unique herb called as Kibrit Otu.

Below is the organization of the current book section:

- What is Kibrit otu?
- What are the features of Kibrit Otu?
- What are the benefits of Kibrit Otu?
- What are the usage areas of Kibrit Otu?

2. Kibrit Otu

Plants that have been in nature for centuries have been effective on human health as well as supporting the cycle of life. Plants found in many species and families are consumed sometimes accidentally and sometimes consciously with the progress of humanity, and their effects on health have been noticed. Scientific studies have multiplied the ideas put forward on the health benefits of plants with the help of today's technology and facilities. As a result of these investigations, the effect of a plant called kibrit otu on human health was proven. You can learn what is Kibrit Otu when you read this book section. However, you will not just learn this herb only, but also witness the their usage areas and effects on your health. As research continues related to Kibrit Otu, let's start with the data at hand and get the best out of this plant.

If you want to learn the details related to botanical, cultivation, harvest time and composition properties of Kibrit otu, please continue to read.

a) Botanical properties of Kibrit Otu

Each items found as below are related to Kibrit Otu's botanical properties:

- Kibrit otu is a hairy plant with a length of 50-130 cm and extending vertically.
- The lower leaves are oval or egg-shaped with entire edges, 10-20 cm long, 7-15 cm wide and 15-25 cm long stem.
- The stem leaves shrink upward, take the shape of a heart or a lance, and the stem is also shortened.
- The flowers are spherical, 2-4 cm long, 1.5-3.5 cm wide, copper-colored and 3-6 mm long tubules arranged as long spines.
- Around the flower, there are 13-20 pieces of tongue or ribbon with pointed ends, whole edges, light pink, pink or blood red, and these leaves are called cover leaves or tongue leaves (See Figure 2 for the appearance of Kibrit Otu).



Figure 2. The appearance of Kibrit Otu (Retrieved from <https://www.nefisyemektarifleri.com/blog/kibrit-otu-faydalari-kimsenin-bilmedigi-her-derde-deva-10-ozelligi/>)

b) Cultivation of Kibrit Otu

It is grown as a culture plant in countries such as the USA, Germany, France, England and Japan. Turkey is the ideal country for Kibrit otu in terms of climate and can be grown in almost every region.

c) Harvest time of Kibrit Otu

From the moment it begins to bloom, the flower, leaves and shoots are collected and the plant extract is extracted by printing, and its syrup or drop is obtained after a special process. Kibrit root is used freshly to make natural medicine, or it is dried.

3. The features of Kibrit Otu

The general specifications about Kibrit Out can be listed as below shortly:

- Kibrit Otu is a type of plant that can grow in shady areas, and when it loves its soil, it reaches almost 2 meters in length.
- It is not suitable for the Kibrit otu to be exposed directly to the the sun like some other plants. It will be enough for Kibrit otu to take sunlight from far.
- This plant has different branches than the root. These branches are look like a caterpillar.
- Kibrit Otu, which has the opportunity to grow in many parts of Anatolia, is known by different names. When you travel around Turkey, you can hear this plant has names such as wolf's claw, ground moss, pine grass and belly dust.
- The Kibrit Otu, whose healing property spreads around the world, is called wolfs claw in foreign countries.
- Kibrit Otu has found the opportunity to grow in almost many regions and lands of Turkey. It is known to grow frequently in shady areas in cities such as Ağrı, Iğdır, Kars and Artvin.
- There are many health benefits of Kibrit Otu.

This information is an item that needs attention. Because, whole plant is suitable for consumption. While some parts are beneficial for health, some may contain toxic substances. The details about the harmful sides of Kibrit Otu will be given in later sections.

4. The Benefits of Kibrit Out

Kibrit otu is a directly poisonous weed. For this reason, people who are not informed about this issue should definitely not use this herb. Taking advantage of the benefits of this herb without some operations can cause extremely serious damages.

Nowadays, researches on Kibrit Otu continues. Below is the list of benefits of Kibrit Otu according to the data obtained from the results of the studies. The Kibrit otu has the property to heal and strengthen you from head to toe.

The effect of the Kibrit otu on human health as follows:

a) Kibrit Otu heals wounds

Kibrit otu was a plant for wound healing in ancient times. Kibrit otu that is applied on small cuts and wounds stops bleeding soon. Today, it is benefited from the healing effect of Kibrit otu in some medicines and ointments.

Bladder inflammation, which can be encountered in humans, can cause very serious problems if the necessary precautions are not taken. In such cases, kibrit otu can be used.

b) Kibrit Otu strengthens memory

The effects of Kibrit otu on mental development are well known. Kibrit otu is used for better memory in various ways. It is one of the herbal treatments for forgetfulness. It is said that Kibrit otu eliminate the risk of Alzheimer's disease.

c) Kibrit Otu protects oral health

One of the benefits of Kibrit otu is that it is effective in oral care. It provides short healing time for your mouth sores. In addition, Kibrit otu has a feature of removing bad odors in the mouth. This special herb can be included in the herbal tea to stay away teeth decay.

d) Kibrit Otu refresh the skin

Kibrit otu is also a useful plant for the skin. It is used in the treatment of rash and diaper rash. With the help of Kibrit herb, babies can relieve from diaper rash under the control of doctors. It allows skin cells to be renewed in a short time. When to use in infants, it should be definitely consulted with a doctor.

In brief, Kibrit Otu is used in the treatment of diaper rash in humans. Positive results can be obtained by using this herb especially for diaper rash problems that are very common in babies. However, it should be stated that kibrit otu should not be used without knowledge on this subject.

e) Kibrit Otu regulates digestion

The use of Kibrit otu is efficient for the intestine and digestive system to work regularly. A kibrit otu which attracts attention with its benefits prevent the accumulation of gas in the stomach. Kibrit otu has a feature that is beneficial for the prevention of post swelling after eating. People can use kibrit otu if they want to have a healthier digestive system.

Kibrit otu shows the expected effects on spasm problems in humans, especially in the intestines. This herb, which causes positive results in many people, even if not everyone, provides great benefits when used regularly.

f) Kibrit Otu cure for gout disease

When you look for a herbal solution against gout caused by excessive protein consumption kibrit otu is come out as an answer. Kibrit Otu can prevent the side effects of gout disease.

g) Kibrit Otu revitalizes the hair

The kibrit otu provides adequate moisture and vitamin for broken and weak hair. The vitamins found in the kibrit otu is beneficial for providing shine and add vitality to your hair.

h) Kibrit Otu protects the immune system

It can be said that one of the ways to take precautions against winter diseases is to use kibrit otu. You can feel the effects of this herb on your body against winter infections and fatigue.

i) Kibrit Otu regulates hormone balance

The kibrit otu, which has a protective effect on women's and men's health, is responsible for regulating menstrual pains. It has several aspects that also increase fertility.

j) Kibrit Otu clears infection

Kibrit otu which is recommended for urinary tract infection and general infections is useful to remove the infection from the body in regular uses. This herb is a herbal support for infections. In addition, kibrit otu has a cleaning feature for the sand formed in the kidneys.

The urine removed as a result of the use of many drugs can also be removed by the use of plants in this way. Kibrit otu, which can be used as an excellent diuretic, can be very effective when used correctly.

All in all if all the above mentioned factors are considered, Kibrit Otu provides significant effects on rheumatism disorders, gout disorders, cirrhosis, liver inflammation and many other ailments that can cause serious problems if not intervened.

5. How to Use Kibrit Herb?

Kibrit herb is a kind of useful plant that recommended by many experts. There are some important information you need to know before using the kibrit herb. Toxic substances can be found in certain parts of the kibrit herb. Therefore, you should not separate this plant by yourself. It is recommended to buy from a herbalist. The parts of kibrit herb which good for health are the small grains found in the spike. It is recommended to dry these grain and use in dried-form. You can use the kibrit herb plant in the form of tea. You can get the most effective results by drinking the tea. On the other hand, to relieve the pain, it is appropriate to put the kibrit otu in

a towel and contact with the skin after brewing it.

Externally usage:

- In calf cramps, the plant is wrapped in mush and massaged with boiled water.
- The plant is powdered, if sprinkled on open wounds, it closes immediately.

How to Brew Kibrit Otu Tea?

- Firstly, in order to consume kibrit otu tea, you should obtain this herb from a reliable herbalist.
- The kibrit herb plant has very small particles.
- You need to brew this plant in about 2 glasses of hot water for a few minutes.
- It would be better for your health to drink the brewed kibrit otu tea (Figure 3) twice a day.

If you are going to consume kibrit herb tea within tea bags, you need to wait for about two minute for each tea bag in a cup of hot water. It is recommended to use a new bag for each consumption.



Figure 3. *Kibrit Otu Tea* (Retrieved from <https://www.nefisyemektarifleri.com/blog/kibrit-otu-faydalari-kimsenin-bilmedigi-her-derde-deva-10-ozelligi/>)

As it mentioned before, you need to be more careful in the use of this herb. For this, first of all, a glass of water is boiled and a sweet spoon of small match grass is added into hot-water. In this way, you can wait for about 10 minutes at the most and drink up to two glasses a day. It will be much better for you not to exceed this dose.

As with any plant, kibrit otu can also have a side effects. Side effects may differ between individuals. When you experience these effects you should stop using kibrit otu and consult a doctor for a possible risk(Retrieved from <https://www.nefisyemektarifleri.com/blog/kibrit-otu-faydalari-kimsenin-bilmedigi-her-derde-deva-10-ozelligi/>).

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Chapter 21

WATCHING SOVIET MOVIES BY SOVIET AND POST-SOVIET GENERATION: A USES AND GRATIFICATIONS APPROACH¹

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Introduction

Communication studies until 1940 is the period known as the period of strong effects. The theories established in this period are based on the assumption that the audience is passively and deeply influenced by media messages. Since the 1940s, an active audience has been on the agenda. Some theories have been developed based on this assumption. One of these theories is uses and gratifications. With the uses-gratification approach, it has been tried to reach findings of what people do with the media and what needs they meet. Today, studies are also carried out with the approach.

A new regime was established with the October revolution on October 25, 1917, and cinema was used as much as possible to ensure the continuity of this new regime. Many films were made in the Soviet Union in 1917-1991. These films met with the audience. As a result of developing technology and communication channels, it has become easier for people to watch and access these movies. In this study, it is aimed to determine the motivations of the Soviet and post-Soviet generation to watch Soviet films based on the uses and satisfaction approach.

The uses and gratifications approach has been discussed in many perspectives based on conventional media. For example, Brown et al. (2012). Some socio-psychological studies include television crime drama, Greene and Krcmar (2005) exposure to media violence, Minnebo (2000) fear of crime, and television. In some studies, it has been tried to reach findings of why the viewers watch the movies with the use-gratification approach. For example, Zhao (2008) saw how Chinese movie watchers see America, Bartsch (2007) their motivation to watch the horror movie genre, Ding, Zhou, and Fung (2018) Emotional effect of cinematic VR compared with traditional 2D film, Chamorro-Premuzic, Kallias and Hsu (2014). Individual differences in film preferences, Austin, (1981), studies such as university students' film choices reveal the motivation of the audience to watch movies. It should also be noted that recent uses and gratifications have shifted to the social media field of their work. Today, studies are mostly focused on social media usage motivations.

There is no study in the literature on Soviet film-watching motivations. In this respect, it is aimed to contribute to the limited literature. The findings of the study were reached by the semi-structured interview method, and in-depth interviews were conducted with people between the ages of 18-56 who resided in Bishkek, a former Soviet country, Kyrgyzstan.

There is no difference between the Soviet and post-Soviet generation in the film preferences of the participants. While the Soviet generation generally watches drama films, the post-Soviet generation prefers comedy

films. Both generations watch their movies not alone, but with their families or friends. Participants emphasized that the most important feature that distinguishes Soviet films from other films is more educational. Soviet films are mostly watched for entertainment. However, while the Soviet generation fulfills their past aspirations by watching films, individuals in the Soviet generation meet their knowledge and learning needs. Individuals who have positive thoughts about the Soviet-era reported that they took these thoughts from movies and their families. However, despite these positive feelings, the participants stated that they did not want to live in the Soviet period.

Cinema In The Soviet Union : Periods Of Soviet Cinema

On October 25, 1917, a revolution took place in the Russian lands and with this revolution, a state based on socialism appeared on the world stage for the first time. On 30 December 1922, with the declaration received, the Union of Soviet Socialist Republics was officially established. In the first years of its establishment, there are ideological construction efforts. The most important ideological construction tool for the Soviet Union is cinema. However, it is not this new regime that brought cinema to Russian soil. There is a cinema in Russian lands in the Tsarist period.

Many films were made about patriotism during the tsarist period. The directors of the period are Bauer, Gardine, Garin, Çardin, Starev, and Protazanı. However, as a result of the deteriorating war conditions, these directors gave up their patriotism. Films in the last year of Tsarism are films adapted from the works of writers such as Tolstoy, Pushkin, and Dostoyevsky (Betton, 1990:13). After the October revolution, nationalization trends were observed in the cinema sector. Many closed cinemas were opened, the film industry was systematized for the state, and many cinema organizations were established. Cinema took on an ideological structure with the new regime. And the ideological concern in this cinema continued until the dissolution of the Soviet Union Soviet films were generally produced to create a Soviet people, announcing the Soviet ideology to people and reinforcing the ideology.

Soviet cinema frequently included the narrative of the October revolution during this period. Cinema presented the October Revolution to the public as a way of salvation. At the same time, they explained that culture, arts, and scientists participated in the October revolution. Thus, they made the public feel that the revolution was a transclass event. (Ismayilov, 2001:20). On Lenin's instructions, films full of communist ideas begin to be made. The first films made are weekly news films. Then, the civil war of the Soviet state, its life at the front, cultural and political events were discussed (Karganov, 1978:92).

Delivering the films to the public was a big problem for the Soviets. An application called *Agitation Trains* has been launched for the films to reach the public. This practice meant that trains were equipped for propaganda. The trains went to all the borders of the country, thus bringing the movies to the public. This arrangement serves two purposes. The first purpose of the application was to enable filmmakers on trains to take images. Filmmakers would have the chance to make new films with these images. The second purpose of the practice was to attract the attention of the public and promote socialism by organizing film shows to the public, including entertainment as well as agitation (Abisel, 2013: 212-213).

The eighth congress of the Russian Communist Party was held in 1919. In this congress, the cinema was accepted as the main tool for educating the public. After this date, regulations on cinema were made and cinema was under the auspices of the state (Ismayilov, 2001:18). The filmmakers were given infinite freedom in production to carry out the ideological construction of the new regime. Filmmakers encountered the environment in which they would shoot their films while adhering to the Soviet ideology. In this environment, they both made motion pictures and carried out experimental studies (Schnitzer and Martin, 1993:19).

In the Soviet Union, after Lenin died in 1927, Stalin seized absolute power. Stalin prefers to pursue an oppressive policy. This policy is reflected in the cinema. Films are made around socialist realism, known as the reflection of art and literature of the ideology of socialism. For this reason, it is not possible to talk about the freedom areas of the filmmakers as in the Lenin period. Different tendencies in cinema were limited, and socialist realism was emphasized in the official art policy (Abisel, 2003:215). Socialist realist novels and films follow the same pattern. The hero generally has a communist class consciousness. Opposite the hero is a villain who hates socialist society for no reason. And the movie ends with the hero deciphering the villain (Kenez, 2008:447).

After the death of Stalin in 1953, great changes occurred in politics. Tough and oppressive management has been replaced by a softer management style. This political situation has also reflected in art and cinema. Khrushchev, who replaced Stalin, made reforms in the field of communication and media systems and created an environment where many artists and thinkers in the field of cinema and media could express themselves freely (Betton, 1990:76). During this period, new film studios were opened in the capital of many republics (Radvanyi, 2008: 734).

Since the mid-1980s, the regime in the Soviet Union has been replaced by democracy efforts (Öztürk, 2004:6). The period is known as Glasnost and Perestroika, which is the period covering 1980 and after, comes. The reflection of this period on the cinema was in the form of screenings of

banned films. By 1990, Goskino, known as the censorship mechanism, largely abolished the censorship. Cinema, which is under the monopoly of the state, has become partly private and partly state-centered. Many films were shot during this period. However, the films could not reach the audience because the distribution mechanism of the state did not function as well as in other periods (Johnson, 2008:731-732).

Generally, the style of political management influenced Soviet cinema. During the Lenin period, cinema was used as a propaganda tool for the allocation of the regime to a newly established country. In the Stalin period, art and cinema were structured based on socialism with the influence of the socialist realist movement. The Krushev period, which was the period after Stalin, provided a more liberal environment, which brought diversity in film subjects. Gorbachev, who continued the Krushev policies, influenced the cinema with the reforms of Glasnost and Perestroika. During this period, censorship mechanisms were abolished and the first steps of liberal policies were taken.

From The Passive Audience to The Active Viewer: Uses and Gratifications Approach

Communication research focused on media contents and audiences in the 1930s. The most basic assumption of this period, which is under the influence of socio-psychological behavioral orientations, is the strong influence of the media on the audience. During this period, the audience is passive and extremely vulnerable to media content.

In the 1940s, there was a tendency towards positivist empiricist approaches in communication studies. Suckman's studies on classical music in 1942 and Herzog's on radio listeners in 1944 laid the foundations of the uses and satisfaction approach (McQuail and Windahl, 1996:117). Communication researchers such as Lazarsfeld, Katz, Foulkes, Blumler, and Klapper conducted their studies within the framework of the "The uses and gratifications theory". In this period, the passive audience left its place to the active audience approach (Knobloch-Westerwick, 2015:53).

According to the uses gratification approach, what the media does with the audience is more important than what it does to the audience. This is an indication of the audience's transition from passive to active. According to the theory, the use of media meets some socio-psychological needs. These requirements are; cognitive needs, emotional needs, personal integrative needs, social integration needs, and tension relief needs (Katz, Gurevitch and Haas, 1973:166). In this respect, the theory is an orientation that focuses on the socio-psychological origins of needs (Urista, Dong, and Day., 2009:218). Viewers relieve their tension by meeting their needs from the media. At the same time, viewers can interpret and produce meaning

with the media content (Yaylagül, 2018:71). The term need reflects basic cognitive and social balance such as hunger, thirst, and personal security. And these requirements vary from person to person. The main determinant of this change is the cultural structure (Lull, 2001: 138-139). Therefore, the needs and the satisfaction of the needs are in direct relation with the cultural structures of the person, the audience.

The theory consists of five basic assumptions. The first of these assumptions is on the activism of the audience. The audience prefers the mass media for a purpose. The second assumption of the theory is that the audience's decision is at the forefront of meeting the needs of the audience. The third assumption is related to the satisfaction of the audience. Human needs are too many. Although the audience meets some of their needs from the media, they cannot meet all their needs equally. The other hypothesis of the theory is about awareness. According to the theory, people are aware of what motivates them. They make a choice based on this awareness. The last assumption of the theory is about the cultural importance of the media. The theory suggests that the media's value judgments about cultural significance should be pushed aside. Because the audience should be able to follow the contents that appeal to them with their similarities and differences (Katz et al., 1973-1974: 510-511).

Studies on usage and gratifications continued in the '80s. In 1985, Rosengren et al. Contributed to the literature on the audience-media relationship by making a general classification. According to Rosengren et al., Media fulfills three main functions. The first of these is information-seeking. The audience is looking for some information from the media. The second function of the media is the diversion function. Viewers can have fun through the media. The third function of the media concerns maintenance of personal identity. The audience reinforces their current identity with their media contents (Jensen, 2002:142). In the approach, the entertainment function of media comes to the fore. According to the theory, media is the subject of entertainment and distraction. Choosing media content and using media is determined by psychological disposition and social role (Katz, Gurevitch and Haas, 1973:165).

The theory has been used in communication research after 1985. Ruggiero stated in his study called *Uses And Gratifications Theory in The 21st Century* that the uses and gratifications approach is still up-to-date today. The uses and gratifications approach has been a superior theoretical approach to the development of every new communication tool. With the development of the use network of social media in recent years, many studies have been carried out on the uses and gratifications approach (Ruggiero, 2009). These studies lead to the conclusion that users reach similar satisfaction in traditional media and social media usage. In studies,

it is emphasized that social media use is a part of daily social interaction as in traditional media usage (Baran and Davis, 2003: 264).

Watching Soviet Movies By Soviet and Post-Soviet Generation

Overview

The period covering the years 25 October 1917 and 1991 is considered as the Soviet period. During this period, the Soviets turned to the cinema as an ideological construction tool. the masses have learned much of the socialist ideals and goals from the cinema. The Soviet Union dissolved in 1991. However, films produced during the Soviet era continue to exist with the development of technology and communication channels. Today, movies from the Soviet era are still watched in the former Soviet countries. However, the motivation for watching these films produced for ideological construction during the Soviet period has not been investigated. Based on this problematic, the study is a qualitative research that examines the Soviet and post-Soviet generation's motivation to watch Soviet films within the framework of "Uses and Gratifications Approach".

Data Collection, Scope, and Method

Although the Soviet Union disintegrated, films produced during the Soviet era are still watched today. Films produced as ideological construction tools in the Soviet period are not expected to serve such a purpose today. However, movies are enjoyed by a wide audience and the audience can meet some of their needs.

This research was carried out with the participation of people between the ages of 18-56, residing in Bishkek, Kyrgyzstan, a former Soviet country. Study participants, It aims to reveal the satisfaction they have gained from these usage habits by revealing their Soviet film-watching habits. It is based on examining the attitudes and behaviors of the Soviet and post-Soviet generations in watching Soviet films, evaluating them within the framework of the Uses and Satisfaction Approach, and revealing the purposes and motivations of Soviet films. The research provides qualitative data on what needs they satisfy and how they achieved, depending on watching Soviet films.

The sample of the qualitative research conducted was selected by snowball sampling. In this method, a reference person is selected regarding the subject of the study, and other people are reached through this person (Biernacki and Waldorf, 1981). In the study, a reference person who watched the Soviet movie was selected and other people were reached through this person. The sample consists of 20 people, 10 Soviet, and 10 post-Soviet generations, who regularly watch Soviet films. The interviews were held in Bishkek in November and December 2019.

Participants in the study were coded by numbering the letter “P”, which is the abbreviation of the word participant. An in-depth interview was used as a data collection technique, and semi-structured open-ended questions were asked. The findings were created by descriptive analysis.

Findings and Discussion

The research findings were evaluated under three categories. These are findings on participants ‘watching Soviet films, findings on the reasons and purposes of watching Soviet films, and finally, participants’ opinions about the Soviet period. It was tried to determine which type of films and how often the participants watched the movies with the frequency of watching movies and their preferences. The motivation of watching Soviet films and for what purpose the participants watched Soviet films were tried to be determined. The third part of the research is to determine the opinions of the participants who watched the Soviet film about the Soviets. Thus, the literary information will be presented to those who watch the Soviet film to make sense of the Soviets.

Socio-Demographic Characteristics of Participants

A research was conducted in Bishkek, the capital of Kyrgyzstan, to determine the motivation of watching Soviet films of the Soviet and post-Soviet generation. Demographic diversity was emphasized in the study, and the data regarding the age, gender, profession, and generation of the participants are shown in Table 1. Participants in the study were coded by numbering the letter “P”, which is the abbreviation of the word participant.

Table 1: Socio-demographic characteristics of the participants

Participant No	Gender	Age	Job	Generation
P1	Woman	21	Teacher	Post-Soviet
P2	Woman	22	Cook	Post-Soviet
P3	Woman	20	Student	Post-Soviet
P4	Male	18	Unemployed	Post-Soviet
P5	Male	25	Computer Programmer	Post-Soviet
P6	Male	27	Hod Carrier	Post-Soviet
P7	Male	22	Waiter	Post-Soviet
P8	Woman	24	Housewife	Post-Soviet
P9	Woman	23	Journalist	Post-Soviet
P10	Male	19	Student	Post-Soviet
P11	Male	40	Business owner	Soviet
P12	Male	43	Business owner	Soviet
P13	Male	45	Sociologist	Soviet
P14	Male	56	Retired	Soviet
P15	Male	46	Doctor	Soviet
P16	Woman	37	Journalist	Soviet

P17	Woman	35	Nurse	Soviet
P18	Woman	44	Doctor	Soviet
P19	Woman	48	Teacher	Soviet
P20	Woman	44	Housewife	Soviet

Soviet Movie Watching Frequencies and Preferences

In this part of the study, it is aimed to reach findings of the frequency of watching Soviet films by the participants and the types of films they watched. Soviet Movie Watching Frequencies and Preferences.

Participants stated that the frequency of watching Soviet films may vary, but generally, they watched these films 4 times a month and twice a month or more. During the interview, the participants gave answers like often, rarely, but considering that these answers would be insufficient, it should be noted that the question was asked how many times you watch a month as an estimate. Some of the participants gave different answers, however. For example, it should be noted that *P5 is only watching in winter. P7 as they find the time. P8 if my family wishes*. Looking at these responses, there was no sharp difference in the viewing rate for the Soviet and post-Soviet generation.

Another question about watching Soviet movies is about who watched the movies. Participants stated that they generally watch with a community. *P8 usually watches with my family, P5 with my roommate and P13 with my wife. P19 We are watching World War II on Victory Day and New Year on TV. P18 We watch it as a family because there are no privacy images. P15 I watch with them so that our children understand the past well.*

It is an interesting point that there are no solo watchers of Soviet films. In this part, there is no significant difference between the Soviet and the post-Soviet generation. They stated that both generations generally watch movies with a group. Another important point was the special day highlights of the participants. Participants watch Soviet films broadcast on TV on special occasions.

Another question for watching movies is the categories according to which the participants chose the movies. Within the scope of this question, the participants stated that they generally chose the film according to their subject. *P2 I watch movies that teach important lessons about life. I watch movies that tell real-life stories on. P11 I watch dramatic films more often in Soviet films. Because drama films shot at that time are very good*. However, the participants also stated that they chose the films according to their popularity level, actors, recommendations, subject, film title. Also, the participants stated that the most-watched types of films were comedy and drama films. However, it should be noted that there is a difference in this question between the Soviet and the post-Soviet

generation. The post-Soviet generation often watches comedy movies. It has been determined that the Soviet generation generally watches drama films.

Considering the findings, although the frequency of the participants to watch Soviet films varies, in general, the participants watch these films 2 to 4 times a month. Also, the participants stated that they watched Soviet films in an ensemble. The Soviet generation and the post-Soviet generation generally do not watch films alone. Soviet movies are seen as a means of socializing. Participants choose films in the context of the subject of the film. Another important finding was the findings regarding the movie genres. Generally, participants watch comedy and drama films. However, while the post-Soviet generation watches more comedy genres, the Soviet generation watches more dramas.

Reasons and Purposes of Watching Soviet Movies

In this part of the study, findings regarding the reasons and aims of the participants to watch Soviet movie are given. In this context, the participants were asked the question of what distinguishes Soviet movies from other movies. In this section, participants emphasized that they watched Soviet films with their families. They stated that the biggest reason for this is that it does not include images containing privacy. Therefore, the majority of the participants stated that the most important feature of Soviet films that distinguished them from other films was that they did not include images containing privacy. Some of the participants also said that Soviet films were more educational. Some of them stated that they showed a beautiful world. P1 *Soviet movies are really old movies, but we can watch them on TV on special occasions.* P9 *Soviet movies are nothing bad. The good always wins. In other movies, he wins in villains.* P12 *There is no privacy in other movies. Soviet films have privacy.* P3 *Soviet movies are more educational.* P15 *In Soviet films, villains do not go unpunished.* P4 *Soviet films focus on movies about life,* P20 *covers more interesting topics* reasons and purposes of watching soviet movies .

Another question asked to the participants was about what purpose they watched the movies. Some participants stated that they did not monitor for any purpose. For example, P1 *I watch it when I show it on TV. I have no specific purpose. If I can't find anything to watch on TV* P4 *I watch. There is no obvious reason.*

While the participants reported that they watched the Soviet movie for entertainment, they also watched them for socialization and information retrieval purposes. P15 *watching to spend time. Enjoying watching* P6 *comedy movie.* P16 *Soviet movies comfort me. It gives good feelings.* P10 *to change the bad atmosphere.* P3 *to have fun with my family.*

Within the scope of film viewing purposes, the difference between the two generations becomes clear. That is to say, while the Soviet generation reported that they watched films generally for nostalgia and remembering the past, the post-Soviet generation watches them for information about the past. P2 *I'm watching to learn about past life* P10 *I'm watching to learn the history. Because in my opinion, the best way to learn about history is to watch movies.* P8 *to learn more about the Soviets.* P12 *to relive childhood.* P20 *remembering the past gives me peace of mind.* P14 *for nostalgia.* P17 *Soviet movies take me to the past. Sometimes I think of the day I go to the first cinema, sometimes my mother and sometimes my father.*

Participants' thoughts on the Soviet Era

In this part of the research, the opinions of the participants watching Soviet films about the Soviet period are tried to be determined. Participants are generally positive about the Soviet era. Participants were asked the question: What does the Soviet-era mean to you? Considering this question around generations: P1 *means equal rights for the post-Soviet generation. It means everyone works for the Soviet Union.* P2 *I am neither positive nor negative.* P4 *everything was fine. But maybe everything would have been better if there was a democracy from the beginning.* P3 *I know it is a good time from my mom and dad's stories. This is how it is described in the movies.* P6 *the Soviet-era parents' past.* P5 *on the other hand differs from other participants with its slightly bad rhetoric for me in the Soviet era.*

According to the statements of the participants, it is seen that they learned the ideas about the post-Soviet generation Soviets through their parents. These thoughts are usually positive things about the Soviets they listened to from their parents. This situation also leads to the judgment that those who watch Soviet films have positive thoughts about the Soviet period. The post-Soviet generation seems to remember the Soviet period with their past. P15 *past days were good. We had the opportunity to learn everything everywhere.* P11 *development and standard conditions.* P13 *my childhood period.* P12 *everything was fine but the facilities were limited.* P20 *the Soviet-era reminds me of my running mom, dad, brother.* The Soviet generation remembers the Soviet era with its past. As can be seen, there is a longing for the past in the Soviet generation. This longing is the yearning for their childhood.

Within the scope of the research, the question was asked what and what emotions Soviet films remind them of. It seems that the positive emotions that movies evoke. P1 *a black and white screen and very talented directors and actors.* P2 *it reminds me of human life in the past.* P5 *kindness and helpfulness in movies* P7 *remind me of my mom's stories most* P12 *youth. I remember when I was young.* P14 *I remember good days.*

The last question asked to the participants is whether they would like to live in the Soviet period or not. Participants largely do not want to live in the Soviet era. This discourse is the dominant view in both the Soviet and post-Soviet generations. The participants expressed these thoughts with the following sentences. P2 *I wouldn't have wanted it because at that time progress was very slow.* P3 *if I had to speak clearly, I wouldn't want it. The system was very bad. Totalitarianism and propaganda were predominant.* P6 *I wouldn't want to, I'm happy with my situation now.* P8 *I guess I could not live. It is difficult to live in that period from this point of view.* P10 *no I wouldn't want to.* P12 *was good for that period, but this period is better.* P13 *diversity was very little at that time. Everyone was getting the same. Now the variety is huge but I still wouldn't want it.* However, very few of the participants stated that they wanted to live in the Soviet period. For example P5 *I would live if the Soviet stories of my parents were true.* P15 *If I am going to live the same conditions and the same childhood.* P20 *Yes I would like it again.*

CONCLUSION

The Soviet Union collapsed in 1991. However, the films produced in that period are still watched today. The study moves in a uses and gratifications approach, with a focus on Soviet-era films. In this context, the motivation of the Soviet generation and the post-Soviet generation to watch Soviet movies were tried to be revealed. The research was conducted with people between the ages of 18-56, residing in Bishkek, Kyrgyzstan, a former Soviet country. The research provides qualitative data on what needs they satisfy and what kind of satisfaction they achieved based on watching Soviet films.

In the first part of the study, it was aimed to reach findings of the frequency of watching Soviet movies and the types of films they watched. Considering the findings, although the frequency of the participants to watch Soviet movies varies, they generally watch these films 4 to 2 times a month. The Soviet generation and the post-Soviet generation generally do not watch movies alone but watch them collectively. Participants watch comedy and drama films. However, while the Soviet generation prefers the genre of drama, it prefers the post-Soviet comedy genre.

The second part of the study focuses on the reasons and aims of the participants to watch Soviet movies. In this context, according to the participants, the most important feature that distinguishes Soviet movies from today's films is that they do not include images containing privacy. Therefore, participants can watch Soviet films with their families. Also, the participants stated that Soviet films are more educational and that a beautiful world is told in Soviet movies. Soviet films are mostly watched for entertainment and getting information. While the Soviet generation

reaches a certain satisfaction by remembering the past with Soviet films, the post-Soviet generation meets their knowledge and learning needs. The information the post-Soviet generation wants to get is related to the Soviet period and Soviet history.

In the third part of the research, the opinions of the participants who watched the Soviet movie about the Soviet period were determined. Participants are generally positive about the Soviet era. This means that those who watch Soviet movies save positive feelings about the Soviet era. The Soviet generation recalls the Soviet era with memories and aspirations. The post-Soviet generation, on the other hand, makes sense of the Soviet period with the expressions of their parents. However, they stated that movies are also effective. They stated that both generations had positive feelings about the Soviets through films. However, despite these positive feelings, most of the participants do not want to live in the Soviet period, without differences between generations.

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Chapter 22

FORMAL AND CONTEXTUAL ANALYSIS OF PUBLISHED IN THE NATIONAL NEWSPAPER YEARS BEFORE INDEPENDENCE IN KYRGYZSTAN¹

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1. Introduction

It is seen that the first newspapers and magazines started to be published before the Soviet Union, considering the establishment phase and development process of the print media in Kyrgyzstan. “Prjevalskiy Selskiy Hozyain” was the first newspaper to publish periodically in Kyrgyzstan. The newspaper started its publication life in 1913. It was founded by Russian intellectuals. Publications of the newspaper consisted of 16-18 pages and contained material on agriculture. The newspaper “Prjevalskiy Selskiy Hozyain” had a short publication life and ended its activities after publishing its fourth issue.

The first national newspaper of Kyrgyzstan started its activities with the newspaper “Pishpekskiy Listok”, which started to be published on March 10, 1918, and laid the foundations of the Kyrgyz written press. Although the newspaper “Pishpekskiy Listok” was the first newspaper in the Kyrgyz national press, it was also the first Soviet newspaper in the region of the period. The newspaper “Prizyv k Trudu”, which started to be published in Russian in Karakol city of Kyrgyzstan on August 15, 1920, was the second newspaper in the Kyrgyz print press, and the newspaper “Batratskaya Pravda”, which started its activities on March 23, 1925, became the third newspaper. The newspaper, which started to be published for the first time in Kyrgyz language on 7 November 1924, was named as “Erkin-Too” (Independent Mountain). In 1924, the ‘Erkin Too’ newspaper was published outside of Kyrgyzstan due to the presence of the Central Executive Committee of the Central Asian Soviet Republic of the Soviet Union in Tashkent. The newspaper continued its activities within the borders of Kyrgyzstan with the move of the Central Executive Committee of the Central Asian Soviet Republic to the Frunze city (Altyмышова, 2013: 77).

One of the important cities of the Soviet Union in Central Asia was Pishpek today known as Bishkek. Pishpek has become a centre for the publishing of newspapers by gathering individuals from many nations. In the early years of the Kyrgyz Soviet Socialist Republic, the newspapers were mostly published in Russian. The number of newspapers in the Kyrgyz language has increased since 1926. When we look at the first newspapers published in the Kyrgyz print media, it can be stated that the readers are tried to be reached in all areas of life by informing the target audience, especially in the fields of social, political, cultural, literary and pedagogical. One of the national newspapers published in the Kyrgyz print press was the newspaper “Prizyv k Trudu”. It started its publication life in 1920 in the labour and business sector, in 1926 for the youth of the country as “Leninchil Zhash”, in 1930 in the field of education as “Sabattu Bol”, in 1933 the “Kyrgyz Pioneer” for children. In 1953, the first newspapers

were published with the name “Mugalimder Gazetasi” for teachers, and in 1967 with the name “Kyrgyzstan Madaniyat” containing poems. In this research elements such as column, row, page numbers, news categories, ownership structures and news language will be revealed by making formal and contextual analyzes of national newspapers published in Kyrgyzstan in the pre-independence period.

2. Kyrgyz Press Before Independence: First Samples of Kyrgyz Press and Development Process of Kyrgyz Press

The Party during the Soviet Union period in its decision on “Written Press and Propaganda” at the 11th Congress was stated: “The printed media should be used as one of the most effective tools to enlighten and bring people together with communism to demonstrate the influence of the party on the masses”. In this period, the absence of newspapers in Kyrgyz language, which belonged to the Party and the Soviet government, prevented the masses to increase their interest. In the same period, “Pravda”, “Izvestiya”, “Krestyanskaya Gazeta” and similar newspapers were distributed in Kyrgyzstan as well as newspapers in Uzbek and Kazakh languages (Halilov, 2002: 5). While the press was completely under the control of the state in the Soviet Period, the press was out of the control of the state during the independence period (Ayhan, 2013:162).

Despite the small circulation of newspapers in Russian in Kyrgyzstan, newspapers “Pishpekskiy Listok”, “Golos Proleteriyata”, “Krasnoye Znamya” and “Krasnoye Utro” were published in Russian language. During this time, the few Russians and Ukrainians in Kyrgyzstan became the most important readers of newspapers. The enlightened Kyrgyzs in Kyrgyzstan read these newspapers and conveyed the information in the newspapers to the public (Bakasheyeva, 2002: 5).

Central Asian nations participating in the Soviet Union gained semi-autonomy and greatly benefited the development of the print media with the establishment of the Central Asian Soviet Republics. The establishment of a multinational state dominated by the working class and farming class led to the emergence of revival reforms throughout the country. During the years of the Soviet Union, the development of the national print media was accepted as the result of solving the national problems at a certain level, establishing a brotherly relationship between the peoples and the establishment of the national state (Halilov, 2002: 6).

The first newspaper to be published in Bishkek, the capital city of Kyrgyzstan, “Pishpekskiy Byulleten” published in a private printing house. The newspaper started its activities in 1914. The field of activity of the newspaper has been commercial advertisements, complaints-demands and suggestions conveyed by citizens, information about Russia’s domestic

and foreign policy received from different sources, and especially news in Central Asia. The newspaper closed after a short time due to economic problems.

The history of the Kyrgyz press began with the opening of a printing house called “Progress” by P. A. Vasiyev in 1916. In the same year, the newspaper “Okraina” started its publication life in this printing house.

The first official newspaper in the written press of Kyrgyzstan was “Pishpekskiy Listok”, published on March 10, 1918, by the deputies of the Pishpek People’s Council. The first Soviet newspaper of Kyrgyzstan “Pishpekskiy Listok” started to be published in Russian in Pishpek city that is today’s Bishkek city. The newspaper was conveyed to its readers with a circulation of 200 thousand to 500 thousand between 1918-1922, with 4 columns on each page. The newspaper, which started its publication activities under the name of “Pishpekskiy Listok”, continued its activities under the names of “Красное знамя труда - Red Labor Flag” in 1919, “Красное знамя-Red Flag” in 1920, and “Красное утро-Red Morning” in 1922.

Since there was no publication in Kyrgyz, the Kyrgyz writers’ articles were published in Kazakh, Uzbek and Tatar languages in Tashkent, Kazan, Almaty and Ufa until 1924. They were published in newspapers and magazines such as “Komok”, “Tilshi”, “Zhany Orush”, “Zhash Kairat”, “Sholpan” etc. The articles were written by the first Kyrgyz journalists and writers as Kasym Tynystanov, Sydyk Karachev, J. Tulegabylova and Kasymaly Bayalinov.

According to the decision of the Bolsheviks on 23 April 1924, the Central Committee of the Communist Party of Russia (abbreviated Russian SK RKP (b)) to “strengthen the party administration in the broadcasting and publishing works”, It was envisaged to publish newspapers suitable for the characteristics of the peoples of the East and to publish school books in the language of the indigenous people in national republics and provinces. At the XIII Congress of the Russian Communist Party of the Bolsheviks held in Moscow on May 23-31, 1924, the party organizations of the national Soviet republics were given the task of “publishing the editions written in the national language of the indigenous people in the Soviet Republics and strengthening their communication with the public” (Altymyshova, 2013: 74).

After the establishment of the Central Asian Republics by the Central Executive Board of the Soviet Union, Erkin Too (Independent Mountain) newspaper was published in Kyrgyz language on 7 November 1924 for the first time in the Black Kyrgyz Muhtar Province (Soviet Kyrgyzstan). The newspaper, published in Kyrgyz with the Arabic alphabet, consisted of four

pages. The newspaper had seven columns on each page. In addition to being accepted as the cornerstone of the history of the Kyrgyz print media, the newspaper has also been called by different names. The newspaper “Erkin Too” was called “Red Kyrgyzstan” on 29 August 1927, “Soviet Kyrgyzstan” in 1956 and “Kyrgyz Tuusu” in 1991. The newspaper “Erkin Too” published its first print in Tashkent on 7 November 1924 with 3 thousand copies.

The head of the Black Kyrgyz Science Commission Isenaly Arabaev published an article addressing to all readers and the Kyrgyz country on the first page of the newspaper “Erkin Too”. It was stated that the government’s political affairs were to be introduced to the public, to announce it and to convey the situation of the people to the power among the importance, purpose and duties of the newspaper. The importance of the October Revolution was mentioned on the first and second pages. On the second page, the article titled *On the Way of Lenin (Lenindin Zholunda)* was published with a portrait of Lenin. In this article, the principles and ideological ideas of the leader Lenin were conveyed to the readers. On the third page, the poem “The Revolution of October” by the famous Kyrgyz writer and poet Aaly Tokombaev, who was studying at the Central Asian Communist University in Tashkent at that time, was published. Again on the third page, the article “Previous Situation of Soviet Kyrgyzstan” was published. This article started with the sentence “The Kyrgyz nation, who emerged from a branch of the Turkish people, has preserved its state even after a few centuries” (Altymyshova, 2013: 76).

On the fourth page, important, detailed information about the government of the Kyrgyz Muhtar Province at that time is given. For example, the area of the province is 195 thousand 800 square kilometers, the total population is 790 thousand 122 and the Kyrgyzs are 504 thousand 858 of the total population. Besides, this section contains information about the number of animals and mines. On the fourth page, the interview with comrade Abdrahman Uulu regarding the division of Central Asia into national states and the establishment of the Kyrgyz Mukhtar Province is included. It is also stated in this issue that the newspaper will be distributed to the public for free for a certain period and the time will be announced when it will be sold for money (Erkin Too, 1924). The first issues of the newspaper were distributed to the public free of charge for a certain period.

The reason why the newspaper was published in Tashkent is that the central organization of the Kyrgyz government was located in Tashkent. The Central Administration had not yet migrated to Pishpek (Bishkek today). 6 issues of “Erkin Too” published in Tashkent. It could not be published continuously due to some reasons, the issues after 6 were published in Pishpek. With the newspaper continuing its activities in Bishkek, its fifth issue was published as 6 pages (Halilov, 2002: 21). Since

‘Erkin Too’ did not have experience in the first years of its publication, the internal and external content of the ‘Pravda’ newspaper published in Moscow has always been accepted as an example. The newspaper’s village reporters were few and it increased as time went by.

The newspaper “Erkin Too” started its publication first with the Arabic alphabet, with the Latin alphabet towards the 1930s and continued with the Cyrillic letter after 1942. Thus, Kyrgyz has changed three different alphabets (Altymyshova, 2013: 73).

The conference of the Kyrgyz Autonomous Party was held in Kyrgyzstan on March 23, 1925. With the decision taken at the conference, the newspaper “Batratskaya Pravda” in the Russian language started its publication activities. The newspaper used the names “Krestyanskiy Put” and “Sovietskaya Kirgiziya” in the following years (Halilov, 2002: 24).

On November 7, 1926, the newspaper “Leninchil Zhash” was published in Kyrgyzstan as the second newspaper in Kyrgyz language. The newspaper “Leninchil Zhash”, which appeals to young people besides its social and cultural characteristics, was published for the first time as 4 pages. Besides, the article ‘Oktyabr – October’ published in the first issue of the newspaper. The article containing congratulatory articles on the October revolution attempted to reach the public with positive energy for the first time. In 1926, the magazine “Communists” and the newspaper “Sovietskaya Kirgiziya”, which reflected the politics of the Communist Party, started to be published. These printed media outlets covered the freedom, rights, marriage and family issues of women in society at that time (Halilov, 2002: 31).

On May 5, 1928, the first Kyrgyz magazine written in Latin alphabet, “Zhangy Madaniyat Zholunda” began to be published. This pedagogical, scientific and literary journal was published once a month. At the end of 1928, 6 newspapers with a total circulation of 51 thousand were published in Kyrgyzstan (Halilov, 2002: 29).

In the 1930s, important developments took place in the written press of Kyrgyzstan at both local and national levels. While 5 local newspapers were published based on cities throughout the country in 1930, this number reached 35 in 1935. During the Second World War, national and regional newspapers addressing the whole of Kyrgyzstan were published as 2 pages, 5 days a week (Halilov, 2002: 31).

During the Second World War (1941-1945), the press of Kyrgyzstan continued its activities intending to direct young people to write articles on patriotism. The importance of the Soviet Union and the necessity of unity were emphasized in newspapers and magazines. Besides, in the Kyrgyz press the issues as :

- International developments,
- Threats of fascism,
- Armed forces,
- Military training and technique,
- Being ready to work and defend the country,
- “The enemy will be defeated! Victory will be ours! ”; “Everything for the front! ”; “Everything for victory! ” slogans in the form of,
- The propaganda of the Soviet government's policy against the fascist invaders,
- Protection of production and public order,
- The inseparable integrity and friendship of the Soviet people behind the front and the unity at the front,
- Achievements in agriculture, in the fields of Kolkhoz and Sovkhoz,
- The bravery of Kyrgyzstan in the war,
- Patriotic works of the Kyrgyz akyns (*The art of the Akyns, the Kyrgyz epic tellers, combines singing, improvisation and musical composition) and writers,
- Letters written from the front were reflected.

Significant progress was made in the print media between 1946-1958 in Kyrgyzstan. During this period, 5 newspapers were published at the national level, 10 at the regional level and 70 at the city level. A total of 160 thousand copies of these newspapers were published (Amankulova, 2002: 33).

During the development process of agricultural production in Kyrgyzstan between 1946-1958, the Kyrgyz press started to develop at a rapid pace. In this period:

- 6 national-level magazines in the fields of social-political and literary-fine arts started their publication activities.
- The number of publication sections in national newspapers has reached 10.
- During this period, the circulation of the “Communist” magazine, which was published once a month, was increased by increasing its volume.

Between 1946-1958, the Kyrgyz press fulfilled the following duties:

- Making propaganda about the development plan of farming and agriculture,

- To organize social competitions that encourage the development of food products and livestock in Kolkhoz and Sovkhoz,
- To announce the successes in production centers,
- To glorify the brave labor of the workers,
- Contributing to the development of Kyrgyz-Soviet literature and art (presenting the works of Akın and authors to the public, criticizing them etc.)

Significant progress was made in the print media in Kyrgyzstan between 1946-1958. During this period, 5 newspapers were published at the national level, 10 at the regional level and 70 at the city level. A total of these newspapers were published as 160 thousand copies (Amankulova, 2002: 33).

Interesting materials about the advanced agricultural activities of that period were published in the newspapers 'Red Kyrgyzstan', 'Soviet Kirgizya' and 'Leninchil Zhash', operating in Kyrgyzstan between 1946-1958 and regional newspapers (Amankulova, 2002: 36).

Between 1958 and 1980, the newspaper "Izvestiya" was tasked with reflecting the current political, agricultural, ideological, motivational and ethical problems by the necessity of the time (Amankulova, 2002: 42).

One of the main topics of the Kyrgyz press during the "Advanced Socialism Era" (1958-1980) was comprehensive mechanization and production automation. Besides, the majority of the materials in the press are composed of the following points:

- Ensuring that the workers fulfil the state plans,
- Increasing labor productivity,
- Emphasizing the importance of all sectors in the economy and benefiting from rich reserves, etc.

Between 1958-1980, the totalitarian character and ideological role of the press was considerably great. During this period, various media and information organs entered the publication life. Some of them are:

- "Nauka i Religiya" - popular science magazine,
- "Za rubejom" - Official Newspaper of the USSR Union of Journalists,
- The weekly "Nedelya" newspaper, in addition to the "Izvestiya" newspaper,
- "Selskaya jizn" - the most popular newspaper in which rural agriculture, the reflection of social and cultural life and agricultural achievements are made propaganda. Also ethics and family education,

family problems were discussed.

After the establishment of new regions in Kyrgyzstan in 1971, the newspapers “Ysyk-Kyol Pravdasy”, “Yssyk-Kulsskaya Pravda”, “Naryn Pravdasy”, “Lenin Tuusu”, “Leninskoye Znamya” started to be published, and the number of newspapers operating regionally reached 8 (Amankulova, 2002: 36).

While only 2 newspapers were published in Kyrgyzstan in 1925, in 1981 there were approximately 70 newspapers, 8 of which were national, 8 were regional, one was city and 52 were district level. Besides, 40 of these newspapers had high circulation (Cited in Amankulova, 2002: 36).

In 1966, newspapers such as “Pravda”, “Izvestiya” operating in the centre of Soviet Russia were delivered to their readers via “Phototelegraph” in big cities in other regions and in Frunze (Halilov, 2002: 44).

The topics of the materials published in the Kyrgyz press in 1975-1985 were as follows:

- 30th anniversary of the Victory of the Second World War, XXV Congress of the Central Committee of the Communist Party of the Soviet Union in 1976,
- Establishment of Toktogul Hydroelectric Power Plant,
- New five-year assignments,
- IX Soviet Union Cinema Festival.

Social and political events affecting journalism in Kyrgyzstan between 1980-1985 are as follows: (B.C. Asanova, 2002: 47)

1. Winter Olympics in Moscow in 1980
2. International Journalists Forum held in Frunze in 1982
3. 60th Anniversary of the Establishment of the Soviet Union
4. The spread of rebuilding thoughts

3. Arabic, Latin and Cyrillic alphabets in Kyrgyzstan

During the Soviet Union period, three different alphabets (Arabic, Latin, Cyrillic) were used in the Kyrgyz State. The use of different alphabets in this period stemmed and formed from the social and political conditions of the period (Chakyn and Erdogan, 2017: 287).

The Communist Party saw the press as a tool to achieve its political goals and to make the public adopt the principles of socialism (Vural, 1994: 29). The press, which was formed based on the authoritarian approach in the Soviet Union, played an important role in shaping society as a tight control

mechanism. Like other organs in society, the press has been at the service of the Communist Party. For this reason, the Communist Party has always interfered with newspaper employees and the contents of newspapers due to the social functions of the press (Ayhan, 2008: 193-194).

The first alphabet used by the Kyrgyz during the Soviet Union period was the Arabic alphabet. In 1924, the public and the press started to communicate in Kyrgyz with the Arabic alphabet prepared by Isenali Arabayev in Kyrgyzstan. This alphabet was prepared by the government of the Soviet Union (Ashchy, 2009: 6). However, this alphabet was discontinued by the government of the Soviet Union, claiming that it carries Arab and Islamic culture. Instead, in 1926, Kasym Tynystanov had a new school book named “Ene Tilibiz” (Our Mother Tongue) was written with the Latin alphabet (Oruzbaeva, 1998: 7).

With the effect of the transition of other Turkish tribes from the Arabic alphabet to the Latin alphabet in 1927, the Kyrgyz began to use the Latin alphabet (Ashchy, 2009: 6). However, based on the principle of conforming to the ideology of unity in language and alphabet in all of the great Soviet territories of the Soviet Union government, the Latin alphabet was used in Kyrgyzstan for a short period of 10 years. The issue of the single alphabet was first brought to the agenda by the Russians in 1933 to eliminate the disagreements in the Soviet Union. It is clearly stated that it is necessary to switch from the Latin alphabet to the Cyrillic alphabet. It has been argued that the Latin alphabet is not satisfactory for the Soviet countries. Newspapers and magazines started to include articles about why the Cyrillic alphabet is necessary for Soviet countries and about the transition to the Cyrillic alphabet to achieve the development. Thus, the transition from the Latin alphabet to the Cyrillic alphabet was initiated. Especially in that period, the public opinion was formed by covering the news about the transition to the Cyrillic alphabet in newspapers “Soviet Kyrgyzstan” and “Red Kyrgyzstan” which were published in Russian and Kyrgyz (Chakyn and Erdogan, 2017: 288).

4. METHOD

The categorical content analysis method was used in the research to reveal the structural and contextual characteristics of newspapers as a data collection technique. The population of the research is the sample of the Kyrgyz printed press in the years before independence, and the national newspapers published in Kyrgyzstan in the pre-independence years. We have categorized as the first publication date of the newspaper, the number of pages, the language, the type, the ownership structure, the circulation and the number of columns of the newspaper to reveal the structural and contextual features of the newspapers. The sampled national newspapers are as follows: “Pishpekskiy Listok”, “Prizyv k Trudu”, “Erkin Too”,

“Vecherniy Frunze”, “Mugalimder Geziti”, “Leninchil Zhash”, “Kyrgyzstan Madaniyat”, “Komsomelets Kirgizii”, “Shiyuadichi”, “Kyrgyzstan Pioneer”, “Batratskaya Pravda”.

5. FINDINGS

It is observed that a total of 11 national newspapers were active in the pre-independence period in Kyrgyzstan. Newspapers started to be published on different dates from 1918 until the years of independence. They were printed with an average of 4 pages. All of the newspapers conveyed information to their readers as the media organ of the Soviet Union government. 5 of the newspapers were published in Russian, 4 in Kyrgyz and 1 in Dungan. The news in newspapers varied mainly between 5 and 8 columns. 7 of the newspapers are social-political, 1 is informational, 1 is pedagogical, 1 is social cultural and 1 is cultural-literary. The circulation of the newspapers varied between 4 thousand and 500 thousand. Newspapers had different names before and after independence. The newspaper “Erkin Too” was published under 4 different names; in 1927 as “Red Kyrgyzstan”, in 1956 as “Soviet Kyrgyzstan”, in 1991 as “Kyrgyz Tuusu”. The newspaper “Batratskaya Pravda” was published under the names “Krestyanskaya Put” in 1926, “Sovietskaya Kirgiziya” in 1927 and “Slova Kyrgyzstana” in 1991. The newspaper “Pishpekskiy Listok” was renamed as “Krasnoye Znamya Truda” in 1919, “Krasnoye Znamya” in 1920 and “Krasnoye utro” in 1922. The newspaper “Leninchil Zhash” was named as “Zhashtyk Zharchysy” in 1991. Today, it continues its publishing life with the name “Asaba”. The newspaper “Mugalimder” was named as “Kut Bilim” in 1993 and continues its activities under this name. The newspaper “Vecherniy Frunze” was renamed to “Vecherniy Bishkek” in 1991.

Table: 1 Structural and Contextual Features of National Newspapers Published in Kyrgyzstan Before Independence									
Number	The name of the newspaper	First publication date	Page Sayısı	The language of the publication	The type of the newspaper	Ownership Structure	Circulation	Number of columns Sayısı	Explanation
1	Vecherniy Frunze (Вечерний Фрунзе)	January 1, 1974	4	In Russian	Informational	State Newspaper	65 thousand circulation	8	It published 5 times a week and changed its name to ‘Vecherniy Bishkek’ in 1991.

2	Teacher's newspaper (Мугалимдер Гезити)	April 7, 1953	4	In Kyrgyz	Pedagogical	State Newspaper	42 thousand twice a week (between 1975-1985)	6	It was published twice a week. Its name was changed to 'Kut Bilim' in 1993.
3	Leninchil Zhash (Лелинчил Жаш)	November 7, 1926	4	In Kyrgyz with Latin script	Social, Cultural	State Newspaper	115 thousand three times a week (between 1975-1985)	5	In 1991 "Zhashtyk Zharchysy". Later it changed its name to "Asaba".
4	Kyrgyzstan Madaniyaty (Кыргызстан Маданияты)	January 1, 1966	16	In Kyrgyz	Cultural and literary	State Newspaper	46 thousand daily (between 1975-1985)	5	
5	Erkin Too (Эркин Too)	November 7, 1924	4	In Kyrgyz with Arabic / Latin / Cyrillic alphabet	Social, Political	State Newspaper	3 thousand / 129 thousand daily (between 1975-1985)	6	On August 29, 1927, "Kyzyl Kyrgyzstan" was later changed to "Soviettik Kyrgyzstan" in 1956 and "Kyrgyz Tuusu" in 1991.
6	(Komsomelets Kirgizii) Комсомолец Киргизии	May 5, 1938	4	In Russian	Social, Political	State Newspaper	61 thousand Three times a week (between 1975-1985)	5	It was closed in 1991.
7	Shiyuadichi (Шыйуадичи)	1957	4	Dunganian	Social, Political	State Newspaper	4 thousand Twice a week (between 1975-1985)	5	
8	(Kyrgyzstan Pioneri) Кыргызстан Пионери	1933	4	In Kyrgyz	Social, Political	State Newspaper	142 thousand Twice a week	7	
9	(Batratskaya Pravda) Батрацкая Правда	March 23, 1925	4	In Russian	Social, Political	State Newspaper		7	In 1926 it called "Krestyanskiy Put" and in 1927 as "Sovietskaya Kirgiziya". Since 1991, it has been released as "Slovo Kyrgysztana".

10	Pishpekskiy Listok (Пишпекский листок)	March 9, 1918-1923		In Russian	Social, Political	State Newspaper	200-500 circulation between 1918-1922	4	First Soviet newspaper in Kyrgyzstan. Pishpek was issued by the Deputies of the People's Council. The Red Labor Flag (Красное знамя труда) in 1919, It was changed to Red Flag (Красное знамя) in 1920 and to Red Morning (Красное утро) in 1922.
11	Prizyv k trudu (Призыв к труду)	August 15, 1920		In Russian	Social	State Newspaper			Started its activities in the city of Karakol

CONSLUSION

The emergence of the first periodical newspapers in the world is considered to be the beginning of the 17th century. It can be said that the presence of the printing house, the development of urban life and the impact of the industrial revolution were important in the emergence of the first periodicals. At the beginning of the 17th century, with the emergence of the first periodicals in Europe, newspapers with periodicals started to appear in other regions and countries where urban life and industrialization developed, and their number increased.

In those years, we cannot talk about the emergence of the periodical press in Kyrgyzstan since urban life was not developed and therefore there was no industry. For this reason, the emergence of newspapers in Kyrgyzstan was the 1920s, when Kyrgyzstan came under the sovereignty of the Soviet Union and urbanism began to develop. However, in those years, the shortage of experts in the field of journalism and the insufficient technical infrastructure in Kyrgyzstan initially became major obstacles in the development of the Kyrgyz press.

At the same time, we can say that the use of Arabic letters in the press in the beginning, then the use of Latin and Cyrillic alphabet, left a negative influence on the development of the Kyrgyz print press. Because this situation had created difficulties in reading, understanding and writing

for both the reader and the journalist.

However, it is seen that the Kyrgyz print press, which started to be broadcasted in the 1920s, constantly improved and the number of newspapers increased until 1991 when Kyrgyzstan gained independence. Besides, all newspapers continued their publications as a state newspaper under the state control. At the same time, the newspapers were published predominantly in the Russian language and reflected the ideological and political influence of the Soviet Union. For this reason, the content of the newspapers mainly consists of social and political issues. During this period, art, entertainment, sports and similar subjects were not covered much in the print media.

As newspapers were public newspapers, they were generally published regularly in a certain circulation but with a limited number of pages until the year of independence. After independence, the names of almost all newspapers have changed and private newspapers started to appear very quickly.

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Chapter 23

RELATIONSHIP BETWEEN SOCIAL NETWORKING SITES AND MODERN MARKETING



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1. INTRODUCTION

Social networking sites, which play an important role in the changing lifestyles of individuals users from the recent past to the present, and which are used by about three billion people worldwide, are leading to radical changes in the marketing strategies of companies (Davis, et al., 2020; Meshi, et al., 2020; Li, et al., 2020). In addition to the use of social networking sites for users to be able to meet their communication needs, interact, create groups according to their interests and share content such as various photos, videos, status, news and links, these sites also have a very important position in terms of being used by consumers to share their experiences, to produce ideas and knowledge for many individuals, communities and companies through various online reviews, to be in the position of a guide and positioned in the key point of marketing strategies. (Tuten and Solomon, 2017; Gaber, et al., 2019; Tifferet, 2019; Yu and Yuan, 2019; Guo, et al., 2020). From the point of view of businesses, they offer many benefits such as the ability to create brand awareness and communication power, to provide brand loyalty and trust, to strengthen customer relations, to be able to access and store information more easily, to realize target advertising applications with reasonable costs, to create value by ensuring active participation of customers, to be able to properly determine consumer support and needs through idea mining and intervene immediately in the event of negative feedback, allowing for necessary improvements (Alalwan, 2018; Kapoor, et al., 2018; Iankova, et al., 2019; Shareef, et al., 2019; Jacobson, et al., 2020; Bello-Orgaz, et al., 2020). The aim of the study is to carry out a detailed investigation of the advantages and disadvantages offered to both users and companies by social networking sites, which guide the design of modern marketing strategies by adding the dynamism of digital aspects to traditional marketing strategies, the determination of the relationship with the use of technology, and the review of literature on this subject. As a result, it is of great importance for the sectoral success of companies, as developing technological tools today, social networking sites are used more effectively by making the necessary arrangements and planning in modern marketing strategies, and transforming them into an interactive structure.

2. SOCIAL NETWORKING SITES

In today's conditions, where the competitive environment is increasing and dynamic market conditions are in control, social networking sites based on the focus of communication (Yuan, et al., 2016; Gaber, et al., 2019), are defined as virtual environments where users can create custom profiles, voluntarily update their status, share photos, videos and links, and make positive or negative comments about topics of interest (Liu and Wang, 2018; Tifferet, 2019). Reaching more than 3.5 billion users worldwide,

social networking sites are platforms that differentiate the way individuals communicate, and drastically change the way they build and maintain relationships (Davis, et al., 2020; Li, et al., 2020). Social networking sites, technically described as Web 2.0-based social networks, are also defined as digital applications where users can carry out content sharing online or offline by creating a general profile within a limited system, make shared content appear, shape their content with layout and permanence elements (Boyd and Ellison, 2008; Treem and Leonardi, 2013).

Social networking sites, which have become an important part of everyday life and offer different interaction options with increasing usage rates, give users the chance to communicate jointly with companies, products, services and brands (Choi, et al., 2017). In addition, social networking sites, which reach a very rich position in terms of data as a result of the sharing of personal information such as product selection, brand preference, service evaluations, location, purchase frequency, gender, age and marital status, offer companies different alternatives to be able to reach consumers (Chu, et al., 2019; Yu and Yuan, 2019). In this development process of social networking sites, it has started to be used more and more effectively by companies in the field of brand marketing, in addition to being involved in the meeting of basic communication needs offered to users, being directly involved in marketing strategies and being a mutually motivating factor in information exchange (Guo, et al., 2020). Social networking sites that allow companies to create campaigns to promote their products, services and brands (Lee and Hong, 2016) also provide companies with opportunities to share campaign messages, promotions and promotional activities with other users (Huang and Benyoucef, 2013). Social networking sites that serve high brand awareness and brand usage purpose more efficiently than traditional marketing activities (Van Noort, et al., 2014), in addition, offer companies many advantages such as providing market efficiency, accessing users' information, storing data and spreading faster throughout the sector (Pan, et al., 2017).

Widely used by companies to market their products, services and brands, social networking sites are now seen as popular applications for effective and active communication, creating online brand communities and creating common values with users participating in the process (Hajli, et al., 2017). The widespread of the internet and the use of social networking sites as web-based applications with almost any tool allows companies to turn to these digital environments and create points of contact with other users in terms of brand image (Habibi, et al., 2014; Zhang and Luo, 2016). This direction contributes greatly to companies in terms of creating brand value and brand loyalty, supporting customers' ideas by allowing for participation through communities, reaching comments in which users share their experiences, and rating these comments as positive or negative

(Veloutsou and Moutinho, 2009; Gummerus, et al., 2012; Chae and Ko, 2016). In addition, social networking sites, which are used as an effective marketing tool to create branding together by encouraging users with relational marketing strategies (Teichmann, et al., 2015), facilitate social interaction between the brand and users, while also enabling companies to offer special offers to their customers and allowing them to perform targeted purchase-guiding activities (Kang, et al., 2014; Khan, 2017).

Social networking sites, which have a significant share in the change of personal and social life norms, also have a significant impact on the differentiation of business modeling methods (Shen, et al., 2016). This effect leads to the evolution of traditional marketing understanding into modern and technological marketing understanding, the establishment of close relationships with customers and the movement of customers as part of marketing strategies (Das, et al., 2019; Iglesias, et al., 2019). Social networking sites, which constitute an important resource for companies in their search for profit, in addition to the advantages they provide to their stakeholders, provide significant benefits such as improved financial performance, strengthening of customer service relations, assuming knowledge leadership in the sector, creating organizational learning, reputation and productivity (Brivot, et al., 2017; Demek, et al., 2018; Lenk, et al., 2019). From this point of view, social networking sites, which constitute a new and valuable corporate resource for companies, serve processes such as increasing customer satisfaction rates with an internet-based collective structure, establishing a rapid information infrastructure, strengthening communication links and obtaining more efficient results with established modern organizational structures (Alles and Gray, 2016; Debreceeny, et al., 2017; Saxton and Guo, 2020).

3.SOCIAL MEDIA MARKETING

Social media marketing is defined as the totality of modern marketing strategies that companies widely adopt to promote their products, services and brands, create offers, sell, benefit their stakeholders and outperform other competitors in the industry (Tuten and Solomon, 2017; Kapoor, et al., 2018; Jacobson, et al., 2020). From this point of view, social networking sites are not only a tool for companies to communicate with users or potential customers, but also are digital platforms that create many opportunities for establishing, maintaining, and strengthening professional business relationships and laying the foundations of long-term relationships that constitute mutual satisfaction with relational marketing strategies (Felix, et al., 2017; Kang and Kim, 2017; Kamboj, et al., 2018; Misirlis and Vlachopoulou, 2018). Social networking sites, which companies strategically integrate into their marketing activities in order to be able to attract attention, arouse interest, create and motivate consumers,

are widely used today to shape consumer perceptions by strengthening communication, and to provide stronger branding by increasing product and service performance (Mangold and Faulds, 2009; Woodcock, et al., 2011; Hassan, et al., 2015).

The use of social networking sites by companies to shape consumer perceptions brings factors such as interaction, interest, benefit and corporate reputation to the forefront, bringing with it increasing awareness with viral marketing applications, reaching appropriate customers with advertising activities and increasing the possibility of purchase of targeted products and services (Boateng and Okoe, 2015; Jung, 2017; Alalwan, 2018; Kapoor, et al., 2018; Shareef, et al., 2019; Jacobson, et al., 2020). From this point of view, three main functions of social media marketing emerge. The first is for companies to monitor the data on social networking sites in order to understand the desires and needs of consumers, to ensure competitive superiority in the sector, to achieve strategic goals, to achieve organizational success and to carry out the necessary activities, and to process this data and make it ready for use in order to benefit from the data (Gundecha and Liu, 2012; He, et al., 2013; Tuten and Solomon, 2017). The second is, with the ever increasing popularity of social networking sites and the expanding network of usage, consumers are able to communicate easily and often with companies, provide negative or positive feedback, and thus provide companies with the ability to respond to consumers in line with this feedback, carry out the necessary improvements, prepare personalised offers and increase sales (Royle and Laing, 2014; Sheng, et al., 2019; Jacobson, et al., 2020). The third one is; with the use of social networking sites as a powerful tool for customer relations, making them a part of the change process, retaining existing customers with two-way communication elements and adding value to the customer experience, thus strengthening promotion activities and reaching new consumers and gaining new customers (Ainin, et al., 2015; Iankova, et al., 2019). Thus, the creation of stronger databases containing detailed information about consumers with empowering customer relationship management and creating the necessary connections by presenting relevant information to customers at the right time offers companies great opportunities in social media marketing (Boerman, et al., 2017; Malthouse and Li, 2017; Alalwan, 2018; Iankova, et al., 2019; Shareef, et al., 2019).

Social networking sites, which are one of the important data sources for following new trends and current marketing strategies, provide companies with a number of competitive advantages with opinions and preferences available on any topic (Bello-Orgaz, Jung, et al., 2016; Iankova, et al., 2019). Social networking sites maximize the impact of marketing activities and increase the reputation of companies by allowing them to interact with their customers at the right time, at low costs, and act directly towards their

preferences and interests (Hassan, et al., 2015). Social networking sites provide a very suitable basis for companies that aim to understand highly complex consumer purchasing behaviours by simplifying them, allowing the measurement of social behaviours towards products, services, brands and brand groups comparatively (Bello-Orgaz, et al., 2020). From this point of view, social networking sites, in addition to their social, political and educational use, also hold an important place for individuals and companies worldwide in terms of information, thought, product, service and brand exchange for commercial purposes (Lin and Kim, 2016; Rathore, et al., 2016; Kamboj, et al., 2018; Kim and Kim, 2018). In addition, unlike traditional mass media, social networking sites, which are expressed as the most advanced point of company and customer communication with a focus on interaction and technology, provide benefits such as the ability to create awareness to achieve the marketing goals of companies with their interactive structure, as well as allowing for the creation of knowledge about products, services and brands in customers and shaping customer perception (Wu, 2016; Alalwan, 2018; Swani, et al., 2017; Kapoor, et al., 2018).

Social media tools such as Facebook, Twitter, YouTube and Instagram, which have an important place in social media marketing, lead the change in terms of both companies and consumers, as well as creating numerous interaction possibilities with the different forms of usage on offer (Alalwan, 2018; Bahcecik, et al., 2019; Firat, 2019). Of these tools, Facebook; provides opportunities for many different interactions as a platform where companies can form groups related to their products, services and brands, carry out promotions, organize campaigns and carry out their commercial activities by applying personalized promotions, establish business organizations, reach their target audience effectively and conduct various research activities (Popp and Wilson, 2018; Bhattacharyya and Bose, 2020; Tran, et al., 2020). For consumers, it offers opportunities to provide feedback by commenting on companies' products, services and brand posts, to take advantage of opportunities by participating in established campaigns, and to communicate with companies more easily (Estrella-Ramón, et al., 2019; Dhaoui and Webster, 2020; Meshi, et al., 2020). Another important tool, Twitter; allows for companies to create awareness, to organize social responsibility campaigns or to support existing campaigns, to reach the demands and needs of consumers immediately, to provide the necessary solutions by instantly intervening in shared negative experiences, to create a customer profile that is loyal to the brand by ensuring a high satisfaction rate, direct fashion, trend and environmentally friendly concepts in consumers by allowing for real time brand interaction with consumers, the ability to follow the comments made about themselves with tweet and hashtag applications, to review the data and to increase the number and quality of interaction by setting content goals (Chu

and Sung, 2015; Blasi, et al., 2020; Juntunen, et al., 2020; Rangaswamy, et al., 2020), while for customers, it offers advantages such as instant communication with companies, asking questions and finding immediate solutions to their problems, taking advantage of personal opportunities offered in the face of an instant problem, and positively contributes to dynamic interaction between the consumer and company (Kim, et al., 2014; Li and Li, 2014; Ibrahim, et al., 2017). YouTube, a platform which allows for effective reach and advertising commercial activities to be carried out more effectively, with different forms of communication in terms of video sharing and is the most popular among such social media tools; allows for companies to carry out more detailed advertising campaigns by using visual elements, share the usage details of their products, services and brands, compare the advantages by making comparisons, use individuals known as “youtubers” and who have become a phenomenon in these media tools in product, service and brand promotions, (Ahmad, et al., 2020; Sokolova and Kefi, 2020; Yu, et al., 2020), while for customers, it is among the social media platforms widely used as a guiding element for in order to become familiar with products, services and brands, carry out comparisons, make contact with companies, and by actively participating in comments under videos share their positive or negative experiences, being a guiding force for both other consumers and companies (Dehghani, et al., 2016; Khan, 2017; Liao and Mak, 2019). Instagram, one of the social media tools that stands out in terms of the use of visual elements; allows companies, through the use of active “influencers” and celebrities on these sites, to promote their products, services and brands, communicate with customers, increase sales profits, organize various campaigns, discounts, sweepstakes, and lead fashion trends by preparing impressive content, and is accepted as a digital environments that can strengthen brand awareness and customer loyalty and has played an important role in gaining the concept of “influencer marketing” into the literature, while for consumers, it offers services as an integrated part of Web 2.0 technologies where customers can interact with likes and comments, manage their own commercial activities, communicate with famous and pioneering people as well as companies. (Djafarova and Rushworth, 2017; Casalo, et al., 2020; Jans, et al., 2020; Jin and Ryu, 2020; Rietveld, et al., 2020).

4.CONCLUSION

Changes in the understanding of marketing through social networking sites have reached a very remarkable position today. Social networking sites, which have become the focus of attention by researchers, are the subject of many studies in terms of the opportunities and benefits they offer for both companies and consumers. These digital platforms, which are becoming very popular in parallel with major developments in the field of technology, are becoming an integral part of everyday life. Social networking sites, which have a great share in the change of communication

styles of individuals, play an important role in the development of the modern marketing understanding and structuring the concept of social media marketing by replacing traditional marketing strategies within companies. Social networking sites, which attract attention with their increased usage rates and the different communication opportunities they offer, are the subject of this study in terms of the benefits they provide to both companies and consumers. From this point of view, when the studies carried out in literature are examined, social networking sites allow consumers and potential customers to be the most important aspect of modern marketing strategies implemented by companies. In addition, customers can communicate with companies in the easiest way by using social networking sites, communicate their problems, find solutions to their problems, benefit from the campaigns offered by companies in accordance with their expectations, make comparisons and meet their expectations at the very highest level. In addition, they can lead ideas and take a leading position for other consumers by sharing their positive or negative views about products, services and brands in line with the features offered by social media tools. For companies, social networking sites lead to a complete change in business models and the creation of new organizational structures. Social networking sites, which provide great support to companies at the stage of the transition from traditional processes to a modern process at the stage of determining consumer desires and needs in the fastest way and creating urgent solutions to these matters, provide important opportunities for communication. In addition, social networking sites, which are also used in data collection, storage and processing of this data, allow companies to make sales profits by actively continuing their business activities. Social networking sites that provide high interaction with low costs help companies to take precautions by intervening in the major problems that will be experienced later and to solve the problems conveyed by the consumers in the most optimal way possible. In addition, companies make high use of social networking sites to create brand awareness, brand loyalty, trust and high customer satisfaction, adopt quality customer relationship management, prepare advertising and message content suitable for their target audience, shape customer perception and direct consumers to them to buy, create awareness, get ahead of their competitors in the sector and achieve their marketing goals by providing a competitive advantage. From this point of view, the more active use of social networking sites by customers will provide them with great advantages in terms of modern marketing strategies. Companies, on the other hand, need to set up the necessary digital infrastructure and shift most of their marketing activities to these channels, ensure that their marketing directors and employees are trained in this regard, and adopt the advantages that this understanding will provide them both in the internal structure and in the sector.

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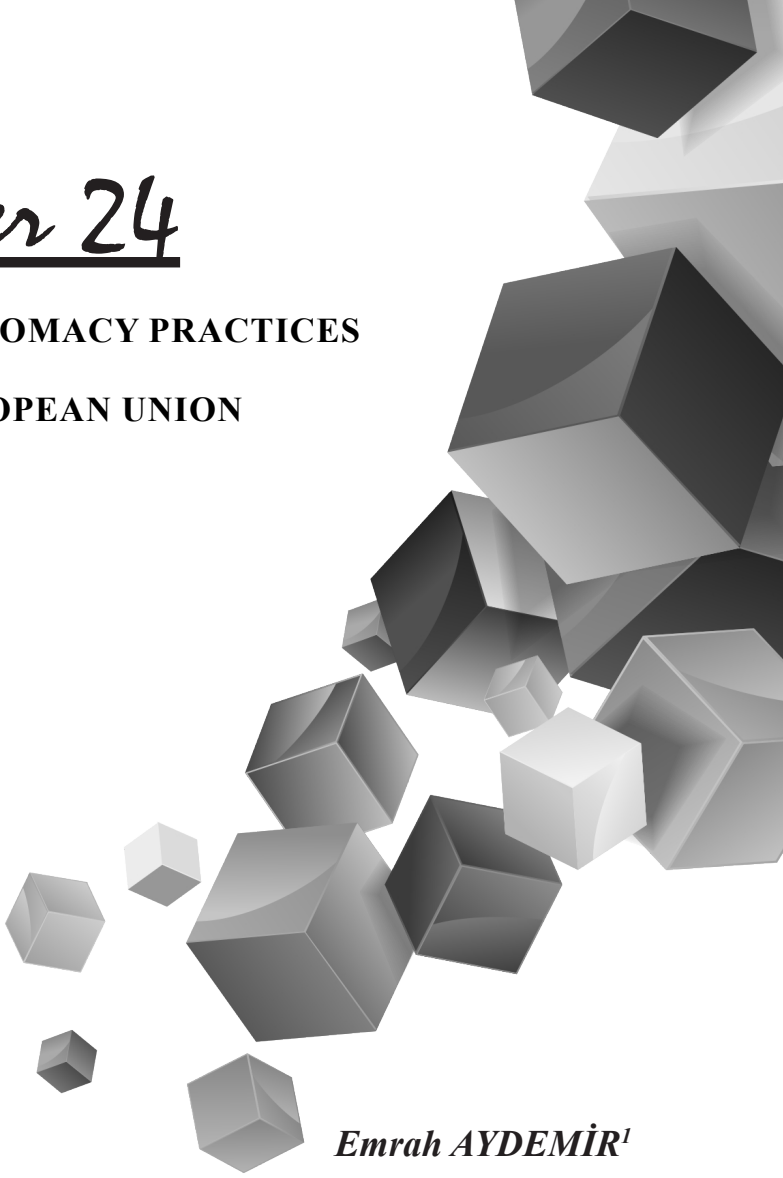
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Chapter 24

PUBLIC DIPLOMACY PRACTICES OF THE EUROPEAN UNION



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European Union's public diplomacy is built on promoting European values, culture and political ideals, influencing foreign target audiences and establishing strong relations in foreign affairs. European Union's public diplomacy practices are included under the various policies of the Union. These policies can be listed as Neighborhood Policy, Euro-Mediterranean Partnership, Education Policy, European Visitor Program, and Integration. The European Union implements public diplomacy through a multi-layered framework of policies and programs, relying on both its representatives in member states and delegations in abroad. The European Union aims to expand the fields of public diplomacy practices, democratization, and freedom. The European Union, which wants to involve all segments of society in the process of democracy and development inside and outside the Union, builds its public diplomacy strategy on mind sharing. The European Union aims to create a common sense of identity through its public diplomacy practices.

The European Union's public diplomacy, which does not limit mind sharing to the Union members, acts in the direction of being present in third country societies, making "mind sharing" through participation and dialogue (Manners and Whitman, 2013:196). In this way, the European Union aims to transform from a regional power into a fully global power and tries to implement its values effectively with its policies. The communication strategies of the European Union regarding political reform processes and socio-economic transformations are based on contributing to dialogue and conveying its values to the public in a correct and effective manner.

Education

Education programs have an important place in the European Union's public diplomacy. Educational programs are the practice of public diplomacy for the nations based on trying to understand each other's lifestyles, learning each other's languages, establishing and developing close mutual relations and creating a multicultural and multilingual Europe. The objectives of the European Union's education policies, which are tried to be used with its cultural dimension, are as follows. (Beşgöl, 2013:240-241):

- To exchange interns, qualified workers and students,
- Supporting transnational enterprises and joint pilot projects,
- Facilitating comparable studies on education issues,
- To encourage the exchange of information.

Other objectives of the European Union through the strategic framework for education and training are to make lifelong learning and

mobility a reality, to increase the quality and efficiency of education and training, to promote equality, social cohesion and active citizenship. In this context, education programs focused on spreading European culture and positively influencing the target audience mean sharing values.

European Neighborhood Policy

The stabilization operations of the European Union, which stands out with the intention of being an international actor based on its soft power, are focused on non-military aspects. The broadest concept and basic intervention method of the European Union, which is expressed as a civilian power, is democracy development. In particular, the European Union uses one of the means of local ownership, persuasion and partnership to ensure democratic progress in elected states, and law, human rights and democracy reforms are combined with security reforms. While implementing these reforms, the European Union takes democracy development projects as a foreign policy strategy. Taking steps to create a “European Good Neighborhood Policy”, the European Union determines democratization as the first priority and considers the official neighborhood policy as a foreign policy tool. The European Union aims to adopt itself as a center of attraction by using the enlargement process for the development of democracy in target countries and uses open political conditions as a tool (Yılmaz, 2012:211-215). Through the European Neighborhood Policy (ENP), the European Union works to ensure political cooperation and economic integration with its neighbors at the highest level. The European Union signs Partnership Agreements in return for commitments to political, economic, business or human rights reform in a country. Thus, the European Neighborhood Policy, which aims to bring Europe and its neighbors closer, constitutes an important part of the European Union’s foreign policy.

With its official neighborhood policy and the enlargement process, the European Union continues to use its soft power to provide stability and security. The main theme of the strategy used by the European Union in its foreign policy is the enlargement policy. The European Union has reached the non-member states through political means such as Neighborhood Policy and Eastern Partnership, by introducing multilateral or bilateral partnership agreements similar to the European Agreements, with a new method other than full membership, and with success in human rights, democracy, cooperation and assistance. It chose to attract the countries in the outer ring and aimed to use its soft power effectively in this way (Eren, 2014:350-356). The European Union, which sees neighborhood policy as strengthening relations between neighbors, supports the spread of democracy all over the world within the framework of common values and interests. Expressing the spread of democracy as a political value serving the values and interests of the countries, the European Union takes care to

build its internal functioning and foreign policy on this axis.

The European Neighborhood Policy has been prepared to give more importance to the bilateral relationship between the European Union and each neighboring country, which supports political and economic reforms in neighboring countries. Neighborhood Policy functions by supporting common interests to increase security, stability and welfare on both sides (Gezer, 2016). There are a total of sixteen countries included in the European Neighborhood Policy, whose main purpose is to advance relations with new neighbors who are not included in the European Union's enlargement policy after the fifth enlargement and to strengthen the unity between these neighbors. These countries are Ukraine, Libya, Armenia, Belarus, Israel, Algeria, Azerbaijan, Georgia, Egypt, Jordan, Moldova, Palestine, Morocco, Syria, Tunisia and Lebanon (Düzgit, 2013:51). The main objectives of the European Neighborhood Policy are as follows (Düzgit, 2013:51):

- Similar to the European Security Strategy, to do business with neighboring states on the issues of environment, development, terrorism and disarmament and to ensure that security and stability are taken further,
- To make possible the expansion of democracy and freedom by increasing political cooperation within the scope of common interests and values.
- Ensuring the spread of freedom and democracy by developing political cooperation within the framework of common values and interests,
- Finally, to contribute to increasing the welfare level in neighboring countries.

The European Neighborhood Policy, built on a structure that facilitates communication with new neighbors, aims to create an innovative environment in line with the European Union's foreign policy and strives to bring a world view in line with European Union values. Neighborhood Policy tries to design the main policy tools of the European Union with the modernization process in neighboring countries.

The European Union Neighborhood Policy excludes Turkey from the policy as it is an EU candidate country; however, it includes Turkey in several political processes envisaged under the European Neighborhood Policy continues in Turkey (Alagöz, 2017). This policy, in which Turkey is included through Black Sea Synergy and Barcelona process, supports reform processes within the framework of some axes in terms of public diplomacy and the issues which will contribute to Turkey by developing cooperation between the EU and Turkey on common values and interests are given below. (Düzgit, 2013:51-53):

- Within the scope of the commitment to common values, the issues such as the rule of law, democracy, respect for fundamental freedoms and human rights should be addressed.
- A stronger political dialogue on common security policy between the European Union and Turkey should be formed.
- The market should be integrated through the economic considerations such as increasing technical and financial support to Turkey and in this way, the economic model of Turkey should be brought closer to the European Union's economic model.
- Compliance with the European Union standards of Turkey regarding trade and internal market issues should be provided through a policy that encompasses various ways of ensuring regional integration and trade liberalization.

European Neighborhood Policy which is designed to establish peace and stability, is carried out depending on the economic and social factors in Turkey (Ballı and Pehlivan, 2013: 519-523). The European Union may direct Turkey to conduct some reforms in specific areas by placing its soft power values such as respect for minority rights, human rights, democracy and the rule of law into the European Neighborhood Policy and it may lead Turkey to adopt a Europeanization process envisages the adoption of standards and law. The European Neighborhood Policy is seen as creating a circle of friends. Despite all this, the contradictory and different policies of the member states affect the interests of neighboring states in their relations with Europe, and the European policy is being reconsidered for countries that want to head towards the European Union. Especially recently, Europe's policies tend to be fragmented. It is also striking that reforms are needed instead of adding new policies and tools for the possibility of Europe losing its power in the region.

Union for the Mediterranean

The Euro-Mediterranean Partnership (EUROMED) was also known as the Barcelona Process and the partnership started in 1995. The Barcelona Process, which is financial and economic partnership, political dialogue partnership, security partnership, cooperation programs in human and social fields, progressed without interruption and provided a new framework by creating a common behavior by nurturing economic relations with security and socio-cultural areas. (Kurtbağ, 2003:82-88). The Union for the Mediterranean, which continues the Euro-Mediterranean Partnership, serves as an intergovernmental organization that aims to strengthen the partnership in the Mediterranean and includes wide areas from cultural and social issues to economy and political dialogue. The Union for the Mediterranean aims to promote the establishment of

stability, security, economic prosperity and peace in the region and to advance the integration potential within the context of promoting respect for fundamental freedoms, human rights, democracy and intercultural dialogue in the Euro-Mediterranean region by affirming its *acquis* with the objectives of the Euro-Mediterranean Partnership (the Ministry of Foreign Affairs of the Republic of Turkey, 2020).

The Union for the Mediterranean was established in 2008, fulfilling the Euro-Mediterranean Cooperation in order to create a professional and permanent cooperation between the European Union member states and non-member Mediterranean countries and this union has been planned as a body that will benefit to increase the cooperation process in the Mediterranean region through cross-border, sub-regional and local projects and a political dialogue platform (the Ministry of Foreign Affairs of the Republic of Turkey, 2020). The aim of the Union for the Mediterranean, which serves as a public diplomacy initiative, is to provide confidence and stability in the Mediterranean, to make relations with the citizens of the region more concrete, to fight against terrorism, to establish political, humanitarian, social and cultural dialogue and to realize economic cooperation. The European Union has emphasized respect for human rights in this practice, as in other public diplomacy practices, and repeated its desire to build a common future based on fundamental freedoms.

Forty-three countries are members of the Union for the Mediterranean. The members of this union are twenty-eight member states of the European Union together with Tunisia, Syria, Palestine, Lebanon, Morocco, Mauritania, Jordan, Egypt, Algeria, Montenegro, Monaco, Albania, Israel, Turkey and Bosnia and Herzegovina. Syria suspended its membership as of December 1, 2011. Libya has an observer status. In the institutional structure of the Union for the Mediterranean, there is the “Co-Presidency” undertaken by a member of the European Union and a Mediterranean partner country for two years, the “Senior Officials Meeting” and the UfM Secretariat where all countries are represented. Turkey is represented on the Council with the Anna Lindh Foundation’s Board of Governors which was established in 2005 to strengthen intercultural dialogue in the Mediterranean basin and headquartered in Alexandria. The Parliamentary Assembly of the Union for the Mediterranean, which constitutes the parliamentary dimension of the Union for the Mediterranean, which started its activities in 2004, consists of EU member countries, non-EU Mediterranean countries and the European Parliament parliamentarians. Turkey is represented by seven deputies of its own parliament in the Parliamentary Assembly of the Union for the Mediterranean. As of 13 February 2019, Turkey took over the post of the Presidency of the Parliamentary Assembly Bureau of the Union for the Mediterranean for the period of May 2019- May 2020 under the coordination of the Grand

National Assembly of Turkey (the Ministry of Foreign Affairs of the Republic of Turkey, 2020).

The aims of the Anna Lindh Euro-Mediterranean Intercultural Dialogue Foundation, which serves as a foundation that supports the “Union for the Mediterranean”, are as follows (Anna Lindh Foundation, 2014):

“The Anna Lindh Euro-Mediterranean Intercultural Dialogue Foundation was established with the aim of bringing people and societies on both shores of the Mediterranean basin closer together and making joint projects. The foundation, initiated by the forty-two members of the Euro-Mediterranean Cooperation, supports civil society for the common future of the region, and brings together institutions and people to advance intercultural cooperation in the Mediterranean.”

Youth, education, arts, culture, cooperation, peace, spirituality, religion, media and cities come to the fore as priority fields of work for the foundation. In line with these workspaces In line with these workspaces, Anna Lindh Foundation Turkey Network constitutes coordination among its members in Turkey with the number of more than 180, shares information, conducts training and works for its members and organizes networking meetings. The objective of the Anna Lind Foundation Turkey Network is to develop the relationships of foundations, associations, municipalities, universities and governorates which are members of the foundation and to increase the number of the activities under various themes in line with the request of the members (Anna Lindh Foundation, 2014).

Turkey is represented by ten members such as Balıkesir, Kocaeli, Kayseri-Melikgazi, Aydın-Nazilli and Adana-Sarıçam Municipalities (five permanent members) and Uşak, İzmir-Kiraz, Şanlıurfa-Halfeti, Antalya-Demre, Mersin-Erdemli Municipalities (five substitute members) in the Euro-Mediterranean Regional and Local Assembly, which was established in 2010 in order to bring a regional and local dimension to the Euro-Mediterranean partnership (the Ministry of Foreign Affairs of the Republic of Turkey, 2020). Turkey, which dynamically supports the cooperation in the Mediterranean, approached the “Union for the Mediterranean” as a process created with the aim of being more effective and powerful through the Barcelona Process and it is stated by Turkey that this union can not be an alternative to European Union membership process. Turkey, which makes an active contribution to the work of the UfM Secretariat, has appointed a senior diplomat in the UfM Secretariat and by appointing Yiğit Alpogan to the post of Assistant Secretary General for transportation and urban development, Turkey proved the fact that it supports the UfM Secretariat and the process, and Turkey strongly supported the strengthening of cooperation in the Mediterranean (the Ministry of Foreign Affairs of

the Republic of Turkey, 2020). Although Turkey's support, the absence of a sophisticated institutionalization of the project in question has been implicated as a major problem (TBMM, 2020).

Only the member states of the European Union are presiding over the Union for the Mediterranean process, which cannot be led by Turkey and Social, Cultural and Human Partnership, Economic and Financial Partnership, Political and Security Partnership constitutes the structure of the process (TBMM, 2020).

European Union National Institutes for Culture

Public diplomacy activities in the European Union are carried out by the European Union National Institutes for Culture (EUNIC) and the European External Action Service (EEAS). The European Union National Institutes for Culture (EUNIC) is one of the leading organizations that conduct practices in the context of public diplomacy and aims to establish connections based on cooperation and solidarity (Fisher, 2013:138). EUNIC, which is responsible for cultural relations and cultural diplomacy, develops collaborative transnational projects and unites cultures. Serving as a partner of the European Commission and other European institutions in the definition and implementation of European cultural policy, EUNIC has developed into a global network in recent years.

EUNIC, which carries out activities with the aim of internationalizing cultural and creative sectors in Europe and further strengthening European influence and attraction inside and outside of Europe, adds value to the global networks of member states. Implementing and explaining European policy to its stakeholders within and outside the European Union, EUNIC supports a stronger role of culture in foreign relations and public policies at both the European and international levels, and contributes to cultural diversity and cultural dialogue.

EUNIC is a group of clusters that bring together local networks and local European cultural institutes in all EU Member States and partner countries. More than 120 clusters have been created so far. Clusters organize numerous events, often with the support of European Delegations. EUNIC is a platform for knowledge sharing and capacity building between EU members and partners. Based on mutual listening and learning practice, EUNIC aims to build fair partnerships through dialogue. EUNIC's cultural understanding includes art, creative industries, development, cooperation, digitalization, education, gender, heritage, human rights, language and multilingualism, social inclusion, sports, sustainability, tourism, youth, etc.

EUNIC, which is a very important institution in terms of public diplomacy in the European Union, is gradually becoming an important

part of public diplomacy, although it is not implemented properly in European Union countries (Fisher, 2013:150-153).

European External Action Service

The European External Action Service (EEAS) is also important in the execution of public diplomacy practices. This service is the diplomatic office of the European Union. Having a strong working principle with the United Nations and other international organizations, EEAS is located in Brussels and is the diplomatic network of the European Union worldwide. It works closely with other EU institutions such as the foreign affairs, defense ministries of the EU member states, the European Commission, the Council and the Parliament. EEAS is responsible for the management of EU Delegations and Offices worldwide. EEAS's five major services, which try to make the voice of the European Union and its people heard around the world, cover various regions of the world. These regions are: Asia-Pacific, Africa, Europe and Central Asia, the Great Middle East and the American continent. The services are divided into both geographically and thematically. The services deal with global and multilateral issues including human rights, democracy, development, migration, crisis response, administrative and financial issues.

The composition of the EEAS includes multiple European Union Delegations, a headquarters in Brussels, third countries and international organizations such as the United Nations and the World Trade Organization. EEAS, which is an autonomous institution in the European Union, has its own budget. EEAS, which is the main institution responsible for public diplomacy in the European Union, is responsible for communication and coordination (Azpiroz, 2015:7-8). EEAS, whose main objectives are to increase the visibility of the European Union as a whole under the part of public diplomacy, to provide a better understanding of the actions and duties of the Union, and to have a positive effect on the positive perception in partner countries, controls foreign policy, strategies, tools and duties. The EEAS seeks stability in foreign affairs, promotes democracy and human rights, aims at expanding prosperity, and supports the practice of law and the rule of good governance. In the public diplomacy practices of EEAS, there is no strategic approach regarding the common foreign policy of the European Union, and it cannot provide enough inter-institutional coordination in communication with the international public.

Delegations of the European Union also take part in the conduct of public diplomacy. European Union Delegations are responsible for public diplomacy abroad. Delegations cooperate in the enhancement and implementation of public diplomacy strategies designed by the EEAS and the Commission. Delegations have a special budget for media diplomacy activities and their own cultural activities (Azpiroz, 2015:8-9).

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Chapter 25

TERRORISM AND SOCIAL MEDIA



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Terrorism is a very old and multifaced concept. There is no general consensus on the definition of terrorism. Terrorism has a face that causes physical and/or psychological damage and is used in various ways. Terrorism and violence continue to increase. Further steps are also needed to find solutions to problems and improve prevention. Terrorism has been one of the most controversial and frequently used words in recent years. Terrorist acts cause disruption around the world, and the diversity of terrorism, with or without weapons, diversifies the definition of terrorism. As a complex phenomenon, the goals and methodology of terrorism change, and the more the effect is adopted, the more it differs from other forms of violence. The differences between acts such as non-state conflict, state-based armed conflict, hate crimes, murder, violence, and political violence pose problems of understanding terrorism.

Some definitions of terrorism, whose threat increased after the tragic incident on September 11, are as follows:

According to the UK's Terrorism Act (2000), terrorism is an act or threat designed to affect the government or an international government agency or to intimidate the public or part of the public. The definition for which there may be a political, religious, racial, or ideological motive includes:

- ✓ Serious violence against a person
- ✓ Serious damage to a property
- ✓ Threat to a person's life
- ✓ Serious risk to public health and safety
- ✓ Serious tampering with an electronic system.

Article 1 of the European Union Framework Decision on Combating Terrorism (2002) also explains terrorism. According to this article, it is explained that terrorist crimes are mostly serious crimes committed against individuals and property. Terrorism is also defined as seriously damaging a country or an international organization, forcing a government or organization to take or abstain from any action, seriously destabilizing or destroying the basic political, constitutional, economic or social structures of a country or international organization.

The United States Central Intelligence Agency (CIA) is guided by the United States Code Title 22, Section 2656f (d) in the definition of terrorism. According to this definition, the term "terrorism" refers to the practice of politically motivated violent crime by subnational groups or secret agents against non-war purposes.

According to the United States Department of Defense, terrorism is the use or threat of violence or force against individuals or property, typically with the intention of coercing or intimidating governments or societies to achieve political, religious or ideological goals.

United Nations General Assembly Resolution 49/60 (adopted on 9 December 1994) titled “Measures Against the Elimination of International Terrorism” contains a provision explaining terrorism. According to this provision, it is the aim and design of criminal acts to unlawfully provoke a situation of terrorism in the general public for a group of persons or certain persons for political purposes, regardless of whether they are political, philosophical, ideological, racial, ethnic, religious or affiliated with anyone.

In order to suppress terrorism, the Arab Convention on the Prevention of Terrorism was adopted by the Arab Council of Justice Ministers and the Council of Arab Interior Ministers in Egypt’s capital Cairo in 1998. According to the convention, terrorism is any act of violence and threat, regardless of their motives and intentions. The Convention defines terrorism as an incident which spreads panic among people, causes individual or collective crime, endangers people’s lives, freedom and safety, damages the environment, public or private facilities or properties, or tries to occupy or seize or endanger these facilities or national resources.

According to the Security Terms Glossary prepared by the Republic of Turkey’s Ministry of Interior (T.C. İçişleri Bakanlığı, 2017):

While terrorism refers to a state of action that causes great fear and frustration in individuals, terrorism refers to the adoption of organized, systematic and continuous terrorist acts as a method to change the current situation illegally for political purposes (p.695).

As can be seen, terrorism, which is the systematic and calculated threat of violence or the use of violence against individuals to achieve a specific goal, has no clear definition and aims to create great fear. In this respect, there is also a consensus that terrorist acts are unacceptable.

As technology advanced and weapons began to evolve, large numbers of groups and small tendencies began to form. Over time, terrorist organizations and terrorists have internationalized, and internationalization has promoted cooperation and interaction between extremist organizations. With these network of relationships, terrorist organizations increased their aim to impose their ideologies on others, and a rivalry between organizations began. In this manner, the media has reached an invaluable position in helping terrorist organizations spread their ideology on a large scale and create an atmosphere of fear. Compared to the old terrorism aspect, attacks, damage status and protection mechanisms have also changed in the new terrorism aspect.

There is a reality of displaying terrorism today. The age of communication, technology and the fact that terrorist organizations can be used by many states at the same time have prepared the infrastructure of pretentious terror. Terrorists, who use communication and technology very well, have emerged, and network-based warfare has also started with some propaganda, intimidation and suppression practices by many states. After September 11, diplomacy, combat formulations and intelligence understanding were renewed. Regions suitable for terrorism were used for international interests and cultural wars were waged with numerical terrorism. While terrorist acts have manifested themselves all over the world, Hollywood, televisions and news portrayed terrorism once again, and the attempts of organizations to protect themselves against threats have become active due to the nature of demonstrative terrorism. Demonstrative terrorism focused not only on killing and injuring people, it also caused property and financial damage. With the September 11 attacks, the purpose of terrorism was to make the sensitive masses believe in a political cause both by making the voice of an organization heard and by using an organization for international interests.

Social media, which has become a center for human resources in this process, comes to the fore as a tool that manipulates and misleads the public in efforts to combat terrorism. Various governments and institutions are taking initiatives to prevent terrorist networks from using social media in conducting mass ideological campaigns.

The age of communication has brought the organizational form in the fight against terrorism more modern and rational measures have made it possible to significantly increase the potential to prevent or at least respond better to the attack. In this context, it has become compulsory for institutions and organizations fighting against terrorism to calculate how an attack will be planned.

When a terrorist attack occurs, news networks spend long hours tracking the attack and information is quickly passed on to people through traditional mass media and social media. Social media, in particular, carries the impact of terrorist attacks on society to an important place, and terrorism becomes one of the most worrying issues. The fact that the use of new media is faster, easier and cheaper than other mass media also gives a new shape to the struggle.

Social media platforms are used by terrorist organizations to recruit people, train participants, establish dialogue with followers and sensitive audiences, radicalize, finance, plan and execute terrorist activities. Nowadays, there is a threat of a human network that is settled and raised in certain regions and that is generally radicalized in a short time. In the long run, the human network, surrounded by prodigies that can lead to ideology

and inspiration, makes terrorism functional, and terrorism, where complex attacks are quickly and effectively formulated, makes the terrorism a public concern. Terrorist attacks in the United States, Europe and Asia, and ongoing violence and attacks in the Middle East expand the terrorist threat to governments, organizations and people living where the attacks took place. Social media continues to change its narrative and propaganda strategies, leaning on terrorism, violence and the threat of violence, which does not include open struggle between non-state actors and the armed forces.

While terrorist organizations used to broadcast messages through intermediaries, social media platforms made the transmission of messages directly and allowed to send unmediated messages to the target audience and chat with the audience in real time. The function and importance of new media varies according to the intentions of terrorist organizations. Social media is an indispensable carrier of the message for terrorist organizations. The delivery of a message as dictated by the terrorist is as important a goal as the intended action. The use of social media is one of the building blocks of terrorist strategies and can make what needs to be done to become a terrorist simple and fast. As with traditional media, the Internet is an effective catalyst for terrorist acts. Social media is in a key position in spreading agitation, propaganda, information about terrorists' internal and external operations, strategies, tactics and psychological threats throughout the society. In this context, one of the terrorist organizations that use social media most intensely today is Al-Qaeda. Al-Qaeda sees itself as a global movement. Al-Qaeda describes its mission as both creating terror among its enemies and intimidating them and awakening the Muslim community. For al-Qaeda, communication is indisputably very important, and communication is the vital part of the struggle. Al-Qaeda communicates with its target audiences through video and audio messages published on its websites and spreads these messages over the Internet.

A striking example of al-Qaeda's use of social media is Ayman al-Zawahiri's online "open meeting" in 2008. During the meeting, Al-Zawahiri responded to approximately 2000 inquiries sent via The al-Ikhlâs and al-Hesbah websites. The answers were presented by the As-Sahab media production company of al-Qaeda in an hour and forty-three minutes voice explanation in English and Arabic texts (Seib, 2011:9). Al-Qaeda and organizations affiliated to al-Qaeda have also transferred their presence to YouTube, Twitter, Instagram, Facebook and other social media platforms. Thus, organizations eliminated the limitations of time and distance and acted as an element of modern society. The Al-Nusra Front, which tried to overthrow the Bashar Assad regime in Syria and establish an Islamic state in the region, declared its allegiance to al-Qaeda in April 2013 and

changed its name to the Conquest of Damascus Front on 28 July 2016 by declaring that they left al-Qaeda. The name of the organization that ended its allegiance to al-Qaeda was changed to Tahrir al-Sham on January 28, 2017. The head of the organization, Abu Mohammad al-Jawlani, used Facebook and other social media platforms to make statements extensively. Al-Jawlani's speeches were shared on social media networks by media sources close to the organization. Al-Jawlani and his organization, who also made explanations under the title of "Freedom and Independence War" through social media, have been covered in many news.

Al-Nusra Front, whose content is currently unavailable, also had its own Facebook page (facebook.com/jalnosra). The page included photos, videos and press statements from the conflicts in Syria. Going back to the past, it is a remarkable detail that Ayman al-Zawahiri wrote to Abu Musab al-Zarqawi, who was the head of al-Qaeda in Iraq, that more than half of the war took place on the battlefield of the media and that they were in a media war for the hearts and minds of their ummah. Al-Qaeda has brought forward an undeniable threat mechanism with the mass use of the Internet and social media. Knowledge sharing paved the way for the rapid spread of al-Qaeda's extremist ideas and narratives around the world, and aspects that appeal to individuals were taken as a basis.

Al-Qaeda and other terrorist groups are likely to reach the young people in the Islamic world. Al-Qaeda's use of viral video as a pioneer on platforms such as YouTube, Facebook and web forums has made target audiences attractive. Especially, this mass was young Arab men and women who were looking for a more religious person to solve the injustices in the Islamic world (Nance, 2010:204). Al-Qaeda simply designs local problems according to target audiences and achieves a disproportionate effect in interpreting global themes through social media. Discrimination, anger, shame, fear, hatred, or anger over large groups of lawlessness, or a cause that one cherishes, the idea of helping loved ones, the risk, the pursuit of power and, in particular, the prospect of young men's status, can make al-Qaeda reach new people on social media and expectations reached a level that could persuade people hungry for new ideas.

Al-Qaeda has turned into a virtual organization thanks to social media. In this context, al-Qaeda's increasingly web-oriented and cyber-connected groups formed the infrastructure for its transformation into global movement. Al-Qaeda has also embraced social media as a tool to send messages and get responses from dispersed audiences. The Al Neda website, which al-Qaeda started using in early 2002, reported on the analysis of wars in Afghanistan and Iraq, the clergy's comments on the al-Qaeda operations, and how al-Qaeda could benefit the ummah. Al-Qaeda also designed its own media production operation As-Sahab

(The Clouds) to operate on the basis of media requirements. With these designs, al-Qaeda seeks a strong harmony in order to establish a mentality against the enemy. Al-Qaeda attaches importance to group cohesion and affects the performance and strategies of the groups. In-group dialogue on social media includes activating ideas and actions with the sacrifice of an individual, and defining the importance of being a martyr in a loss of life. In addition, the ideas of the founders of al-Qaeda include the ideas of motivating and educating Muslims, religious interpretation, the West being unfair to Islam, shedding the blood of Muslims, supporting dictatorial regimes. Continuous broadcasting of Osama bin Laden's audio and video tapes in Al Jazeera and the use of the internet network to convey the message to a wider audience was reflected in the communication, and the organization's confidence in modern technologies and the internet emerged.

At the end of 2009, al-Qaeda started the "Al-Ansar Mobile Team" that uploads text, sound and photos on mobile phones (Saleh, 2010). Al-Qaeda has developed a subculture in terrorist organizations in order to make propaganda and to recruit new individuals to the organization. Sharing on mobile devices is an alternative and a means of reaching global audiences. Especially when it is considered that young people all over the world use Facebook, Instagram and Twitter, organizations want to employ young people and children methodically and deliberately. It is vital to involve vulnerable young people in order to carry out terrorist acts.

Like al-Qaeda, ISIS also actively uses social media. The beheading images and threat videos were broadcast online by ISIS, aiming to both raise the participation in the organization and to give fear to the Western world. ISIS has made extensive use of its propaganda craft in many ways with videos of high production quality and brought up a series of narratives through various social media platforms. They extensively used Twitter accounts, yet ISIS did not give up on old-fashioned communication and propaganda methods. According to some news sources, more than 100 people lost their lives in the attacks in Paris in November 2015. ISIS attacks occurred with its members meeting face to face and using other non-digital communication tools. Social media has created a potential pool of supporters for ISIS, and ISIS's success on social media has been reflected in the mobilization of tens of thousands of foreign nationals from around the world to join the organization.

From the past to the present, there have been a number of incidents in which trust in social media is felt in terrorist attacks. One of these is the terrorist attacks that took place in Mumbai in November 2008. In this attack, terrorists used the internet to plan missions and communicate with each other. Wherever terrorists attack or set foot, Mumbai, Bali,

Madrid, London, New York, many aspects of extremism are inextricably linked with media technologies and networks. If the cyber world is a field of activity chosen by terrorists, this is another place to be fought (Seib, 2011:17).

Attack reasons, bomb descriptions, weapon use and maintenance, operation and tactical information can be shared on social networking sites. On the afternoon of Saturday, September 21, 2013, an attack was carried out on the Westgate Shopping Center in Nairobi, the capital of Kenya. During the attack, in which more than sixty people died and more than 150 people were injured, al-Shabab also made a lively comment on the actions on Twitter. Al-Shabaab used Twitter to check the narrative of the attack and to retain an audience.

Social media, which is accepted as a tool used in spreading the ideology of terrorist organizations, has a role in evaluating terrorism as well as its feature of agitating people. The lack of censorship, the opportunity to interact with like-minded individuals, the ease of merging, downloading, transferring and sharing text-image-videos can cause the content to circulate easily on the internet and also help terrorist acts.

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Chapter 26

THE ARMENIAN GENOCIDE LIE, BLACK PROPAGANDA AND AMERICA'S MASS DESTRUCTION WEAPONS ALLEGATIONS: A COMPARATIVE ANALYSIS¹

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1. INTRODUCTION

Using the dubious 9/11 attacks in 2001 as an excuse, the United States of America (USA) decided to invade Iraq which dominated oil reserves on the account that it had mass destruction weapons. This movement was foreseen in the Broader Middle East and Africa Initiative (BMEI) that they had prepared and enabled them to realise their goal of changing the borders of twenty three Islamic countries (Rice, 2003: <https://www.washingtonpost.com/archive/opinions/2003/08/07/transforming-the-middle-east/2a267aac-4136-45ad-972f-106ac91e5acd/>). However, USA's dominance war with countries like Germany, France and other European Union (EU) countries and Russia with whom has become an alternative major power again thanks to their natural gas reserves in Eurasia didn't allow this to happen, the before mentioned countries stated that they wouldn't support such an attempt without a United Nations (UN) decision or a legitimate ground for the reasons of the invasion. Despite the UN decisions and the UN Atomic Energy Commission's authorities' negative reports, the USA invaded Iraq, which they had declared a "terrorist government" with their own rationalization, on the 20th of March 2003 on the basis of using a "pre emptive war" strategy that they had created in 2001.

The USA started a intensive disinformation period in order to hide the real causes of the war from the public opinion and to mislead their goal before the invasion. During this period, USA who used the "black propaganda" model of psychological war elements, didn't hesitate in using all the resources of the press, mass communication to sum up the media. Thus the USA, proved right, the famous Prussian commander and writer of the book *On War* Clausewitz's saying " *All military actions, psychological power and effects are interwoven*" (Karaagac, 2018: 81; Clausewitz, 2011: 177) by aiming an armed attack as well as a simultaneous one on the mass's psychology and carried out once again with propaganda directed, serious manipulative attack. With this psychological perception operation USA hides its main strategy of seizing the Middle East oil and spreading to Eurasia. It aimed to legitimize this illegal action carried out towards Iraq in front of the world public opinion. The main argument used to realise this goal is that they tried to hide behind the slogan "saving democracy" as their main motivation for carrying out this operation. And in order to imprint this in the mind of the public they mobilised all the facilities of modern technology. However despite the all their efforts and psychological war, the mass destruction weapons theory they had put forward and the propaganda that the invasion was done in the name of "democracy" didn't influence the masses and the public opinion wasn't convinced. Thus the desired effect wasn't reached.

Moreover the psychological war methods and propaganda means are actually the a follow-up of the archaic imperialist tradition. These methods that existed well before America was a global power, and that they were used by the imperialist British Empire refinedly is a well known fact. One concrete example of this, is the allegation spread by the British Intelligence during the first world war that the Turks carried out genocide against the Armenians. Britain, just like the USA wanted to dominate the Middle East Oil and divide the Ottoman Empire so as to increase their power to rule the world; for these aims they used methods of “black propaganda” like lies, slander and fabricating evidence and poised the Turkish and Armenian communities whom had been living in peace for centuries against each other. Just for this purpose Arnold Toynbee who held the status of being Britain’s official historian published a book full of fabricated evidence. The British carried on attacking by using all the technology of the time to its very extent until the Turkish National Movement began. They used all the propaganda means and psychological war elements in order to rule the masses and control minds.

It can be easily said that there are a similar type of mentality behind both with the Armenian genocide issue and the USA’s mass destruction weapons allegations. This mentality is the imperialist mentality which aims to impose on the rest of the world. Furthermore both of these issues have a similar start point; Having the oil in the Middle East and spreading to Eurasia. The methods used by both governments to reach their goal and instruments used to legitimise these illegal attempts match completely. Within this context it can be said that as technology developed the imperialism changed its instruments; but its nature has remained intact. By using all the current psychological war methods from dis-embedding terms, forming societies with false facts to disinformation and propaganda, they never made compromises of their imperialist character which continued using these methods nor did they compromise for their aim to imperialise nations.

In the first part of this study the “psychological war” method and types of propaganda, which are used by Western Imperialism, have been examined. In the following parts, the process of the Armenian genocide lie and USA’s mass destruction weapons allegations, which directly interest this study, have been presented; in the last part a general evaluation has been made of the findings from a press work ethics perspective. The aim of this study is to examine a relocation which became a historical turning point at the beginning of the 20th century and America’s operation towards the Middle East in terms of propaganda and psychological war elements. Both of these historical events show how masses are manipulated and how the truth can be covered up with speculative news. Besides this, the aim is to see that both the “genocide” perception which Britain wanted

to form, of the Turks by fabricating second hand documents, memoirs and subjective reports which were based on personal thoughts and the negative perception of Iraqis which America wanted to form globally by using yet again forged reports, personal opinions and allegations which haven't been approved by officials have a point of intersection. It is worth nothing that both cases despite being formed by manipulative allegation that aren't based on first hand sources, documents and facts, both were globally successful and should be examined. Based on this, as a secondary aim of this study, the historical propaganda materials which were used to create a negative perception both with the "genocide" and the USA's Iraq allegations have been specifically analyzed and thus clarified the reflections the imperialist system which used psychological war materials as part of a global perception operation has on the Middle East region.

2. PSYCHOLOGICAL WAR AND PROPAGANDA TECHNIQUES

Psychological war is defined as the usage of information in order to change a person's feelings, thoughts and behaviour both in war and in peace. According to Muzaffer Özdağ psychological war is a mass hypnosis in order to put the enemy to sleep, deceive, divide and make them unresponsive. Erol Mütercimler describes psychological war as information effecting people's ideas and thoughts and shaping these as one desires. In today's world, the power groups use this method in order to rule of masses and reach imperialist goals. Today in which dominance isn't in army and weaponry but in information and its usage, the ones who have information and are able to use it the best are successful. (Tarhan, 2008: 21; Özdağ, 2003: 11; Mütercimler, 2006: 546).

2. 1. Psychological War's Strategic Aims

The strategic aims of psychological war which is today's and the future's most powerful weapon are:

- 1- Exploiting the enemy's political, economical, social and psychological weakness, to demoralise their will to fight.
- 2- To organise the rescued area to enable control.
- 3- To defeat the enemy, by affecting the thoughts, thrills, tendencies and behavior persistently; to weaken the enemy's resolve to resistance and fight by breaking down them morally through demoralizing, to scare them in order to discourage them. (Tarhan, 2008: 24)

2. 2. Psychological War's Tactic Aims

Psychological war has five tactic aims which are respectively:

- 1- To increase the feeling of obedience in the society

- 2- To mislead the international public opinion
- 3- To drive a wedge between the people and government
- 4- To mislead the commanders
- 5- To enable the culture change

Amongst the mentioned aims the tactic aim which is directly relevant to the subject of this study is “to mislead the international public opinion”. With the lobbying the Armenian diaspora intensively undertook, the unlawful allegations of “Armenian genocide lie” which they wanted to promote to the world and before the invasion of Iraq the United States of America’s allegation that the country possessed “mass destruction weapons” were used towards this tactic’s aim in order to mislead international public opinion and control minds. With this psychological war tactic the Armenians and Americans aimed to isolate these target countries in the world’s public opinion economically and politically. (Tarhan, 2008: 24)

2. 3. As a Psychological War Weapon: Propaganda

2. 3. 1. The definition of propaganda

Psychological war’s offensive and defensive weapon is propaganda. Its ammunition is information in forms of words, writing, pictures, brochures and e-mails. The aim of this type of war is to convince people, just like Sun Tzu said 2500 years ago, before fighting against the enemy, without fighting but using war games to defeat and isolating this enemy person, group or country and being beneficial to the ones doing the propaganda directly or indirectly. (Tarhan, 2008: 35-36; Sun-Tzu, 2007: 4)

According to Turkish Language Association [TDK], the meaning of the word propaganda that is used as a weapon in a psychological war is *the work of introducing a doctrine, thought or belief, infusing it to people and spreading it via means like words and writing*. Prof. Dr. Nevzat Tarhan defines propaganda similar to TDK: “*Information, documents, doctrines and views published with the aim to influence a groups thoughts, emotions, behaviour, attitudes and actions and change them*”. According to Orhan Hançerlioğlu, *It is any type of effort spent to spread an idea* and especially the cinema is the most effective of these efforts. (Turkish Language Association [TLA], 2005: 1628; Tarhan, 2008: 36; Hançerlioğlu, 2000: 267)

Generally speaking as a conclusion from these definitions, propaganda is the works of using all audiovisual communication devices and art such as cinema, theatre, art etc. with the aim to change and shape a thought or doctrine, people’s emotions, ideas, attitudes and behaviour. The two gulf attacks that have happened in the last twenty years and throughout the whole history of imperialism, this psychological war weapon has been used

many times to put societies to sleep and turn them into mankurt; especially in the Nazi Germany period the Minister of Propaganda Joseph Goebbels used this weapon to the detriment of the whole world. The Armenian genocide lie needs to be evaluated in this framework too. The western imperialist states by taking the Armenians to their side, forgetting their genocide crimes they have committed throughout history are carrying out a nasty propaganda which is trying to put relocation, a normal procedure in times of war, in the category of genocide and with this propaganda they are trying to isolate, alienate the Turkish Republic from the world public opinion and silence the rightful voice of Turkey.

2. 3. 2. Types of propaganda

There are various styles and different types of propaganda which was defined above. Namely these are:

1) White Propaganda: This propaganda isn't hidden. The source is known and it wants to be introduced. It is clear and transparent. In this type of propaganda the truth is important, otherwise it doesn't work and betrays the trust. The advantage of white propaganda is that the strong side can confute the opposite side's ideas and decrease its followers. It builds trust in truthful, transparent and clear masses. The disadvantage of this propaganda is that it can't spread to wide areas and move freely.

2) Grey Propaganda: One of the most important propaganda means of psychological war is grey propaganda which doesn't have a definite source and is far from proving the truth. The main content of this propaganda are "rumours". The way it works isn't restricted. The advantage is that it is seen as good by its addressee. It doesn't give the addressee the feeling of propaganda. Because its source isn't known the most thrilling issues may be used.

3) Black Propaganda: its source is known yet it is shown as if there are different sources. In this method cheating, plotting, slandering, provocation, sneakiness, forged evidence is free. Confidentiality is the basis. It aims to change the truth, unsettle beliefs and confuse the society's mind. If the source is revealed it has no effect. It feeds on lies, slander, rout and any type of self-seeking way and forged evidence.

4) Armed Propaganda: This is a method used by terror organizations. They use it to prove their existence. They draw the attention of the press and public with extraordinary actions. Armed propaganda aims to cloy the public and government authority.

5) Mixed Propaganda: Some groups use armed, clear, ambiguous and secret propagandas together when their interests are mutual. (Tarhan, 2008: 36-45)

The Armenian genocide lie and America and Britain's mass destruction weapons allegations are mixed propaganda. In order to cover up the real reason for the invasion which was carried out with the aim to seize the oil in Iraq and spread to Eurasia from the Middle East, the USA used a propaganda saying that this was a war of democracy and asserted a claim that Iraq had mass destruction weapons so as to legitimize this invasion to both the American public opinion and world. Armenians who took the support of all kinds of communication and propaganda means of imperialism showed a situation that had never happened as if it existed and used black propaganda methods like slander, smear and forged evidence to change the truth, to cast doubt on beliefs and confuse the public memory.

3. THE ARMENIAN GENOCIDE LIE AND PSYCHOLOGICAL WAR

When the Armenian genocide issue is considered with the psychological war methods explained above, it can be understood that it was brought forward as a result of western imperialist politics to mislead the masses and isolate Turkey. The famous British historian Arnold Toynbee was the person to bring forward the genocide lie through propaganda. Toynbee published a book with the known historian James Bryce with whom he had a "black propaganda" work in 1916 called *The Treatment of Armenians in the Ottoman Empire 1915-1916*, also known as "The Blue Book". This book is different from the other "Blue Book"s that were published by Britain and officially named *State Papers*. Because the other "Blue Book"s consisted of official consulate and embassy documents; however in this so-called "Blue Book" there aren't any British official documents. Due to the war in 1914 the Turkish-British diplomatic relations had stopped, the British Embassy and Consulates had closed down. As a result, the reports related to the relocation that were published in Toynbee's "Blue Book" weren't of the British diplomats, but were sent by people with no official title and whose objectivity could be questioned like missionaries, newspaper reporters and Armenian secret societies. There are 150 documents in this book. 70 of these documents were sent by American missionaries who adopted the Armenian allegations, 50 of them were sent by Dashnak secret societies. (Şimşir, 2005: 29-30)

An American historian Justin Mc Carthy said this about the book:

"All the documents written in this book to be used as propaganda are completely forged and fake. A quarter of those reporting have an unknown identity, what is presented as documents in the book are actually quotations from Dashnak newspapers. These aren't big lies, they are stupid ones". (Şimşir, 2005: 30)

From McCarthy's quotation it can be understood that the book is nothing but a psychological operation material. It was clearly written to change the truth by using forged evidence and fabricated news with unknown sources and create a social conflict thus it is part of "black propaganda". The author of the book Toynbee confessed the truth and in a letter dated the 23rd of June 1916 to Prof. Margloioth at Oxford University he wrote that the documents in the book were learned at second hand, based on rumors and not concrete information. (Aygün, 2006: 106)

The other author James Bryce had been working for the Armenian case since the 1870's. He was the founder and president of the Anglo-Armenian Association. He was the head of the Armenian lobbying in Britain. James L. Barton who helped prepare "The Blue Book" ordered 3000 copies as soon as it was published and sent these to influential people in America, one of whom was President Wilson. The main aim of publishing the book was actually to gather help for the Armenians and create awareness amongst Americans to enable America, who was impartial about entering the 1st world war, join beside Britain. For this, in the summer of 1914 before the relocation a propaganda campaign was even started stating that *Christian Armenians were being massacred by Muslim Turks*. (Şimşir, 2005: 32-33)

With the successful completion of the Turkish National Movement by the revolutionist group under the leadership of Atatürk enabled the black propaganda related to the Armenian genocide lie and psychological war fall of the agenda. However, after the 1960's this propaganda began to rise again. Especially in 1965, the 50th year of the 1915 relocation, the Armenians started to a intensive hostility against Turks campaign called "The 50th year of the Armenian Genocide" in America, France and some other countries. During the campaign which continued after 1965, there was a significant increase in the number of Armenian societies and institutions all around the globe. In America alone there were 1228 Armenian institutions. As the institutions increased so did the activities that were held. Especially in countries which Armenian diaspora was intensive, they began to erect genocide monuments. The first genocide monument was erected in 1967 in Montebello, California, United States of America [USA]. The second monument was erected on the 7th of November 1967 in Yerevan. The same year Armenia erected another monument in the city of Sisernakabend. The last monument was erected in 1971 in the city of Marseille, a place in which there are a lot Armenians residing. France, competed with other countries when it came to this matter. Today in various areas of France, there are thirty four monuments, crosses and squares. (Şimşir, 2005: 35, 230; Kılıç, 2008: 4)

The 1970's were the years that black propaganda weakened and armed propaganda became more prominent. In these years in order to get the

attention of the public, show how effective they are and increase the global awareness towards the Armenian genocide, Armenian terror organizations slaughtered 34 Turkish diplomats, diplomat relatives and embassy workers. The 1980's and 90's were a period in which the black and armed propaganda used together was expressed in various country's parliaments. During this period the parliaments of Greek Cypriot part, Greece, Russia, France, Sweden, Lebanon, Canada, Argentina, Switzerland, Uruguay, Slovakia and Holland took decisions that recognized the Armenian genocide. The allegations on the Armenian genocide began to be brought to the agenda intensively and systematically after 2000, in line with the USA's Broader Middle East Initiative. Some Turkish authors and historians were gathered by the foreign intelligence and added to this intensive propaganda. The 2000's in which the nationalitarian stance was measured, some Turkish intellectuals who had taken writing lesson in foreign countries went on to claim that "*The Turks had slaughtered one million Armenians and thirty thousand Kurds*". These intellectuals under the guidance of imperialism tried to reverse the truth, ruin their nations values and beliefs with naïf requests like "we must face our history" and went on continuing the propaganda against their nation by starting signature gathering campaigns like "*We apologise from Armenians*". Those intellectuals who didn't condescend to similar imperialist psychological war operations, who had a national stance and used expressions like "there was no genocide" got punished. (Özgen, 2009a; Mazıcı, 2005: 32; Şimşir, 2005: 35-39, 247; Ulusoy, 2005: 4)

An investigation opened against Halaçoğlu in 2005 because he denied the Armenian genocide allegation in a speech he gave in Switzerland. Many foreign authors with honor of an intellectual were also punished for not joining the globally attempted Armenian genocide propaganda. Bernard Lewis who didn't accept the Armenian allegations and said that what happened in 1915 couldn't be defined as genocide was convicted, Justin McCarthy who confuted the genocide allegations was excommunicated by Armenian writers. (Şimşir, 249: 13)

Turkey on the other hand followed the "white propaganda" method and tried to defeat the "black propaganda" pointed towards it, with the help of information based on historical documents and sources. Turkey put forward a proposal of forming a commission of historians to openly discuss all the document, but this proposal was rejected by the Armenians on the grounds that Turkey didn't recognize the genocide (Ulusoy, 2005: 12). This is actually an argument that has been developed by the Armenians who don't trust their evidence, with the aim to hinder the issue being taken to a legitimate basis and it is completely contradictory. Because, wanting the issue to be taken into discussion is due to the fact that Turkey doesn't accept such a slanderous accusation. Accepting such an accusation from

the beginning means that Turkey confutes its own thesis. This lifts all the reasons for discussing the issue in any basis. To sum up this means Armenia is saying to Turkey “*There is no need to discuss, accept the genocide*”. Despite Armenia’s attitude Turkey on the other hand continues to do the right thing and requests the issue be taken to a legitimate basis in which the issue, documents and information can be discussed openly at every platform. However, the “white propaganda” which Turkey continues to carry out with clarity and honesty and should normally bring about awareness in the world public opinion cannot defeat the “black propaganda” which is being supported by the imperialist government’s mass communication and strengthened by slander, lies, cheating and forged evidence.

As a result Turkey has had to eliminate this psychological war which is an extension of an imperialist project and put into action its educated human potential to clean up the accusations. This led to both the government and people with national awareness to set up research commissions/committees to prove Turkey’s rightfulness. Works were published, conferences and symposiums were held, television and radio programs, public discussions were organized. Individuals would have normally been working to improve and modernise Turkey, instead of using this time to improve themselves they were busy proving that Turkey hadn’t carried out genocide. Moreover imperialism wants to keep this educated human potential busy with these vicious discussion and keep the country away from carrying out more research and development activities that would improve them.

4. THE USA’S IRAQ LIES AND DISINFORMATION

USA who aimed to change twenty four Islamic countries’ borders with the Broader Middle East Initiative (BMEI), used the debated 9/11 events as an excuse and started their “crusades”, just as George W. Bush said, against Muslim countries. The USA who wanted to seize the oil reserves and to spread to the Eurasia geography, chose Iraq, which became more dominant with a strong leader like Saddam Hussein, as their first target. At the end of the invasion on the 20th of March 2003 one and a half million civilians had lost their life, about five hundred thousand had been crippled, seven million people had been displaced, and Iraq was unrecognizable. (Cömert, 2008: 79; Özgen, 2009b)

The neocons who supported USA’s invasion and the president George W. Bush even accepted that the mass destruction weapons allegations were false and that they were created so as to carry out this unlawful invasion which was against UN decisions. Paul Wolfowitz who spoke to Vanity Fair Magazine in the July 2003 issue confessed that the mass destruction weapons allegation was a bureaucratic obligation to overcome the UN General Assembly. He stated: “*We had ten reasons in total for war and we*

focused on mass destruction weapons for bureaucratic reasons because this was the only reason everyone could come to terms ” (Aydınlık, 2003: 40). Britain who supported the USA’s unjust occupation didn’t please its public opinion with the mass destruction weapons allegation. Robin Cook a senior Member of Parliament from the Labour Party spoke about the mass destruction weapons allegations in an interview on the 8th July 2003 and stated:

“Until now wars have occurred for relatable reasons. However, the invasion of Iraq was not done because it was an event, but rather an act as a deterrent to void a real and existing danger. This information can only be obtained by secret services. This is why the intelligence which is going to be used must be a hundred percent convincing. However, it was obvious that the allegations were unsound from the intelligence report presented to the parliament last September. As a matter of fact, although all this time has passed, there are no mass destruction weapons. The secret services hadn’t given any information that would be a reason for war. Blair used their information to create a reason...”. (Taş, 2003: 43)

Before George W. Bush handed over his presidency to Barack H. Obama in the last press conference that was held, he confessed that he made a mistake with the mass destruction weapons allegation turning out to be a lie. (Hürriyet, 2009)

The USA’s unlawful invasion is actually a fragmentation war with the aim to enable the exploitation of the existing nation states in terms of politics, economics, military, culture and to get the biggest interest in the world’s new share. In this war, the USA acted with the mindset of “god state” of which it was unsure of and carried out a “national state genocide” by adopting hegemonic human rights and democracy imperialism, acting with refined lies and violating every national agreement; (Yürükel, 2005: 143-144) in addition to this, the USA used every kind of media as a means for reaching their imperialist goals by using “black propaganda”; thus not only did they keep masses becoming aware by deceiving the world opinion but also prevent the right information from being spread. Just like the British imperialism which put forward the “genocide” allegations and couldn’t find any evidence in order to support their argument yet continues to try to fabricate evidence.

The main vain of these historical manipulative and provocative propaganda operations of this type, which were conducted by the USA as it is stated above, is the British Imperialism. This goes back to the 16th century and reaches a peak in the 19th century (Black, 2020: 356). By using the exact manipulative propaganda methods and conducting psychological operations for a long hegemony period, the British imperialist mentality tried to shape and control the masses perceptions.

Moreover, they wanted to use this perception operation and mass manipulation to apply for the whole world just like the USA targeted.

A significant example of this was them putting forward the allegation that the Ottoman Empire carried out “genocide” towards their Armenian citizens. In order for this provocative allegation to be accepted as “true” and “real” at a global scale, they haven’t put forward anything but reasonings that are far from objectivity, are speculative and aren’t based on any documents. They haven’t presented any concrete evidence. Just as the USA couldn’t support Iraq’s mass destruction weapons allegation with facts, the British imperialism wasn’t able to base the “genocide” allegations on anything other than the Blue Book which was written to manipulate and the subjective Armenian allegations. There is no doubt that the imperialists aim is not for the truth to come out but to cover up the truth that isn’t in their interest and thus enable the validity of fabricated news at a global scale to shine their hegemony.

5. AN ANALYSIS OF THE ARMENIAN GENOCIDE LIE AND AMERICA’S MASS DESTRUCTION WEAPONS ALLEGATIONS IN TERMS OF PRESS WORK ETHICS

After the USA invaded Iraq a new type of journalism came about, which was defined as “embedded journalism”. This new type of journalism moved in accordance with the measurements set by the Pentagon and thus couldn’t make independent news. The “Embedded journalism” model which enabled war to be packaged and marketed just like a product, differed from the press being dependent on their own control and the understanding “*To prevent interventions that may be made on the press, from the government and to create press which has respectability towards the public*” and ignored fundamental rules such as the universally accepted press moral codes like accuracy, honesty, objectivity, not hiding events, researching the accuracy of news etc. Furthermore, having the news that the false news that the mass destruction weapons exist in various newspapers and due to its deceptive and manipulative nature on the public opinion, this enters into the second clause of the second article of “Code of Ethics for International Workers in the area Press and Information” which contains the expression “Slander, accusations without proof must be accepted as a gross professional fault”. This directly clashes with the universal code of ethics which research the accuracy, honesty, objectivity, accuracy of news. Reporting rumors, trying to strengthen the peace; not reporting news that may cause uneasiness, publishing exaggerated news or fabricated news is against these codes drawn up by UNESCO and the formed code of ethics. (Hürriyet, 2003; Özgen, 1994: 81,83)

Publishing groundless allegations that are slanderous for a nation and aren’t based on any scientific facts like the one on the Armenian genocide

that “The Turks slaughtered one and a half million Armenians and thirty thousand Kurds” without any research, once again doesn’t obey the general rules of researching the accuracy of news and publishing rumours as news. Both of these actions are against the code of ethics for the press; News like this contradicts with the UNESCO principle of “not publishing any fabricated or exaggerated news that may cause international tension and uneasiness.” (Özgen, 1994: 83-84) Moreover, some press and broadcasting organs have some writings which belong to intellectuals that are slanderous for the Turkish Republic and Turkish nation and don’t obey these universal code of ethics in media.

6. CONCLUSION

As a result, the mass destruction weapons allegations put forward by the USA to legitimize the invasion of Iraq coincides with the legitimizing methods and psychological war methods used by the British imperialism, which was used to convince masses, aiming to divide the Ottoman Empire by legitimizing the genocide lie. Both governments based their psychological war method on an initiative called “black propaganda” in which they could shape the masses and the mental operations as they wished. In this method lies, slandering, cheating, ruse, plotting, provocation and forged evidence was used; the target mass was shaped by these methods.

The most important channel that enabled these fabricated lies and evidence reach the masses was the mass media which includes written and visual press. The press which should be independent and direct has become a toy in the hands of imperialism during this process, it has been made distant from fundamental human awarenesses like the code of ethics and human rights. Especially during the Iraq war a new type of journalism has occurred like the “embedded journalism” which contradicts with journalism principles and code of ethics for media and is dependent on the invading power thus can’t create news independent from the government. All of these developments have resulted in the news channels which take the news from its source and reach it to the masses being blocked and cut the flow of true information. This has led to masses being deceived by groundless, false news and has created a negative situation in which imperialist attitudes can shape attitudes in accordance with their aims.

What needs to be done is by using all the means of technology, all these blocked communication channels must be by-passed and new channels which can bring true information/news must be opened to the masses. Thus both the imperialist’s “black propaganda” can be reversed, the educated human potential can stop being wasted and the valuable time spent discussing these vicious arguments can be saved.

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Chapter 27

METADISCOURSE OF ELECTRONIC ADVERTISING: A COMPARATIVE ANALYSIS ON TURKISH TV AND RADIO ADVERTISEMENTS



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1. Advertising and metadiscourse

1.1 Advertising

Wilmshurst & Mackay (1999, 20) state that “advertising is around since the beginning of the recorded civilization”. The first definition of advertising would be something like “convincing people pay for things”. The understanding and techniques developed in time. Advertising, as we know it today, started as the Industrial revolution took place. At first it was only in the printed form published on the newspapers.

As technology developed, other ways of broadcasting advertisements became available. The first reported incident of electronic advertising took place in Long Island City, America. It was the commercial text about the Jackson Heights built by Queensboro Corporation. It was broadcasted on August 28, 1922 (Schulberg and Bob 1989) (Wilmshurst and Mackay 1999) (Newman 2004). At that time, only 30 stations were on-line received by 60,000 people in sum. The numbers rapidly and constantly went up.

By 1930s TV channels were broadcasting. Some researchers record the claim that the programs developed involved texts which introduced certain products to the audience. The first TV commercial reported to be broadcasted was by WNBT (WNBC now) in July 1941. It was broadcasted during a baseball match by Bulova Watch Inc. (Schulberg and Bob 1989). From that moment on, the nature and significance of advertising have evolved. By 1990's World Wide Web and mobile communication became a part of our lives. The first advertising text broadcasted, actually, was the beginning of a new era. Advertising became an inevitable part of our civilization. Cook (2001) evaluates advertising as an outcome of the mass production and scapegoat of the industrial life. Having such significant “place in human society, advertising makes interesting subject matter to study for many fields. Each field define advertising in his/her own terms. Many researchers use different words to define what they understand by the term advertising. The one definition that appeals our study the most is stated by Vilanilam & Varghese (2004, 9): “persuading the target audience through controlled, identifiable, and mass mediated messages”. The properties described here (being a message, being persuasive, being controlled, being identifiable) make advertising and stimulating subject matter for any form of semiotic and/or linguistic analysis. This is the exact motivation which impels Cook (2001) to define advertising as a distinct genre with many subgenres and analyse the genre specific features of various kinds of advertisements in discourse analytic terms. Various properties of advertisements can be used to categorize them: print vs non-print, product vs. non-product, hard-sell vs. soft-sell, reason vs. tickle, slow drip vs. sudden burst, short copy vs. long copy (Cook 2001, 14-16).

Among non-print ads (referred to as electronic in our study), TV advertising is the most popular among linguistic and semiotic studies. TV advertisements are frequently studied in terms of pragmatics, semiotics, text linguistics, genre analysis, critical discourse analysis, and so forth (Parret and Verschueren 1986) (Tony 1993) (Cook 2001) (Marshall and Werndly 2002) (Tanaka 2004) (Aguilar 2008) (Maiorani and Christie 2014). Studies that compare electronic advertising to print media advertising (Fuertes-Olivera, et al. 2001). Other forms of electronic advertising such as world wide web, mobile communication, IOS or Android applications (i.e. social media platforms) are relatively new subject matters for such studies (Cappo 2003) (Maiorani and Christie 2014) (Bušljeta Banks, De Pelsmacker and Okazaki 2015).

Radio commercials, on the other hand, do not seem to be studied frequently. To the best of our knowledge, the number of studies asking questions on the nature of radio advertisements is embryotic (Newman 2004). This is unanticipated, first of all, because radio advertising is the first form of electronic advertising (Schulberg and Bob 1989) (Vilanilam and Varghese 2004) (Wilmshurst and Mackay 1999). Although there are numerous other alternative ways to broadcast, the firms do not neglect the role of radio advertising. Almost every company includes a radio campaign among the possible forms. Many agencies run the same ad on many media at the same period, and radio is always on the list. Schulberg & Bob (1989) name the advantages of radio ads as follows: The radio advertisements are allied more directly, they do not go on vacation, they reinforce the momentum and continuity and are more flexible since they allow audience to do whatever they want and still be able to listen to it. Schulberg & Bob (1989, 2) shares the findings in the report by Radio Advertising Bureau which informs that 80 % of adults listen to the radio in their cars each week, and 36% of adults listen to the radio at work each week. That is to say, radio advertising makes a frequently used means of communication between the firms and the customers

1.2 Metadiscourse

Our study mainly focuses on the metadiscourse elements used in advertisements. Metadiscourse is a wide term, which refers to any kind of relation between units of communication. As Hyland explains “metadiscourse embodies the idea that communication is more than just the exchange of information, goods or services, but also involves the personalities, attitudes and assumptions of those who are communicating” (Hyland 2005, 1). It is possible to see metadiscourse as a field of study which analyses the skeleton of the text to explain the whole structure-meaning relation in a given type of text. It is not only about the linguistic device. Hyland (2005, 4) states that “metadiscourse offers a framework

for understanding communication.” Accordingly, he suggests that “all metadiscourse is interpersonal” (2005, 4). This leads Hyland to define an interpersonal model of metadiscourse which is summarized on Table 1.1.

Table 1.2: Hyland’s Model of Discourse (2005, 49).

An interpersonal model of discourse.

<i>Interactive</i>	<i>Help to guide the reader through the text</i>	<i>Resources</i>
Transitions	express relations between main clauses in addition;	but; thus; and
Frame markers	refer to discourse acts, sequences or stages finally;	to conclude; my purpose is
Endophoric markers	refer to information in other parts of the text noted above;	see Fig; in section 2
Evidential	refer to information from other texts according to X;	Z states
Code glosses	elaborate prepositional meanings namely;	e.g.; such as; in other words
<i>Interactional</i>	<i>Involve the reader in the text</i>	<i>Resources</i>
Hedges	withhold commitment and open dialogue might;	perhaps; possible; about
Boosters	emphasize certainty or close dialogue in fact;	definitely; it is clear that
Attitude markers	express writer’s attitude to proposition unfortunately;	I agree; surprisingly
Self mentions	explicit reference to author(s) I;	we; my; me; our
Engagement markers	explicitly build relationship with reader consider;	note; you can see that

The model is built on the distinction between interactive and interactional dimensions. The first dimension “concerns the writer’s awareness of a participating audience and the ways he or she seeks to accommodate its probable knowledge, interests, rhetorical expectations and processing abilities” whereas the second dimension “concerns the ways writers conduct interaction by intruding and commenting on their message” (Hyland 2005, 49). In other words, the interactive dimension explains the specific ways how the producer of the text communicates with the audience. The interactional dimension covers the ways how the producer reflects him/herself in-between the lines. The tools of interactive dimension are transitional markers, frame markers, endophoric markers, evidentials, and code-glosses. The interactional markers include hedges, boosters, attitude markers, self-mentions and engagement markers.

1.3 Metadiscourse in Advertising

Academic texts have been a popular study matter for metadiscourse studies. Other genres and settings make equally versatile data for analysis of in the field. Media texts are among these genres. Newspaper headlines and slogans (Fuertes-Olivera, et al. 2001), letters (Carrió-Pastor ve Calderón 2015), and various kinds of persuasive texts are among the analysed genres.

Alejo-González analyses metadiscourse in commercial websites. She comments that metadiscourse offers useful tool to understand the organization of multimodal texts (Alejo-González 2005, 51). Kumpf highlights the idea that understanding the role of the visual signs in metadiscourse would be an advantage on the part of the producer of a text by helping him/her to convey the desired meaning with the desired effect on the audience (Kumpf 2009).

Ikaria-Maina draws attention on the multimodal nature of advertisement texts and claims that an analysis of metadiscourse of this genre would help the producer of the text to enhance the impact of the intended message (Ikaria-Maina 2014).

TV ads are more frequently analysed in semiotics. However, the number of metadiscourse or discourse studies on these genres are not high. Despite their research productive structure, advertisements are not frequently studied texts in terms of metadiscourse features they display. The genre of advertisements has been studied by researchers who analyse metadiscourse structure of newspaper headlines, slogans (Fuertes-Olivera, et al. 2001) (Meinhof 2004) (Dastjerdi, Davoudi-Mobarakeh ve Zare 2012) (Kuhi and Mojood 2014) (Dafouz-Milne 2015), or electronic media forms such as web ads (Cappo 2003) (Wahl 2014).

Few numbers of studies provide analysis on metadiscourse of TV ads. To the best of our knowledge, there not any such studies that analyse metadiscourse of radio ads.

All of the cited studies share the basic claim that metadiscourse supplies useful equipment for the researchers who aim at finding out the nature of communication between the producers of the text and audience. These studies seem promising for both the producers of persuasive texts and the relevant audience; however, the number on studies on metadiscourse in persuasive texts are limited in number. To us, this is what makes metadiscourse in persuasive texts a challenging and question rising study matter.

2. Metadiscourse in Turkish TV and Radio Advertisements

Motivated by the challenging outcomes of a study on metadiscourse in persuasive texts, we aim at understanding how interactional and interactional

metadiscourse elements are used in TV and radio advertisements and what these elements reveal about the genre specific properties of the relevant texts. Our study focuses on the following questions:

1. Do TV and radio advertisements use the personal metadiscourse similarly?
2. Do TV and radio advertisements use the interactional metadiscourse similarly?
3. At what points do the metadiscourse in TV advertisements and radio advertisements differ? What does the differences reveal about the genre specific nature of two sub-types of advertising?

Outlining the similarities and differences between two types of advertisements may shed light on persuasive power of advertisements broadcasted on different channels thus belonging to different contexts: TV and radio broadcasts. We hypothesize that TV ads are main persuasion tools whereas the radio ads have a multiplier effect on other media. Our study aims to make it possible to understand the similarities and differences of each medium of advertising on metadiscourse level.

2.1 Method

The method of analysis of our study is qualitative and quantitative in nature. We form a database of the linguistic signs used in the texts by transcribing the advertisement texts. We use specific corpus analysis tools to run frequency analysis on the data to get quantitative results. In addition to that to include analysis of visual signs, we used computer software ELAN (EUDISTIC Linguistic Annotator) (Lausberg 2009) when paralinguistic elements are relevant to the discussion. ELAN is a freeware developed by the Max Planck Institute for Psycholinguistics and is available at <https://tla.mpi.nl/tools/tla-tools/elan/>.

To understand the metadiscourse structure and differences between TV and radio versions of the advertising texts, we need more than numbers. Our quantitative analysis, thus, covers specific explanations and analysis on the functions of the analysed elements, the motives why a particular element is preferred over any other and functions of the elements in discourse.

AntConc helps linguists to analyse texts in statistical terms. The program, provides the numerical data such as frequency of linguistic items (called token), exact word counts and keyword lists and more.

The basic metadiscourse elements questioned in the texts are: transitional signals, frame markers, endophoric markers, evidentials, code glosses (interactive dimension) and hedges, boosters, attitude markers, self-mentions, engagement markers (in interactional dimension) (Hyland 2005, 51-55).

2.2 Data

Our data includes 45 TV commercials and 45 radio advertisement texts designed as part of cross-campaigns. Cross-media advertising is a strategy used by business owners to market a business using various types of media. Owners may use all of media types individually or combine several mediums to create a cohesive marketing campaign. Each type of advertising text is represented in the database equally. However, the duration of the advertisements is not the same. That brings us with the question of different corpus sizes. Our database is composed of 4161 words (tokens) in sum (2532 of TV ads, 1629 of radio ads). The token count gives us the orally pronounced text. To make the two databases quantitatively comparable and the respective percentages meaningful, the textual data is normalized by 1000.

The analysed ads were randomly chosen, from various radio and TV channels broadcasting on numerous Turkish TV and radio channels. The subject language to our study is Turkish.

The data includes many different types of products, even non-products. The ads included in the database are not classified on the basis of the product advertised. What we aim at is to compare two versions of the same product list. The type of the product is unrelated for our research questions. Products, though, share the common feature of intended audience. Target audience of all the included advertisements are adult of age 25-70.

The study is conducted on Turkish data. One might doubt that the culture of speech community has certain influences that will affect the results. That might be the case. Nevertheless, it is not possible to detect any cultural influence without comparing the analysis of ads composed in at least two different speech communities, which in on its own a sociolinguistics research. That's why any culture influences that might be observed are ignored within the aims and research questions of the present study.

One other limitation we should note is on the paralinguistic features of the audio-visual text. Since radio ads are only audial, the images and any other type of visual signs are out of question. Multimodal nature of TV texts however, make it necessary to include images, written texts, logos, gestures and the like. An analysis which includes all paralinguistic elements in the analysis would be more than a metadiscourse study, i.e. semiotic analysis. What's more such an analysis is not possible to be completed on 45 different texts. For any semiotic analysis on audio-visual text a database composed of 45 different texts would include a large amount of research to be given in a research article. That's why we include these types of signs in the analysis only when a non-audial sign functions as a metadiscursive element in the texts.

2.3 Data Collection

The advertisements have been recorded in February 2017-August 2017, on various Turkish TV and radio channels. The radio ads were recorded by a voice recording application on IOS 10.3.3. Most of the TV advertisement videos are available online on various online web channels. If so, they were downloaded via video downloading extensions on the web browser. Since their quality is better, online version was preferred over the HandyCam recordings when available. The TV ads which are not available on public YouTube channels were captured by the Sony Handy Cam (HDR-CX220).

2.4 Process

During the analysis process, both TV and radio commercials were transcribed by the researcher. To analyse the metadiscourse elements of the texts, we benefited from AntConc 3.4.4. Corpus Tool (Anthony 2017). The text was recorded as a plain text file. The AntConc (Anthony 2017) software provides tools such as frequency analysis, word listing, lemma search etc. We used the word listing and word search, frequency analysis and concordance tools during the analysis. Even though the software provides numbers, it cannot tell what the function of the certain token in the text is. At this point, the gathered data was eliminated manually by the researcher. The statistical results show the manually eliminated data, which is cleared off from the irrelevant hits.

3. Results

In this section, you can find the quantitative results of the analysis. That is, the statistical analysis of different metadiscourse elements used in TV and radio ads. In the next section, we provide qualitative results.

3.1 Radio advertisements

Although radio advertising would seem old fashioned at the first thought, our research has made it possible for us to conclude that this is not the case. Radio ads are still as popular as they were in the first years of broadcast. The numerous advantages they provide might be the key reason for that: being cheap, easy to broadcast, world-wide popular, easy to follow while busy with things, being catchy (Schulberg and Bob 1989, 6-10). Schulberg and Bob (1989) noted radio ads are ineluctable and have unique advantages over any other means of advertising. That's the reason why almost all of the firms which broadcast advertisements on TV also broadcasted a radio version of the TV ad.

As for the metadiscourse items used in radio ads, the most frequent two are self-mentions and engagement markers, followed by transitional signals and hedges.

On Table 3.1, you can find the detailed numbers and percentages of the relevant items.

Table 3.1 Use of metadiscursive elements in the radio ads.						
Interactive Resources						
	Transitional Markers	Frame Markers	Endophoric Markers	Evidentials	Code Glosses	Total
n ⁱ	56,48	3.69	23.94	0,61	1,22	85,33
% a ⁱⁱ	19,66%	1,07%	8,33%	0,21%	0,43%	29,70 %
% b ⁱⁱⁱ	5,65%	0,31%	2,40%	0,06%	0,12%	8,54%
Interactional Resources						Total
	Hedges	Boosters	Attitude Markers	Self Mentions	Engagement Markers	0
n ⁱ	3,09	18,42	12,28	64,46	103,74	202
% a ⁱⁱ	1,07 %	6,41, %	4,27, %	22,44%	36,11%	70,30%
% b ⁱⁱⁱ	0,31 %	1,84 %	1,23 %	6,45 %	10,37 %	20,20 %
n: Number of tokens normalized by 1000.						
% a: % in metadiscursive items						
% b: in Word count						

As clearly seen on the table, radio advertisements are not very rich in interactive resources of metadiscourse elements. Except for the 19.66% for the interactional resources of metadiscourse elements. Among these, self-mention (36,11%) and engagement markers (36,11%) are the two mostly observed items. Boosters are also frequently used in radio ads.

3.2 TV advertisements

TV advertising unlike the radio ads may not be plausible everywhere or while people are busy. Nonetheless, this does not make TV advertising less popular than it has been. Today’s world, it is advertising that finances the TV channels. They are inevitable both for producer companies and for the customers.

At this point, metadiscourse elements and metadiscourse structure of the TV ads and that of radio ads’ do not seem to be much different from each other. Table 3.2 shows that the statistical analysis of the metadiscourse elements used in TV advertisements align with radio forms.

Although the word count and the text sizes are much higher, the percentages in the table points similar structuring with that of the radio ads.

Table 3.2 Use of metadiscursive elements in the TV ads.

Interactive Resources						
	Transitional Markers	Frame Markers	Endophoric Markers	Evidentials	Code Glosses	Total
n ⁱ	42,26	6,32	3,56	0,79	1,98	54,90
% a ⁱⁱ	16,87 %	2,39 %	1,34 %	0,90 %	0,75 %	22,24 %
% b ⁱⁱⁱ	4,46 %	0,63 %	0,36 %	0,24 %	0,20 %	5,88 %

Interactional Resources						
	Hedges	Boosters	Attitude Markers	Self Mentions	Engagement Markers	Total
n ⁱ	4,74	21,33	18,56	61,22	99,13	204,976
% a ⁱⁱ	6,57 %	7,46 %	3,13 %	23,13 %	37,46 %	77,76 %
% b ⁱⁱⁱ	1,74 %	1,97 %	0,83 %	6,12 %	9,91 %	20,58 %

n: Number of tokens normalized by 1000.

% a: % in metadiscursive items

% b: in Word count

The frequency analysis of metadiscourse elements in TV advertisement texts are similar. Interactional resources are clearly more frequent than the interactive resources. Among the latter, self-mentions and engagement markers are frequent.

3.3 Radio vs TV Advertisements

Aim of advertisements is to attract audiences to encourage brand loyalty and sell goods (Spring 2011, 15). Table 1 and Table 2 show, the two subtypes of advertising make use of similar elements. Engagement markers and self-mentions are the most frequent metadiscourse elements. The statistical analysis shows that the two types of texts share much. They are of the same genre, they are structured similarly.

The units with relevant metadiscourse functions that are used to build the persuasive structure requires a closer analysis, where the distinction between the two sub-genres arise.

4. Metadiscourse Elements in Advertisements

4.1 Interactive Dimension

To start with, the interactive dimension of metadiscourse structure-including transitional signals, frame markers, endophoric markers, evidentials and code glosses- shows us that the ads on tv make use of a wider range of options.

4.2 Transitional signals

The number of transitional signals in the database is 113, which makes 16,42 % of the whole metadiscourse items. 12 different items were used in TV texts. The most frequent of additives was *da* (too) (1), and (2), an enclitic which function as an additive in the default (Göksel and Kerlslake 2005).

(1) Samara uçuşları başladı. Siz de, Rusya uçuşlarınızda Pegasus'u tercih edin. Samara flights has begun. Choose Pegasus on your flights, you, too,

(2) Önümüzdeki tatilin yakıtını da şimdiden çıkardık. We earned free oil for next year's vacation trip, too.

“Ve” (and) is also frequent in the data. In Tv texts, “ve”, functions as both internal(3), and (4) and external additive (5).

(3) Oto Koç, kadınlarımızı ve sağlık çalışanlarımızı Mart ayı boyunca sürecek avantajlarla kutluyor. Oto Koç celebrates women and medical staff by advantages lasting till the end of March.

(4) Detaylar hopi.com.tr ve bp.com.tr'de. Details are on hopi.com.tr and bp.com.tr.

(5) Geri sayım başlıyor: 3-2-1. Ve bitti. Count down starts: 3-2-1. And done!.

Other additive transitional markers are “ya da” (or) (6), hem... hem (both... and) (7), mı...mı (and), üstüne (plus), yanında (with), diğer (other), üstelik (moreover), evet (yes) (10), bile (even if), fakat (but), yine de (however).

(6) Tıp bayramına özel fırsatlarla bir Ford sahibi olmak ya da sevdiklerinize bir Ford hediye etmek için size en yakın Ford oto koç şubesine bekliyoruz. We welcome you to the closest Ford shop to get a Ford with advantageous prices or buy a Ford for your beloved ones.

(7) Enza yemek odaları hem indirimli hem hediye. Enza furniture for dinner room is both on sale and includes free items.

(8) Alinazik kebabı oldukça meşhurdur. Yanında coca colayla afiyet olur. Alinazik Kabab is pretty famous. And it goes well with Coca cola.

(9) Bir yoğunlaşma sizden diğer yoğunlaşma bizden. One feature is on you, and the other feature is on us.

(10) Evet, bazı zorlukları var. Yes, there are certain difficulties.

In the radio texts, 94 transitional markers are used. *Da*, *ve* and *üstelik* being the most frequent ones. Different from the TV ads, *ve* does not function as an internal additive in radio texts.*mı...mı* (this and that) , *birlikte* (together/along with) (11) , *yine* (again) (12) were not used in radio texts, either. The number of *da* clitic is lower (%50 less) in radio texts whereas *üstelik* (moreover) occurs more (% 100 more) when compared to the TV versions. The length and content of the radio texts are different than the TV ads. Radio ads are shorter, they do not include long lists. They communicate the most advantageous sides of the campaign and no more space is used to set the scene. *Üstelik* (in addition to that) (13) not only adds an item on the list, but also emphasizes the significance of the additional advantage the audience (customers) will get.

(11) Herkes, tüm ailesiyle birlikte sağlık güvencesine sahip olsun diye zorunluk testini kaldırdık. We cancelled the obligatory test so that everyone, along with his/her family, can benefit from the health insurance.

(12) Dördüncü 100 TL ve üzeri yakıt alışverişlerinizde, yine aytemiz İstasyonlarından yakıt alışverişlerinizde geçerli 50 parafpara hediye. On your forth 100tl expense, you earn 50 tl more credits to be used on your next oil expense.

(13) Üstelik Axesse özel peşin fiyatına 12 taksitle. In addition to these, you can get 12 instalments on the bill.

Radio texts lack other transitional markers such as *yeter ki* (unless), *ki* (so that), *-den dolayı* (because of) , and *yine de* (still). These items are used in TV versions.

4.3 Frame Markers

That is also relevant for the analysis of certain frame markers. Especially in the frame markers which link words to visual text are naturally omitted in the radio versions. These items in our data are *bak* (look). The frame marker list on the radio texts include *toplam* (in sum), *işte böyle* (so that), *önce* (first), and *sonra* (then)

Frame markers are not frequent in TV advertising, either. *Bak neden* (let's see why) (14), *bak* (see), *önce* (first), *sonra* (then), *bir* (one), *iki* (two) (15) are on the short list.

(14) Ebru karton aldı. Bak neden: Murat çok istiyordu pilot olmak şimdiden. Ebru bought hard paper, lets see why: Murat wanted to become a pilot already.

(15) Bir, benzin İstasyonu sizin. Değilmiş. Eh, o zaman iki, BP'de Hopinizi kullandınız. One, you own the oil station. No, you're not. Two, you've used your Hopi during the payment at BP.

Below, in Figure 4.3, the first shot shows where the sales girl utters (14) She says bak neden (let's see why), then Murat appears in pilot eyeglasses and hat in the following scene where the narrator says "Pilot olmak istiyordu, Murat" (Murat wanted to become a pilot)



Figure 4.3 Screenshots from *Card Finans TV ad* via *ELAN* (Lausberg 2009).

In Figure 4.3, the phrase bak neden (let's see why) links to the coming scene, functioning as a frame marker.

The radio texts give even shorter list. Frame markers seem to be quite unusual for radio texts. Only couple of examples are önce (first), sonra (then) and işte böyle (as such).

4.4 Endophoric Markers

In today's world, commerce cannot exist without world wide web. This, sure, has its effect on advertising texts. Both on TV and radio texts, we have certain links to web pages of the companies and/or products. These links serve as endophoric markers, directly referring to another version of the same text (context).

(16) Ayrıntılı bilgi mediamarkt.com.tr'de. Detailed information at mediamarkt.com.tr.

For TV ads, this may not be pronounced orally most of the time. However, written or spoken, the website links do appear at the end of the advertisement, which is pretty frequent in this type of texts.



Figure 4.4 Screenshots from AvivaSa TV ad taken via ELAN (Lausberg 2009)

The links are accompanied by the phrases like *ayrıntılı bilgi* (detailed information), or *detaylar* (details). We treated these phrases as endophoric markers.

In the radio versions, thus, these endophoric markers seem to be inevitable. 39 of the 45 radio advertisement texts finalize with the relevant web page addresses.

4.5 Evidentials

For TV ads, number of the hits for evidentials and code glosses are not high in our data. One use of the phrase *gördüğünüz gibi* (as you see) is the only sample. However, this is only the case with verbal signs. When visual signs are included in the analysis, results might change. The celebrity images, or other authorities, which are referred in a written text in citation forms, orally present their original point of views. Thus, the idea which is represented from another source (Hyland 2005, 51) is presented via the source him/herself. If it is a toothpaste, for example, advised by a dentist (the authority which is cited in an advertisement scenario) the dentist is shot in his clinic, with a white doctors' suit on, most probably with a title tag on the suit. This is the way how advertisement texts refer to authorities.

However, among the analysed texts such citations did not occur. Toothpaste firms do not seem to be using radio channel. We did not record any radio sample referring to authority or including citation. A couple of incidents were detected, though. A vitamin supplement trademark for example, used celebrity, Burcu Esmersoy, a famous ex sports person and a TV idol for young girls. On the TV version, she does not need to specify her name. In the radio version, however, the advertisement starts with her introducing her name (17). We evaluate this use as an evidential in the text.

(17) Merhaba. Ben, Burcu Esmersoy. Her sabah, bir supradyn all day ile güne hazırım. Hi. I'm Burcu Esmersoy. I'm ready for the day with one Syrpradyn All Day in the mornings.

Gördüğünüz gibi functions as an evidential item used in the TV advertisement.

(18) Evet, efendim. Gördüğünüz gibi malzemelerin hepsi özenle seçildi. Yes Mam. As you see the items are all chosen with care.

Turkish is one of the languages marking indirect evidence on the verb via evidential suffix *-(I)mış*. (Göksel and Kerlslake 2005) (Corcu-Gül 2009) (Aikhenvald 2004). The suffix does not exist in neither TV nor radio texts, indicating that all utterances are desired to carry high truth value, with factive reading. All utterances carry direct evidence, since they are not marked with indirect suffix (Corcu-Gül 2009), which rises the truth value of the relevant utterances.

4.6 Code Glosses

Among the few numbers of code gloss elements, we can include *yani* (that is) (19) as used in the following utterance, occurring in both versions of the heater advertisement.

(19) Şimdi çift yoğuşmalı kombilerde bir yoğuşma sizden diğer yoğuşma bizden. Yani, çift yoğuşmalı kombiler tek yoğuşmalı sıradan kombi fiyatına. Now, one condensing on you, and the other condensing is on us. That is, double condensing heaters are of the same price with single condensing heaters.

The TV and radio ads in the database do not alter in terms of the code glosses they use. In both of the samples only incident of code glosses is the one given in (19).

4.7 Interactional Dimension

Hedges, boosters, attitude markers, self-mentions and engagement markers are the items that connect the text with the users of language (both the producer and the receiver) functioning in the interactional dimension.

4.8 Hedges

Hedges in a written text, such as an academic article, are phrases which code possibility (epistemic possibility). They include items such as possible, plausible, may, might etc. TV ads include rare uses of such items.

(20) - Abi ne oldu?

What happened, Bro?

-Kolum çıktı, sanırım.

I think I broke my arm.

Turkish does not have modal verbs, but the modal suffix *-Abil* expresses possibility.

(21) ... bu eşsiz karizmanın olsa olsa iki sebebi olabilir.

... this unique charm only two reasons be-Possible-Aor-3rdSing

As for the radio versions, the number is lower. Only one occurrence of -Abil suffix is observed (21).

In fact, the only way to mark hedges is not suffixation. Lexical items or certain phrases may as well serve this function. In the data, such items are also few in number. Sanırım (I think) (20), galiba (I guess) are the only items functioning as hedges in the database. The two items are used in the same manner, both in TV ads and in the radio ads.

4.9 Boosters

Language users may mark obligation in the texts. This is done by modal markers. Turkish uses modal suffixes (-mAIl, -AcAk, -DIr) and a couple modal adverbs (zorunlu (obligatory), mutlaka (certainly), mecburen (obligatorily) etc) with such denotation. Except from these, lexical expressions that strengthen the truth value or certainty of the expressed propositions are various, e.g. sakın (beware), aman (beware) in the radio versions or emin adımlarla (with sure steps), var gücümüzle (with all that that we can), hayatta (never ever), her zaman (always).

The number of boosters is not high, but the items used in the advertisements make a relatively long list. Since they mark the statement as certain, persuasive texts may make use of boosters frequently (Dastjerdi, Davoudi-Mobarakeh ve Zare 2012).

The TV versions of the ads are richer in terms of the items used as boosters, both in quantity and in variety. 12 more different items function as boosters in TV ads. TV versions have 54 tokens as boosters (8,20 % of the total metadiscourse elements used in TV ads.), whereas in the radio versions the number is 19 (4,13 % of the total metadiscourse elements used in radio ads.)

4.10 Attitude markers

Unlike hedges and boosters, attitude markers add more than truth or reliability (Hyland 2005). They are indicators of producers' attitude such as agreement, preference, or hope. These meanings are also expressed via modal suffixes and modal adverbs in Turkish, along with lexical items. Haydi (come on), inanılmaz (unbelievable), keşke (I wish) are the attitude markers occurring in our database. Radio versions are relatively restricted in terms of attitude markers, both in number and in variety of the items. 4,36 % of the total metadiscourse elements serve as attitude markers. On the other hand, it is 7,14 % in the TV versions.

(22) İnanılmaz bir kampanya sayın seyirciler.

An unbelievable promotion, dear audience!

Radio versions are relatively restricted in terms of attitude markers, both in number and in variety of the items. 4,36 % of the total metadiscourse elements serve as attitude markers. On the other hand, it is 7,14 % in the TV versions.

4.11 Self-Mention

Along with the aims of advertising texts, audience of these texts are expected to “empathise with the characters and feel comfortable, feel familiar with the text, context, products mentioned”. Self-mention tools are the ideal tools to serve this purpose.

The ads have either 1st or 2nd person narrative. The words *sen* (you), *ben* (I), *biz* (we) are frequently used in the advertisements. In addition to that, Turkish being an agglutinative language, does not require the person pronouns to be uttered openly. The person suffixes are enough to mark the subject person, unless there are certain pragmatic factors in consideration. That’s why the 1st person suffixes on the verbs are taken to be self-mentions in the analysis. The percentages of the radio and TV ads did not alter too much, in terms of number of self-mentions.

4.12 Engagement Markers

Engagement markers seem to be characteristic elements in metadiscourse construction of advertisement texts. Rhetoric questions, imperatives, second person subjects are the most frequently detected metadiscourse elements.

When two subgenres are compared, we can state that TV versions use higher number of different elements: *birbirimiz* (each other), *ikimiz* (both of us), *birimiz* (one of us) (23) which are omitted in radio versions.

(23) O birimizin abisi.

He, he is a brother to one of us.

Ads create such a world that the audience gets the impression that it is him/herself who wants to act in a certain way. Engagement markers are, sure, the best tools to create this desired effect on the receiver. Instead of ordering you to do this, they try to make people think “I want this” or “I like this”.

5. Discussion

The 45 cross campaign advertisements, the radio versions and the TV versions were compared in terms of their metadiscourse structure. As followed throughout the analysis, two metadiscursive elements overweight in the structure of ads: self-mentions and engagement markers. This finding

is in accordance with the findings noted by Fuertes-Olivera et al (2001). This shows that advertisements do not try to sound as if they are making the audience act in a certain way in a didactic manner. Rather they try to engage with the audience. Ads create such a context that the audience gets the impression that it is him/herself who wants to act in a certain way, feel in the described way etc. Engagement markers, sure, are the best tool for such an effect. Instead of dictating the audience to do things, they try to make them believe it is themselves who want the product/service, by saying “you want this”, “you like this”. The frequent use of endophoric markers such as the second person plural is what creates the effect.

In addition to that boosters are third most frequent elements in the advertisements. On the contrary to the low truth value encoded by hedges, boosters raise the truth value of utterances. In a persuasive text, it is easy to understand why. The high certainty on the producer of the text helps audience to agree with the advantages communicated through the text. The speaker in the ad gives the impression that whatever s/he says carries positive truth value. When the hearer sees the high truth value,

Hedges on the other hand are low in number: advertisers try to convince people that they are confident in the truth of what they say. They try to make audience feel the same way. This is why hedges are few in number in the texts, especially in radio texts. On the radio, in a few seconds' time, advertisers certainly do not want to sound uncertain or dubious.

On the interactive dimension, transitional signals seem to be the most commonly used metadiscursive elements. Among the subtypes, additives are the most frequent transitional markers. In the TV and radio advertisement texts people do not try to communicate detailed cause-effect relations, or make comparisons, discussing the detailed features of the products/firms/services.

Similarly, frame markers, evidentials and code glosses are few. This might have to do with the time limitation on the texts. The longest advertisement on TV lasted 62 seconds, the longest on the radio lasted 23 seconds. Ads, thus, have to be designed in a “to the point” manner. Advertisers do not have time to deal with building complex cognitive processes or delving into detailed explanations, neither does the audience. They have to keep it simple.

The results show that, advertisers achieve the desired effect via self-mentions by highlighting the most appealing information alone, by engaging the audience, and by implying that the producer of the product/firm is emphatic with the audience. In addition to that, the advertisers aim at making audience think the information is important. This effect is created by the high number of boosters rather than hedges.

We conclude that it is these properties brought together what makes the ads catchy, effective, persuasive and memorable.

Our analysis also includes the comparison of TV and radio ads. What the analysis revealed in that radio ads are half the length of TV ads. The difference between two subgenres does not lie in the metadiscursive structure, but the choice made between one metadiscourse element over the other. Radio ads can be said to use more basic elements than the TV ads. The variety of the elements are more restricted. This is reasonable since their length and size are more restricted. What's more the radio ads lack the visual images, which means that they have to create the whole context by using (linguistic or non-linguistic) sounds alone. Radio advertisements have a multiplying effect on other media.

We can conclude from the analysis that with the use of self-mentions, engagement markers and boosters in the ads, the firms aim at communicating with the intended audience such that they are close friends or acquaintances. The intimate relationship is built and defined as such on the part of the firms that are introduced by the advertisements. The audience of these texts however, respond to the ads with their daily behaviours. If the rates increase the customers responds positively, if not the response is to be evaluated as negative. It is thus possible to evaluate ads on both channels as the first act of an adjacent pair (persuading) and the customers response as the second act of the adjacent pair (negative/positive response).

6. Conclusion

Advertising evolves along with human civilization. The media, form, language, structure of it can be said to be the component of communication which changes the most rapidly. It takes only days sometimes only a single day to add new media where ads are broadcasted or shared. For example, no one knows when WhatsApp is going to start advertising on the status updates of users. All versions of the advertisements, no matter which channels of media they will be broadcasted, are, in fact, designed as a single text. They are constructed with this idea. That's the reason why they should be analysed in relation to each other, in comparative studies. Metadiscourse studies have the potential to unlock motives underlying the advertising context, their unique structure. Thus, both advertising studies and linguistic studies benefit from findings of such research. This very paper is a drop in the sea.

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Chapter 28

**CHANGES IN THE ECONOMIC ORDER
AFFECTING AIRLINE COMPANIES
WITH THE COVID-19 PANDEMIC: ARE
LIBERALIZATION, GLOBALIZATION
AND PRIVATIZATION DEFEATED
BY COVID-19?**

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1. INTRODUCTION

The epidemic caused by a mutated virus belonging to the influenza virus family, which first started in Wuhan, China at the end of 2019, has had an impact on the world in a short time (Gilbert et al., 2020). Due to the virus, which was found to have a high risk of respiratory transmission, the travel restriction that started in Wuhan on 23 January 2020 was not sufficient to prevent the spread of the disease. Scientists have expressed the opinion that many infected people have gone out of Wuhan and spread the virus until this ban has been imposed (Chinazzi et al., 2020). Especially the fact that there is a large population movement for the New Year celebrations in China is shown as the reason for the epidemic reaching global dimensions (Chen et al., 2020).

The virus called coronavirus by the World Health Organization (WHO) was named “Covid-19” by making an official name definition (2019-nCoV) (WHO, 2020). With the onset of the Covid-19 outbreak, the eyes were turned into the aviation industry. All countries that have to fight the virus, especially China, have started taking measures from the aviation industry. There are reasons such as the fact that aviation is the most effective mode of transportation used in global travel, high international passenger potential at airports, and airports play an important role in controlling the entrances and exits to the country.

In the aviation industry, the measures taken to prevent the spread of Covid-19 have brought global air traffic to a halt, and many airports were closed to use and the biggest crisis in the aviation history started (Macit and Macit, 2020).

Crises such as Ebola, SARS, the September 11 attacks and the 2008 economic crisis have had significant impacts in the aviation industry.

Undoubtedly, it is clear that the Covid-19 pandemic crisis will also have important effects in the aviation industry. However, how and in what direction these effects will be discussed. In the reports published by international organizations, public authorities' statements and managers of aviation companies; It is seen that a lot of information is shared about numerical projections, post pandemic process and strategies related to normalization. However, a projection regarding the basic building blocks of the sector is not revealed.

The concepts of liberalization, globalization and privatization have determined the way of the industry from past to present and enabled the aviation sector to take its current form. If the large-scale crisis is effective on these building blocks, changes in the sectoral environment will occur and a new order may be formed for all stakeholders. In this study, the effects of the concepts of liberalization, globalization and privatization on

the sector will be discussed, and how the events experienced during the pandemic crisis affected the sector, and the compatibility of these effects with liberalization, globalization and privatization will be discussed. The main problems of sectoral changes for the post pandemic period will be tried to be clarified with the evidence presented.

2. THE EFFECTS OF COVID-19 PANDEMIC ON THE AIR TRANSPORT INDUSTRY

The first measures taken to prevent the spread of the Covid-19 pandemic started in China, which is the first place where the disease occurred. Travel restrictions, which started in China with a high trade volume, reduced trade. This situation started to affect other countries that interact with China. With the spread of the epidemic, significant restrictions in air traffic have been introduced by introducing similar restrictions all over the world. The data announced by ICAO predicts that the global trade volume of goods will decrease by 13-32% in 2020 compared to 2019, and the global economy will create a -3% contraction in the world GDP in 2020 (ICAO, 2020). In line with this projection, it has been confirmed by the IMF that the effects of the crisis will be much worse than the 2008 financial crisis (IMF, 2020). The decrease in trade and economic fluctuations will have important effects on the aviation sector.

The tourism sector, one of the most important sectors in which the aviation industry is interactive, has also been negatively affected by the pandemic crisis. At the same time, this effect is expected to be long-term. Considering that 96% of worldwide destinations have travel restrictions; a reduction in international tourism revenues between \$ 910 and \$ 1170 billion compared to \$ 1.5 trillion produced in 2019 by 2020. Undoubtedly, this situation in tourism activities will also affect the aviation industry (UNWTO, 2020).

When the situation of the trade, economy and tourism sector is evaluated within the scope of the effects of the Covid-19 pandemic: airports are estimated to lose more than 50% of passenger traffic in 2020 and lose airport revenue of 97 billion USD. On the other hand, it is expected that air passenger traffic will decrease by 35% to 65% in 2020 compared to 2019 and a 48% decrease in revenue per kilometer (RPK) (CAPSCA, 2020).

According to IATA reports, while passenger mobility decreased by 12% in the first quarter of 2020 globally, revenues from passenger transportation decreased by 20% (IATA, 2020). Quarterly data support annual projection estimates.

Reports announced by CAPSCA; with the effect of the Covid-19 pandemic, the seats offered by airlines are predicted to decrease by 32-59% compared to the 2020 start-up plans, and airlines will experience a

potential loss of gross operating income of \$ 236 to \$ 419 billion (CAPSCA, 2020).

In addition to the mentioned economic effects, precautionary practices taken by airports and airlines, the changes in passenger behavior with fear and consumer behavior, the restrictions brought by public authorities, and the financial crises faced by the enterprises put the aviation sector in a crisis that will affect its effects and sectoral dynamics.

The reasons such as the deterioration in the cash flows of various airline companies in many countries and the failure to fulfill the short- and long-term liabilities create a picture in the direction of bankruptcy. Avianca Airlines, which has the oldest airline title in the world, announced its bankruptcy and large airline companies such as Air France and KLM drew a picture in the direction of bankruptcy. Airline companies have announced that they want to benefit from various state subsidies. IATA recommended that states provide direct financial assistance, bank loans, and tax exemption and rescue support to airlines.

3. SECTORAL COUNTERPART OF THE CONCEPT OF LIBERALIZATION BEFORE THE COVID-19 PANDEMIC

Air transport has been described as a public service for many years and faced with intense intervention of the states. This tight oppressive order on the aviation industry was first broken with domestic liberalization in the USA. Those who stated that strict regulations in the USA reduced the efficiency, efficiency and service quality by preventing competition in the market and as a result prevented the increase in airline demand, sectoral secrecy was required. In this context, the first liberalization movement, the domestic liberalization, took place in 1978. Liberalization has enabled airline companies to determine their flight networks, capacities and prices as they wish by facilitating market entry (Hooper, 1997).

The liberalization process that started in the USA has shown an international influence and has enabled many countries to participate in this trend until today. In addition to liberalization, removing obstacles to entering the sector; It has had consequences such as the privatization of flag carrier airline companies, the emergence of ball-and-distribute network structures, the protection of the consumer with a competitive approach and taking steps towards liberalization in international lines (Gerede, 2002).

The attempt of updating the international bilateral air transport agreements with the aim of implementing this economic regulation initiated by the USA in domestic flights has caused the concept of liberalization to find a response in international air transportation (Oum, 1998; Chan, 2000). In the 1990s, the liberalization movement became “open skies” in terms of bilateral agreement (Doganis, 2006).

In short, liberalization has been a turning point, which eliminates the public intervention in front of the aviation sector, which has a sectoral competition environment, and in this context, securing the sectoral growth momentum by ensuring globalization of aviation. Liberalization is also the starting point for the concepts of globalization and privatization.

4. SECTORAL EQUIVALENT OF THE CONCEPT OF GLOBALIZATION BEFORE THE COVID-19 PANDEMIC

Globalization is defined as a process in which geographical barriers on social and cultural regulations are gradually disappearing and people are aware of this. Leisink talked about the economic, cultural, social and political dimensions of globalization (Leisink, 1999). The important effects of globalization were felt mostly in the field of economy. When the historical depths of globalization are analyzed, it is seen that the phenomenon of globalization occurs with the change of goods, services and international Money (Karluk and Tonus, 1998). In short, globalization can be considered as a system where borders are removed and interaction increases in every sense.

The transportation industry has been an important player in uniting countries and creating a single world order. The fact that air transportation facilitated international travel caused an increase in international trade, tourism and interaction. Air transportation, which has an important place in the development of the globalization phenomenon, has increased the economic activities between the countries afterwards.

Although air transport is one of the sectors that prepare a favorable environment for economic globalization, the sector's entry conditions and state interventions in the market have emerged as incompatibilities with globalization. Many countries liberalized their domestic lines with the liberalization tendencies that made their impact felt in the 1980s, state-owned flag carrier airline companies were privatized and bilateral airline transportation agreements were made more liberal. Thus, barriers to market access and entry have been removed, as a result, airlines have been able to globalize their service dimension. At the same time, authorities' authority to regulate frequency, capacity, tariff and ticket prices has decreased (Doganis, 2001).

Bilateral airline transportation agreements between countries constitute the legal framework of globalization in the aviation industry. With the increase in the interaction between countries, the feeling of globalization, international cooperation has started to be established. With these cooperation strategies, air transport has accelerated the growth momentum (Debbage, 1994).

The acceleration of globalization movements with the feeling of the effects of liberalization, paved the way for the passengers, who are in the

position of customers for airline companies, to receive a better quality service from anywhere in the world, in any season, month, day and hour, as often as they want and with cheaper ticket prices. The airline transportation and international flight network, which have been developing with the effect of globalization, have increased the economic globalization and became an interrelated loop (Oum et al., 2001).

5. SECTORAL COUNTERPART OF THE PRIVATIZATION CONCEPT BEFORE THE COVID-19 PANDEMIC

The concept of privatization, which emerged in the direction of liberalization in the 1980s, means that the airline enterprises maintained by public financial resources as flag bearers are managed by private financial resource providers.

With the understanding of the relationship between air transportation and trade and economy, air transportation was controlled by the states for many years under the name of public service. Airline enterprises have been tried to be strengthened by the states, but the enterprises have not played a role in sectoral development (Doganis, 2006).

The effects of liberalization and globalization have led to the acceptance of the idea that privatization may have a higher contribution to the country in terms of the aviation sector. In this direction, many countries made attempts to customize their flag carrier companies in the 1990s (Hanlon, 2007).

Thanks to the privatization; Many sectoral situations have emerged, such as the strategic cooperation of airline companies, the implementation of different strategies such as mergers and acquisitions, the emergence of different business models such as low-cost transportation, easy adaptation to the wishes and expectations of passengers, increased investments, rapid technological innovation and global adaptation (Kuyucak, 2018).

6. EXPECTATIONS FOR THE GLOBAL ECONOMY AND AIR TRANSPORT SECTOR DURING THE POST-PANDEMIC PERIOD

Covid-19 has the feature of being the crisis that caused the biggest deterioration in the global economy since World War II. With the curfews affecting approximately 90% of the world population and the practices of staying home, tourism activities have ended largely as of March 2020. This situation had a direct impact on the airline companies and accommodation companies, which are important actors in the service sector (Gössling, 2020).

The common result of research on pandemic is that travel increases the spread of infectious diseases (Hon, 2013). Medical studies of the influenza

virus have shown that air transport plays an important role in accelerating the spread of influenza and corona viruses (Brown et al., 2016). This shows that travel and tourism both contribute to the spread of the disease and its economic consequence (Nicolaidis et al., 2019). It is clear that all businesses that are directly and indirectly related to the tourism and transportation sector globally will be more negatively affected by the Covid-19 pandemic compared to the companies operating in the agriculture and production sector. This will have important macroeconomic consequences especially for countries whose economy is based on tourism and its derivatives. It is inevitable to see high unemployment rates and to experience significant losses in GDP (Fernandes, 2020).

The lack of vaccination and treatment methods to combat Covid-19 and control the epidemic, and the use of methods such as quarantine and isolation in various ways cause the pandemic to have an economically devastating effect (Baldwin and Mauro, 2020).

Behavior of consumers; personal economic well-being, disposable income, cost changes, perceived health risks and changing consumption capacity because of pandemic restrictions (Lee and Chen, 2011). It is clear that the global health crisis will also have an impact on consumer behavior. This effect is realized as a decreasing trend in demand. While the decrease in the demand for airline transportation has decreased the income of the airline companies, as a positive result, the companies that have a tendency towards saving have started to remove old and inefficient aircraft from use (Simple Flying, 2020).

Possible effects of Covid-19 caused supply chain distortions not only in the service sector but also in the production sector. The fact that the pandemic started in China, which is considered as the supply center of the production sector, and global constraints cause production companies to experience disruptions in the supply chain. It is evident that this situation will have an impact on the economy, such as lowering the production capacity of enterprises, rising prices, and scarcity (Barua, 2020). The aviation manufacturing industry has also been affected by the Covid-19 pandemic. Large multinational companies such as Airbus and General Motors have announced that they are closing production facilities in China (Leijen, 2020).

The impact of the disruptions in the supply chain has significantly affected the manufacturing sector not only in China, but also in other countries linked to the Chinese market. These effects are felt in many sectors, including automotive, pharmaceutical, medical equipment, and advanced technology production (Barua, 2020). Another channel of disruptions in the global supply chain is the disruption in logistics with the cessation of human and commodity movements. The logistics company

Freightos has suffered a deterioration in its supply chains due to pandemic anxiety and deadlock in China, which is why it has decided to lay off about 50 workers (Johnson, 2020). Most air cargo companies reported that they encountered the same problems (Robinson, 2020). Not only in terms of air freight, but also the German logistics group DHL, UPS and FedEx reported that they faced serious disruptions in inbound and outbound logistics in air cargo shipments, truck transportation and railway cargo services to China (Tirschwell, 2020).

There have been significant changes in oil prices since the onset of the Covid-19 crisis. Oil prices per barrel fell from around \$ 69 to around \$ 50. This drop in oil prices is considered as a shock that will create a catalyst effect on this crisis for oil producing countries. In terms of the air transport and general transportation sector, it may have an impact to reduce the negative impact of Covid-19. According to the Covid-19 crisis estimates made by the Sars crisis, which has significant impacts on the aviation industry, IATA has stated that the air transport industry may experience a loss of approximately \$ 29 billion in passenger revenues, and that airline companies may close some of this gap with falling fuel costs (IATA, 2020).

6.1. The effect of pandemic on liberalization

Liberalization, which eliminates the barrier of public intervention, has played an important role in sectoral growth, causing the competition structure of the aviation sector to change. The socioeconomic crisis experienced by the aviation sector, which was deeply shaken by the Covid-19 crisis, brought many indirect and direct public interventions. States, which tried to reduce the transmission rate of the disease at the expense of the economic effects of the crisis, made various interventions to the aviation sector and other sectors with their important decisions.

Governments have offered major financial aid programs to reduce economic impacts with the emergence of a global unemployment hazard. The service sector, which was negatively affected by the crisis, was the priority in the evaluations of the governments to identify the sectors to help (Stephany et al., 2020). There is evidence that many states have supported the air transport industry during the crisis or that airline companies have requested support. At the same time, IATA recommends that states provide direct financial assistance, bank loans, and tax exemption and rescue support to airlines (IATA, 2020). Ignoring the disruptions to the aviation sector in the long term in the sector will be a long-term problem.

When the public interventions in various countries are analyzed, it is seen that Germany creates a subsidized short-term employment program and will provide accelerated financial support, Singapore will apply a

financial support model specific to the tourism, accommodation and aviation sector, and Hong Kong will give discounts on profit tax and low interest loans (Honey Roses et al., 2020). In Turkey, the reduced value-added tax from 8% to 1% and short-term working allowance support application was carried out (Macit and Macit, 2020).

In the U.S., the aviation industry has requested a rescue in the form of grants, loans and tax breaks. The president announced support for the airline industry as his priority plan. In addition, the demands of the airline companies were shared with the public. American Airlines Group CEO demanded support by stating that they need foreign investment to ensure sustainability and that state aids will have a significant impact on sustainability. United Airlines, on the other hand, announced that it would have to reduce its operations by 60% if the necessary state support were not provided, which would result in significant layoffs (Ruggy and Leff, 2020). As a result of this situation, The United States provided American Airlines with \$ 5.8 billion as salary support and began to conduct additional \$ 4.7 billion loan negotiations. United Airlines started negotiations for additional support of \$ 4.5 billion, with \$ 5 billion in low-interest loans and public aid. Delta Airlines received \$ 5.4 billion in aid from the US and filed an additional \$ 4.6 billion in loan applications (Levin and Schlangensten, 2020).

Preparing France to provide 7 billion euros in financial support to flag carrier Air France; Prepare the Netherlands to provide public support that can reach 4 billion euros to protect KLM; The UK's \$ 600 million support for Virgin Atlantic, and the \$ 750 million support for EasyJet is evidence of rescues starting without bankruptcy (Aşçı, 2020).

Airline transportation is described as one of the sectors that demand the fastest recovery in times of crisis. However, governments generally satisfy very little demand for rescue. Governments expect airlines to experience bankruptcy before considering any rescue for airlines. The reason for this is that operational reforms implemented in the event of a crisis worsen the sector after the crisis has passed. When it comes to rescue operations, it is preferable to grant loans to firms more than final grants. While airlines are expected to exhaust their options in the credit markets before taking a recovery, stockholders and creditors should risk their investments suffering before returning to taxpayers. In summary, the airline company should exhaust all remedies before recovery. Enterprises that must apply for rescue may turn into inefficient enterprises with public interventions after recovery (Ruggy and Leff, 2020).

According to the agreement between the German airline Lufthansa and the federal government, which is on the verge of bankruptcy due to the corona virus outbreak; the government will transfer 9 billion Euros of

cash to Lufthansa and own a 20% stake. At the same time, the fact that the two members of the Lufthansa Inspection Board have the condition to be determined by the German federal government shows that the supports come with the conditions of intervention (Airporthaber, 2020).

Financial support in the USA is defined as “conditional financial support”. With this support package, some binding conditions have been imposed on airlines. These terms prohibit stock repurchases and share profits for at least a year after loans are repaid, restrict administrative compensation, and ensure that airlines are committed to not employ workers until September 2020 (ILO, 2020)

While airlines should not receive a bailout as a public policy issue, if the policy dictates one, it may then become policy recipes. There is a situation where recovery packages created by governments run the risk of long-term damage to the industry that the recovery process is trying to recover (Ruggy and Leff, 2020).

Alitalia, the flag carrier airline company of Italy, is expected to be expropriated with 2 billion Euros in the coming days and then nationalized (Lepido and Brambilla, 2020). Expropriations are expected to occur in more countries during the post pandemic period. The effects that expropriations will have in the opposite direction of liberalization may create problems for the aviation sector in the long run.

The financial supports to be received by the airline companies during the crisis will open the way for the full expropriation of the stock and the enterprise or the continuous intervention of public policies on the sector. This shows that the post pandemic process will emerge as a situation that does not coincide with liberalization in the global aviation industry. It is seen that the positive effects of liberalization on air transport since the 1980s have been eliminated by the Covid-19 pandemic.

6.2. The effect of pandemic on globalization

The main causes of the increased epidemic threat by Pongsiri et al in the 21st century; a rapidly growing and vibrant world population, people living in cities, being constantly in dense environments and intensive use of global transportation networks (Pongsiri et al., 2009). It can be said that globalization facilitates the spread of the epidemic.

In the aviation industry, which plays an important role in globalization, it has significant effects on the spread of the epidemic. Air transport can turn a local explosion into a global pandemic if a large number of disease carriers have traveled undetected. Considering that modern aviation can connect any two points on the planet in less than 48 hours, it is clear that there may be new virus-induced global pandemics that spread to the Earth.

The spread of the pandemic can be reduced by flight cancellations and travel restrictions by governments. However, considering the economic consequences of the restrictions, the implementation of long-term restrictions can pose significant risks for countries (Abate and Christidis, 2020).

Following the emergence of coronavirus disease in Wuhan, the travel restrictions that started in China became widespread in Europe, and then in America, after the pandemic epicenter moved to Europe (Macit and Macit, 2020). This situation brought about the cessation of global trade, the cessation of tourism and the deterioration in supply chains. Measures for Pandemic eliminated the positive impact of globalization on trade and the economy.

Looking at the aviation industry measures, many countries have closed the airports and restricted the entry of international passengers, thus reducing the number of international flights by stopping international flights completely or exclusively as air cargo (Leigh, 2020). This situation also stopped the contribution of aviation to globalization.

The expectations for the post pandemic period are that post-disease people will make significant changes in their own standards of life. There are serious concerns that individual transportation options will be used more, and the public will refuse public transportation in favor of private motor vehicles. Realization of distance transportation in public transportation and carrying out various disinfection studies will emerge as a necessity and cost (Null and Smith, 2020).

The post pandemic period shows that there will be different applications in the aviation industry as well. Distance travel between passengers, reduction of flight points, Covid-19 test requirement in global travels will have an impact on the demand of passengers.

According to IATA, while a period of 2 years is foreseen for global aviation to reach the equilibrium demand and to reach 2019 figures, many airline companies evaluate the economic situation in their own countries and say that this process may normalize and reach 2019 figures for 5 years (IATA, 2020: Levin and Schlangenstein, 2020).

Decreasing demand for air transportation, less passenger transportation in aircraft, efforts to prevent the financial impact of the crisis will be effective in increasing ticket prices. This will cause air transport prices to decrease by 60% in the last 20 years (IATA, 2020) and the positive effect of these price decreases on demand.

When the specified evidence is evaluated, it is seen that the measures for Covid-19 pandemic and the expectations during the post pandemic

period do not coincide with the globalization tendencies. It is clear that the bilateral relationship between the aviation industry and globalization has a negative impact with the pandemic. The concept of pandemic suppressed the aviation industry, leaving a negative impact on globalization. The crisis in the aviation sector will also make it difficult to find the concept of globalization. This situation may cause the irreversible damages in the global aviation industry, causing the positive effects of globalization on the aviation industry to disappear.

6.3. The effect of a pandemic on privatization

Airline privatizations, which started to appear in the 1980s with the effect of liberalization, played an important role in the industry until the Covid-19 pandemic. However, the financial dimension of the crisis that the industry has fallen on shows that businesses focus only on maintaining their continuity, so they can make some sacrifices. Referring to the evidence for liberalization, the Lufthansa airline's transfer of 20% shares to the German government, the commencement of the Alitalia airline's expropriation process can be demonstrated as evidence of a reverse process of privatization.

The scenarios created by IATA suggest that many airlines will be expropriated by not providing support such as direct financial support, credit guarantees, bond purchases, tax exemption. Private airport operators and general aviation companies at airports built using the build-operate-transfer model, not only the airline companies, are also experiencing a financial crisis with the Covid-19 pandemic. This increases the likelihood of significant shrinkage and expropriations in the aviation industry (CAPSCA, 2020).

Most of the measures taken by governments for civil aviation include financial assistance in the form of loans or financial packages. Brazil has postponed the payments of airline companies, has defined special credit limits, and tries to support airline companies by granting the right to suspend temporary contracts. The Norwegian Government provided a \$ 270 million credit guarantee to the flag carrier airline, Norwegian Airlines. The New Zealand government has approved a \$ 509 million pending loan to the country's main airline, Air New Zealand. US \$ 13 billion of state funding was provided to Singapore Airlines. In the U.S., it provided conditional financial support to the United States Airlines with \$ 58 billion (ILO, 2020). This loan and financial support payment process will enable airline companies to undergo inefficient periods. With the effects of a pandemic or a different crisis, some airline companies may come to the point of bankruptcy, which means more expropriation activities can be observed.

Expropriation expectations for the post pandemic period will eliminate the positive effects of privatization. With the privatization, situations such as the changing market structure of the sector, increasing competition, falling prices, and increasing demand, the formation of new business models, and the formation of strategic collaborations may face the danger of disappearing. Depreciation of the shares of airline companies due to the crisis also adversely affects airline companies (Parrock and Murray, 2020). Failure to invest in the sector during the crisis can also be accepted as evidence that privatization will decrease.

7. CONCLUSION AND EVALUATION

The picture of the effect of Covid-19 pandemic from the emergence so far is that the aviation industry has been adversely affected by this crisis, especially for passenger transport. The reports of the international organizations are that the recovery in the post Covid-19 period will not be immediate and this will spread over time. Faced with the crisis, airline companies used their pandemic experience in the nearest SARS crisis and their experience in the 2008 global financial crisis in the Covid-19 crisis. However, it has been revealed that the Covid-19 pandemic crisis will have much greater effects than other crises, with the measures taken to prevent the spread of pandemics globally, by stopping more than 90% of global air traffic and closing 96% of tourism destinations.

This crisis, which the world is experiencing globally, has led to the emergence of a new world order in the post Covid-19 period. When evaluated for the aviation sector, it is expected that there will be some changes in the sector after the process to be passed sectoral. The CEOs of many aviation experts and airline companies state that merger acquisitions are inevitable, airline companies that cannot get support from the state will be erased from the industry, and the competitive structure and global air transportation will evolve in various ways.

The question of whether the Covid-19 pandemic, which constitutes the starting point of the study, will have an impact on the basic building blocks that helped the aviation sector to reach its current position, arises with expectations for the post Covid-19 period.

The aviation sector was the sector where the first restrictions were brought with the alarm of the pandemic, many measures for air transportation in the normalization period are realized through public intervention. Loans or financial supports from airline companies experiencing financial crisis also bring different interventions. Expropriation of some of the important carriers that came to bankruptcy provides evidence that state intervention is felt in the aviation industry with Covid-19. These situations are incompatible with liberalization. Continuing interventions may cause

deterioration in the structure of the sector, leading to significant changes in the sector dynamics. Covid-19 seems to be fighting liberalization for the aviation industry.

While bilateral relationship of airline transportation with globalization contributes to globalization of airline companies, it is in the form of increased air traffic with globalization. Globalization was limited with Covid-19, and the aviation industry was also affected by this situation. This short-term effect is expected to turn into a long-term effect due to the change in fear and behavior in passenger demand in the post covid-19 period, the decrease in the demand for air transportation, disruptions in the supply chain, and economic conditions. The fact that the Covid-19 measures conflict with globalization has a direct impact on the aviation industry. This situation will have an important effect on how the sector will be shaped.

The financial crises experienced by the airline companies have had an effect at the beginning of the pandemic as the expropriation of some of the shares of some airlines. Expropriation of many airline companies that cannot fulfill short- and long-term obligations in the long term is among the expectations. This will increase the competition in the sector and will have an impact on the strategies and business models that have an impact on the competition. The decrease in the privatizations that started after liberalization in the post Covid-19 period will be effective in changing the structure of the sector.

In summary, the World received one of the heaviest blows from the aviation sector front in its war with Covid-19. Coups against liberalization, globalization and privatization, which are three important concepts that can be accepted as the basis of the current structure of the sector, may cause the aviation sector to continue as a new and different order. If sectoral normalization can be achieved and the industry can protect its strongholds, Covid-19 can be victorious against.

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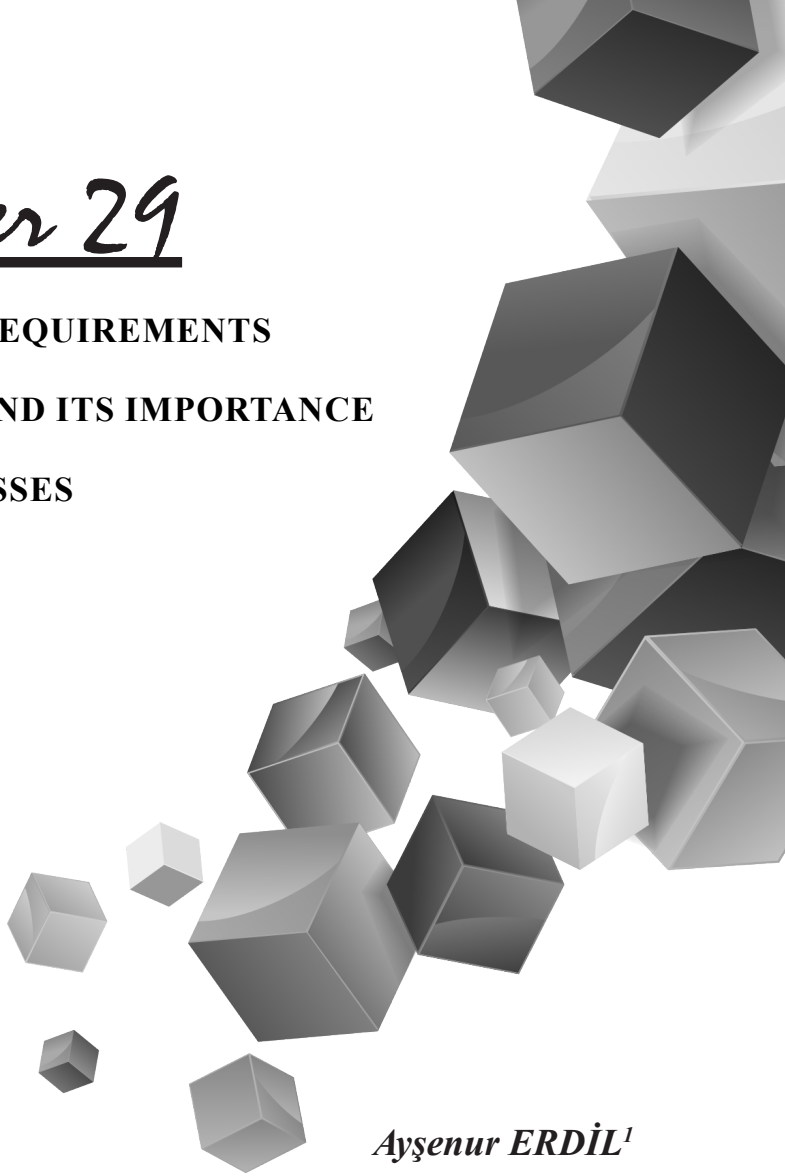
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Chapter 29

MATERIAL REQUIREMENTS

PLANNING AND ITS IMPORTANCE

FOR BUSINESSES



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General Overview of Material Requirements Planning

The new breakthrough in the advancement of structures for managing output decisions across various roles inside the organization as well as through roles outside the organization, such as those of vendors and consumers is Enterprise Resource Planning (ERP). ERP systems are simply an essential component of the computer network critical for productive supply chains and thus have a competitive bearing on consumer value. However, the first phase in this first assessment began with material to this development. MRP (Material Requirements Planning) refers to goods that are used to manufacture finished goods that are identified or can be reliably forecasted for production. Unlike resource management. MRP II (Manufacturing Resource Planning) expands the spectrum of MRP (Material requirements Planning) programs, including customer order organization monitoring and cost accounting, in order to exchange details with a number of other usable facilities in the operating area. A major component of MRP II (Manufacturing Resource Planning) is therefore to centrally store operating information and provide access to departments that require this before MRP (Material requirements Planning) systems, the management of its own data system was not unprecedented in each functioning department. These various programs may try to enter the same information and archive it in the enterprise in many different databases (Miltenburg, 1990; Evans, 1992; Martinich, 1997; Turbide, 2000; Al-Mashari, 2000).

Apart from the additional expense of retrieving the same information, another more important issue of this method is that since it is stored in several places, it is difficult to retrieve records regularly. Indeed, it was also not even clear how many various sites held a single piece of information. In addition to rectifying the problem, it is normal for each database to have different priorities for the same details. For instance, in the manufacturing, development, advertising, and accounting systems, the expense of making a specific commodity may also have varying different values. It is no surprise that fractured databases and information technology contribute to fractured companies which in today's intensely highly competitive market are less acceptable. The next step in the implementation of information technology has been to incorporate the whole of the enterprise, as well as existing operations and both vendors and consumers in the supply chain with all the business operations and processes. These management systems are generally pointed to as ERP or simply enterprise Systems (ES). The aim of these systems, as the name implies, is to provide transparent, real-time knowledge to all workers who need it within the whole corporation (or company) and to those outside the enterprise (Miltenburg, 1990; Flapper et al., 1991; Martinich, 1997; Pun et al., 1998; Davide et al., 2012).

Structure and Principles of Material Requirement Planning

The planning of content requirements (MRP - Material requirement Planning) is a computerized framework for inventory tracking and production planning. It is responsible for arranging manufacture of all products below the end item mark. It advises the issuance of work orders and buying orders and, where appropriate, sends rescheduling notices (Russell and Taylor, 1998).

MRP II (Material Resource Planning) is basically a computerized development method for arranging and arranging based inventories – requests. It achieved substantial attention in the 1990's, when Orlicky and Wright championed MRP 's capacity and advantages robustly. Focused on the MPS (Materials Production Scheduling), the material schedule explains what material you require and what you need to use it. MRP ultimately decides the time by duration of preparation for all component parts and raw materials necessary for the development of all MPS products. MRP tends to effectively plan the production needs so that raw materials, parts and sub-assemblies can be delivered in the necessary volume and at the required time. MRP is the ability to locate MPS. It is a method of deterministic scheduling. That is, the outcomes of each process are explicitly calculated by the following phases (Rice and Hatch, 1997; Al-Mashari, 2000; Parr and Shanks, 2000).

MRP-related modules of these systems execute these steps (1) master output scheduling, (2) materials Planning of criteria, (3) planning of ability needs and (4) short-term scheduling (Rice and Hatch, 1997; Martinich, 1997).

The following are simple MRP functionalities:

- Determine MPS Service Criteria
- Maintain the lowest inventory possible
- Production schedule;
- To maintain timetables relevant and up to date
- Useful especially in dynamic and unpredictable manufacturing environments
- MRP Facilities as Tool for Long Term Planning
- Products Traffic Alignment and Coordination.

The quantities of each category of component required and when they are necessary can be calculated for dependent demand components until the final product production schedule has been defined. This knowledge could be used to build a more reliable manufacturing and inventory

schedule for components understanding the erratic, misshapen assembly process style. MRP is a common approach used for this purpose. The MRP is a collection of strategies utilized to plan manufacturing and sourcing in a master schedule of subsets, products and raw materials. The two key aspects that differentiate MRP are (1) criteria for products regulated by MRP, determined on the basis of higher-level object schedules rather than forecasts, and (2) the plans are time-consuming, displaying order releases and receipts in one time cycle (Smith, 1989; Evans, 1993; Martinich, 1997).

Logic and Mechanics Structure of MRP System

MRP is an information framework for the preparation and purchasing of contingent demand goods based on a computer. It uses information on the demands of end consumers, the layout and conditions of the commodity, manufacturing and purchasing lead times, and the actual inventory levels for designing cost-effective development and buying schedules. This method is very easy given that production and acquisition lead times are fairly accurate. However, whether an organization manufactures dozens or hundreds of products, certain components which need to be manufactured and scheduled can be normal in thousands of products. Here the strength of a computer machine is important. The system can hold current stock details on all products, incorporate component specifications over time, prepare and organize manufacturing and buying activities easily, in order to upgrade them at frequent intervals. The rationale- logic behind MRP is to use the production schedule and preparation details to decide what orders for acquisitions or development can be given so as to procure products only as necessary. The first phase is to use the BOM (Bill of Materials) in a manufacturing process to explosive the component. The outbreak continues with the need for the final product and then reverses with each processing or buying operation to generate each subsequent product. The following structure of MRP system is presented in Figure 1 (Smith, 1989; Evans, 1993; Martinich, 1997).

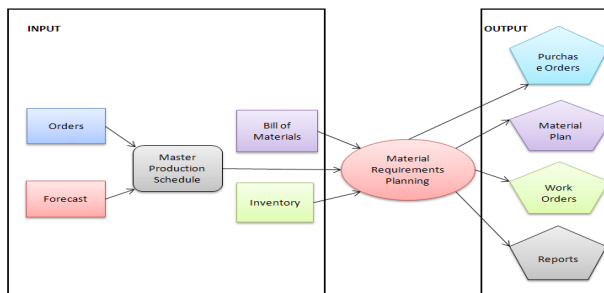


Figure 1. *The Structure of MRP System*

The next phase is the planning for each component in the BOM with a material quality schedule. A commodity demand strategy is a purchasing

timetable output for a component that forms the final product. The MRP rationale extends to all items regulated by MRP and consists of the basic rules for translating higher level item output schedules (Smith, 1989; Evans, 1993; Martinich, 1997).

The Purposes of MRP are listed as below (Smith, 1989; Martinich, 1997).

1. Production or supply orders for products and parts required to sustain a master production schedule. This requires the description, quantification and timetable of order release and due date of the inventory objects to be shipped.

2. To modify the requirements on instructions to retain goals as situations change

3. To have the key feedback for the preparation of capability demands in order to develop the tools necessary to fulfill the master development schedule.

(a) Inputs of MRP System: Four types of information will be needed in the MRP System: a timetable of specifications for each finished product (or expected development), a list of all product components according to the organizational structure, estimated lead times for all materials and components, and information about existing stock levels for development or acquisition. This is held in three regular details files: the master plan, the fact sheet and the material reports file.

Bill of Material: Bill of Material (BOM) is one essential ingredient of the data for the production database in manufacturing. It shows how many percent of material provided for production, product costing, plant maintenance (Du and Wolfe, 2000).

A Bill of Material (BOM) is a description of all subassemblies, intermediates, parts, and raw materials entering a parent assembly indicating the quantity of each assembly needed. BOM is simply a full list of the elements that make up an entity or assembly. It is a product tree - structured diagram that lists all sections and pieces that are used heretically to construct the product. For each finished product, BOM file contains all parts, assemblies, modules, and raw materials required for manufacturing the product. A BOM provides details about how many units of each item are provided in the product hierarchy for storing higher level products, whether the product is manufactured internally or imported, and the lead times of development or procurement necessary to procure the item (Chang et al., 2013; Toomey, 1996; Mathier, 1986; Laufer, 1984). Some parts of a Snow shovel that are used in a BOM are seen in the graph below as an example (Chang et al., 2013; Toomey, 1996; Mathier, 1986; Laufer, 1984).

A sample BOM file of a Snow shovel is shown below in Figure 2 and as a list in Figure 3 (Toomey, 1996; Mathier, 1986; Laufer, 1984).

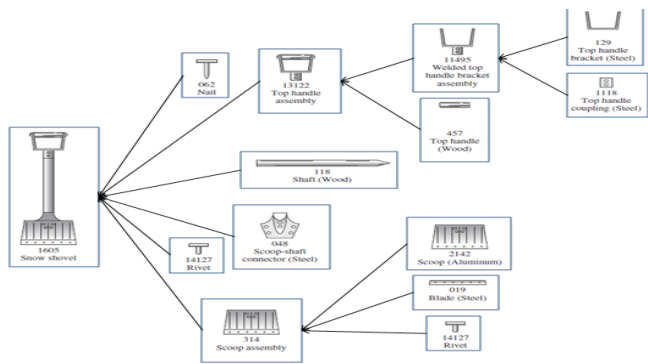


Figure 2. Bill of material Structure of Snow shovel

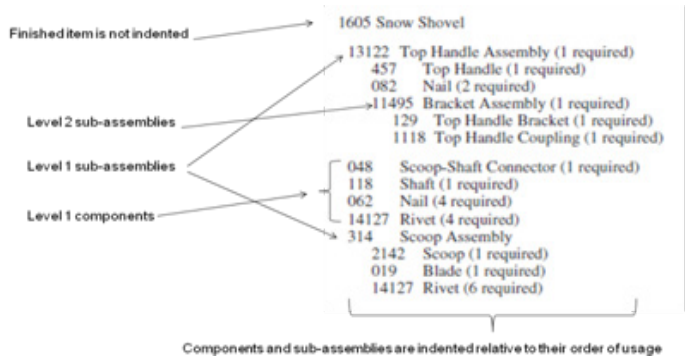


Figure 3. Indented Bill of Materials

Componets and Sub-Assemblies are Indented relative to their order of usage. A file containing the latest inventories and pending procurement and production orders for each component is the Inventory Records File. Snow shovel example is presented in Figure 3 and Figure 4 (Toomey, 1996; Laufer, 1984).

Although consistency is critical in the MRP system, the inventory status file is the line whose consistency is most vital, and is most vulnerable to error. If components are withdrawn from storage and used in an activity but this behavior is not documented in the reports file of the inventory, the organization may thinks it has components that are not currently usable. Using non-existent parts, this will trigger it to delay subsequent output. Consequently, due to the shortage, the planned production will not take place and the purchasing of the necessary components will have been (Du and Wolfe, 2000; Brinlee, 2020).

One important component of the data for the output ledger in manufacturing is the Bill of Material (BOM). It indicates how many percent of manufacturing material, commodity costing, plant repair (Du and Wolfe, 2000) are supplied.

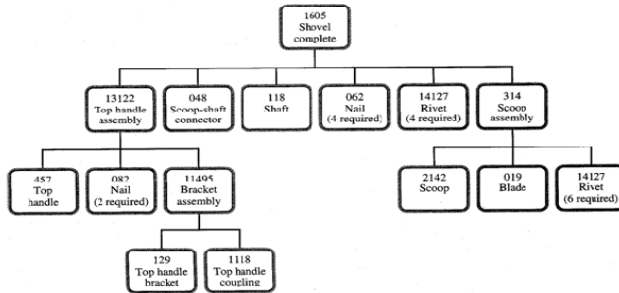


Figure 4. *Product Structure-Inventory Records for the Snow shovel*

The features of BOM are listed as below (Daryl et al., 2013; Chang et al., 2013; Lee and Lu, 1997; Toomey, 1996; Mathier, 1986; Laufer, 1984);

-BOM provides details about and component supply, such as explanations of the item number, the quantity necessary for each item and the unit of measurement.

-BOM, in accordance with the master production plan, is used by the MRP system to assess the products on which the procurement specifications and the production order must be re-allocated.

-BOM is a crucial input document for creating a proper inventory management scheme in production planning.

-BOM does not describe the process or procedures which used build parents or elements. In the configuration archive, the information is provided.

A detailed BOM becomes a crucial input to MRP systems because inventory reports are an integral aspect of MRP. A series of such bills explains the movement of goods through the mechanism of processing. So the relationship between components is also defined by BOM. Any item that needs to be prepared and scheduled should be identified on the BOM so the risk is not getting the item when you need it if it is not included on the BOM. (Daryl et al. ,2013; Toomey, 1996).

Principles of the Structure of BOM are presented as below (Lee and Lu, 1997; Mathier, 1986; Laufer, 1984);

1-Part number details and BOM reports should be reasonably full to address the needs of any internal client in the business.

2-Numbers of the pieces should be unique.

3-BOMs can consist of numbers for sections, not numbers for drawings.

4-BOM should recognize non-labor products

5- All activities to be planned shall be included in the BOM and shall signify the relationship between them.

6- BOM shall signify manufacturing levels to produce low-level codes and should decrease the number of levels in the BOM. BOM needs to be as superficial as possible.

(b) MRP Outputs

The principal outputs of MRP module are listed as below (Maynard, 1971; Samuel, 1962; Toomey, 1996; Chase et al., 1998; Chang et al., 2013);

(i) *Launches for Sales Orders*: This production plans the number and time frame for which a sales permit can be scheduled for transactions.

(ii) *Timeline of Scheduled Launches of Factories*: This performance plans the volume and time frame for which production control can prepare to issue a work order authorization. The calendar of scheduled plant order releases becomes a main reference for the preparation of capability requirements. Requirements also change regularly. In order to accommodate the rise in demand, a computer-based inventory specifications preparation framework dynamically recalculates the specifications for sub-assemblies and parts and updates scheduled order launches.

(iv) *The content planner operates on three forms of orders*: Scheduled and issued by the organization.

(v) *Computer Planned Orders (CPO)*: Computer planned orders are automatically programmed and managed by the computer that is established on the computer which can be discarded which recalculated. The computer recalculates the time and quantity of planned order releases as gross specifications, estimated accessible inventory and anticipated receipts shift. When the order joins the action bins, but does not release the order, the MRP program advises the issuance of an order to the planner.

(vi) *Firm Planned Orders (FPO)*: The planned instructions from the machine are simply suggestions from the MRP II system. These instructions can only be issued by the planner when the right time comes. FPOs are used to execute one-time changes from standard item master data or machine logic without changing the item master data. FPOs have high maintenance costs when the machine is prohibited from executing the usual MRP plan and the human planner must execute the actual MRP plan

for this part. However, it should be remembered that while a fixed order can not be immediately changed.

(vii) *Releasing or releasing the order*: It is the method of releasing or putting orders to the store or the vendors. Since MRP's intention is to provide inventory when it's required not before orders could not be released once the order delivery date arrives.

The MRP rationale is to include an image of the horizon's resources and capability needs yet to wait for the last minute for practical action. This image-overview has these properties (Toomey, 1996; Chang et al., 2013);

- Release order is activated. The basic single level BOM is eventually red in the database and shown as the choosing checklist for the manufacturing orders that have been issued.

- The release of the order is authorisation to make or acquire. Decision to release an order indicates that the procurement authorization is issued to acquire the material required to create the part or to manufacture it.

- Computer assigns to that order the necessary components and ability. The computer can assign the necessary quantities of a parent item to that order when a production order is issued.

The assigned amount of materials is still in storage, so they are not eligible for any orders. Additionally, in the accompanying work center, the approximate hours needed at separate work centers to execute this order are assigned.

- Drawings are made, material bills, route sheets, moving tickets, labor tickets etc.

- Order analysis and release process typically takes only a couple of seconds.

The method of order release can be streamlined. With MRP software up-to-date info, the whole process can be automated to a degree determined by the firm.

MASTER PRODUCTION SCHEDULE

Master Production Schedule (MPS) is characterized by quantity per planning process as an expected construction schedule for the development of end products or product choices. It reflects what the business plans to manufacture, represented in particular formats, amounts and dates. The authorisation to import the goods must be converted into MPS (Materials Production Scheduling). The MPS is a development schedule disaggregation, specifying the company's plan for what it will manufacture in terms of individual end products, and in what quantities by

time frame. The MPS provides a development order schedule for these end goods, is the primary feedback to the MRP framework, acts as the basis for the rough-cut capacity planning framework to establish storage needs, and includes information that used set specified delivery schedule for consumers. In creating MPS for each object, the differentiated production levels are used as feedback. For each object, the MPS determines the volume and timing of output. Since the MPS is a more comprehensive and shorter-term development method, the overall plan is mostly often used for the first two to three cycles and the data points are more specific. The MPS is produced in steps by making preliminary output allocations at each time period to each object. In order to determine whether the expected allocation of output is feasible in terms of output, warehouse, and labor resources and whether required materials are available, a rough-cut capability review is then conducted. The MPS for the products within a family must be mathematical, ensuring that during the planning process the overall amount allotted to the business is not surpassed. Where there is an inconsistency, one or more of the Item MPSs must be changed to get a practicable scheme. The master production plans then form the basis for short-term scheduling of production and control of materials (Laufer, 1984; Mathier, 1986; Plossl, 1994; Toomey, 1996; Rice and Hatch, 1997; Du and Wolfe, 2000; Kocak, 2008; Ravi and Diatha, 2013).

MPS includes the amount of each object to be made and the final pieces or main sub-assemblies. When they're set for dispatch, MPS is not a device or a monitoring procedure. If the MPS is performed right, the remainder of the method will be utilized to accomplish optimal organizational objectives. MPS is what the corporation or company plans to deliver in the short term and to satisfy demand in the production schedule. Master production schedules (MPSs) are the inputs that guide MRP. This is the first phase in a plant's overall development project planning. MRP relies on the legitimacy of the MPS for efficacy and its understanding. To sum up, MPS are in the short horizon, and it is used to provide as a framework for forecasting resource needs in the short horizon, part sourcing, order objectives (Laufer, 1984; Mathier, 1986; Toomey, 1996; Du and Wolfe, 2000; Chang et al., 2013).

a)Functions of Master Production Schedule: The MPS (Materials Production Scheduling-Master Production Schedule) has four key functions. These are (Smith, 1989; Evans, 1993; Segerstedt, 1996);

1. Timetables for the production and procurement of MPS goods The MPS points out the goods to be purchased, the amounts to be purchased and the dates to be charged

2. Is a key input to MRP method. Using the BOM, the MPS is exploded to assess the need for lower-level modules, devices, and supplies to support

the MPS, and MRP intends to fulfill these specifications.

3. It is the basis for evaluating resource needs through the rough-cut capability requirements planning module, such as personnel, computer hours, or electricity. The MPS can be run in simulation mode to attempt various schedules and to decide the resources required for each.

4. Provides the basis for making distribution commitments to consumers by allocating commodity units in the timeline of consumer orders, it keeps track of the units so far allocated and thus available for pledge. This applies to ATO (Assemble to Order) goods where competitive pressures do not afford the luxury of suspending the commencement of final assembly until the customer has obtained the order.

b) Inventory Status File: The Inventory Record file includes information about the state of each stock item. It includes the amount on each object actually regarding stock, as well as up-to - date information on every activity concerning inventory levels. In accordance with MPS, the MRP requires these file information to assess gross product specifications (Laufer, 1984; Smith, 1989; Evans, 1993; Martinich, 1997).

Basic Item Master File: Usually, this file includes all the details required to fully explain an item number. The tracking file usually provides a connection.

The Dynamic Item Master Log: This log is used to modify or modify data on individual product numbers. It contains data on inventory status, such as on hand stocks, existing assignments and the shop order number for each product.

Time phased scheduled receipts and related order numbers, time phased gross specifications, machine scheduled orders, business scheduled orders, pegging details, and links to the item master file are connected to allocation (Laufer, 1984; Martinich, 1997).

The details used to plan MPS is listed as below orderly (Samuel, 1962; Maynard, 1971; Smith, 1989; Evans, 1993; Toomey, 1996):

(i) *Manufacture schedule:* The production plan imposes a collection of restrictions on the 1.MPS: The MPS must be reconciled with it if the production target is to be accomplished. In the development schedule, the MPS must sum up the performance, inventory, and resource levels. The need for reconstruction needs the conversion factors to be established in order to translate the component units in the MPS into the same components that are used in the development schedule.

(ii) *Data from demand:* The MPS must take into account all forms of demand for the expected products, including revenue predictions, customer requests, field warehouse specifications, interplant specifications, service

specifications predictions, engineering designs, safety stocks, expectation inventories

(iii) *Stock status*: The quantity that is currently available must be evaluated to decide how much is expected to be ordered. The accompanying information is needed to decide this: On-hand inventory, Reserved stock, Issued production and procurement orders, Firm scheduled orders.

(iv) *Ordering Policy*: Information contained in the commodity master file that influences lot-sizing demand management code (the lot-sizing law to be used) decisions and published dates includes set order quantity, maximum order quantity, minimum order quantity, numerous unit cost of order quantity, receiving expense, inventory holding rate, shrinkage variable, protection inventory, lead time (or lead time measurement data).

The overall production plan describes the overall calculation of production activity of a corporation. A disaggregation of the schedule into individual goods is necessary to execute it. The MPS is the final decree of how many finished goods are to be produced and when they are to be created. It is a schedule for development, not a schedule for sales. The master schedules must take into account the overall need for the services of a facility and the willingness of the plant and its suppliers to fulfill those specifications. All supplies, manpower, and machinery preparation is extracted from the MPS. Usually, master schedules are established over a 6 to 12 month timeframe for weekly cycles (Laufer, 1984; Evans, 1993; Toomey, 1996; Martinich, 1997).

The goal of the master schedule is to convert the overall plan for individual things into a specific plan. It also provides a way of assessing potential plans in terms of capability needs, provides guidance to the planning system for material requirements, and lets managers create scheduling goals by due dates for specific item output. Depending on the kind of sector (make-to-stock vs make-to-order), the MPS is produced somewhat differently. A net demand prediction (that is, once on-hand inventory is subtracted) is used by make-to - stock sectors, that only creates a few products, then MPS is a declaration of specific commodity specifications. Order backlogs have the necessary customer-demand details for make-to - stock businesses, so the MPS is determined by known orders. The MPS is commonly designed for the specific components and not for the end products in industries where a few components are manufactured in several different configurations to manufacture a wide range of end Products (Laufer, 1984; Evans, 1993; Toomey, 1996; Martinich, 1997).

Production specifications vary for manufacturers from time to time. Generally, capacities are set to peak job demands rather than normal values, the greater the uncertainty, the greater the potential to generate duplication

in the enterprise. The principle of standardized loading of plant (UPL) is to reduce the uncertainty of demand for the products of a business (Laufer, 1984; Evans, 1993; Toomey, 1996; Martinich, 1997).

MASTER SCHEDULING AND ROUGH-CUT CAPACITY PLANNING

The MPS enhances the role of guaranteeing consumer fulfillment by determining what is to be manufactured and where it is to be manufactured, MPS will be used by financial workers for budgeting purposes, as it shows shifts in inventory levels of finished products and indirectly, RCCP resources and products requires the MPS review to assess if adequate resource is available at crucial points. RCCP relies on individual activities to assess when there will be a bottleneck. This offers a fast determination of the MPS 's viability (Laufer, 1984; Evan, 1993; Toomey, 1996; Martinich, 1997).

In accordance with MPS, rough-cut power preparation is an iterative technique. Rough-Cut Capacity Planning (RCCP) translates the Master Production Schedule (MPS) into core resource capacity requirements and then decides whether the master schedule is practicable with respect to capacity constraints. If it is not practicable, MPS must be updated by the master scheduler to remain under power constraints. It might also be appropriate to amend the accumulated output schedule in certain circumstances (Laufer, 1984; Evan, 1993; Toomey, 1996; Martinich, 1997).

CRITICAL SUCCESS FACTORS (CSF) OF MATERIALS REQUIREMENT PLANNING (MRP) IMPLEMENTATION

The shared framework built by the MRP framework enables both marketing and development to work together to develop a similar game plan. The level of adoption and general use of the system: The relevant organizations must accept and use it in relation to enforce and benefit from the system. Production support: Processing is directly influenced by introduction of MRP. Production plays a critical role in some of the MRP components' growth and tracking efficiency (e.g. master production plan, bill of materials). It is also responsible for defining and preserving consistency of the data (Sheikh, 2003; Sum and Quek, 1999; Parr and Shanks, 2000; Maxie et al., 1991; Wild, 1990; Alan, 1990; see Figure 5).

(i) *Initiator*: MRP championing individual or organization may influence the level and degree of system adoption within a business. First of all, enforcing MRP is a simple organizational obligation.

(ii) *Precision of data*: This is generally accepted as an organizational productivity imperative. Because of MRP system, buy and shop for orders are determined according to the data collected, in order for the system to

successfully execute these activities, the data of the system has must be accurate and up-to- date.

(iii) *Top management support*: Top management must support the initiative to introduce the MRP. Managerial assistance is required to promote approval and engagement, encourage project management and cultivate commitment to established programs and strategies.

(iv) *Clear MRP objectives*: Many of the challenges encountered by enterprises when introducing MRP programs could be due to their inability to achieve explicitly defined, quantified and observable targets.

(v) *Marketing support*: Marketing plays a critical role in ensuring that the MRP deployment initiative is successful. Fischer suggested that marketing is responsible for predicting customer demand, which in turn governs some of the components of the MRP scheme (e.g. master production plan, inventory of finished products-goods).

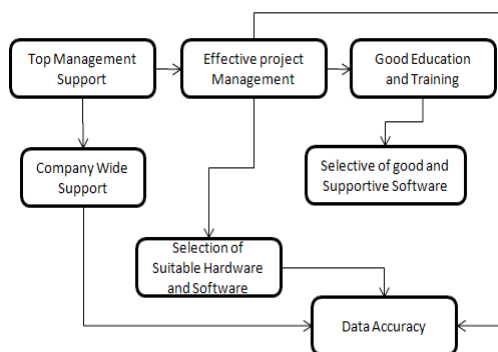


Figure 5. MRP Implementation Roadmap (Maxie et al., 1991)

The output obtained from the effective implementation of the MRP is as follows (Sum and Quek, 1999; Alan, 1990):

-Improved place in market. – Decreased cost to the plant. – Augmented throughput. – Efficiency increased of the commodity.

-Progressed productivity. Better delivery guarantees meeting. – Reduced lead time on execution. – Better capacity to follow shifts in volume / inventory. Better Timing of Output. – Safety supplies diminished. – Better forecasts of the prices.

Improved collaboration of financing and promotion. -Improved production morale. (Sum and Queck, 1999) customer happiness.

CONCLUSION

While there might be a few difficulties with the use of an MRP system in development, it is shown that most MRP systems provide considerably more advantages than spreadsheets or manual calculations. Data accuracy is usually the biggest issue around MRP.

A framework is just as reliable as the data put into it and there may be incorrect outcomes for data that is not held up to date or includes errors. During cycle-count modifications, data entry and shipment stages or documentation of garbage, loss or waste, errors often occur. One way to reduce these mistakes is to use barcode scanners and regular documentation of scrap, loss or waste, yet another way to use an MRP s.

All data is stored within one framework by combining the MRP with ERP applications, and it is easier to keep up to date and reliable. The forecasts and orders of the offers can be coupled with inventory and production, so it is convenient to maximize sales orders while confirming that you have access to the correct products and ensuring that you have the opportunity to meet an order in the appropriate period.

Using an MRP system simplifies complicated and time-consuming process that is inventory demand preparation and helps companies to handle orders efficiently and coordinate their supplies efficiently. Although some small to medium-sized manufacturers prefer to manually schedule their content needs using spreadsheets, the majority of manufacturers implement MRP systems (either standalone or merged into ERP systems), realizing it saves time, integrates their preparation process and reduces mistakes. With an MRP system in place, producers can maintain up with increasing demand and become more organized and effective at all of their operations.

The MRP method takes into consideration information on existing and projected orders, projected demand, the master production plan, the Bill of Materials (BOM) and inventory to determine what material is needed and where an order will go into production.

MRP system may transfer or retain out of your inventory the stock it requires, then increase purchasing orders for any remaining materials needed. It will take into account time frames for the fulfillment of these products and determines when professional organizations to begin to reach the delivery deadline requested by the consumer. The MRP then produces the job orders and reporting on the above can be given.

The significance and need for materials preparation is also important for small to medium-sized businesses as well as for larger corporations. While a large number of businesses still rely on historical evidence and their expertise to decide the amount of materials to be bought, more and more organizations are transitioning to some form of material requirement planning strategies.

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Chapter 30

ADEN AS A TOURISM DESTINATION AND RESTORING MARKETING AFTER CRISES



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INTRODUCTION

The tourism industry is one of the most important international industries competing at the social, economic and technical levels. It is growing rapidly with great dynamism and potential. It is one of the main branches of the economy of any country and provides the largest number of jobs to a large number of workers worldwide (Argyropoulou et al., 2011: 365). Many countries of the world turned towards investments in the field of tourism and achieved high incomes and eliminated unemployment through the operation of working hands and improve the level of per capita income and improve the economy as a whole, which led to the revitalization of domestic tourism, which is the cornerstone of foreign tourism (Beirman, 2003:3).

Tourism is a social phenomenon in which people move from their original residence to other places, for various tourist purposes (Chang & Katrichis, 2016: 791). The tourist types are currently changing according to the circumstances and trends of the tourists. According to the objectives of the visit and the time required to stay and the level of the tourist class of the tourist facilities taking into account the modern transportation and services provided in general (Tureac & Gabriela Turtureanu, 2008:93). There are six important types of tourism: Tourism for relaxation and well-being, the courtyard for health care and recreation, tourism for visit and exploration, transit tourism, discounted tours, professional tourism.

The tourist destination is the place of choice of tourists as a tourist area, city or country to market itself to tourists and to make all marketing efforts to attract tourists to benefit from the services provided in this tourist destination (Beirman, 2003:96).

There is a global rating to choose a suitable tourist destination:

- **Volunteer Tourism** The free will of the tourist plays a major role in determining and choosing the tourist destination and benefiting from all the tourism facilities and services. The motive is (visit - entertainment - creating experience);

- **Forced Tourism** - The destination of the tourist is determined by the need of the visitor such as the need for treatment and health care - or on the recommendation of a doctor - or during transit tourism - or for professional tourism and others (Tureac & Gabriela Turtureanu, 2008).

Destination marketing is an activity that focuses on potential tourists and attracts tourists and investors to the tourist area (Faulkner, 2003:150).

1. DEFINITION OF CRISES

There is a controversial definition as the crisis is the failure of companies to confront and contradict the reasons for their continued

success in achieving their goals, with detrimental effects as perceived by employees, clients or constituents’. This definition is more appropriate to managerial failure than the crises caused by external factors (Beirman, 2003:153).

Faulkner and Russell’s defined a disaster as Sudden and tragic changes to the tourist destination, unpredictable and difficult to control. In other words, the crisis is defined as taking administrative action to control a possible disaster for the company or to deal with a real crisis and take the measures necessary to restore confidence between the company and tourists to ensure the safety of the tourist destination (Faulkner, 2003:156).

With the spread of these disasters, the people of the tourist destination suffer from poverty and unemployment and lack of access to a steady income, and this, in turn, affects tourists coming to the tourist destination and threatens their safety, they are exposed to all kinds of danger because of these disasters (Beirman, 2003:154).

Crises are “periods of great uncertainty in which predictability and control are lost or severely diminished”(Laws et al., 2007). They are also “the possible but unexpected result of management failures that are concerned with the future course of events set in motion by human action or inaction, precipitating the events. These low probability and high impact situations (Weick, 1988:305) are associated with critical changes and threats of destruction (Glaesser, 2006:2).

The word disaster of Greek origin taken from the astronomical designation of the stars meaning a devastating event, a crisis affecting countries and organizations where unpredictability and inability to take measures, and the exact difference between disaster and crisis: the disaster is external, while the crisis is internal (Barnes, 2009).

Table 1: Crises Versus Disasters: Differentiating Criteria

Differentiating Criteria	Crises	Disasters
Dominant origin of the initial events	Internal	External
Frequency of occurrence	Higher	Lower
Events time line	Prolonged	Brief
Forecast potential	Higher	Lower
Degree of control over the evolution of the events	Higher	Lower
Reaction time frame	Preceded by a period that allows decision and action	Immediately before or only after the initial events
Impacts and consequences	Lower	Higher

Source: (Barnes, 2009:5)

1.1.Types of Crises

The safety component is one of the most important elements in determining the decision to travel to the tourist and the choice of the destination of the coast, the existence of a set of perceptions about the lack of peace and safety in the tourist destination means that tourists cancel their visits to the tourist destination or the presence of serious disasters in the tourist area, so travel decision strongly influenced with these disasters. These are: (Beirman, 2003:180)

- The spread of wars or internal conflicts that threaten tourists;
- Terrorist operations may target tourist groups or worry about their presence;
- Planning for major crimes targeting tourists;
- Natural disasters threaten tourists and natural areas to be visited and destruction of infrastructure and infrastructure such as earthquakes, volcanoes, and storms;
- The spread of diseases and epidemics in the tourist destination to be visited, whether these diseases spread among people or between animals and the transmission of infection to tourists, which limits tourists from access to tourist attractions.

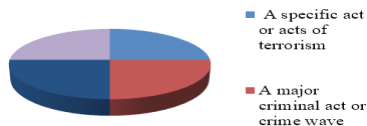


Figure 1: Types Of Crises That May Affect Tourism

All tourist destinations worldwide are subject to accidents and threats, so all authorities must secure the tourist destination area and develop effective contingency plans to get rid of these disasters and anticipate them and deal with them well (Beirman, 2003:153).

2. YEMEN

Yemen occupies a geographical position that qualifies it in the international competition tourism and economic, where lies south of the Arabian Peninsula. It is bordered to the north by Saudi Arabia, to the east by Oman, to the west by the Red Sea, and from the south by the Indian Ocean. Yemen contains beautiful tourist islands such as the island of Socotra in the Arabian Sea, Yemen is geographically divided into five main regions: coastal strip, mountain highlands, mountain basins, desert areas and plateau regions (manara.network, 2011:12).

As a result of Yemen's low oil resources, Yemen is a low-income country heavily dependent on oil resources. Oil accounts for about 25% of GDP, 63% of which depends on government revenues from other sectors. Due to tensions in Yemen and the terrorist attacks on oil pipelines, Yemen has tried to deal with these problems to achieve a strong economy. This attempt was the launching of an economic reform program in 2006 aimed at encouraging foreign investment in the country, improving the country's economy. In 2009, Yemen exported its first liquefied natural gas (LNG) as a result of its efforts to improve Yemen's economy. In 2010, the international community helped Yemen establish a group called the Group of Friends of Yemen aimed at unifying Yemeni efforts and comprehensive economic and political reform of Yemen. In 2011, Yemen's friends pledged to keep their promises and give Yemen about \$ 7 billion in aid to Yemen. The Yemeni government also stressed the issue of legal accountability for the implementation of this assistance away from theft and looting of funds provided by friends. But the events of the Arab Spring, which started in parallel with 2011, caused problems and unrest inside Yemen and the GDP fell by 11% in 2011. After the transition to power, Yemen witnessed a marked improvement in basic services such as fuel with its derivatives, as well as water and electricity, but this economic progress has been very slow, unsustainable and uneven, and since then Yemen still faces great difficulties in the long run, Poverty, famine, unemployment and increased population explosion despite conflicts and war in Yemen to this day (index.mundi, 2014).

In 2015, a long report by the World Bank said that the Yemeni economy has witnessed a good development during the last two decades but did not impress the two economies and observers, as the growth rate increased by 5% annually between the years 1990 and 2010. For other reasons, such as the rapid increase in population growth, the per capita share of gross domestic product (GDP) reached only 1.3% per year, a low rate that never limits poverty (Ababsa, 2015:35).

The 1980s were an important stage in the history of Yemen, where oil was produced for the first time, in small quantities compared to that produced by neighboring Saudi Arabia because Yemen has a small domestic oil reserve. Since then, oil revenues in Yemen have replaced the remittances as the main source of foreign exchange of the state. There have been good attempts at producing hydrocarbons and the project has taken a long time, and here it is pointed out as a researcher that the former Yemeni president Ali Saleh used oil money badly in buying tribal loyalties and spending oil money In vain, and worked to expand the bureaucracy of Yemen and the result of today's wars. Although the former president was politically and smartly, he exploited the people's wealth and natural resources to consolidate his rule instead of developing Yemen. His rule lasted more than 33 years (Sharp, 2010).

3. ADEN

Aden city, the historical and cultural city, which dates back to the 7th century BC, is a cultural and commercial center and an important way of transporting goods (Incense and spices) throughout history, it was ranked fourth in the world at one time. History books recorded that more than 50 ships entered Aden In one day in 1950, making them enter the global competition (Al-sabai, 2015:9).

The strategic location of the city of Aden is very important in the world, extending to the Red Sea and the Gulf of Aden and includes many of the landscape and historical as the city of Aden contains a lot of raw materials (Colburn, 2002).

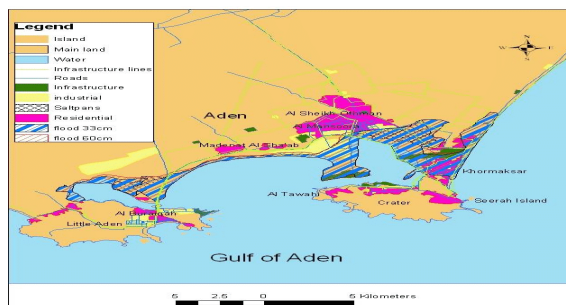


Figure 2: Aden Map

Source: (AlSaafani, 2018:26)

The people of Aden enjoy the hospitality and good reception of the guests, educated people because of the effects of the British occupation, but there are obstacles still facing the city of Aden about the economic situation of the city and promote it to a high level of global competition. The city of Aden has many foreign and domestic investments and is called the economic and commercial capital of Yemen, with an area of about 6,980 km. The city is divided into 8 main areas and each area has its shopping center (Aljounaidi, 2010:1).

The most important thing that Aden witnessed was the development of its coastal road, which contains the inner radial road of the city. Two important elements differentiate Aden from the rest of the Yemeni cities. It is a deep seaport with natural protection. The other is the abundance of raw materials in the city of Aden. Also, Aden has a free zone with great investment characteristics. The city also has a vital international airport and a cultural, urban and material heritage. It is one of the beautiful tourist cities not only in Yemen but in the Arabian Peninsula (Al-Arhabi, 2010:14).

To develop the economy of the city of Aden, the public and private sectors must join forces to make more cooperation. The government should provide a helping hand to the private sector, as most businessmen

in Aden are looking for more responsibility to improve the economy of this beautiful city (World.Bank, 2012).

The economic developments in the city of Aden have shown great success in economic growth in all its activities such as Port of Aden (POA) and Aden International Airport (AIA), especially after Aden received the oil container terminal in 1998, but this economic growth was short-lived in order to achieve a strong economy (Cooke, 2008; Subgroup, 7/1/2015).

In the census of Aden in 2000, the population of the city of Aden was about 660,000 where the annual population growth rate was about 4% between 1988 and the annual growth rate in 1994 to about 5%. The population of Aden is about 589,419 thousand people, according to the statistics of 2004, and in the year 2015 the population was 865,000 people, the majority of the population of rural character, and condemns the majority of the population of the Islamic religion, and the official language they speak is the Arabic language but several dialects (Aden, 2003:1-3) .

The city of Aden witnessed a great development in the infrastructure and real estate and public services, in addition to the level of education and health when compared to the capital Sana'a, and is competing with the Sultanate of Oman and some Gulf countries. Investment in the private sector in the city of Aden is very large. According to the figures presented by the General Authority for Investment, between 1996 and 2002, the investment was particularly active during the period 1998-1999, with revenues reaching \$ 47 million per year. The level of investment in subsequent years dropped to around 900,000 in 2002. Investor confidence was shaken for many reasons. There is no available data on the pattern of large or small economic investment. Public sector investments reached about \$ 38 million in 1998 and gradually declined to 2002. In a World Bank report, the investment will return strongly to Yemen and Aden, especially because of the diversity of new projects such as the gas project under the supervision of French and US companies. The natural gas reserves in Yemen are about 6.7 million metric tons of liquefied gas per year for at least 20 years In the long term, along with other diversified investments in different cities such as the energy project in the city of Marib, both in the short and long term. It is expected to reach foreign direct investment in Yemen in 2020 to about 2 billion dollars (Al-Arhabi, 2010:20; Subgroup, 7/1/2015).

3.1. Aden As A Destination

In the second CDS workshop held in Aden which discussed the strategies of development, economy, development, and tourism of the city of Aden. The stakeholders in the workshop said that the city of Aden has a strong economy as a result of its maritime and air navigation and makes

it one of the most developed cities in terms of tourism and a favorable climate for local and foreign investment. The stakeholders were confident that the people of Aden, its private sector and institutions will be able to fulfill this vision and that the city's competitive position and significant untapped potentials will provide the realistic foundation for fulfilling this vision (Subgroup, 7/1/2015).

3.2. The Most Important Craft Industries In Aden

The sons of Aden are famous since ancient times for mastering a range of handicrafts, handicrafts and popular industries, the most important of which are pottery, leather goods, wood carving, boat making, agate crafting, gold industry and Porcelain industries from palm trees.

Aden has the advantage of making incense and perfume in the world and leather industries. The handicraft industries in Aden have confirmed their presence and position inside and outside Yemen through products that reflected the cultural and archaeological image of the tourist city of Aden (Subgroup, 7/1/2015).

3.3. The Most Famous Tourist Sites In The City Of Aden

The wars and conflicts that currently plague the city between many parties, prevent the visit of this city by tourists, the most prominent tourist attractions in Aden are:

Big Ben Aden: Built-in 1890, to be a monument to one of the colonies of the East Indian British occupation in the city, and was designed by British engineers to be similar to Big Ben located in the English city of London. It was built by a group of black stones, stone cement, and water. It is about 22 meters high. The most important characteristic is that it stopped moving for some time, but since 2012 it has returned to normal.

Sira castle: It is one of the military sites currently belonging to members of the Yemeni army, built in the 11th century on the volcanic island of Sira, Its construction dates back to 1173 AD by Osman Zangabili al-Tikriti, then Turkish ruler. The castle has had a significant military role since the Old Testament as a bulwark against powerful attacks.

The Lighthouse of Aden: It is one of the ancient monuments that are more than 1200 years old. The lighthouse belonged to one of the mosques built beside it, but the mosque was later demolished.

Elephant Hose: It is one of the natural features formed by a group of overlapping rocks in the form of an elephant hose, where this landmark occurred as a result of the continuous movement of the sea, and Elephant Hose is located near the golden coast known as Gold Moore.

Aban Mosque: It is one of the old mosques built during the era of Osman bin Affan.

Tanks of Aden: One of the most prominent historical and tourist attractions in the province of Aden in particular and at the level of Yemen in general, and keen visitors to the city from inside the country and abroad to visit and find out the magnificence and accuracy of engineering.

The “Aden cisterns” are a continuous series of water basins, starting at the foothills of Shamsan mountain and ending in the “Taweelah” valley, which flows into the sea in the Gulf of Aden near Sira Castle.

The researchers estimate the number of tanks at about 50 tanks, most of them buried underground, and only 18 of them remained.

The coast of the city of Aden: The coasts of the city of Aden is one of the most beautiful coasts in the Arab region - perhaps in the world - because of its scenic beauty and charming beauty and a large expanse attracts tourists from Yemen and abroad, where visitors come from all regions of Yemen and the Gulf States and many countries of the world (Ababsa, 2015).

3.4. Yemeni Cuisine

The Yemeni people have a long-standing culture that extends for thousands of years, including hospitality with tourists coming to Yemen. Yemen has famous popular food not at the level of Yemen but at the level of Arab countries and India. The tourist who refuses to eat Yemeni food is an insult to the Yemeni people, and lunch is the most important meal for Yemenis. Here is a detailed explanation of the most important popular Yemeni foods that are offered to tourists.

Breakfast

Breakfast is very important for the residents of some Yemeni cities such as Aden, Taiz, and Sana'a, while others are limited to lunch only. It is a warm dish of beans, legumes, meat, eggs and a kind of kebab with bread. A meal called Shakshouka is favored by many tourists.

Shakshouka: Prepared from chili peppers with some tomatoes, onions, and potatoes then add the cumin with boiled eggs and mix them with some and cook over low heat. The Yemenis, especially in the tourist restaurants in the city of Aden, call it (eyes of the eggs).

Lunch Dishes

Lunch also mentioned the main meal of the Yemenis, where this meal focuses on white and red meat in all its forms and also provide cereals and popular meals such as popular Salta, agda, fahsa, matfaiya, Mandi, Kabsa, Harish, Fattah, , thareed, as the city of Aden is famous for the rest of the

cities of Yemen Providing two popular meals for tourists namely zurbiyan and Sayadiyah.

Saltah: The most famous local dish in Yemen, and this meal of Turkish origin, the phrase red meat soup, which is called broth, and is mixed with a green sahawiq a mixture of tomatoes and chili with Yemeni herbs and garlic give a wonderful flavor of the broth, then add mashed potatoes, rice and vegetables such as Pumpkins, carrots and zucchini This meal is eaten with the famous Yemeni bread.

Aqda: It is a mixture of small pieces of lamb or chicken or fish and mashed with vegetables with a little onion, potatoes, zucchini, and tomatoes and preferred by many East Asian tourists.

Fahsa: It is a type of soup produced from red meat, but rich in spices and spices, and the (fenugreek) is important in this meal. This meal does not contain any vegetables .and is eaten by Yemeni bread, Bread is a tool to pick up food.

Matfaiya: This meal is a catfish with a heavy and thick mix of tomatoes and some vegetables and is preferred by Chinese tourists arriving in Aden.

Mandi: It is the most famous dish in the Gulf countries and Yemeni origin from the province of Hadramout, and favored by many tourists from the Gulf countries when visiting Yemen, and is made of meat and chicken with the finest basmati rice imported from Pakistan. The meat used is usually from small lamb to be tasted more delicious, then is Cut the meat into small and medium pieces and put in the tandoor (Taboon as we call in Yemen), which is an oven dug in the ground and is placed under the charcoal to be cooked meat well, and close the door of the tandoor without allowing the smoke out of the tandoor.

Fatta: It is a crushed bread and cut into small pieces and then mixed with meat broth, add some vegetables, and serve hot for guests.

Bread Varieties

Yemeni cuisine is not complete without bread. There are different types of Yemeni bread prepared from different grains grown locally, such as Tawa, Tameez, Laxoox, Malooga, Kader, Kubane, Fateer, Kudam, Rashoosh, Oshar, Khamira, and Malawah (A Yemenite Jewish bread). Bread is baked in Yemen either in homes or popular restaurants and tourists through Tandoor or what we call Taboon. Malooga, khubz, and khamira One of the most famous types of bread available in Yemen. French bread is also common in tourist restaurants in Aden.

Desserts and Sweets:

Bint Al-Sahn (sabayah) : is a kind of thick bread submerged with honey and municipal butter and is prepared in the Yemeni cuisine of

several ingredients, namely white flour, sesame, *Nigella sativa* and mixed with scrambled eggs and yeast, usually served on occasions.

Masoob: Kind of sweets prepared from bananas and flatbread and mixed, and put them honey, dates, cream and a little liquid cheese.

Beverages

Yemeni cuisine is characterized by the provision of many hot and cold drinks, for example, the city of Aden is famous for the preparation of milk tea while red tea is available in all cities of Yemen, and because Yemen is the origin of coffee in the world there is the most famous Yemeni coffee at all globally. Yemeni cuisine is also famous for offering Karkadin, a drink extracted from Karkadin tree flowers and has great health benefits. Tourists prefer to drink it in the warm atmosphere of Yemen, as well as raisin drink where raisins are soaked and cooled. Tourists also prefer mango and guava juices available in Yemen.

Yemenis drink coffee and tea in large quantities, we find some northern cities in Yemen prefer coffee and southern cities such as Aden prefer tea, there are flavors distinguish Yemeni tea such as cloves and cardamom. Most popular cafes visited by tourists in Aden prefer these flavors when drinking tea.

Alcoholic beverages are available in Yemen but are very limited and inappropriate for Yemenis for religious and cultural reasons, but in the city of Aden alcohol has remained more available than any other Yemeni city.

Fats

Municipal butter (*seemn* in Yemen) is traditionally extracted from milk, especially in villages. The most commonly used fats in Yemeni cuisine are vegetable oils, which are used in many foods such as sweets and some delicious dishes and drinks such as hot milk. In tourist restaurants in Aden, fats are used in pastries.

4. RESEARCH BACKGROUND

4.1. Restoring Tourism After Crises

To complete the character of the tourist destination must have a basic element is the restoration of marketing, the area of interest in destinations and restore the restoration of marketing is vital to research in the new tourism studies and literature (Avraham & Ketter, 2015:337). The importance of the restoration of marketing in tourism planning in anticipation of any emergency may occur in the tourist destination, which is an effective assistant in the management of destinations. And always use the word “what if,” marketing the tourism destination crisis became an international issue in tourism (Beirman, 2003:201).

The WTO phase model of a tourism crisis advises users how to deal with media and tourist responses to the incident, how to mitigate negative impacts of the loss of visitors to the area, and the use of media techniques to restore 'the normal pattern.' However, this model in its attempt to be accessible glosses over important complexities in crisis management (Scott et al., 2008: 7).

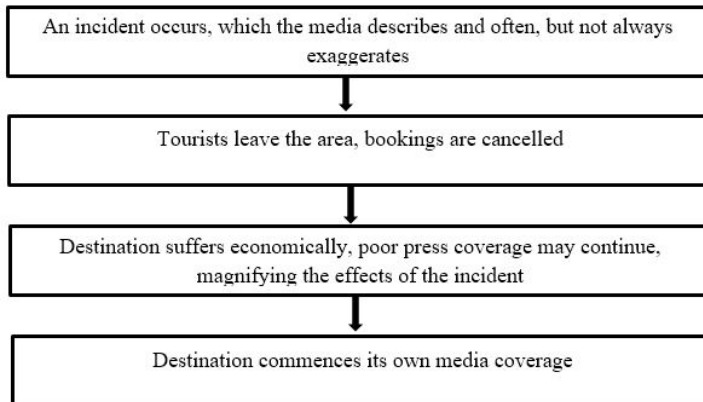


Figure 3: Phase Model Of A Tourism Crisis

Source: (Scott et al., 2008:8)

The management of the crisis of destinations can be classified according to the shortness or length of the crisis. There are two basic stages to deal with short-term crises:

Stage 1: Work on the diagnosis and consolidation of the actual crisis.

stage 2: directly implement a recovery strategy to overcome the crisis (Beirman, 2003; Tapola & Bagans, 2011).

Political violence is a long-term crisis, so the destination authorities must implement marketing plans and strategies in times of major crisis. And the implementation of a contingency plan through which to control the crisis and restore markets after the end of the crisis (Beirman, 2003:245).

4.2. The Destcon Scale

Assessing The Severity Of A Destination Crisis

There is a five-point scale called defense readiness conditions classified by the global armed forces in anticipation of an emergency for the security and safety of states and the alerting of the military situation in the time of crisis. The scale starts from number 5 and represents the normal situation during the peace and It ends up with the number 1 and represents: maximum strength for readiness and preparedness (Barnes, 2009; Beirman, 2003).

In general terms, these are descriptions of DESTCONs: (Moreira, 2007:52)

-DESTCON 5: Normal marketing conditions;

-DESTCON4: Normal, increased intelligence and strengthened marketing measures;

-DESTCON 3: Increase in marketing readiness, above normal readiness;

-DESTCON 2: Further increase in marketing readiness, less than maximum readiness;

-DESTCON 1: Maximum crisis marketing readiness.

According to the standards and conditions of the destinations, the classification is as follows:

-DESTCON 5: Represents the minimum threat of marketing in destinations.

-DESTCON 4: secluded Problems within destinations such as crime, political problems, and conflicts that sometimes require avoidance of destination areas and this slightly affects the overall marketing of destinations. An example of this problem was discussed in this study, the South African State.

-DESTCON 3: There is a real danger in the areas within the destination and pose a threat to tourists such as a terrorist operation, major crimes, natural disasters, outbreaks of disease. These disasters adversely affect the marketing process of tourist destinations. These crises are dealt with by the local media because most of these crises are Local crises, sometimes canceled visit the entire tourist destination. Such as Turkey and some other countries exposed to earthquakes

-DESTCON 2: A large crisis of this magnitude beats her alarm because it is a threat of war or a devastating natural disaster. This includes a wide range of terrorist operations, large natural disasters and serious diseases that threaten the lives of tourists. Therefore, destination governments are warning of increasing risk and avoiding all destinations. The study dealt with cases such as Croatia, Israel, Egypt, Sri Lanka, and the Philippines. The destinations face major problems and negative impacts on the marketing potential of destinations adjacent to the main destination.

-DESTCON 1: This is one of the most serious crises and disasters in the world, which threatens not only marketing tourist destinations, but the country as a whole. And have serious repercussions at the local, regional and international levels of tourism. Such as devastating wars such as wars in Syria and all Arab Spring countries, or large-scale terrorist attacks such as the September 11 attacks in the United States of America.

Table 2: DESTCON Five-Point Scale

DESTCON 5	Normal marketing conditions
DESTCON 4	Normal increased intelligence and strengthened marketing measures.
DESTCON 3	Increase in marketing readiness, above normal readiness.
DESTCON 2	Further increase in marketing readiness, less than maximum readiness.
DESTCON 1	Maximum crisis marketing readiness.

Source: (Moreira, 2007:59)

4.3. Disaster Management Frameworks

Faulkner points to a critical stage of recovery from the long-term crisis, focusing on Phase 5 of the Faulkner model and says: “The recovery of tourism destinations after long-term crises consists of three steps, 5A - restore and revitalize the destroyed infrastructure; 5B-treated marketing with responses; and 5C-ability to harmonize with the system itself (Faulkner, 2001:135).

Table 3: Faulkner’s Tourism Disaster Management Framework (Simplified)

Stage

Phase

1

Pre-event phase: Disaster contingency plans, scenarios or probability assessments play a major role in the disaster management strategy.

2

Prodromol phase: The disaster is imminent and warning systems and command centres are established. In this second phase, contingency plan actions are initiated.

3

Emergency phase: Disaster effects are felt and actions are necessary to protect people or property in the tourism destination.

4

Intermediate phase: Short-term and immediate needs of people have to be addressed by emergency and rescue teams. A clear media communication strategy is crucial in this phase.

5

Long-term (recovery) phase: The damaged infrastructure has to rebuilt and environmentally damaged areas have to be reconstructed

- 5A- recovery of damaged infrastructure: Includes roads, water, electricity, hotels, transport and other services.

- 5B- marketing responses: By individual firms, DMOs, STOs, NTOs.

- 5C- adaptations to the system itself: As rebuilding occurs.

6

Resolution phase: this phase corresponds to Smith’s (1990) feedback loop where existing assessment methods or contingency plans are improved.

Source: (Scott et al., 2008)

Table 4: Steps To Marketing Management Of A Destination Crisis

Step 1	Diagnosis and identification of the crisis as a real threat.
Step 2	Forming a specialized crisis management team and defining their tasks.
Step 3	Promote the destination before and after the danger phase.
Step 4	Effective monitoring of destination recovery and crisis analysis as an experiment

Step 1: Diagnosis and identification of the crisis as a real threat

There is a set of questions that the responsible authority in the destination must answer:

- Is it possible to spread this disaster or the crisis in the markets of major sources in a large and wide?
- Could this crisis threaten the safety of tourists and upset their mood?
- Is there a direct negative impact on tourists?
- Did the foreign authorities offer advice to travel in this crisis and continue to follow up?
- Did the insurance companies cover all losses in the tourist destination?
- Do tour operators, airline workers, and other transport companies consider withdrawing or restricting goods and tourist products coming to the tourist destination?
- Are all negative inquiries from tourists and other sectors related to the tourism sector answered?
- Are media groups located in destination areas allowed to publish information about the destination?
- Are media outlets at the destination delaying the publication of information about the destination?
- Is there a seasonal statistical decline in the number of hotel arrivals (hotel occupancy)?
- Is there a surge of workers through the great pressure on the infrastructure of the tourism sector?
- Is there a political reform regarding the service of the tourism sector?
- Has the country seen a significant drop in seasonal tourism revenues?

If the answer to at least three of the above questions is ‘yes’, then the destination authorities should treat the situation as a crisis. This is not an absolute and definitive identification of a crisis; rather, the above questions constitute a representative list of key indicators (Beirman, 2003:247).

Step 2: Forming a specialized crisis management team and defining their tasks

In the course of managing the crisis of destination requires the availability of a number of important elements, and the responsibility of this administration rests with the director of the authority in the direction of the destination, the cycle of the development of global rules and conditions must be implemented by everyone, and from a marketing perspective these elements are:

- Cooperation between all media and public relations;
- The interrelationships between the relations in the tourism industry in the source markets;
- Take care of operations in the destination area and evaluate these works permanently and focus on the staff within the destination;
- Continuing coordination between local tourism and all other sectors related to the tourism sector, and communication between local and international authorities;
- Cooperation between tour operators and other companies such as transport companies, airlines, and others (Beirman, 2003:249).

Step 3: Promote the destination before and after the danger phase

There are some cases in which the duration of a crisis is so lengthy that the destination authorities maintain a marketing profile despite the crisis.

This is maintained by:

Isolation marketing

This methodology is very effective in this type of marketing and means the isolation of all places that are subject to crisis and secure other places in the destination more safe and attractive to tourists.

Segmenting the market into stalwarts, waverers and disaffected

During an extended crisis, some destination authorities will prioritize their marketing and promotional activities and budgets according to the propensity of specific market segments to visit or support the destination during challenging periods. There are three key categories. Their naming is arbitrary but easily understood.

1. Stalwarts. The stalwart market comprises those with a strong affinity or feeling of solidarity to the destination. During a crisis, many destination authorities seek to elicit the support of the domestic market

2. Waverers/fair-weather friends. In DESTCON 5 (normal) circumstances, this group would form the mainstay of the market to the destination. It comprises people who would normally visit or conduct business, and who have a broad sense of affinity with the destination short of an ideological, ethnic or spiritual commitment.

3. Disaffected or discretionary market. Predominantly, this segment of the market chooses to see the destination as a holiday destination and will understandably be deterred by anything which may be perceived as complicating, undermining the security or adding stress to their visit (Beirman, 2003:250).

Incentives to restore the market

Destinations that have experienced crisis need to ensure that the recovery process is as rapid as possible. A post-crisis marketing approach requires the ability to restore market confidence in the destination through positive media coverage, maintaining an informed travel industry and wide dissemination of the recovery process to the consumer market (Beirman, 2003:251).

Maintaining an effective website

The most important concern of the authorities of destination at present is to focus on the effective website which is one of the most important means of marketing in terms of cost and impact, the web is a useful marketing aid in dealing with the crisis and beyond, and more media rely entirely on websites in the download of photos and articles And videos as a source of news and events about tourism (Beirman, 2003:255).

Ensuring that opinion leaders in source markets see for themselves

To restore confidence to visitors, all authorities in the destinations must deal with the crisis after the recovery phase cautiously, through websites and intensive marketing campaigns destinations, and obtain direct certificates from officials in the markets of sources important, such as the testimony of journalists, journalists and television programmers that the tourist destination It has become more secure and ready to welcome tourists again. Media coverage to restore the destination is an important element in reviving the destination (Beirman, 2003:243).

Step 4: Effective monitoring of destination recovery and crisis analysis as an experiment

At this stage, the authorities focus on the control component, monitoring the statistical figures and the period of the crisis and monitoring the recovery process to this destination accurately and effectively. Also, focus on market research and work on a strategy to target different segments of the market and provide a clear message to them (Beirman, 2003:224).

5. PROBLEM STATEMENT

This study aims at addressing the crises in the tourism sector in general and tourism destinations in particular, highlighting the most important plans and means to deal with the crises well, and the rehabilitation of tourist destinations through effective marketing.

5.1. Aden As Destination And Crisis

Yemen is rich in natural resources, which suffer from authoritarians and theft of its wealth, so it looks poor country compared to its neighbors, it is the origin of the Arabs and all Arabs belonging to them and provide them with tribal ties from ancient times, and Yemen suffers from a large rise in the population, which constitutes a fear in exporting insecurity to neighboring countries (Hokayem & Roberts, 2016:157).

Yemen is in a state of instability to date as a result of the wars in both north and south Yemen. In 2015, the Arab coalition intervened in the Yemen war to eliminate the Ansar Allah Houthi group, which in turn took control of Yemen and invaded the capital Sanaa and took control of many cities in the north to this day (Hokayem & Roberts, 2016:158).

At the beginning of 2015, al-Houthi seized important areas in Yemen and reached Aden after taking control of the capital Sana'a, then exited after a war with the Arab coalition forces. The UAE-backed Transitional Council is fighting a war against the national army in the city of Aden, which has an unparalleled cultural history and tourism potential (Hokayem & Roberts, 2016:159).

Before the war, there was no much effort exhibited to promote Aden as a destination for tourism and no clear distinction of which marketing mix's factors that significantly influence the tourists' choice of Aden city as a tourism destination. Thus, tourism organizations in Aden can utilize available resources to implement a robust marketing strategy that influences the tourists' choice of Aden city as a tourism destination.

This study will focus on the possibility to manage tourism marketing for Aden as a destination during the war crisis?

6. RESEARCH OBJECTIVES & QUESTIONS

-To identify is Aden as a destination defined as a tourism crisis and compare it to Croatia?

-To identify the severity and the impact of the crisis in Aden as a destination?

-To propose steps to manage marketing during the crisis in Aden?

7. OPERATIONAL DEFINITIONS

Aden: The economic and commercial capital of Yemen, and currently during the war is the temporary capital of Yemen.

Tourism: Is a social and economic activity that focuses on moving people from their normal place of residence to other places for purposes such as entertainment, commerce, etc (UNWTO, 2008).

Yemen: Located in Asia. South of the Arabian Peninsula on the borders of Saudi Arabia to the north, and the State of Oman in the east. It has the Bab al-Mandab Strait, which is an important strategic depth for the world. It links the Red Sea with the Indian Ocean through the Gulf of Aden (Federal.Research.Division, 2008).

Destination: The tourist destination is defined as the place to be visited for any purpose of tourism and enjoy all the services provided in it, it is an important element to decide to travel (UNWTO, 2008).

8. RESULTS & DISCUSSION

As Yemen is in the war of a non-identified period and so far it lasts 4 years thus Aden as a destination would be compared to Croatia which had a similar situation.

After the Houthi group took control of the tourist city of Aden, Iran began to move and support politically and logistically and to receive Sanaa airport for Iranian flights and experts. The reaction of the Arab Alliance was a quick and sudden bombing of Houthi groups (Hokayem & Roberts, 2016:158). During this invasion, vital aspects of the city were attacked and military troops were targeting in including Khor where the Aden International Airport, Aden seaport exist and the presidential palace. Heavy destruction was caused that was later augmented by Saudi-Emirates coalition force intervention. Many hotels and tourist sites were affected along with roads and telecoms. Other parts of the city were preserved from this damage, yet water source and food supplies were lacking. During the war, both military sides targeted most roads and highways leading to Aden from districts surrounding districts. After the Houthis withdraw another problem emerged that is secured with the city as ISIS and other militia took the upper hand in the city and frequent attacks occur within certain districts with Aden itself.

Recently, Aden International Airport restored its activity and Yemenia Airlines resumed its flights from Aden to Cairo, Amman, Delhi, and other cities. This provided a better chance for people to head for Aden part of a destination transition during traveling aboard. Some humanitarian Aid was provided by local, regional and international organizations to improve medical, water and food supplies yet, sanitation remains a problematic

issue. Some cases of Dengue fever and Cholera are recorded within Aden and the nearby districts. Most governmental offices and personal lives and work from outside the country leading to a gap of power within the whole country.

As a comparison to what was achieved in Croatia which faced a similar situation as a case study, we noted the following aspects.

Croatia is one of the most important destinations of Europe's tourist attractions. It has witnessed fierce wars between its indigenous Catholics and the neighboring Serbian Orthodox population, as well as its war in Bosnia and Herzegovina where Muslims live. Between 1991 and 1995, Croatia fought a war with the Yugoslav-dominated federal government, NATO intervening to stop the war in cooperation with the United Nations and European Union countries, but without benefit and the war lasted four years, destroying the historic city of Dubrovnik. The term "ethnic cleansing" was produced as a result of the Croatian-Serbian war, the first malignant term in the long-term human conflict, and includes other horrific meanings such as the massacres and massacres of villages and cities inhabited by different ethnic groups (Beirman, 2003:245).

The Croatian-Yugoslav war was by all accounts a disaster in the destruction of Croatian tourism, which reduced the number of tourists to Croatia between 1991-1995. The war in Croatia led to the breakup of Yugoslavia, as well as the loss of Croatian tourism by the war in Serbia. Some international and regional tourism markets have responded to the war and stopped visiting the northern coast of Croatia such as Britain and France, while Italian, Austrian, and Czech tourists continued to visit this coast. The reason for this is the presence of strong French and British media outlets that enable the tourist to know the places of war with high accuracy, where all the British media indicated that Croatia is a disaster and all a war zone. It is different from the Czech Republic. There are destinations to the north of the Adriatic Sea of Croatia, which enjoy a cheap price and suitable for the Czech tourist and spend relatively enjoyable and safe times. The number of tourists to Croatia reached 8.35 million tourists in 1985. The figure dropped by 1990 to 7.05 million. Local tourism has been active and Croatia has visited about 1.23 million Croatian people before 1995. The civil war in Bosnia and Herzegovina has hampered Croatian tourism. Statistics from the Croatian Ministry of Tourism show that the number of tourists to Croatia in 2001 reached 7.8 million. It was much lower than the number of tourists in 1985 (Beirman, 2003:246).

The solutions executed by the Croatian government were:

- The government received a substantial amount of international assistance for this project. This support was significant for Croatia as a

tourist destination, but especially so for Dubrovnik's status as a World Heritage site (Beirman, 2003:230).

In the case of Aden, all the incoming financial support was focused on humanitarian aid and boosting the currency that faced severe drop.

➤ One factor which enabled Croatia to achieve a relatively rapid recovery of inbound tourism was the demography of its principal source markets. Most tourists were from nearby European countries eg Italy (Beirman, 2003:2230)

Yemen is a geographic state where neighbors are restricted to Saudi Arabia which is part of the coalition Force attacking Yemen and Oman otherwise across the sea is Somalia which was instable until recently and Djibouti.

➤ The Croatian Ministry of Tourism may not have established tourist offices in most countries except Britain but has closely coordinated and worked with tour operators extensively. Coordination and cooperation have been established between Croatian Airlines and all sales agents in airlines (GSAs). There has been a real representation of Croatian tourism in European and American markets and many of the major markets in the world (Beirman, 2003:231).

In our case of Aden, no other Airlines allowed to land in Aden Airport and the seaport is off-limits so far due to the fear of trafficking missiles and weapons to assist Houthis and terrorist groups.

➤ In the European countries neighboring Croatia, the marketing advantage enjoyed by Croatia is the cheap accommodation prices according to appropriate standards for the welfare and services of hotels, restaurants, and others (Beirman, 2003:231).

With the inflation striking Yemen and the reduced income for most Yemeni people prices in Aden are considered high and expensive and the service is not up to standard.

➤ Despite the damage to the city of Dubrovnik and the resorts of the Croatian Adriatic coast, the most damage caused by the war was aimed at eastern Croatia, a region where tourism destinations are much smaller and therefore fewer tourists (Beirman, 2003:233).

In Yemen, the war is burning in the north, while in the south there is a security instability threatening tourism in Yemen.

➤ After the end of the war in Croatia, the Croatian Ministry of Tourism has poured millions of dollars into the reconstruction of the infrastructure and the development of tourism in Croatia: roads, sea, transportation, communications, etc (Beirman, 2003:233)

No budget is set for roads in Yemen as most are spent on humanitarian aid and securing borders.

➤ The Croatian government has privatization many tourist facilities, mainly hotels (Beirman, 2003:233).

Since 1990, the unification, Yemen government supported the privatization of most tourism services except for the historic sites.

➤ The Croatian government provided tax exemptions and privileges to investors in tourist and hotel facilities (Beirman, 2003:234).

Being divided by war in Yemen, most taxes are supposed to be submitted to the Aden government yet the lack of presence of this government within Yemen leads to incompetent Tax policy besides the northern parts of the country pays those taxes to the Houthis as a counterpart government in Sana'a.

➤ The Croatian authorities have focused on supporting the establishment of tourism and sports conferences that qualify Croatia to compete globally in ecotourism as a tourist destination. There is a large area of Croatia for national parks and forests according to European standards. The sports orientation has also helped Croatia to boost tourism, such as taking advantage of the famous Croatian tennis player Goran Ivanisevic in Wimbledon in 2001, as a national symbol of Croatian sport, and a reason to attract tourists. Ivanisevic is a popular face and symbol for the promotion of Croatian tourism (Beirman, 2003:234).

None of these are possible in Aden due to the crumbling health and environmental status within the city.

➤ The website of the National Council of Croatian Tourism has promoted many tourism activities: maritime tourism, health tourism, conference tourism, sports tourism, and environmental tourism. The site focused on diving tourism, hunting and climbing in Croatia. As well as the interest of the Tourism Council in Croatia Catholic pilgrimage, where Croatia is an important country of Christian sanctuaries that visitors from all over the world for religious tourism (Beirman, 2003:235).

Sadly most of the marketing social media for Aden was lacking before the war as the city depended mostly on the interior tourist movement. Of course, during the war, most media focuses on the negative aspect of the current situation and the tourism ministry fails to defend the image for Aden as a destination.

9. CONCLUSION & RECOMMENDATIONS

1- The government in Aden must establish an office that deals with interacting between the different sectors promoting tourism in Aden including Airline services, hotels, and restaurants.

2- The government must start a program to improve the roads and access to the city from surrounding districts.

3- Local and international medical helping organizations must be enrolled to break the vicious cycle in communicable disease spread.

4- Security and disarming people within Aden is a must and effective police stations must be provided.

5- The government must invite other Airlines to land in Aden international Airport after improving its status to allow more travelers into and from the city.

6- Infrastructure and trying to stop the inflation rates along with maintaining salaries for employees and creating a new Tax policy to deal with the current situation

7- Interaction between different ministries and the Gulf governments to boost the services provided in Aden besides that of the telecoms.

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Chapter 31

LOGISTICS PUBLICATIONS IN WEB OF SCIENCE DATABASE: A BIBLIOMETRIC ANALYSIS



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1. Introduction

Logistics is a concept that has gained an essential place in the business world as well as in the military literature and is used since the depths of history. This concept started to be used very frequently in the early 20th century and entered into sales literature in the 1960s (Gümüş, 2009). Logistics is the systematic flow of goods and services from the point of origin to the end-user. In this orderly flow; procurement, handling, transportation, storage, distribution, stock control and scrapping are carried out. Also, both information and material flow are carried out between these activities (Erturgut, 2016). The purpose of the logistics activities is to have the right products and services available in the right amount, at the right place, at the right time and in the desired way with minimum cost. Each logistics activity has the effect of affecting each other and changing the prices of each other (Çevik and Gülcan, 2011). The fact that the logistic activities have a significant impact on the income and cost levels of the enterprises, and they are composed of businesses that create added value brings a new dimension to the competition. At this point, the successful execution of logistics activities is of great importance in developing the competitiveness of enterprises (Bilginer and Kayabaşı, 2007).

The primary purpose of scientific research is to transfer the findings to a large mass. Bibliometric analyzes are research that allows the analysis of publications by different methods and the evaluation of scientific studies (Alkan and Özkaya, 2015). According to another definition studies based on a document review that allows the analysis of publications made in an area by different methods and the evaluation of scientific studies are expressed as bibliometric analyzes (Beşel and Yardımcıoğlu, 2017). Also, bibliometric analysis is regarded as a fundamental interdisciplinary basis that allows us to look at a broader perspective from the point of increasing the level of development of scientific research (Hotamışlı and Erem, 2014). Bibliometry deals with the examination of various elements of academic publications (author, subject, year, number of pages, citations, etc.) with the help of numerical analysis and statistics. Also, bibliometric analyzes may be descriptive or evaluative (Alkan and Özkaya, 2015). However, the first bibliometric study in the literature was published by Cole and Eales in 1917. In this study, a statistical analysis of the studies published in the field of comparative anatomy between 1550 and 1860 was carried out (Hotamışlı and Erem, 2014). Besides, it is possible to find many studies in the literature using bibliometric analysis (Armutlu and Ari, 2010; Birinci, 2008; Özel and Kozak, 2012; Polat, Sağlam and Sarı, 2013; Karagöz and Kozak, 2014; Taşkın and Çakmak, 2010; Al and Coştur, 2007; Aydın, 2014; Okumus, Koseoglu and Ma, 2018; Dzikowski, 2018; Dao, Abhary and Marian, 2017; Chen, Liu, Geng, Brown, Gao and Wu, 2017; Soosaraei, Khasseh, Fakhar and Hezarjaribi, 2018; Kim, Yoon, Kim, Lee, Bae and

Lee, 2016; Bouchard, Albertini, Batista and De Montigny, 2015; Reddy, 2015; Dees, 2015; Özdem, 2015; Kavakcı ve Yardımcıoğlu, 2018; Ünal and Bayar, 2020).

The purpose of this study is to provide an overview of the logistics literature within the publications in the Web of Science databases. The Web of Science (WOS) (Clarivate Analytics), is a scientific citation indexing service, which provides access to multiple research databases. It also offers various analysis options, indicators, and international comparisons, including institutional or personal productivity, and it is possible to benchmark these outputs for research cooperation and collaboration. The research questions created for purpose are as follows:

- Which types of logistics publication are the most popular and what is the average number of citations for these publications?
- How are publications distributed by year?
- Which regions/countries and institutions are publishing papers the most?
- Which publications are the most cited, and what is the total number of citations of these publications?
- Which keywords are used more, and how are these words changed over the years?
- Which authors have published the most, and how are their publications adventures?
- Which cross-country collaboration is more and which countries contribute more to the field?

In the next sections, first of all, the studies in the related literature are examined. The bibliometric analysis method is applied, and the results are interpreted, and the research is concluded.

2. Literature

Academic studies suitable for today's logistic content began to appear in the middle of the twentieth century. In 1961, the first journal "Transportation Journal" started to be published. Then, journals such as "International Journal of Logistics Management", "Journal of Business Logistics", and "International Journal of Physical Distribution and Logistics Management" were published. Also, academic studies on logistics and transportation extend to the "Transportation Economy" course opened by the rectors of Yale University, Henry Adams, in 1850 (Acar and Gürol, 2013). Over time, the field of logistics has become one of the essential research topics. Many researchers around the world have done a lot of research in the field of logistics (Liu, Huang, Liu, Liu, Yan and Li,

2017). In the literature, there are many studies in which the logistics field is examined by bibliometric analysis method.

Zary, Bandeira and Campos (2014) examined the researches about humanitarian logistics published between 2001-2014. They analyzed 690 publications in ISI Web of Knowledge, Scopus and Science Direct databases. As a result, they found that most papers were made in the USA, the most used keyword was risk management, and most publications were made in 2013. Da Silva, Cugnasca and Praça (2015) examined the researches published between 2000-2014 and using data mining in the field of logistics. They analyzed a total of 255 publications in the Web of Science database. As a result, they determined that most papers were made in OR Spectrum journal, the most cited author was Steenken D., and most publications were in 2009.

Davarzani, Fahimnia, Bell and Sarkis (2016) examined the greening ports and maritime logistics research published between 1975-2014. They analyzed 338 publications in Elsevier, Emerald, Informa, Taylor and Francis, Springer and Inderscience databases. As a result, they found that the most papers were published in the Journal of Transportation Research Part D: Transport and Environment, Corbett J. was the most productive researcher, the most mentioned word in the article titles was emission, and the most used keyword was ships. Huang, Liu, Zhang, He, Wei, Fang and Liu (2017) examined the researches related to logistics management published between 2006-2017. They analyzed 20555 publications indexed in SCI-EXPANDED, SSCI, A&HCI, CPCI-S and CPCI-SSH. As a result, they found that the number of publications in China is higher, that the USA ranks first in citation and is generally concentrated in various disciplines such as operation and optimization. They also found that logistics research is clustered in four information groups: logistics, supply chain, management, logistics technology.

Wang, Chen, Rogers, Ellram and Grawe (2017) examined reverse logistics researches published between 1992-2015. They analyzed 912 publications in the Web of Science database, indexed by the Science Citation Index Expanded (SCIE) and Social Sciences Citation Index (SSCI). As a result, they found that the most publications were made in 2013, that Guide V.D.R. was the most productive and the most cited researcher, and the highest contribution was made to the field between 2012 and 2015. Hajduk (2017) examined city logistics research published between 1975-2015. He analyzed 1723 publications in ISI Web of Science, Scopus, Elsevier, Emerald and EBSCOhost databases. As a result, it was found that the most papers were included in the Elsevier database, the words development, transport, policy, emission, vehicle and cost were used more, the most productive researcher in the Web of Science database

was Taniguchi, E. and the most publication was made in 2014.

Erturgut and Yılmaz (2020) examined the disaster and humanitarian aid logistics studies published between 2004-2019. They analyzed 854 publications in Web of Science and Scopus databases. As a result, they determined that the most papers were made in the USA, since 2015, more attention was given to the subject of disaster logistics, and the European Journal of Operational Research was the most cited journal. Alkan, Yılmaz and Oğuz (2020) examined reverse logistics researches published between 2000-2019. They analyzed a total of 1850 publications in the Web of Science database. As a result, they found that the most used keyword was management; more attention was paid to reverse logistics since 2007, Kannan Govindan was the most productive researcher. Most publications were made in the Journal of Cleaner Production.

3. Data and Methodology

On February 01, 2019, we conducted searches for the terms “logistics” in the Transportation category in the Web of Science databases (previously Thomson Reuters, now Clarivate Analytics). As a result of these searches, we acquired 1582 papers that were published between 1970 and 2018. In the following WOS databases (<http://apps.webofknowledge.com>, Access Date: 01.02.2019);

- Science Citation Index Expanded (SCI-EXPANDED), 1970-present,
- Social Sciences Citation Index (SSCI), 1970-present,
- Arts & Humanities Citation Index (A&HCI), 1975-present.

The most-cited documents, publication year, document type, organizations, and countries/regions were analyzed. The keywords used in the articles were interpreted by factor analysis, and the trends of the keywords were examined by years. Also, publication areas, authors, country collaborations have been visualized with the R program and have been presented together with the results of the analysis.

4. Results

One distinct document type was the most published in the Transportation category (Table 1). Publications consisted of 89,894% articles. There were also smaller numbers of other document types that are shown in Table 1. According to our results, the most cited document types were articles, which were cited 22974 times; proceedings papers were cited 884 times. The average citation rate per publication was highest (22) for review documents, followed by articles (16,88) and proceeding paper (13).

Table 1. *Document Types*

Document Type	Total Publications	Percent (%)	Sum of Times Cited	Citing Articles	Average Citations Per Item
Article	1361	89,894	22974	14037	16,88
Proceedings Paper	68	4,491	884	842	13
Book Review	61	4,029	17	17	0,28
Editorial Material	58	3,831	222	206	3,83
Review	28	1,849	616	589	22
Reprint	3	0,198	11	11	3,67
Correction	2	0,132	0	0	0
Item About An Individual	1	0,066	0	0	0

Logistics has gained in importance as research topics. For example, the number of logistics publications has continuously increased over the last ten years (Table 2). Interestingly, however, the total number of citations and average citations per item is lower for more recent papers. For this reason, it may be possible to refer to old essential publications because of the possibility that similar topics can be studied. It can be said that papers on “logistics” between 2008 and 2012 are important in the literature.

Table 2. *Publication Numbers by Years (2008-2018)*

Year	Total Publications	Sum of Times Cited	Citing Articles	Average Citations Per Item
2018	168	129	108	0,77
2017	172	560	438	3,26
2016	160	1019	893	6,37
2015	135	946	829	7,01
2014	107	1551	1386	14,5
2013	103	1553	1371	15,08
2012	85	1733	1517	20,39
2011	68	1712	1556	25,18
2010	67	1802	1610	26,9
2009	56	1519	1358	27,13
2008	36	1565	1451	43,47

When the 12 years is taken into consideration in Figure 1, it is seen that the total number of publications is continuously increasing. It is understood that the total number of publications was highest between 2008-2019. The average number of citations was highest between 1996 and 2007.

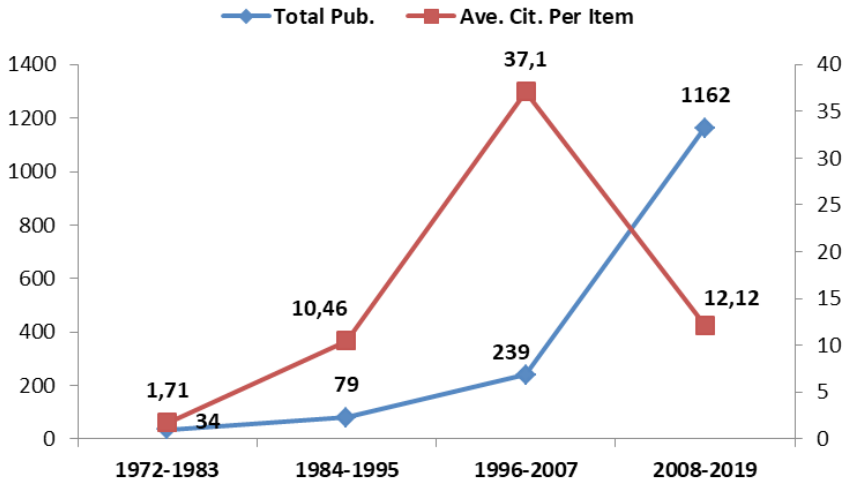


Figure 1. *Total Number of Publications and Average Citations (12-year Time Period)*

In Figure 2, factor analysis was performed by applying a Multiple Correspondence Analysis (MCA) method to keywords (keyword plus). Factor analysis decreases the dimensionality of the data and provides the representation of the data in lower dimensions (Bibliometrix, 2020). According to whether the keywords used in the articles are mainly used together, the conceptual structure map has been created by clustering the proximity and distance of each other with factor analysis. It is seen that the conceptual structures of the studies carried out in the field of logistics are clustered in two groups. The first group (red-coloured cluster) is gathered on transportation, cost, performance, strategy and supply chain. In contrast, the second group (blue coloured bunch) are clustered on network design, vehicle routing problem, optimization and algorithm.

In Figure 3, the frequency of use of the keywords used in the studies carried out in the field of logistics over the years has been examined. The word logistics has been used more frequently in the area, especially since 2011 and has become very popular in 2018. Model, management and optimization words are among the most used words in this field in recent years. It is seen that there is a significant increase in the use of the phrase transportation, impact, performance, design and demand.

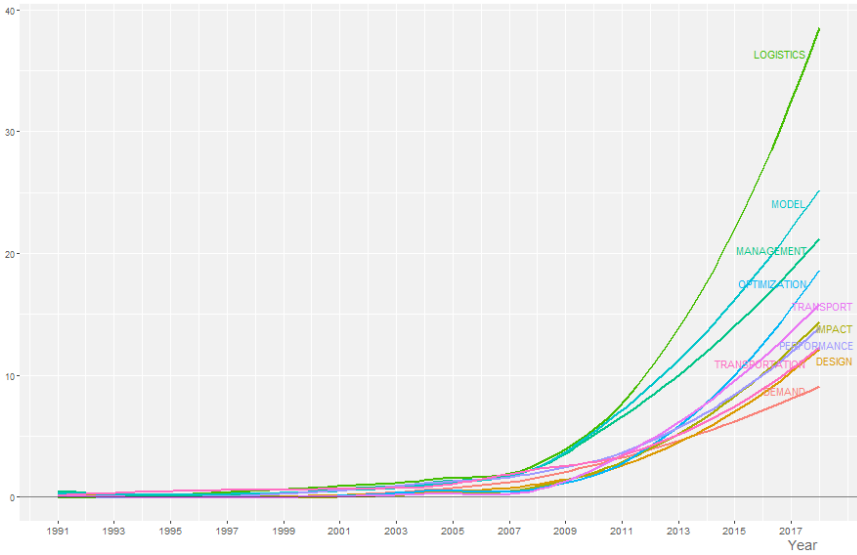


Figure 3. Keyword Trends

As seen in Table 3, Poist RF is the most published researcher in the field of logistics with 23 publications. Sheu JB is the most cited researcher with 1625 citations. Among the researchers in the table, the first publication date is the oldest researcher Poist RF (in 1974).

Table 3. Author Impact

Author	h_index	g_index	m_index	PY	TC	TP
POIST RF	9	21	0,191	1974	462	23
SHEU JB	17	18	0,895	2002	1625	18
MURPHY PR	9	16	0,3	1991	449	16
CHENG TCE	9	13	0,474	2002	413	13
LAI KH	9	12	0,474	2002	561	12
LAM JSL	9	12	1	2012	395	12
MACHARIS C	7	12	0,636	2010	207	12
MARCUCCI E	10	11	0,625	2005	435	11
MONIOS J	8	11	0,889	2012	240	11
LIEB RC	6	10	0,2	1991	136	10

TC: Total Number of Citations, TP: Total Number of Publications, PY: Author’s First Publication Year

h_indeks, g_indeks and m_indeks: Criteria that measure the productivity of the publications and measure the citation effect.

Publication adventures of the researchers with the most publications in 1974-2018 are shown in Figure 4. When the figure is examined, it can be seen that Poist was more productive, especially between 1991-2002 and received more citations. Macharis and Marcucci appeared to be more

productive and more cited especially in 2017-2018. It is seen that Lam and Monios were more productive and received more citations, especially between 2012-2018.

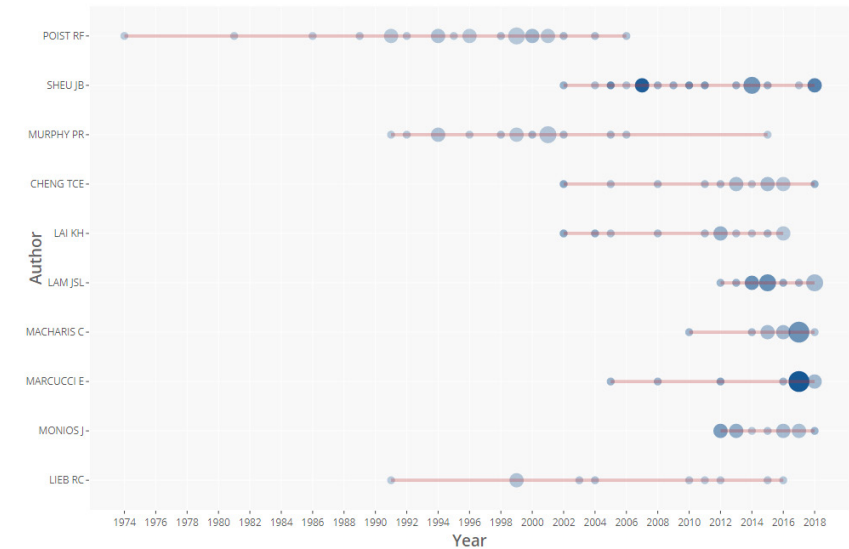


Figure 4. Publication Adventures of the Researchers

In Figure 5, three area charts of reference, author and keywords are given. Sheu, the most cited researcher, appears to use the keywords model, management and network the most in his work. Researchers who use the most logistic keyword are Macharis, Monios and Lam, respectively. It appears that Armstrong’s publication in 1977 was often cited by Poist and Murphy. It seems that Rodrigue’s papers in 2005 and 2010 and Roso’s publication in 2009 were mostly cited by Monios.

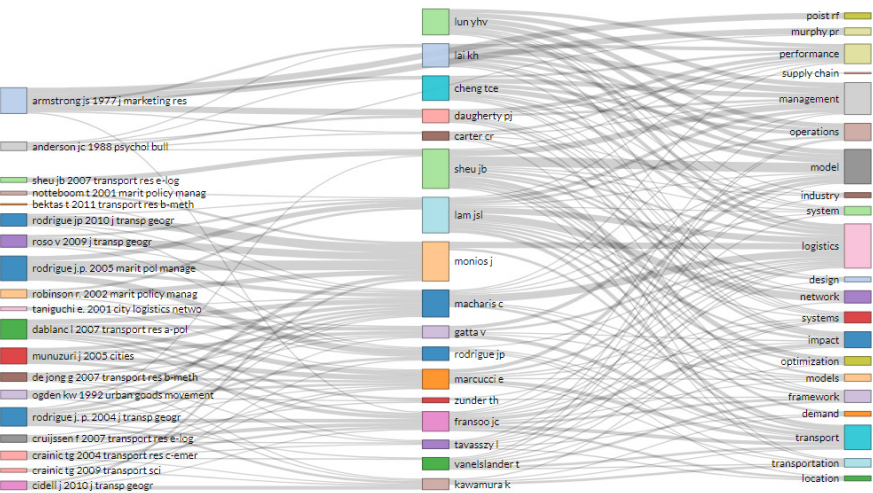


Figure 5. Three Area Charts for Reference, Author and Keywords

Tables 4 shows the ten countries with the most publications for logistics, respectively. Most papers are from the USA, followed by China and England. The USA is also ranked first in terms of a sum of times cited and citing articles. Taiwan is ranked first in terms of average citations per item rate, although it is ranked six in terms of total publications.

Table 4. *Total Publications by Countries*

Country/Region	Total Publications	Sum of Times Cited	Citing Articles	Average Citations Per Item
USA	540	9580	7317	17,74
PEOPLES R CHINA	190	2634	2226	13,86
ENGLAND	96	1612	1381	16,79
CANADA	85	1958	1686	23,04
NETHERLANDS	83	1616	1410	19,47
ITALY	75	1386	1155	18,48
TAIWAN	74	1914	1529	25,86
GERMANY	73	910	862	12,47
BELGIUM	66	1209	1034	18,32
AUSTRALIA	65	603	577	9,28

The density of the countries collaboration in the field of logistics is shown in Figure 6. The most cooperating countries are China and the USA (f: 40). The most cooperating countries other than these two countries are the USA and England (f: 20) and England and China (f: 20), respectively. As a result, it is seen that the USA, China and England are the countries that contribute the most to the field.

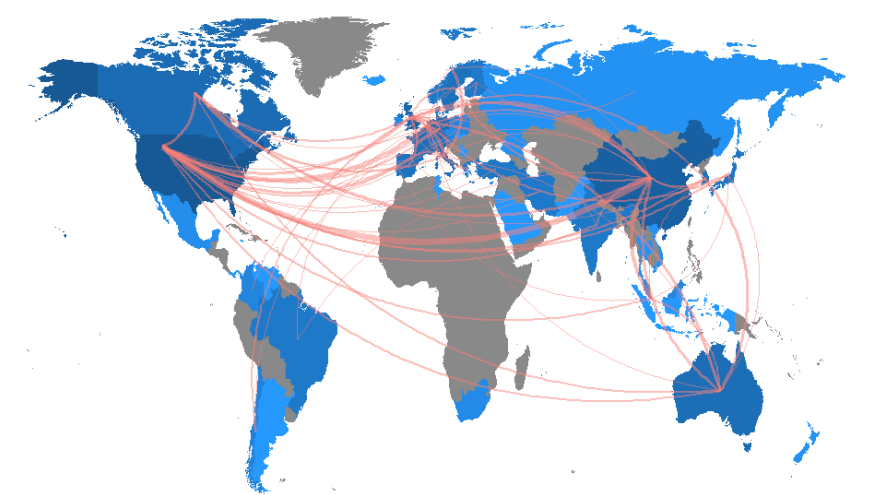


Figure 6. *Collaboration Map of Countries*

Tables 5 shows the top 10 universities/organizations with the highest number of publications for the transportation category, respectively. The Hong Kong Polytechnic University ranked first in terms of the total number of publications. The numbers of publications produced by this university constituted 2.72% of the total number of logistics publications in the transportation category. This university was followed by the Iowa State University and the University of Antwerp. The University of Montreal has the highest average citations rate per publication, although it has the lowest total number of publications. The University of Montreal is followed by Hong Kong Polytechnic University (24,56) and University of Antwerp (23,89). Half of these ten universities are from the United States.

Table 5. *Total Publications by Organizations*

Organizations	Total Publications	Percent (%)	Average Citations Per Item
Hong Kong Polytechnic University	43	2,72	24,56
Iowa State University	39	2,47	17,08
University of Antwerp	38	2,40	23,89
University System of Georgia	36	2,28	19,39
Pennsylvania Commonwealth System of Higher Education Pcshe	35	2,21	13,89
Penn State University	33	2,09	14,00
Delft University of Technology	31	1,96	19,84
University of California System	29	1,83	20,86
Nanyang Technological University	28	1,77	17,71
University of Montreal	26	1,64	39,27

Table 6 shows the ten most cited articles in the transportation category. Half of these articles were published in the Transportation Research Part E-Logistics and Transportation Review. Also, three of these ten articles was published in Transportation Science, one of them was published in Transportation Research Part A-Policy and Practice, and one of them was published in the Journal of Intelligent Transportation Systems. The most cited paper was published in Transportation Research Part E-Logistics and Transportation Review. A vast majority of the most cited documents seem to have been released after 2007.

Table 6. *The Most Cited Documents*

Title	Journal	Year	Times Cited
An emergency logistics distribution approach for quick response to urgent relief demand in disasters	Transportation Research Part E-Logistics and Transportation Review	2007	334
The influence of greening the suppliers and green innovation on environmental performance and competitive advantage in Taiwan	Transportation Research Part E-Logistics and Transportation Review	2011	305
A scenario planning approach for the flood emergency logistics preparation problem under uncertainty	Transportation Research Part E-Logistics and Transportation Review	2007	272
An integrated logistics operational model for green-supply chain management	Transportation Research Part E-Logistics and Transportation Review	2005	270
The electric vehicle-routing problem with time windows and recharging stations	Transportation Science	2014	250
Models for evaluating and planning city logistics systems	Transportation Science	2009	222
Goods transport in large European cities: Difficult to organize, difficult to modernize	Transportation Research Part A-Policy and Practice	2007	222
Last mile distribution in humanitarian relief	Journal of Intelligent Transportation Systems	2008	221
Thirty years of inventory routing	Transportation Science	2014	214
Social responsibility and supply chain relationships	Transportation Research Part E-Logistics and Transportation Review	2002	214

An article written by Sheu in 2007 was the most cited article with 334 citations, followed by articles by Chiou, Chan, Lettice and Chung in 2011 with 305 citations and by Chang, Tseng and Chen in 2007 with 272 citations.

5. Conclusion

This paper presents a general view of the logistics literature in the transportation category in the Web of Science database. A bibliometric analysis was carried out to reveal an overview of the logistics literature in the Web of Science database. The most-cited documents, publication year, document type, organizations, institutions, countries/regions, keywords, author impacts, and collaboration of countries were analyzed. The key findings of this bibliometric analysis are summarized below:

- In terms of transportation category, the most requested type of document is the article.

- Reviews were the document type with the highest average citations per item. Therefore, academics wishing to increase their recognition should consider publishing a Review.

- Logistics publications published in 2007 and published in 2011 had the highest number of citations.

- The top publishing countries are the USA and China. However, this ranking is different when the average citation counts are taken into consideration. The two countries with the highest average number of citations are Taiwan and Canada.

- Hong Kong Polytechnic University was the organization with the most publishing institutions.

- An article written by Sheu in 2007 was the most cited article with 334 citations.

- The most cooperating countries are China and the USA.

- Sheu, the most cited researcher with 1625 citations, appears to use the keywords model, management and network the most in his work.

- Macharis and Marcucci appeared to be more productive and more cited especially in 2017-2018.

- Poist RF is the most published researcher in the field of logistics with 23 publications.

- Model, management and optimization words are among the most used words in this field in recent years.

It seems that Sheu received almost 20% of his total citations from a single article. Although Sheu is the second most productive researcher, when the citation-oriented evaluation is made, it is seen that he is far ahead of other researchers. Another noteworthy point is that the majority of the universities where the publications were made are in the USA. It is also seen that the countries where a large number of papers were made generally cooperate. It is understood that the researchers who made their first publications such as Monios, Macharis, and Lam recently received significant citations in a short time and achieved success. It is understood that the frequency of use of transportation, impact, performance, design, model, management, optimization, and demand keywords has increased with the increase in the number of publications over the years. Although the number of publications made between 1996-2007 was less than the number of publications made between 2008-2018, the papers made between 1996-2007 were highly cited, and these publications had a significant impact on the development of the field. Although the keywords are gathered in two groups, it is seen that the first group consists of concepts related

to the origin of the area such as transportation, logistics, management, performance, strategy, supply chain. It is seen that the second group consists of the method used or problem-oriented words to be solved, such as algorithm, vehicle routing, network design, model, and facility location.

As a limitation, the results of this study were obtained from publications up to February 2019. The distribution of publications, citation counts, author, country numbers, keywords, and the number of these words may differ from new articles added to the database after this date. The articles included in the analysis are taken from the WOS database. In future studies, it is possible to reach different results by analyzing scientific sources obtained from various databases such as Emerald, EBSCOhost, and Scopus. In the study, visualization analysis was done with R Studio program. By using different mapping and visualization programs such as VOSviewer, Gephi, Citespace, various relationships can be looked at by making different analyzes. In the study, only publications in the transportation category were taken into consideration. For future studies, researchers can investigate the logistics topic in various categories. Also, researchers can use the content analysis method for the most cited papers in this category. By analyzing the abstracts and methods of the articles, studies can be analyzed according to various criteria such as the most frequently used word in the abstract and the words mentioned in the titles.

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Chapter 32

**TRANSHUMANISM FEATURING
TRANSCONSUMERISM: CHANGES IN
THE GLOBAL CONSUMPTIONSPACE
AFTER COVID-19 AND A
PROJECTION FOR THE FUTURE**

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Introduction

America-China trade war expectation, US presidential elections and Britain's Brexit decision occupied the world agenda in 2019 as events challenging the global economy. However, a virus that appeared in Wuhan, China in December 2019, belongs to the coronavirus family and named as COVID-19, started to threaten the global health and economy in a short time. This situation, which was declared as pandemic by WHO, was recorded as one of the most devastating events in human history. Within the fight against COVID-19, scientists compete with each other to concentrate their R&D studies to develop vaccine and drugs. Although many promising developments have been announced, unfortunately the existence of a cure has not been announced yet as of May 2020. On May 26, 2020, it was reported that the outbreak occurred in 210 countries, 5,617,172 people were infected and 348,532 people died all around the world. China, U.S., European countries and Russia were affected mostly by pandemic. On one hand, natural scientists seek for medical and technological solutions, on the other hand, social scientists conduct research on the reactions of societies, governments, industries, and consumers to understand pandemic's impacts and to answer ominous future-related questions. It is seen that, during this period societies and individuals developed different reactions and behavior based on their internalized individualist or collectivist cultural norms (Statista, 2020; Baker et al. 2020; Ozili and Arun, 2020; Celik and Dane, 2020; Thanh et al. 2020, Soares et al 2007). In order to understand what pandemic will confront us in near future, it is also necessary to understand the environment that the virus came out and what kind of changes and transformations were about to happen. In the information and technology era we live in, new trends involving 'Internet of Things, Industry 4.0, Artificial Intelligence, Big Data and Quantum Computers' together aim to evolve human to a higher level. These developments can be generally examined within the framework of "transhumanism" movement. The leap created by quantum physics and new perspectives offered by new transdisciplinary approaches about production information have been already started to revolutionize the way we perceive and interpret the world. The rise of pandemic coincides with this period.

Transhumanism, which can be defined as a cultural, philosophical and modern movement, aims to transcend the self by asking questions such as "What is human and what is its nature?", "How is progress possible?" and to develop the intellectual, physiological and psychological capacity given to man by nature with the help of the latest technology and science. While transhumanism makes useful promises about combating diseases, living a more efficient and healthy life, sustaining economic development;

however, it is also criticized for creating unforeseen and dangerous consequences about issues related to human consciousness, belief and ethics (Ramanauskas, 2020; More, 2013; Kyslan, 2019). Studies on the development of artificial intelligence, which transhumanism close-marks, are also discussed within this context. While artificial assistants, such as Apple's Siri, offer useful solutions to consumers in daily life, some other artificial intelligence technologies are criticized for misinforming and directing the public and even affecting election campaigns. There are many intellectuals and scientists who agree with Stephen Hawking, Elon Musk, and Bill Gates in their apocalyptic views that artificial intelligence will destroy human race or create huge problems if it is not well managed. Bioconservatives argue that 'posthumans' that will occur with the help of transhumanism will see 'ordinary people' as a threat and try to destroy them. They also say that the development and widespread use of technologies serving this purpose are a threat to human dignity and freedom, and they should not be used to modify human conditions which are regarded as defects such as getting sick or aging (Floridi, 2016; Morelli, 2019; Bostrom, 2005). Despite the criticisms, acidly-occurring demands for digitalization in the pandemic period created a new source that Transhumanism movement can be fed by heartily.

If an individual is evaluated through the lenses of transhumanism within the consumptionspace, he or she turns into a consumer and 'Transconsumerism' emerges. It is known that 100 years-old consumption culture exploits nature and people, disrupts ecological balance and human conditions by disturbing sustainability and creating climate change and inequality of income globally. Consumers, who are not unconscious to them anymore, are looking for a way out by developing new forms of behavior. These solutions are discussed within the scope of 'Transdisciplinary Approaches'. In this context, Transconsumerism occurs as a form of consumption that does not seek happiness in consuming material assets and is shaped beyond the traditional consumerism within a different consumptionspace. Thus, transconsumerism reshapes the traditional consumer's assumptions related to consumption, market dynamics and power relations. A transconsumerist realizes the unsustainability of existing forms of consumption and ceases to define its identity with purchased materials and aims to obtain selective consumption, borrow, experience, invest in durable and quality. From a Nicolescuian point of view, transconsumerism can be expected to offer solutions that can challenge the hegemony of familiar consumerism and the problems posed by the consumer society. Thus, an individual could gain meaning and a value from a legacy left behind, derived from the perception and the experience he or she gained through the social interaction with others (McGregor,

2013; Bedder, 2017). Changing technology and digitalization-based consumer behavior in pandemic period also started to shed light on the future of transconsumerism. In this chapter, pandemic's varying impacts and reactions of producers, consumers, economies, states and societies in the global consumptionspace are discussed by examples. Main questions of the study are; 'While waiting for the cure, what do we witness in the global consumptionspace in terms of responses of the economy, brands and consumers related to pandemic crisis?', 'How consumer psychology and behavior do evolve?', 'How transhumanism and transconsumerism arguments do affect each together and are fed by pandemic?', 'Could the technology and science create a brand-new world order after the pandemic?'. In the conclusion, a projection for post-pandemic period is revealed within the scope of transhumanism and transconsumerism movements' arguments.

A Close Look at The World's Reactions to Pandemic in General

The first reactions to face the pandemic came from the state authorities all around the world. Precaution programs, economic supports, and investments related to medical services became prominent. Projects and programs to support pandemic-related treatment protocols and vaccine studies have been implemented rapidly. For example, U.S. President Donald Trump has approved an additional \$484 billion budget bill to support small businesses and health centers and to make more tests to fight pandemic (Mynet, 2020). Also, 100,000 body bags were ordered, a field hospital in Central Park was set up, new N95 masks were introduced. New York raised as one of the most damaged cities by pandemic. Ventilator shortages caused problems across the whole country and refrigerated trailers were used as temporary morgues. Yet, most state governors have criticized Trump and his administration for inadequate and late implementations (Hürriyet, 2020). On the other hand, India with a population of 1,3 billion, and Pakistan with a population of 212 million, were ranked as the most affected countries by pandemic. In these countries, the wagon-lits were turned into mobile hospitals equipped with ventilators, etc. due to the lack of hospitals (Ntv, 2020). Well-known pharmaceutical companies quickly started to make research about vaccine and drugs for coronavirus. A pharmaceutical company AstraZeneca stated that 400 million doses of the vaccine, called "AZD1222" could be produced and a total of 1 billion vaccine production capacity could be reached by this year and next year (Mynet, 2020). Sanofi and Regeneron pharmaceutical companies announced a medicine called 'Kevzara' and it was started to be tested on coronavirus patients in some countries (Ntv, 2020).

All around the world, pandemic negatively and severely affected lots of country's economies, markets, stock exchanges and many industries especially; tourism, education, health care, automotive and agriculture. In March 2020, serious collapses were seen in stock markets. The Dow Jones Index faced its biggest decline of all time on March 16, 2020, with a decline of 2977 points in one day. The climate of uncertainty caused massive depreciation in stock markets, mainly in the United States (37% decline), Germany (33% decline), Brazil (48% decline), Poland (38% decline) and Turkey (15% decline). Experts said the risk of economic collapse could continue due to uncertainty (Mynet, 2020). In a study dealing with the opinions of 650 digital industry companies in the world, it was announced that 93% of companies expect recession both in their own country and in the world. While 77% of respondents expect the pandemic to affect their sectors negatively, 35% expect a decrease in the number of employees, and an important segment of 74% state that there could be disruptions in cross-border trade. It was stated that investment decisions were suspended in markets and order cancellations were encountered. In order to support the economy, some demands raised about to reveal government-supported employee wages, postponed taxes, expanded low interest loan opportunities and to re-define pandemic as a force majeure (Hürriyet, 2020). International Energy Agency (IEA) predicted that daily oil demand could decrease by 20 million barrels in 2020 due to quarantine and oil consumption reduction in transportation. It was claimed that inventory excess could cause dismissal in the sector in later on (Mynet, 2020). Most businesses in Germany predict that in the near future demand and investments for products & services will decrease and orders will be cancelled (Statista, 2020). The OECD predicted that the international tourism economy could narrow by 45-70% (Ntv, 2020). The World Trade Organization (WTO) and the International Monetary Fund (IMF) warned countries not to restrict exports, claiming that global imports of needed healthcare products amount to about \$300 billion (Mynet, 2020). On the other hand, the collection and distribution of agricultural products became a problem because of the isolation at home all over the world. Despite this, in some countries like England, a large number of white-collar workers began to take courses in farms to adapt to the agricultural sector and are preparing to farm (Ntv, 2020). While factories in automotive industry were shut down in U.S. and Europe, China announced that they started to continue automotive production and 90% of workers returned to work. It is known that weekly cost of a closed facility is 2 million Euros (Habertürk, 2020).

Pandemic also affected the real estate industry negatively. The real estate market in China was affected three times worse than the 2008

financial crisis. Real estate purchases suddenly declined to 16% in January and February (Habertürk, 2020). On the other hand, international car expos such as Detroit, Geneva and New York have been canceled (Habertürk, 2020). Many world-renowned sports organizations were also canceled and the sports sector faced significant financial losses. As a result of delays in organizations such as Premier League, NBA, THY Euroleague, EURO 2020, and of problems in clubs and licensed product sales, losses of up to billions of dollars have occurred (Milliyet, 2020). In Italy, the hotel and food and beverage sectors, as well as the entertainment and education sectors, witnessed the biggest decline in terms of consumption value (Statista, 2020). The film industry is also affected by pandemic and initiatives began to broadcast large production films on digital platforms (Mynet, 2020). Due to lack of production in China, electronic products were out of stock quickly and prices increased worldwide (Milliyet, 2020). Due to curfews and home quarantines, education has been moved to digital with distance education in many countries. Cambridge university announced that all of the courses will be online until the summer of 2021 (Ntv, 2020).

Within the pandemic period, it was also seen that some companies operating in the field of technology, retail and logistics that produce and supply medical materials, made high profits and become prominent. Those who turned the crisis into an opportunity were attuned to digitalization and created creative new solutions. As of April 20, 2020, South Korea gained \$131,95 million by exporting masks (Statista, 2020). During pandemic period in U.S., the wealth of business people such as Elon Musk and Jeff Bezos, who worked in the field of technology and retail, increased by \$434 billion, while the total value of their companies reached \$3.382 trillion (Ntv, 2020). While the football industry was trying to switch to digital, a creative solution came from fans in Germany. For a football match without spectators, fans' real-sized cardboard figures were placed to the tribunes for €19. Thus, €47.000 audience income was obtained (Trthaber, 2020). The market value of Zoom Video Communications enabling online video meetings increased to \$42.3 billion within a few months. Unluckily, due to restrictions on transportation, the total market value of the 4 major airlines of the USA decreased from \$102,3 to \$51,8 billion in the same period (Habertürk, 2020). On the other hand, although lots of people lost their jobs in many sectors, hiring in the retail and logistics sectors, such as Walmart and Amazon, raised rapidly. In U.S., Walmart and Amazon announced to hire 150,000 and 100,000 people, respectively. Similarly, famous retailer brands in Turkey, Şok and Migros announced to create additional jobs for people from 1000 to 5.000 (Habertürk, 2020).

To fight the various negative effects of the pandemic, many scientists around the world, universities, research laboratories and world-renowned brands have developed various technological solutions in a short time. It was seen that world-famous brands invested millions of dollars in digital and technology. Some social media firms implemented new applications that contribute to social support. Siemens has developed a new immunity measuring test kit that can produce 240 test results per hour, proposing 99,8% accuracy (Mynet, 2020). Bill Gates supported a project developed for people to conduct coronavirus tests at home, and in line with the program, about 300 people a day started testing at home. The Gates Foundation donated \$100 million for pandemic research (Haberler, 2020). Alibaba saw increasing demand for communication and operating software in the home isolation process and decided to invest \$28 billion in cloud systems (Habertürk, 2020). Cisco WebEx and Samsung imaging systems have integrated with each other to provide intelligent video and audio-conferencing solutions powered by artificial intelligence, and to create an opportunity to edit and share the wireless content with carrying the writing experience on paper (Hürriyet, 2020). Aircraft manufacturer Airbus and Silicon Valley based enterprise Koniku Inc. took the first step to develop a device that is able to tell what is in the air and has the potential to detect viruses by sniffing the air, specifically planned to be used in the aviation sector (Ntv, 2020).

In order to take more advantage of augmented reality, Apple officially purchased NextVR, which broadcasts live VR, sporting events and concerts followed by millions of people (Mynet, 2020). With the supercomputer they named DEMOGORGON, the Spaniards created a map by recording the journey until how Covid-19 clings to human cells and tries to determine its weakest moment in the face of the treatment. With the same technology, the Video Contact System is created to examine the contact status of football players and the risk of infection in football matches. With this system, people who have been in contact with the football player more than 5 minutes can be identified and followed (Hürriyet, 2020). Apple and Google have developed software that centers personal data privacy for the use of contact tracking apps. It is also intended for removing travel restrictions with this software. Public health institutions from 22 different countries made an application to test the system (Milliyet, 2020). Facebook launched a \$1 million grant program in conjunction with Poynter's International Fast-Checking Network (IFCN) to avoid shared false news and false information about Covid-19. Twitter has activated the "Events" feature to enable users to access authorized information first (Habertürk, 2020). Instagram has released a feature that allows to raise donations through livestreams (Mynet, 2020). On the other hand, a French

company has developed a fabric takes advantage of antiviral characteristic of silver and neutralizes coronavirus within an hour (Mynet, 2020). The Madagascar Institute for Applied Research has developed a product called Covid Organics, which is produced from artemisia plant that is effective in treating malaria. President of Madagascar Andry Rajoelina introduced this herbal medicine by drinking it in front of the cameras. Seven countries demanded the medicine. WHO, on the other hand, states that they are not against traditional medicine, but there is no scientific evidence that the medicine is successful in treatment (Milliyet, 2020).

World-famous brands also did not remain indifferent to the efforts to fight against pandemic. They have made various attempts to raise awareness of society and contribute to social support. Some brands have taken various measures to protect their own brand values by postponing investment decisions and changing their working principles. Famous technology companies such as Samsung postponed R&D work and 3nm chipset production to 2022 (Mynet, 2020). In New York, renowned brands closed shop windows with wooden plates and planks as a precaution against looting (Ntv, 2020). Planning to make the model of work from home permanent, Facebook planned to cut back the salaries of its employees (Ntv, 2020). Due to the increased internet usage, it was appealed to various restrictions on reducing the intensity of Facebook and WhatsApp servers (Ntv, 2020). Fashion giants such as Chanel and Louis Vuitton increased prices from 5% to 17% to compensate for increased costs (Capital, 2020). On the other hand, Netflix, Volkswagen, IKEA have released video ads that highlight the importance of staying at home (Medium, 2020). Audi, Coca-Cola, DHL have made new arrangements by opening the distance between components in their logos to draw attention to the social distance (Pazarlamasyon, 2020). Fashion giants began to announce their new campaigns with photos taken over FaceTime. The models participated in shooting with their self-designed hair and make-up. Dior has started producing fashion content with the podcast series “Dior Talks” (Hürriyet, 2020). Airbnb has announced that they will pay homeowners \$250 million to cover the cost of pandemic related cancellations (Habertürk, 2020). Elon Musk announced that Tesla aims to produce ventilators at its New York factory, and devices will be delivered free of charge to hospitals (Economist, 2020). Facebook has announced that they will provide \$100 million in aid to 30,000 small businesses in 30 countries (Ntv, 2020).

Lifestyle changes and reactions of consumers were traced back to their consumption and shopping habits, social media and internet use. Consumers developed new behaviors to meet their basic vital needs, especially with the help of digitalization. Social media usage worldwide increased by 21% and news tracking increased by 36% (Statista, 2020).

The number of applications downloaded in the first quarter of the year exceeded 31 billion and money spent on these applications exceeded \$23 billion (Habertürk, 2020). An 80% increase in application loading related to work, education, health & fitness, eating & drinking occurred (Statista, 2020) and access to porn sites increased by 20% daily, in April, in Russia (Statista, 2020). Global online sales increased by 68% during the February-March pandemic period (BBC, 2020). Livestreams made at home with social media, internet, software, camera, microphone, tripod, light accessories and decor expenditures caused the creation of a new sector. Demand for smart devices that do not reduce video quality and phones with high front-facing camera performance has increased (AA, 2020). Established in Los Angeles, a company that makes adult films started sending high-tech cameras to porn stars who want to work at home (Mynet, 2020).

On the other hand, according to the results of a study conducted in 11 countries, pandemic led people to eat healthier. Especially women purchased more vegetables and fruits, avoided food wastage and there was a significant increase in flour and yeast sales (Ntv, 2020). For example, a record increase was observed for flour consumption to produce bread and pizza at home in Italy. Also, flour, canned meat and rice were the utmost sold products (Statista, 2020). In China, it was seen that people reduced consumption and preferred to save more. In this period, internet browsing and messaging, gaming and sleeping were preferred. The rate of application of hygiene practices increased (Statista, 2020). However, the rapid increase in the number of cases of coronavirus led some Americans to buy weapons and ammunition. Furthermore, in U.S., a CEO of a private-island selling and leasing company claims that there is a growing demand for island purchase and renting. The price of accommodation on an island starts at \$3.695 for two people all-inclusive. Selling prices of these islands start at \$50.000 and go up to \$150m (Ntv, 2020). Also, in U.S., demand for doomsday bankers, prepared as a precaution for climate change or nuclear wars, raised from \$35.000 to \$3m (Businessinsider, 2020).

During pandemic process, to obviate their anxiety and to cheer up, participation in various religious and cultural activities providing social support raised, community supporters and donations were appreciated. For the first time in history, Pope Francis held the Easter Ritual without a congregation that was live-streamed on televisions and social media (Mynet, 2020). In Venustiano Carranza, Mexico, approximately 5 thousand people performed a ritual without the priests on account of Easter (Cnnturk, 2020). President Trump also asked state governors to re-open closed chapels in the country. In order to find spiritual and psychological support, artistic activities were started to be followed from digital as well

as religious practices. For example, famous Italian tenor Andrea Bocelli gave a live concert at the Duomo Cathedral on YouTube, under the name of 'Music concert for Hope'. More than 25 million people watched the concert within 24 hours (BBC, 2020). Furthermore, celebrities such as Beyoncé and Julia Roberts auctioned off their red-carpet outfits on behalf of healthcare professionals in collaboration with eBay. Footballers, singers, and actors have made various donations of up to millions of dollars (Ntv, 2020). Also, influencers' effect on fundraising was huge. As an example, Italian influencer Chiara Ferragni started a campaign for Italian hospitals and collected over €3 million from all over the world (Milliyet, 2020).

Unfortunately, there were also many tragic events that affected the individuals' life and psychology during pandemic period. Various problems were experienced worldwide and governments were insufficient to take measures especially in terms of sustaining vital needs, access to health services and cyber security. For example, a mask crisis between the 4 countries (Sweden, France, Italy, and Spain) emerged (Mynet, 2020). In Italy, individuals protested the fact that they also started to struggle for subsistence. Banks commonly did not give credit to consumers and there were great difficulties in delivering €600 aid promised by the Italian government. More than 3 million people were unemployed and Italian mafia came into play to help people and claimed to take control of the public. In England, 18 thousand cancer patients were expected to die due to suspension of health services (ntv, 2020). In Netherlands, poisoning is observed among children due to excessive use of vitamins and disinfectants (BBC, 2020). It is reported that thousands of elderly people were left to die in nursing homes in European countries and U.S. (Ahaber, 2020). In Wuhan, China, it was reported that 10% of people who were reported defeating the disease had the symptoms of the virus again (Ntv, 2020). Furthermore, approximately 44 million people do not have health insurance in the U.S. and there is no implementation called free treatment in the country. It was witnessed that Covid-19 tests and treatment invoices were about from \$9,000 to \$20,000. Individuals criticizes this situation strongly in U.S. (Yenihaberden, 2020). Another problem was about finding burial places and funeral services. In France, the burials of Muslims, who died from Covid-19, became a problem due to the limited number of Muslim cemeteries (Mynet, 2020). Traditional or religious methods were mostly abandoned in the burials and in some countries like China, attending to funeral and ceremonies were also completely prohibited. An increase is observed in mass grave excavations. There were also difficulties in finding coffins (Businessinsider, 2020). Cyber fraud also increased during pandemic period. It was determined that cyber fraudsters sold millions of users' access information, credit card passwords and Netflix accounts that

they obtained illegally (Habertürk, 2020; Mynet, 2020). More than 500 thousand users' data, using the Zoom application, including educational institutions and private companies, were on sale in the 'dark web'. Zoom suggested users to change their passwords, but security problems still continue. NASA and Elon Musk banned the usage of Zoom since it has no end-to-end encryption in the meetings (Habertürk, 2020; Cnnturk, 2020; Habertürk, 2020). The video conferencing application Microsoft Teams were also cyber attacked due to incorrectly configured Domain Name System (DNS) records (Habertürk, 2020).

Turkey's Reactions to Pandemic as an Outstanding Role Model

Turkey takes its place in the world's agenda as a successful role model by handling pandemic crisis effectively (Habertürk, 2020). The first positive case of Covid-19 in Turkey was detected in March 10, 2020. As of this date, all of the high-level institutions of the state started to make previsions against pandemic. Ministry of Health take web site 'covid19bilgi.saglik.gov.tr' into service for sharing instant information related to pandemic (Saglik, 2020). Government decided to undertake expenses of Covid-19 diagnosed citizens' treatment (Cnnturk, 2020). To make a person-based tracking, application named 'Life Fits in Home (HES)' has been developed. In May, there were 5 million active users (Milliyet, 2020). It was allowed to demand masks and daily statistics through the application (Trthaber, 2020). As of March 21, 2020, a curfew has been imposed for people who are above 65 or below 20 ages, declared as risk groups (Hürriyet, 2020). Free cologne and masks were distributed regularly to citizens over 65 years old (Milliyet, 2020). Department of Health Institutions of Turkey intervened to develop national vaccination by inviting various scientists to R&D Project Preparation (Milliyet, 2020). Red Crescent started plasmotherapy treatment, also supplied aid and medical equipment to other countries, activated 150 military hospitals and commenced production of 300 tent hospitals. In order to serve citizens in the field, they established Fidelity Groups and favored by 50 million TL (Habetürk, 2020). In Istanbul, Governorship contracted with some hotels, guest houses and dormitories to welcome in medical staff (Habetürk, 2020). Also, Turkish Government sent medical and protective equipment to 116 countries, including USA, Italy, Spain, England, Palestine and Iraq and raised the third place among countries supplying aid to others (Haberglobal, 2020).

Presidential Office of Digital Transformation accelerated the actions during the orientation period. Initiatives have been taken to enable citizens to obtain documents such as travel warrants via e-government (Habetürk,

2020). The number of done-processes over e-government reached to 4 billion with digitalization (Hürriyet, 2020). In March, Ministry of Family, Labor and Social Services informed occupational safety specialists, workplace doctors and nurses about the usage of hygiene and protective equipment by publishing a guide. The Ministry created a support campaign of 1000 TL per month for 2 million recorded needers. For all businesses that declined or deactivated their actions, short-time working allowance has been proposed (Mynet, 2020; Habetürk, 2020). Energy Market Regulatory Board scaled back costs of electric to sustain households and businesses [109]. After the outbreak, it was forbidden to perform prayer in mosques with crowd (Haber7, 2020). Also, Directorate of Religious Affairs announced re-organized burial methods based on coronavirus measures (Diyanet, 2020). The pandemic accelerated technological attempts and investment in Turkey. Lots of firms, universities and business high-schools (Ntv, 2020) developed and put on market some products such as industrial disinfection devices (AA, 2020; Habertürk, 2020), masks (Mynet, 2020), disinfections (Habertürk, 2020), test-kits (Mynet, 2020), medical support devices (Mynet, 2020) and air sterilization devices (Mynet, 2020) that some of them use artificial intelligence technology. Also, BİTES Defense (Hürriyet, 2020) and HAVELSAN (Hürriyet, 2020) created video conference applications by using fully domestic and national know-how and servers.

Turkish consumers changed their consumer behavior during pandemic period. Expense on cloth reduced, expense on snacks increased, participating in a cultural activity and vacation plans fell of the agenda. Sport, repairing and personal care action at home increased (Habetürk, 2020). All kinds of products and services from education to entertainment, from shopping to cleaning and health have been searched and demanded from internet. A high increase has been seen in use of home order delivery applications such as 'Getir' (Sabah, 2020). Download rate of home delivery retailing applications increased by 60% and online basket amount increased by 50%. As the period of staying at home lengthened, consumers inclined to demand products such as vegetables and fruits (Habetürk, 2020). In the first weeks of the pandemic, while sales of cologne, vinegar, pasta, biscuits, cakes, milk, chocolate, pulses came to the fore, in the following weeks demand increased in products such as hygiene products, flour, yeast and pickles. There was also an increase in products such as beverages and yogurt that support the immune system. Panic intake was observed in the first weeks (Birgün, 2020). It was observed that durable consumer goods and cosmetic products were placed in the background. Products such as books, games, snack and online platform membership has increased in demand for home time (Habetürk, 2020). The search for

bread recipe on Google also broke a record. Bread sales decreased by 35% in Istanbul. (Mobil13, 2020). Demand for the bread-maker machines increased by 1500%. The price of the machines increased up to 3000 TL (Milliyet, 2020).

A contactless payment record occurred in March, 2020 and 31 million transactions were performed in 11 days (Ntv, 2020). Restriction of physical access to stores increased e-commerce. Some businesses selling over their digital channels experienced increases of up to 300% to 400% (Habertürk, 2020). A rapid increase was observed in the manufacture and consumption of chemicals and chemical products for cleaning and pharmacy (AA, 2020). Also demand for honey, pollen and other bee products, which are known to support the immune system, has increased considerably (Milliyet, 2020). Long queues occurred due to the accumulated needs of consumers in front of the shopping malls re-opened in May (Habertürk, 2020). After the 50-day ban, consumers rushed to the barbers and hairdressers. The services were offered with a 40% price increase due to using disposable products and disinfectants (Milliyet, 2020). After outbreak, the price of the detached house for sale increased by an average of 25% and 18% for rental. Search for houses with garden in search engines increased by 252% (Mynet, 2020). The rate of those who want to see the house through digital channels has reached 54%. 61 % of the real estate consultants who carried out video home browsing used WhatsApp application, 33% used video calling feature of the phone and 6% used other programs (Ntv, 2020). People started to make their home in the countryside and share their experiences on social media with created and shared videos on YouTube (Hürriyet, 2020). Since education and work were transferred home, internet used at homes increased from 68 GB to 119 GB, and mobile internet usage increased from 4GB to 9GB (Habertürk, 2020). Interest in video conferencing systems and demand for headphone usage increased (Sabah, 2020). Events such as the official holiday celebrations were moved to digital as well. It was the first time that online drone races were held at the May 19th celebration, and it was planned to continue as an online and official competition from now on (Ntv, 2020). The Healthy Tourism Certification Program was launched as a new model in the world to sustain normalization process in tourism sector. Within this programme accommodation, food and beverage facilities were planned to be inspected in accordance with new criteria to receive a Healthy Tourism Certificate (Milliyet, 2020). It has been announced by the Ministry of Transport and Infrastructure that airports that make provisions for pandemic during the normalization process will be given a 'volatile certificate' (Habertürk, 2020). For the upcoming summer holidays, consumers were observed to be more oriented towards

non-crowded holiday centers such as camp, caravan and bungalow-style centers (Ntv, 2020). Tourism companies stated that there is an intense demand for blue vacation, and there will be an intense interest in yacht tourism this summer (Habertürk, 2020).

Lots of famous Brands in Turkey also acted quickly in order to face urgent demands related to crisis and to contribute to social support activities during pandemic period. For example, a firm using 3D printers, produced free crown, visor and breathing apparatus for healthcare workers (Hürriyet, 2020). With the start of the outbreak in Turkey, Turkish Airlines Board members, who had to stop almost all flights, gave up their 3-month salaries. Members and senior executives also contributed to social support by deciding to pay the gasoline, road and bridge tolls themselves (Habertürk, 2020). Various clothing brands decided to stop selling on their stores and switched to online (Mynet, 2020). Lots of Turkish textile and fashion brands dedicated their workshops and factories to the production of surgical masks and made donations (Hürriyet, 2020). However, since the global giant brands did not purchase the goods they produced without any reason, the March loss of the textile producers exceeded 500 million Turkish liras and exports fell 70% (Habertürk, 2020). On the other hand, 7/24 decontamination applications were started by Turkey Retailers Federation in all supermarkets and employees were trained (Ntv, 2020). Local TV channels offered more than 100 domestic and foreign cinema films for free, with the slogan of 'Stay at Home, Stay with Film' (Mynet, 2020). Some clothing fashion brands started to provide online video support services for product selection and orders, aiming to turn digitalized customer experience into pleasure (AA, 2020). State-owned banks launched campaigns to support consumers financially by reducing interest rates and offering long-term loans (Mynet, 2020). Also, some social supports were received from celebrities to raise awareness about staying at home. By using the role model effect and telephone connections through GSM operators, it was started to hear alerts from the voices of famous singers and actors to pattern after health-related notices (Hürriyet, 2020).

Unfortunately, during pandemic period some problems occurred in the market and they were severely criticized. For example, demand for masks were exploded quickly and price gougings occurred. In March, the price of potato, which is a basic nutrient, increased by 2 TL in a week (Mynet, 2020). While the cologne and disinfectants had nothing for sale, it was seen that their prices increased from 20 TL to 100 TL (Sabah, 2020). For this reason, the sale of masks has been banned for a while and individuals were ask to demand free-masks by applying through e-government (Milliyet, 2020). As of May, Ministry of Commerce fined 10

million TL for 198 firms that made exorbitant price increases. Among the products that were the subject of unfair prices mask, disinfectant, cologne, thermometer, wet wipes and food drew attention (Amerikaninsesi, 2020; Hürriyet, 2020). On the other hand, according to the Police Academy report, domestic violence, trafficking of medical supplies and cybercrime increased during the outbreak. The establishment of new security units related to the pandemic problems came to the agenda. Within the scope of increasing security measures, it was said that the obligation of presenting documents related to health status may put into practice for foreign tourists' visits (Habertürk, 2020). Despite the precautions and prohibitions, it was observed that some consumers continued their old habits in markets during shopping and did not pay required attention to social distance (Habertürk, 2020). Also, it was observed that some individuals, especially the ones living in big cities, tried to get out of cities and to go to their hometowns by violating travel restrictions. Due to travel restrictions, workers in the farming sector also experienced difficulties, during crop planting period. Additional arrangements were made for the mobilization of this group (Hürriyet, 2020).

Conclusion

It is evident that the COVID-19 pandemic caused a huge chaos worldwide, countries and governments unfortunately were caught unprepared. Hence, the first thing to do for them is need to develop or update more proactive and efficient prevention and action plans against natural events such as pandemics. The great effects of the outbreak have undoubtedly emerged within the framework of health and economy, varying socio-cultural behavioral patterns and daily life routines such as education, work and consumption have also changed. It is anticipated that these changes and transformations will have many permanent results with the help of digitalization. All around the world, dramatic declines of stock prices, turbulence in the markets, losses and bankruptcies among companies, rising layoffs and falling oil prices negatively affected the global economy and strengthened the prospect of recession. Serious problems await the tourism, education, health, automotive and agriculture industries in the forthcoming periods. On the other hand, it was observed that companies that profit from the pandemic mostly operate in the business segments of technology, retail and logistics. They also accelerated shifting to the digital world via solutions they offered quickly. Closing the borders of the countries brought nation-statism and self-sufficiency understanding back especially when it comes to food and health issues. It is observed that governments have increased their support and incentives mostly for health and real sector. Especially countries like Turkey or Korea should

be rising role models in the near future due to sufficient handling with coronavirus crisis. Considering the added value and economic benefits, it can be said that developing vaccine, treatment, protective products and services related to pandemic and supplying healthy food, personal care and hygiene products for household turned into a race among scientists, companies and entrepreneurs and they seem to encourage investments more.

It is obvious that firms that offer solutions to meet the online needs of the business and education world and consumers have made profits of up to million dollars. It has been observed that companies or organizations operating in the business segments of culture, arts and sports begun to make high investments that meet technology with the aim of shifting the habits and demands of the target audience to online environments, products and services and are included in the digitalization trend. From this point, it can be said that demand for online solutions for culture, arts, sports and socialization events, problem-free internet, online communication, all kinds of technical equipment for content creating and sharing will rise. It is also observed that wastefulness and need for luxury decreased among consumers and the trend towards health-supporting products and convenience goods increased. It is thought that consumers will look for lower cost, faster and more easily accessible solutions especially for their needs related to health, nutrition, education and transportation via using digital channels. They will also need new digital practices that allow access to health history and instant health status can be used as a 'digital passport' which can be regarded as guarantee for safe travelling between cities or foreign countries. All of these could be possible with the accelerated integration of governments policies with artificial intelligence and digital practices all around the world and all these digitalization and changing needs means consumers quickly turning into transconsumers, unavoidably.

On the other hand, it will be highly consumer-valued for brands if they adopt their policies that will augment their social responsibility projects to support sustainable consumption, health awareness and economic development, and if they change their production styles, product and service types or forms into more functional and flexible synchronized with sudden market demands. It means that firms operating in logistics sector could alternate between passenger and cargo transportation or firms operating in textile sector could alternate between fashion garments and medical products like masks or bodysuits based on instant demands. This flexibility also seems to save the firms' economic sustainability. As it is predicted that social media usage, the way of doing business and having education online will increase, innovations and digital-based solutions

will be rapidly adopted by consumers and their usage will become widespread. Hence, consumers seem to need more digital-support to get used to these sudden transformations. Firms and brands could also create more digital assistants, online help-desks or home deliveries to answer instant consumer needs at home due to lack of face-to-face meetings and communication.

Furthermore, shortcomings in legal regulations regarding data security and cyber fraud are expected to be eliminated. Individuals' demand for access to reliable information and need for transparent and regular information from public authorities, especially in the field of health and economy, will increase. Tying the needs for religious and psychological practices up with digitalization could also be added to agenda. Clergymen, psychologists and psychiatrists should supply more digital and online services for individuals who need these supports more during a crisis period. During pandemic process, it is observed that individualist and collectivist cultures all around the world propounded different reactions against pandemic both as individuals and societies. In USA and some European countries, which internalize individualist cultures, individual benefit-oriented behaviors such as armament, looting, product fights in shopping malls, and the resignations of healthcare workers are observed; however, in some countries that have collectivist culture, like Turkey, social benefit are more favored through actions such as social solidarity, protecting the elderly and young children and increased donations. For this reason, the cultural element should be considered as an important component in order to predict the possible future outcomes of the pandemic, the reactions of governments, business world and individuals. It can be said that collectivist cultures' norms and values and governments initiatives that are fed by these will be coin of the realm against acts of God in the future. As a result, it is obvious that COVID-19 pandemic drags the world to a rapid digitalization and this process has remarkable results in line with the arguments advocated by the transhumanism and transconsumerism movements of thought. On one hand, individuals questioned the essence of being human, life and its real needs more. They became quite worried about their safety and vital needs and realized the need to be in touch with nature more. Hence, consumption society and capitalism arguments became nonsense anymore. On the other hand, since they carried work and education at home and could not mobilized, they also overdrove on online to sustain their daily needs and quickly accepted offered digital solutions. This seems like a dilemma but also saves a hint inside. In the forthcoming future, all the initiatives and practices meeting digital with nature, in other words virtual with real, seems to create 'good-natured transhumans' and 'satisfied transconsumers' while completing

this inevitable digital transformation process of the human history. In this respect, if social scientists are benefited from transdisciplinary approaches and arguments of transhumanism movement more and intellectualize their claims by counting the yields of digitalization movement, they should reveal more meaningful predictions for the future related to the mentioned topics above.

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